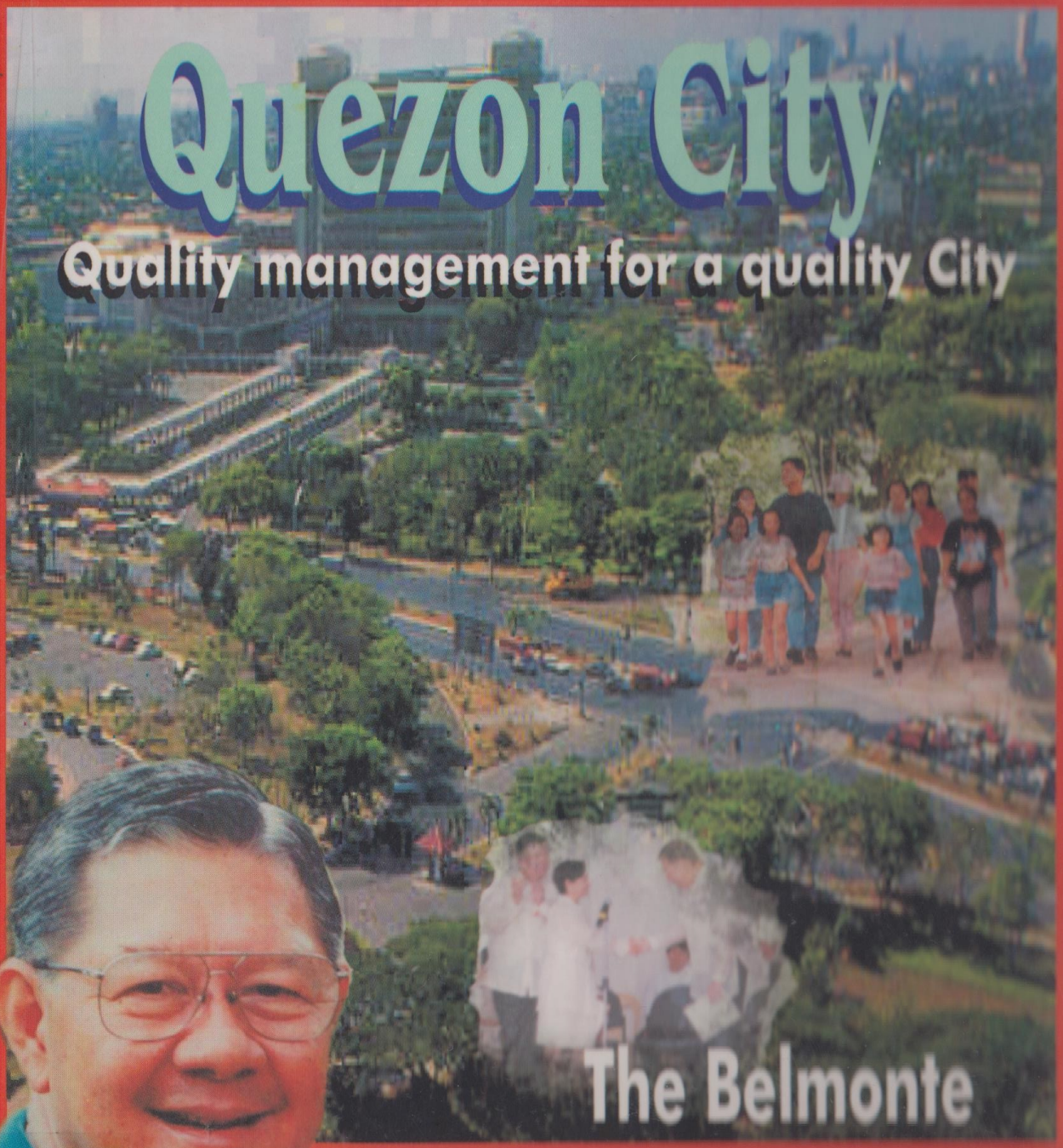
Quezon City

Quality management for a quality City



The Belmonte Administration

Year 1

July 1, 2001 - June 30, 2002



or Sonny Belmonte

One Year of the Belmonte Administration

The Quezon City Government

July 1, 2001 - June 30, 2002

PROPERTY OF
QUEZON CITY PUBLIC LIBRARY

Q.C. PUBLIC LIBRARY
LOCAL HISTORY

Contents

1 Vision and Mission of the Quezon City Government
2 Quick Facts about Quezon City
4 Policies and Strategies for a Quality City
7 Priority Thrusts
8 A Mission for Quality Governance for a Quality City
10 **Accomplishments for the Year**
10 Governance
14 Fiscal management
17 Revenue generation
21 Asset maximization
22 Infrastructure development
25 Urban renewal
30 Environment quality improvement
33 Government-private sector collaboration
35 Peace and order
37 Pro-poor initiatives
39 Family welfare
41 Education
42 Health
43 Livelihood/employment generation
45 Legislative - Executive fusion
45 Conclusion

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Indexed



Vision

The Quezon City Government envisions itself to be: a model of effective governance and responsible leadership, working in partnership with the citizenry in building a Quality Community.

Mission

To provide quality service which will make Quezon City an ideal community where people live, work and do business in a hospitable, progressive and peaceful environment.

Quick Facts about Quezon City

Population
2.173 million, highest in Metro Manila (based on May 2000 census)

Population age group composition
0-14 years – 32%
15-64 years (working age years) – 65%
65 years and older – 3%

Population, by gender
Female – 52%
Male – 48%

Population annual growth rate
1.2% (average)

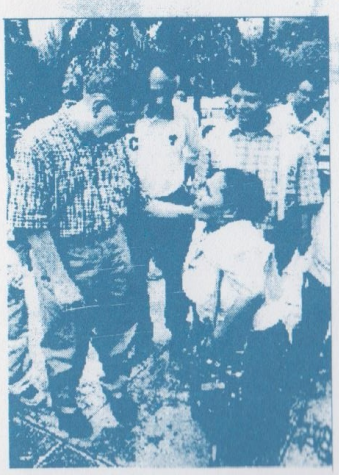
Population density
135 persons per hectare of land

Land area
16,112 hectares (based on 1995 GIS plot; boundaries set by Republic Act 1575)

Land use profile (based on actual use)
Commercial & Industrial - 33.74%
Government - 31.44%
Residential - 23.77%
Religious - 4.64%
Educational - 4.57%
Hospital - 0.30%
Charitable - 0.24%
Others - 1.30%

No. of barangays
142, including the new barangays: North Fairview and Greater Lagro

Most populated barangays
Commonwealth – 120,569 people
Payatas – 112,690
Batasan Hills – 109,723



Labor force
997,000

No. of employed
849,000

Employment rate
85%

No. of business establishments
52,245 (based on number of business permits newly issued and renewed in 2001)

Major types of business establishments in QC

Retailers – 35%
Wholesalers – 18%
Restaurants – 11%
Small-scale service providers – 11%
Manufacturers – 10%
Contractors – 10%

No. of media stations and offices in QC

Television networks - 6 major networks Radio stations - 10 Print media offices - 5

No. of government offices in QC

National government offices - 125
Government-owned & controlled corporations - 25

No. of informal settlers

158,947 households

No. of schools (including universities)

Public: Elementary – 94
Secondary - 38

Private: 283 (includes elementary, secondary and tertiary)

Technical/vocational schools (accredited by TESDA) - 97

No. of children enrolled in public schools

336,750: 226,953 in elementary
109,797 in high school

Average ratio of classrooms to students (in public schools)

Elementary - 1:43
Secondary – 1:29

No. of enrollees at QC Polytechnic University 941

No. of hospitals

Public: 18 Private: 46

No.of health centers 54
No. of lying-in clinics 4
No. of mobile clinics 2

No. of public markets

8 : District 1 – 2
District 2 – none
District 3 – 3
District 4 - 3

No. of private markets

43 : District 1 – 11
District 2 – 26
District 3 – 3
District 4 – 3



No. of slaughterhouses 75

Policies and Strategies for a Quality City

Fiscal

- Determine validity and usefulness of expenditure item before approval.
- Keep within the boundaries of the laws, rules and regulations of the Commission on Audit, Generally Accepted Accounting Principles (GAAP), and other pertinent laws and rules.
- Exercise prudence by making sure that expenditures are all within budget and are all within a reasonable cost/price range.

Revenues

- Optimize revenue collections without sacrificing the City's competitiveness as a business location;
- Minimize leaks in the bureaucratic machinery;
- Clear accountabilities of revenue-generating units.

Infrastructure

- Interconnect major arteries of the City, as well as activity centers (schools, commercial areas, government centers and various other key destinations);
- Develop and adopt a rationalized system for prioritizing and programming infrastructure development that reckons with the following criteria:
  - Is needs-driven, not request-driven;
  - Promotes balanced development among all four districts;
  - Adopts the most cost-effective and time-efficient building models.
  - Follows a faster turnaround time from project concept, design, bidding to actual project implementation and completion.
  - Ensures the integration, collaboration and complementation of national government resources and barangay resources, with City resources;
  - Pursues cost-effective utilization of budgeted funds.

Environment quality

- Get the government and the governed to work together to maintain a clean and green environment;
- Adopt a cost-effective, "accountable" collection system (following the "clean city" contract);
- Implement a "total approach" in environmental cleanliness, working to keep streets, parks and waterways debris-free; instil discipline and "clean city practices" through the deployment of environmental police;
- While there is a law (newly enacted Republic Act 9003) on solid waste management, study and pursue creative ways of waste disposal and recovery, and of waste volume reduction through segregation, recycling and composting.

Government-public sector collaboration

- Enlist the participation of all sectors of society in City governance and development programs.
- Encourage citizen initiative in projects that will uplift their own communities and spread development in more areas of the City.

Peace and order

- Promote peace and order by:
  - Improving police's crime prevention and solution capabilities;
  - Enlisting citizen participation in crime prevention and solution;

Pro-poor

- Integrate the City government's programs for the poor to maximize benefits and reach more beneficiaries;
- Create a reliable, comprehensive data base on the City's poor population to develop dependable measures of effectiveness and reach;
- Pursue wholistic welfare programs for families and single citizens, considering their economic, social and physical needs.

Housing

- Discourage the influx of more squatters in the City.
- Provide homes, not merely lots to the City's informal settlers, specifically:
  15 sq. m. dwelling units in a medium-rise building (MRB) (complete with toilet, bath, laundry areas, as well as electricity and running water) that are nice enough to live in, but not nice enough to sell;
- Build 10,000 affordable dwelling units in an MRB, each costing only P100,000 per unit, for a total program cost of P1 billion;.
- Provide decent low-cost housing that houses the most for the least, using the most cost-effective technologies and construction materials, and efficient space-management plans.

Education

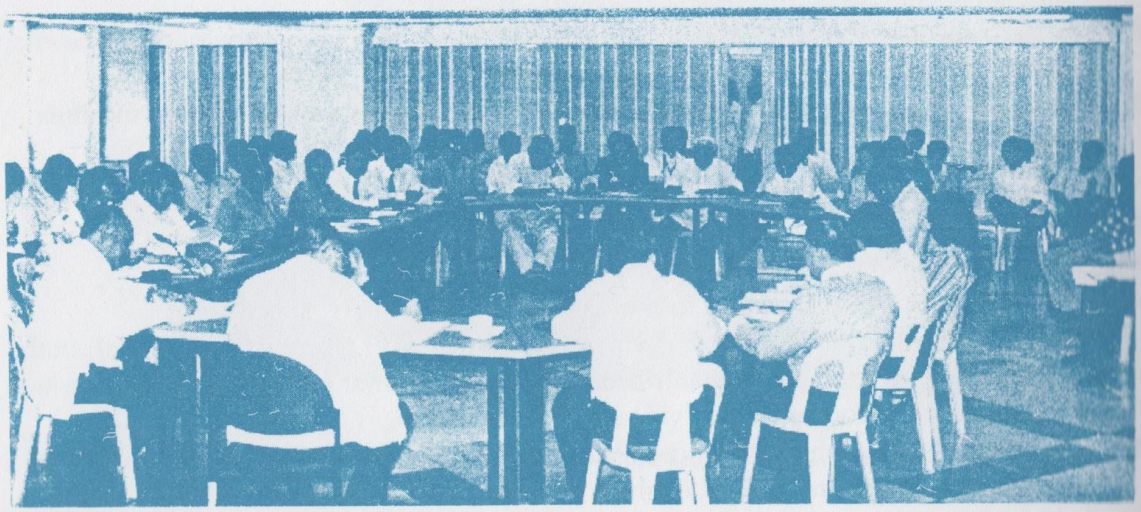
- Create programs that promote the development of children, both physically and mentally, through free daycare, medical and educational facilities.
- Aim for an ideal teacher-student ratio in the City's public schools by building school buildings sufficient for the student population in each district.
- Provide textbooks for every public school student
- Improve information-technology training available in City schools.

Health

- Pursue a three-tiered health service approach to strengthen health services at barangay and district levels, and streamline the number of patients needing City hospital services.
- Develop 24-hour Super Health Centers in each district.

Executive-legislative relationship

- Aim for collaboration and teammanship in the crafting of policies for the good of the City.



Priority Thrusts

- Wage a program against poverty by integrating pro-poor programs to maximize the reach of given resources;
- Erase urban blight by providing dwelling units, instead of merely lots, to informal settlers through medium-rise housing structures; put into operation the Housing and Urban Renewal Authority to finance sustained urban and housing development throughout the City;
- Keep streets and waterways clean through an efficient garbage collection program and through active barangay environment-enhancement programs;
- Interconnect major roads to promote the flow of trade and commerce to and from production and other major activity centers;
- Assure efficient traffic flow through strict implementation of rational traffic management schemes and zero tolerance for obstructions and illegal vending activities;
- Aim for parity in textbook distribution so that, by 2003, one public school student is assured one textbook per subject;
- Respond to deficiencies in the City's education system by matching budgets and expenditures with actual priority needs;
- Decrease the incidence of crimes; increase crime solution efficiency;
- Wage intensive campaigns against drug abuse through values education, community-level information drives and strict enforcement of anti-narcotics laws;
- Improve and expand the public health system at all levels in all districts;
- Exercise fiscal prudence and fiscal restraint in government spending;
- Plug leaks in revenue collection and reporting;
- Reduce opportunities for graft and corruption in the City government;
- Institute systems improvements in the City government machinery to make it a quicker and more efficient service provider.

A Mission for Quality Governance for a Quality City

We found out that, despite the diversity in ages, incomes and lifestyles, a common yearning runs through everyone in Quezon City – that is, for a Quality Community where people can live, work and do business in a hospitable, progressive and peaceful environment.



A historical perspective

Quezon City took wings from a desire of Manuel Luis Quezon to build a place where the ordinary workingman could afford to build a home and take root. Don Alejandro Roces and his son, Ramon, found the land that could match the dream in 15.7 million square meters of land in Diliman. This was in 1938. Since then, more hectares were added, the land subdivided and developed until it moved closer to Quezon's vision of a brave new frontier.

Tomas B. Morato formed Quezon City's first local government. Architect Juan Manuel Arellano led the City planning team that first carved the urban landscape. Norberto S. Amoranto would lead the City for 22 years, powering a construction boom that erected many of the landmarks we see today.

In the 64 years since Quezon was first inspired by the lush, virgin lands of Diliman to build a planned city capital for the Philippines, that City continues to progress, following the cadence of a dream that continues to work for the good of the common man.

When I assumed the leadership of this City in July of 2001, I was given the privilege to manage this City not only to fulfill the aspirations of its founders and developers, but also to fulfill the expectations of its people who have multiplied in diversity and numbers through time.

Our City today

Quezon City has emerged to become the largest of Metro Manila's cities in population and land area. Over 2.17 million people now live here, most of them young. About one-third or 32% of our population is less than 15 years old. Our youthful population has given us a labor pool of 997,000, a human resource asset that can empower definitely much more than the more than 52,000 business establishments that are

located in the city at present. There have also been estimates that point to a large urban poor population in Quezon City, whom some quarters approximate at more than 50% of our total population.

We found out that, despite the diversity in ages, incomes and lifestyles, a common yearning runs through everyone in Quezon City – that is, for a Quality Community where people can live, work and do business in a hospitable, progressive and peaceful environment. People want a cleaner environment, fewer crimes, a stronger economy, sufficient public schools and greater access to low-cost medical services.

Vision and mission of the City government

We aligned this vision of the City with that of our government. The best way to bring about a QC for QC is for our City government to be a model of effective governance and responsible leadership, working in partnership with the citizenry in building this ideal community.

Our mission, therefore, is to provide quality service which will make this ideal community realized in Quezon City.

Clearly, the purpose of government and the ultimate benchmarks by which we shall measure our success is clear:

- Improvement in the quality of life of the people in Quezon City;
- Creating a climate conducive to business and productivity;
- Creating a climate for good government and social responsibility.

Creating a model of governance

The City Administration, inspired by this vision and mission, has adopted a model of governance composed of the following elements:

- *Developing the capacity of the City government to govern.* It means setting the systems needed to improve management capabilities, curbing graft and corruption and defining directions and strategies clearly so that more of the right things can be achieved at less time, with less waste and with more impact for the right constituencies.

- *Rationalizing goals and strategies in the context of comprehensive programs* so that each move of a City government department, office or committee complements, enhances and can be easily integrated with what the others are doing.

- *Acquiring the political will and the passion for service* needed to power reforms, inspire innovations and create greater opportunities for teammanship between citizens and government.

- *Enhancing professionalism in service provision* to encourage initiatives toward efficiency and effectivity, as well as self-checks on ethical conducts.

- *Exercising prudence and judiciousness in the use of resources*, to remove the focus on merely spending what is budgeted but on the wisest use of the least resources for maximum gains.

The thrust has been to make the City competitive in terms of its ability to:

- *Manage and deliver its services to the people;*
- *Promote the growth and flow of commerce within the City through process and infrastructure improvemenfs;*
- *Encourage and obtain the support of its constituency in its programs and projects.*

Guided by this model of governance, this Administration has accomplished the following in its first year in Office:

Accomplishments for the Year
July 1, 2001 – June 30, 2002

Governance

Instituting effective governance has been the focus of this administration from Day 1. The thrust has been to make the City competitive in terms of its ability to:

- Manage and deliver its services to the people;
- Promote the growth and flow of commerce within the City through process and infrastructure improvements, and through better traffic management;
- Encourage and obtain the support of its constituency in its programs and projects through greater government-public sector collaboration.

Our governance strategies have been:

- *Direction setting at the City government level, translated into goals, visions and strategies at the department, task force and office levels*
  For the first time, an organization-wide planning workshop was conducted in February 2002 to obtain consensus and acceptance of the vision and mission of the City government that will guide all our plans, strategies and activities. Attended by all the executives of the City government, down to the department-head level, the planning workshop helped each department more easily visualize itself as part of a cohesive, integrated team committed to achieve targets that the participants themselves set according to key result areas. Our shared vision and mission, as well as plans, programs and targets clarify our direction for the rest of this administration's term. They set the milestones for our achievements and will alert us if we are falling short of objectives.

- *Regular top management meetings through the weekly Executive Committee meetings*
  I have instituted these weekly consultative sessions to ensure that all our City executives are regularly kept abreast with programs and developments in other areas of the City government. The aim is to enhance each other's gains, complement efforts and not needlessly waste resources through duplication.

- *Curbing graft and corruption*
  Graft saps the government's moral fiber and ability to govern. Therefore, high on this administration's priority list are the:
  - Institution of measures that would make graft difficult to commit, much less profit from. We are keeping a close watch on areas of operations within City Hall, where graft and corrupt practices are reputedly rampant. We have uncovered anomalies involving the rampant issuance of fake receipts and various other documents.
  - Plugging of leaks in revenue collection. We have succeeded in large measure, as shown by the increases we are experiencing in tax collection.

- *Institutionalizing critical functions, integration of people and processes to achieve specific missions*
  Environmental protection was institutionalized and professionalized with the activation of the Environmental Protection and Waste Management Department in July 2002, following its upgrading from Task Force Clean and Green on June 8, 2001. Process integration, on the other hand, can be evident in the creation of the Anti-Poverty Committee which brings together and integrates the programs and projects of all departments, offices and task forces of the City government which cater to the urban poor.

- *Adopting process innovations that promote efficiency and minimize red tape*

The City government is adopting the Local Productivity and Performance Measurement Systems designed by the Department of Interior and Local Government. It is an assessment tool that identifies improvement areas in the delivery of essential public services, as well as the extent of improvements achieved. The systems provide indicators and standards intended to measure the efficiency, effectiveness, adequacy and equity of services provided by our City government that will allow us to achieve quality service delivery performance needed to build a Quality Community.

We are intent on achieving our mission with less, but more dedicated manpower.

Process improvements are also being adopted at the Business Permits and Licensing Office to facilitate compliance with requirements needed by an entity to do business in the City. Those applying for renewals and have complied with basic inspection requirements will face ease of processing, with certain requirements to be waived. For inspection and monitoring purposes, businesses will be classified into low-risk and high-risk, with those whose businesses can endanger lives and property subject to more stringent inspection.

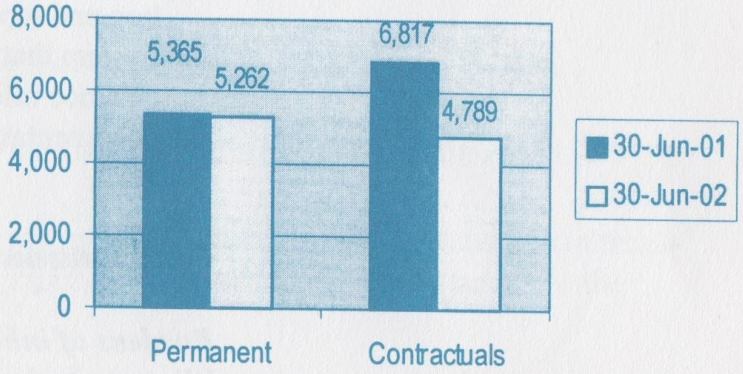


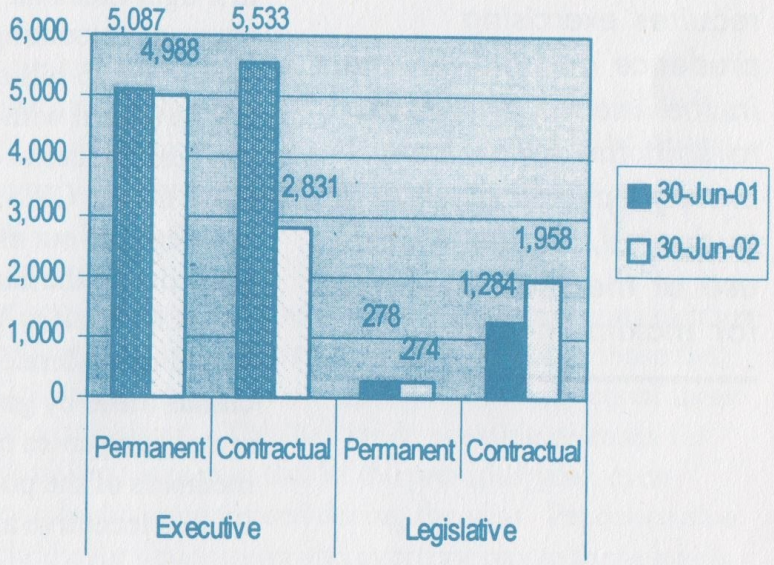
Better service is our objective behind our plans to improve the City Hall complex. The key results we seek in this project are: a more rational arrangement of offices and departments to allow the public easier and faster access especially to frontline offices; cooperative arrangements and facilities improvement to simplify and make services more efficient.

We have drafted a manual defining the disposal program for City properties and supplies that are no longer serviceable. The program is intended to systematize and define standards and procedures to

be followed with regard to these properties. A procedures manual has likewise been drafted to guide fuel allocation, with the objective of minimizing improper use and waste. Another manual being formulated is a guide on the procurement of supplies and materials, to define legal requirements, identify requisition as well as bidding rules and procedures, and make these clear and transparent to City personnel processing the documents, requisitioners and end-users, as well as suppliers and contractors.

Number of employees of the City government
(as of June 30, 2001/2002)





Achieving more with less use of human and material resources

We are intent on achieving our mission with less, but more dedicated manpower. When we took over on July 1, 2001, the City government was functioning with a manpower complement of 12,182, 55% of them contractuals. Now, one year later, the number of employees has decreased by more than 2,000 people. We have lessened the number of contractuals in the executive branch from 5,533 to 2,831. In the legislative branch, however, the number of contractuals has risen from 1,284 to 1,968.

We are tapping computer technology to be productive and make government services and information more accessible to the general public. We are computerizing payroll and other documents on personnel management, adopting software used by the Commission on Audit. We have installed 24 point-of-sale terminals in our new

taxpayers lounge to make payments processing and recording faster. We are speeding up the interconnection of systems and process, particularly those related to revenue generation, collection and reporting through a Fiscal Management System that is designed to promote efficiency, enhance information flow, improve technical documentation, and minimize opportunities for graft.

Fiscal management

Moving toward our vision requires exercising prudence and judiciousness in the use of resources, to shift the focus from merely spending what is budgeted, to the wisest use of the least resources for maximum gains.

Burdens of inherited claims

When we took over the stewardship of the City's administration on July 1, 2001, we found ourselves in a tight financial position. We inherited claims for payment amounting to over P1.4 billion, and bank debt of P1.25 billion. The previous administration left us to deal with claims from its contractors, past-due remittances to government agencies including those for the GSIS, which had suspended borrowing privileges of our employees; unremitted withholding taxes due to the Bureau of Internal Revenue, reaching as far back as 1995; unpaid public utility bills including a Meralco bill that reached P60 million; claims made by garbage haulers and equipment rental companies of about P560 million. Moreover, members of the police force had not been paid their P1,000 incentive allowance since March 2001.

Many claims not appropriated for, and not even recorded in the City's books, would suddenly crop up. An example is Lexber Inc., which filed a case in court to press for its claims and won a decision for P80.963 million. This amount, through diligent negotiations, was reduced to P56.043 million, which this administration is now paying in tranches.

Within our first year, we paid up P580 million of these inherited accounts payable, while keeping current with our own bills.

Fiscal prudence

Spending is not simply budget-driven, or supplier-driven as before. Budget releases go through the process of validating the necessity and reasonableness of the expenditure. Likewise, rules and regulations have to be complied with.

We have made it a practice to:

- Exercise prudence by making sure that expenditures are all within budget.
- Validate all claims for payment.
- Apply strictly the laws, rules and regulations of the Commission on Audit.

We are making sure that bidding and canvassing procedures result in least cost alternatives that match or are better than the most competitive prices in the market for the appropriate quality goods or services.

We have been reeducating the City's suppliers and contractors to submit complete documentations of all financial claims, in keeping with COA rules.

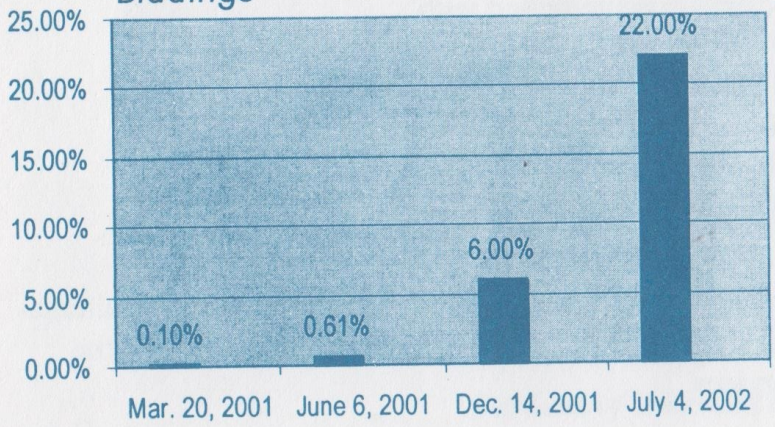
Fiscal restraint

Our first order of business was to institute the practice of fiscal restraint. The ambitious 2001 budget of P4.7 billion was not matched by revenue collections to the exent of P970 million. By adopting very stringent belt-tightening measures, we managed to reduce this budget gap to less than P100 million.

We had to work to ensure funds not only for current expenses but also for millions in prior years' claims. We started by rationalizing the City's manpower, to retain only those that were truly needed to provide the City's services and allow the lapse of contracts of those whose services were nonexistent or extraneous. This has made possible releases for personal services that were P10.480 million less than that of the previous year, even considering payment of a 5% salary adjustment enforced during the year. Prudence also compelled us to set limitations on claims for honorarium and overtime pay to those levels that were really needed for efficient service.

Given the millions that the City regularly pays for utilities, we are doing an inventory of the City's telephone and power usage to find ways we can reduce these bills. We are checking for illegal connections (which is common for City facilities like health centers located in areas where informal settlers can easily tap into its power lines), and whether we are only paying for electricity we truly consume. We discovered, for instance, that the City was being billed all along for electricity for 22,000 streetlights when only about 18,000 were functioning.

Savings in Supplies Cost Realized during Public Biddings



Samples of Common Office Supplies whose Bid Prices Have Gone Down

June 6, 2001/ July 4, 2002

	6-Jun-01	4-Jul-02	% Decrease
File folder	₱ 6.00	₱ 3.04	49.33%
Morocco folder	28.00	5.25	81.25%
Illustration board	57.00	39.50	30.70%
Permanent marking pen	48.75	28.80	40.92%
Whiteboard marker	59.00	20.00	66.10%
Masking tape (1 inch)	27.75	15.00	45.95%
Mimeo paper	240.00	133.00	44.58%
Mongol pencil #2 12s	8.00	3.00	62.50%
Record book 500 pges	170.00	53.20	68.71%

We are adopting new procurement procedures for needed supplies, with the objectives of minimizing red tape and receiving bid estimates from suppliers that are as close as possible to the most competitive current market prices. The use of new price canvassing and bidding procedures has already resulted in an average savings of 22% on the cost of requisitions as of July 4, 2002, with the cost of particular supplies going down by as much as 81%, compared to the prices in which these were acquired one year ago.

We have expanded our pool of accredited suppliers/contractors from 188 to 289, to increase our chances of getting the lowest price supplier available. Fuel expenses are also being minimized through our fuel allocation program which:

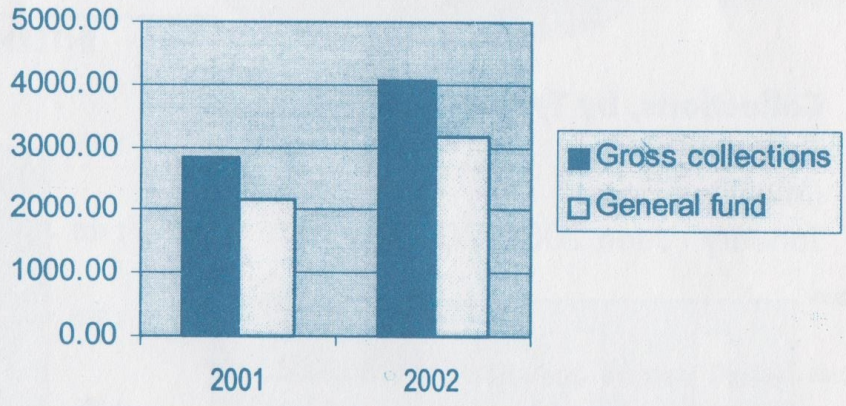
- Sets ceilings on fuel consumption on specific types of City government vehicles and machineries;
- Guards against the improper use of these vehicles;
- Ensures that inoperable vehicles are not used as excuses for improper fuel allocation use.

Revenue generation

While the national government is reeling from the effects of declining tax collections, we at Quezon City are seeing our revenue collections dramatically rising. When this administration took over, the general fund was overdrawn by P10.35 million. The City's financial coffers were in the red in the face of more than one billion in payables. This uncomfortable situation has motivated this administration to aggressively pursue measures that will boost revenue collections.

We penalized persistently delinquent taxpayers by offering their properties for auction. We created systems that would minimize the dissipation of revenues due to corruption. On the other hand, we provided incentives to good taxpayers. The result is that many realty taxpayers voluntarily offered to pay their full year's taxes in advance when offered discounts and the luxury of paying their taxes in an air-conditioned lounge. Philippine Daily Inquirer columnist Ceres Doyo called this innovation "a most pleasant surprise." She likened our taxpayers' lounge to an airport pre-departure area, with free coffee, iced tea and television. She said paying taxes in Quezon City now is "so unlike in the past when nag-babayad ka na, pahihirapan ka pa."

Gross Collections & General Fund
January-June 2001/2002



	Jan-Jun 2001	Jan-Jun 2002	% Increase
General Fund	P2,160,903.993	P3,172,584,753	46.82%
Gross Collection	2,819,456,199	4.066,485,148	44.23%

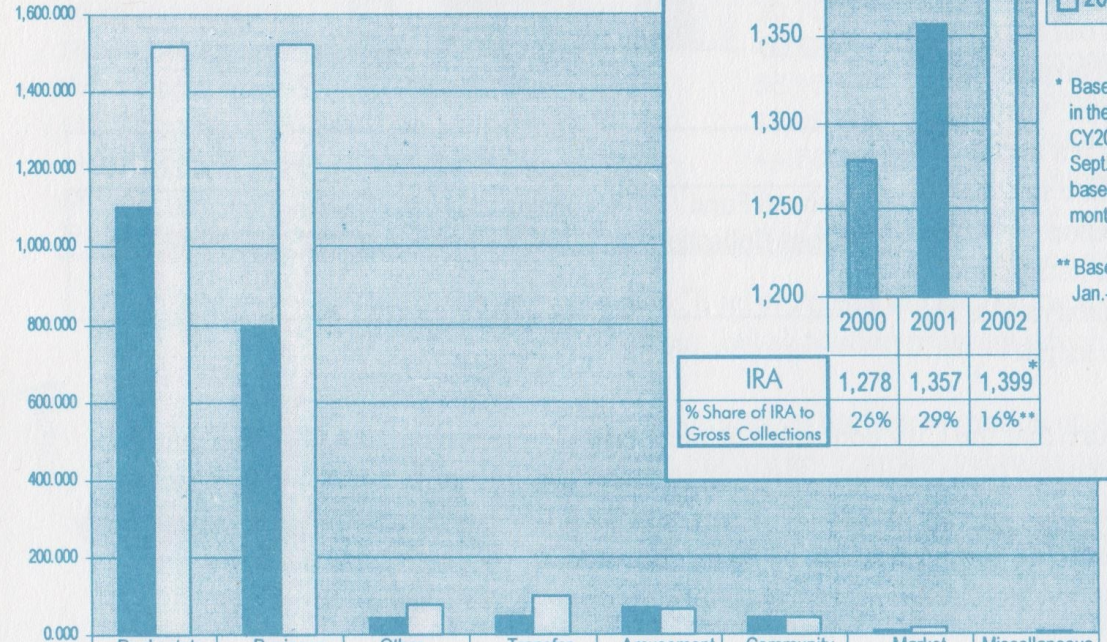
To help ensure that the City continues to meet its revenue targets, the City has put in motion the Suyod Buwis Program, which represents a continuing effort to conduct a physical inventory of real property within the jurisdiction of Quezon City for real property tax purposes. The program seeks to make sure that all properties are assessed the correct amount of real property tax, including those in the following cases:

- Undeclared, newly constructed, newly renovated and additional areas of improvements in buildings and other properties;

- Undeclared and newly acquired machines and appliances, whether attached permanently or not to real property, that are subject to real property tax;
- Former raw lands converted into subdivision lots;
- Idle lands subject to additional annual taxes;
- Properties reclassified from residential to commercial;
- Properties whose assessments have not yet been revised to conform with current rates.

As a result of our innovations, our City has experienced a general rise in almost all the major tax indicators, compared to figures the year before.

Collections, by Type of Taxes Paid
(in million pesos)
January - June 2001/2002



	Real estate	Business	Other regulatory fees	Transfer	Amusement	Community	Market	Miscellaneous
30-Jun-01	1,100.790	793.220	42.351	49.337	69.643	45.095	9.424	1.077
30-Jun-02	1,518.670	1,521.538	78.411	97.900	66.324	45.354	16.184	4.000

INTERNAL REVENUE ALLOTMENT (IRA)
(in million pesos)

	2000	2001	2002
IRA	1,278	1,357	1,399*
% Share of IRA to Gross Collections	26%	29%	16%**

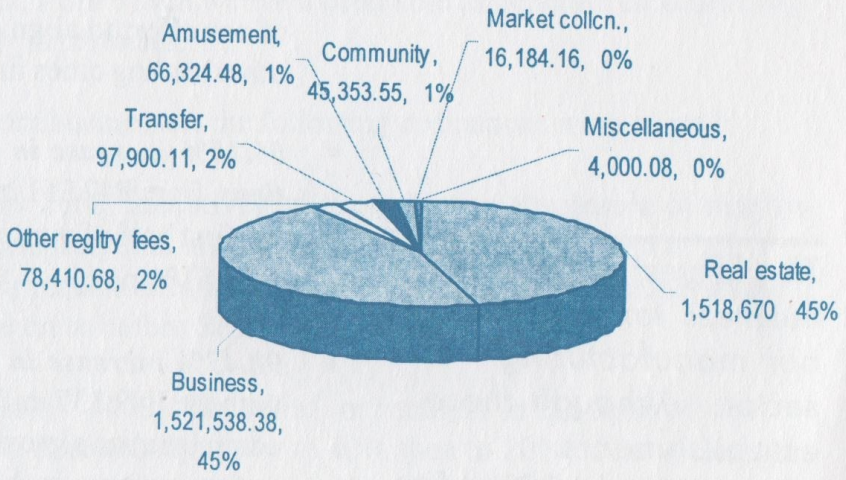
* Based on IRA Allocation in the annual budget for CY2002 (with amounts for Sept. - Dec. computed based on previous months' releases)

** Based on figures for Jan.-June 2002

The following are the results of our first six months of operations this year:

- ***44.23% rise in gross revenue collections*** in the period from January to June 2002, from P2.819 billion to P4.066 billion; this is a further improvement on the 3.48% increase in collections we managed during the first six months of our term;

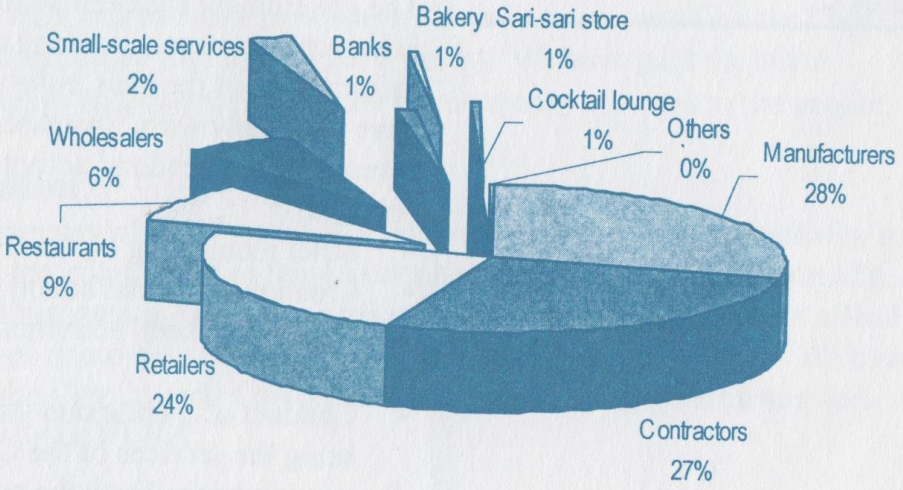
Distribution of Taxes Collected
January - June 2002



- ***37% increase in gross real estate tax collections*** these past six months, from P1,100.79 million to P1,518.67 million;

- ***91.82% increase in business tax collections***, from P793.220 million to P1.521 billion, further improving on the already substantial 36.69% increase during the first half of our term.

Share of Business Taxes Paid
January - June 2002



Business taxes represent our biggest source of revenues, contributing 58% of gross collections. The largest source of our business tax revenues is our manufacturing sector. Although these

establishments comprise only 10% of businesses in Quezon City in terms of numbers, they contributed as much as 28% of business taxes paid in fiscal year 2002.

Tax payments from retailers increased by 175%, from P131 million to P360 million, partly because of our effort to align our tax rates with those of other leading cities in Metro Manila.

- ***85.15% increase in other regulatory fee collections***, from P42.351 million to P78.411 million; in the first half of our term, we had already managed a 29.51% rise;

- ***98.43% increase in transfer tax collections***, with the P49.337 million managed by the previous administration almost doubling to P97.9 million under our term; in the previous six months, the increase was 26.16%;

- ***71.74% improvement in market collections***, from P9.424 million to P16.184 million; this is even better than the 53.61% increase in market collections during the first half of our term.

The largest source of business tax revenues is our manufacturing sector. Although these establishments comprise only 10% of businesses in Quezon City in terms of numbers, they contributed as much as 28% of business taxes paid in fiscal year 2002.

The government has been conducting an intensive information campaign among market vendors to inform them of the laws, rules and regulations they have to comply with. Increased collection of fees and revenues from vendors' activities has also been the result of:

- Strict monitoring by the City's field inspectors;
- Creation of special action groups organized to control hawkers' activities and undertake special projects;
- Conduct of mobile one-stop shops in markets to bring the services of the City government to vendors to facilitate the processing of their fees and licenses.

The only decrease in tax collection was experienced in amusement tax collections, although the rate of decrease has become smaller – from 11.45% in the first half of our term to 4.76% in the second half. One reason for smaller amusement tax collections is the reduction in the tax on the operators of theaters showing local films, which was reduced from 30% to 15%, as mandated by Ordinance No. 1080, issued in December 2001. However, we are making up for this by stepping up our collection of amusement tax from owners of night spots, from which we have been able to generate an additional P150,000 to P200,000 monthly in revenues.

For greater tax compliance from businesses, the following ordinances were passed:

- *Ordinance SP-1148, series 2002.* Incentives on the voluntary disclosure of machineries in the form of a tax amnesty that allows them to forego the payment of all previous taxes due on their machineries provided they declare their machineries for real property tax purposes on or before September 30, 2002;

- *Ordinance SP-1149, series of 2002.* Tax relief for retailers in the form of discounts of as much as 60%, decelerating down to 40% then to 20% of the difference between the new rates imposed under Ordinance No. SP-1080 (series of 2001) and the rates imposed under Ordinance No. SP-91 (series of 1993).

Our success at revenue collection has diminished the role of Internal Revenue Allotments (IRA) as a source of funds. For the previous administration, in 2000, the IRA provided 26% of gross collections. For our administration, in 2002, the IRA's share is down to 16%.

In connection with the IRA, our two new barangays, North Fairview and Greater Lagro, were not given their allocation by the national government. We have paid the tab to ensure that these barangays will be able to provide the necessary services to the people.

Asset maximization

The Quezon City government is one of the largest land owners of the City. Potentially, it sits on a gold mine but for years, many of these assets have been allowed to remain idle. Thus, our next order of business is to put these assets to work so that the City can afford not only to finance major improvements, but also to raise funds to sustain them. We have therefore submitted to the City Council a proposed ordinance creating the Housing and Urban Renewal Authority or HURA.

The HURA is designed to be a City government-owned development corporation mandated to raise the funds for low-cost housing and for urban development.

One of these City assets with a lot of potential is the Ocean Theater building, which occupies a 987 sq. m. lot in Metro Cubao. Independent appraisers place its market value at P73.06 million, yet tenants had been leasing the property for only P30,000 a month. The City is formulating more productive uses for this strategically located building.

Infrastructure development

For a metropolis as large as Quezon City, the infrastructure needed to support development strategies is tremendous. Our vast road network automatically imposes a large area to repair and maintain. A growing population exerts pressure for more public schools to maintain a reasonable teacher-student ratio in every classroom in all districts. Many clusters of communities need to be connected. People and commerce need to move briskly and easily.

Our objective is to link major roads through a network of interconnecting streets so that Quezon City becomes one large, highly interconnected metropolis.

To provide the needed infrastructure, the City government optimized all possible funds that the Chief Executive could get hold of. These included national government funds (particularly the Speaker's Fund), City General Funds and Special Education Funds (SEF). Altogether, P1.39 billion were sourced, programmed and spent for much needed infrastructure projects for the City. The results are summarized in the table in the following page, which include projects that have been completed and paid for during our term in 2001, as well as those started in 2002.

2001-2002 Infrastructure Projects
(amounts are in million pesos)

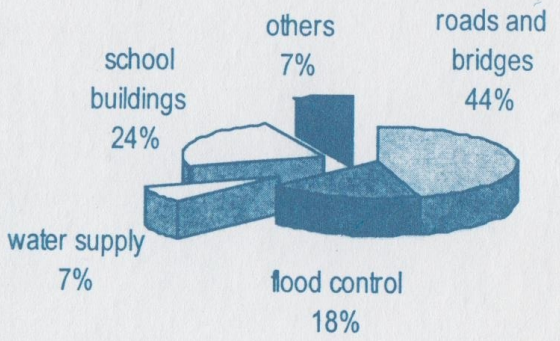
	National Funds*		City Funds		SEF	
Project	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
Buildings			15	38.77		
School bldgs.	15	47.30			74	559.82
Roads	41	89.95	341	446.77		
Flood control	11	35.50	37	76.62		
Health facilities			2	8.49		
Deepwells	100	13.75				
Sports facility			1	3.49		
Transport			1	43.67		
Others		13.50		15.00		
Total		₱ 200.00M		₱ 632.81 M		₱ 559.82 M

* National funds are from the Speaker's Fund

Laying the groundwork

Even before I was elected mayor of this City, I had worked out the infrastructure allocation for Quezon City from the P 200 million Speaker's Fund. This funded the construction of 62 classrooms and the repair of 13 school buildings, 41 concreting and road improvement projects, 11 drainage, declogging and riprapping projects, as well as the construction of a multipurpose hall, a police station and the rehabilitation of the Hall of Justice.

Allocation of Speaker's Fund for QC Infrastructure Projects



P20 million of this fund was used for improvements in the Payatas dumpsite. These include the concreting and asphalting of roads leading to the dumpsite, the diversion of creeks as well as the provision of financial support for the methane gas extraction project in this area.

Moreover, national funds advanced by the City government financed the construction of a steel pedestrian bridge across Commonwealth Avenue to facilitate consumer access to the Manggahan Market which had cost P320 million, but which had been unused for

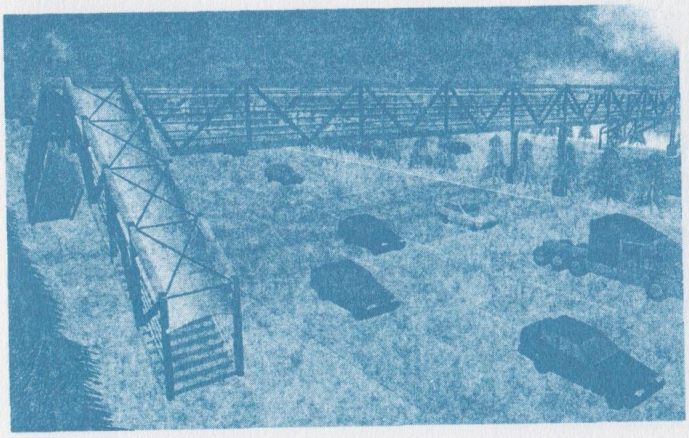
three years. This moveable pedestrian overpass was built for P9.8 million, 35% less than what it would have cost the national government to construct a concrete bridge, which would have served the same purpose anyway.

We formulated an infrastructure development plan to provide for a systematic method for selecting and prioritizing public works projects, for determining their distribution throughout the districts, and for identifying sources of funds.

Interconnecting communities

To facilitate the mobility of people and businesses throughout the City, we seek open access through subdivisions so that commuters do not have to endure the time and expense of circuitous routes just to get to their destinations. For example, through court action following the failure of consultations, one subdivision that imposed tolls on residents of Bagong Silangan, a poor community, which kept them from moving easily to and from their community, was enjoined from charging these fees.

We are building intra-community roads, such as those that will link Mindanao Avenue in Barangay Talipapa to San Bartolome, and from there to Gen. Luis Street in Barangay Nagkaisang Nayon. Our objective is to link major roads through a network of interconnecting streets so that Quezon City becomes one large, highly interconnected metropolis.



Infrastructure development program

It is the objective of the City government to pursue an infrastructure-development program that is:

- Needs-driven
- Systematic
- Cost-effective
- Time-efficient.

We wanted to veer away from the practice in many

local governments to make infrastructure building a request-driven activity. We did not like to succumb to the pressure exerted by various proponents who would push for their respective pet projects, without regard for the most pressing needs of the City and the need for balanced development. We figured that the best response should be not to be request-driven, but to be needs-driven.

We formulated an infrastructure development plan to provide for a systematic method for selecting and prioritizing public works projects, for determining their distribution throughout the districts, and for identifying sources of funds. We rated and scheduled the implementation of projects based on set criteria that were reflected in terms of numerical components. We looked at the facilities already available in each district, the socioeconomic conditions present there, as well as national projects already earmarked for the area. We did not want duplication; we sought for balanced development among all four districts; we wanted to be able to respond to infrastructure needs that had long been neglected in the past.

The result is a long and comprehensive study that created a rational framework for the allotment of P494.15 million for the implementation of 135 public works projects in 2002. Another P300 million worth of projects will be bidded out later, for a total of P1 billion worth of infrastructure projects for the year.

We also seek a faster turnaround time for projects, by removing bottlenecks and red tape-creating processes that impede the start and completion of projects. We have enlisted the help of consultants to help make our systems and processes worthy of ISO certification.

We want to beef up the capability of the City to do projects by administration. For this purpose, we have created a task force within the City Engineers Department who will focus on this type of project. The objective is for the City to have better control over scheduling and resources.

We are also planning to tap technologies that will enable us to construct infrastructure projects quickly and more cheaply, such as those from Singapore for very cost-efficient school buildings.

Urban renewal

Quezon City has tremendous potential as a Garden City and as a premier business address.

Business growth center program

To make the City more attractive to business and investments, as well as increase consumer inflow, we have identified special growth-centers programmed for fast-track development.

These include:

- Areas forming the Timog triangle bounded by Tomas Morato and Timog Avenues
- Banawe Chinatown
- Metro Cubao
- Libis
- Novaliches/North Fairview and
- Parts of the North Triangle area.

Our policy centers on providing dwelling units instead of merely awarding land titles, because we believe that providing land without giving the poor the means to construct a decent dwelling over this land, will not answer the housing needs of indigents and erase urban blight.

We are highly supportive and proud of the private initiative that is transforming Metro Cubao and Libis into first-rate commercial communities, and we hope to see more of these developments in other areas of the City.

A sidewalk redevelopment project for Tomas Morato Avenue is being presented in a series of consultations with the private sector in the area. The socioeconomic survey of Banawe business establishments has been completed in preparation for the revitalization plan for this place.

In the Commonwealth area, we are launching a development-oriented program that will build on the police station, the bridge and the market there. We will develop a park and launch a beautification campaign that will upgrade the appeal of this vicinity.

Novaliches already hosts a large consumer market, and its new shopping malls are a magnet for consumers from North Fairview. Increased local government attention on Novaliches has helped encourage an attitude change among residents – where before

they wanted to break away and become a separate City, now many are enthused by the growing improvements in this area.

Garden City program

We are developing a masterplan to transform Quezon City into a Garden City. The plan is to make the Elliptical Circle the focal point, with profusely planted corridors leading to La Mesa Dam. We are envisioning a nature-oriented recreational park in the La Mesa Dam area, along with other parks to be developed in the Balara Filter area. We would like to create pockets of beautifully landscaped walkways and biking areas throughout the City, taking advantage of the relatively low-cost but high-impact value of plants in terms of visual improvement. We have surveyed 205 open spaces owned by the City, 30 of which can be developed into parks. Our administration feels strongly about keeping our open spaces as clean, verdant, breathing areas in the City unencumbered by structures.

Housing program

There should be no blighted communities in a Quality Community. So what do we do with our informal settlers which a recent census has pegged at 158,947 households and growing everyday? For far too long, Quezon City has been derisively called a squatter-friendly City. It has become too easy for any transient to come to Quezon City, put together a hovel, post it in under a flyover, or any idle lot, and remain there for years. For too long, squatters have been used as political pawns in the voting numbers game. It shall be the policy of this administration to discourage the further entry of informal settlers in our City. For those indigents who already live in the City but cannot afford a home, we in government shall help them acquire this home.

Our policy centers on providing dwelling units instead of merely awarding land titles, because we believe that providing land without giving the poor the means to construct a decent dwelling over this land, will not answer the housing needs of indigents and erase urban blight. Through the Housing and Urban Renewal Authority which we hope to put into operation once the City Council approves our proposal, we have programmed to provide decent low-cost housing for these indigents using the most cost-effective technologies and construction materials, as well as efficient space-management plans. Our vehicle shall be medium-rise buildings that can house the most for the least cost and on the least space of land.

Our effort in putting order in communities, however, honors commitments made to informal dwellers during previous administrations. Virtually all of these projects are uncompleted to date. Our objective is to complete them immediately and see to the actual distribution of transfer certificates of titles (TCTs) to the awardees.

Metro clearing programs

Sidewalks should belong to pedestrians and streets to motorists. Moreover, there should be no eyesores in our streets and in our commercial areas that can be harbors of criminality and causes of traffic obstruction. We are persistent in our efforts to clear streets and sidewalks of illegal vendors, obstructions and other illegal structures. However, we believe that we should first concentrate on priority areas. To illustrate:

The clearing of obstructions and illegal vendors, opening of alternative routes, improved traffic management schemes and implementation of programs to increase motorist discipline will make it less costly and time-consuming to move around the City.

- *Commonwealth/Manggahan area.* For years, residents and motorists traversing the Commonwealth and Manggahan areas have had to put up with the problems caused by obstructions and illegal vendors. These vendors and store owners were tenacious at plying their trade and have long terrorized even police authorities there. Now, the City has been pursuing a policy of zero illegal vendors along this stretch of Commonwealth Avenue. We have finally cleared the area of more than 1,800 illegal vendors, easing the flow of traffic and people. Most of those displaced acquired stalls at the Commonwealth market, which was completed some years back but which was inoperable until now. When we were putting up this new market, I was told in no uncertain terms that it would never have enough customers to make it profitable. I was deeply challenged by this. Now, the market is not only profitable, the community is more orderly.

  Clearing operations have resulted in the free flow of traffic in four to five lanes of this thoroughfare, where before, in peak hours, only one lane was unobstructed for motorists.

  The presence of so many squatters has made another street, Regalado Avenue, so difficult to traverse. Notice has been given to squatters to self-demolish their structures. The P2.5 million

infrastructure project to widen this street has been scheduled for implementation by the third quarter of 2002. Regalado Avenue leads to Republic Avenue. By widening this street, commuters will have easier access to Fairview, as well as Sauyo and Bagbag in District 2. The government is also developing another alternative route through Katipunan Road, a street parallel to Quirino Highway. Squatters congesting the road have been relocated and road construction will be completed within the next two months. The government is negotiating to acquire a property that will allow Katipunan Road to link directly to Nagkaisang Nayon and Bulacan, decongesting traffic along Quirino Highway.

- *Novaliches proper.* The traffic problem that residents of Novaliches have endured for years has finally been eased. The traffic situation has improved with the clearing of Quirino Highway of hundreds of vendors and the apprehension of "colorum" public utility vehicles. Three areas have been declared "traffic disciplinary zones," with strict enforcement of the laws banning illegal obstructions, loading and unloading areas and pedestrian use of sidewalks and pedestrian lanes.

- *EDSA/Balintawak areas.* For 10 years, the EDSA/Balintawak area has been a scene of old industrial sites interspersed with blighted residential neighborhoods. It has been a haven of criminal elements. Moreover, it was perennially suffering from congestion because of the swarm of illegal vendors and because delivery vans have appropriated it as their parking space. Now, the City government with the help of a Multi-agency Taskforce is working to keep the area clean and well-lighted, as befits a significant landmark of the City. It requires day-to-day vigilance to maintain order in the area.

  The plan is to pursue mixed-use development promoting the following:
  - Intermodal transport terminals
  - Medium to high-density residences
  - Agro-industrial enterprises
  - Medium-intensity commercial activities.

- *Metro Cubao.* Illegal vendors, beggars, petty thieves have thrived in Cubao for many years, making the area particularly along Aurora Boulevard filthy and crime-ridden. Now, through a multisectoral effort involving the City government, the MMDA, the PNP in Cubao, the Traffic Management Group and nongovernment organizations like the Araneta Center Business Association (ACBA), Metro Cubao is now clear of these unwelcome elements. A police crew has been stationed at the EDSA and Aurora Boulevard intersection to deter pickpockets and snatchers from

operating in this vicinity.

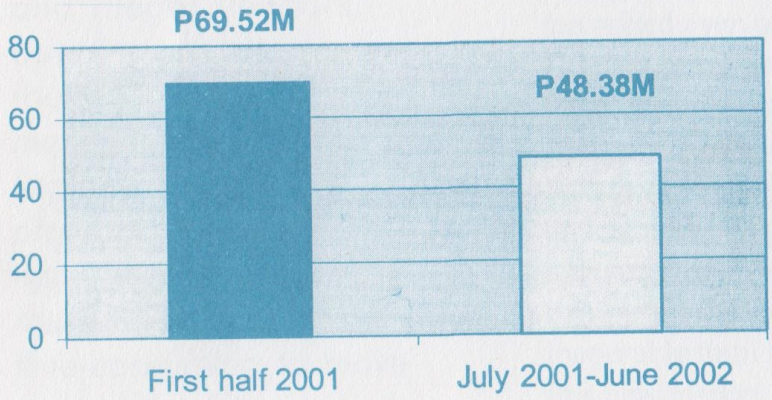
Altogether, we have managed to reduce the bill for garbage collection from an average of P69.5 million a month to P45.1 million a month, or a savings of P24.4 million a month.

These are not one-time, headline-grabbing clearing and demolition efforts, but relentless, continuous drives to keep communities and streets clean and orderly. We have to be determined, because vendors and illegal shop owners can be persistent and hardened. But we have seen that with a firm exercise of political will, and a resolute execution of our policies, residents can be reeducated to patronize, and will eventually appreciate, what is lawful and beneficial for the whole community.

Environment quality improvement

A Quality Community has no place for stink or filth. Philippine Daily Inquirer Honesto General wrote in his column, "…before, my nose knew I was in Quezon City because of the stink at the Congressional Road leading to the Batasan; uncollected garbage was on both the sidewalks and the center island. " Now, times have changed because General noted that we not only tackled the City's garbage problem, we saved money in the process.

Average Monthly Cost of Garbage Collection
(in million pesos)



Savings and efficiency in garbage collection

Our residents and transient visitors generate an average of 1,500 metric tons of garbage a day, for which the previous administration spent up to P82.7 million a month (in March 2001) to collect, for which we are now spending P45.1 million a month to accomplish.

Our strategies have been:

- By simply exercising prudence, plugging the leaks, and improving the administration of the

garbage collection function, we managed to reduce the monthly cost of collection from an average of P69.52 million in the first half of 2001, to an average of P48.38 million after our first year in Office.

- Beginning July 2002, after considerable experience, contract arrangements were changed. The bidding resulted in a total contract cost of P45.1 million a month for garbage collection.

Adoption of "clean city" concept

Starting July 1, 2002, we are no longer measuring garbage collection efficiency on a "per trip" basis because this has proven to be prone to corruption. We have developed a solid waste collection approach based on a "package deal" concept.

Deputization of environmental police

Contributing to our cleaner environment is our strict enforcement of environmental laws through the deputization of 269 Environmental Police who apprehend litterbugs and other violators. In the first six months of this year, these sanitation officers have apprehended 2,455 violators who were penalized with community service and P103,500 in fines.

Clearing of waterways

Largely unnoticed, but critical to keeping our areas clean and flood-free during these rainy months are our efforts to clear our waterways for sanitary, health and aesthetic purposes, with the help of MMDA's river aides. To date, about 15,940 linear meters of waterways have been cleared of debris and obstructions. Information campaigns are also being conducted to keep these waterways pollution-free. Corollarily, social mobilization efforts are being done to relocate to safer grounds informal settlers living on the banks of these waterways.

Management and phaseout of dumpsite

We are in the process of winding down the use of Payatas as an open dumpsite, in compliance with the provisions of the Solid Waste Management Act (Republic Act 9003). Through a grant, the French government will support the City's conduct of a feasibility and environmental impact assessment study for the controlled phaseout of this dumpsite. Included in the study will be the humanitarian concern of providing livelihood and homes for displaced residents.

In the meantime, the City government has taken the initiative to institute the following improvements in Payatas for operational efficiency, as well as for safety and sanitary concerns:

- Minimizing water buildup by deepening and widening the waterways around the dumpsite;

- Controlling garbage volume by limiting dumping to Quezon City garbage. Right now, over 550 trucks dump in the site every day;

- Concreting the access roads leading to the site, which has resulted in faster turnaround time for garbage haulers, enabling them to make two to three trips a day instead of one;

- Coordinating with the Philippine National Oil Company (PNOC) on the extraction of methane gas from the site; if the volume of methane is found to be commercially viable, we will develop it as an energy source; if not, we will develop systems to extract it so that methane gas will not build up in the site and pose danger.

Payatas residents are very grateful for the mini-lending program started by Task Force Sikap Buhay. The Department of Trade and Industry has taken notice and expressed willingness to use the program as a conduit for its micro-financing packages.

These measures proved their effectiveness when we had a cluster of heavy monsoon rains and typhoons this July, and no flooding or any serious mishaps occurred at the Payatas dumpsite. Another critical safety precaution is our having relocated 100 residents living in the danger zones, to safer grounds.

We have also organized the scavengers into groups, each of which is assigned a set number of haulers. Thus, they will not flock to the garbage trucks like bees to honey and put their lives at risk.

Moreover, Payatas residents are very grateful for the mini-lending program started by Task Force Sikap Buhay. The Department of Trade and Industry has taken notice and expressed willingness to use the program as a conduit for its micro-financing packages.

Development of a Materials Recovery Facility (MRF)

If we had to depend on the MMDA solution to dump garbage in Montalban, we would have to spend P270 million more annually. Our solution would be to put up an MRF which will reduce our garbage volume significantly so that even with the Payatas phaseout, the garbage we would have to haul to an alternative site like Montalban would cost less to transport. Studies are being made to develop an MRF through a build-operate-transfer arrangement. The City government will acquire a 1.3-hectare GSIS property in Payatas as a possible MRF site.

Ecological and waste management program at City Hall

Indeed, cleanliness should begin at home. For the City government, this means putting up an Ecological Solid Waste Management Program at the Quezon City Hall complex, designed to:

- Keep the complex's areas garbage-free at all times;
- Create a showcase for the use of low-cost composting and resource recovery technologies.

Earlier, we phased out an unlicensed wet market and "tiangge" operating on City Hall grounds.

Government-private sector collaboration

With barangays

An important arm in maintaining the quality of our environment is the cooperation provided by our barangays who have organized 123 Barangay Ecological Waste Management Committees and developed 29 Eco Centers. Twenty-six barangays have established recycling centers, nine practice composting, and 29 have launched a clean-and-green project called "Gulayan at Bulaklakan."

These initiatives at the barangay level are our way of complying with Section 21 of RA 9003, which provides for the mandatory segregation of waste at the barangay level. The City government has set a 25% waste reduction target within the next three years, increasing this reduction rate by 10% thereafter. The City is providing for a system of financial incentives for barangays that actually manage to reduce garbage volume and hauling costs.

Barangay cooperation has also figured significantly in our peace and order campaigns through the "Police sa Barangay" project designed to increase police visibility and acces-

sibility in communities, and in the Barangay Peace and Order Councils.

Recognizing the tremendous assistance barangay officials and their respective communities can provide to the City in its various key areas of concern, we organized the first Barangay Leaders' Consultation Summit last November 10, 2001. The summit's objective was to define the partnerships the City government and barangay leaders can forge in the areas of environment cleanup, peace and order, community development, as well as social programs for indigents.

For the first time, summits with widespread participation were organized for barangay leaders, the youth and various members of nongovernment groups in Quezon City.

With the youth

Last May 11, 2002, the City Government organized the First Quezon City Youth Summit, convinced that if the youth themselves analyzed their problems, they would feel a greater stake and involvement in the solutions. The convention was participated in by 393 young people representing community-based groups, church-based and civic organizations, various youth representatives, as well as emerging leaders of the Sangguniang Kabataan (SK) of this City. The objective of the convention was to determine the young people's problems and come up with solutions to address these. Among the problems cited were limited access to education, lack of job opportunities, the proliferation of illegal drugs, corruption in society that can affect the youth, and lack of participation among the youth for SK programs.

With other groups

Aside from the youth and the barangays, our City government is also liaising actively with the private sector through business and civic associations and the academe, to expand its knowledge and information base, as well as multiply development efforts for the City. This cooperation was formally recognized through the organization of the first Multisectoral

Consultation held last December 8, 2001, which was attended by 500 representatives from different sectors of society, including those from big business, church and the academe.

The participation of nongovernment organizations and people's organizations in City governance has also been formalized with their representation in the City Development Council. The Mayor is ready to convene the council once the NGOs and POs have selected their representatives in the Council.

We are liaising continuously with the owners and lessors of properties and commercial establishments along Tomas Morato Avenue to enable them to sustain and expand on the improvements that the City government has planned for the areas.

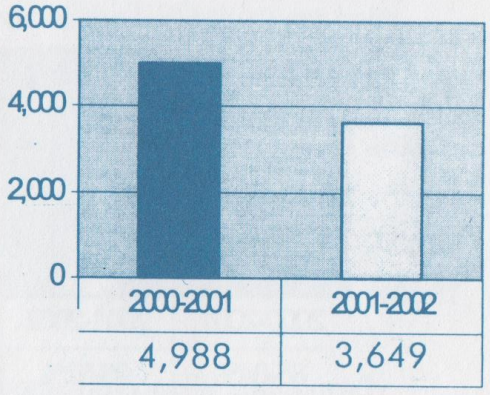
Peace and order

The Central Police District (CPD) of Quezon City has also established various partnerships with the citizenry to promote peace and order in communities, as well as to encourage good citizenship through sports programs, livelihood programs and community service-oriented campaigns.

The efforts of the CPD under our administration have resulted in:

- A reduction in total crime volume, from 4,988 incidents to 3,649 cases when comparing the period from July 1, 2001 to June 30, 2002 to the previous 12 months. Crimes against property topped the crime index records, with 1,479 combined incidents of theft and robbery.

Crime volume
(no. of cases registered)
July 1 - June 30

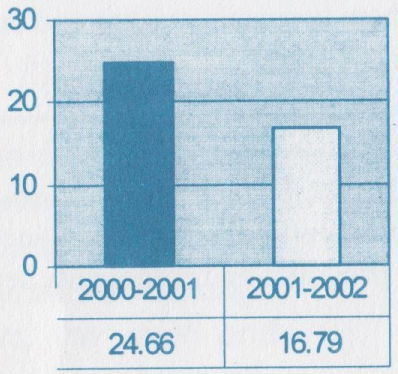


- A decrease of 32% in average monthly crime rate, compared to the year before, from 24.66 per 100,000 population to 16.79;

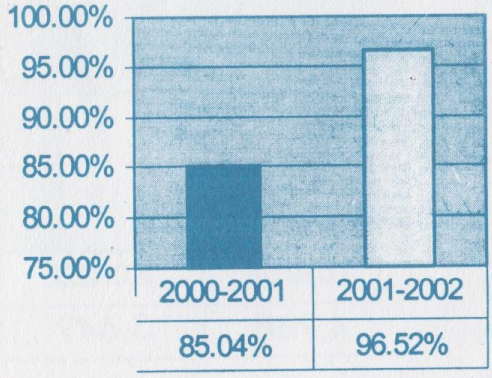
- An increased crime solution efficiency of 96.52%, improving on the previous period's 85.04%;

- Reduced index and non-index crimes. There were 811 less index crime cases from July 2001 to June 2002, and 528 less non-index crime cases during the same period.

Average Monthly Crime Rate
(figures are per 100,000 of the City's population)



Crime Solution Efficiency



- Lower incidences of carnapping, from 837 reported cases in the period from July 2000 to June 2001, to 669 cases from July 2001 to June 2002. However, so far, no convictions have yet been meted out because of victims' reluctance to testify in Court after their vehicles have been recovered.

The CPD has 2,428 men in its force, with 80% assigned in the field. With a City population of 2.17 million, the police to population ratio of 1:894 is far from the ideal 1:500, which adds to the difficulty of crime prevention. What compounds this are the many congested areas of the City. Nevertheless, effectiveness has been encouraged through such measures that:

- *Keep our policemen well equipped for operations.* The QC CPD is the first PNP unit to be equipped with an Automatic Vehicle Locator System (AVLS), a satellite-aided, state-of-the-art technology which allows it to easily locate its mobile patrols in its area of responsibility in aid of effective dragnet operations. We have also increased police efficiency and decreased response times with the integration of police stations through radio-to City Hall links. The CPD has acquired 316 new ORCA UHF radios for use of the Command's beat patrols, doubling the 306 that are already used in operations. Coordination is also facilitated with the cellular phones that all policemen are now equipped with.

  Mobility has been enhanced with the acquisition of 22 new Toyota Revo units complete with mobile paraphernalia.

- *Boost the morale and welfare of policemen.* The CPD cooperative has been established to provide livelihood facilities, as well as affordable food and grocery items to policemen. Through

the QC CPD Legal Foundation, the policemen now have free legal assistance in case they are charged in court in line of duty. We have continued providing the personnel incentive allowance of policemen, as well as provided financial assistance in the amount of P30,000 to the family of each policeman who dies in the line of duty, through Executive Order No. 18.

- *Increase police presence in communities* through the revival of the police-beat system in each district. In our first year of operation, the police blocks have visited 21,888 houses and 37,026 banks to promote zero bank robberies.

  We are also refurbishing and building new police stations, such as the one recently put up in Novaliches with more to be constructed.

Among the more celebrated cases solved by the QC CPD are the following:

- On April 25, 2002, the anti-carnapping campaign of the CPD resulted in the neutralization of the dreaded Parojinog Gang and the recovery of seven motor vehicles;
- On April 30, 2002, the CPD arrested a 12-man bank robbery gang about to rob the Equitable Bank in Roosevelt Avenue, Quezon City;
- On May 4, 2002, police rescued kidnap victim Orlando Uy and Mark Dagdag and arrested members of the Waray-based KFR Group.

Anti-drug abuse campaigns

The drive to curb drug abuse in the City is being achieved through values education focusing mostly on the youth, families and communities; intensive information drives; and the strict enforcement of anti-narcotics laws. Operations of the CPD this year have resulted in the arrest of 854 pushers and 1,088 users, the filing of 1,092 cases in court and the confiscation of about 2,596 grams of methamphetamine hydrochloride and 41,928 grams of marijuana.

Information and education drives were conducted through 200 seminars, supplemented by the distribution of posters and leaflets bearing anti-drug abuse slogans.

Pro-poor policy initiatives

Members of the City's poor, we seek to empower to become physically and morally capable and productive. The City's poor have diverse needs. Aside from nutrition, these also include education, health, shelter, water and environmental sanitation, income security, family care and psychosocial security. We have programs that address each of these areas.

Policy integration

The City has allotted P546 million for its regular programs for the City's poor. To maxi-

mize the use of these funds and to reach out to as many beneficiaries as possible, the City government has adopted a focused strategy to empower every poor family to gain the capability to provide for at least their minimum basic needs. This will be done at the policy level through the creation of the Anti-Poverty Committee which shall consolidate all of the City government's programs focused on the poor, and integrate them into one comprehensive poverty alleviation program of the City. This should prevent duplication and waste of resources, as well as streamline projects so that implementation is faster and benefits are maximized.

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Data base enhancement

We want our pro-poor programs to be based on reliable, comprehensive information so that we can develop dependable measures of effectiveness and reach. For this reason, we have created the Poverty Data Base Committee that is now processing data on beneficiaries and on creating a community-based information system.

An innovative program launched to promote the accurate recording of births is Operation Birthright. This particularly favors the poor whose children may not be registered at birth in government records because the infants are not born in medical institutions that ensure their registration or they simply cannot afford the fees that such registration entails. Through the sponsorship of the Rotary Club of Cubao Business Center, the City's Civil Registrar's Office offers free registration of indigents.

Global partnership

The City government has expressed willingness to join the Cities Alliance, which is a global partnership of cities and their development partners in the promotion of pro-poor initiatives through the following programs:

- City Development Strategy, which is an action plan for equitable growth and development that will be sustained through the participation of citizens in the promotion of quality of life. Incorporated in the plan is a Poverty Reduction Strategy (PRS).

- Cities without Slums, a program that will show the interventions needed to effectively implement the PRS in three to five years. The thrust is on slum eradication through the upgrading of communities.

Family welfare

Child

The City government has always been and will continue to be committed to the development and protection of children and women. It is vigorously involved in the implementation of country agreements reached in the Convention of the Rights of the Child through the Child-friendly Movement that aims to make cities as well as their schools and communities protective of the welfare of children. The City is on its fourth year of active participation in the UNICEF Fifth Country Programme for Children, and has drawn up a Local Development Plan for Children designed to protect children's rights in the City.

Women

Complementing these efforts are programs that promote women's welfare such as the Maternal Health Care Program that addresses such issues as women's health, safe motherhood and reproductive health, family planning and reproductive parenthood.

In 2002, Quezon City became the first city in Metro Manila to institutionalize gender equality and empowerment in local governance. These were done through the launching of the QC Gender and Development Resource and Coordinating Office (GADRCO) last March 22. The various programs launched by GADRCO, which include women's and children's rights workshops and sessions on gender-sensitivity, affirm this government's commitment to the mandate of equalizing resources, opportunities and benefits for men and women.

Family

In addition, we are sustaining and enhancing our family welfare programs as well as value-formation programs to promote family health and values. These include Parent Effectiveness Services, pre-marriage counseling and marriage enrichment sessions; programs to train youth for leadership and to acquire desirable social values; programs focused on women; as well as programs that promote the welfare of the elderly and the disabled.

Briefly, the results of our programs can be summed up as follows:

- Through various family welfare programs, assisted 17,121 people in 2002;
- Served youthful offenders through the Molave Youth Home; it assisted 4,544 youth with problems, focusing on sustaining capability-building;
- Networked with the Department of Interior and Local Government on various programs affecting 1,164 street children;
- Conducted value-formation programs, especially those that discourage use of illegal drugs and promote family values;
- Arranged for medical assistance for 4,088 people, as well as special medical, dental, optical and socialization programs geared for senior citizens;
- Provided enhancement programs for 6,955 elderly and disabled persons, which include daycare, self-enhancement projects and skills development programs.

Our aim is to provide for enough free daycare facilities for up to 30% of Quezon City's three to four-year old population. Improvements are currently being done to upgrade some of these facilities and make them even more child-friendly.

Senior citizens

For the purpose of empowering senior citizens' participation in community and City affairs, programs are being launched to organize senior citizen's associations in different barangays. Studies are being made on how they can be tapped for part-tme or volunteer work, and on how their expertise can be availed of in the education, law and order, health and social services sectors. Senior citizens' volunteer work is being eyed in such projects as:

- Providing tutorial sessions to elementary school students;
- Extending legal assistance through consultation sessions with youth offenders, or through

technical support to social workers handling court cases or to lawyers of the Public Assistance Office;
- Doing home visits to bed-ridden older persons;
- Helping in disseminating information to other senior citizens on how they can actively participate in the City's programs for their age-category.

Education

Education must start young, even for the urban poor, which is why our 201 daycare centers with supplemental feeding stations make sure that the very young are given a good start in life. Our aim is to provide enough free daycare facilities for up to 30% of Quezon City's three to four-year old population. Improvements are currently being done to upgrade some of these facilities and make them even more child-friendly.

We are now providing free tuition for kindergarten classes offered in some public schools. Formerly, tuition fees of P100 a month per pupil were asked. The City School Board has allotted P11.52 million for the payment of the honorarium of P2,000 a month per teacher in these classes.

For elementary and high school children, we have built nine more school buildings with 132 classrooms that can accommodate more than 7,500 students. Eight more school buildings are programmed to be built for the rest of the year, while 32 are undergoing repairs and renovations. Among those scheduled for immediate construction are two 16-classroom buildings at Barangay Holy Spirit. One will ease the congestion at the Holy Spirit Elementary School which now accommodates as many as 90 students per class, and the other building will be for a new high school there which this administration is putting up.

Our indicators on education register the following:
- 15.38% more public elementary classrooms;
- 4.99% more public secondary classrooms;
- 64.83% more computers, acquired through donations and the Special Education Fund;
- 13.72% more textbooks purchased.

However, much remains to be done. We need P79.88 million worth of textbooks and 598 new classrooms (virtually all in District 2) costing P752.98 million.

The City government is financing the tuition of 2,306 deserving teenagers in college through the Scholarship and Youth Development program, with the addition of 718 new scholars this school year.

To out-of-school youth, the City offers scholarships in vocational courses that can help them become computer encoders and programmers, food and beverage attendants, building wiring technicians, or various other skilled workers. Some are enrolled at the TESDA or at the Quezon City Polytechnic University. These scholarship programs, started in October 2001, have had 95 graduates already.

The City government manages the Polytechnic University which provides education and training for industrial, engineering and business technicians. Currently enrolled in this institution are 760 who are studying to be technicians and 181 who are undergoing skills development training. Among the plans for this institution are the following:

- Tie up with industrial and business enterprises for advance training;
- Motivate more women to train in occupations traditionally dominated by men;
- Provide a clearing house for technical and social researches;
- Conduct advanced livelihood training programs;
- Conduct pre-employment skills training for entry-level workers in cooperation with various industrial enterprises.

We are rationalizing the City's health care system through a three-tiered health service approach, which strengthens health services at the barangay and district levels and streamlines the patients that would need the services of City hospitals.

Health programs

Another priority of the City government is improved public health. We are rationalizing the City's health care system through a three-tiered health service approach, which strengthens health services at the barangay and district levels and streamlines the patients that would need the services of City hospitals. People are encouraged to approach barangay health stations for minor health concerns. If necessary, these community health stations refer cases to the main regular health centers or to the Sentrong Sigla Health Centers which have better facilities for health care, including laboratory facilities. The City

government maintains 13 regular health centers and 8 Sentrong Sigla Health Centers.

Under this administration, the City government has vigorously exerted more efforts to improve and expand the public health system at all levels. Construction of new health centers and improvement and upgrading of existing facilities are underway, with logistical support in equipment, supplies, laboratory facilities and medicines.

Existing lying-in clinics will be expanded and improved to include an emergency and rehydration clinic. The Sta. Lucia Health Center and the Sta. Lucia Primary Hospital will be integrated into one Super Health Center. Another Super Health Center, frontrunner to a hospital, will be built in Area 7 at Barangay Batasan Hills.

We have multiplied the reach of our medical assistance program for indigents called *Sagip Buhay.* This program seeks to alleviate the financial burden for hospitalization by providing medical assistance from the City government to poor patients confined in selected hospitals in the City. During the implementation of the program from August 2001 to June 2002, 3,712 indigents coming from all four districts were able to be hospitalized at the East Avenue Medical Center through funds made available by the City totalling P6.22 million.

To provide medical insurance coverage for a greater part of the indigent population, the City government has entered into a Memorandum of Agreement with the Philippine Health Insurance Corporation (Philhealth) to enhance medical assistance being given to identified poor families, as well as rank-and-file public servants not covered by insurance benefits. In addition, we not only reactivated the Quezon City Medical Assistance Program, we also intend to expand the network of hospitals affiliated with the program to include six others aside from the Quezon City General Hospital.

In terms of specific programs, the City's health department has met 100% of its target for its door-to-door polio and measles immunization programs. Preventive measures such as these have helped the City's infant and mortality rates decline steadily. Complemented by desirable sanitation practices, good-health measures have helped prevent the outbreak of major epidemics during the first year of our term.

Livelihood/employment opportunities

Micro-financing

On April 16, 2002, the City government launched a modified Grameen system of micro-financing called Puhunang Pangkaunlaran ng Sikap Buhay (PPSB). Funds for lending come from the National Livelihood Support Fund and are disbursed through a conduit bank. Currently, PPSB has 567 members, but the target is to make the facility available to

3,000 this year . Each member has received a P5,000 collateral-free loan for their livelihood projects, more than two-thirds of which involve the vending of various products and the others involve small manufacturing ventures. Nearly 5,000 others have attended the orientation for the program, indicating growing interest in this facility.

Through another facility, the national government's Ahon Pangkabuhayan Project, the City government has flowed capital assistance to 115 families. Another 416 people received help for entrepreneurial start-ups under the Ahon sa Magulang Livelihood Project and the Emergency Employment Assistance Program.

We seek, not competition, but collaboration because our success has but one measure, which is the improvement in the quality of life of our constituency.

Developing a micro-financing program for market vendors is also being studied. Other forms of assistance being studied for market vendors include developing a supplier arrangement that can help them maintain low prices.

Skills training

Various skills training programs have also been conducted for over 250 residents of different barangays in Quezon City. These are in dressmaking, candle making, food processing (of such native viands like "longanisa," "tocino" and "puto") and various other livelihood-useful courses.

Employer-employee matching

Through the City's regular employment facilitation programs, the government has assisted 5,751 jobseekers find employment locally and overseas, through coordination with 437 companies. Twenty-one job fairs conducted throughout the year had the participation of 3,470 Quezon City residents. These and other employment assistance programs had 26,674 applicants, 12,275 of whom have been placed.

Legislative – Executive fusion

Quezon, the founder of our City, was a master at getting the Executive and the Legislative branches of government working together to support the passage of key pieces of legislation.

Now, we are at a point in time when we too can work symbiotically together to create new passages in our City's history.

We thank members of the City Council for approving tax and other measures that have helped us move to accomplish our mission this year. Clearly, the honorable members of our legislature have oiled the critical cogs and wheels that helped revitalize our City government machinery.

We further seek the legislative branch's support for measures that can catalyze more milestones.

Initially, support is particularly sought for the proposal to create the Housing and Urban Renewal Authority so we can move full steam in our plans to revitalize, upgrade and put coherence in the urban landscape of Quezon City.

Conclusion

Through this report, we would like to present the priorities, perspectives and framework of governance that underlie Quezon City's development under the current administration. We know we can draw many commonalities in terms of programs and projects. We can define many areas in which the efforts of the executive and legislative branches can mesh and complement.

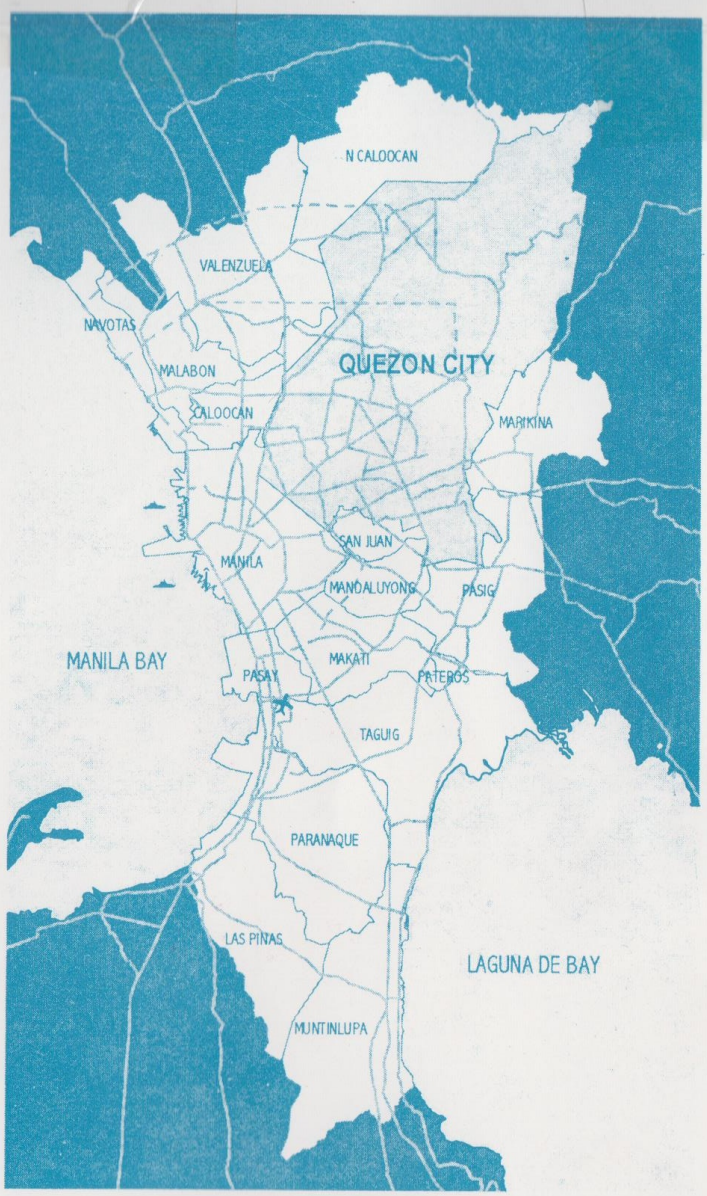
Just as there was no instant realization of the capital city that was in Quezon's dreams, we realize that there is no easy pathway between where Quezon City is now and where we want it to be. Each paving block has to be conceptualized, nurtured and strengthened.

We realize that with members of the legislature espousing the same values of good governance that we advocate, we can easily integrate our objectives and forge dynamic partnerships in policies and programs for this City that we so dearly cherish.

We seek stronger partnerships as well with the citizenry in molding this City into the Quality Community that we all aspire for. The responsibility for building a successful City does not only lie with government. Much of the stimulus and sustenance for initiating and enhancing development gains can come from the active collaboration of constituencies in

City and community affairs. In citizens' hands lie many of the solutions that you and I seek. Whether the problem be in keeping our communities free of garbage, in keeping our streets free of crime or in making our surroundings beautiful, every citizen can make a difference. Imagine how easy garbage collection can be if we all became responsible for managing our garbage and disposing of it properly. Imagine the ease with which our traffic can be managed if we all followed traffic rules, stopped building obstructions to motorists and pedestrians, and ceased transforming streets and sidewalks into illegal vending or parking areas. Imagine how crimes, like carnapping, can be discouraged if we only had the guts to cooperate with the police and the courts to prosecute the criminals who victimize us.

Every citizen holds a building block for making our vision of a Quality Community come true. We ask each citizen now to cast this building block, to strengthen it and let it multiply in numbers. Together, with government and the citizenry working actively, we can make real the vision of a transformed Quezon City. Truly, every gain that we attain is not just the gain of government but the achievement of all.



Quezon City, which occupies about one-fourth the total area of Metro Manila, is located near its northern tip. It is bounded on the north by Caloocan City and San Jose del Monte; on the south by Pasig City, Mandaluyong City and San Juan; on the west by Manila, Caloocan and Valenzuela; and on the east by Rodriguez, San Mateo and Marikina.

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