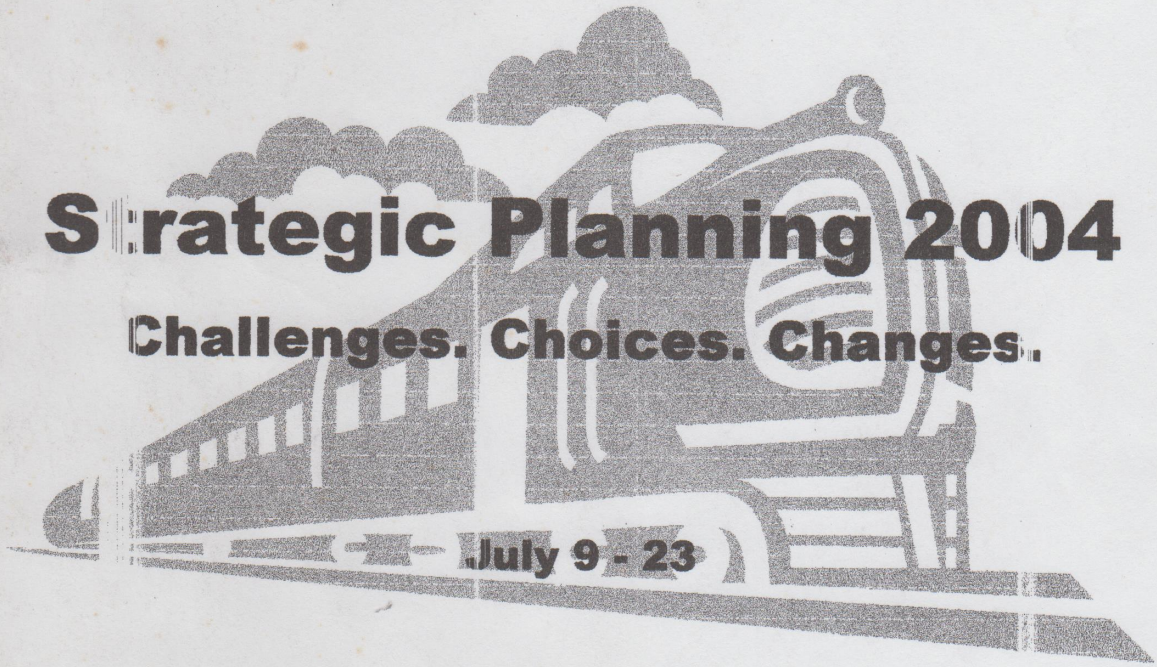
The Quezon City Government



Strategic Planning 2004

Challenges. Choices. Changes.

July 9 - 23

Facilitated by:

OZORILLA CONSULTING

ORGANIZATION CHANGE & HUMAN RESOURCES MANAGEMENT CONSULTANTS

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Republika ng Pilipinas
Lungsod Quezon
Tanggapan ng Punong Lungsod

Serbisyong Bayan SB Lungsod Quezon

June 21, 2004

Feliciano R. Belmonte, Jr.
Punong Lungsod

MEMORANDUM

TO : **ALL DEPARTMENT HEAD/CHIEF OF OFFICES**

SUBJECT : **Strategic Planning Workshop Schedules**

Much have been accomplished in the last couple of years, yet more remain to be done. The dynamism of the city and its environs have considerably altered the frame condition of the 2002 Action Plan. Now, the Administration, fresh with an overwhelming new mandate, must update the City's Strategic Plan to meet the people's new expectation.

It is for this purpose we will hold our second Strategic Planning Workshop on July 16, 17, 18, 2004 at Manor Hotel, Camp John Hay, Baguio City. However, in order to maximize our time during the away-day workshop there will be pre-workshop and post-workshop meetings (1 half day each).

DATE	TIME	PLACE	AGENDA
July 09	9 AM-12:00 NN	Training Room, City Personnel Office	• Preparation of inputs for the away-day workshop
July 16-18		Manor Hotel, Camp John Hay, Baguio City	• Seminar-Workshop
July 23	9 AM-12:00 NN	Training Room, City Personnel Office	

Mark the dates in your schedule. Personal attendance is expected.

For strict compliance.

Feliciano Belmonte.

3rd Floor, High Rise Bldg., Elliptical Road, Diliman, Quezon City, Philippines Tel. No. 924-35-91/924-35-87/924-35-88

CLUSTERS : QC STRATEGIC PLANNING WORKSHOP 2004

GOVERNANCE	SOCIAL		ECONOMIC	PHYSICAL
	A	B		
Admin./ Finance	Health/ Housing/ Protective	Education/ Welfare	Business & Trade / Labor & Employment/ Tourism	Infra, Parks, Waste Mgt
.MR. MANUEL N. SABALZA	1. MS. REGINA SAMSON	1. MS. TERESA M. MARIANO	1. MR. PACIFICO F. MAGHACOT, JR.	1. ATTY. VICTOR D. RODRIGUEZ
.ATTY. PAQUITO N. OCHOA, JR.	2. DRA. MA. PAZ D. UGALDE	2. DR. VICTORIA Q. FUENTES	2. DR. MANUEL S. ALBA	2. ENGR. JOSELITO B. CABUNGCAL
.ARCH. GERARDO G. MAGAT	3. DR. EDUARDO F. ALDANA	3. DRA. CORAZON RUBIO	3. MR. NEIL R. LINA	3. ENGR. ZALDY A. DELA ROSA
.VICTOR B. ENDRIGA	4. SSUPT. OSCAR T. MARINAS	4. DR. JOSE R. VERGARA	4. MR. ALBERTO M. GALARPE	4. MS.FREDERIKA C. RENTOY
.ATTY. CHRISTIAN P. VALENCIA	5.. MR. RAMON T. ASPRER	5. ATTY. VICTORIA V. LOANZON	5. ATTY. J. VOLTAIRE L. ENRIQUEZ	5. MR. JAMEEL JAYMALIN
.MS. BELLA L. FERNANDEZ	6 ARCH. PEDRO P. RODRIGUEZ	6. DR. EDGARDO V. SALUD	6. MR. JOSE CASTRO	6. MR. TADEO M. PALMA
.MS. MARLENE S. AGUILAR	7. MR. RAMON M. MATABANG	7. MS. EMELITA L. VILLANUEVA	7. MR. IGNACIO F. SANTOS – DIAZ, JR	7. MS. EDITHA V. ALZONA
.MS. EVELYN LINGAT	8. MR. DONATO C. MATIAS	8. MR. ROGELIO L. REYES	8. MS. EDEN R. VILLANUEVA	8. MR. ROLANDO P. MONTIEL
.ATTY. EUGENIO JURILLA	9. MR CARLOS I. VERZONILLA	9. MR. CONRADO E. BUENAVENTURA	9. MS. NENA P. ORDOÑEZ	9. MS. TEOFISTA L. PAJARA
0. MR. GREGORIO T. BANACIA	10. MR.MARIO SANCHEZ	10. MS. RUBY M. PALMA	10. MAYETTE SALCEDO	10. MR. ANDY APOSTOL
1. MR. ORLANDO V. OZOA	11. ENGR. ISAGANI VERZOSA	11. ENGR. ERNESTO SALVADOR	11. MS. FE MACALE	11. DR. ANTONIETA INUMERABLE
2. MR. NESTOR DAGARAGA	12. ATTY. ERNESTO ADOBO	12. MS. AIDA AQUINO	12. ATTY. FELIXBERTO ABAD	12. DR. ROGELIO BELLEZA
3. ATTY. WILLY TRINIDAD	13. PSUPT. CESAR BINAG	13. PSUPT. EDGARDO G. PAMITTAN	13. MR. REYNALDO M. IMJADA	13. MS. ESTELLA I. INDIONGCO
	14. PSUPT BENIGNO DURANA			
	O/C	O/C	O/C	O/C

Landfill

QCG STRATEGIC PLANNING

HOUSE RULES

- Please take care of your personal belongings.
- Check in at Manor Hotel is 2:00PM. Check out is 12:00NN.
- Please leave your room keys at the front desk whenever you leave the hotel.
- Always wear your ID.
- Participants are expected to observe time schedule always.
- Stay with your cluster/sector during workshop/group work. While it may not be your area of concern, you are encouraged to give your input to other sector/s.
- Put your cellphone on "Silent Mode" during presentation/discussion.
- Meals and snacks are part of the package. (2 Breakfast, 2 Buffet Lunch, 2 Buffet Dinner, 2 AM / PM Snacks)
- Cost of meals, snacks, and drinks or use of any facilities outside of the package shall be to your account.
- Food and accommodation of any companion not in the list shall be to your account.

Planning Workshop Roadmap

Theme: Challenges. Choices. Changes

July 16 (3-5 pm) 2	Plenary:	3:00 3:30 3:35 3:45	Mayor's Opening Message House Rules The Northbound Train Presentation of Top 5 Projects per Cluster
(5-7 pm) 3	Plenary:	5:00 6:00 6:10 6:20 6:40	Presentation of Top 5 Projects (continued) Mission Possible Project Evaluation Criteria Q & A on Proposed Breakthrough Projects Evaluation/Prioritization of Breakthrough Projects
July 17 (8-10 am) 4	Plenary:	8:00 8:10 8:20 8:30	Summary of Yesterday's Work. Today's Schedule Cluster Regrouping (if necessary) An Enemy Called Average Project Goal Setting
	Small Group Discussions 8:40		
(10-12 nn) 5	Plenary:	10:00 10:10	Team-Based Organization Project Management Support Systems
	Small Group Discussions 10:20		
(1-3 pm) 6	Plenary:	1:00 1:15	Paradigm Shift Project Monitoring and Information System
	Small Group Work 1:30		
July 17 (3-5 pm) 7	3:00	Small Group Work. Preparations for Presentation of Breakthrough Projects	
(5-7 pm) 8	Plenary:	5:00 6:30 6:45	Presentation of Breakthrough Projects Integration. Geese Flying in "V" Formation Commencement

Pre-Workshop Meeting

July 9, 2004

QCG Strategic Planning 2004
Challenges. Choices. Changes.

Program Schedule

Date/Time	Session No.	Activity/Topic
Pre-Workshop Meeting (in the office)		
July 9 (Fri) 9 - 12 nn	1	Opening Remarks. Introduction. *Change Framework.* Performance Issues and Challenges. Identifying Breakthrough Projects. Group Work.
Out-of-Town Workshop (in Baguio)		
July 16 (Fri) 3 - 5 pm	2	Introduction. *The Northbound Train.* Workshop Roadmap. Cluster Presentations on Results of Group Work.
5 - 7 pm	3	Breakthrough Projects. Evaluation Matrix. Perception. Cluster Discussions. Presentations on Proposed Breakthrough Projects. Final Decision by Top Management.
July 17 (Sat) 8 - 10 am	4	Announcement of Approved Breakthrough Projects. Regrouping by Breakthrough Projects. *Team-based Organization (Baseball vs. Basketball).* Group Work - Defining Project Mission/Roles.
10 - 12 nn	5	*Teamwork (Geese Flying in "V" Formation).* Establishing Milestones/Targets. Information & Monitoring System.

Program Schedule (Cont...)

Date/Time	Session No.	Activity/Topic
July 17 (Sat) 1 - 3 pm	6	Project Management Support Systems. Resource Requirements. Implementation Schedule. *An Enemy Called Average*
3 - 5 pm	7	Preparations for Cluster Presentations. *Paradigm Shift. New Ways of Doing Things*
5 - 7 pm	8	Individual Cluster Presentations. Feedback. Summary and Integration. Commencement.
Post-Workshop Meeting (in the office)		
July 23 (Fri) 9 - 12 nn	9	What is the Next Step? *Building on Core Ideology. Built to Last.* Closing Remarks.

The Quezon City Government

WELCOME

Strategic Planning 2004

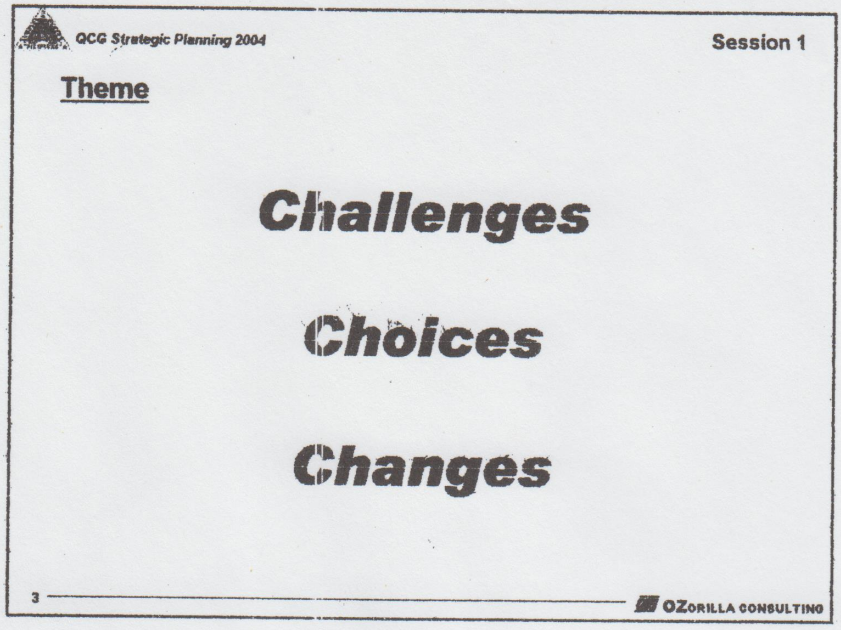
Challenges. Choices. Changes.

July 9 - 23, 2004

Facilitated by:
OZORILLA CONSULTING

Objectives

- Chart the strategic direction and thrusts of Quezon City Government for the period 2004 - 2007
- Identify major improvement projects and formulate plans and guidelines for implementation
- Develop greater commitment and teamwork among officials and staff in attaining the established goals and objectives


QCG Strategic Planning 2004
Session 1
Theme
Challenges
Choices
Changes
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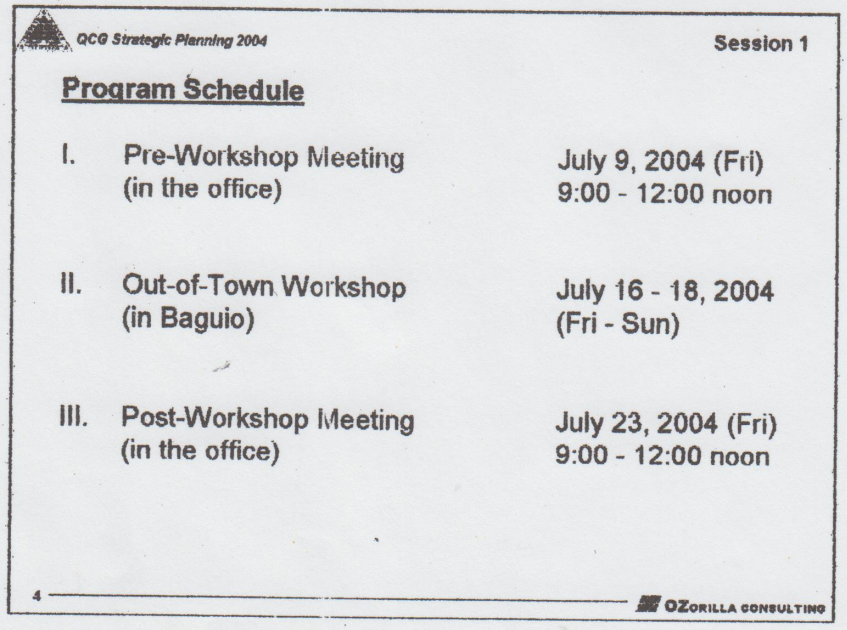
QCG Strategic Planning 2004
Session 1
Program Schedule
I. Pre-Workshop Meeting (in the office) July 9, 2004 (Fri) 9:00 - 12:00 noon
II. Out-of-Town Workshop (in Baguio) July 16 - 18, 2004 (Fri - Sun)
III. Post-Workshop Meeting (in the office) July 23, 2004 (Fri) 9:00 - 12:00 noon
4
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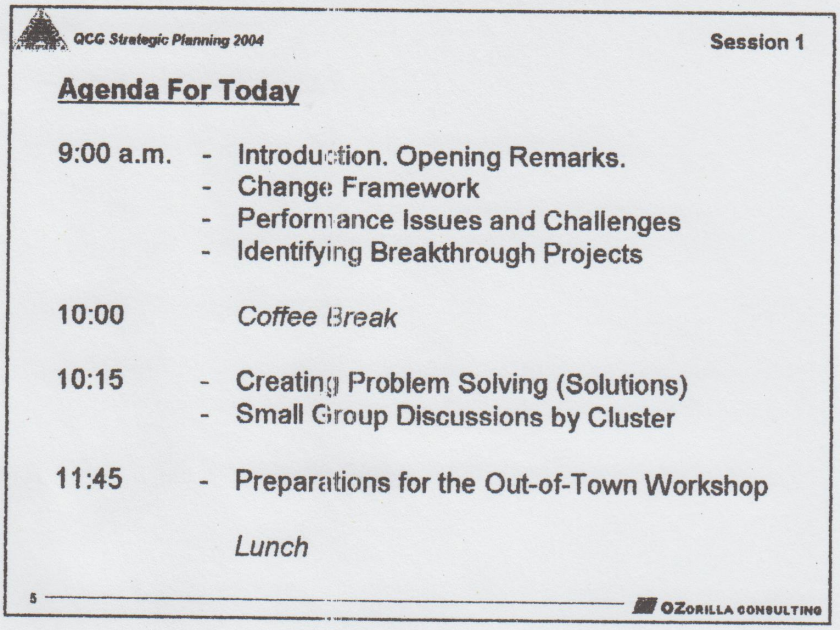
QCG Strategic Planning 2004
Session 1
Agenda For Today
9:00 a.m. - Introduction. Opening Remarks.
- Change Framework
- Performance Issues and Challenges
- Identifying Breakthrough Projects
10:00 Coffee Break
10:15 - Creating Problem Solving (Solutions)
- Small Group Discussions by Cluster
11:45 - Preparations for the Out-of-Town Workshop
Lunch
5
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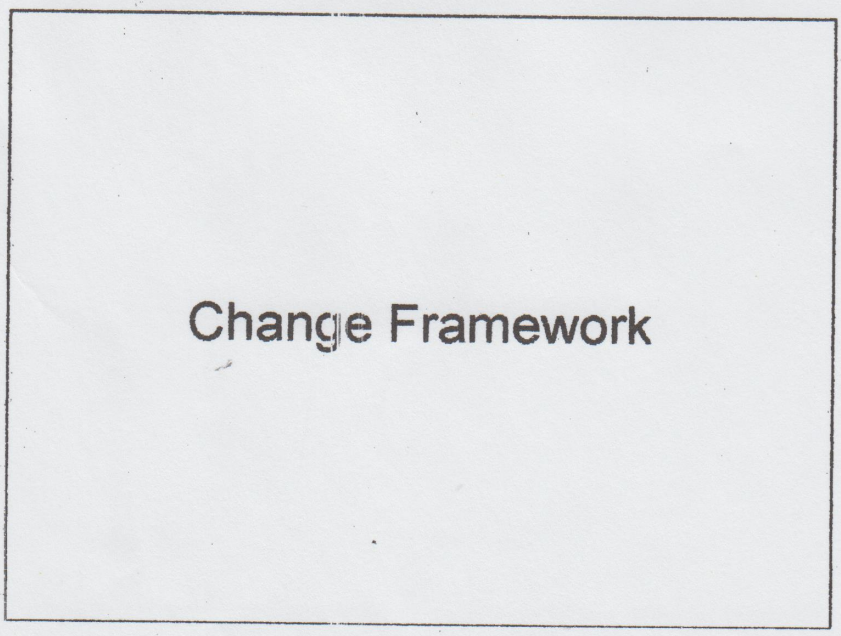
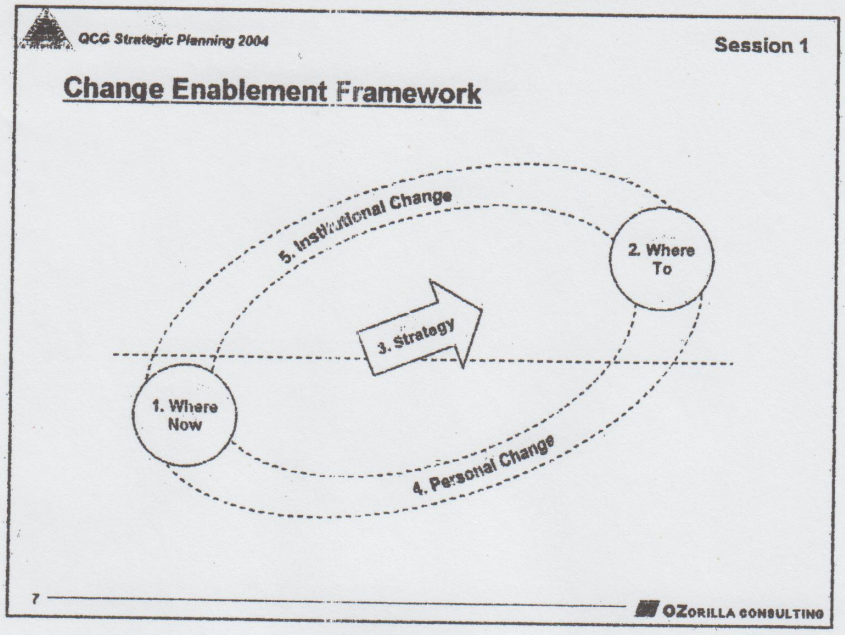

Change Framework


QCG Strategic Planning 2004
Session 1
Change Enablement Framework
5. Institutional Change
2. Where To
3. Strategy
1. Where Now
4. Personal Change
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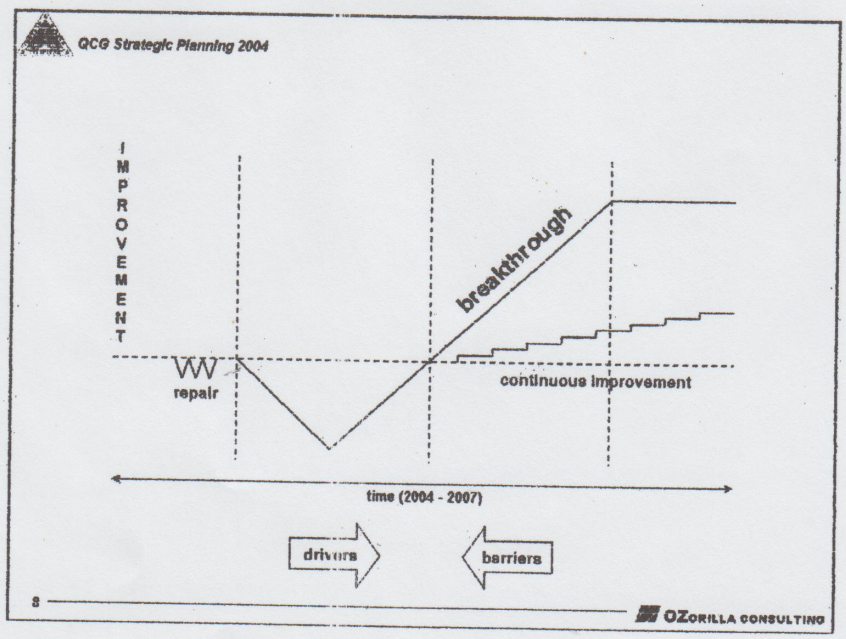
QCG Strategic Planning 2004
IMPROVEMENT
breakthrough
repair
continuous improvement
time (2004 - 2007)
drivers
barriers
8
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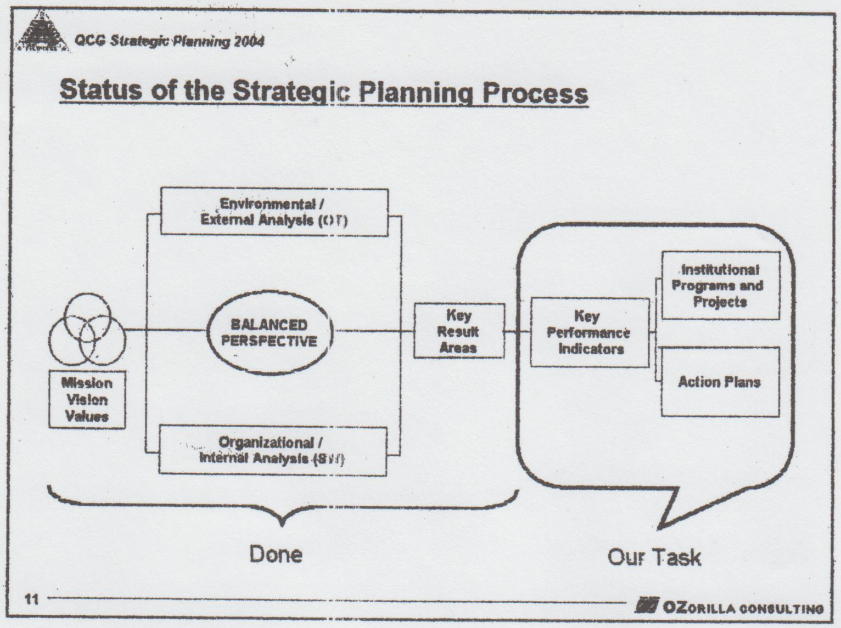
Performance Issues and Challenges

Purpose

To describe a framework for identifying performance issues and challenges that:

- balances important elements
- adopts internal and external perspectives
- aligns elements to the strategy


QCG Strategic Planning 2004
Status of the Strategic Planning Process
Environmental / External Analysis (OT)
BALANCED PERSPECTIVE
Organizational / Internal Analysis (SW)
Mission Vision Values
Key Result Areas
Key Performance Indicators
Institutional Programs and Projects
Action Plans
Done
Our Task
11
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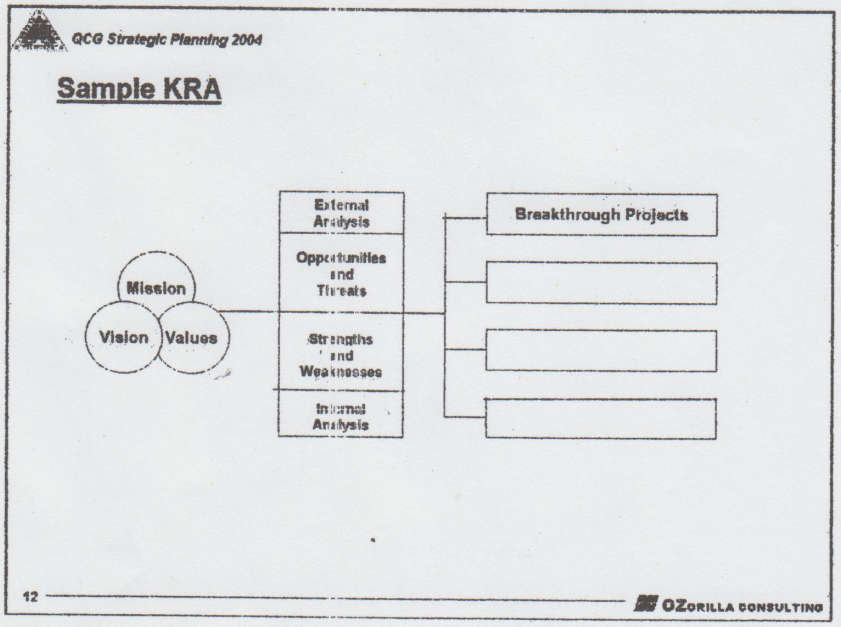
QCG Strategic Planning 2004
Sample KRA
Mission
Vision
Values
External Analysis
Opportunities and Threats
Strengths and Weaknesses
Internal Analysis
Breakthrough Projects
12
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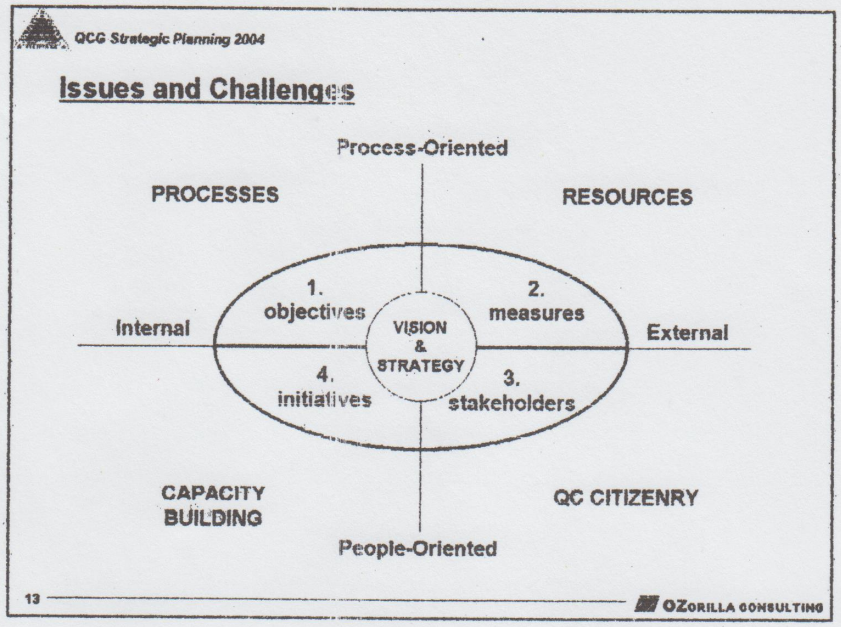
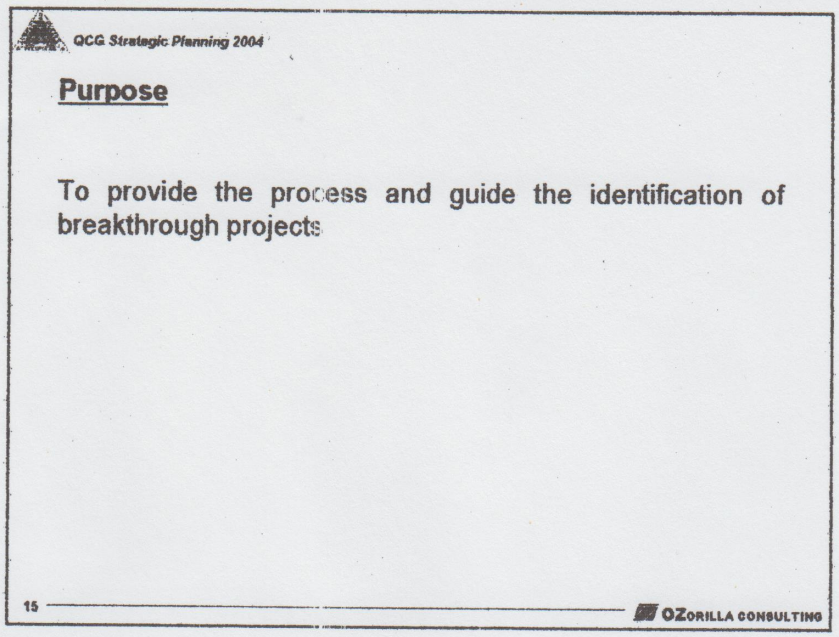


Identifying Breakthrough Projects


QCG Strategic Planning 2004
Purpose
To provide the process and guide the identification of breakthrough projects
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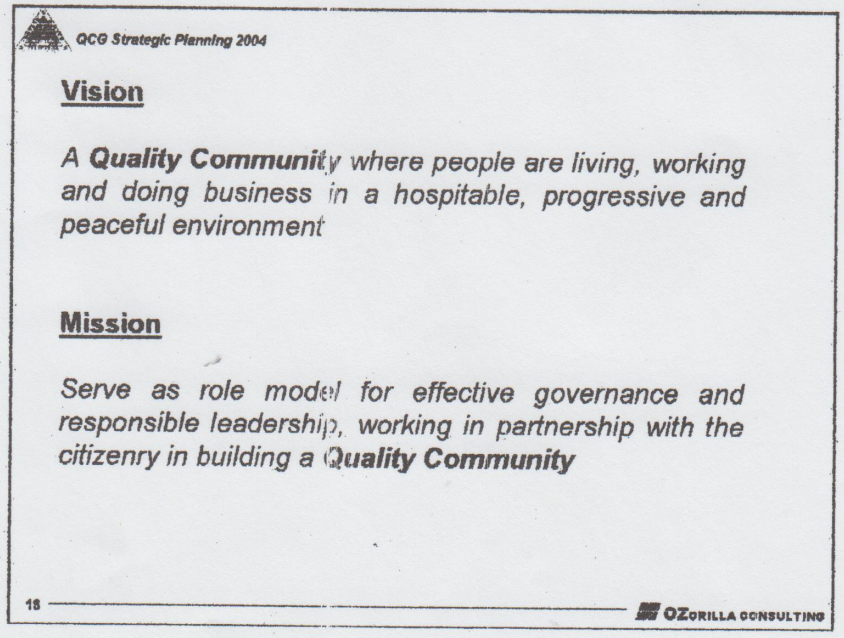
QCG Strategic Planning 2004
Vision
A Quality Community where people are living, working and doing business in a hospitable, progressive and peaceful environment
Mission
Serve as role model for effective governance and responsible leadership, working in partnership with the citizenry in building a Quality Community
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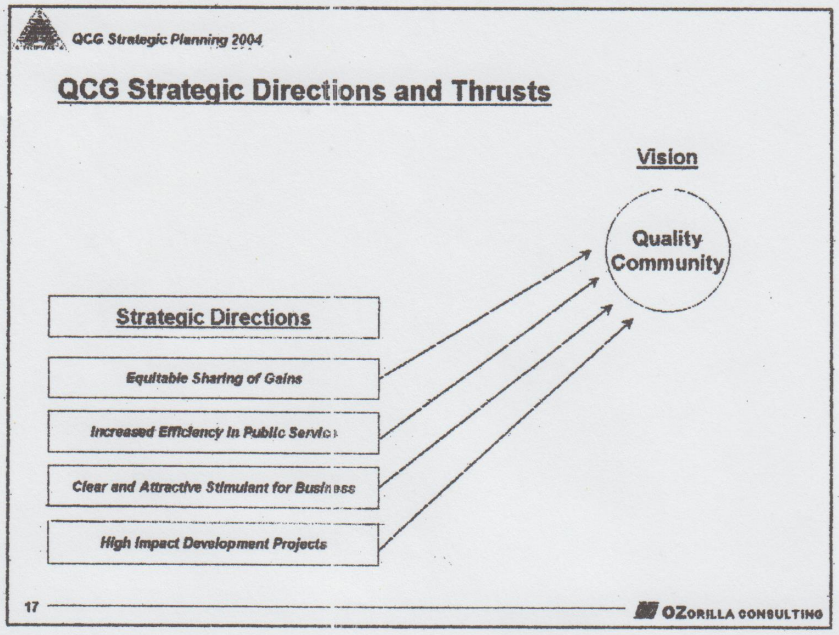
QCG Strategic Planning 2004
QCG Strategic Directions and Thrusts
Vision
Quality Community
Strategic Directions
Equitable Sharing of Gains
Increased Efficiency in Public Service
Clear and Attractive Stimulant for Business
High Impact Development Projects
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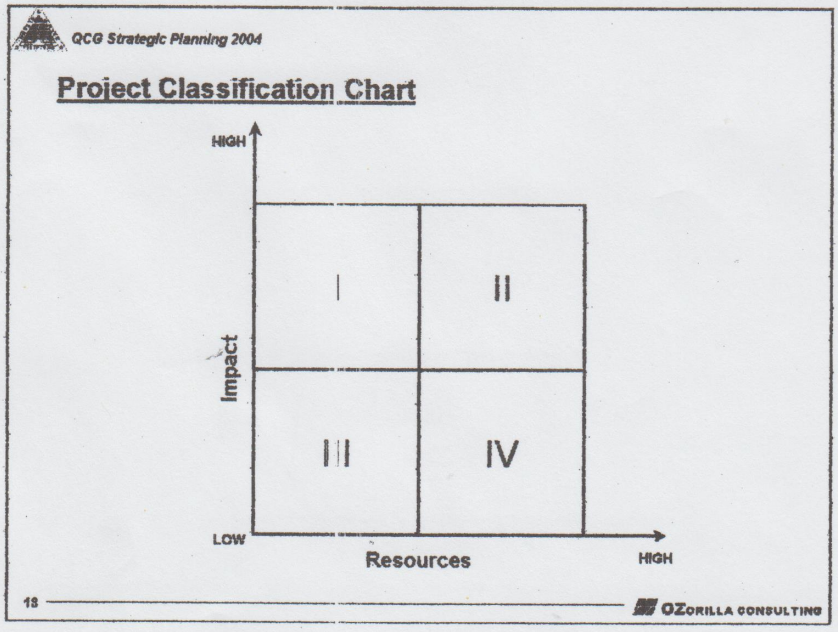
QCG Strategic Planning 2004
Project Classification Chart
HIGH
Impact
I
II
III
IV
LOW
Resources
HIGH
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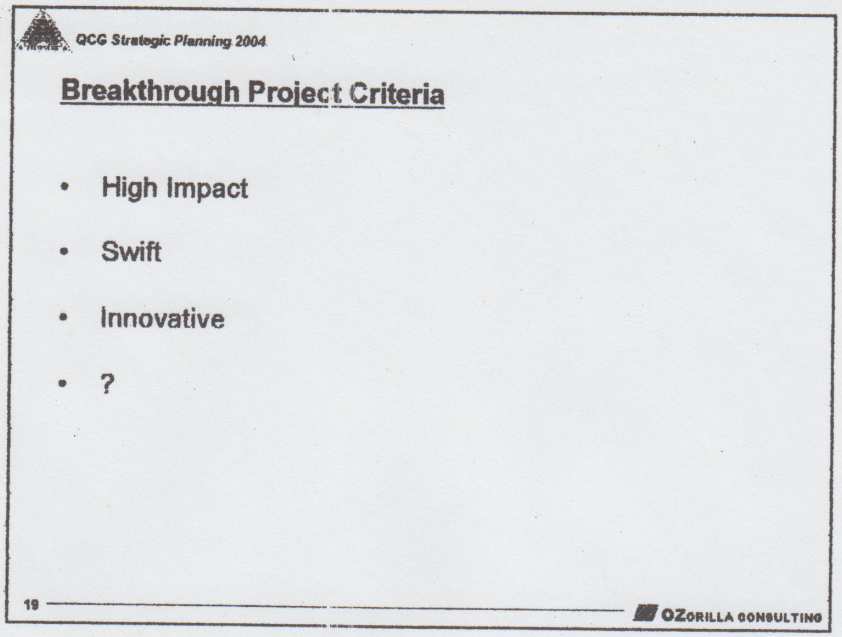
QCG Strategic Planning 2004
Breakthrough Project Criteria
• High Impact
• Swift
• Innovative
• ?
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Breakthrough Project Criteria

- High Impact
- Swift
- Innovative
- *Cost Effective*
- *Sustainable*
- *People Empowering*

General Project Evaluation

Projects	Impact (H/L)	Resources Needed (H/L)				Barriers/ Drivers	Remarks
		Money	Time	Manpower	Eqpt		

General Project Evaluation

Projects	Impact (H/L)	Resources Needed (H/L)				Barriers/ Drivers	

Preparations for Baguio

Objective of Cluster Discussions

- To sell your choice/s to Decision Makers
- To provide concrete support to your evaluation, i.e. numbers, cost estimate, time duration, etc.

A. Impact (Quantify)

- Beneficiaries
- Savings in lives
- Reduction in incidence of sickness/disease
- Reduction in Property Damage (cost)
- Estimated increase in city revenue
- Increase in business establishments
- Higher score test of students
- Percentage passing in national tests
- Reduction in crime rate
- Additional employment
- Reduction of time for processing operational functions
- Improvement in morale and working efficiency of city employees

B. Resources

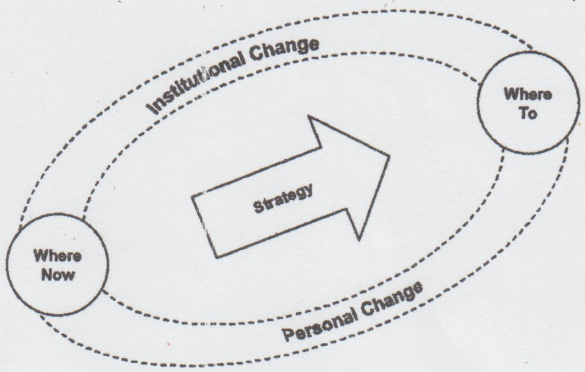
- Project Cost Estimates
- Duration of Project Implementation
- Competence Requirements; Number and Availability
- Availability of Land

Planning Workshop Roadmap

Theme: Challenges. Choices. Changes

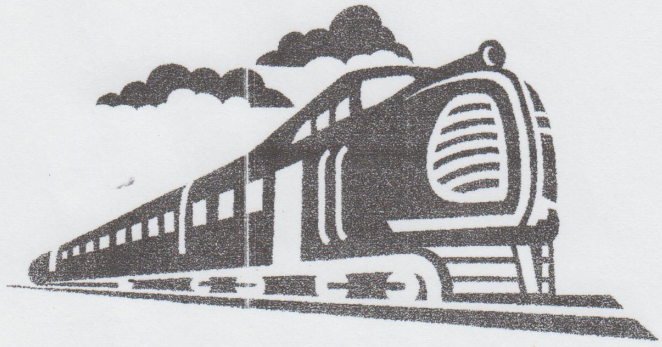
July 6 (3-5 pm) **2**	Plenary: Mayor's Opening Message House Rules The Northbound Train. Roadmap. Presentation of Top 5 Projects per Cluster
(5-7 pm) **3**	Plenary: Mission Possible Project Evaluation Criteria Q & A on Proposed Breakthrough Projects Evaluation/ Prioritization of Breakthrough Projects
July 7 (8-10 am) **4**	Plenary: Summary of Yesterday's Work Today's Work Schedule Cluster Regrouping (if necessary) An Enemy Called Average Project Goal Setting Small Group Discussions
(10-12 nn) **5**	Plenary: Team-Based Organization Project Management Support Systems Small Group Discussions
(1-3 pm) **6**	Plenary: Paradigm Shift Project Monitoring and Information System Small Group Work
July 8 (3-5 pm) **7**	Small Group Work. Individual Cluster Preparations for Presentation of Breakthrough Projects
(5-7 pm) **8**	Plenary: Presentation of Breakthrough Projects Geese Flying in "V" Formation Integration Commencement

Change Framework



Direction. Meaning. Strategy.

The Northbound Train

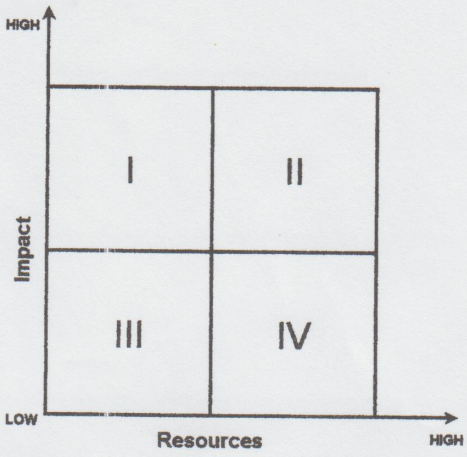


Mission Possible . . .

Question ? Which approach is better - improving what is or creating what is not?

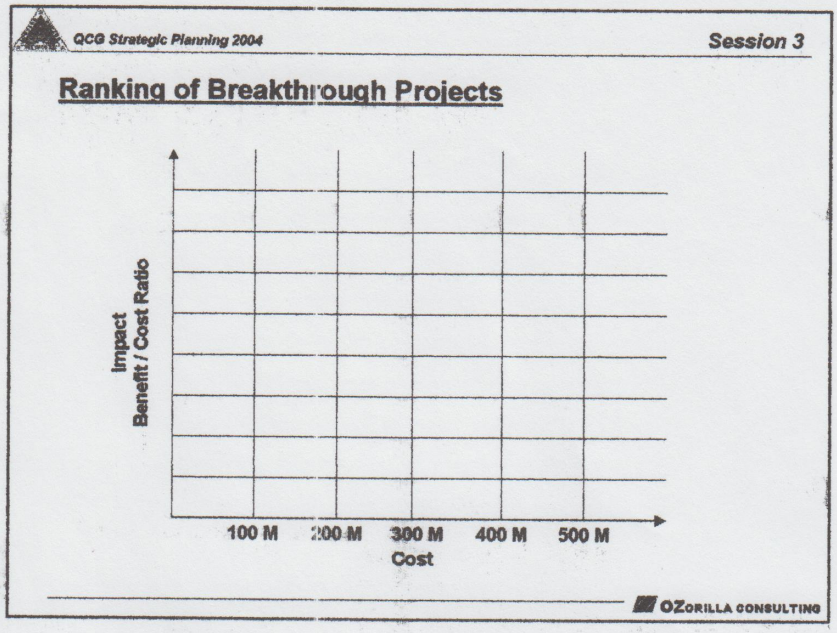
- Individuals/institutions go through a learning/ development "S" curve.
- A world-class organization is working effectively not just on one curve or the other but on both at the same time, and learning from both.

Project Classification Chart



Breakthrough Project Criteria

- High Impact
- Swift
- Innovative
- *Cost Effective*
- *Sustainable*
- *People Empowering*


QCG Strategic Planning 2004
Session 3
Ranking of Breakthrough Projects
Impact
Benefit / Cost Ratio
100 M
200 M
300 M
400 M
500 M
Cost
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An Enemy Called Average

- Looking Inward ← **Responsibility** *(pananagutan)*
- Looking Outward → **Duty** *(paglilingkod)*
- Looking Upward ↑ **Aspiration** *(hangarin)*

QCG Strategic Planning 2004 — Session 4

Agenda

- Project Charter
- Project Critical Success Factors
- Project Performance Measures
- Project Performance Targets

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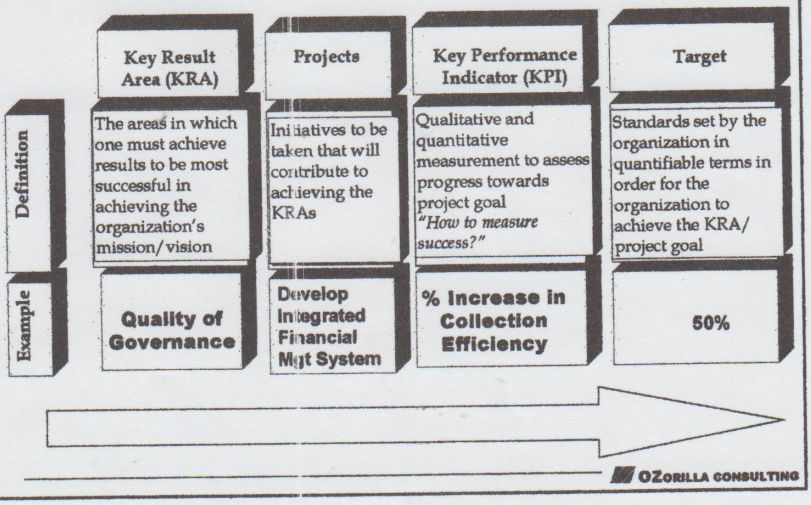
QCG Strategic Planning 2004 — Session 4

Goal Setting Process



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Project Charter

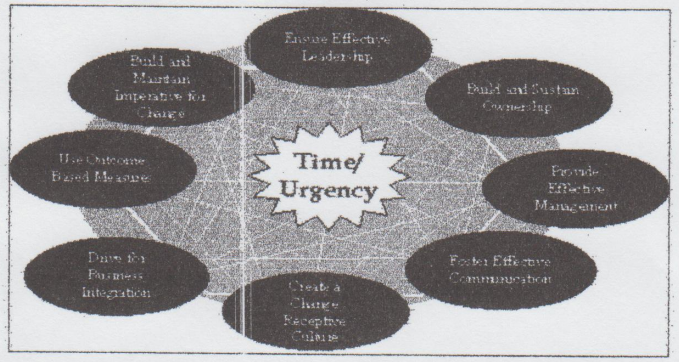
Consists of:

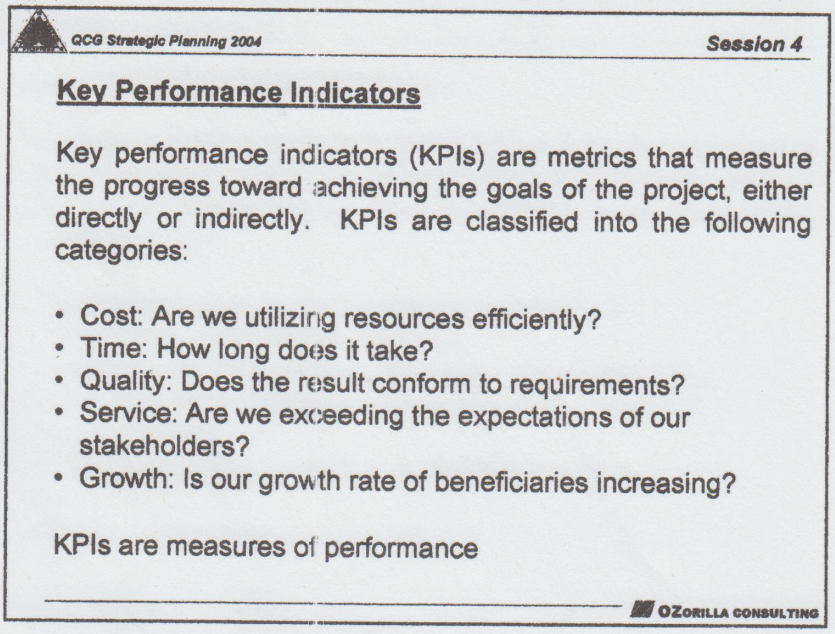
- Problem to solve -- *Lack of automated integrated tax collection and financial management system have resulted in tax leakages and increased staff costs*
- Statement of work - *Design and prototype an automated financial management system*
- Outcome - *Streamlined financial processes that will improve collection efficiency and utilization of financial resources*
- Timeframe - *Design and prototype in six months and full implementation in 1 year*

Critical Success Factors (CSF)

The monitoring of CSFs is essential to the success of every project. A particular CSF becomes critical depending on the change context and content

Illustrative Examples




QCG Strategic Planning 2004
Session 4
Key Performance Indicators
Key performance indicators (KPIs) are metrics that measure the progress toward achieving the goals of the project, either directly or indirectly. KPIs are classified into the following categories:
• Cost: Are we utilizing resources efficiently?
• Time: How long does it take?
• Quality: Does the result conform to requirements?
• Service: Are we exceeding the expectations of our stakeholders?
• Growth: Is our growth rate of beneficiaries increasing?
KPIs are measures of performance
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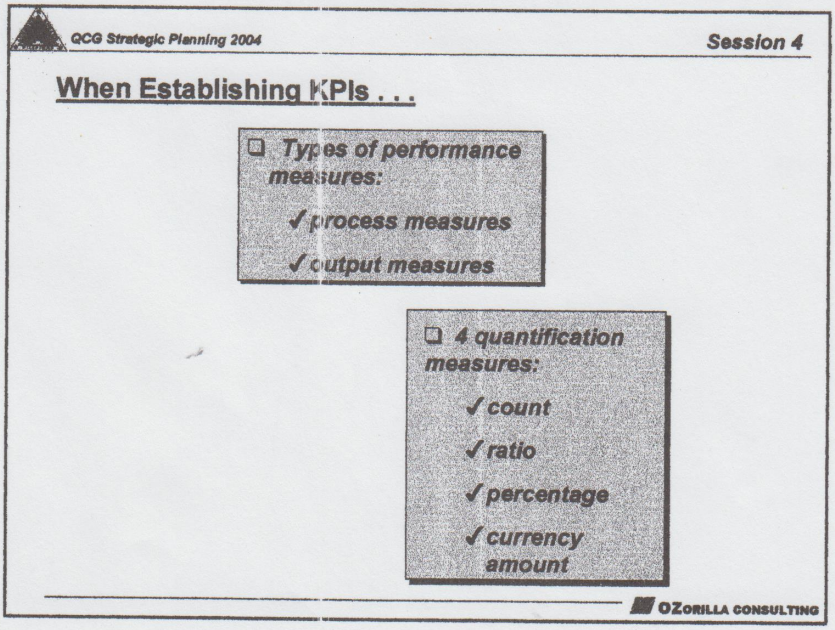
QCG Strategic Planning 2004
Session 4
When Establishing KPIs . . .
Types of performance measures:
✓process measures
✓output measures
4 quantification measures:
✓count
✓ratio
✓percentage
✓currency amount
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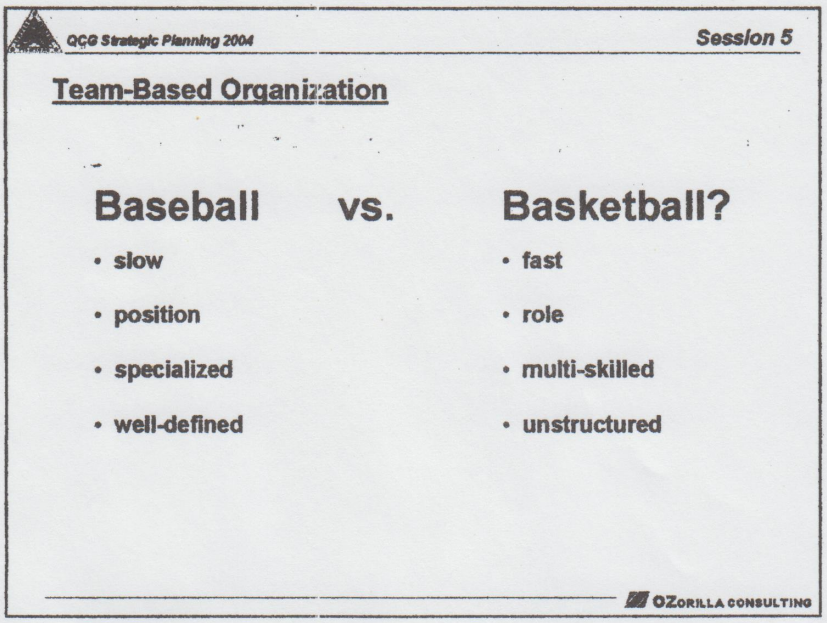
KPI Criteria

1. **Relevance** - Does the measure reflect the most important results?
2. **Integration** - Can the measure be cascaded downward from the corporate level to the operating units?
3. **Sustainability** - Can the measure accurately forecast the trend of results into the future
4. **Measurability** - Can the measure be calculated from readily available data?
5. **Reliability** - Would different judges make the same calculations?
6. **Communicability** - Can the measure be explained easily and clearly to internal and external audiences?
7. **Timeliness** - Can the measure be applied annually even if it is designed to be used in the longer term?
8. **Consistency** - Can the measure be related to past performance and competitive performance?
9. **Credibility** - Is the measure resistant to manipulation?

Setting Targets

a specific end result to be accomplished for a specific period

- Set your targets initially in broad strokes, say for 3 years. Then set intermediate targets say 1 year.
- Targets may be a date of completion (i.e. a milestone)
- Targets may be a condition or level of performance (e.g. 2x decrease in backlog)


QCG Strategic Planning 2004
Session 5
Team-Based Organization
Baseball vs. Basketball?
• slow
• position
• specialized
• well-defined
• fast
• role
• multi-skilled
• unstructured
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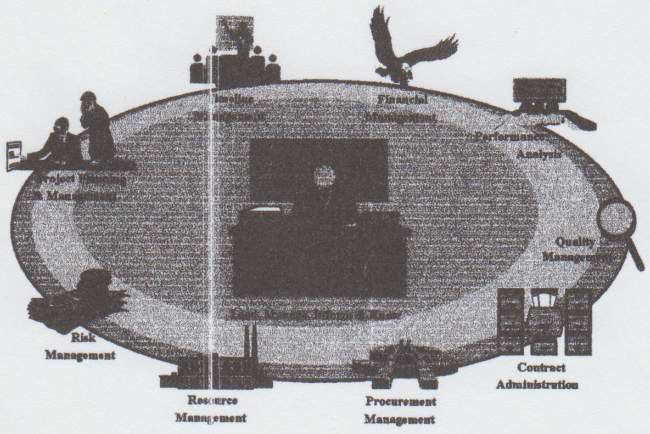
Agenda

- Project Management Approach
- Project Team Organization
- Project Key Roles
- Planning Resources

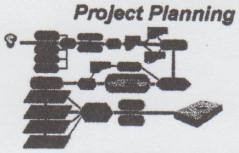
Project Management Approach



QCG Strategic Planning 2004 — Session 5

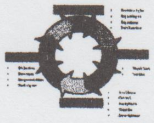
Project Management Approach *(continued)*

Project Planning and Management



- control of deliverables
- the foundation for scope control.

Risk Management



- identify, analyze, and proactively respond to project threats, both real and anticipated, throughout the life of the project and in the best interest of the project's goals and objectives.

Quality Management



- focused on quality service, value delivery, and project success.
- ensure maximum target stakeholders satisfaction by building quality into the process of implementing project

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QCG Strategic Planning 2004 — Session 5

Project Management Approach *(continued)*

Resource Management



- direction and coordination of ALL RESOURCES throughout the program life cycle.

Procurement Management



- Manage the procurement and delivery of services and labor, goods, operational equipment and material, hardware, and software.

Contract Administration



- Manage contracts with suppliers.

Financial Management



- Manage and maintain effective financial planning and reporting for project results, benefit realization, and project performance.
- Establish, maintain, and compare expense budgets with actual performance.

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Project Management Approach *(continued)*

Timeline (Schedule) Management



- Develop and maintain appropriate allocations of time throughout all phases of the project life cycle.
- Plan, schedule and track project tasks/deliverables. We use Microsoft Project as our standard tool.

Performance Analysis and Reporting



- Establish and maintain status reporting throughout the life of the project.
- Analysis and reporting will provide planning and actual information that will:
  - ✓ Summarize information at practical, usable levels of detail and responsibility
  - ✓ Indicate actual work and deliverable progress and completion
  - ✓ Properly relate cost, schedule and technical performance to progress

Project Team Organization

The team organization should reflect proper consideration and balancing of the following factors:

- Type of work - Aggregate tasks with similar skill requirements.
- Team size - Aggregate closely related work within teams and recognize span of control limits. Consider using work cells to reduce the number of deliverables hand-offs and to provide clear ownership of the deliverables created.
- Person/job match - Match capabilities with requirements.
- Risks - Assign the best resources to high-risk areas.
- Experience - Mix experienced and inexperienced persons to facilitate mentoring.
- Team leaders - Select them primarily based on competence and experience

Update the Responsibility, Accountability, and Authority Profiles

Key Roles

Project Manager

- Plan the project effort based on targets
- Measure and monitor the progress of Deliverables to ensure that a project is delivered on time, within budget, and meeting or exceeding expectations.
- Resolve issues that affect project scope, quality, schedule, budget, and resources.
- Review project Deliverables to ensure that they adhere to quality standards.
- Define the roles and expectations of team members, and ensure timely feedback.
- Identify manpower resource requirements defined by skills and experience.
- Ensure that resources are used effectively.
- Facilitate the development and improvement of project processes

Key Roles *(continued)*

Subject Matter Experts

- Provide thought leadership and insights for a subject or area, for example, community organization, traffic, or communications.

Team Members

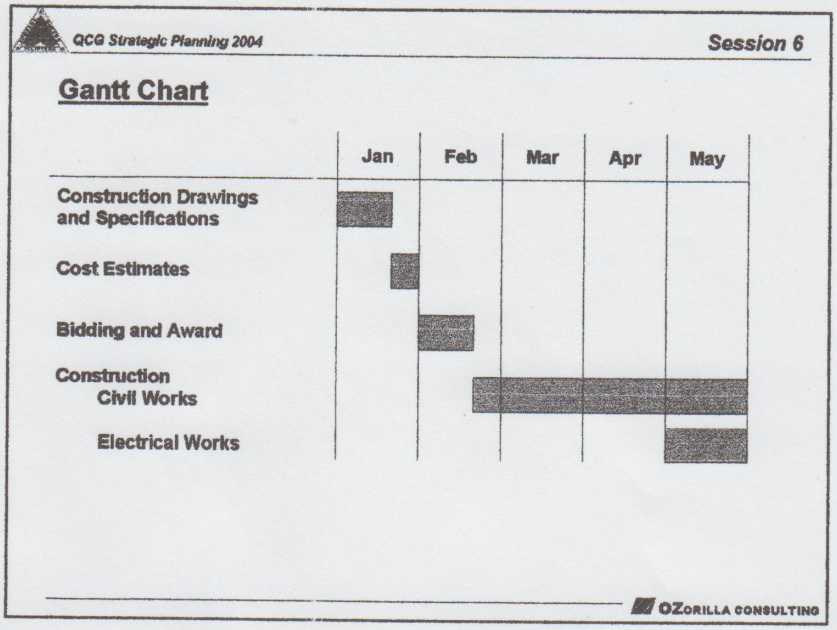
- Performs project tasks

Quality Assurance

- Independent from the project team, performs QA on project methodology and deliverables

Resources Planning

- 4M - Man, Machine, Methods, Money
- Bottom-up estimate
- Develop estimating factors per task per resource e.g. man-hour/unit task
- Management/QA effort is estimated as % of total time for tasks to be managed/reviewed
- Contingency reserve management is Project Manager responsibility
- Document assumptions for future reference


QCG Strategic Planning 2004
Session 6
Gantt Chart
Jan
Feb
Mar
Apr
May
Construction Drawings and Specifications
Cost Estimates
Bidding and Award
Construction
Civil Works
Electrical Works
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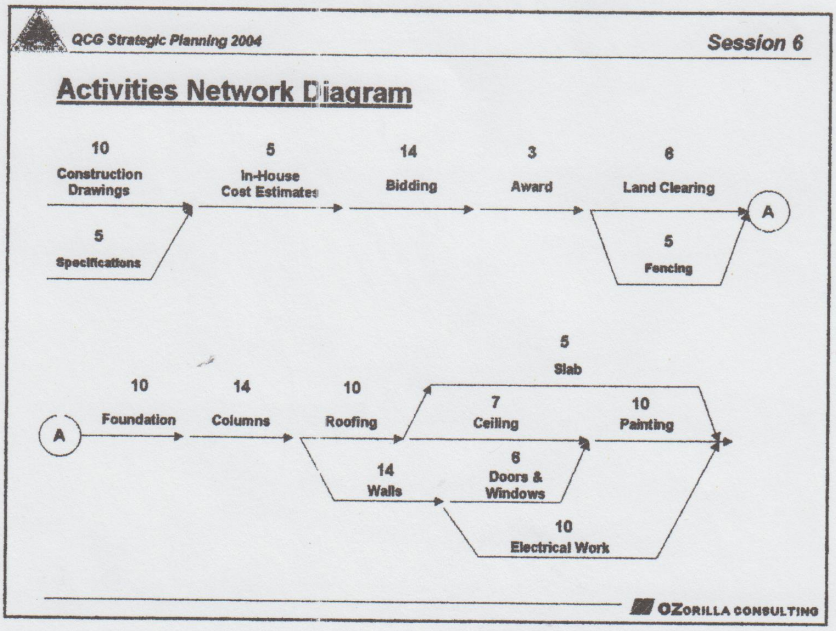
QCG Strategic Planning 2004
Session 6
Activities Network Diagram
10
Construction Drawings
5
In-House Cost Estimates
14
Bidding
3
Award
6
Land Clearing
A
5
Specifications
5
Fencing
5
Slab
10
Foundation
14
Columns
10
Roofing
7
Ceiling
10
Painting
A
14
Walls
6
Doors & Windows
10
Electrical Work
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Project Status Report as of

	Original Estimates	Latest Estimates
Project Cost (P Million) Duration Completion Date % Completion Budget Utilization Amount Percentage		
Remarks: *Major Problems:* *Solutions:* *Further Impact on Project:* *Cost* *Time of Completion*		

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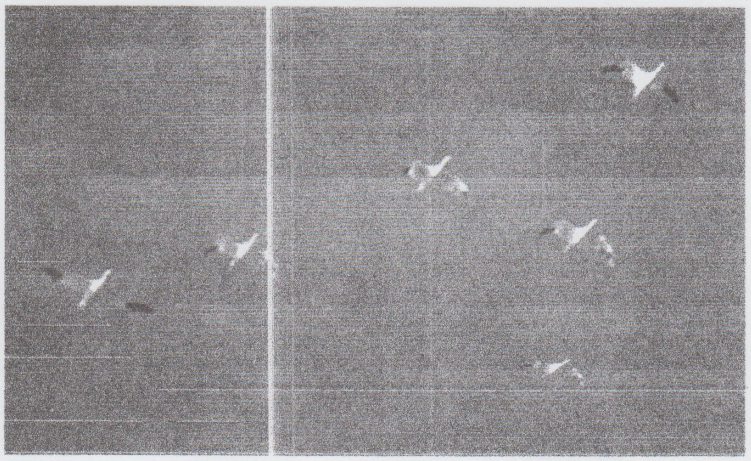
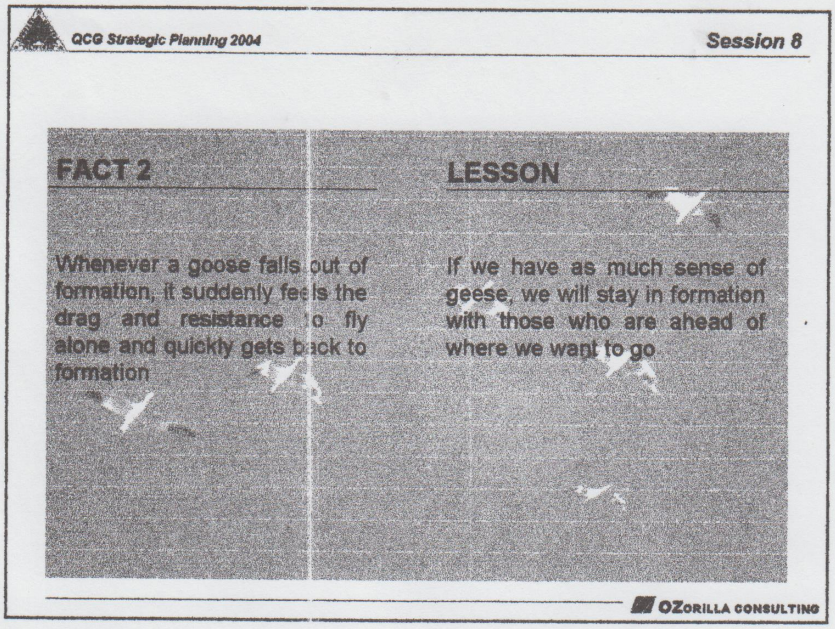
Geese Flying in "V" Formation



FACT 1	LESSON
By flying in a V formation, the whole flock adds 71% greater range than if one bird flew alone	People who share a common direction and a sense of community can get where they are going quicker and easier


QCG Strategic Planning 2004
Session 8
FACT 2
Whenever a goose falls out of formation, it suddenly feels the drag and resistance to fly alone and quickly gets back to formation
LESSON
If we have as much sense of geese, we will stay in formation with those who are ahead of where we want to go
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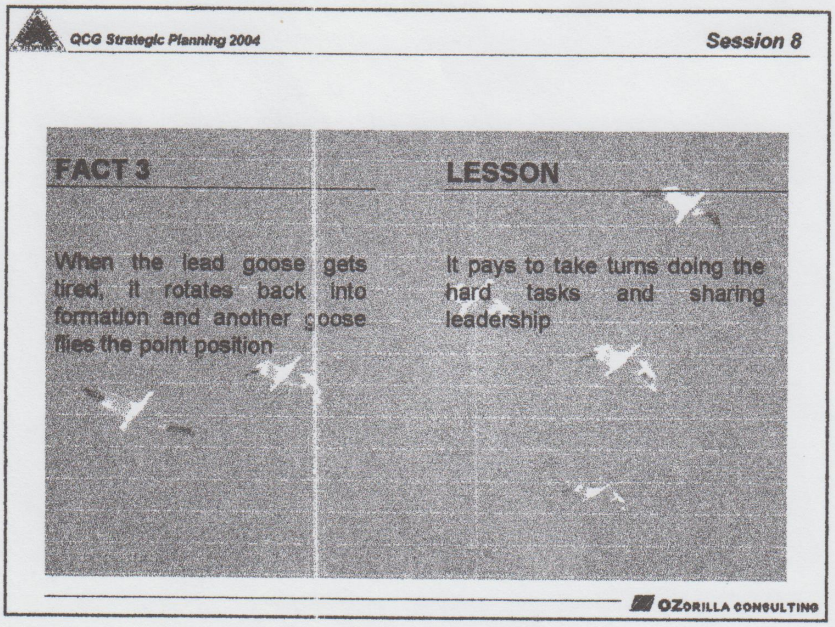
QCG Strategic Planning 2004
Session 8
FACT 3
When the lead goose gets tired, it rotates back into formation and another goose flies the point position
LESSON
It pays to take turns doing the hard tasks and sharing leadership
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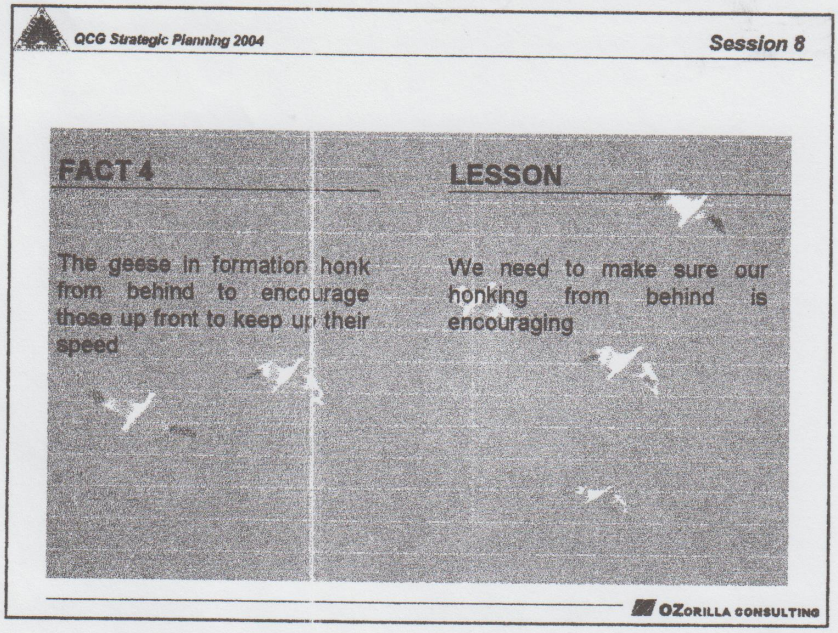
QCG Strategic Planning 2004
Session 8
FACT 4
The geese in formation honk from behind to encourage those up front to keep up their speed
LESSON
We need to make sure our honking from behind is encouraging
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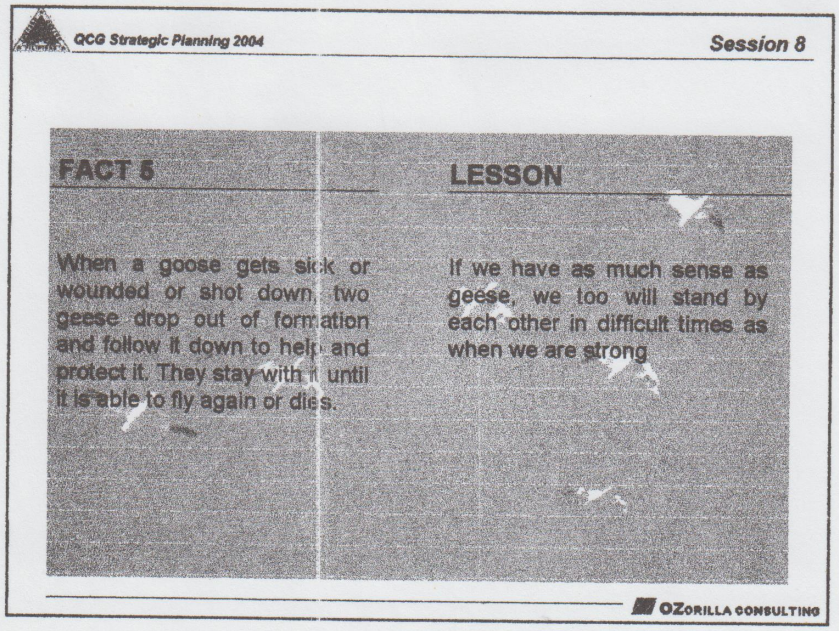
QCG Strategic Planning 2004
Session 8
FACT 5
When a goose gets sick or wounded or shot down, two geese drop out of formation and follow it down to help and protect it. They stay with it until it is able to fly again or dies.
LESSON
If we have as much sense as geese, we too will stand by each other in difficult times as when we are strong
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C. Barriers and Drivers

- Informal settlers impact on project; How to mitigate possible problems
- Possible participation of private sectors

D. Qualitative Considerations

-

Post-Workshop Meeting

July 23, 2004

Built to Last . . .

- Enduring and great institutions are rooted in a set of timeless core values, maintain high performance standards and have mechanisms for alignment
- Exist for a purpose . . . that stands the test of time by virtue of the ability to continually renew itself from within
- They consistently apply time-tested fundamentals not just short-lived and attractive management fads
- Built to Last concepts also apply to personal lives of people like the self-identity and self-renewal: Who am I? What do I stand for? What is my purpose?

Reading Materials

THE PHILIPPINE STAR TUESDAY, MAY 25, 2004

Belmonte bares plans for next three years

Newly-reelected Quezon City Mayor Feliciano Belmonte Jr. has vowed to vigorously pursue his administration's programs on social and health services, education, housing, peace and order and waste management in line with its goal of transforming Quezon City into a "quality community."

"The overwhelming new mandate the city constituents have given me requires us in the government to work even harder in providing them projects and programs that they cannot only clearly see but deeply feel," Belmonte said.

The mayor, attributing his victory to his administration's solid performance in his first three-year term as city chief executive, vowed to improve the delivery of services in areas of concern, where city residents would need them most."

He said these concerns include health and social services, education, housing, employment, peace and order and waste management.

Belmonte said the city government will likewise pursue its aggressive tax generation campaign to raise the city's revenue collection and to translate this into improved delivery of basic services.

In his first three-year term as mayor, Belmonte built several super health centers scattered in the city's most populous and depressed areas like Novaliches and Kamuning.

The mayor has also distributed PhilHealth and SB cards to the city's poor families, volunteer workers, BSDO members, and low-salaried City Hall employees in a bid to provide the underprivileged sectors greater access to quality health care. Renovation of various health centers are also ongoing.

Health card owners are entitled to free hospitalization and medicine amounting to P5,000 at city-based government hospitals like East Avenue Medical Center, Quezon City General Hospital, Novaliches District Hospital, Quirino Memorial Medical Center and the Lung Center of the Philippines.

In education, the city government has built a dozen of schoolbuildings, consisting of 124 classrooms in a bid to attain the 45-60 ideal number of students per classroom for the more than 335,000 students in the city's public elementary and high schools.

Belmonte has also ordered the repair and construction of other schoolbuildings in time for the opening of classes this coming June 7.

He has also directed the Scholarship and Youth Development Office to increase the city's scholars from 2,500 to 5,000 to accommodate more poor but deserving students.

"SB" scholars receive tuition fees and book allowances from the city government until they finish their four-year course in any university or college of their choice.

In waste management, garbage collection in Quezon City has been made a model for several local government units for its efficiency, particularly in recycling and segregation schemes.

No less than Environment Secretary Elisea Gozun has lauded the city's waste management system, urging other local government units to duplicate it.

Belmonte bares 2nd-term strategy for QC

By PESEUS ECHEMINADA

Re-elected Quezon City Mayor Felicia Belmonte Jr. presented yesterday a five point-strategy that will be adopted by his administration in the next three years and beyond to pursue the vision of transforming the city into a "Quality Community."

The strategy involves equitable sharing of development gains, increased efficiency in public service, cleared and more attractive stimulants for business and high impact development.

This was bared by Belmonte during his inaugural speech after taking his oath before Chief Justice Hilario Davide Jr.

"Just like any effective enterprise, Quezon City's development and transformation require a comprehensive and strategic framework. We have to look forward not only to the next three years but far beyond to determine what we can do now to ensure a better future of our people," he said.

Vice Mayor Herbert Bautista and newly elected congressmen Vicente Crisologo, Anna Rosa Susano, Nanette Castelo Daza and Mat Defensor were also sworn into office.

Belmonte took his oath with daughter Joy by his side. On hand for the ceremony were his sons Isaac and Miguel, family members and top city and national officials, led by Interior and Local Government Secretary Jose Lina Jr. City hall and barangay officials, business and civic leaders also witnessed the affair.

The mayor later administered the oathaking of 24 elected councilors for the four districts of the city.

Belmonte expressed gratitude to the people of Quezon City for the fresh mandate and renewed his commitment to devote his time in ensuring the delivery of basic services to the people.

In his second term, the mayor said his goal would be to maximize the gains accomplished by his administration.

"We will be making strategic investments in the continued physical transformation of the city through infrastructure building and support facilities and in long term provision for creating a much improved quality life for Quezon City residents; particularly the poor," he said.

Belmonte's promise: A vigorous economy for Quezon City

Many people may not know it but President Arroyo and Quezon City Mayor Feliciano Belmonte Jr. share many things in common aside from belonging to the same political party – the Lakas-Christian Muslim Democrats (Lakas-CMD).

Mrs. Arroyo is the 14th President of the country while Belmonte is the 14th mayor of Quezon City.

Through the fresh mandate they both received from the public, the two government officials adopted the common goal of strengthening the economy to help improve the living conditions of the Filipino people.

Belmonte has adopted some of the President's economic reform programs in formulating the city government's development programs. In fact, he often describes the President as a role model and mentor for local and national officials.

On the other hand, Mrs. Arroyo had also referred to Belmonte during her visits to Quezon City as her "mentor" in conceptualizing some decisions and government policies, even during her Senate years.

Both believe that a strong economic framework should be established to help propel the city and the country to the mainstream of growth and development.

In their respective inaugural speeches, the President and the Quezon City mayor thanked the people "for giving them another chance" to serve them, as they outlined their ten-point and five-point programs, respectively.

For Belmonte, the leadership of one the country's premier cities is an awesome privilege but also a tremendous responsibility.

"Nothing has given me such greater satisfaction than serving the people of Quezon City as their mayor," Belmonte said in his inaugural speech.

Quezon City has gone a long way since the mayor first assumed office in July 2001. Faced with the tremendous challenge of dealing with a bloated bureaucracy and an empty treasury, Belmonte succeeded in transforming Quezon City to one of the country's richest cities in the country today (as declared by the Commission on Audit).

Needless to say, Belmonte's strong political will and efficient managerial skills has enabled the city government to introduce governance innovations, prudent fiscal management and systematic approaches, which resulted to the effective delivery of basic services to the people, particularly in the areas of infrastructure development, health and education, waste management, shelter development, social services, and employment and entrepreneurial opportunities.

With the fresh mandate given to him by the electorate, Belmonte hopes to continue the transformation of Quezon City into a worthy home for its residents and a prime location for business and industry.

"This is our second chance at greatness. We can now move forward and complete what we have begun, while dreaming even bigger dreams," Belmonte stressed.

During his first term as Quezon City mayor, Belmonte had put in place an efficient bureaucracy capable of delivering public services and building a very strong financial position that allowed the city to pursue development on a broader scale.

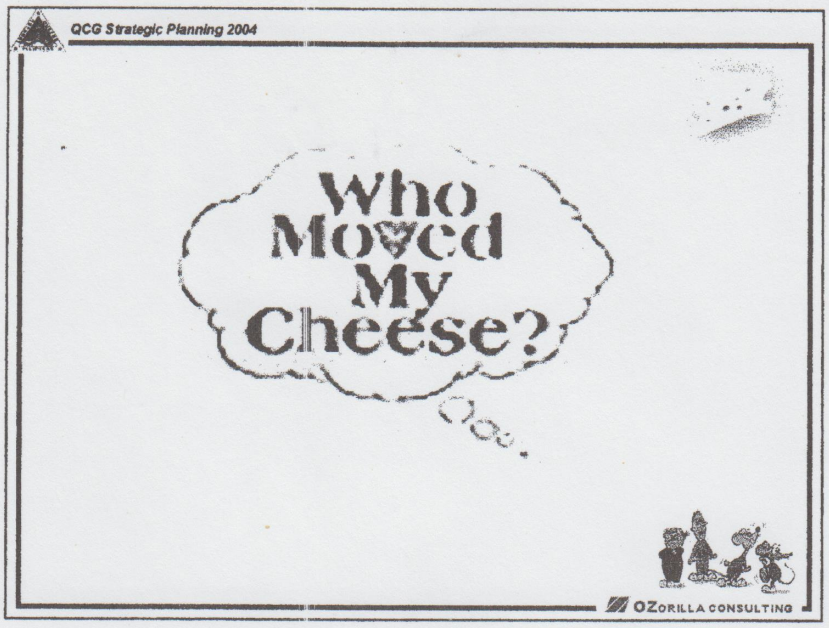
As he begins another three-year term, the mayor is bent on maximizing the city's socio-economic gains by making strategic investments in improving the quality of life of its residents, particularly the underprivileged sector.

"Kailangan po nating mamuhunan sa ating kinabukasan. Hindi sapat na tugunan lamang natin ang mga pangangailangan ng kasalukuyan (We need to invest for the future. It is not enough that we just meet the needs of the present)," the mayor said.

Given the city's resources and growth potential, Belmonte vows to pursue innovations to solve age-old problems in the city, equitable sharing of developmental gains, increased efficiency in public service, clearer and more attractive incentives for businesses, and high impact development projects to attract investments, employment and livelihood opportunities.

Following the President's call for unity and reconciliation, Belmonte urged Quezon City residents to put partisan politics behind and reject the politics of division.

"Always, the ultimate measure of whether we have done our job well enough is our people's quality of life. A better life for all will of course be the most meaningful legacy I hope to leave to the wonderful people of this city. After my term ends, I want the people to have no doubt that Quezon City will be the number one city in Metro Manila in terms of development and in its prospects for even greater growth," Belmonte said.


QCG Strategic Planning 2004
Who Moved My Cheese?
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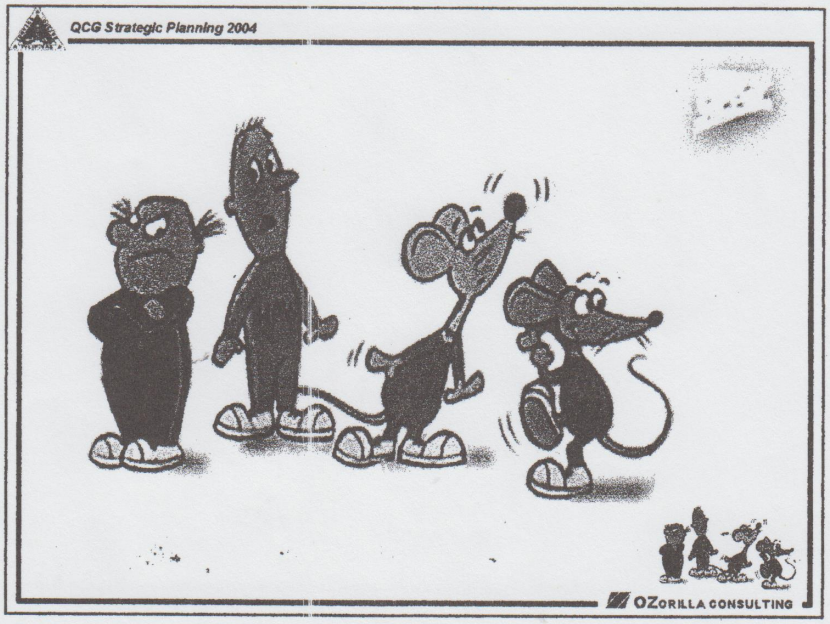
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QCG Strategic Planning 2004

The simple story of Who Moved My Cheese? reveals the profound truths about change that give people and organizations a quick and easy way to succeed in changing times.

Most people are fearful of change because they don't believe they have any control over how or when it happens to them.



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With the emergence of knowledge-based economy, most work environments are finally recognizing the urgent need to get their computers and other business systems up to speed and able to deal with unprecedented change.

What businesses are only just beginning to realize is that this is not enough: We need to help people get ready, too.



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In the story, four characters - who represent parts of ourselves - live in a "Maze" and look for "Cheese" to nourish them and make them happy.

Two are mice named "Sniff" and "Scurry." And two are little people, named "Hem" and "Haw," who are the size of mice but look and act like a lot like some people.

"Cheese" is a metaphor for whatever you want to have in life - job, relationship, health, peace of mind. And the "Maze" is where you look for it.



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The mice, Sniff and Scurry, possessing only simple rodent brains, but good instincts, searched for the hard nibbling cheese they liked, as mice often do. They used the simple, but inefficient, trial-and-error method of finding cheese. They ran down one corridor and if it proved empty, they turned and ran down another.

The two little people, Hem and Haw, used their brains, filled with many beliefs, to search for a very different kind of Cheese-with a capital C-which they believed would make them feel happy and successful.



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- The story shows what happens to the characters one day when the Cheese has been moved to another part of the maze. Some are prepared for it and do well.

Others are surprised by it and have a difficult time. As you watch what they do, you may see a part of yours. When Haw is finally able to see what he is doing and laughs at himself, he moves on and finds "New Cheese" - while Hem remains hemmed in by his comfort and fears and is left behind.



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Company that wants to not only survive in the future but stay competitive, need to constantly change. While in the past, company may have wanted loyal employees, today they need flexible people who are not possessive about "the way things are done around here".



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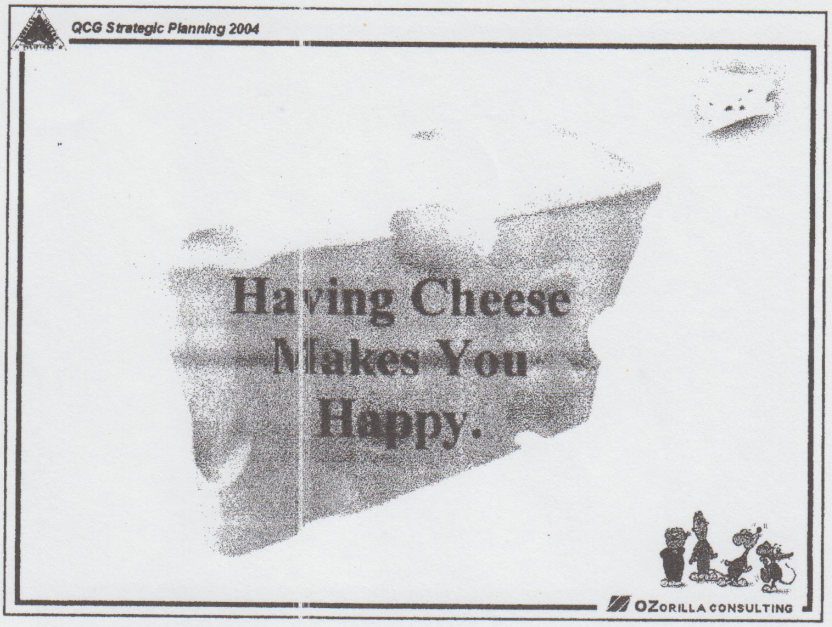
QCG Strategic Planning 2004
Having Cheese Makes You Happy.
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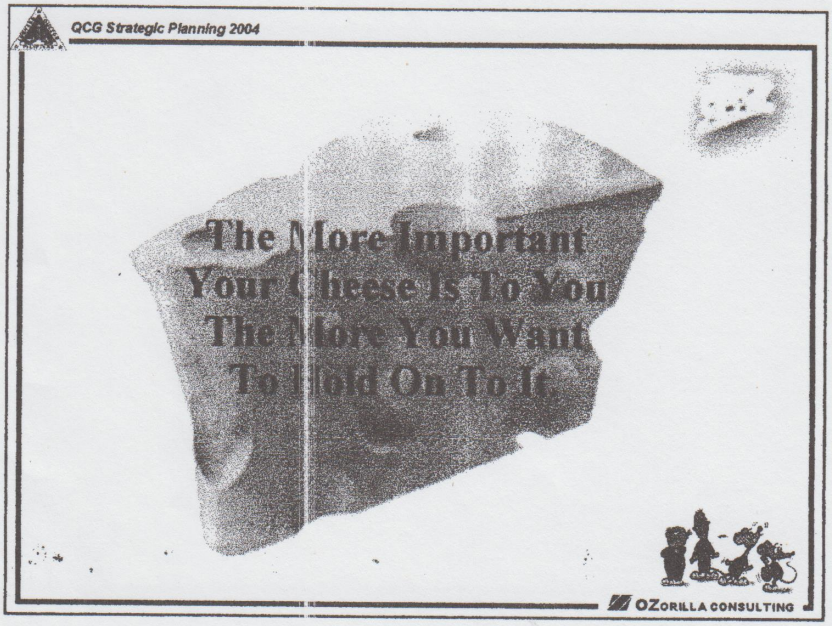
QCG Strategic Planning 2004
The More Important Your Cheese Is To You The More You Want To Hold On To It.
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QCG Strategic Planning 2004

- If you do not change, you can become extinct.
- What would you do if you weren't afraid ?
- The quicker you let go of old cheese, the sooner you find new cheese.



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- Smell the Cheese often so you know when it is getting old.
- Movement in a new direction helps you find new Cheese.
- When you move beyond your fear, you feel free.



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- Imagine myself enjoying new cheese, even before I find it, leads me to it.
- The quicker you let go of old cheese, the sooner you find new cheese.
- It is safer to search in the maze than remain in a cheeseless situation.



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- Old beliefs do not lead you to new cheese.
- When you see that you can dine and enjoy new cheese you change course.
- Noticing small changes early helps you adapt to the bigger changes that are to come.
- Move with the cheese, and enjoy it !



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Annexes

OZ Consulting Team

Orlando S. Zorilla (Orly). Orly heads OZorilla Consulting. He is a former Partner of SGV/Andersen Worldwide. He managed the O/HRM Consulting practice of the firm for 12 years. He also worked as an HR Vice-President for a multinational corporation. Orly's expertise includes strategic planning, change management, organization and job reengineering, performance management and management development. He has assisted clients in government and private sectors in the Philippines and abroad. He is Past President of professional and civic organizations such as the Philippine Council of Management, Philippine Society of Fellows in Personnel Management and the Rotary Club of Quezon City. Orly took advanced studies at the Ateneo Graduate School of Business, The University of Michigan and at the INSEAD. He is co-author of the book, Personnel Management in the 21st Century.

Carmelito C. Salazar (Lito). Lito is Project Consultant of OZorilla Consulting. He is a former Partner of SGV/Andersen Worldwide. Prior to SGV, he worked as Civil and Design Engineer with the Ayala Group of Companies for 8 years. After SGV, he took a number of key senior executive positions such as Senior Vice President of South Luzon Toll Way Corporation and as Head of the Technical Services Division of Uniwide Sales and Realty Resources Corporation. His expertise includes corporate planning and project feasibility studies, project planning, monitoring and cost control, and institutional development. Lito has handled major consulting projects for government and private sectors in the Philippines and abroad. These include projects financed by the World Bank, USAID and ADB. He is a Civil Engineering graduate of U.P. (First Place in 1959 Board Examination) and completed an MDP at the Asian Institute of Management.

Virgilio A. Dompor (Vir). Vir is Vice President of OZorilla Consulting. He is a former Senior Manager of SGV/Andersen Consulting (now Accenture). He has had more than 20 years professional experience helping clients in the government and private sectors including government agencies, corporations and service institutions in the Philippines and abroad. His expertise includes strategic planning, business process reengineering, productivity improvement, quality management, information systems installation, technology assimilation, performance management, training and development, and change management. Vir is a Mechanical Engineer graduate of Mapua University and an MBA graduate from the University of the Philippines.

Omar M. Zorilla (Omar). Omar is a Consulting Staff of OZorilla Consulting. He is a former associate staff in the Business Consulting Group of Arthur Andersen/SGV & Co. He has assisted in a number of consulting engagements involving industry studies, process improvements and change management projects. He has also assisted in the planning and actual conduct of OZ Consulting engagements involving organization and job analysis studies and strategic planning workshops. He is a product of the Ateneo de Manila High School and the University of Santo Tomas.

Bayan Ko

Ang Bayan kong Pilipinas
Lupain ng ginto't bulaklak
Pag-ibig ang sa kanyang palad
Nag-alay ng ganda't dilag

At sa kanyang yumi at ganda
Dayuhan ay nahalina
Bayan ko binihag ka
Nasadlak sa dusa

Ibong mang may layang lumipad
Kulungin mo at umiiyak
Bayan pa kayang sakdal dilag
Ang di magnasang maka-alpas

Pilipinas kong minumutya
Pad ng luha ko't dalita
Aking adhika
Makita kang sakdal laya

I Believe

I believe for every drop of rain that falls
A flower grows
I believe that somewhere in the darkest night
A candle glows
I believe for everyone who goes astray
Someone will come to show the way
I believe I believe

I believe above the storm a smallest prayer
Will still be heard
I believe that someone in the great somewhere
Hears every word
Every time I hear a newborn baby cry
Or touch a leaf or see the sky
Then I know why I believe

Every time I hear a newborn baby cry
Or touch a leaf or see the sky
Then I know why I believe

If We Hold On Together

Don't lose your way. With each passing day
You've come so far. Don't throw it away
Live believing. Dreams are for weaving
Wonders are waiting to start. Live your story
Faith, hope and glory
Hold to the truth in your heart

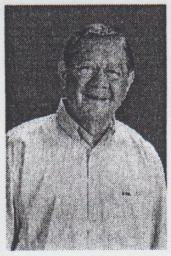
If we hold on together
I know our dreams will never die
Dreams see us through to forever
Where clouds roll by for you and I

Souls and the wind must learn how to bend
Seek out a star. Hold on to the end
Valley, mountain. There is a fountain
Washes our tears all away
Words are swaying. Someone is praying
Please let us come home to stay

If we hold on together
I know our dreams will never die
Dreams see us through to forever
Where clouds roll by for you and I

When we are out there in the dark
We'll dream about the sun
In the dark we'll feel the light
Warm our hearts. Everyone

If we hold on together
I know our dreams will never die
Dreams see us through to forever
As high as souls can fly
The clouds roll by for you and I



OUR SECOND CHANCE AT GREATNESS

By Honorable Feliciano R. Belmonte, Jr.
Second Inaugural Address as Mayor of Quezon City
June 28, 2004

Your Honor, Chief Justice Hilario Davide, Jr., Vice Mayor Herbert M. Bautista, our Representatives in Congress, 1st District – Congressman Vincent Crisologo; 2nd District – Congresswoman Mary Ann Susano; 3rd District – Congressman Matias Defensor; and, 4th District, Congresswoman Nanette Castelo Daza; our newly-elected and re-elected Councilors, I welcome you to Team Quezon City. Colleagues, family and friends, I thank all of you for being here to grace this occasion.

Three years ago, when our people first entrusted me with the leadership of this great city, I promised to build what we called a "Quality Community," a city we could all be happy to live in, and proud to serve.

Ipinangako ko sa inyo na magtatayo tayo ng isang bagong Lungsod Quezon na maipagmamalaki nating lahat, na ikatutuwa nating maging tahanan, at malugod nating paglilingkuran.

Today, that dream is much closer to reality. Today, once again, we have been gifted by the people with an opportunity to continue the transformation of Quezon City into a worthy home for its residents and a prime location for business and industry.

I am honored and humbled by the trust that our voters have once again given me. The leadership of this city is an awesome privilege—but also a tremendous responsibility, which I intend to fulfill to the best of my ability.

As you know, in my long career in public service, I have held quite a number of positions of authority. But let me tell you truthfully that nothing has given me a greater challenge—and also greater satisfaction—than serving the people of Quezon City as their Mayor.

Unlike other branches of government, a city and its problems are concrete and immediate. Its constituents have names and faces—faces that I meet everyday at City Hall, or on my visits to our districts and barangays.

But as urgent as our concerns are, the pleasure of seeing the effects of our work is also immediate. Every smile I get from a resident reminds me why I chose this job—and why you chose me to do it. *Sa bawat ngiti at kumusta na natatanggap ko mula sa inyo ay naaalala ko kung bakit hinirang ninyo akong alkalde—at ang aking mga pananagutan sa bawat isa sa inyo.*

It is, therefore, with the deepest gratitude that I accept this renewal of my covenant with our people—with all of you—to match your confidence in me with even more vigorous action and performance.

Thanks to your unfailing support, we can now move forward and complete what we have begun, while dreaming even bigger dreams.

What is it we dream? That ours will be a City that will be a model for others to follow, that it will be at the forefront of all others – in terms of governance and leadership, and in terms of service and support for its people.

You will remember only too well the tremendous handicaps our City government faced when we first came to office in 2001. The city was deep in debt, we had too many casual employees, our streets were awash in garbage, and basic services were not fully reaching their intended beneficiaries.

Napakalaki at napakabigat po ng mga suliraning hinaharap natin noong una tayong maupo sa pamunuan ng ating lungsod. Ngunit hinanapan natin ng solusyon ang bawat isa sa mga suliraning iyon. Hindi tayo nangimi, o natakot, na magsagawa ng mga mahirap at mabigat na hakbang upang malutas ang mga problemang malaon nang bumabagabag sa ating lungsod.

We dealt with every problem decisively, and each problem we solved taught us lessons and suggested new and better options. Now, those lessons will serve us in good stead. We will not repeat the same mistakes our predecessors made and which we ourselves may have made in our first term. With a clear plan and a firm resolve, we can only do better.

In fact, we did not do badly at all. Of the many distinctions we received these past few years, let me cite only our awards for being the Most Outstanding City Mayor of the Philippines, and the Most Livable City in 2003.

Binabanggit ko po ito hindi upang magbuhat ng sariling bangko, kundi upang ipagmalaki ang tagumpay ng ating buong kabayanan, ng ating pagkakaisa. Ang aking tagumpay ay tagumpay nating lahat, at ang tagumpay ng Lungsod Quezon ay karangalan ko rin.
We achieved three key results in these past three years:

First, we put in place an efficient bureaucracy capable of delivering and adding to the public services our people needed;

Second, we generated wide, vibrant support among our constituents for our initiatives in local governance and this support was manifested in our unprecedented majority of 436,000 plus in the last elections; and

Third, we built up a very strong financial position that allowed us to pursue development on a broad, and even grand, scale…development that has been felt in every corner of the City.

Dahil sa mga nagawa nating ito, may pagkakataon tayo ngayong makapagplano nang pangmalawakan para sa hinaharap.

Just like any effective enterprise, Quezon City's development and transformation requires a comprehensive and strategic framework. We have to look forward not only to the next three years, but far beyond, to determine what exactly we can do now to ensure a better future for our people.

On this my second term, our goal will be to maximize our gains by making strategic investments. We will demonstrate that investing in the future of Quezon City is not only a social or political imperative, but also makes good business sense. Our investments will produce gains for all players—to benefit all people living and working here, whether rich, poor or middle-class.

Kailangan po nating mamuhunan sa ating kinabukasan. Hindi sapat na tugunan lamang natin ang mga pangangailangan ng kasalukuyan.

Thus, we will be making strategic investments in the continued physical transformation of the City through infrastructure building and support facilities, and in long-term provisions for creating a much improved quality of life for Quezon City residents, particularly the poor.

Our framework plan will be guided by several basic principles. They include the following:
- Innovation. We will seek and make breakthroughs in solving age-old problems, and encourage original approaches. *Gagamitin natin ang ating utak at sentido komon — at hindi lamang ang ating braso, o ang ating salapi, sa paglutas ng mga problema ng lungsod.*

- Equitable sharing of development gains. *Makikinabang ang lahat sa ating mga programa at sa anumang kaunlarang ibubunsod nito.* This also means greater social involvement in the problems of our people, particularly those who have less in life.

- Increased efficiency in public service. *Magpapakitang-gilas ang lahat sa serbisyo-publiko. Hindi natin pababayaan o palalampasin ang mga tatamad-tamad at papatay-patay.* I will not tolerate corruption, favoritism, laziness, and ignorance in public service, especially in our frontline agencies and offices.

- Clearer and more attractive stimulants for business. *Susuportahan natin ang mga negosyong nagbibigay-trabaho at kabuhayan sa mga mamamayan natin.*

- And lastly, high-impact development. *Magsasagawa tayo ng mga proyektong malaki ang maiaambag sa kaunlaran at sa imahe ng Quezon City bilang isang progresibo at modernong lungsod.*

We should make it our legacy to leave to the wonderful people of this City, a beautifully transformed, premier metropolis with a distinctive character. After my term ends, I want there to be no doubt in people's minds that Quezon City will be number one in Metro Manila, in terms of development and in its prospects for even greater growth. When people mention Quezon City, I want them to think of it as the cleanest, safest, most progressive and most livable place in Metro Manila, with the best schools, hospitals, restaurants, markets, and other amenities.

Quezon City has the market, it has the resources, and it has growth niches scattered around the City. Your City government will work with its citizens to weave these potential assets into a broad network of competitive advantages for the City. A vibrant economy is the best marketing tool to attract investments, generate business start-ups and employment and livelihood opportunities, and stimulate greater productivity.

But to achieve this, we also need a trained workforce, a livable community, peace and order, a clean environment—and capable and visionary leadership.

Ang sabi nga natin nung tayo'y nangangampanya, ***"Ang galing m o QC!"*** *Ngayon, ang gusto kong sabihin natin nang walang kaduda-duda, "pinakamagaling ang QC!"* You all deserve a No. 1 City and, together, we can work to make this aspiration come true.

Always, the ultimate measure of whether we have done our job well enough is our people's quality of life, which should have noticeably improved from the start of this term up to its end. A better life for all will, of course, be the most meaningful return on our investment strategy.

By the grace of God and with the support and teamwork of our people, we have successfully completed our first three years. Now, with their continuing mandate and support, we are committed to improve on what we began. This is our second chance at greatness, and we will not let it go to waste.

Progress and prosperity await us; only laziness and fractiousness will hold us back. As our newly-elected President Gloria Macapagal Arroyo has been reminding us, it is time to put the partisanship of the past behind us and to reject the politics of division.

Tapos na po ang eleksyon. Panahon nang bumalik sa trabaho at gumawa ng kabutihang mapapakinabangan ng nakararami, lalo na ng mga mahihirap.

So let us roll up our sleeves and get back to work. By working together, we multiply our gains, and we help to guarantee that our successes will outlive us, to benefit future generations. An ethic of hard and honest work will be the best legacy we can leave the people of this wonderful City.

May I paraphrase an Irish blessing: May the strength and wisdom of God pilot us, may the hand of God protect us, may we work with discipline and productivity to be deserving of all the blessings he is giving us.

Thank you again to all. *Maraming salamat at mabuhay ang Lungsod Quezon!*

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SUBJECT : **FRAMEWORK FOR QUEZON CITY'S DEVELOPMENT**

During Mayor Belmonte's Second Inaugural Address last June 28, he enunciated his vision for the second term and the strategies by which the City government will achieve this. It will be useful for City officials to be aware of the framework that shall provide direction for the City in the next three years, and let it guide the development of programs and projects, as well as the thrusts of all operations.

THE BELMONTE ADMINISTRATION

1. **Overall Framework.** The "3 x 3" term limit of the City Executive easily gives room for the City Government to adopt the following strategic framework:

1st Term	Governance capacity-building ★ Optimization of fiscal resources ★ Improving bureaucratic efficiency and integrity ★ Clearer appreciation of issues and concerns / problems and opportunities Immediately providing for direct interventions to alleviate plight of the poor
2nd Term	Making strategic investments in: ★ The physical transformation of the City through infrastructure building and support facilities ★ Long-term provisions for creating a much improved quality of life for Quezon City residents, particularly the poor
3rd Term (If God wills)	★ Reaping the rewards of improvements and investments initiated in the first two terms

2. **Report focus.** This report proposes the City Government's investment program for the second term.

3. **Considerations**
   - The second term vision: to put Quezon City at the forefront of all other Philippine cities, in terms of:
     - Governance and leadership
     - Service and support for constituents
   - Decrepit Quezon City in 2001
   - Resources available

4. **Assumptions:**
   - The revenue flows will come evenly and equally in the coming years.
   - The expenditure flows for the current year should equal revenue flows during the year. It will cover payments for obligations of the previous year, but will not include part of expenditures in the current year that will be paid in the following year.

   Given these assumptions, the cash balance as of June 30, 2004 of P3.0 billion can be assumed as available for investments that are being programmed here, and loans of as much as P1.5 billion in case project costs go up to P4.5 billion.

5. **Prioritization, rationalization**

Guidelines for the allocation of investment funds per project:

- The investments allocated for the items can be the limiting factor for the extent to which or the size at which the projects are implemented. The Mayor may review the allocation of investments, and reallocate them according to his priorities.

- The regular operations and projects carried out in the first term and continued until the second term involve costs within the regular budget.

- Investment planning will also help rationalize the assignments of people being entrusted with these projects.

- The investment projects listed here may offer the distinction between the Mayor's first-term achievements and those of his second. Spelling out the improved governance of the second term over governance achievements in the first term will be evidenced by the completion of the investment programs proposed: completed in 3 years? = good; in 2 years? = better.

6. **Moving on**

If God wills a third term, it will be an opportunity to savor the rewards of all these projects and operations moving into action – knowing that what was planned and completed is a validation of our wisdom in drawing up the framework of this administration.

QUEZON CITY'S PROPOSED INVESTMENT FOLIO, 2004 - 2007

PROGRAM / PROJECT	INVESTMENT BUDGET
A. IMPROVED PUBLIC HEALTH AND EDUCATION SERVICES	
▪ Expanded public health facilities	
· Transformation of QCGH into a 400-bed medical center	
· Standardized, modern public health centers	
▪ Modernized facilities for public school education	
· Creation of an inter-active science exploratorium, tied up with development of an IT business park; serving as showcases for technology demonstrations of park locators, while offering modules of learning for exploratorium visitors (*joint venture project with private sector*)	
▪ Better student-classroom ratios in all districts	
· Construction of classroom buildings in District 2, to bring down the student-classroom ratio to the DepEd target of 50:1	
B. INFRASTRUCTURE PROVISIONS FOR PLEASURE AND LEISURE	
▪ Redevelopment of the QC Memorial Circle into a promenade and leisure park, with fountains and two underground approaches from QC Hall	
▪ Development of people's parks and sidewalk promenades in every barangay, supported by cost-sharing with barangays	
▪ Rehabilitation of City parks : N. S. Amoranto Park — Pugad Lawin Shrine West Triangle Park — Bernardo Park Congressional / Pilarville Park — Villa Nova Park Marilag Park — Dona Isaura Park Project 6 Park — Central Park, Barangay New Era	
C. PRODUCTION OF LOW-COST HOMES TO IMPROVE CITYSCAPE AND REMOVE URBAN BLIGHT	
▪ For informal settlers (1,200 dwelling units for 1,200 families)	
▪ For government employees (1,000 dwelling units for 1,000 employee families)	
D. WELL-DEFINED/ REDEFINED BOUNDARIES OF THE CITY/ BARANGAY GOVERNANCE	
▪ Clear definition of barangay boundaries; creation of well-defined barangay maps; posting of these in all barangays	
▪ Redefinition of QC's political subdivision into 6 districts	
▪ Construction of distinct QC boundary markers	
▪ City government – barangay collaboration in revenue generation, cost-sharing in capital costs of improvements	
E. UPGRADED, MORE EFFICIENT WASTE MANAGEMENT	
▪ Application of advanced systems for sorting, segregating, recycling and collecting waste	
▪ Modernizing the landfill facility at Payatas	
F. STIMULUS FOR BUSINESS GROWTH	
▪ Creation of a central business district, with manpower training centers, tied up with the facilities and resources of QC's leading colleges and universities (*joint venture project with private sector*)	
G. IMPROVED CITY GOVERNMENT FACILITIES FOR MORE EFFICIENT PUBLIC SERVICE	
▪ Renovation and redevelopment of QC Hall compound; construction of additional buildings to replace those that will be torn down	
▪ Comprehensive computerization program that will: · Install and operate an intranet system connecting all QC hall departments · Create online taxpayers' access to real property tax accounts; online payment of taxes · Link all 142 barangays with the City government for reporting, monitoring, information dissemination and interaction purposes	
TOTAL	

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project proposal : Transformation of Quezon City General Hospital into a 400-bed Medical Center

Objective: Expand and modernize QCGH from a 250-bed hospital into a 400-bed medical center, with a well-rationalized, efficient layout

Plan: Rehabilitate and redesign the QCGH compound by:

- Rehabilitating the two existing buildings – main building and the out-patient department
- Organizing all related services under one roof
- Providing additional bed capacity
- Laying out buildings and facilities so that people and services flow easily from one building to another

Results expected:

- Expansion of room capacity for indigent patients
- Accommodation of paying patients, which will mean new income streams for the hospital
- The diagnostic center, with its modern facilities, will attract paying clients (non-QC indigents); it can offer its services to the many hospitals around Quezon City, creating a new income center
- More efficient work flows for doctors and hospital personnel
- Much improved services for indigent patients
- Provision for rooms/ housing in QCGH compound could constitute additional incentive to employees assigned to this hospital

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project proposal: Creation of an inter-active science Exploratorium

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Objective: Develop an inter-active science learning facility called an "Exploratorium" that can be sustained by business

Plan:

The Exploratorium will be a demo and showroom facility thru which students and other visitors will be able to see and learn:

- how products such as cellular phones, computers, robotics equipment and other high-tech tools are manufactured and operated, through actual demonstration of the processes;
- how the human body works through exhibits that will allow children to actually climb through huge displays of blood vessels and arteries, complete with internal organs of the body in action;
- how the eco-system works and the effect of conservation measures and conversely, pollutants, on it.

The exhibits will be inter-active, allowing questioning and participation of Exploratorium visitors.

Financing scheme:

Exploratorium operations can be financed by private enterprise participants who will lease demo spaces inside the facility that will allow them to market their process and products to the public.

Aside from high-tech companies, locators can also include drug companies which can show how their products work in the human body. They may also include companies with products related to the environment can also set up similar exhibits that will show how their products work vis-à-vis the environment, and what people can do to maintain a good ecosystem.

Results expected:

It will be a win-win situation for both business and students. Enterprises will be able to market, while students will be able to play and learn.

The financing scheme also eases the burden off the City government, while creating a showroom for science and technology in Quezon City that can entice more locators.

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project Proposal : Create on-line taxpayers' access to real property tax accounts

Objective: Further increase revenues by introducing greater ease in tax payments that allows taxpayers to pay real estate taxes from any location thru a computer with an internet facility

Plan:

Allow online tax payments for all Quezon City taxpayers. Taxpayers will access the QC gov website through the worldwide web, check his local tax liabilities by typing his assigned PIN numbers for each account. If satisfied with the assessment, he downloads a form and pays his taxes thru his credit card.

Results expected:

- Further ease in tax payments
- More revenue inflows for the City government
- Less queuing inside City Hall

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project Proposal : Develop a Mobile "Science Works!" van

Objective: Provide all public high school students with access to fully equipped science laboratories, with minimal investment from the City government

Plan:

Develop a fully equipped, air-conditioned laboratory, with modern tools, inside a specially designed van. This mobile Science Works! van will be able to afford public high school students with complete and advance tools and equipment to conduct experiments and view inter-active presentations of various science projects, while moving from school to school. The theme of the setup in the Science Works van can be changed, say every two months, after it has made the round of all public high schools, so that it can continue engendering new interests among science students.

Guest lecturers, who are specialists in certain fields, can be featured on certain occasions to add expert opinion to the knowledge being imparted.

Results expected:

- Increased interest in learning, particularly in science subjects, among public school students
- Access by poor students to the use of modern educational equipment
- Emphasizes this administration's focus on adding value to public school curriculum



HIGHLIGHTS OF THE QUEZON CITY COMPREHENSIVE LAND USE PLAN

Prepared by:
QUEZON CITY PLANNING & DEVELOPMENT OFFICE

JUNE 2004

HIGHLIGHTS
QUEZON CITY COMPREHENSIVE
DEVELOPMENT PROGRAM

I. PLANNING AREA

A. Location, Land Area and Natural Features

Quezon City is at the northeastern portion of Metro Manila and has a land area of 16,112.12 hectares, almost one fourth of the region and biggest among the twelve (14) cities and five (3) municipalities. Situated on the Guadalupe Plateau, the City's topography is largely rolling with alternating ridges and lowlands. The southern region of the City has low grade terrain while the northern half is undulating that culminates at the Novaliches Reservoir. Served by a network of rivers and creeks, the city is efficiently drained except for some portions which experience flash floods due to the deterioration of waterways.

The City shares an aquifer system with Metro Manila which, due to overdrawing, has been subjected to saltwater intrusion. Another feature which it shares with the rest of the region is the Valley (Marikina) Fault System traversing the city's eastern portion.

B. Present Trends and Emerging Patterns

B.1. Land Use : The City is predominantly residential, comprising 45.45% of its land area, but has retained its institutional character with the presence of the Philippine Congress, other national agencies, academic and specialized medical institutions. The City also has a large open space system with the Ninoy Aquino Parks and Wildlife, Quezon Memorial Circle and UP Arboretum as the core while the Novaliches Watershed provides additional greenery. Commercial growth are mainly sited along major thoroughfares. Industrial development, meanwhile is relatively contained in the traditional industrial areas at Balintawak, Novaliches, and Ugong Norte.

B. 2. Transport and Utilities : The city is traversed by several major metropolitan thoroughfares namely : C-3 (Araneta Ave.), C-4)EDSA), C-5 (Katipunan – Luzon-Republic Ave.), R-6 (Aurora Blvd.), R-7 (Quezon Ave. – Commonwealth Ave.) and R-8 (Bonifacio Ave. – Quirino H-way) which link the City to the rest of the Metropolitan area. These are supplemented by main and secondary intra - city roads for area- wide mobility and by numerous tertiary roads that provide access to minor communities and to individual properties.

The Payatas area meanwhile, is generally of poor accessibility. Litex Road which is the sole existing primary road in the area is a mere 4-lane road. Although there already exist good roads within Payatas that could serve as secondary access routes, these are private subdivision roads and are of exclusive use.

The construction and completion of major transport and infrastructure projects is expected to trigger further development in the city. When completed, the projects shall increase flow of people, goods and services. There shall be multiplier-effects on the economy. These projects include the following:

Additional LRT Lines

a. LRT Line 2 – fully elevated track utilizing Aurora Blvd. alignment, from C.M. Recto to Katipunan Ave.; has a length of 11.76 kms;

b. LRT Line 3 – also known as EDSA MRT; its extension from North Ave. main terminal to Monumento (Caloocan) is about to commence.

c. LRT Line 4 – from Quezon Avenue Mabuhay Rotonda to Quirino Ave., using alignments of Quezon Ave., Commonwealth Ave. and Regalado Ave.; length is 18.35 kms;

Circumferential Roads

a. Circumferential Road-4 (C-4) Planned Improvements along EDSA includes the construction of West/ North Ave. Interchange and Roosevelt Ave. Interchange.

b. Circumferential Road 5 (C-5) – an alternative to EDSA utilizing the Katipunan Ave., Luzon Ave., and Republic Avenue route, to be undertaken by BOT scheme

Local and Other National Road Projects

a. Mindanao Avenue – extension from Quirino Highway to Gen. Luis Ave. in Valenzuela
b. Improvement of Congressional Avenue – extension from Visayas Ave. to Luzon Ave.
c. Inter-Neighborhood Roads – construction of connecting segments of identified community roads to serve as alternate routes to decongest major roads.

Water Supply

Like the rest of Metro Manila, Quezon City gets its water supply from the MWSS and its private distribution concessionaires , the Maynilad Water Service Inc. (MWSI), serving the west half of the city and Manila Water Co. (MWC) the east portion.

Only about 177,967 households are being served which indicates that there are still areas not yet accessed by potable water supply. Quezon City consumes an average of 6.7 million cu. meter per month.

Power Supply

The electric power requirement of the city is adequately serviced by the Manila Electric Company or MERALCO. More than 97% of the city's population have access to electricity. It should, however, be noted that there are still areas unserved by MERALCO such as in most parts of Payatas mainly due to right-of-way and land tenure problems.

Solid Waste Collection and Disposal

The Environment Protection and Waste Management Dept. (EPWMD) reported that in year 2000, the average daily collection volume of garbage is 1,500 tons, that is per capita waste generation rate of 0.69 kg. per day. Garbage collected is disposed at the open dumpsite located in Area I, of Bgy. Payatas.

The Payatas open dumpsite is endangering the immediately-lying La Mesa Dam which is the depository of domestic water for Metro Manila and the communities in its vicinity. With its closure, the city government is impelled to seek alternative disposal modes that are environment-friendly. A Materials Recovery Facility (MRF) is among those being worked – out.

DEMOGRAPHY

B. 3. Demography : The City with 2,173,831 people, is also the largest in Metro Manila. However, these are not evenly distributed. The southern portion of the City – Districts I, III, & IV, has the highest concentration of people while the northern part – District II is relatively lighter. Although, just like Metro Manila's, the city's average annual growth rate has been declining and is still high compared to the national average and by the year 2005 it is estimated that 2,260,160 people would be living in the City.

Services and Facilities

With its present and still increasing population, the City is now experiencing difficulty in adequately providing for the needs of its residents. The existing resources are already strained and without the institution of any coping or control mechanism, the pressure is expected to multiply manifolds. The task of providing more classrooms, hospitals, health centers, livelihood, infrastructure and utilities, housing, police and fire protection units, recreation facilities and others shall be more tremendous in the future.

The present level of services and facilities are as follows:

Public Schools - 142		
Elementary - 96	:	Classroom-Student Ratio - 1:50
Secondary - 46	:	Classroom-Student Ratio - 1:52
Day Care Centers 205		
Public Hospital 17	:	4,931 beds
Health Centers 56		
Police Force 2,777	:	Police – Population Ratio – 1:849
Fire Fighting Force 478	:	Fireman – Population Ratio – 1:4,815

Shelter

The City has 508,843 households with 170,824 informal settlers (as of December 2003). New housing units have to be provided to meet the needs due to doubled-up housing, displaced units, formation of new households and structural improvement. In addition, there has to be provision to meet the needs for upgrading or improvement of a portion of the existing housing stock, most of which are found in squatters or slum areas. These may come in form of any or combination of tenurial and infrastructure improvement and basic services

ECONOMY

B.4. Economy : Business in the city is dominated by small to medium-scale establishments engaged mostly in the distribution of finished products and the provision of basic personal services rather than in the production of goods. Due to imposed limitations in scale the growth of the industrial sector is expected to be minimal.

Family Income

With regards to family income, the City registered the second highest average monthly family income in NCR, higher than the regional and national averages. Broken down to income class, it is significant to note that only 15% of the total household have income falling below the poverty level (P8857 NSCB). This magnitude of poor families however, provide wrong perception as many families are still unable to cope with the increasing costs of living and meet basic needs/requirements

As far as income sources are concerned, majority or 64% derived their incomes from salaries/wages, 16% earned theirs from entrepreneurial activities, while the rest got theirs from other sources such as pensions, allotment from abroad, rental of properties, etc.

Employment

The city's working age population (15 years old and over) is 1,519,000 or 67.3% of the total population.

Composing the working age population are those in the labor force (66.9%) and those not in the labor force – the economically inactive population (33.1%) which is made up of housewives, retirees, students, the sick and the disabled.

Of the labor force population of 1,016,000, 85.7% are employed and 14.3% unemployed. The visibly underemployed is estimated to be 3.3%. The city's unemployment rate is lower than NCR's, registered at 16.9%. Most of the city's unemployed come from the unskilled, poorly-schooled and low-income group.

II. CONSTRAINTS, PROBLEMS AND CONCERNS

Given the city's location and geographic features, its development trends and growth patterns, its demographic characteristics and economic climate, the following were identified as major areas of concern that must be addressed to ensure the Plan's successful implementation.

Mixed/Conflicting Land Use. Incompatible and at times conflicting, land uses existing in a zone such as multi-family dwellings and commercial establishments in R-1 zones. Another example are residential areas located very near or in the midst of hazardous industries.

Valley Fault System. The Valley Faultline traversing the eastern boundary of the City limits activities in the said area. The immediate vicinity of the active fault trace should be confined to less intense uses and activities to avoid potential risks to life and property.

Marikina and Tullahan Rivers. Inhibit the expansion of development and interaction between the City and other points, such as Marikina and the adjacent MARILAQUE provinces and constricts efficient flow of goods and services on the northwest-Kalookan and Valenzuela.

Growth of Informal Settlers. The increasing number of squatters occupying idle and vacant lands greatly hinders the development of these lands into more profitable and suitable uses. Biggest colonies are in NGC and Payatas Estate. Significant concentrations are found along Luzon Ave., Balara-Pasong Tamo area, Krus na Ligas, East and North Triangles and near the QC General Hospital in Bahay Toro.

Environmental Deterioration. This is easily seen in Payatas and is manifested by the poor quality of air along major roads and polluted rivers and creeks.

Solid Waste Disposal. The open dumpsite located in Payatas poses serious health and environmental hazards.

Road Network Deficiencies. Segments of major roads like C-5, C-6, Visayas, Mindanao and Congressional Avenues in District 2 remain undeveloped. Uncoordinated and unintegrated road systems result in longer travel time and circuitous routes between adjacent communities. Lack of interneighborhood roads also aggravate the situation.

Water Supply and Distribution. Factors such as the rapid expansion of the city's population, the continued disrepair of the in-place water supply grid and the high incidence of unaccounted water contribute to the worsening water supply problem.

Power Supply and Distribution. Right-of-way issues prevent the extension of electric power to some areas of the city.

Flooding. Areas bordering waterways usually are of low elevation and are easily flooded during rainfall. Flashflood also occur in areas where the local drainage system is clogged or the pipe capacity is insufficient to cope with heavy storm runoff. In most of these cases, flooding risks can be minimized by flood control works such as rip-rap along river banks and adequate drainage facilities. Another is the prevention of garbage and other solid waste from entering the river to ensure the flow of floodwaters downstream.

Rapid Population Increase. The continued upward trend of the city's already large population has put enormous pressure on existing resources. Without the institution of any coping or control mechanism, the demand for more physical and social-economic infrastructure is projected to be more tremendous in the future.

Uneven Distribution of Population. This creates imbalance in the spatial distribution of services and facilities.

Population Strain on Services and Facilities. The City is under tremendous pressure to provide more services to address the needs of an enormous population.

Great Disparity in Income Distribution. Families belonging to the upper income class, although making up only 16.44% of the total families in Quezon City, registered a very high average monthly income of about P107,607 which is way above the average income of the families of the middle and lower income (families falling below poverty line level) classes which are P28,913 and P7,565 respectively. This clearly shows great disparity in income distribution among the city's households.

High Unemployment Rate. QC has an unemployment rate of 14.3%. Although lower compared to the NCR rate of 16.9% this is still high. Most came from the unskilled, poorly-schooled and low-income groups.

Sluggish Growth in Business Activities. Growth is dominated by small to medium type of operations.. It merely responded to the needs of the city's increasing population but failing greatly as source of employment to growing labor force. No significant increase in the manufacturing sector is forseen due to the existing policy on industry dispersal.

Shelter/Housing Needs. The housing shortage is becoming more and more pronounced and needs radical and massive measures to arrest further worsening.

Inadequate Institutional Linkages. Weak coordination and lack of cooperation between and among government and non-government agencies result to overlapping of programs and eventual wastage of resources. Without agreeing on working or coordination arrangements and clarifying their respective areas of concern, these agencies proceed on their own planning and implementation. The outcome is the concentration of services in some areas and the inadequacy or absence in other areas.

III. DEVELOPMENT POTENTIALS

Although the development constraints, problems and concerns may seem insurmountable, the City possesses characteristics which when properly utilized and exploited could make the Plan's goals attainable:

* **Available Lands.** Compared to most cities and towns in Metro Manila, Quezon City still has lands that can be utilized for development. The recent land use survey conducted revealed that 32% or 5, 295 has. are still undeveloped. Most notable of which are large tracts at North Triangle, Fairview-Lagro area and UP Campus earmarked for upscale commercial development.

* **The Existence of La Mesa Dam Reservation, UP Arboretum and Major Parks.** The Novaliches Reservoir has more than 2, 000 has. of open and reforested area. Using La Mesa Dam Reservation together with the UP Arboretum, the QC Memorial Circle and the Ninoy Aquino Parks and Wildlife as showcase, the city can demonstrate concern for environmental enhancement and protection and promote the residents' well being.

* **Major Transport Projects like the LRT, C-5 and C-6.**The construction and completion of major transport and infrastructure projects shall enhance linkage with growth areas and is expected to trigger further development in the city. When completed, the projects shall increase flow of people, goods and services. There shall be multiplier-effects on the economy.

* **A Pool of Skilled, Educated Human Resource.** It has a sizable number of skilled and educated manpower that provides business ventures a steady source of people for their managerial, technical and labor requirements.

* **Existence of Academic Institutions and Training Facilities.** Located in Quezon City are some of Metro The city has many prominent universities, colleges and vocational/technical institutes that provide adequate education and skills training to the potentially productive segment of the population.

* **Existing and Proposed Government Agencies and Medical Institutions.** Traditionally an institutional area, QC is the site of many government offices and medical institutions. Businesses particularly those belonging to the service sector, flourished as these offices and institutions established in the city.

* **Existing Programs on Service Delivery.** There are in –place programs to bring to the people basic urban services to improve their living condition. The programs are already at work and need only improvements on some aspects of their delivery to be able to benefit more people and create greater impact on the quality of their life. Significant programs include those on health, education, social welfare, skills training , livelihood, entrepreneurship, utilities and mobility.

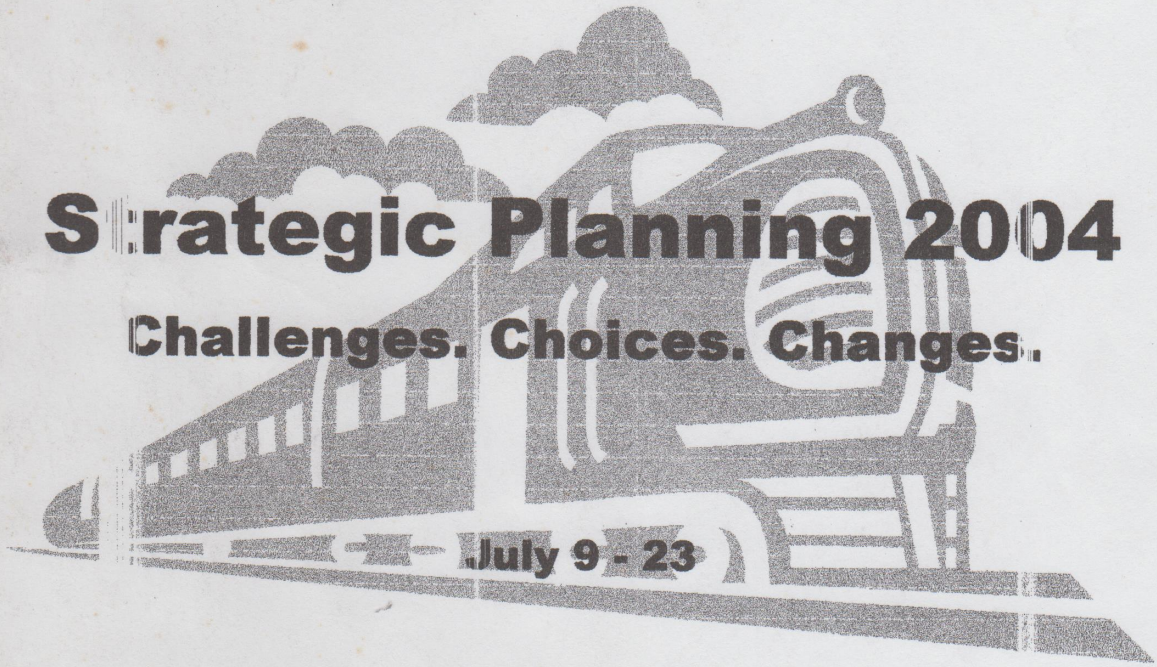
* **Available Sites for Development .** The development of housing projects, both by the government and private sectors, provides relief to the housing problem and economic opportunities in terms of employment for the residents , an energetic construction industry and increased demand for support services.

* **Business Areas with Regional/ National Service Coverage.** These businesses continue to act as magnets for further commercial and industrial growth. Areas/ sites providing a distinct feature are emerging as popular sites for specific commercial use (e.g. Banawe St. and Tomas Morato Ave.)

* **Supportive and Competent Local Leadership.** Quezon City has a Chief Executive who has the ability to get the support of local, national and even foreign groups and has a good grasp of changes and challenges taking shape in and out of the country. The City Mayor, assisted by the City Council and the entire city government is supportive of initiatives that contribute to the development of the city and the welfare of the residents. With highly competent managerial skills be introduced changes and innovations that readily improved systems and procedures in the government and even the financial standing of the city.

* **Responsive Community and Private Sector.** On several occasions, the community has displayed certain degree of responsibility and ability to act on some issues affecting their welfare. Given the opportunity to harness their consciousness and potentials, the community and the government can work together as partners in development. Aside from a receptive community, the city is endowed with a private sector that is equally responsible and responsive. Consisting of the business community and non-government organizations (NGO's), the private sector is a potent source of ideas, information, material resources, legal and technical expertise and funding.

The Quezon City Government



Strategic Planning 2004

Challenges. Choices. Changes.

July 9 - 23

Facilitated by:

OZORILLA CONSULTING

ORGANIZATION CHANGE & HUMAN RESOURCES MANAGEMENT CONSULTANTS

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Republika ng Pilipinas
Lungsod Quezon
Tanggapan ng Punong Lungsod

Serbisyong Bayan SB Lungsod Quezon

June 21, 2004

Feliciano R. Belmonte, Jr.
Punong Lungsod

MEMORANDUM

TO : **ALL DEPARTMENT HEAD/CHIEF OF OFFICES**

SUBJECT : **Strategic Planning Workshop Schedules**

Much have been accomplished in the last couple of years, yet more remain to be done. The dynamism of the city and its environs have considerably altered the frame condition of the 2002 Action Plan. Now, the Administration, fresh with an overwhelming new mandate, must update the City's Strategic Plan to meet the people's new expectation.

It is for this purpose we will hold our second Strategic Planning Workshop on July 16, 17, 18, 2004 at Manor Hotel, Camp John Hay, Baguio City. However, in order to maximize our time during the away-day workshop there will be pre-workshop and post-workshop meetings (1 half day each).

DATE	TIME	PLACE	AGENDA
July 09	9 AM-12:00 NN	Training Room, City Personnel Office	• Preparation of inputs for the away-day workshop
July 16-18		Manor Hotel, Camp John Hay, Baguio City	• Seminar-Workshop
July 23	9 AM-12:00 NN	Training Room, City Personnel Office	

Mark the dates in your schedule. Personal attendance is expected.

For strict compliance.

Feliciano Belmonte.

3rd Floor, High Rise Bldg., Elliptical Road, Diliman, Quezon City, Philippines Tel. No. 924-35-91/924-35-87/924-35-88

CLUSTERS : QC STRATEGIC PLANNING WORKSHOP 2004

GOVERNANCE	SOCIAL		ECONOMIC	PHYSICAL
	A	B		
Admin./ Finance	Health/ Housing/ Protective	Education/ Welfare	Business & Trade / Labor & Employment/ Tourism	Infra, Parks, Waste Mgt
.MR. MANUEL N. SABALZA	1. MS. REGINA SAMSON	1. MS. TERESA M. MARIANO	1. MR. PACIFICO F. MAGHACOT, JR.	1. ATTY. VICTOR D. RODRIGUEZ
.ATTY. PAQUITO N. OCHOA, JR.	2. DRA. MA. PAZ D. UGALDE	2. DR. VICTORIA Q. FUENTES	2. DR. MANUEL S. ALBA	2. ENGR. JOSELITO B. CABUNGCAL
.ARCH. GERARDO G. MAGAT	3. DR. EDUARDO F. ALDANA	3. DRA. CORAZON RUBIO	3. MR. NEIL R. LINA	3. ENGR. ZALDY A. DELA ROSA
.VICTOR B. ENDRIGA	4. SSUPT. OSCAR T. MARINAS	4. DR. JOSE R. VERGARA	4. MR. ALBERTO M. GALARPE	4. MS.FREDERIKA C. RENTOY
.ATTY. CHRISTIAN P. VALENCIA	5.. MR. RAMON T. ASPRER	5. ATTY. VICTORIA V. LOANZON	5. ATTY. J. VOLTAIRE L. ENRIQUEZ	5. MR. JAMEEL JAYMALIN
.MS. BELLA L. FERNANDEZ	6 ARCH. PEDRO P. RODRIGUEZ	6. DR. EDGARDO V. SALUD	6. MR. JOSE CASTRO	6. MR. TADEO M. PALMA
.MS. MARLENE S. AGUILAR	7. MR. RAMON M. MATABANG	7. MS. EMELITA L. VILLANUEVA	7. MR. IGNACIO F. SANTOS – DIAZ, JR	7. MS. EDITHA V. ALZONA
.MS. EVELYN LINGAT	8. MR. DONATO C. MATIAS	8. MR. ROGELIO L. REYES	8. MS. EDEN R. VILLANUEVA	8. MR. ROLANDO P. MONTIEL
.ATTY. EUGENIO JURILLA	9. MR CARLOS I. VERZONILLA	9. MR. CONRADO E. BUENAVENTURA	9. MS. NENA P. ORDOÑEZ	9. MS. TEOFISTA L. PAJARA
0. MR. GREGORIO T. BANACIA	10. MR.MARIO SANCHEZ	10. MS. RUBY M. PALMA	10. MAYETTE SALCEDO	10. MR. ANDY APOSTOL
1. MR. ORLANDO V. OZOA	11. ENGR. ISAGANI VERZOSA	11. ENGR. ERNESTO SALVADOR	11. MS. FE MACALE	11. DR. ANTONIETA INUMERABLE
2. MR. NESTOR DAGARAGA	12. ATTY. ERNESTO ADOBO	12. MS. AIDA AQUINO	12. ATTY. FELIXBERTO ABAD	12. DR. ROGELIO BELLEZA
3. ATTY. WILLY TRINIDAD	13. PSUPT. CESAR BINAG	13. PSUPT. EDGARDO G. PAMITTAN	13. MR. REYNALDO M. IMJADA	13. MS. ESTELLA I. INDIONGCO
	14. PSUPT BENIGNO DURANA			
	O/C	O/C	O/C	O/C

Landfill

QCG STRATEGIC PLANNING

HOUSE RULES

- Please take care of your personal belongings.
- Check in at Manor Hotel is 2:00PM. Check out is 12:00NN.
- Please leave your room keys at the front desk whenever you leave the hotel.
- Always wear your ID.
- Participants are expected to observe time schedule always.
- Stay with your cluster/sector during workshop/group work. While it may not be your area of concern, you are encouraged to give your input to other sector/s.
- Put your cellphone on "Silent Mode" during presentation/discussion.
- Meals and snacks are part of the package. (2 Breakfast, 2 Buffet Lunch, 2 Buffet Dinner, 2 AM / PM Snacks)
- Cost of meals, snacks, and drinks or use of any facilities outside of the package shall be to your account.
- Food and accommodation of any companion not in the list shall be to your account.

Planning Workshop Roadmap

Theme: Challenges. Choices. Changes

July 16 (3-5 pm) 2	Plenary:	3:00 3:30 3:35 3:45	Mayor's Opening Message House Rules The Northbound Train Presentation of Top 5 Projects per Cluster
(5-7 pm) 3	Plenary:	5:00 6:00 6:10 6:20 6:40	Presentation of Top 5 Projects (continued) Mission Possible Project Evaluation Criteria Q & A on Proposed Breakthrough Projects Evaluation/Prioritization of Breakthrough Projects
July 17 (8-10 am) 4	Plenary:	8:00 8:10 8:20 8:30	Summary of Yesterday's Work. Today's Schedule Cluster Regrouping (if necessary) An Enemy Called Average Project Goal Setting
	Small Group Discussions 8:40		
(10-12 nn) 5	Plenary:	10:00 10:10	Team-Based Organization Project Management Support Systems
	Small Group Discussions 10:20		
(1-3 pm) 6	Plenary:	1:00 1:15	Paradigm Shift Project Monitoring and Information System
	Small Group Work 1:30		
July 17 (3-5 pm) 7	3:00	Small Group Work. Preparations for Presentation of Breakthrough Projects	
(5-7 pm) 8	Plenary:	5:00 6:30 6:45	Presentation of Breakthrough Projects Integration. Geese Flying in "V" Formation Commencement

Pre-Workshop Meeting

July 9, 2004

QCG Strategic Planning 2004
Challenges. Choices. Changes.

Program Schedule

Date/Time	Session No.	Activity/Topic
Pre-Workshop Meeting (in the office)		
July 9 (Fri) 9 - 12 nn	1	Opening Remarks. Introduction. *Change Framework.* Performance Issues and Challenges. Identifying Breakthrough Projects. Group Work.
Out-of-Town Workshop (in Baguio)		
July 16 (Fri) 3 - 5 pm	2	Introduction. *The Northbound Train.* Workshop Roadmap. Cluster Presentations on Results of Group Work.
5 - 7 pm	3	Breakthrough Projects. Evaluation Matrix. Perception. Cluster Discussions. Presentations on Proposed Breakthrough Projects. Final Decision by Top Management.
July 17 (Sat) 8 - 10 am	4	Announcement of Approved Breakthrough Projects. Regrouping by Breakthrough Projects. *Team-based Organization (Baseball vs. Basketball).* Group Work - Defining Project Mission/Roles.
10 - 12 nn	5	*Teamwork (Geese Flying in "V" Formation).* Establishing Milestones/Targets. Information & Monitoring System.

Program Schedule (Cont...)

Date/Time	Session No.	Activity/Topic
July 17 (Sat) 1 - 3 pm	6	Project Management Support Systems. Resource Requirements. Implementation Schedule. *An Enemy Called Average*
3 - 5 pm	7	Preparations for Cluster Presentations. *Paradigm Shift. New Ways of Doing Things*
5 - 7 pm	8	Individual Cluster Presentations. Feedback. Summary and Integration. Commencement.
Post-Workshop Meeting (in the office)		
July 23 (Fri) 9 - 12 nn	9	What is the Next Step? *Building on Core Ideology. Built to Last.* Closing Remarks.

The Quezon City Government

WELCOME

Strategic Planning 2004

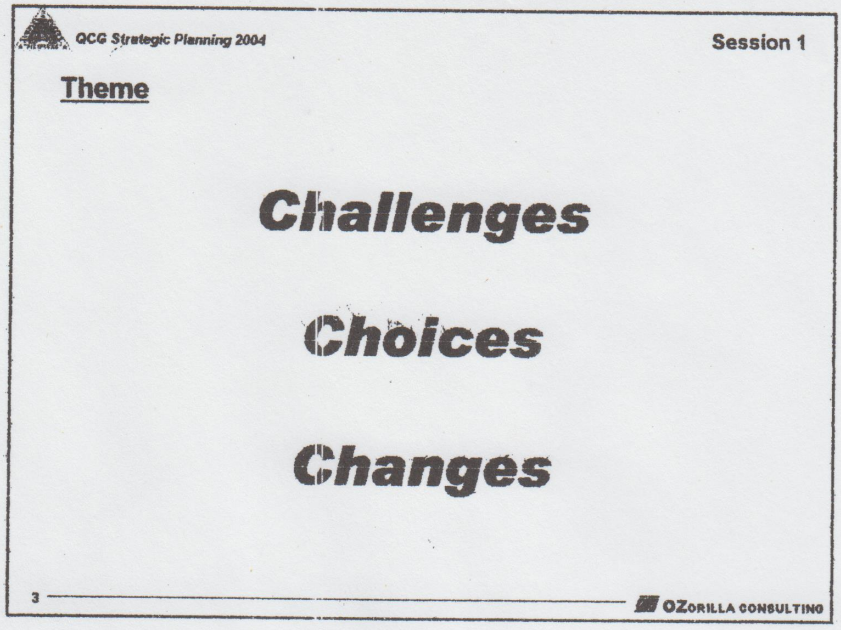
Challenges. Choices. Changes.

July 9 - 23, 2004

Facilitated by:
OZORILLA CONSULTING

Objectives

- Chart the strategic direction and thrusts of Quezon City Government for the period 2004 - 2007
- Identify major improvement projects and formulate plans and guidelines for implementation
- Develop greater commitment and teamwork among officials and staff in attaining the established goals and objectives


QCG Strategic Planning 2004
Session 1
Theme
Challenges
Choices
Changes
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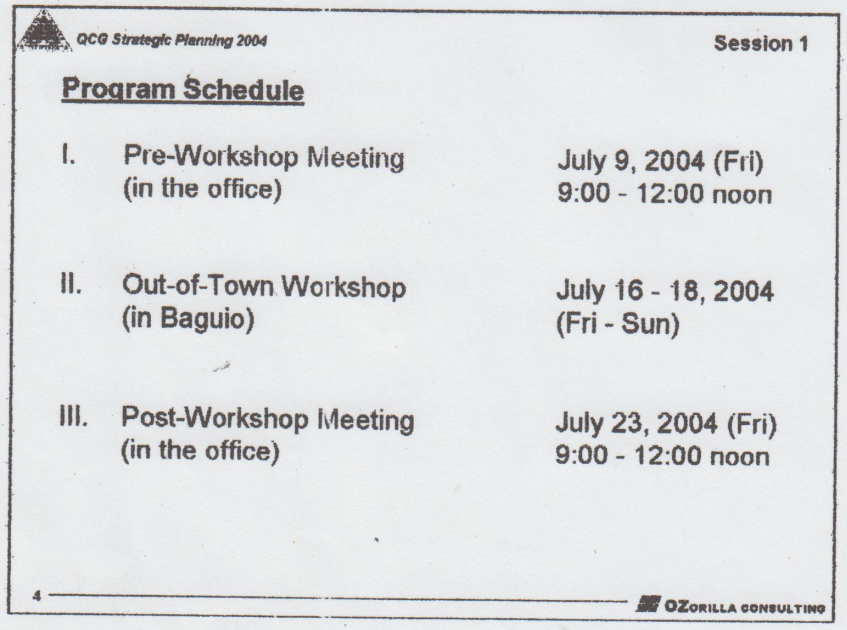
QCG Strategic Planning 2004
Session 1
Program Schedule
I. Pre-Workshop Meeting (in the office) July 9, 2004 (Fri) 9:00 - 12:00 noon
II. Out-of-Town Workshop (in Baguio) July 16 - 18, 2004 (Fri - Sun)
III. Post-Workshop Meeting (in the office) July 23, 2004 (Fri) 9:00 - 12:00 noon
4
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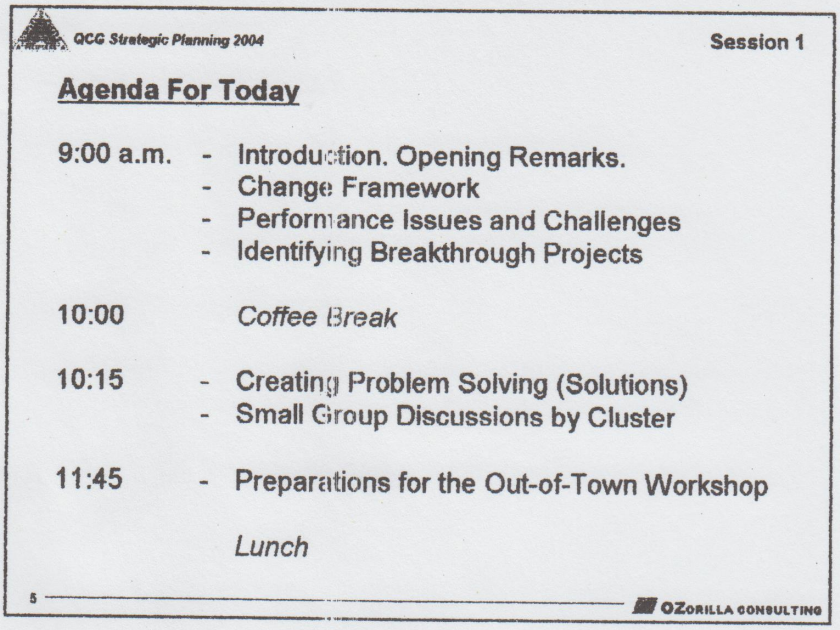
QCG Strategic Planning 2004
Session 1
Agenda For Today
9:00 a.m. - Introduction. Opening Remarks.
- Change Framework
- Performance Issues and Challenges
- Identifying Breakthrough Projects
10:00 Coffee Break
10:15 - Creating Problem Solving (Solutions)
- Small Group Discussions by Cluster
11:45 - Preparations for the Out-of-Town Workshop
Lunch
5
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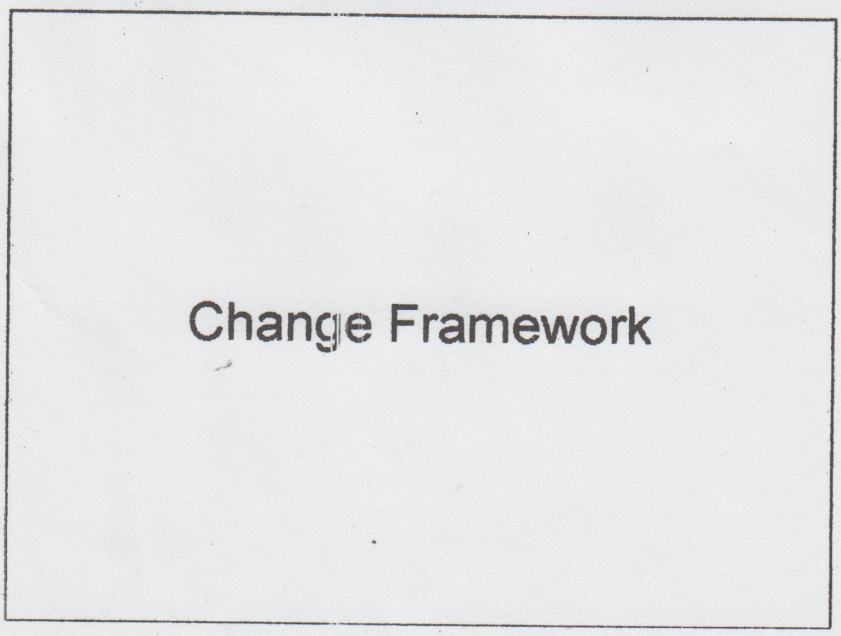
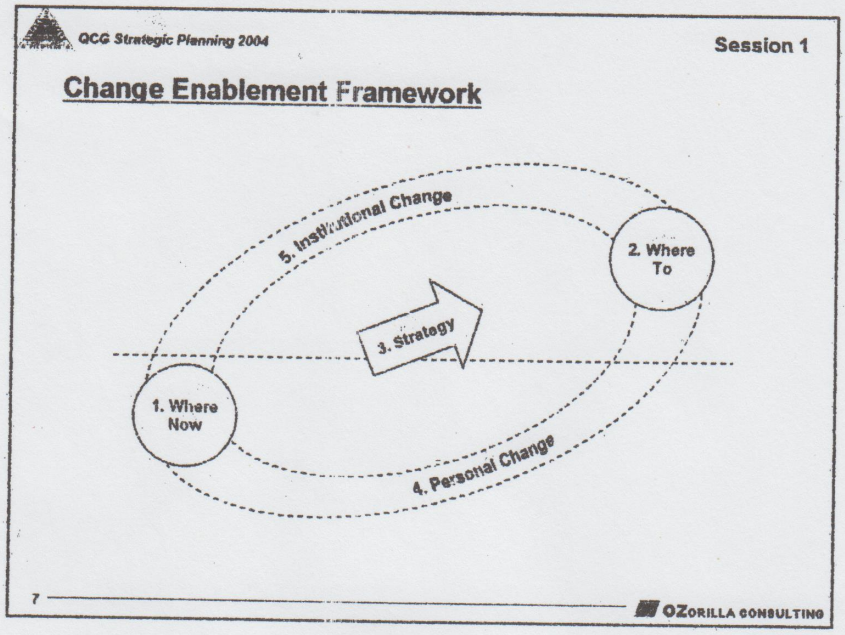

Change Framework


QCG Strategic Planning 2004
Session 1
Change Enablement Framework
5. Institutional Change
2. Where To
3. Strategy
1. Where Now
4. Personal Change
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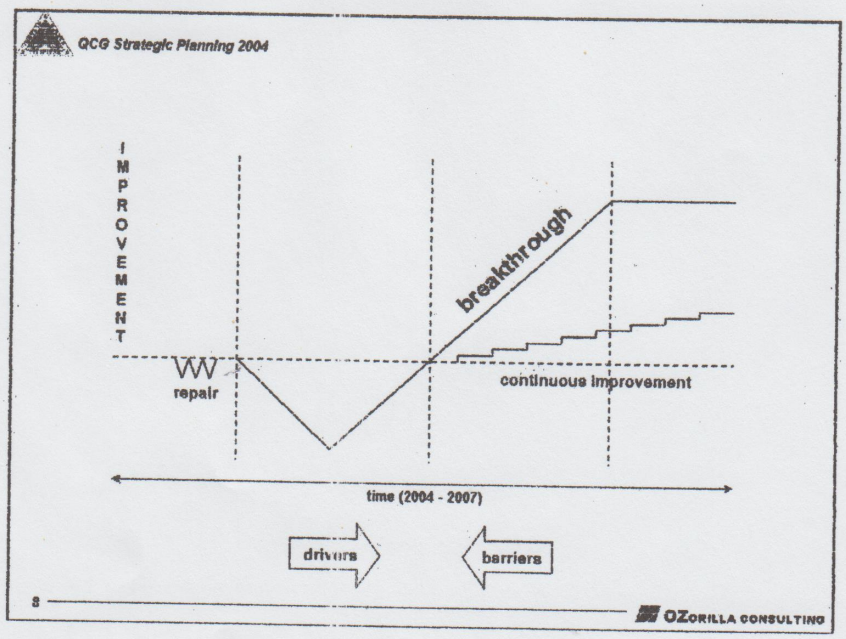
QCG Strategic Planning 2004
IMPROVEMENT
breakthrough
repair
continuous improvement
time (2004 - 2007)
drivers
barriers
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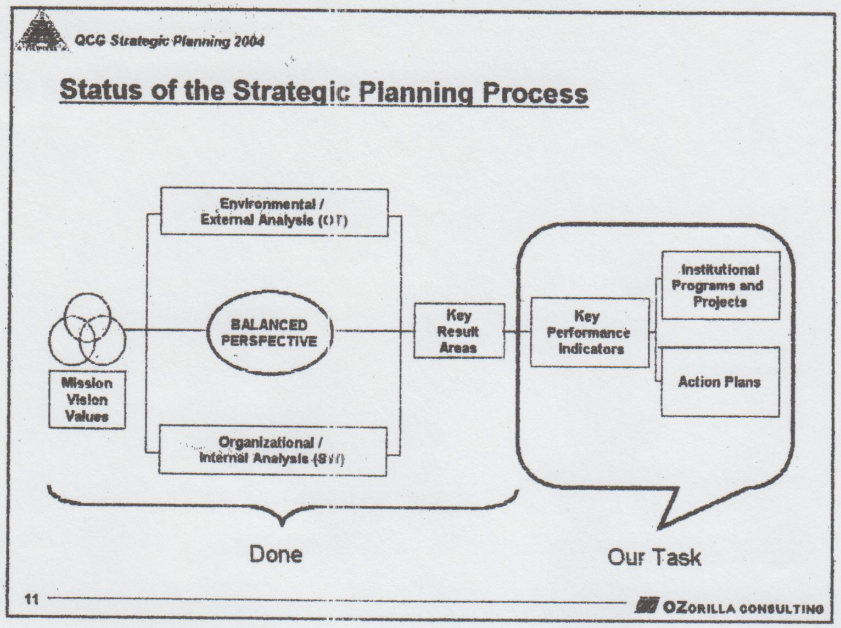
Performance Issues and Challenges

Purpose

To describe a framework for identifying performance issues and challenges that:

- balances important elements
- adopts internal and external perspectives
- aligns elements to the strategy


QCG Strategic Planning 2004
Status of the Strategic Planning Process
Environmental / External Analysis (OT)
BALANCED PERSPECTIVE
Organizational / Internal Analysis (SW)
Mission Vision Values
Key Result Areas
Key Performance Indicators
Institutional Programs and Projects
Action Plans
Done
Our Task
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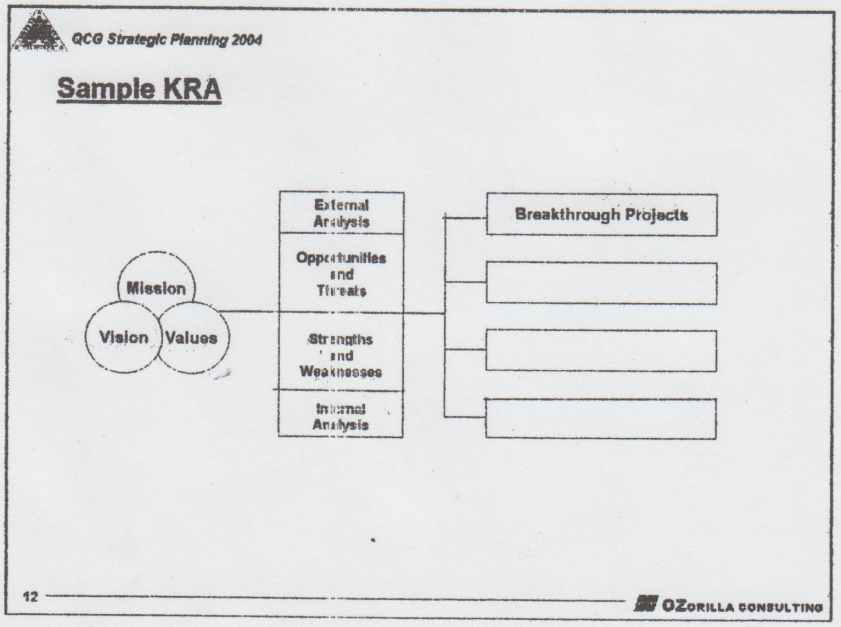
QCG Strategic Planning 2004
Sample KRA
Mission
Vision
Values
External Analysis
Opportunities and Threats
Strengths and Weaknesses
Internal Analysis
Breakthrough Projects
12
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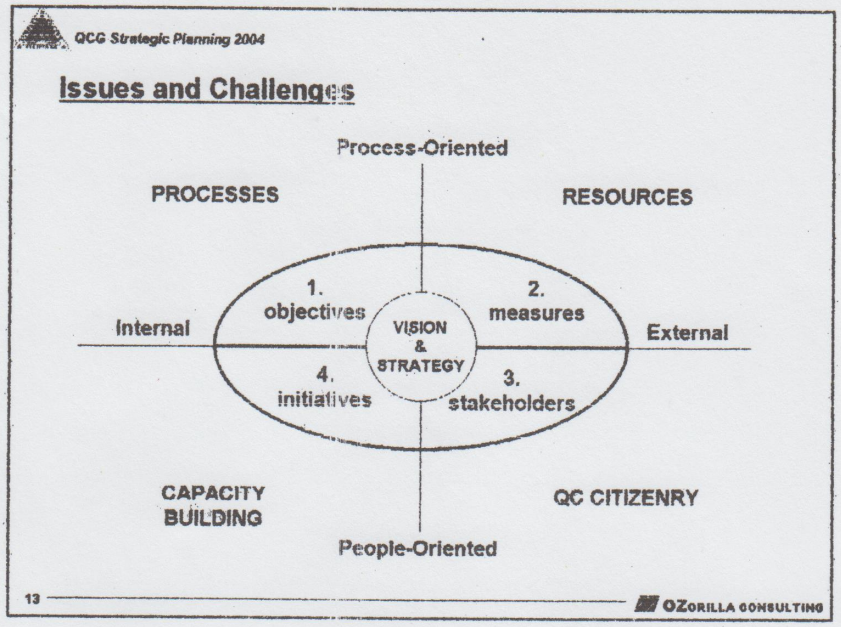
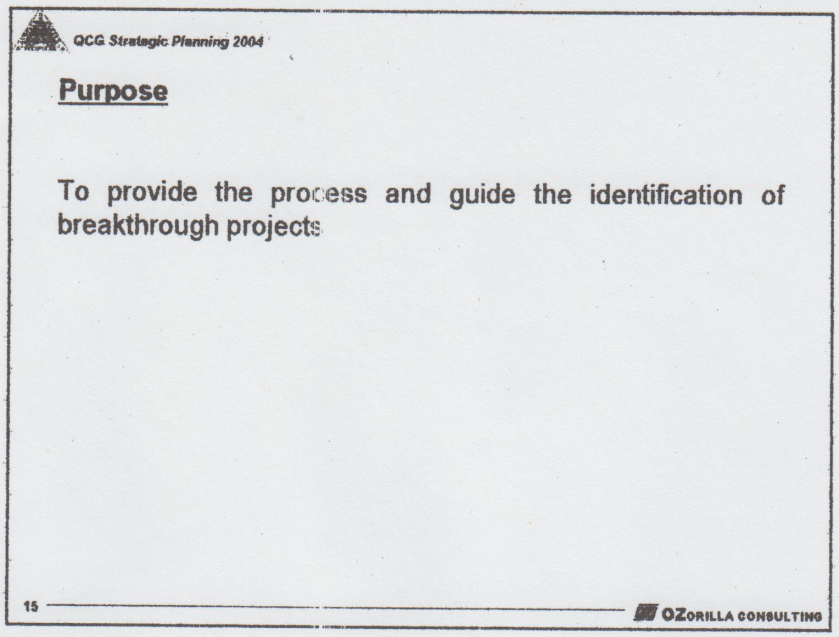


Identifying Breakthrough Projects


QCG Strategic Planning 2004
Purpose
To provide the process and guide the identification of breakthrough projects
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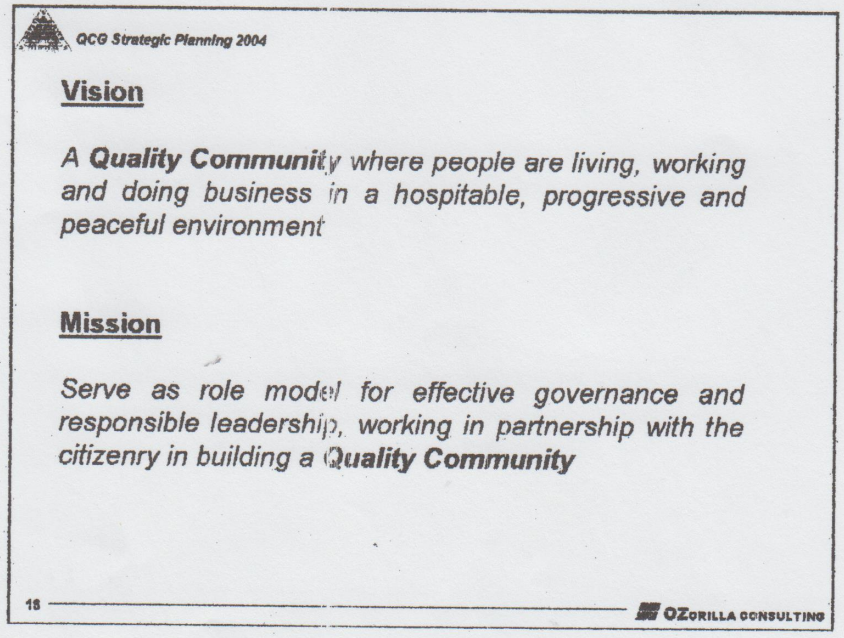
QCG Strategic Planning 2004
Vision
A Quality Community where people are living, working and doing business in a hospitable, progressive and peaceful environment
Mission
Serve as role model for effective governance and responsible leadership, working in partnership with the citizenry in building a Quality Community
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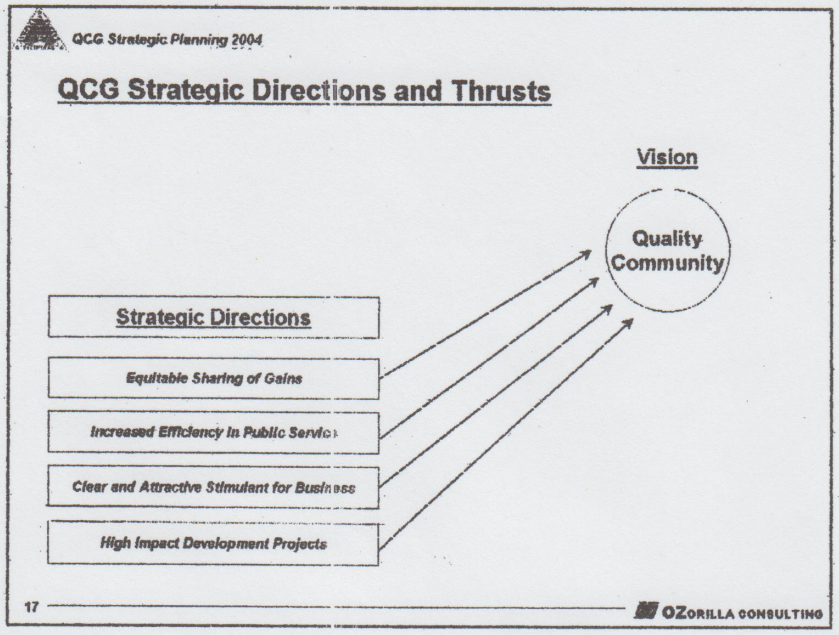
QCG Strategic Planning 2004
QCG Strategic Directions and Thrusts
Vision
Quality Community
Strategic Directions
Equitable Sharing of Gains
Increased Efficiency in Public Service
Clear and Attractive Stimulant for Business
High Impact Development Projects
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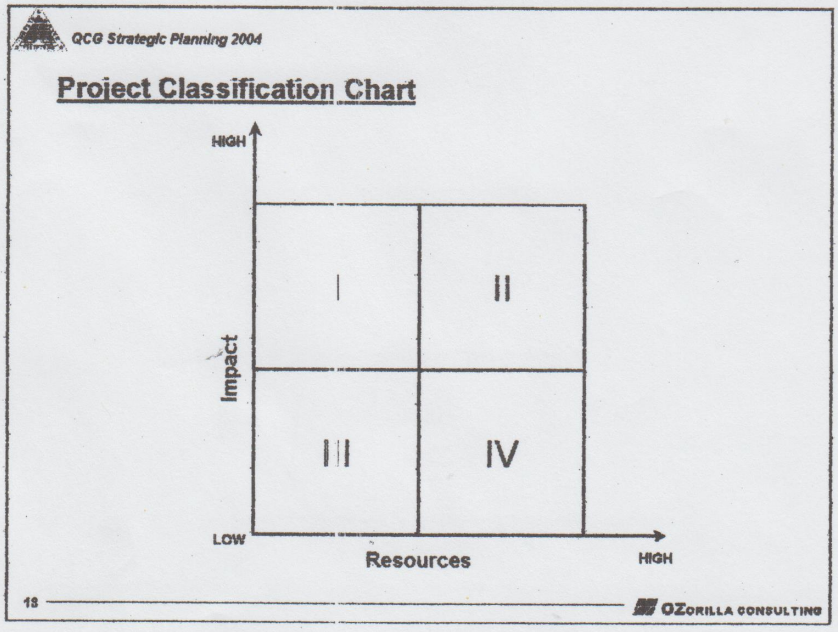
QCG Strategic Planning 2004
Project Classification Chart
HIGH
Impact
I
II
III
IV
LOW
Resources
HIGH
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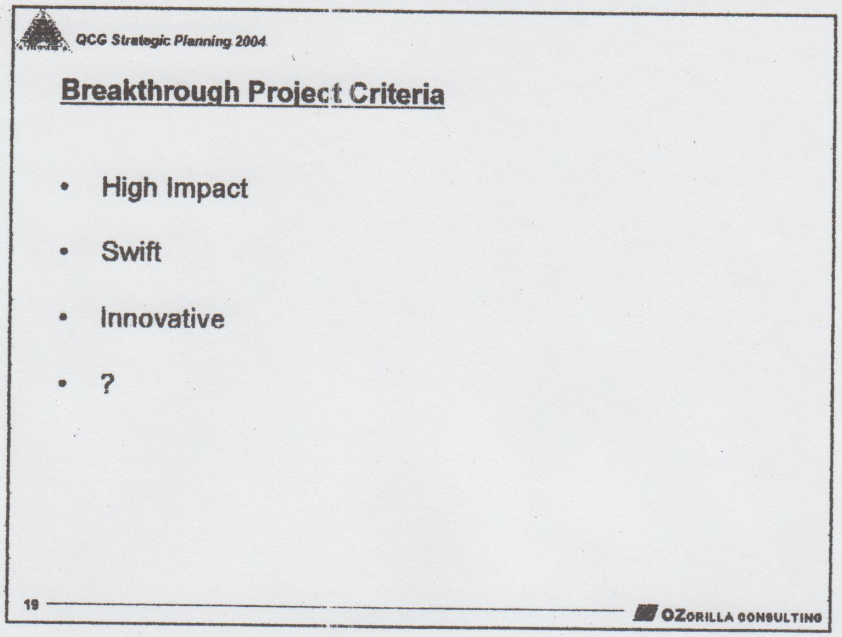
QCG Strategic Planning 2004
Breakthrough Project Criteria
• High Impact
• Swift
• Innovative
• ?
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Breakthrough Project Criteria

- High Impact
- Swift
- Innovative
- *Cost Effective*
- *Sustainable*
- *People Empowering*

General Project Evaluation

Projects	Impact (H/L)	Resources Needed (H/L)				Barriers/ Drivers	Remarks
		Money	Time	Manpower	Eqpt		

General Project Evaluation

Projects	Impact (H/L)	Resources Needed (H/L)				Barriers/ Drivers	

Preparations for Baguio

Objective of Cluster Discussions

- To sell your choice/s to Decision Makers
- To provide concrete support to your evaluation, i.e. numbers, cost estimate, time duration, etc.

A. Impact (Quantify)

- Beneficiaries
- Savings in lives
- Reduction in incidence of sickness/disease
- Reduction in Property Damage (cost)
- Estimated increase in city revenue
- Increase in business establishments
- Higher score test of students
- Percentage passing in national tests
- Reduction in crime rate
- Additional employment
- Reduction of time for processing operational functions
- Improvement in morale and working efficiency of city employees

B. Resources

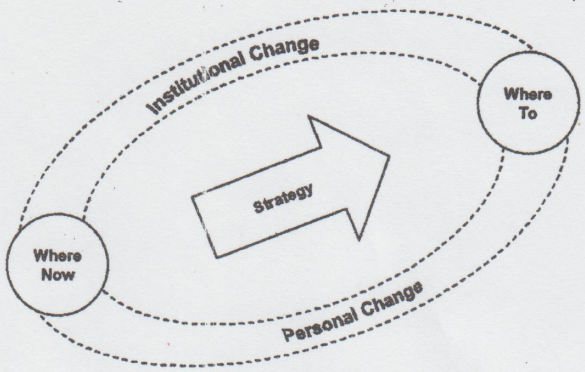
- Project Cost Estimates
- Duration of Project Implementation
- Competence Requirements; Number and Availability
- Availability of Land

Planning Workshop Roadmap

Theme: Challenges. Choices. Changes

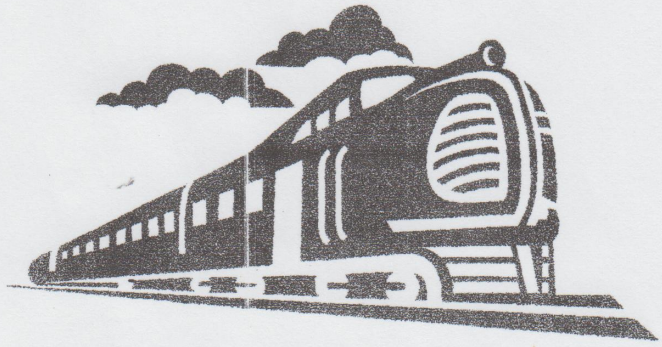
July 6 (3-5 pm) **2**	Plenary: Mayor's Opening Message House Rules The Northbound Train. Roadmap. Presentation of Top 5 Projects per Cluster
(5-7 pm) **3**	Plenary: Mission Possible Project Evaluation Criteria Q & A on Proposed Breakthrough Projects Evaluation/ Prioritization of Breakthrough Projects
July 7 (8-10 am) **4**	Plenary: Summary of Yesterday's Work Today's Work Schedule Cluster Regrouping (if necessary) An Enemy Called Average Project Goal Setting Small Group Discussions
(10-12 nn) **5**	Plenary: Team-Based Organization Project Management Support Systems Small Group Discussions
(1-3 pm) **6**	Plenary: Paradigm Shift Project Monitoring and Information System Small Group Work
July 8 (3-5 pm) **7**	Small Group Work. Individual Cluster Preparations for Presentation of Breakthrough Projects
(5-7 pm) **8**	Plenary: Presentation of Breakthrough Projects Geese Flying in "V" Formation Integration Commencement

Change Framework



Direction. Meaning. Strategy.

The Northbound Train

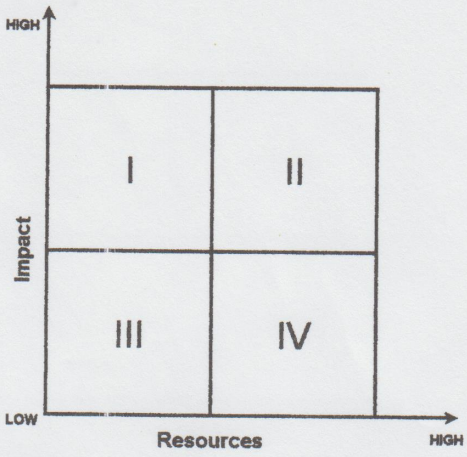


Mission Possible . . .

Question ? Which approach is better - improving what is or creating what is not?

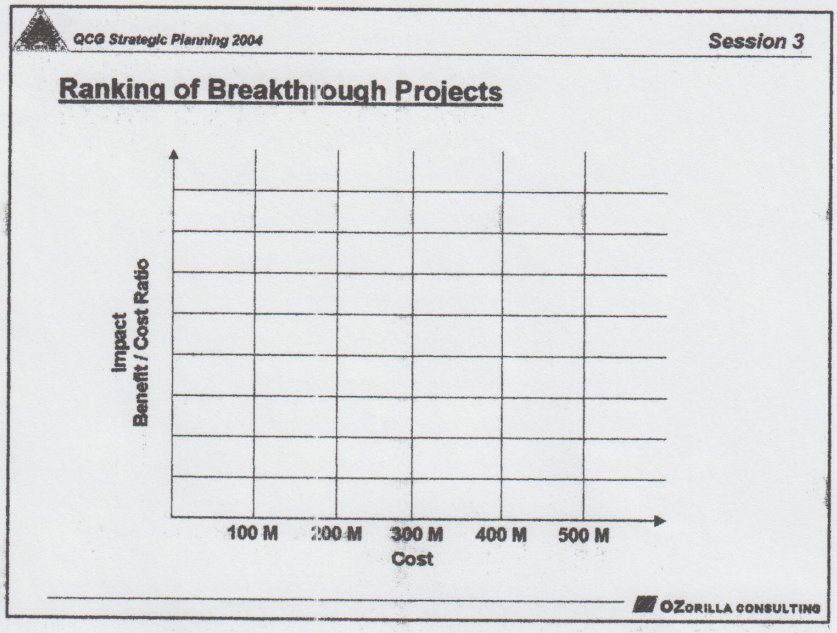
- Individuals/institutions go through a learning/ development "S" curve.
- A world-class organization is working effectively not just on one curve or the other but on both at the same time, and learning from both.

Project Classification Chart



Breakthrough Project Criteria

- High Impact
- Swift
- Innovative
- *Cost Effective*
- *Sustainable*
- *People Empowering*


QCG Strategic Planning 2004
Session 3
Ranking of Breakthrough Projects
Impact
Benefit / Cost Ratio
100 M
200 M
300 M
400 M
500 M
Cost
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An Enemy Called Average

- Looking Inward ← **Responsibility** *(pananagutan)*
- Looking Outward → **Duty** *(paglilingkod)*
- Looking Upward ↑ **Aspiration** *(hangarin)*

QCG Strategic Planning 2004 — Session 4

Agenda

- Project Charter
- Project Critical Success Factors
- Project Performance Measures
- Project Performance Targets

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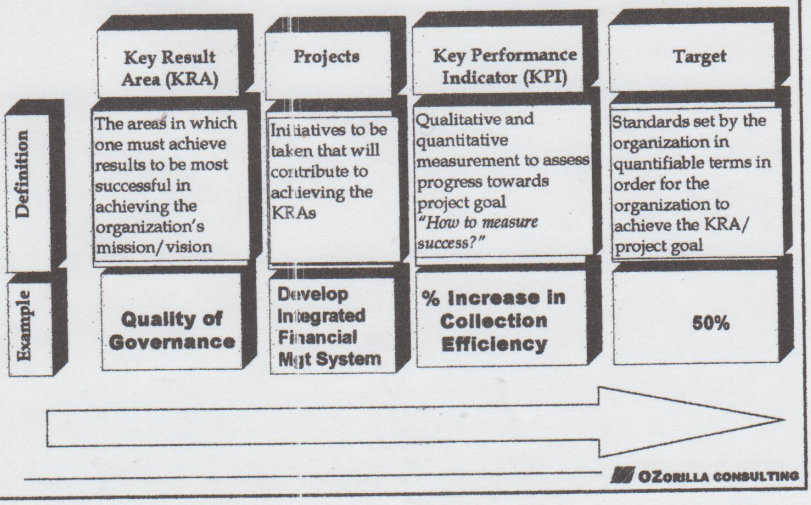
QCG Strategic Planning 2004 — Session 4

Goal Setting Process



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Project Charter

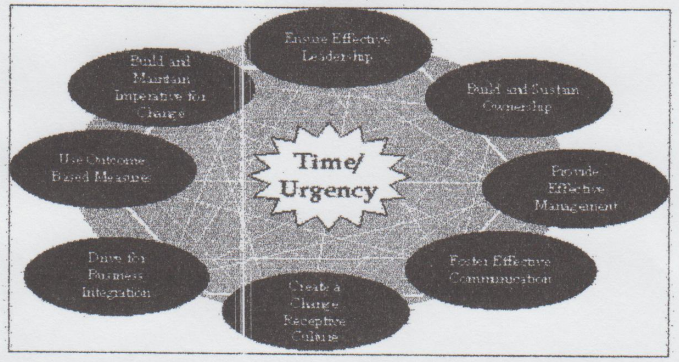
Consists of:

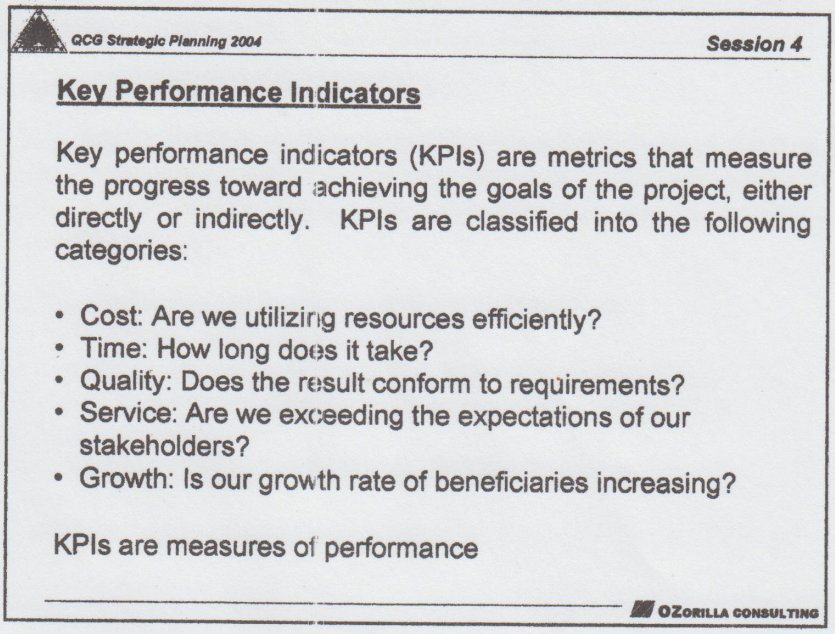
- Problem to solve -- *Lack of automated integrated tax collection and financial management system have resulted in tax leakages and increased staff costs*
- Statement of work - *Design and prototype an automated financial management system*
- Outcome - *Streamlined financial processes that will improve collection efficiency and utilization of financial resources*
- Timeframe - *Design and prototype in six months and full implementation in 1 year*

Critical Success Factors (CSF)

The monitoring of CSFs is essential to the success of every project. A particular CSF becomes critical depending on the change context and content

Illustrative Examples




QCG Strategic Planning 2004
Session 4
Key Performance Indicators
Key performance indicators (KPIs) are metrics that measure the progress toward achieving the goals of the project, either directly or indirectly. KPIs are classified into the following categories:
• Cost: Are we utilizing resources efficiently?
• Time: How long does it take?
• Quality: Does the result conform to requirements?
• Service: Are we exceeding the expectations of our stakeholders?
• Growth: Is our growth rate of beneficiaries increasing?
KPIs are measures of performance
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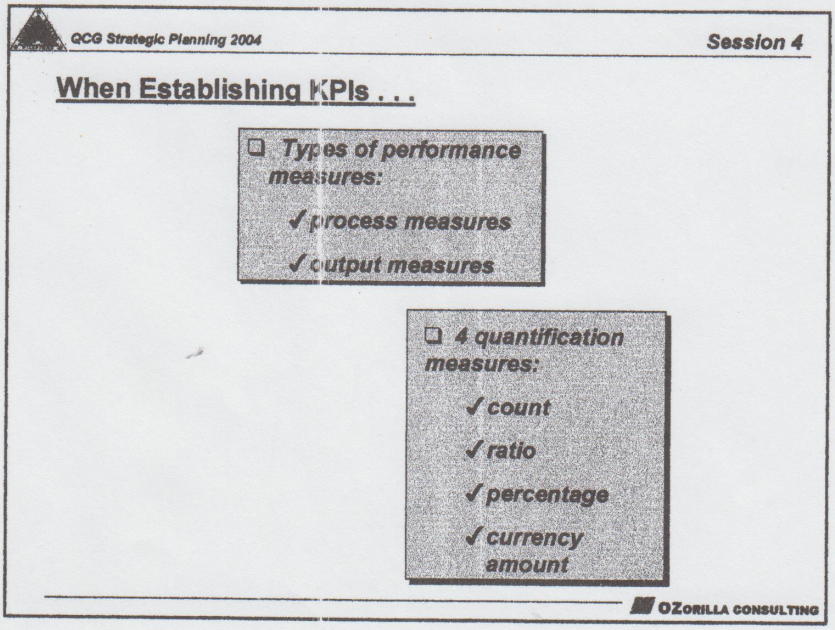
QCG Strategic Planning 2004
Session 4
When Establishing KPIs . . .
Types of performance measures:
✓process measures
✓output measures
4 quantification measures:
✓count
✓ratio
✓percentage
✓currency amount
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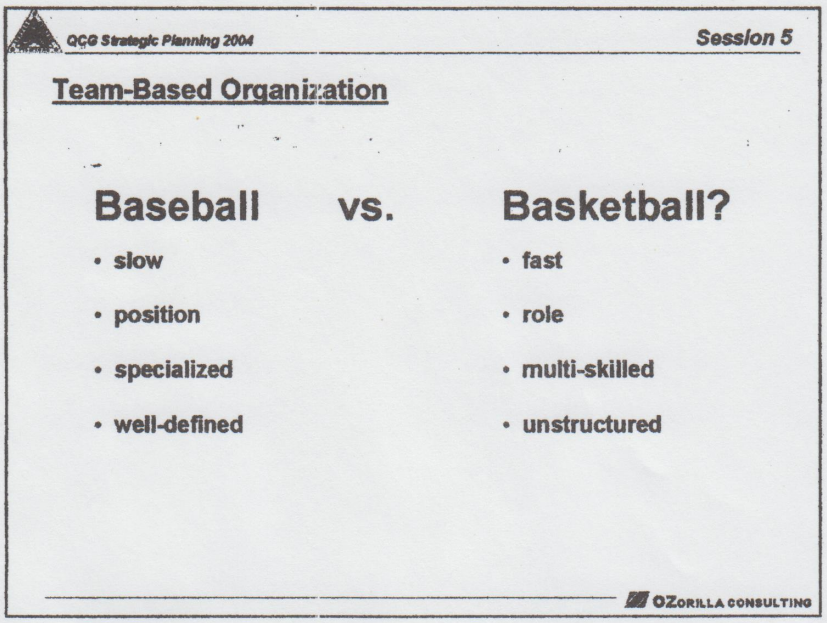
KPI Criteria

1. **Relevance** - Does the measure reflect the most important results?
2. **Integration** - Can the measure be cascaded downward from the corporate level to the operating units?
3. **Sustainability** - Can the measure accurately forecast the trend of results into the future
4. **Measurability** - Can the measure be calculated from readily available data?
5. **Reliability** - Would different judges make the same calculations?
6. **Communicability** - Can the measure be explained easily and clearly to internal and external audiences?
7. **Timeliness** - Can the measure be applied annually even if it is designed to be used in the longer term?
8. **Consistency** - Can the measure be related to past performance and competitive performance?
9. **Credibility** - Is the measure resistant to manipulation?

Setting Targets

a specific end result to be accomplished for a specific period

- Set your targets initially in broad strokes, say for 3 years. Then set intermediate targets say 1 year.
- Targets may be a date of completion (i.e. a milestone)
- Targets may be a condition or level of performance (e.g. 2x decrease in backlog)


QCG Strategic Planning 2004
Session 5
Team-Based Organization
Baseball vs. Basketball?
• slow
• position
• specialized
• well-defined
• fast
• role
• multi-skilled
• unstructured
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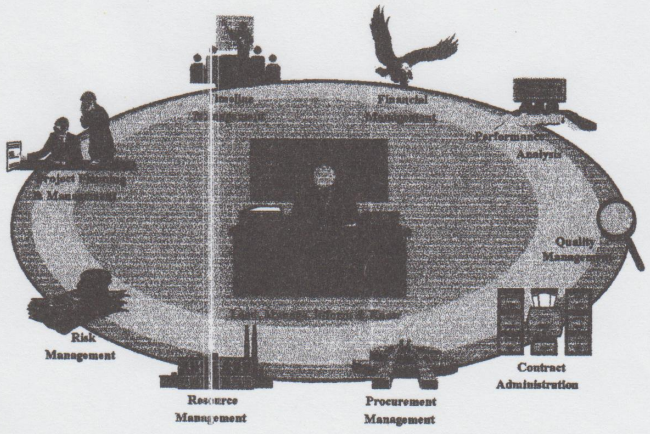
Agenda

- Project Management Approach
- Project Team Organization
- Project Key Roles
- Planning Resources

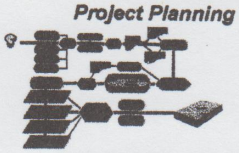
Project Management Approach



QCG Strategic Planning 2004 — Session 5

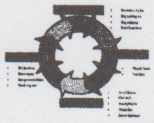
Project Management Approach *(continued)*

Project Planning and Management



- control of deliverables
- the foundation for scope control.

Risk Management



- identify, analyze, and proactively respond to project threats, both real and anticipated, throughout the life of the project and in the best interest of the project's goals and objectives.

Quality Management



- focused on quality service, value delivery, and project success.
- ensure maximum target stakeholders satisfaction by building quality into the process of implementing project

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QCG Strategic Planning 2004 — Session 5

Project Management Approach *(continued)*

Resource Management



- direction and coordination of ALL RESOURCES throughout the program life cycle.

Procurement Management



- Manage the procurement and delivery of services and labor, goods, operational equipment and material, hardware, and software.

Contract Administration



- Manage contracts with suppliers.

Financial Management



- Manage and maintain effective financial planning and reporting for project results, benefit realization, and project performance.
- Establish, maintain, and compare expense budgets with actual performance.

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Project Management Approach *(continued)*

Timeline (Schedule) Management



- Develop and maintain appropriate allocations of time throughout all phases of the project life cycle.
- Plan, schedule and track project tasks/deliverables. We use Microsoft Project as our standard tool.

Performance Analysis and Reporting



- Establish and maintain status reporting throughout the life of the project.
- Analysis and reporting will provide planning and actual information that will:
  - ✓ Summarize information at practical, usable levels of detail and responsibility
  - ✓ Indicate actual work and deliverable progress and completion
  - ✓ Properly relate cost, schedule and technical performance to progress

Project Team Organization

The team organization should reflect proper consideration and balancing of the following factors:

- Type of work - Aggregate tasks with similar skill requirements.
- Team size - Aggregate closely related work within teams and recognize span of control limits. Consider using work cells to reduce the number of deliverables hand-offs and to provide clear ownership of the deliverables created.
- Person/job match - Match capabilities with requirements.
- Risks - Assign the best resources to high-risk areas.
- Experience - Mix experienced and inexperienced persons to facilitate mentoring.
- Team leaders - Select them primarily based on competence and experience

Update the Responsibility, Accountability, and Authority Profiles

Key Roles

Project Manager

- Plan the project effort based on targets
- Measure and monitor the progress of Deliverables to ensure that a project is delivered on time, within budget, and meeting or exceeding expectations.
- Resolve issues that affect project scope, quality, schedule, budget, and resources.
- Review project Deliverables to ensure that they adhere to quality standards.
- Define the roles and expectations of team members, and ensure timely feedback.
- Identify manpower resource requirements defined by skills and experience.
- Ensure that resources are used effectively.
- Facilitate the development and improvement of project processes

Key Roles *(continued)*

Subject Matter Experts

- Provide thought leadership and insights for a subject or area, for example, community organization, traffic, or communications.

Team Members

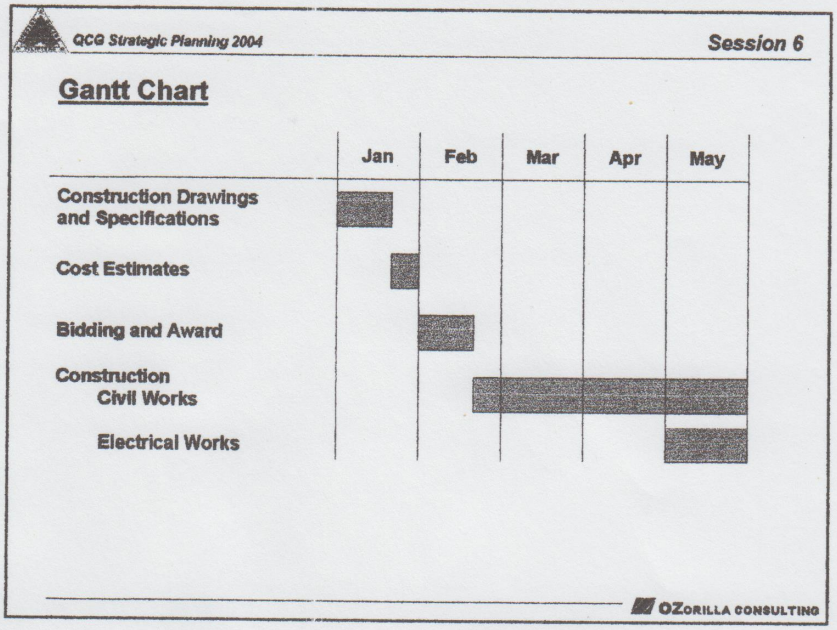
- Performs project tasks

Quality Assurance

- Independent from the project team, performs QA on project methodology and deliverables

Resources Planning

- 4M - Man, Machine, Methods, Money
- Bottom-up estimate
- Develop estimating factors per task per resource e.g. man-hour/unit task
- Management/QA effort is estimated as % of total time for tasks to be managed/reviewed
- Contingency reserve management is Project Manager responsibility
- Document assumptions for future reference


QCG Strategic Planning 2004
Session 6
Gantt Chart
Jan
Feb
Mar
Apr
May
Construction Drawings and Specifications
Cost Estimates
Bidding and Award
Construction
Civil Works
Electrical Works
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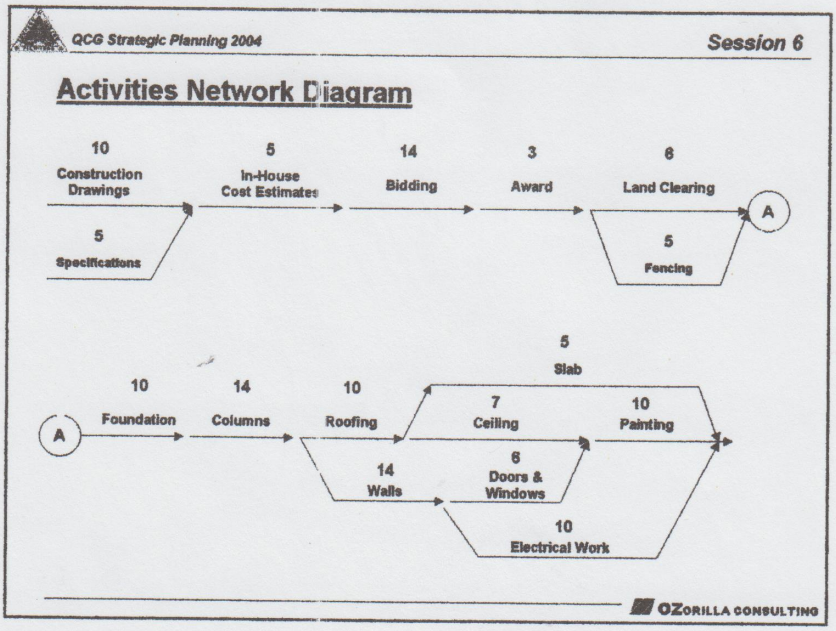
QCG Strategic Planning 2004
Session 6
Activities Network Diagram
10
Construction Drawings
5
In-House Cost Estimates
14
Bidding
3
Award
6
Land Clearing
A
5
Specifications
5
Fencing
5
Slab
10
Foundation
14
Columns
10
Roofing
7
Ceiling
10
Painting
A
14
Walls
6
Doors & Windows
10
Electrical Work
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Project Status Report as of

	Original Estimates	Latest Estimates
Project Cost (P Million) Duration Completion Date % Completion Budget Utilization Amount Percentage		
Remarks: *Major Problems:* *Solutions:* *Further Impact on Project:* *Cost* *Time of Completion*		

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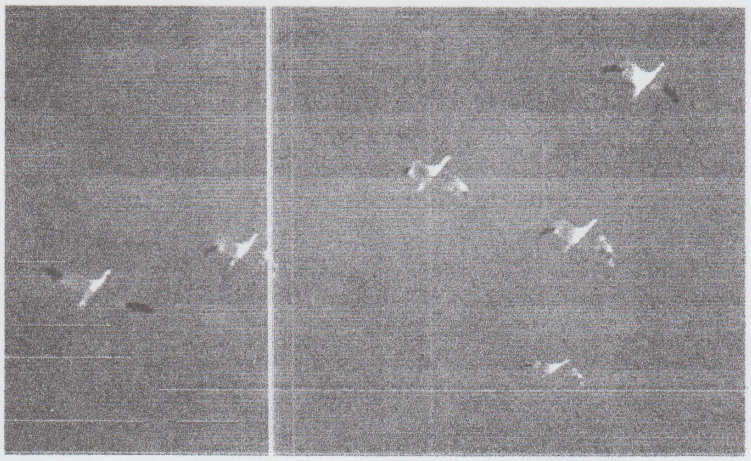
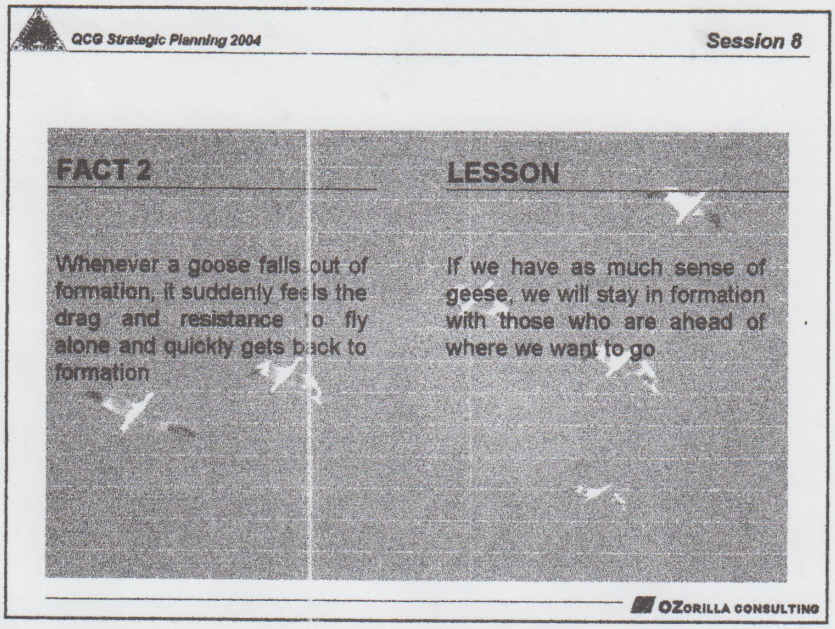
Geese Flying in "V" Formation



FACT 1	LESSON
By flying in a V formation, the whole flock adds 71% greater range than if one bird flew alone	People who share a common direction and a sense of community can get where they are going quicker and easier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Session 8
FACT 2
Whenever a goose falls out of formation, it suddenly feels the drag and resistance to fly alone and quickly gets back to formation
LESSON
If we have as much sense of geese, we will stay in formation with those who are ahead of where we want to go
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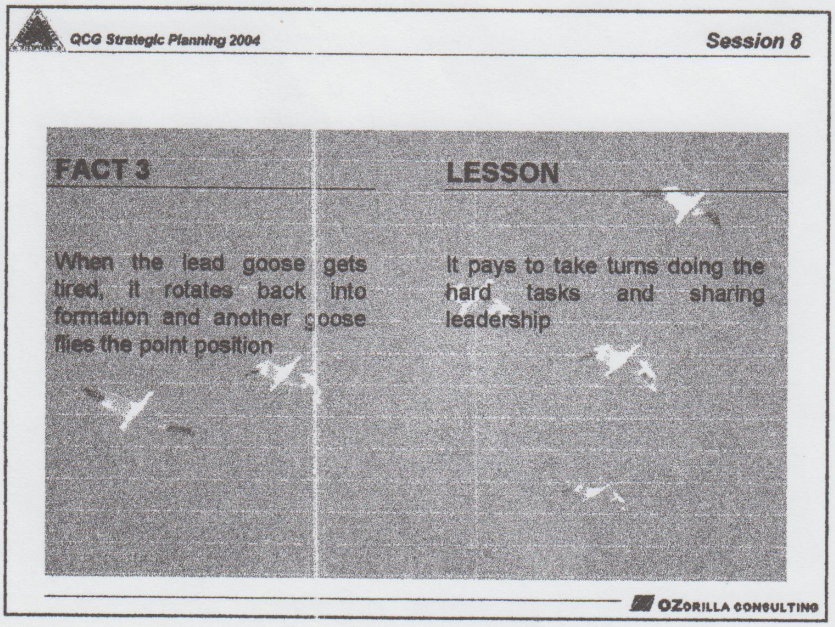
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Session 8
FACT 3
When the lead goose gets tired, it rotates back into formation and another goose flies the point position
LESSON
It pays to take turns doing the hard tasks and sharing leadership
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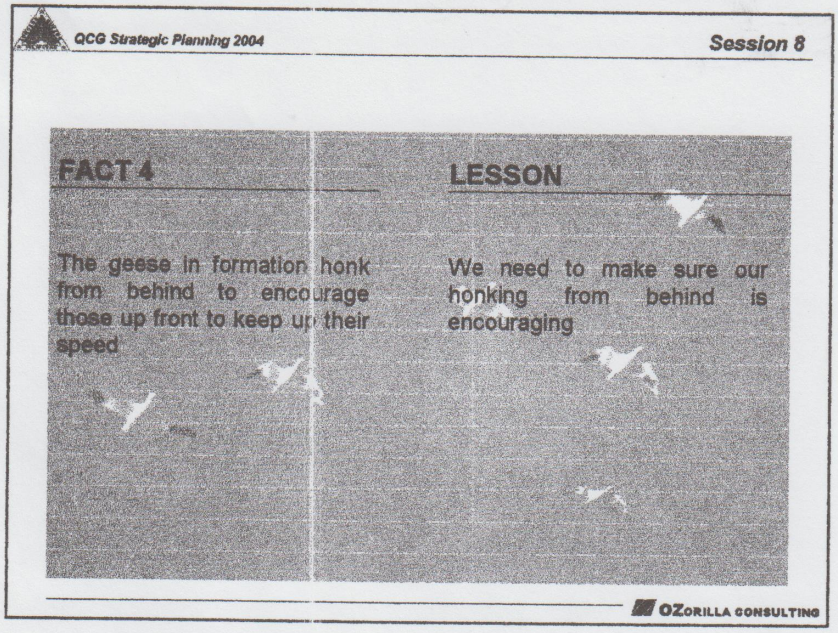
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Session 8
FACT 4
The geese in formation honk from behind to encourage those up front to keep up their speed
LESSON
We need to make sure our honking from behind is encouraging
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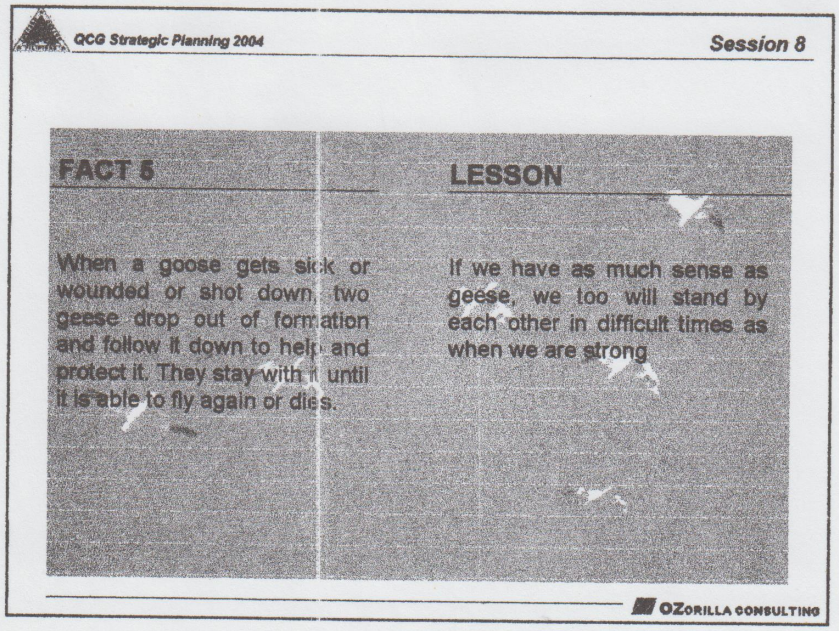
QCG Strategic Planning 2004
Session 8
FACT 5
When a goose gets sick or wounded or shot down, two geese drop out of formation and follow it down to help and protect it. They stay with it until it is able to fly again or dies.
LESSON
If we have as much sense as geese, we too will stand by each other in difficult times as when we are strong
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C. Barriers and Drivers

- Informal settlers impact on project; How to mitigate possible problems
- Possible participation of private sectors

D. Qualitative Considerations

-

Post-Workshop Meeting

July 23, 2004

Built to Last . . .

- Enduring and great institutions are rooted in a set of timeless core values, maintain high performance standards and have mechanisms for alignment
- Exist for a purpose . . . that stands the test of time by virtue of the ability to continually renew itself from within
- They consistently apply time-tested fundamentals not just short-lived and attractive management fads
- Built to Last concepts also apply to personal lives of people like the self-identity and self-renewal: Who am I? What do I stand for? What is my purpose?

Reading Materials

THE PHILIPPINE STAR TUESDAY, MAY 25, 2004

Belmonte bares plans for next three years

Newly-reelected Quezon City Mayor Feliciano Belmonte Jr. has vowed to vigorously pursue his administration's programs on social and health services, education, housing, peace and order and waste management in line with its goal of transforming Quezon City into a "quality community."

"The overwhelming new mandate the city constituents have given me requires us in the government to work even harder in providing them projects and programs that they cannot only clearly see but deeply feel," Belmonte said.

The mayor, attributing his victory to his administration's solid performance in his first three-year term as city chief executive, vowed to improve the delivery of services in areas of concern, where city residents would need them most."

He said these concerns include health and social services, education, housing, employment, peace and order and waste management.

Belmonte said the city government will likewise pursue its aggressive tax generation campaign to raise the city's revenue collection and to translate this into improved delivery of basic services.

In his first three-year term as mayor, Belmonte built several super health centers scattered in the city's most populous and depressed areas like Novaliches and Kamuning.

The mayor has also distributed PhilHealth and SB cards to the city's poor families, volunteer workers, BSDO members, and low-salaried City Hall employees in a bid to provide the underprivileged sectors greater access to quality health care. Renovation of various health centers are also ongoing.

Health card owners are entitled to free hospitalization and medicine amounting to P5,000 at city-based government hospitals like East Avenue Medical Center, Quezon City General Hospital, Novaliches District Hospital, Quirino Memorial Medical Center and the Lung Center of the Philippines.

In education, the city government has built a dozen of schoolbuildings, consisting of 124 classrooms in a bid to attain the 45-60 ideal number of students per classroom for the more than 335,000 students in the city's public elementary and high schools.

Belmonte has also ordered the repair and construction of other schoolbuildings in time for the opening of classes this coming June 7.

He has also directed the Scholarship and Youth Development Office to increase the city's scholars from 2,500 to 5,000 to accommodate more poor but deserving students.

"SB" scholars receive tuition fees and book allowances from the city government until they finish their four-year course in any university or college of their choice.

In waste management, garbage collection in Quezon City has been made a model for several local government units for its efficiency, particularly in recycling and segregation schemes.

No less than Environment Secretary Elisea Gozun has lauded the city's waste management system, urging other local government units to duplicate it.

Belmonte bares 2nd-term strategy for QC

By PESEUS ECHEMINADA

Re-elected Quezon City Mayor Felicia Belmonte Jr. presented yesterday a five point-strategy that will be adopted by his administration in the next three years and beyond to pursue the vision of transforming the city into a "Quality Community."

The strategy involves equitable sharing of development gains, increased efficiency in public service, cleared and more attractive stimulants for business and high impact development.

This was bared by Belmonte during his inaugural speech after taking his oath before Chief Justice Hilario Davide Jr.

"Just like any effective enterprise, Quezon City's development and transformation require a comprehensive and strategic framework. We have to look forward not only to the next three years but far beyond to determine what we can do now to ensure a better future of our people," he said.

Vice Mayor Herbert Bautista and newly elected congressmen Vicente Crisologo, Anna Rosa Susano, Nanette Castelo Daza and Mat Defensor were also sworn into office.

Belmonte took his oath with daughter Joy by his side. On hand for the ceremony were his sons Isaac and Miguel, family members and top city and national officials, led by Interior and Local Government Secretary Jose Lina Jr. City hall and barangay officials, business and civic leaders also witnessed the affair.

The mayor later administered the oathaking of 24 elected councilors for the four districts of the city.

Belmonte expressed gratitude to the people of Quezon City for the fresh mandate and renewed his commitment to devote his time in ensuring the delivery of basic services to the people.

In his second term, the mayor said his goal would be to maximize the gains accomplished by his administration.

"We will be making strategic investments in the continued physical transformation of the city through infrastructure building and support facilities and in long term provision for creating a much improved quality life for Quezon City residents; particularly the poor," he said.

Belmonte's promise: A vigorous economy for Quezon City

Many people may not know it but President Arroyo and Quezon City Mayor Feliciano Belmonte Jr. share many things in common aside from belonging to the same political party – the Lakas-Christian Muslim Democrats (Lakas-CMD).

Mrs. Arroyo is the 14th President of the country while Belmonte is the 14th mayor of Quezon City.

Through the fresh mandate they both received from the public, the two government officials adopted the common goal of strengthening the economy to help improve the living conditions of the Filipino people.

Belmonte has adopted some of the President's economic reform programs in formulating the city government's development programs. In fact, he often describes the President as a role model and mentor for local and national officials.

On the other hand, Mrs. Arroyo had also referred to Belmonte during her visits to Quezon City as her "mentor" in conceptualizing some decisions and government policies, even during her Senate years.

Both believe that a strong economic framework should be established to help propel the city and the country to the mainstream of growth and development.

In their respective inaugural speeches, the President and the Quezon City mayor thanked the people "for giving them another chance" to serve them, as they outlined their ten-point and five-point programs, respectively.

For Belmonte, the leadership of one the country's premier cities is an awesome privilege but also a tremendous responsibility.

"Nothing has given me such greater satisfaction than serving the people of Quezon City as their mayor," Belmonte said in his inaugural speech.

Quezon City has gone a long way since the mayor first assumed office in July 2001. Faced with the tremendous challenge of dealing with a bloated bureaucracy and an empty treasury, Belmonte succeeded in transforming Quezon City to one of the country's richest cities in the country today (as declared by the Commission on Audit).

Needless to say, Belmonte's strong political will and efficient managerial skills has enabled the city government to introduce governance innovations, prudent fiscal management and systematic approaches, which resulted to the effective delivery of basic services to the people, particularly in the areas of infrastructure development, health and education, waste management, shelter development, social services, and employment and entrepreneurial opportunities.

With the fresh mandate given to him by the electorate, Belmonte hopes to continue the transformation of Quezon City into a worthy home for its residents and a prime location for business and industry.

"This is our second chance at greatness. We can now move forward and complete what we have begun, while dreaming even bigger dreams," Belmonte stressed.

During his first term as Quezon City mayor, Belmonte had put in place an efficient bureaucracy capable of delivering public services and building a very strong financial position that allowed the city to pursue development on a broader scale.

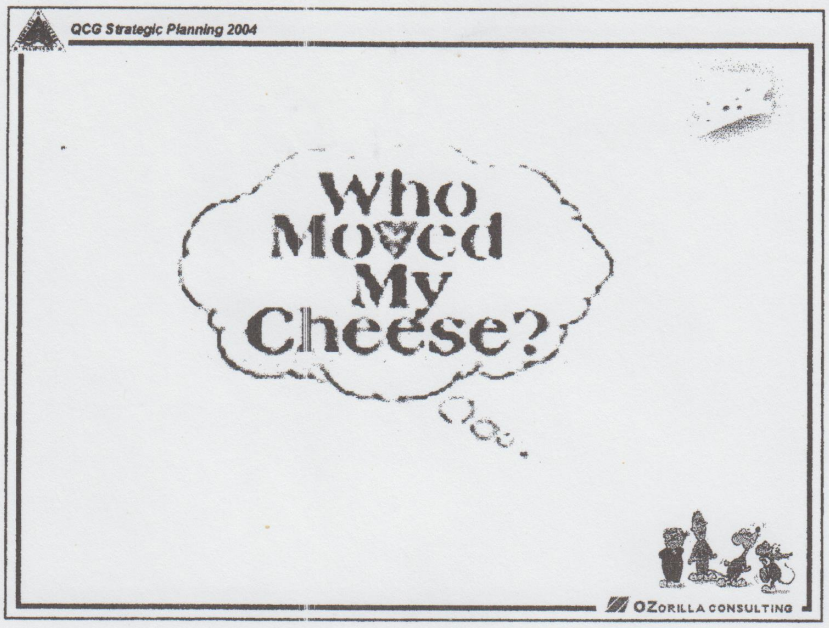
As he begins another three-year term, the mayor is bent on maximizing the city's socio-economic gains by making strategic investments in improving the quality of life of its residents, particularly the underprivileged sector.

"Kailangan po nating mamuhunan sa ating kinabukasan. Hindi sapat na tugunan lamang natin ang mga pangangailangan ng kasalukuyan (We need to invest for the future. It is not enough that we just meet the needs of the present)," the mayor said.

Given the city's resources and growth potential, Belmonte vows to pursue innovations to solve age-old problems in the city, equitable sharing of developmental gains, increased efficiency in public service, clearer and more attractive incentives for businesses, and high impact development projects to attract investments, employment and livelihood opportunities.

Following the President's call for unity and reconciliation, Belmonte urged Quezon City residents to put partisan politics behind and reject the politics of division.

"Always, the ultimate measure of whether we have done our job well enough is our people's quality of life. A better life for all will of course be the most meaningful legacy I hope to leave to the wonderful people of this city. After my term ends, I want the people to have no doubt that Quezon City will be the number one city in Metro Manila in terms of development and in its prospects for even greater growth," Belmonte said.


QCG Strategic Planning 2004
Who Moved My Cheese?
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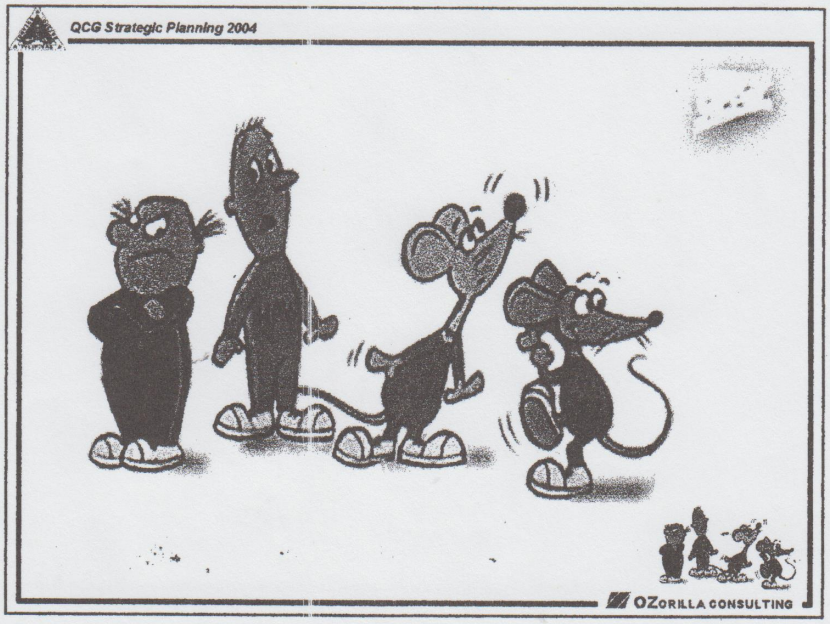
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The simple story of Who Moved My Cheese? reveals the profound truths about change that give people and organizations a quick and easy way to succeed in changing times.

Most people are fearful of change because they don't believe they have any control over how or when it happens to them.



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With the emergence of knowledge-based economy, most work environments are finally recognizing the urgent need to get their computers and other business systems up to speed and able to deal with unprecedented change.

What businesses are only just beginning to realize is that this is not enough: We need to help people get ready, too.



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In the story, four characters - who represent parts of ourselves - live in a "Maze" and look for "Cheese" to nourish them and make them happy.

Two are mice named "Sniff" and "Scurry." And two are little people, named "Hem" and "Haw," who are the size of mice but look and act like a lot like some people.

"Cheese" is a metaphor for whatever you want to have in life - job, relationship, health, peace of mind. And the "Maze" is where you look for it.



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The mice, Sniff and Scurry, possessing only simple rodent brains, but good instincts, searched for the hard nibbling cheese they liked, as mice often do. They used the simple, but inefficient, trial-and-error method of finding cheese. They ran down one corridor and if it proved empty, they turned and ran down another.

The two little people, Hem and Haw, used their brains, filled with many beliefs, to search for a very different kind of Cheese-with a capital C-which they believed would make them feel happy and successful.



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- The story shows what happens to the characters one day when the Cheese has been moved to another part of the maze. Some are prepared for it and do well.

Others are surprised by it and have a difficult time. As you watch what they do, you may see a part of yours. When Haw is finally able to see what he is doing and laughs at himself, he moves on and finds "New Cheese" - while Hem remains hemmed in by his comfort and fears and is left behind.



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Company that wants to not only survive in the future but stay competitive, need to constantly change. While in the past, company may have wanted loyal employees, today they need flexible people who are not possessive about "the way things are done around here".



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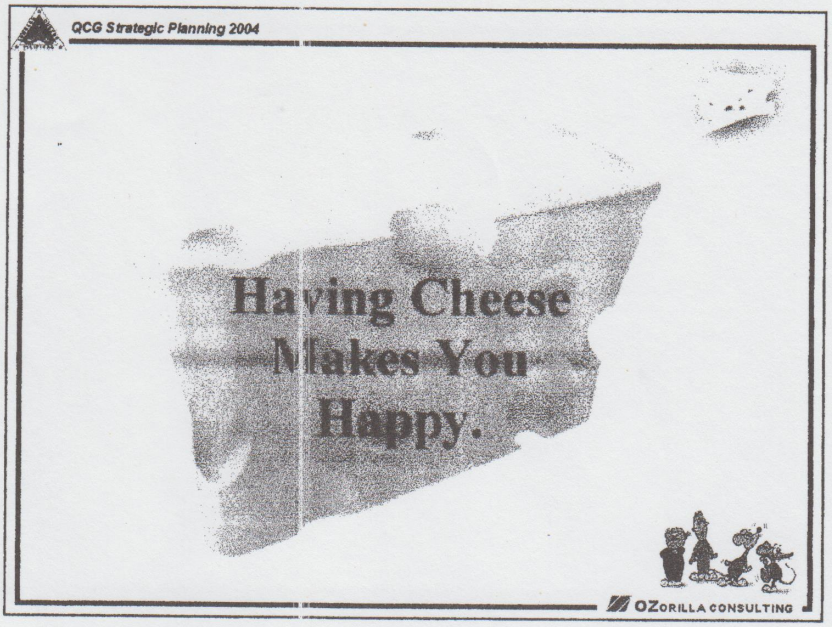
QCG Strategic Planning 2004
Having Cheese Makes You Happy.
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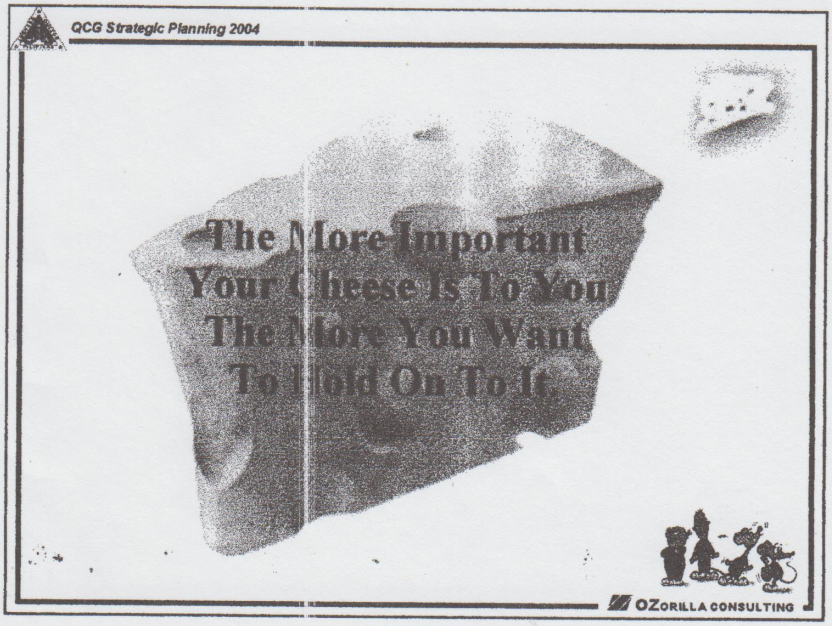
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The More Important Your Cheese Is To You The More You Want To Hold On To It.
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- If you do not change, you can become extinct.
- What would you do if you weren't afraid ?
- The quicker you let go of old cheese, the sooner you find new cheese.



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- Smell the Cheese often so you know when it is getting old.
- Movement in a new direction helps you find new Cheese.
- When you move beyond your fear, you feel free.



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- Imagine myself enjoying new cheese, even before I find it, leads me to it.
- The quicker you let go of old cheese, the sooner you find new cheese.
- It is safer to search in the maze than remain in a cheeseless situation.



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QCG Strategic Planning 2004



- Old beliefs do not lead you to new cheese.
- When you see that you can dine and enjoy new cheese you change course.
- Noticing small changes early helps you adapt to the bigger changes that are to come.
- Move with the cheese, and enjoy it !



OZORILLA CONSULTING

Annexes

OZ Consulting Team

Orlando S. Zorilla (Orly). Orly heads OZorilla Consulting. He is a former Partner of SGV/Andersen Worldwide. He managed the O/HRM Consulting practice of the firm for 12 years. He also worked as an HR Vice-President for a multinational corporation. Orly's expertise includes strategic planning, change management, organization and job reengineering, performance management and management development. He has assisted clients in government and private sectors in the Philippines and abroad. He is Past President of professional and civic organizations such as the Philippine Council of Management, Philippine Society of Fellows in Personnel Management and the Rotary Club of Quezon City. Orly took advanced studies at the Ateneo Graduate School of Business, The University of Michigan and at the INSEAD. He is co-author of the book, Personnel Management in the 21st Century.

Carmelito C. Salazar (Lito). Lito is Project Consultant of OZorilla Consulting. He is a former Partner of SGV/Andersen Worldwide. Prior to SGV, he worked as Civil and Design Engineer with the Ayala Group of Companies for 8 years. After SGV, he took a number of key senior executive positions such as Senior Vice President of South Luzon Toll Way Corporation and as Head of the Technical Services Division of Uniwide Sales and Realty Resources Corporation. His expertise includes corporate planning and project feasibility studies, project planning, monitoring and cost control, and institutional development. Lito has handled major consulting projects for government and private sectors in the Philippines and abroad. These include projects financed by the World Bank, USAID and ADB. He is a Civil Engineering graduate of U.P. (First Place in 1959 Board Examination) and completed an MDP at the Asian Institute of Management.

Virgilio A. Dompor (Vir). Vir is Vice President of OZorilla Consulting. He is a former Senior Manager of SGV/Andersen Consulting (now Accenture). He has had more than 20 years professional experience helping clients in the government and private sectors including government agencies, corporations and service institutions in the Philippines and abroad. His expertise includes strategic planning, business process reengineering, productivity improvement, quality management, information systems installation, technology assimilation, performance management, training and development, and change management. Vir is a Mechanical Engineer graduate of Mapua University and an MBA graduate from the University of the Philippines.

Omar M. Zorilla (Omar). Omar is a Consulting Staff of OZorilla Consulting. He is a former associate staff in the Business Consulting Group of Arthur Andersen/SGV & Co. He has assisted in a number of consulting engagements involving industry studies, process improvements and change management projects. He has also assisted in the planning and actual conduct of OZ Consulting engagements involving organization and job analysis studies and strategic planning workshops. He is a product of the Ateneo de Manila High School and the University of Santo Tomas.

Bayan Ko

Ang Bayan kong Pilipinas
Lupain ng ginto't bulaklak
Pag-ibig ang sa kanyang palad
Nag-alay ng ganda't dilag

At sa kanyang yumi at ganda
Dayuhan ay nahalina
Bayan ko binihag ka
Nasadlak sa dusa

Ibong mang may layang lumipad
Kulungin mo at umiiyak
Bayan pa kayang sakdal dilag
Ang di magnasang maka-alpas

Pilipinas kong minumutya
Pad ng luha ko't dalita
Aking adhika
Makita kang sakdal laya

I Believe

I believe for every drop of rain that falls
A flower grows
I believe that somewhere in the darkest night
A candle glows
I believe for everyone who goes astray
Someone will come to show the way
I believe I believe

I believe above the storm a smallest prayer
Will still be heard
I believe that someone in the great somewhere
Hears every word
Every time I hear a newborn baby cry
Or touch a leaf or see the sky
Then I know why I believe

Every time I hear a newborn baby cry
Or touch a leaf or see the sky
Then I know why I believe

If We Hold On Together

Don't lose your way. With each passing day
You've come so far. Don't throw it away
Live believing. Dreams are for weaving
Wonders are waiting to start. Live your story
Faith, hope and glory
Hold to the truth in your heart

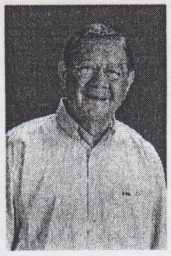
If we hold on together
I know our dreams will never die
Dreams see us through to forever
Where clouds roll by for you and I

Souls and the wind must learn how to bend
Seek out a star. Hold on to the end
Valley, mountain. There is a fountain
Washes our tears all away
Words are swaying. Someone is praying
Please let us come home to stay

If we hold on together
I know our dreams will never die
Dreams see us through to forever
Where clouds roll by for you and I

When we are out there in the dark
We'll dream about the sun
In the dark we'll feel the light
Warm our hearts. Everyone

If we hold on together
I know our dreams will never die
Dreams see us through to forever
As high as souls can fly
The clouds roll by for you and I



OUR SECOND CHANCE AT GREATNESS

By Honorable Feliciano R. Belmonte, Jr.
Second Inaugural Address as Mayor of Quezon City
June 28, 2004

Your Honor, Chief Justice Hilario Davide, Jr., Vice Mayor Herbert M. Bautista, our Representatives in Congress, 1st District – Congressman Vincent Crisologo; 2nd District – Congresswoman Mary Ann Susano; 3rd District – Congressman Matias Defensor; and, 4th District, Congresswoman Nanette Castelo Daza; our newly-elected and re-elected Councilors, I welcome you to Team Quezon City. Colleagues, family and friends, I thank all of you for being here to grace this occasion.

Three years ago, when our people first entrusted me with the leadership of this great city, I promised to build what we called a "Quality Community," a city we could all be happy to live in, and proud to serve.

Ipinangako ko sa inyo na magtatayo tayo ng isang bagong Lungsod Quezon na maipagmamalaki nating lahat, na ikatutuwa nating maging tahanan, at malugod nating paglilingkuran.

Today, that dream is much closer to reality. Today, once again, we have been gifted by the people with an opportunity to continue the transformation of Quezon City into a worthy home for its residents and a prime location for business and industry.

I am honored and humbled by the trust that our voters have once again given me. The leadership of this city is an awesome privilege—but also a tremendous responsibility, which I intend to fulfill to the best of my ability.

As you know, in my long career in public service, I have held quite a number of positions of authority. But let me tell you truthfully that nothing has given me a greater challenge—and also greater satisfaction—than serving the people of Quezon City as their Mayor.

Unlike other branches of government, a city and its problems are concrete and immediate. Its constituents have names and faces—faces that I meet everyday at City Hall, or on my visits to our districts and barangays.

But as urgent as our concerns are, the pleasure of seeing the effects of our work is also immediate. Every smile I get from a resident reminds me why I chose this job—and why you chose me to do it. *Sa bawat ngiti at kumusta na natatanggap ko mula sa inyo ay naaalala ko kung bakit hinirang ninyo akong alkalde—at ang aking mga pananagutan sa bawat isa sa inyo.*

It is, therefore, with the deepest gratitude that I accept this renewal of my covenant with our people—with all of you—to match your confidence in me with even more vigorous action and performance.

Thanks to your unfailing support, we can now move forward and complete what we have begun, while dreaming even bigger dreams.

What is it we dream? That ours will be a City that will be a model for others to follow, that it will be at the forefront of all others – in terms of governance and leadership, and in terms of service and support for its people.

You will remember only too well the tremendous handicaps our City government faced when we first came to office in 2001. The city was deep in debt, we had too many casual employees, our streets were awash in garbage, and basic services were not fully reaching their intended beneficiaries.

Napakalaki at napakabigat po ng mga suliraning hinaharap natin noong una tayong maupo sa pamunuan ng ating lungsod. Ngunit hinanapan natin ng solusyon ang bawat isa sa mga suliraning iyon. Hindi tayo nangimi, o natakot, na magsagawa ng mga mahirap at mabigat na hakbang upang malutas ang mga problemang malaon nang bumabagabag sa ating lungsod.

We dealt with every problem decisively, and each problem we solved taught us lessons and suggested new and better options. Now, those lessons will serve us in good stead. We will not repeat the same mistakes our predecessors made and which we ourselves may have made in our first term. With a clear plan and a firm resolve, we can only do better.

In fact, we did not do badly at all. Of the many distinctions we received these past few years, let me cite only our awards for being the Most Outstanding City Mayor of the Philippines, and the Most Livable City in 2003.

Binabanggit ko po ito hindi upang magbuhat ng sariling bangko, kundi upang ipagmalaki ang tagumpay ng ating buong kabayanan, ng ating pagkakaisa. Ang aking tagumpay ay tagumpay nating lahat, at ang tagumpay ng Lungsod Quezon ay karangalan ko rin.
We achieved three key results in these past three years:

First, we put in place an efficient bureaucracy capable of delivering and adding to the public services our people needed;

Second, we generated wide, vibrant support among our constituents for our initiatives in local governance and this support was manifested in our unprecedented majority of 436,000 plus in the last elections; and

Third, we built up a very strong financial position that allowed us to pursue development on a broad, and even grand, scale…development that has been felt in every corner of the City.

Dahil sa mga nagawa nating ito, may pagkakataon tayo ngayong makapagplano nang pangmalawakan para sa hinaharap.

Just like any effective enterprise, Quezon City's development and transformation requires a comprehensive and strategic framework. We have to look forward not only to the next three years, but far beyond, to determine what exactly we can do now to ensure a better future for our people.

On this my second term, our goal will be to maximize our gains by making strategic investments. We will demonstrate that investing in the future of Quezon City is not only a social or political imperative, but also makes good business sense. Our investments will produce gains for all players—to benefit all people living and working here, whether rich, poor or middle-class.

Kailangan po nating mamuhunan sa ating kinabukasan. Hindi sapat na tugunan lamang natin ang mga pangangailangan ng kasalukuyan.

Thus, we will be making strategic investments in the continued physical transformation of the City through infrastructure building and support facilities, and in long-term provisions for creating a much improved quality of life for Quezon City residents, particularly the poor.

Our framework plan will be guided by several basic principles. They include the following:
- Innovation. We will seek and make breakthroughs in solving age-old problems, and encourage original approaches. *Gagamitin natin ang ating utak at sentido komon — at hindi lamang ang ating braso, o ang ating salapi, sa paglutas ng mga problema ng lungsod.*

- Equitable sharing of development gains. *Makikinabang ang lahat sa ating mga programa at sa anumang kaunlarang ibubunsod nito.* This also means greater social involvement in the problems of our people, particularly those who have less in life.

- Increased efficiency in public service. *Magpapakitang-gilas ang lahat sa serbisyo-publiko. Hindi natin pababayaan o palalampasin ang mga tatamad-tamad at papatay-patay.* I will not tolerate corruption, favoritism, laziness, and ignorance in public service, especially in our frontline agencies and offices.

- Clearer and more attractive stimulants for business. *Susuportahan natin ang mga negosyong nagbibigay-trabaho at kabuhayan sa mga mamamayan natin.*

- And lastly, high-impact development. *Magsasagawa tayo ng mga proyektong malaki ang maiaambag sa kaunlaran at sa imahe ng Quezon City bilang isang progresibo at modernong lungsod.*

We should make it our legacy to leave to the wonderful people of this City, a beautifully transformed, premier metropolis with a distinctive character. After my term ends, I want there to be no doubt in people's minds that Quezon City will be number one in Metro Manila, in terms of development and in its prospects for even greater growth. When people mention Quezon City, I want them to think of it as the cleanest, safest, most progressive and most livable place in Metro Manila, with the best schools, hospitals, restaurants, markets, and other amenities.

Quezon City has the market, it has the resources, and it has growth niches scattered around the City. Your City government will work with its citizens to weave these potential assets into a broad network of competitive advantages for the City. A vibrant economy is the best marketing tool to attract investments, generate business start-ups and employment and livelihood opportunities, and stimulate greater productivity.

But to achieve this, we also need a trained workforce, a livable community, peace and order, a clean environment—and capable and visionary leadership.

Ang sabi nga natin nung tayo'y nangangampanya, ***"Ang galing m o QC!"*** *Ngayon, ang gusto kong sabihin natin nang walang kaduda-duda, "pinakamagaling ang QC!"* You all deserve a No. 1 City and, together, we can work to make this aspiration come true.

Always, the ultimate measure of whether we have done our job well enough is our people's quality of life, which should have noticeably improved from the start of this term up to its end. A better life for all will, of course, be the most meaningful return on our investment strategy.

By the grace of God and with the support and teamwork of our people, we have successfully completed our first three years. Now, with their continuing mandate and support, we are committed to improve on what we began. This is our second chance at greatness, and we will not let it go to waste.

Progress and prosperity await us; only laziness and fractiousness will hold us back. As our newly-elected President Gloria Macapagal Arroyo has been reminding us, it is time to put the partisanship of the past behind us and to reject the politics of division.

Tapos na po ang eleksyon. Panahon nang bumalik sa trabaho at gumawa ng kabutihang mapapakinabangan ng nakararami, lalo na ng mga mahihirap.

So let us roll up our sleeves and get back to work. By working together, we multiply our gains, and we help to guarantee that our successes will outlive us, to benefit future generations. An ethic of hard and honest work will be the best legacy we can leave the people of this wonderful City.

May I paraphrase an Irish blessing: May the strength and wisdom of God pilot us, may the hand of God protect us, may we work with discipline and productivity to be deserving of all the blessings he is giving us.

Thank you again to all. *Maraming salamat at mabuhay ang Lungsod Quezon!*

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SUBJECT : **FRAMEWORK FOR QUEZON CITY'S DEVELOPMENT**

During Mayor Belmonte's Second Inaugural Address last June 28, he enunciated his vision for the second term and the strategies by which the City government will achieve this. It will be useful for City officials to be aware of the framework that shall provide direction for the City in the next three years, and let it guide the development of programs and projects, as well as the thrusts of all operations.

THE BELMONTE ADMINISTRATION

1. **Overall Framework.** The "3 x 3" term limit of the City Executive easily gives room for the City Government to adopt the following strategic framework:

1st Term	Governance capacity-building ★ Optimization of fiscal resources ★ Improving bureaucratic efficiency and integrity ★ Clearer appreciation of issues and concerns / problems and opportunities Immediately providing for direct interventions to alleviate plight of the poor
2nd Term	Making strategic investments in: ★ The physical transformation of the City through infrastructure building and support facilities ★ Long-term provisions for creating a much improved quality of life for Quezon City residents, particularly the poor
3rd Term (If God wills)	★ Reaping the rewards of improvements and investments initiated in the first two terms

2. **Report focus.** This report proposes the City Government's investment program for the second term.

3. **Considerations**
   - The second term vision: to put Quezon City at the forefront of all other Philippine cities, in terms of:
     - Governance and leadership
     - Service and support for constituents
   - Decrepit Quezon City in 2001
   - Resources available

4. **Assumptions:**
   - The revenue flows will come evenly and equally in the coming years.
   - The expenditure flows for the current year should equal revenue flows during the year. It will cover payments for obligations of the previous year, but will not include part of expenditures in the current year that will be paid in the following year.

   Given these assumptions, the cash balance as of June 30, 2004 of P3.0 billion can be assumed as available for investments that are being programmed here, and loans of as much as P1.5 billion in case project costs go up to P4.5 billion.

5. **Prioritization, rationalization**

Guidelines for the allocation of investment funds per project:

- The investments allocated for the items can be the limiting factor for the extent to which or the size at which the projects are implemented. The Mayor may review the allocation of investments, and reallocate them according to his priorities.

- The regular operations and projects carried out in the first term and continued until the second term involve costs within the regular budget.

- Investment planning will also help rationalize the assignments of people being entrusted with these projects.

- The investment projects listed here may offer the distinction between the Mayor's first-term achievements and those of his second. Spelling out the improved governance of the second term over governance achievements in the first term will be evidenced by the completion of the investment programs proposed: completed in 3 years? = good; in 2 years? = better.

6. **Moving on**

If God wills a third term, it will be an opportunity to savor the rewards of all these projects and operations moving into action – knowing that what was planned and completed is a validation of our wisdom in drawing up the framework of this administration.

QUEZON CITY'S PROPOSED INVESTMENT FOLIO, 2004 - 2007

PROGRAM / PROJECT	INVESTMENT BUDGET
A. IMPROVED PUBLIC HEALTH AND EDUCATION SERVICES	
▪ Expanded public health facilities	
· Transformation of QCGH into a 400-bed medical center	
· Standardized, modern public health centers	
▪ Modernized facilities for public school education	
· Creation of an inter-active science exploratorium, tied up with development of an IT business park; serving as showcases for technology demonstrations of park locators, while offering modules of learning for exploratorium visitors (*joint venture project with private sector*)	
▪ Better student-classroom ratios in all districts	
· Construction of classroom buildings in District 2, to bring down the student-classroom ratio to the DepEd target of 50:1	
B. INFRASTRUCTURE PROVISIONS FOR PLEASURE AND LEISURE	
▪ Redevelopment of the QC Memorial Circle into a promenade and leisure park, with fountains and two underground approaches from QC Hall	
▪ Development of people's parks and sidewalk promenades in every barangay, supported by cost-sharing with barangays	
▪ Rehabilitation of City parks : N. S. Amoranto Park — Pugad Lawin Shrine West Triangle Park — Bernardo Park Congressional / Pilarville Park — Villa Nova Park Marilag Park — Dona Isaura Park Project 6 Park — Central Park, Barangay New Era	
C. PRODUCTION OF LOW-COST HOMES TO IMPROVE CITYSCAPE AND REMOVE URBAN BLIGHT	
▪ For informal settlers (1,200 dwelling units for 1,200 families)	
▪ For government employees (1,000 dwelling units for 1,000 employee families)	
D. WELL-DEFINED/ REDEFINED BOUNDARIES OF THE CITY/ BARANGAY GOVERNANCE	
▪ Clear definition of barangay boundaries; creation of well-defined barangay maps; posting of these in all barangays	
▪ Redefinition of QC's political subdivision into 6 districts	
▪ Construction of distinct QC boundary markers	
▪ City government – barangay collaboration in revenue generation, cost-sharing in capital costs of improvements	
E. UPGRADED, MORE EFFICIENT WASTE MANAGEMENT	
▪ Application of advanced systems for sorting, segregating, recycling and collecting waste	
▪ Modernizing the landfill facility at Payatas	
F. STIMULUS FOR BUSINESS GROWTH	
▪ Creation of a central business district, with manpower training centers, tied up with the facilities and resources of QC's leading colleges and universities (*joint venture project with private sector*)	
G. IMPROVED CITY GOVERNMENT FACILITIES FOR MORE EFFICIENT PUBLIC SERVICE	
▪ Renovation and redevelopment of QC Hall compound; construction of additional buildings to replace those that will be torn down	
▪ Comprehensive computerization program that will: · Install and operate an intranet system connecting all QC hall departments · Create online taxpayers' access to real property tax accounts; online payment of taxes · Link all 142 barangays with the City government for reporting, monitoring, information dissemination and interaction purposes	
TOTAL	

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project proposal : Transformation of Quezon City General Hospital into a 400-bed Medical Center

Objective: Expand and modernize QCGH from a 250-bed hospital into a 400-bed medical center, with a well-rationalized, efficient layout

Plan: Rehabilitate and redesign the QCGH compound by:

- Rehabilitating the two existing buildings – main building and the out-patient department
- Organizing all related services under one roof
- Providing additional bed capacity
- Laying out buildings and facilities so that people and services flow easily from one building to another

Results expected:

- Expansion of room capacity for indigent patients
- Accommodation of paying patients, which will mean new income streams for the hospital
- The diagnostic center, with its modern facilities, will attract paying clients (non-QC indigents); it can offer its services to the many hospitals around Quezon City, creating a new income center
- More efficient work flows for doctors and hospital personnel
- Much improved services for indigent patients
- Provision for rooms/ housing in QCGH compound could constitute additional incentive to employees assigned to this hospital

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project proposal: Creation of an inter-active science Exploratorium

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Objective: Develop an inter-active science learning facility called an "Exploratorium" that can be sustained by business

Plan:

The Exploratorium will be a demo and showroom facility thru which students and other visitors will be able to see and learn:

- how products such as cellular phones, computers, robotics equipment and other high-tech tools are manufactured and operated, through actual demonstration of the processes;
- how the human body works through exhibits that will allow children to actually climb through huge displays of blood vessels and arteries, complete with internal organs of the body in action;
- how the eco-system works and the effect of conservation measures and conversely, pollutants, on it.

The exhibits will be inter-active, allowing questioning and participation of Exploratorium visitors.

Financing scheme:

Exploratorium operations can be financed by private enterprise participants who will lease demo spaces inside the facility that will allow them to market their process and products to the public.

Aside from high-tech companies, locators can also include drug companies which can show how their products work in the human body. They may also include companies with products related to the environment can also set up similar exhibits that will show how their products work vis-à-vis the environment, and what people can do to maintain a good ecosystem.

Results expected:

It will be a win-win situation for both business and students. Enterprises will be able to market, while students will be able to play and learn.

The financing scheme also eases the burden off the City government, while creating a showroom for science and technology in Quezon City that can entice more locators.

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project Proposal : Create on-line taxpayers' access to real property tax accounts

Objective: Further increase revenues by introducing greater ease in tax payments that allows taxpayers to pay real estate taxes from any location thru a computer with an internet facility

Plan:

Allow online tax payments for all Quezon City taxpayers. Taxpayers will access the QC gov website through the worldwide web, check his local tax liabilities by typing his assigned PIN numbers for each account. If satisfied with the assessment, he downloads a form and pays his taxes thru his credit card.

Results expected:

- Further ease in tax payments
- More revenue inflows for the City government
- Less queuing inside City Hall

SAMPLE OF NEW CITY GOVERNMENT PROJECTS

Project Proposal : Develop a Mobile "Science Works!" van

Objective: Provide all public high school students with access to fully equipped science laboratories, with minimal investment from the City government

Plan:

Develop a fully equipped, air-conditioned laboratory, with modern tools, inside a specially designed van. This mobile Science Works! van will be able to afford public high school students with complete and advance tools and equipment to conduct experiments and view inter-active presentations of various science projects, while moving from school to school. The theme of the setup in the Science Works van can be changed, say every two months, after it has made the round of all public high schools, so that it can continue engendering new interests among science students.

Guest lecturers, who are specialists in certain fields, can be featured on certain occasions to add expert opinion to the knowledge being imparted.

Results expected:

- Increased interest in learning, particularly in science subjects, among public school students
- Access by poor students to the use of modern educational equipment
- Emphasizes this administration's focus on adding value to public school curriculum



HIGHLIGHTS OF THE QUEZON CITY COMPREHENSIVE LAND USE PLAN

Prepared by:
QUEZON CITY PLANNING & DEVELOPMENT OFFICE

JUNE 2004

HIGHLIGHTS
QUEZON CITY COMPREHENSIVE
DEVELOPMENT PROGRAM

I. PLANNING AREA

A. Location, Land Area and Natural Features

Quezon City is at the northeastern portion of Metro Manila and has a land area of 16,112.12 hectares, almost one fourth of the region and biggest among the twelve (14) cities and five (3) municipalities. Situated on the Guadalupe Plateau, the City's topography is largely rolling with alternating ridges and lowlands. The southern region of the City has low grade terrain while the northern half is undulating that culminates at the Novaliches Reservoir. Served by a network of rivers and creeks, the city is efficiently drained except for some portions which experience flash floods due to the deterioration of waterways.

The City shares an aquifer system with Metro Manila which, due to overdrawing, has been subjected to saltwater intrusion. Another feature which it shares with the rest of the region is the Valley (Marikina) Fault System traversing the city's eastern portion.

B. Present Trends and Emerging Patterns

B.1. Land Use : The City is predominantly residential, comprising 45.45% of its land area, but has retained its institutional character with the presence of the Philippine Congress, other national agencies, academic and specialized medical institutions. The City also has a large open space system with the Ninoy Aquino Parks and Wildlife, Quezon Memorial Circle and UP Arboretum as the core while the Novaliches Watershed provides additional greenery. Commercial growth are mainly sited along major thoroughfares. Industrial development, meanwhile is relatively contained in the traditional industrial areas at Balintawak, Novaliches, and Ugong Norte.

B. 2. Transport and Utilities : The city is traversed by several major metropolitan thoroughfares namely : C-3 (Araneta Ave.), C-4)EDSA), C-5 (Katipunan – Luzon-Republic Ave.), R-6 (Aurora Blvd.), R-7 (Quezon Ave. – Commonwealth Ave.) and R-8 (Bonifacio Ave. – Quirino H-way) which link the City to the rest of the Metropolitan area. These are supplemented by main and secondary intra - city roads for area- wide mobility and by numerous tertiary roads that provide access to minor communities and to individual properties.

The Payatas area meanwhile, is generally of poor accessibility. Litex Road which is the sole existing primary road in the area is a mere 4-lane road. Although there already exist good roads within Payatas that could serve as secondary access routes, these are private subdivision roads and are of exclusive use.

The construction and completion of major transport and infrastructure projects is expected to trigger further development in the city. When completed, the projects shall increase flow of people, goods and services. There shall be multiplier-effects on the economy. These projects include the following:

Additional LRT Lines

a. LRT Line 2 – fully elevated track utilizing Aurora Blvd. alignment, from C.M. Recto to Katipunan Ave.; has a length of 11.76 kms;

b. LRT Line 3 – also known as EDSA MRT; its extension from North Ave. main terminal to Monumento (Caloocan) is about to commence.

c. LRT Line 4 – from Quezon Avenue Mabuhay Rotonda to Quirino Ave., using alignments of Quezon Ave., Commonwealth Ave. and Regalado Ave.; length is 18.35 kms;

Circumferential Roads

a. Circumferential Road-4 (C-4) Planned Improvements along EDSA includes the construction of West/ North Ave. Interchange and Roosevelt Ave. Interchange.

b. Circumferential Road 5 (C-5) – an alternative to EDSA utilizing the Katipunan Ave., Luzon Ave., and Republic Avenue route, to be undertaken by BOT scheme

Local and Other National Road Projects

a. Mindanao Avenue – extension from Quirino Highway to Gen. Luis Ave. in Valenzuela
b. Improvement of Congressional Avenue – extension from Visayas Ave. to Luzon Ave.
c. Inter-Neighborhood Roads – construction of connecting segments of identified community roads to serve as alternate routes to decongest major roads.

Water Supply

Like the rest of Metro Manila, Quezon City gets its water supply from the MWSS and its private distribution concessionaires , the Maynilad Water Service Inc. (MWSI), serving the west half of the city and Manila Water Co. (MWC) the east portion.

Only about 177,967 households are being served which indicates that there are still areas not yet accessed by potable water supply. Quezon City consumes an average of 6.7 million cu. meter per month.

Power Supply

The electric power requirement of the city is adequately serviced by the Manila Electric Company or MERALCO. More than 97% of the city's population have access to electricity. It should, however, be noted that there are still areas unserved by MERALCO such as in most parts of Payatas mainly due to right-of-way and land tenure problems.

Solid Waste Collection and Disposal

The Environment Protection and Waste Management Dept. (EPWMD) reported that in year 2000, the average daily collection volume of garbage is 1,500 tons, that is per capita waste generation rate of 0.69 kg. per day. Garbage collected is disposed at the open dumpsite located in Area I, of Bgy. Payatas.

The Payatas open dumpsite is endangering the immediately-lying La Mesa Dam which is the depository of domestic water for Metro Manila and the communities in its vicinity. With its closure, the city government is impelled to seek alternative disposal modes that are environment-friendly. A Materials Recovery Facility (MRF) is among those being worked – out.

DEMOGRAPHY

B. 3. Demography : The City with 2,173,831 people, is also the largest in Metro Manila. However, these are not evenly distributed. The southern portion of the City – Districts I, III, & IV, has the highest concentration of people while the northern part – District II is relatively lighter. Although, just like Metro Manila's, the city's average annual growth rate has been declining and is still high compared to the national average and by the year 2005 it is estimated that 2,260,160 people would be living in the City.

Services and Facilities

With its present and still increasing population, the City is now experiencing difficulty in adequately providing for the needs of its residents. The existing resources are already strained and without the institution of any coping or control mechanism, the pressure is expected to multiply manifolds. The task of providing more classrooms, hospitals, health centers, livelihood, infrastructure and utilities, housing, police and fire protection units, recreation facilities and others shall be more tremendous in the future.

The present level of services and facilities are as follows:

Public Schools - 142		
Elementary - 96	:	Classroom-Student Ratio - 1:50
Secondary - 46	:	Classroom-Student Ratio - 1:52
Day Care Centers 205		
Public Hospital 17	:	4,931 beds
Health Centers 56		
Police Force 2,777	:	Police – Population Ratio – 1:849
Fire Fighting Force 478	:	Fireman – Population Ratio – 1:4,815

Shelter

The City has 508,843 households with 170,824 informal settlers (as of December 2003). New housing units have to be provided to meet the needs due to doubled-up housing, displaced units, formation of new households and structural improvement. In addition, there has to be provision to meet the needs for upgrading or improvement of a portion of the existing housing stock, most of which are found in squatters or slum areas. These may come in form of any or combination of tenurial and infrastructure improvement and basic services

ECONOMY

B.4. Economy : Business in the city is dominated by small to medium-scale establishments engaged mostly in the distribution of finished products and the provision of basic personal services rather than in the production of goods. Due to imposed limitations in scale the growth of the industrial sector is expected to be minimal.

Family Income

With regards to family income, the City registered the second highest average monthly family income in NCR, higher than the regional and national averages. Broken down to income class, it is significant to note that only 15% of the total household have income falling below the poverty level (P8857 NSCB). This magnitude of poor families however, provide wrong perception as many families are still unable to cope with the increasing costs of living and meet basic needs/requirements

As far as income sources are concerned, majority or 64% derived their incomes from salaries/wages, 16% earned theirs from entrepreneurial activities, while the rest got theirs from other sources such as pensions, allotment from abroad, rental of properties, etc.

Employment

The city's working age population (15 years old and over) is 1,519,000 or 67.3% of the total population.

Composing the working age population are those in the labor force (66.9%) and those not in the labor force – the economically inactive population (33.1%) which is made up of housewives, retirees, students, the sick and the disabled.

Of the labor force population of 1,016,000, 85.7% are employed and 14.3% unemployed. The visibly underemployed is estimated to be 3.3%. The city's unemployment rate is lower than NCR's, registered at 16.9%. Most of the city's unemployed come from the unskilled, poorly-schooled and low-income group.

II. CONSTRAINTS, PROBLEMS AND CONCERNS

Given the city's location and geographic features, its development trends and growth patterns, its demographic characteristics and economic climate, the following were identified as major areas of concern that must be addressed to ensure the Plan's successful implementation.

Mixed/Conflicting Land Use. Incompatible and at times conflicting, land uses existing in a zone such as multi-family dwellings and commercial establishments in R-1 zones. Another example are residential areas located very near or in the midst of hazardous industries.

Valley Fault System. The Valley Faultline traversing the eastern boundary of the City limits activities in the said area. The immediate vicinity of the active fault trace should be confined to less intense uses and activities to avoid potential risks to life and property.

Marikina and Tullahan Rivers. Inhibit the expansion of development and interaction between the City and other points, such as Marikina and the adjacent MARILAQUE provinces and constricts efficient flow of goods and services on the northwest-Kalookan and Valenzuela.

Growth of Informal Settlers. The increasing number of squatters occupying idle and vacant lands greatly hinders the development of these lands into more profitable and suitable uses. Biggest colonies are in NGC and Payatas Estate. Significant concentrations are found along Luzon Ave., Balara-Pasong Tamo area, Krus na Ligas, East and North Triangles and near the QC General Hospital in Bahay Toro.

Environmental Deterioration. This is easily seen in Payatas and is manifested by the poor quality of air along major roads and polluted rivers and creeks.

Solid Waste Disposal. The open dumpsite located in Payatas poses serious health and environmental hazards.

Road Network Deficiencies. Segments of major roads like C-5, C-6, Visayas, Mindanao and Congressional Avenues in District 2 remain undeveloped. Uncoordinated and unintegrated road systems result in longer travel time and circuitous routes between adjacent communities. Lack of interneighborhood roads also aggravate the situation.

Water Supply and Distribution. Factors such as the rapid expansion of the city's population, the continued disrepair of the in-place water supply grid and the high incidence of unaccounted water contribute to the worsening water supply problem.

Power Supply and Distribution. Right-of-way issues prevent the extension of electric power to some areas of the city.

Flooding. Areas bordering waterways usually are of low elevation and are easily flooded during rainfall. Flashflood also occur in areas where the local drainage system is clogged or the pipe capacity is insufficient to cope with heavy storm runoff. In most of these cases, flooding risks can be minimized by flood control works such as rip-rap along river banks and adequate drainage facilities. Another is the prevention of garbage and other solid waste from entering the river to ensure the flow of floodwaters downstream.

Rapid Population Increase. The continued upward trend of the city's already large population has put enormous pressure on existing resources. Without the institution of any coping or control mechanism, the demand for more physical and social-economic infrastructure is projected to be more tremendous in the future.

Uneven Distribution of Population. This creates imbalance in the spatial distribution of services and facilities.

Population Strain on Services and Facilities. The City is under tremendous pressure to provide more services to address the needs of an enormous population.

Great Disparity in Income Distribution. Families belonging to the upper income class, although making up only 16.44% of the total families in Quezon City, registered a very high average monthly income of about P107,607 which is way above the average income of the families of the middle and lower income (families falling below poverty line level) classes which are P28,913 and P7,565 respectively. This clearly shows great disparity in income distribution among the city's households.

High Unemployment Rate. QC has an unemployment rate of 14.3%. Although lower compared to the NCR rate of 16.9% this is still high. Most came from the unskilled, poorly-schooled and low-income groups.

Sluggish Growth in Business Activities. Growth is dominated by small to medium type of operations.. It merely responded to the needs of the city's increasing population but failing greatly as source of employment to growing labor force. No significant increase in the manufacturing sector is forseen due to the existing policy on industry dispersal.

Shelter/Housing Needs. The housing shortage is becoming more and more pronounced and needs radical and massive measures to arrest further worsening.

Inadequate Institutional Linkages. Weak coordination and lack of cooperation between and among government and non-government agencies result to overlapping of programs and eventual wastage of resources. Without agreeing on working or coordination arrangements and clarifying their respective areas of concern, these agencies proceed on their own planning and implementation. The outcome is the concentration of services in some areas and the inadequacy or absence in other areas.

III. DEVELOPMENT POTENTIALS

Although the development constraints, problems and concerns may seem insurmountable, the City possesses characteristics which when properly utilized and exploited could make the Plan's goals attainable:

* **Available Lands.** Compared to most cities and towns in Metro Manila, Quezon City still has lands that can be utilized for development. The recent land use survey conducted revealed that 32% or 5, 295 has. are still undeveloped. Most notable of which are large tracts at North Triangle, Fairview-Lagro area and UP Campus earmarked for upscale commercial development.

* **The Existence of La Mesa Dam Reservation, UP Arboretum and Major Parks.** The Novaliches Reservoir has more than 2, 000 has. of open and reforested area. Using La Mesa Dam Reservation together with the UP Arboretum, the QC Memorial Circle and the Ninoy Aquino Parks and Wildlife as showcase, the city can demonstrate concern for environmental enhancement and protection and promote the residents' well being.

* **Major Transport Projects like the LRT, C-5 and C-6.**The construction and completion of major transport and infrastructure projects shall enhance linkage with growth areas and is expected to trigger further development in the city. When completed, the projects shall increase flow of people, goods and services. There shall be multiplier-effects on the economy.

* **A Pool of Skilled, Educated Human Resource.** It has a sizable number of skilled and educated manpower that provides business ventures a steady source of people for their managerial, technical and labor requirements.

* **Existence of Academic Institutions and Training Facilities.** Located in Quezon City are some of Metro The city has many prominent universities, colleges and vocational/technical institutes that provide adequate education and skills training to the potentially productive segment of the population.

* **Existing and Proposed Government Agencies and Medical Institutions.** Traditionally an institutional area, QC is the site of many government offices and medical institutions. Businesses particularly those belonging to the service sector, flourished as these offices and institutions established in the city.

* **Existing Programs on Service Delivery.** There are in –place programs to bring to the people basic urban services to improve their living condition. The programs are already at work and need only improvements on some aspects of their delivery to be able to benefit more people and create greater impact on the quality of their life. Significant programs include those on health, education, social welfare, skills training , livelihood, entrepreneurship, utilities and mobility.

* **Available Sites for Development .** The development of housing projects, both by the government and private sectors, provides relief to the housing problem and economic opportunities in terms of employment for the residents , an energetic construction industry and increased demand for support services.

* **Business Areas with Regional/ National Service Coverage.** These businesses continue to act as magnets for further commercial and industrial growth. Areas/ sites providing a distinct feature are emerging as popular sites for specific commercial use (e.g. Banawe St. and Tomas Morato Ave.)

* **Supportive and Competent Local Leadership.** Quezon City has a Chief Executive who has the ability to get the support of local, national and even foreign groups and has a good grasp of changes and challenges taking shape in and out of the country. The City Mayor, assisted by the City Council and the entire city government is supportive of initiatives that contribute to the development of the city and the welfare of the residents. With highly competent managerial skills be introduced changes and innovations that readily improved systems and procedures in the government and even the financial standing of the city.

* **Responsive Community and Private Sector.** On several occasions, the community has displayed certain degree of responsibility and ability to act on some issues affecting their welfare. Given the opportunity to harness their consciousness and potentials, the community and the government can work together as partners in development. Aside from a receptive community, the city is endowed with a private sector that is equally responsible and responsive. Consisting of the business community and non-government organizations (NGO's), the private sector is a potent source of ideas, information, material resources, legal and technical expertise and funding.

SECTORAL PROGRAMS

1. Physical Development Plan

Road Network & and Transport Infrastructure Deelopment

- Road Network Framework Plan
- Road Maintenance Program
- Pedestrianization Program
- Traffic Management Program

Drainage and Flood Control System Development

- Drainage Network & Flood Control Development Plan

Utilities Improvement

- Expansion Programs of MWSI, MMC & Meralco

2. Environment Management

Solid Waste

- Barangay-based Ecological Waste Management Program
- Payatas Dumpsite Improvement Program
- Waste Disposal Facility Development Program

River Protection & Conservation

- Waterways Improvement Program

Garden City (Parks & Open Space)

Green Lung Network

-Greenbelt Development Program

- Parks Development Program

3. Social Development Plan

Health Development

- Comprehensive Health Care Program
- Health Facilities Development Program
- Public Cemetery Improvement Program

Education

- Integrated Education Development Program
- Educational Facilities Development Program

Housing Development

- Shelter Program
  - Community Upgrading Program
  - Relocation Site Development Program

- Housing Production

Public Safety

- Protective Facilities Development Program
- Crime Suppression & Prevention Program
- Law Enforcement
- Fire Protection and Prevention
- Risk & Hazard Management
- Street Lighting Program

Social Welfare

- Community Outreach
- Welfare & Relief Program
- Public Assistance Program
- Social Welfare Facilities Development Program
- Detention & Reformatory institution Development Program
- Special Collaborative Programs
- Vocational Development Program
- Rational Care & Rehab Development Program+
- Vocational Development Program
- Residential Care & Rehab Development Program

Sports and Recreation

- Integrated Sports Development Program

4. Economic & Livelihood

Employment & Livelihood

- Livelihood & Employment Center Development Program
- Manpower Development Program
- Hawkers Management Program
- Cooperative Education & Development Program

Trade & Industry

- Urban Development Program
- Market Development Program
  - Investment Promotion Program
  - Consumer Protection Program

Tourism & Culture

- Historical Sites Development Program
- Museum Development Program
- Tourism Promotion Program

5. Governance & Institutional Development

Development Administration

- Organizational Development Program
- Computerization Program
- Stakeholders Consultation Program
- Institutional Facilities & Development Program
- Land Acquisition

Barangay Development

- Comprehensive Barangay Development Program
- Barangay Facilities Development Program

Government Finance

- Fiscal Management
- Revenue Generation Program
- Rationalized Resource Program