

Chapter 1

Comprehensive Development Planning in Angeles City

1.1 Policy Considerations

For the next six years, 2010-2016, the City Government of Angeles City shall be administered using a framework where government actions in terms of programs, projects and policies to be adopted and implemented shall originate from a comprehensive study of the various development challenges confronting the City. To carry this out, the City Government, being a political subdivision of the National Government, shall be exercising both sovereign and proprietary functions. *Sovereign functions* refer to those which by their very nature are strictly governmental. *Proprietary* relate to those which purpose are to promote the comfort and convenience of the inhabitants. For efficiency, in the case of the latter, these are continually downloaded to the private sector.

As the primary objective of the process, Comprehensive Development Planning is expected to capture the genuine needs, aspirations and interests of the Angeleños, whether as groups or as individuals. Towards this end, a participatory process was observed to ensure that the programs and projects and the policies that will be adopted are truly reflective of popular sentiment. The proposed organizational structure that must be put in place in

accordance with the framework shall ensure that the people shall have a permanent forum over which they can have voice and share of power in the reins of governance especially on policies affecting their *welfare*. Clearly, Section 16: The “General Welfare” Clause of the Local Government Code of 1991 or Republic Act No. 7160 is a summation of the purpose for which every Local Government Unit (LGU) in the Philippines is organized.

1.2 Legal Mandate

The governing law for all Local Government Units (LGUs), the Local Government Code of 1991 or R.A. No. 7160 enjoins various LGUs from the Barangay up to the Province or Highly-Urbanized City level to prepare Integrated and Comprehensive Multi-Sectoral Plans. Section 109 of the LGC expressly mandates LGUs to undertake comprehensive planning.

The Planning Hierarchy ensures that the Angeles City Comprehensive Development Plan (CDP) shall be linked upward to the Central Luzon-Regional Development Plan (CL-RDP) and that the integrated Barangay Development Plans of its 33 barangays shall find expression in the Angeles City- Comprehensive Development Plan. Plan linkaging shall ensure that community level needs are addressed and aspirations reflected in higher level plans. The unity from the nexus under the various administrative levels shall ascertain their being efficiently addressed through proper governmental actions. This also leads to the optimization of meager government resources and increasing societal benefits from sound public spending. Proper use of

political authority and the broadened administrative powers of LGUs are directed to attaining greater effectiveness from the intended outputs from services rendered.

1.3 Sectoral Concerns

Sectoral concerns and issues identified in this Plan document were drawn heavily from the Angeles City Updated Socio-Economic Profile (SEP). While titled "Profile", the SEP goes beyond profiling because it contains an analysis of the development problems besetting the City. Cross-checked in public consultations with the various stakeholders of the City, these problems were defined to ensure propriety from the response-interventions expected from the City. Said interventions will be concretized through Programs, Projects and Policies.

Below are the major Sectoral Concerns intended to be magnified, fleshed out and which resolution requires precise employment of resources by the Angeles City Government.

1.3.1 Social Development

This section of the CDP is concerned with advancing the well-being of the local population, they being the essence of development and for whom and by whom the LGU exists and functions. Measures for upgrading social services that respond to the needs of the people for achieving better quality

of life and improving participation in local development are tackled in this sectoral plan.

1.3.2 Economic Development

Good governance and the well-being of local population are a factor and function of a sound economy. The latter serves to provide the resources the government needs to keep it functioning and the jobs for the people in the community. On the other hand, depending on the state of the economy is the level of responsiveness of the government to demands for public goods and services and the level of well-being of the population. The Economic Development chapter of the CDP, hence, provides for a description of how the LGU shall provide the environment for stimulating the growth of the local economy and how the people will participate in and benefit from this growth. The sector plan also includes measures for tapping into the potential and existing assets of the local area to create opportunities for growth of economic activities.

1.3.3 Environmental Management

Section 16 or the General Welfare Clause of the LGC expressly states the responsibility of every local government to ensure and support, among others, the promotion of health and safety of the people and the enhancement of their right to a balanced ecology. Thus considering, the Environmental Management chapter of the CDP embodies the local government's plan for ensuring the sustainable development of the City. This

includes measures for ensuring that development shall not pose harm to both people and the environment, and that protection or preservation of the quality of the environment for the people's enjoyment are pursued alongside with the pursuit of physical and economic development.

1.3.4 Physical Development

This component of the CDP includes programs for the development of the physical facilities or infrastructure essential to promoting local economic development and ensuring public health and safety as well as the comfort and convenience of citizens. Such programs include, among others, the construction and maintenance of roads and bridges, water supply systems, public markets, schools, health centers or hospitals, irrigation, drainage and sewerage, and flood control and the laying down of an efficient and appropriate pattern of growth deemed to encourage development across areas of the City.

1.3.5 Institutional Development

Good governance lays the foundation for the sustainable development of the local area. It provides the impetus to development and ensures that such shall be achieved as it is the duty and responsibility of the local government to manage the affairs of its territorial jurisdiction more so its growth and development for the well-being of its people. This component thus of the CDP focuses on enhancing the capacity of the bureaucracy and the local officials to plan and manage the city's development and to

effectively and efficiently deliver the public goods and services expected of it to provide and carry out. This includes, among others, programs for improving the structure and staffing of the local government bureaucracy, better fiscal management, enhancing stakeholder participation in the development process, and strengthening executive and legislative tie-up.

1.4 Comprehensive Development Planning Process

Depicted on the diagrammatic presentation are the steps observed in the preparation of the Angeles City-Comprehensive Development Plan, to wit:

1.4.1 Situational Analysis

The first step is the Situational Analysis which is further divided into two parts:

- a) Statistical Value Comparison/Initial Problem Identification. From available literature, primarily secondary data such as published and annotated reports, preliminary assessment of the planning environment has indicated to the Planning Team whether or not the City is experiencing a problem involving a particular statistical indicator using its value as gauge. Results as basis for determination were obtained by comparing the relative values for each particular *Outcome* Indicator with those of Pampanga, Region III, Olongapo City and the country as a whole. Standard values of Indicators unique to the Sectors were used as basis and reference in the problem identification

process. Small numerical advantages for Angeles City were still classified as problems to ensure that the valuable human resource as potential beneficiary is not left behind in terms of opportunity for growth and development through appropriate interventions.

A second-layer analysis also known as problem profiling was undertaken for the Planning Team to have a bird's eye view of the identified problems, their nature and their relevance to Angeles City's environment.

Better-off values indicate that Angeles City is not confronted with a particular problem for the particular sector. These were classified as strong points calling for hot pursuit for greater positive results.

- b) Development Problem Validation and Analysis. Problems identified from the statistical value referencing were subjected to public consultation. Identification of proximate and underlying determinants (factors responsible for such problems) was done in this stage. It is necessary to ensure that interventions that would be identified shall be appropriate, responsive and relevant.

Insights from private sector partners such as those from the academe and business, Non-Government Organizations (NGOs) and People's Organizations (POs) have provided a distinct and balancing private sector perspective on the following important points: 1) Whether or not a problem identified in the Statistical Value Referencing is observed or experienced on the ground; 2) Whether or not the

determinants initially identified were contributing to a problem; and, 3) Magnitude and/or extent of the adverse effects of the problem on the people in need and those in demand.

Lessons learned from actual plan implementation have been inputted in this stage.

1.4.2 Goal Formulation

Using the problem and its characteristic as premise, the desired future condition under a problem-less setting was portrayed for a problem or inter-connected problems. Merged into a cohesive and unified response statement, each Goal formulated describes the desired future state or scenario when the problem/s shall have been eliminated. Under the usual planning process, the Goals formulated are considered as inter-sectoral in nature, broader, more comprehensive and representative of multi-faceted development perspective. The compilation of Goals, if and when achieved shall help attain the long-range Vision of the City.

1.4.3 Objective Formulation

Ideally, an Objective is on a one-on-one correspondence with a particular Problem. Pure and simple, like the Goal, it is a condition when said problem shall already have disappeared. While an objective is more detailed and more focused than a Goal, it is limited and narrower in scope. An Objective is expectedly the direct (positive) opposite of every Problem

analyzed. A compilation of related objectives will contribute to the attainment of a particular Goal.

1.4.4 Target-Setting

A technical analysis enhanced by insights from the stakeholders, and the past or historical values of relevant Outcome Indicators were closely looked into and considered in the quantification of targets within the plan period. An analysis of problems being addressed to include those related to plan implementation was considered in the process. Consideration of the causes of problems and the performance of historical data was directed at ensuring that the targets set within the plan period are realistic and attainable.

1.4.5 Strategy Formulation

Ways on achieving Goals, Objectives and Targets were identified in this stage. Strengths and Opportunities (SOs) were surfaced and validated through the public consultations. Strategy Statements were technically crafted to ensure that they would be pushed hard on meeting the set Objectives and Targets and minimize the anticipated adverse effects from identified Weaknesses and Threats (WTs). The value of an intensive Problem Identification and Analysis was appreciated in this respect. This stage will input into the Project and Policy Identification process.