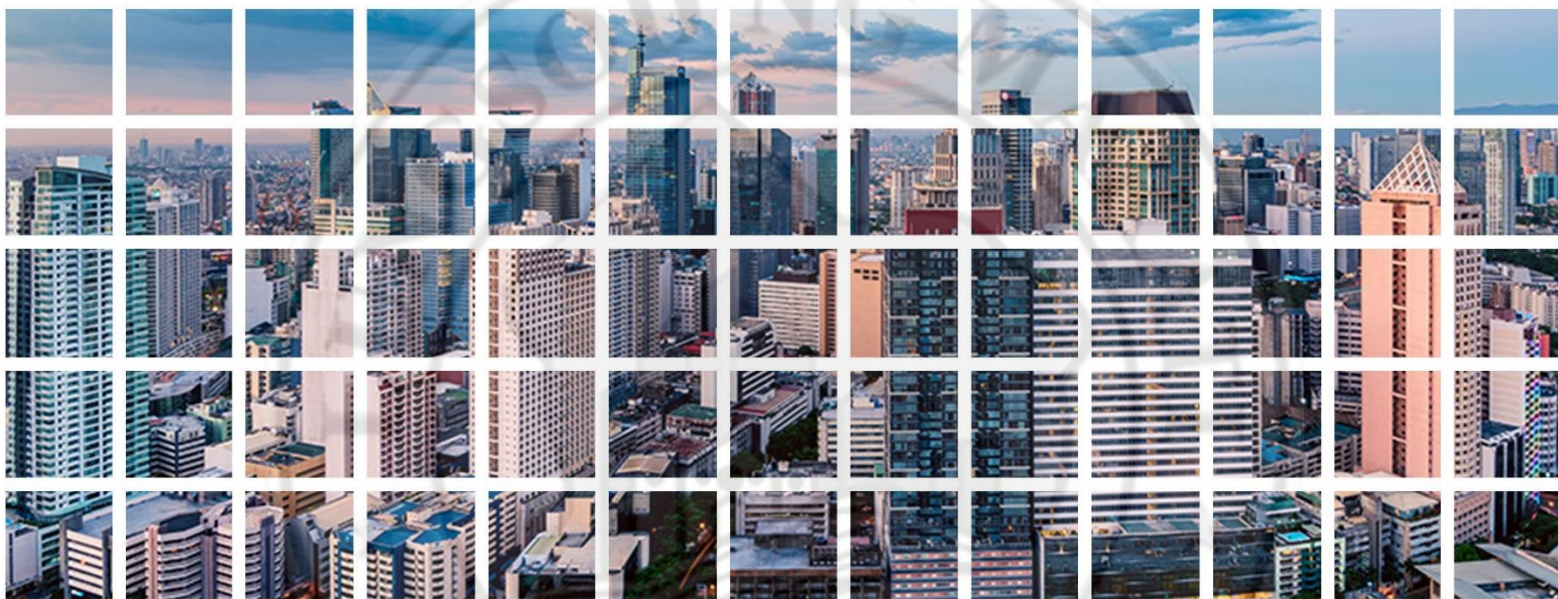


COMPREHENSIVE DEVELOPMENT PLAN 2019-2025



Urban Development Department (UDD)
City Government of Makati
J.P. Rizal Street, Poblacion, Makati City

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LIST OF ABBREVIATIONS

AGI	Alliance Global Group, Inc.
AMMADAC	Association of Metro Manila Anti-Drug Abuse Council
AVP	Audio-Visual Presentation
BOD	Biological Oxygen Demand
BRT	Bus Rapid Transit
BCT	Bicol Commuter Train
C3	Circumferential Road 3
C5	Circumferential Road 5
C6	Circumferential Road 6 (Metro Manila Expressway)
CAVITEX	Cavite Expressway
CEMBO	Central Enlisted Men's Barrio
CBD	Central Business District
CBDRRM	Community-Based Disaster Risk Reduction and Management
CBR	Crude Birth Rate
CCTV	Closed circuit television
CDP	Comprehensive Development Plan
CECP	Creative Economies Council of the Philippines
CICL	Children in Conflict with the Law
CIDSS	Comprehensive and Integrated Delivery of Social Services
CLUP	Comprehensive Land Use Plan
CMR	Child Mortality Rates
CREA	Commercial Real Estate Association
CROP	Carbon Reduction and Offsetting Program
DEPW	Department of Engineering and Public Works
DES	Department of Environmental Services
DIA	Direct Impact Areas
DILG	Department of Interior and Local Government
DO	Dissolved Oxygen
DOH	Department of Health
DOTC	Department of Transportation and Communications
DOTr	Department of Transportation
DPWH	Department of Public Works and Highways
DRIVE	Disaster Resiliency Initiatives for Vulnerable Enclaves
DRRMO	Disaster Risk Reduction and Management Office
EDSA	Epifanio Delos Santos Avenue
EMS	Emergency Medical Services
ERPAT	Empowerment and Reaffirmation of Paternal Abilities
EVF	East Valley Fault
GAD	Gender and Development
GCZ	Government Center Zone
GHG	Greenhouse Gas
GK	Gawad Kalinga
GMA	Greater Manila Area
GMS	Global Mobility Service
HUC	Highly-urbanized city
HOZ	Heritage Preservation Zone
IEC	Information, education, communication
ISF	Informal Settler Families
ITS	Intelligent Transportation System
JESB	Joint Efforts to Serve Barangay
JICA	Japan International Cooperation Agency
KEXIM	Export-Import Bank of Korea
LCCAP	Local Climate Change Action Plan
LGU	Local Government Unit

Lm	Linear Meter
LRMC	Light Rail Manila Corporation
LRT	Light Rail Transit
LRTA	Light Rail Transit Authority
LRV	Light rail vehicles
LTO	Land Transportation Office
MACEA	Makati Commercial Estate Association
MAPA	Makati Parking Authority
MAPSA	Makati Public Safety Assistance
MCAO	Museum and Cultural Affairs Office
MCBD	Makati Central Business District
MCCAC	Makati City Culture and Arts Council
MCCS	Mobility Cloud-Connection System
MERALCO	Manila Electric Company
MGB	Mines and Geosciences Bureau
MIT	Manila International Container Terminal
MMDA	Metro Manila Development Authority
MMEIRS	Metro Manila Earthquake Impact Reduction Study
MMR	Maternal Mortality Rate
MMSS3	Metro Manila Skyway Stage 3
MMUTIS	Metro Manila Urban Transportation Integration Study
MNTC	Manila North Tollways Corporation
MRF	Materials Recovery Facility
MRSURPP	Makati Risk Sensitive Urban Redevelopment Planning Project
MRT	Metro Rail Transit
MSC	Metro South Commuter
MTEU	Makati Traffic Enforcement Unit
MTPLC	Makati Training, Placement and Livelihood Consortia
MUCEP	Metro Manila Urban Transportation Integration Study Update and Capacity Enhancement Project
MVFS	Marikina Valley Fault System
MWC	Manila Water Company, Inc.
MWSI	Manila Water Services, Inc
MWSS	Metropolitan Waterworks and Sewerage System
NAIA	Ninoy Aquino International Airport
NCCA	National Commission for Culture and the Arts
NCR	National Capital Region
NEDA	National Economic Development Authority
NFE	Non-Formal Education
NGCP	National Grid Corporation of the Philippines
NGA	National Government Agencies
NGO	Non-Governmental Organizations
NLEX	North Luzon Expressway
NSRP	North-South Railway Project
ODA	Official Development Assistance
P2P	Premium Point-to-Point
PDEA	Philippine Drug Enforcement Agency
PF	Philippine Fault
PGA	Possible Ground Acceleration
PHILVOLCS	Philippine Volcanology and Seismology
PLDT	Philippine Long Distance Telephone Company, Inc.
PM	Particulate matter
PMC	Pre-Marriage Counseling
PNR	Philippine National Railways
PRRC	Pasig River Rehabilitation Commission

PSD	Public Safety Department
PUD	Planned Unit Development
PUP	Polytechnic University of the Philippines
PWD	Persons with disability
PUV	Public utility vehicles
QMS	Quality Management System
RA 10066	Heritage Act
RA 7279	Urban Development and Housing Act
RCCP	Reinforced circular concrete pipes
RDZ	Riverside Development Zone
ROW	Right of way
SCTEX	Subic-Clark-Tarlac Expressway
SEA-K	Self Employment Assistance-Kaunlaran
SLEX	South Luzon Expressway
SMU	Special Mixed-Use Zone
SPED	Special Education
SPUR	Special Precincts for Urban Redevelopment
STP	Sewerage Treatment Plant
SUWC	Street and Urban Working Children
TABS	Terminal Appointment Booking System
TB	Tuberculosis Control
TDM	Traffic Demand Management
TMC	Traffic Management Center
TODs	Transit-Oriented Developments
TPLEX	Tarlac-Pangasinan-La-Union Expressway
UDD	Urban Development Department
UMak	University of Makati
UNESCO	United Nations Educational, Scientific and Cultural Organization
UCLG	United Cities and Local Governments
UPLB	University of the Philippines Los Baños
UVVRP	Unified Vehicular Volume Reduction Program
VFS	Valley Fault System
VTDI	Vertex Tollways Development Inc.
VSO	Veterinary Services Office
WEDC	Women in Especially Difficult Circumstances
WVF	West Valley Fault
YSDD	Youth and Sports Development Department

1 MAKATI ECOLOGICAL PROFILE: GLIMPSE OF THE CITY

1.1 Brief Historical Background

1.1.1 Pre-Hispanic to Spanish Colonial Period

- Makati City has its roots as a pre-Hispanic settlement in the swamplands near Pasig River led by Lakan Tagkan and his wife Bouan.

- Don Manuel Lopez de Legaspi, founder of Manila and the first Governor General of the Philippines discovered the area and were told that the river's tide is ebbing by the residents - "Makati na, Kumati na." Legaspi thought this was the response to his query as to what the place is called.

- The settlement was renamed San Pedro de Makati after its patron saint. A *visita*¹ of Santa Ana de Sapa, Makati was under the jurisdiction of the Franciscan friars from 1600-1700.

- Two (2) of the earliest Catholic churches - *Nuestra Señora de Gracia* in Guadalupe and the Church of Saints Peter and Paul- are located in Makati. In 1890, San Pedro de Makati was decreed a public town of Manila².

1.1.2 American Commonwealth Period

- After the Americans took over the control of the island of Luzon from the Spaniards at the turn of the 20th century, San Pedro de Makati was incorporated into the province of Rizal under Commonwealth Act No. 137 in June 11, 1901.

- In the same year, the Americans established Fort William McKinley as a military reservation. In 1902, the Americans described the town as "a *pueblo* on the south shore of Pasig River," known for a "resort for convalescents," with a population of 3,921.

- A year later, a town administrator was installed to supervise community affairs.

- San Pedro de Makati remained a third-class agricultural town wherein the primary means of livelihood came from the cultivation of rice and horse fodder.

- In 1914, Philippine Legislature Act No. 2390 shortened the name of the town to its present name of Makati.

- During the birth of commercial aviation before the Second World War, Nielson Airport opened in what is now the Ayala Triangle, the first airport in the country.

1.1.3 Post-Second World War to Present

¹ A *visita* is a settlement on the circuit of a non-resident priest. Source: <http://www.somosprimos.com/spanishterms/spanishterms.htm> accessed on 26 August 2012.

² Excerpts from the History page of the Makati City Government Website. Accessed from <http://www.makati.gov.ph/portal/main/index.jsp?main=13&content=151#top> on 26 August 2012.

- A master-planned mixed-use community was established in the 1950s in Makati.
- Makati in the 1970s was a financial and commercial center and part of the National Capital Region (Metro Manila).
- Makati became a City with the enactment of Republic Act No. 7854 and a plebiscite approval in 1995 during the term of former Mayor Jejomar C. Binay and former Vice President of the country from 2010 to 2016.
- Makati has been described as a City of three areas: the Central Business District (CBD), the Old Town or *Poblacion* area, and the Fort Bonifacio area.

1.2 Geographic Location

- Makati is located at the center of the National Capital Region (NCR) and is bounded by Pasig River on the north, the municipality of Pateros on the east, the City of Taguig on the southeast, the City of Pasay on the south and southwest, and the City of Manila on the northwest.

1.3 Territorial Jurisdiction and Barangay Subdivision

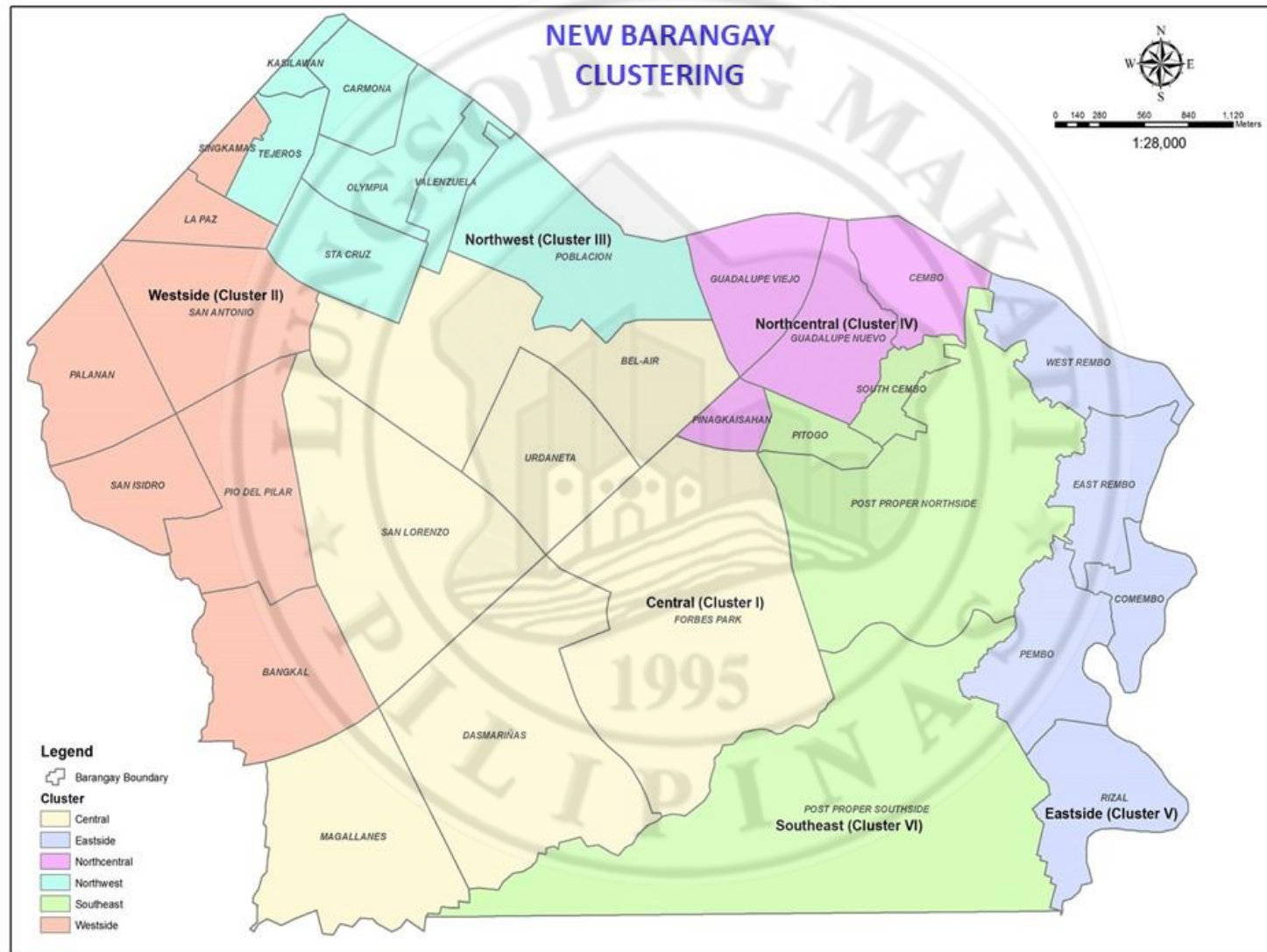
- The total land area of Makati is 27,355,700 square meters which accounts for 4.3 percent of Metro Manila's total land area. The City is composed of 33 barangays, which is distributed between two (2) legislative districts.
- The City is widely known for its commercial areas that support its recognized role as the Philippine's financial and business center. It should be noted, however, that land devoted to commercial use comprises only about 14.82 percent of the City's total land area. At the core of the City is the Central Business District, which hosts the headquarters of the biggest banks and corporations in the Philippines.
- Makati adapted the six (6)-cluster grouping of its barangays. The grouping of barangays that have common geo-physical and socio-economic characteristics has resulted to high impact programs/projects addressing common problems/concerns using pooled resources.

Table 1-1: Barangay Clustering, Makati City, 20 2020

Cluster I (Central)	Cluster II (Westside)	Cluster III (Northwest)	Cluster IV (North Central)	Cluster V (Eastside)	Cluster VI (Northeast)
Bel-Air	Bangkai	Poblacion		Comembo	Pitogo P.P. Southside
Dasmariñas	La Paz	Valenzuela	Guadalupe Nuevo	East Rembo	Cembo Pitogo
Forbes Park	Palanan	Sta. Cruz	Guadalupe Viejo	Pembo	P.P. Northside
Magallanes	Pio Del Pilar	Olympia	Pinagkaisahan	Rizal	South Cembo
San Lorenzo	San Antonio	Tejeros			
Urdaneta	San Isidro	Kasilawan			
	Singkamas	Carmona			

Sources: Urban Development Department 2020

Map No. 1-1. Barangay Cluster Map, Makati City



1.4 Physiography

- Makati City consists of the Diliman Tuff Member of the Pleistocene Guadalupe Formation and Quaternary Alluvium (BMG-DENR, 1983).
- The Diliman Tuff member is encountered in the central elevated portions of Makati City. It consists of thin to medium beds of fine-grained vitric tuffs commonly referred to as 'adobe'. The tuff is considered as a stable foundation for buildings as it absorbs seismic energy and reduces the effects of ground shaking to structures.
- Weathered tuff can still be prone to mass movements (rock fall, topple and slides) in critically steep slopes. The westernmost part of Makati City (Barangays Bangkal, La Paz, Palanan, Pio del Pilar, San Antonio, San Isidro, Singkamas, and Tejeros) is composed of former tidal flats. These low-lying areas at the western boundary and some areas in the eastern boundary (portions of Barangays East Rembo, Comembo, Pembo, and Rizal) have Quaternary alluvial deposits.

1.5 Topography

- Most of Makati City's topography is considered relatively flat. About 75 percent of its land area has a slope of 0-3 percent.
- Another 20 percent of its land area lies in the 3-12 percent slope category, while the remainder, located in the Fort Bonifacio area has a slope that is steeper than 12 percent.
- The elevation of Makati City ranges from 0-36 meters above mean sea level. The areas with low elevations are at the western, northern, and eastern peripheries of the city, close to the river boundaries. The highest elevations are found adjacent to the Fort Bonifacio ridge. Majority of the City, however, lies in the 4-20-meter elevation category.

1.6 Hazard and Risk Profile

- Makati's climate falls under the Type 1 Category which has 2 pronounced seasons, considerably wet from May to October and relatively dry and cool from November to April. Its average temperature is 27.8104 degrees Celsius.
- The City's topography is characterized by smooth topographic surface with elevation ranging from 0 to 36 meters above sea level. Makati is almost flat on all areas. About 75 percent of its land area has a slope of 0-3 percent or about 0 to 6-degree angle.
- In terms of hydrology, Makati has 16 creeks and rivers, some serve as the City's natural boundary with neighboring cities and municipality.
- Due to its geographical location and characteristics, Makati is exposed to several natural hazards such as earthquake and flooding. Likewise, the many economic facilities and activities, and the complexity of the urban set-up as a whole makes Makati prone to human-induced hazards.
- For Makati City, there are six (6) known tectonic earthquake generators affecting the area, namely (MGB, 2003 and Daligdig and Besana, 1993): (1) the Valley Fault

System, (2) the Philippine Fault Zone, (3) the Lubang Fault, (4) the Casiguran Fault, (5) the Philippine Trench, and the (6) Manila Trench.

- The nearest active fault to the City is the West Valley Fault (WVF). The official trace of the WVF can be seen on the eastern portion of the Makati City, cutting across Barangays East Rembo, Comembo, Pembo and Rizal in District II. According to MMEIRS, the WVF can generate an earthquake with a magnitude of 7.2 that may result to a very destructive ground shaking—equivalent to Intensity VIII on the PHIVOLCS Earthquake Intensity Scale (PEIS), in Metro Manila and nearby provinces.

- The potential for liquefaction in Makati ranges from low to none in areas underlain by the Guadalupe Tuff and moderate in areas underlain by Quaternary Alluvium.

- Areas of moderate hazard are mostly in District I, particularly, the west and northwestern region of Makati. Affected Barangays include Kasilawan, Carmona, Singkamas, Tejeros, La Paz, San Antonio, Palanan and San Isidro and portions of Valenzuela, Olympia and Poblacion near the Pasig River. In District II, areas along the banks of Pateros River area also categorized as having moderate liquefaction hazard.

- The rest of Makati has low or no hazard due to liquefaction. Most of the barangays that are identified to be prone to liquefaction are located in the fringes of the City and in areas where there are nearby creeks.

- Based on the earthquake-induced landslide susceptibility map by the Makati City Urban Development Department, areas prone to earthquake-induced landslides are barangays near the West Valley Fault. These are areas in Post Proper Southside and Northside, Pembo, and East and West Rembo. Ground shaking with intensity VII (destructive) to intensity VIII (very destructive) is expected in these areas. Also, mass movement may occur in areas with very steep and unprotected slopes produced by excavations and road cuts. Rockslides from towering walls of adobe may occur particularly in areas along C5-Kalayaan highway. Several residential structures are located above and below the adobe walls and are considered at possible risk.

- Flood exposure is attributed to Makati's general topography, as well as to other aggravating factors. Based on the 200-year flood hazard map of Makati City, areas that are distributed along creeks, the Pasig River and other low-lying areas are more susceptible to flooding.

1.7 Population Levels and Growth Rates: Metropolitan Context

- With a total population of 582,602, Makati City ranked ninth in terms of population size among the 16 cities and 1 municipality of Metro Manila based on the 2015 Census of Population and Housing. Between 2000 and 2010, Makati City experienced an annual population growth of 1.16%, comparatively lower than the growth rates of the other 9 cities (ranging from 1.57% to 3.26%) and nearly equal that of the lone municipality of the metropolis (1.12%). Its rate of growth eventually recovered with an annual growth of 1.85% during the following five-year period (2010-2015).

- Makati City exhibited a slowly decreasing percentage share to the NCR

population, from 4.7% in 2000 down to 4.5% in 2010 and 2015. Its neighbor city, Taguig City, on the other hand, exhibited the most significant increases in its share to the total population of the metropolis from with 3.26% to 4.32% during the same periods.

1.8 Population Levels and Growth Trends: Makati City and Its Barangay

- The first census of population conducted in 1903 recorded a total of only 2,700 inhabitants in Makati. The town's population grew fast and steadily at 10.82 percent annually until the end of year 1918. Population growth rates exhibited a fluctuating but positive trend from then on until 1995. The unprecedented increase in the population experienced during the period 1960-1970 was attributed to massive in- migration of people to Makati as it became the center of business and commercial activities in the country.

- During the period 1995-2000, however, historical data shows a significant reduction in the city's population, and thus a tremendous drop in the growth pattern registering a negative annual growth of -0.57% during the 5-year period. The growth rate picked up during the following 15-year period at 1.16% per annum between 2000 and 2010, and 1.85% per annum between 2010 and 2015. As of 2015, Makati's population stood at 582,602, a level which is 216 times bigger than the population count in 1903.

1.9 Daytime Population

- Considered the city's night-time population is the registered resident population of 529,039 in 2010, and 582,602 in 2015. The daytime population of the city was calculated by the UDD using the 2011 estimates of daily traffic and vehicle composition and occupancy. Daytime-night time population ratio was estimated to reach a minimum of 6 and a maximum of 8. At the minimum, daytime population of Makati City is calculated to be 3.17 million in 2010, and 3.5 million in 2015.

1.10 Population Distribution and Density

- The population and land distribution show wide disparities in population concentration across the barangays. Aggregately, 42% of Makati City's population in 2015 were residing in District I, which accounted for the 76% of the city's total land area. Meanwhile, the remaining 24% of the city's total land area (District II) was being occupied by the other 58% of its total population.

- Overall, the average population density of Makati City in 2015 was estimated at 254 persons per hectare. The city's most densely populated barangays, or those with more than a thousand residents per hectare, were Cembo and Pitogo, both located in the District II area. The top 3 most densely populated barangays in the District I area were Kasilawan (637 persons/hectare), *Singkamas* (585 persons/hectare), and Tejeros (478 persons/hectare).

1.11 Sectoral Profile

1.11.1 Administrative Services

Organizational Structure

On this sector rests the ability of the LGU to implement its programs to transform Makati into a smart/wired city and provide a better quality of life for its residents and locators. As such, this sector encompasses the organization structure, manpower development, fiscal management and program/project management. This sectoral plan likewise promotes the involvement of voluntary groups or civil society organizations in the preparation, implementation, monitoring, and evaluation of the different sectoral projects and processing of complaints from its publics.

The major areas of this sector that this document will address, include the attainment of the following objectives: 1. Appropriate organizational structure and employees with competence and academic qualification and capability to implement programs; 2. Adoption of the appropriate management systems in compliance with commitments to ease of doing business, transparency and accountability; and 3. Installation and operation of cost-effective smart city measures to assist in the management of government programs and the delivery of basic services to its constituents and locators.

Moreover, the organization that comprises the governance mechanism of Makati City have these characteristics:

- As set forth above, the offices and bodies comprising the organizational structure are grouped into these clusters: administrative services, economic development, environmental management, financial management, infrastructure development, protective services, and social development functions.
- There are five (5) national government agencies operating and included in the sectoral groupings of the City. These are the Department of Interior and Local Government (DILG), Department of Education (DepEd - Makati), Bureau of Jail Management and Penology (Makati City Jail), the Philippine National Police (Makati Police Department), and Bureau of Fire Protection (Makati Fire Department).
- The City Government is composed of 19 elected city officials (Male-11; Female-8) and 26 department/office heads (Male-15; Female-11)
- The City employs a large number of personnel (8,980 as of year 2017) in either regular, casual, contractual or job order basis. Of this number, 5,103 are male employees while 3,877 are female. Regular employees number 3,498; while casual employees number 5,155. Forty-seven are contractual and consultants while 280 are classified as Job Orders.
- The Department of Environmental Services (DES) has the biggest personnel complement with 669 employees, followed by the Public Safety Department with 418 personnel, and the Ospital ng Makati with 368 employees.
- Based on the 2015 census of population (582,602), the civil servant to population ratio of Makati City stands at 1:71, interpreted as one (1) civil servant for every 70 residents. This compares well as that of Singapore's 1:66 ratio.
- In terms of educational attainment, most of the employees of the City Government are college graduates. While there are also some who were not able to finish secondary education, there were also a few who hold doctorate degrees.

- Based on 2017 Situational Analysis of the Administrative Services Sector of the City, all personnel are qualified in terms of education, training hours and eligibility standards of the Civil Service Commission.

1.11.2 Economic Development

- Makati City is the country's premier business district. It sustains its identity as the most economically dynamic locality based on the assessment of its national competitiveness. This proves its functional role as the country's premier business district with business explosion that commenced since 2011. The commercial activities are largely concentrated in this city and it still serves as the primary link to international finance and the global economy. The city is among the three major commercial business districts in Metro Manila together with Ortigas and Bonifacio Global City.

- As of May 2017, Makati City supplies the highest area of office space equal to 2.96 million square meters (33.40%) out of the current supply of office space in Metro Manila of 8.80 million square meters (*Leechiu Property Consultants, 2017*). From 2017 to 2021, Colliers International forecasted that the commercial business district (CBD) of Makati City would supply a total of 28,740 residential units.

- The secondary sector, which is dominated by the manufacturing and industrial activities, plays an important role in the economic growth of Makati City. From 2014 to 2017, the average number of manufacturing establishments was 1,537, which represent 1.87 percent of the total number of business establishments in Makati City.

- Real estate business proliferates in Makati City. From 2014 to 2017, there are 12,549 establishments engaged in real estate activities. This economic activity represents 15.29 percent of all the businesses in the city for the mentioned period. Other business establishments in Makati City include those that are engaged in operating convenient stores, restaurants, and amusement places; banking and finance; exportation and importation; manufacturing and processing of special business permits; among others.

- The number of registered business establishments in Makati City generally exhibited growth from 2014 to 2017 with an average annual growth rate of 1.13 percent and registered an average of 82,076 establishments. The establishments that offer a variety of economic services are the highest in number reaching an average of 29,070 from 2014 to 2017, followed by wholesale and retail establishments. The Business Permits Office recorded an average of 22,515 wholesale/retail enterprises in the last four years. This occupied more than one-fourth (27.43%) of the total business establishments in Makati City.

- There are 13 establishments per hectare in Makati City based on the Integrated Sectoral and *Barangay* Outcome Evaluation Report. The *barangays* in the Northeast (2), North Central (4) and Eastside (6) clusters recorded a business density, which is lower than the city level. Comparatively, the Northwest, Central and Westside clusters exceeded the city's business density equivalent to 17, 18 and 22 business establishments per hectare, respectively.

- The number of retired establishments in Makati City decreased from 1,077 in 2016 to 954 in 2017. However, the amount paid by these establishments are higher in 2017

equal to PhP96.79 million compared with previous years of PhP43.29 million in 2016 and PhP30.48 million in 2015. This denotes that the businesses that retired in 2017 in Makati City can be categorized as major business establishments.

- Makati City has a vibrant cooperative movement. As of December 31, 2017, there are 229 registered cooperatives, of which 158 are operating; 15 for show cause order that needs to satisfy requirements by the Cooperative Development Authority (CDA); 12 are classified as new; 28 cooperatives have already been cancelled; and 16 were dissolved. The capitalization level of cooperatives in Makati City, which is represented by the total value of assets, reached an average of PhP16.26 billion given an impressive average annual growth rate of 27 percent from 2015 to 2017. The City was recognized as the 3rd Best Performing LGU-CDO Independent Component City and Highly Urbanized City Level during the CDA *Gawad Parangal* National Awardees 2017; and first LGU that created Cooperative Development Office in the NCR given by the *Liga ng Cooperative Development Officers ng Pilipinas*.

- The City of Makati offers a wide variety of tourism facilities to include hotels, historical and cultural sites, shopping centers, art galleries, restaurants and bars that serve local and international gourmet, and sports/entertainment/recreational facilities. The total capitalization of the tourism facilities reached a total of PhP5.28 billion and total employment of around 34,737.

- Generally, the poverty incidence of Makati City went down from 1.86 percent in 2003 to 0.80 in 2015 based on small-area poverty estimates of the Philippine Statistics Authority (PSA). In 2012, Makati City registered the lowest poverty incidence among the cities of the NCR that belong to the 4th district to include the cities of Las Piñas, Muntinlupa, Paranaque, Pasay, Pateros and Taguig. During the same year, its poverty incidence of 0.5 ranked second to San Juan City with poverty incidence of 0.30.

- In terms of competitiveness, the overall rank of Makati City among the highly urbanized cities ranges from first in 2014 to fourth in 2017. It was in 2015 and 2016 that the City of Makati consistently ranked second in terms of overall competitiveness. Among the three (3) measures of competitiveness, Makati City either ranked first or second in terms of economic dynamism among all the highly urbanized cities in the Philippines. From 2016 to 2017, Makati City led these cities in terms of economic dynamism.

- **1.11.13 Environmental Management**

- Based on garbage collection data from the Solid Waste Management Division (SWMD) of the Department of Environmental Services (DES) for the period 2015 to

2017, the volume of actual garbage collected has generally been declining at an average rate of 11.01%.

- Makati has been able to comply with the mandatory diversion rate of 25% set in RA 9003 from 2015 to 2017. In 2016, the City achieved a waste diversion rate of 60.91%, the highest ever, since monitoring started in 2003.
- In 2015, the Biochemical Oxygen Demand (BOD) level in the Pasig River measured from the Guadalupe water monitoring station was 28.69 mg/L. In the following year, this increased to 45.55 mg/L. In 2017, it decreased to 32.6 mg/L. The goal for the Pasig River is to achieve the acceptable levels for class C inland waters, which are suitable for fishery, recreation and industrial water supply. The maximum acceptable BOD value for this level is 10 mg/L. On the other hand, Dissolved Oxygen (DO) levels from 2015 to 2017 are lower than the minimum 5 mg/L required to allow aquatic life to survive in the river. There is a significant improvement in DO in 2017 which was measured at 4.1 mg/L.
- PM_{2.5} (fine particles) or pollution originating from human activity was recorded at 30.8 ug/m³ in 2017, which is higher than the maximum level of 25 ug/m³ set by DENR. On the other hand, PM₁₀ (coarse particles) such as soil, dust, sea salt and bio aerosols was measured at 36.0 ug/m³, which is lower than the 60 ug/m³ limit.
- At present, there are 15 parks being maintained and monitored by the City with a total land area of approximately 9 hectares. The City also maintains 3 plant nurseries for its tree planting activities. There are already 111,649 trees in the City resulting to a tree to person ratio of 1:5.

1.11.3 Disaster Risk Reduction and Management

- The Makati DRRM's vision and mission is anchored on the overall vision of Makati which is to lead the Philippines in the 21st century; its global and national enterprises, leading the creation of a new responsible and sustainable economy; its citizens, productive, empowered and God-loving as stated in the Comprehensive Land Use Plan (CLUP).
- The enhanced Makati DRRM Plan for 2019-2030 already integrates the Sendai Framework for Disaster Risk Reduction (SFDRR) and incorporates UNISDR's Making Cities Resilient Local Urban Indicator Tool or Scorecard in its planning framework in order to assess possible areas for improvement.
- The Makati DRRM Plan will align its goals with the four (4) targets of the SFDRR:
 - Reduce disaster-related mortality including injuries
 - Indicator: Number of disaster-related deaths and injuries
 - Minimize the number of affected people
 - Indicator: Percentage of affected (displaced) population
 - Reduce direct disaster economic loss

- Indicator: Percentage of businesses (per category) able to resume operations after the disaster event; Compliance with EPR/BC Plans; Access to insurance and risk financing schemes
- Minimize damage to infrastructure and disruption of basic services.
- Indicator: Percentage of damaged infrastructure; Number of days of disruption of critical services

1.11.4 Finance Management

- From 2005 to 2010, Makati City was among the top three income grossing LGUs in the Philippines. Thus, it is deemed important for the city to sustain the growth of its income through efficient and effective local finance management in the midst of stiff competition with other emerging business districts in the National Capital Region (NCR).
- The income of Makati City is sourced from four major revenue items to include taxes, service income, business income and miscellaneous income. From 2015 to 2017, the total revenue followed a general increasing trend from PhP15.24 billion to PhP16.26 billion. The revenue of the city reached an average of PhP15.53 billion. Of this amount, the tax revenue dominated all the revenue sources amounting to PhP13.58 billion. This represented 87 percent of the mean revenue from 2015 to 2017.
- The business income reached an average of PhP1.35 billion or 9.0 percent of the mean revenue. Other significant sources of the revenue of Makati City include service income and miscellaneous income, which recorded a three-year average of PhP0.48 billion (9% of mean revenue average) and PhP0.12 billion (1% of mean revenue average), respectively.
- The earnings of Makati City from taxes generally depicted growth from PhP13.74 billion in 2015 to PhP14.05 billion in 2017. The share from national taxes reached an average of PhP1.40 billion from PhP1.91 billion in 2015 to PhP1.35 billion in 2017. This comprises 10 percent of the mean tax revenue on the mentioned period. More than half (69%) of the share from national taxes came from the internal revenue allotment (IRA) and PhP0.18 billion (13% of the mean income) from economic zones.
- The tax collection of Makati City generally improved from 2015 to 2017 from PhP13.93 billion in 2015 to PhP16.97 billion in 2017. This denotes an annual mean of approximately PhP15.37 billion and an average annual growth of 10 percent from 2015 to 2017. The increase in collection can be attributed to the efforts of the finance sector to include the examination of the Establishments' Books of Accounts, continuous sending of the notices to the delinquent taxpayers, and the establishment of the "Kubol" or the One Stop Shop. These are also the reasons for the growth of the city's tax collection efficiency rate from 88 percent in 2015 to 96 percent in 2017. The average collection rate is 93 percent per year from 2015 to 2017.
- Makati City was able to sustain an increasing income-generating capacity from PhP11.96 billion in 2013 to PhP16.26 billion in 2017. This is equivalent to an annual mean of PhP14.24 billion and 8.2 percent average annual growth.
- In 2017, the average budget utilization rate by barangay cluster was 79 percent.

The Central and Eastside clusters posted utilization rates that are lower than this figure equivalent to 68.31 percent and 78.76 percent, respectively. Comparatively, the Westside Cluster (86%), Northwest Cluster (98%), Northeast Cluster (82%) and North Central Cluster (92.76%) recorded higher budget utilization rates ranging from 82 percent to a high of 98 percent. It would be ideal to fully utilize the planned budget since this is an indication of the efficiency of resource allocation, mobilization and management of the proposed sectoral reforms.

- From 2015 to 2017, the budget utilization rate by sector posted a declining trend from 64.85 percent in 2015, 61.17 percent in 2016 to 47.81 percent in 2017. This denotes an annual average of 57.94 percent utilization equivalent to annual expenses of PhP10.68 billion from 2015 to 2017. The utilization level declined at an annual average of 14 percent. On the other hand, the expenses grew annually at an average of 33 percent. The utilization rate in 2017 was the lowest from 2015 to 2017 equivalent to 47.81 percent. This can be attributed to the low utilization rate of Makati City, which was recorded at 47.81 percent, the lowest among all the *barangay* clusters.

- The total expenditures of Makati City in providing services to the local residents demonstrated growth from PhP8.45 billion in 2014 to PhP14.31 billion in 2017. This represents an average annual growth rate of 32.9 percent from 2014 to 2017. The expenditures in infrastructure and economic services posted the highest average growth rate of 119.8 percent and 111.8 percent, respectively. Generally, the expenditures for these services exhibited growth from 2014 to 2017. The lowest expenditures were recorded for the services in the environment sector with an average growth rate of 3.5 percent.

- The amount of savings of Makati City followed an upward trend from PhP4.47 billion in 2015; PhP6.02 billion in 2016 and PhP15.62 billion in 2017. From 2016 to 2017, there was tremendous growth in the amount of savings of 159 percent. This implies that the local government may have experienced difficulty in the delivery of basic services since some of the proposed PPAs were not implemented as planned.

- The total assets increased by 5.25 percent from PhP49.12 billion in 2015 to PhP54.37 billion in 2016. The amount of assets soared almost three times to PhP197.45 billion in 2017 or 143.08 percent growth from 2016. The major contributors to the total assets of the city are the current assets and the property, plant and equipment. Other components of assets are investment and intangible assets.

- From 2015 to 2017, the total liabilities of Makati City grew by PhP1.41 billion from PhP11.61 billion in 2015 to 13.02 billion in 2017. Bulk of these amount or approximately 90 percent came from current liabilities and the rest from non-current liabilities.

- The net assets of Makati City posted a significant upward trend of around 392 percent from PhP37.51 billion in 2015 to PhP184.43 billion in 2017.

- The financial ratios indicated that Makati City remains liquid and has the capacity to pay its debts since the current assets are more than enough to pay current liabilities. The current ratio grew from 2.29 in 2015 to 2.80 in 2017 or an annual average of 2.52. Likewise, the city can be said to be solvent given a relatively small portion of the total liabilities, which are financed by assets. The lower the solvency ratio is, the lower is the risk.

A declining solvency ratio was recorded from 0.24 in 2015, 0.23 in 2016 and 0.07 in 2017.

1.11.5 Infrastructure Development

- Because Makati is the primary Central Business District of the country, it is one of the major traffic generators in Metro Manila. The city attracts a large amount of vehicle traffic due to its large resident population and its service-oriented economy. Rapid population growth, economic development, and corresponding increases in vehicular trips that are internally generated or passing through the city have constrained regional accessibility and local circulation.

- The City's road network is part of Metro Manila's system of circumferential and radial roads. Several interchanges, elevated roads and exit ramps are in place to increase the capacity of gateways to Makati City. These include the EDSA interchanges (Sen. Gil Puyat- EDSA northbound interchange, Ayala Avenue-EDSA northbound interchange, and, EDSA-Ayala-Pasay Road Interchange) and the Metro Manila Skyway (Don Bosco slip ramps, Pasay Road-Amorsolo ramps, and Sen. Gil Puyat Ave Ramps). The major gateways to Makati City are also the primary roads in Metro Manila's arterial road network.

- Since the city's road network is part of Metro Manila's arterial road network, it is just natural that these are subjected to various pressures brought about by rapid motorization, urbanization, growth in land use densities, and increased transport demand resulting to larger number of person-trips as well as vehicle-trips and severe congestion.

- In a metropolitan perspective, Makati City generates traffic in all directions due to the various developments (also called modern gateways), such as Circuit Makati in the north, Ayala Triangle Gardens, Ayala North Exchange in the northwest, and McKinley Exchange in the east. This makes Makati City as a major destination, as manifested by the current travel patterns wherein roads leading to Makati have higher traffic volume in the morning while the opposite direction peaks in the afternoon. This creates extreme pressure to external roads that likewise serve as major links not only to other Metro Manila destinations but also to other regions as well.

- Traffic congestion in Makati is compounded by the fact that the north-south backbone, or the NLEX and SLEX expressways, are not directly connected. Hence, north and south through traffic are distributed to the major arterial roads that are at the same time the major gateways to the city, i.e., EDSA, Osmena Highway and C.P. Garcia Avenue.

- Feeder roads to the city are the J.P. Rizal Avenue (R4), Kalayaan Avenue, Sen. Gil Puyat (Buendia) Avenue (C3), Ayala Avenue, Chino Roces Avenue, and McKinley Road. The roads combined with 333 kilometers of the City's roads (distributed among its 1,177 streets) provide travel space for both Makati City and external traffic.

- The major destinations of the City's internal traffic reckoned from Barangay

Poblacion are the Makati CBD and clusters of Barangay in Northwest and Northeast. Eleven percent of internal traffic crosses Epifanio Delos Santos Avenue (EDSA) making this a major traffic issue considering that EDSA is a 10-lane highway with commuter rail line at the center.

- The public transit systems in the City are road-based (jeepneys, taxis and buses) and commuter rail (PNR and MRT).

- In terms of vehicle composition, of the total traffic generated by the City; 42.5 percent are private cars, 28.5 percent are jeepneys, 28.3 percent are buses, and 0.7 percent are trucks or goods vehicles. Public transport trips by jeepney and bus comprise 56.8 percent.

- Jeepneys and buses are transit vehicles and they have fixed routes.
- Car travel is being managed through Number Coding scheme. This works in a manner where vehicles with plate numbers end in 1 and 2 are barred from city streets from 7 in the morning to 7 in the evening on Mondays, 3 and 4 on Tuesdays, and so on.
- Truck traffic is also managed by way of truck ban. On major roads, truck ban starts from 7:00 to 10:00 in the morning and 4:00 to 7:00 in the evening.

- Makati's public transport system is mainly road-based, and hence, travel delays are common occurrences because of the constraints in the capacity of road facilities to accommodate the ever-increasing vehicular traffic volume and deficiencies in the overall traffic control system.

- Land-based transit system in the city is the road-based buses and the jeepneys, as well as the rail-based light rail transit system. The conventional transit mode is by bus which is regional in scope, servicing other cities in Metro Manila and its surrounding areas. The jeepney, on the other hand, dominates as the public transport mode, mainly servicing local and internal trips.

- The Unified Vehicular Volume Reduction Program (UVVRP), also called number coding, is a road space rationing program that aims to reduce traffic congestion, in particular during peak hours, by restricting the types of vehicles that can use major public roads based on the final digit of the vehicle's license plate. Vehicles with plate numbers ending in 1 or 2 are barred from city streets from 7 a.m. to 8 p.m. on Mondays, 3 and 4 on Tuesdays, and so on. For Makati, the city has adopted a "no window" hours policy, which means that prohibited vehicles are not allowed in its streets from 7 a.m. to 8 p.m.

- In terms of managing freight transportation, the Metro Manila Council Special Traffic Committee approved a resolution (MMDA Resolution No. 3, s. 2015) to re-implement the uniform truck regulation in Metro Manila. Trucks which have a gross capacity weight of 4,500 kilograms and above are not allowed to travel on certain roads specifically from 6 - 10 a.m. and 5 - 10 p.m. every day except Sundays and holidays.

- The city's compact nature and high daytime population density is fairly suitable for sustainable Transit-Oriented Developments (TODs). The mass transit systems must be complemented by efficient and safe walking environments to provide seamless pedestrian movements. Although Makati CBD has modern pedestrian facilities, these have to be expanded to further improve mobility.

- Makati City has 21 rivers/creeks/canals through which storm water is drained. Pasig River is the widest waterway that also serves as the City's northern boundary. A stream traverses through Guadalupe Viejo, Pitogo and Pinagkaisahan while another stream passes through barangays Bangkal, San Lorenzo, Bel-Air, Urdaneta, and Forbes Park. The longest creek is the Maricaban Creek at 5.90 kilometers which traverses Barangays Forbes, Dasmariñas, Southside, and Magallanes.

- Electric power supply connections in all barangays of the City are provided by the Manila Electric Company (MERALCO), which is the sole electric distributor for Metro Manila. MERALCO gets its bulk supply from the state-owned National Power Corporation (NPC). Transmission lines that bring power to Metro Manila are operated and maintained by the National Grid Corporation of the Philippines.

- Philippine Long-Distance Telephone (PLDT) and Globe Telecom are the major providers of land-based telephone services in the City. Likewise, PLDT-Smart Communications, Globe Telecom, and Sun Cellular are the major mobile phone and internet service providers.

- There are four (4) international record carriers and stations in the City, which include Eastern Telecommunications Philippines, Inc., Globe Telecom, and Philippine Global Communications and Capitol Wireless, Inc. Postal services are provided mainly by the central postal office in Sen. Gil Puyat Avenue in District I.

- There are five (5) FM radio stations, three (3) AM radio stations and the two (2) cable operators and two (2) satellite television providers in Metro Manila servicing the City. There are also two (2) television stations and six (6) publishing houses based in the City.

- Manila Water Company and Maynilad provide water service in to the City through several primary distribution mains. Raw water, however, comes from the Angat-Ipo-La Mesa water system, an external source that begins in Norzagaray, Bulacan and supplies the whole of Metro Manila. Water supplied by the Manila Water company is treated at the Balara Treatment Plant while Maynilad treats its water at the La Mesa Dam.

- Makati is prone to flooding because of its topographic and hydrological conditions characterized by low-level areas and the low gradient of the Pasig River combined with the prevalence of heavy rainfalls associated with tropical cyclones.

- The City has three (3) types of drainage channels: open canals, reinforced concrete covered pipes, and improved box culverts. Domestic and industrial wastes are discharged into storm drains and into the nine rivers and creeks that extend from Del Pan Street to San Jose, Guadalupe.

- During the period 2009 to 2011, improvements were made to the City's drainage system. Open canals were converted to improved box culverts and reinforced circular concrete pipes (RCCP). To date, the city has a total of 625.127 km of improved drainage system and only 5 remain as open canals.

1.11.6 Protective Services

- The city has a total of 10 police precincts scattered in different locations within the city, a police headquarters (main) and a traffic management group. The City has one (1) city jail.

- Police-population ratio in Makati City has been estimated at 1:1,797 in 2015, 1:1,746 in 2016, and 1:1,786 in 2017, which were way below the standard of 1 police for a population of 500. The deficiency in police force is heightened during daytime (1:7,078 in 2015, 1:6,410 in 2016 and 1: 6,343 in 2017) when the City's population is estimated to increase four times because of the presence of non-resident workers and students as well as tourists and shoppers.

- Fire protection facilities and equipment include the main fire station and ten (10) sub-stations. Each fire station is equipped with a fire truck.

- Fire brigades are also available, with some of them housed in the BFP fire stations. Barangays Guadalupe, Poblacion, Forbes Park and *Singkamas* have their own responding teams, ready for deployment not only in their area of responsibility, but also within the City if the need arises.

1.11.7 Social Development

A. Health

- Makati has made significant strides in improving the health of its people as reflected in the marked reduction of its Crude Birth Rate (from 22.33 in 2008 to 13.91 in 2016), the Infant Mortality Rate (from 10.85 in 2008 to 8.53 in 2017) and protein-energy malnutrition (overweight and underweight) prevalence rate (from 0.97 percent in 2008 to 0.55 in 2017), among others. The Maternal Mortality Rate of 0.51 per 1,000 live births (51 maternal deaths per 100,000 live births) in 2017, is remarkably lower than the national MMR rate of 114 per 100,000 live births.

- The City has accelerated the coverage of safe water (from 93.60% in 2012 to 99.74% in 2017) and sanitation (from 91.40% in 2012 to 94.18% in 2017). It continues to strengthen communicable and non-communicable disease programs, expand and enhance the capacities of its health services delivery points, and reinforce healthy behaviors through the strict implementation of its anti-smoking ordinance and other local legislations on health and environmental sanitation.

- As of 2017, the city's public health facilities include a 300-bed public hospital,

26 public health centers (with one providing services 24/7), 3 public birthing/lying-in clinics and 1 public social hygiene clinic. Private health facilities, on the other hand, include 3 hospitals, 117 medical clinics and 209 dental clinics, at least 32 private laboratory and diagnostic clinics, and at least 11 private drug testing centers.

B. Education

- Makati City has a high literacy rate of 99.87% as of 2017, slightly higher than the NCR literacy rate of 99.82%. Female literacy rate (99.89%) is slightly higher than male literacy rate (99.86%).

- The City has twenty-five (25) public elementary schools, ten (10) public high schools, two (2) stand-alone senior high schools and one (1) public university. Moreover, the City has five (5) schools that have special education facilities, and these are Pio del Pilar Elementary School (Main), Nemesio I. Yabut Elementary School, Gen. Pio del Pilar National High School, Fort Bonifacio High School, and Pembo Elementary School.

- The non-formal education programs offered in the City under the Makati Training, Placement and Livelihood Consortia (MTPLC) such as call center training, food and beverages, welding fabrication, computer servicing, electrical building wiring, livelihood training, basic electronics with cellphone repair, waitering/bartending, automotive servicing, motorcycle servicing, heating/ventilation and aircon servicing, auto mechanic with basic driving and Dep-Ed's Alternative Learning System (ALS).

- The classroom-student ratio is at 1:49 at the elementary level and 1:58 at the high school level, as compared with the standard of 1:45 for both levels. Teacher-student ratio appears to be small (1:32 for elementary and 1:23 for high school compared with the standard of 1:40 and 1:45, respectively) but this is due to the shifting schedules being implemented. This means that class hours need to be shortened to accommodate more classes in one room. The standard textbook-student ratio and computer-student ratio both at 1:1 have been achieved by the City in 2015.

C. Culture and Arts

- Makati has been the epicenter of the advertising industry for several decades, the backbone of its cultural economy that has expanded to include animation suppliers, game developers, and other KPOs. The strength of this creative sector however still remains unacknowledged.

- Arts education in the city begins with 240 minutes per week of the Music, Arts, Physical Education and Health (MAPEH) subject from Grades 1-6, augmented by a program called TOPS – Talent Optimization Program for Students, providing them with expert instruction in the arts and music as well as journalistic writing. Makati High School is the only high school in the city offering Special Program for the Arts for Grades 7-10 and the Arts/Design Track from Grades 11-12. There are a few tertiary schools that offer degrees in the arts, mostly in digital media.

- The city's culture and arts programs are being implemented by the Museum and Cultural Affairs Office. In February 2017, the Makati City Culture and Arts Council were created tasked with planning and policy-making. It has yet to be convened.

- The city's cultural infrastructure is possibly the strongest in the Metro Manila area (and the entire country) with the most number of museums, galleries and exhibition spaces, libraries and performing arts venues relative to the population. Private sector involvement in culture and arts development is also robust with at least 14 civil society groups based in the city.

- The Caracol Festival is the primary means with which the city promotes cultural participation, interconnectedness, solidarity and cooperation among its citizenry, reporting 100% participation among barangays in 2017.

- In 2017, the National Commission for Culture and Arts trained 70 public school teachers to do a city-wide cultural mapping. But the centerpiece of the city's historic preservation efforts remains to be the Makati Poblacion Heritage Conservation Project which earned a Culture 21 good practice citation from United Cities and Local Governments (UCLG) Committee on Culture.

- The Museo de Makati is housed in the old municipal hall built in the 1930s. Today it serves as a venue for mounting art works/exhibits, storytelling and art workshops. The museum is situated in the heart of the planned heritage restoration area of the City.

D. Social Welfare

- The existing social welfare facilities in the City that are strategically distributed among the barangays include forty-four (44) Child Development Centers including the four (4) Child Minding Services, thirteen (13) Senior Citizen Centers and two (2) Social Development Centers.

- Based on the 2015 Census results, 43% of the households in Makati City own the house and lot they are currently occupying. A bigger proportion (47%) of the households is considered as renters of houses or rooms including the lots. It is significant to note that the proportion of renters in Makati City (47%) is greater than that in the whole of NCR (37%). Eight percent of the households are occupying own or rent-free houses built on rent-free lots with consent of owners, while a little less than 1% are occupying lots without the owners' consent.

- Among the 148,430 occupied housing units in Makati City in 2015, the predominant type of construction materials used for outer walls were concrete/brick/stone (77%), half concrete/brick/stone and half wood (16%), and wood (6%).

- Similar with the situation in the entire Metropolis, Makati recorded a ratio of 104 households per 100 occupied housing units in 2015. This implies a backlog of four (4) housing units per 100 households in the City, if the housing program goal is 'one house for each household'.

- Makati boasts of its multitude and variety of sports and recreational facilities, both publicly and privately owned such as movie houses, basketball courts, and track oval with soccer field, public swimming pool, and gymnasiums.
- Parks and other recreational facilities are strategically distributed around the City, which provide easy access to residents and visitors.



2 MAKATI CITY COMPREHENSIVE DEVELOPMENT PLAN 2019 - 2025

2.1 Background and Rationale

The formulation of the Comprehensive Development Plan (CDP) was based on Section 109 of the Local Government Code (LGC) or RA 7160. The said provision states that each Local Government Unit (LGU) shall have a multi-sectoral development plan to be initiated by the LDC and approved by its *Sanggunian*.

RA 9279 Climate Change Act of 2009, Hyogo Framework for Action (HFA) and RA 10121 Philippine Disaster Risk Reduction and Management Act of 2010 were also considered in crafting the City's Comprehensive Development Plan (CDP).

CDP refers to the multi-sectoral plan formulated at the city/municipal level, which embodies the vision, sectoral goals, objectives, development strategies and policies within the term of local officials. The corresponding PPAs contained in the plan serve as primary inputs to investment programming and subsequent budgeting and implementation of projects for further growth and development of the LGUs.

CDP serves as a guide for the City's development including the promotion of the general welfare of its residents and considered as an action plan utilized by every LGU to formulate and implement priority program and projects.

The City's Comprehensive Development Plan aims to:

- Enhance the built and unbuilt areas of Makati City for the seven (7) sectors: administrative services, economic development, environmental management, finance management, infrastructure development, protective services, and social development;
- Identify sectoral and cross-sectoral issues and concerns;
- Formulate sectoral development plans, including the identification of programs and projects;
- Prioritize programs, projects and activities for implementation in short term (1 – 3 years), medium term (3 – 6 years) and long term (beyond 6 years);
- Serves as guide in the formulation of Capital Investment Program (CIP) and Executive and Legislative Agenda (ELA); and
- Define the institutional responsibilities and mechanisms in the implementation of the CIP and ELA.

The formulation of the City's CDP will be guided by the following principles:

A. Good Governance

- Described as a government that is proactive. It shall be forward-looking, innovative, transparent, accountable and participative.

B. Economic Dynamism

- Resilient and transformative economic environment conducive for creation, retention, and attraction of investments. It promotes economic dynamism and Makati branding through innovative principles and measures as well as strategic public financial management system.

C. Culture of Resiliency

➤ Achieve a green and sustainable urban ecosystem. It has the capability to reduce carbon dioxide emission while increasing sequestration towards a low carbon city. It also refers to a disaster resilient city that has the capability to cope with disaster and recover from its impact

D. Inclusive Growth

➤ Empowered, with life-long and quality learning, enhanced 21st century skills that engage people to be creative, economically productive and socially responsible members of the society

E. Urban Mobility

➤ Refers to City's interconnected system for easier and faster movement of goods, people, services and information. It also described as the freedom for seamless and holistic connectivity across physical and logical space.

F. Vibrant Communities

➤ Refers to a safe, secure, healthy place to live in, and culturally vibrant diverse communities with access to social services and address the needs of the people living in it. It also encompasses an emphasis on providing good quality and affordable housing, high levels of social cohesion, and social capital.

G. Moving Towards Becoming a Smart City

➤ Refers to the use of creative and innovative digital-enabled devices and systems to deliver public services to the residents and locators. These systems will also enable the residents to enhance and maximize their respective capabilities resulting in better efficiencies in their daily lives, vocations and even businesses. Such digital-based solutions shall be conceptualized through input and cooperation of all possible sectors of the City led by the administration.

Sectoral development plans embodied in the City's CDP include the following:

a) The **Administrative Services Sectoral Plan** aims to strengthen the capability of local government bureaucracy as well as elected officials to plan and manage the City's development including Human Resource Development Program, Information and Communication Technology, Civil Registration, General Services, Internal Management, Liga ng mga Barangay Programs, and Urban Development.

b) The **Economic Development Plan** identifies the sources of economic growth in the planning area and determines how this economic growth can be sustained. The plan focuses on how the city government can help enhance investments from both the public and private sectors in the planning area, which will then make it more attractive to businesses and further strengthen local economic development. Increasing business enterprises is envisioned to create more employment opportunities that capitalize on livelihood development for the productive sector of the local populace.

c) The **Environmental Management Plan** highlights the preservation of the quality of land, water and air resources of the planning area as well as provides strategies to

further improve the environmental conditions and systems of Makati. It investigates the environmental implications of all development proposals within the city and provides measures to prevent and mitigate anticipated impacts. This sector plan presents programs for maintaining cleanliness of air, water, and land resources and rehabilitating or preserving the quality of natural resources to enable them to support the requirements of economic development and ecological balance to benefit both present and future generations.

d) The ***Finance Management Sectoral Plan*** consists of revenue generating programs, projects and activities. It also includes efficient and effective budget allocation and utilization. Likewise, it includes improving the accounting system of the City, business licensing and implementation of assessment mechanisms of real properties towards attaining an efficient land market and equitable urban growth development.

e) The ***Infrastructure Development Plan*** concentrates on the provision of infrastructure requirements to address social, economic, and institutional concerns of the various stakeholders. Infrastructure related to Social Development includes hospitals, schools, and recreational facilities, among others, that would enhance the provision of social services. Economic infrastructure includes facilities that would enhance economic activities such as tourism-related facilities. Transportation infrastructures include the upgrading of existing or construction of new roads and bridges. It is to improve the accessibility of destinations as well as people's mobility in a manner that is environmentally sustainable. The construction of buildings and facilities for the administration and governance of individual barangays or the City as a whole are considered institutional infrastructure. There will also be investment on hard and soft infrastructure that will bring Makati into the forefront as the first and only "Digital City" in the Philippines.

f) The ***Protective Services Sectoral Plan*** is composed of programs, projects and activities to maintain peace and order implemented by National Agencies such as, Police, Fire, Jail and peacekeeping auxiliary forces of the City such as, Public Safety Department, and Makati Anti-Drug Abuse. It also includes Disaster Risk Reduction and Management Plan which contains proposals to reduce the vulnerability of local communities to natural hazards and disasters.

g) The ***Social Development Sectoral Plan*** which refers to programs, projects and activities designed to improve the state of well-being of the local population, foster community participation and upgrade the quality of social services such as health, education, welfare, and housing. Social development issues such as equity, social justice and gender sensitivity are also addressed through this plan.

Makati has determined ten (10) policy directions to guide these sectoral plans:

Figure 2-1: Makati's Ten Policy Directions



- 1) Increase access of poor families to basic services in partnership with the private and business sector.
- 2) Continue to provide quality education accessible to all.
- 3) Promote full employment and equality of employment opportunities for all residents of Makati.
- 4) Make quality health care accessible to every Filipino with the participation of the private sector.
- 5) Ensure that people can safely and quickly travel to, from and around Makati City
- 6) Make available affordable and decent shelter to under privileged and homeless families.
- 7) Improve the ease of doing business in Makati City and streamlining fiscal incentives.
- 8) Ensure excellence in delivering quality public services.
- 9) Increase public investment in infrastructure development and encourage more private sector participation.
- 10) Make every Filipino home and community safe and secure.

Coordination with NGAs, Government-Owned and Controlled Corporations, Government Financial Institutions and private sectors is encouraged to adhere to the provisions of law and principle of complementation and participation.

The participatory and convergent planning process which has long been established in Makati for almost three decades proves to be an effective and efficient exercise in the preparation of various development plans. The sectoral grouping of departments/offices with a commonality of functions proves to be an effective mechanism as well to ascertain well-coordinated programs and projects of the City. The sectoral groupings are composed of the following departments and offices.

A. Administrative Services Sector

- a) Office of the Mayor
- b) Office of the Vice Mayor
- c) Sangguniang Panlungsod
- d) General Services Department
- e) Human Resource and Development Office
- f) Information and Community Relations Department
- g) Internal Management Control Office
- h) Law Department
- i) Liga ng mga Barangay
- j) Department of Interior and Local Government-Makati
- k) Makati Action Center
- l) Office of the City Administrator
- m) Urban Development Department
- n) Office of the Secretary to the Sangguniang Panlungsod
- o) City Civil Registration Office

B. Economic Development Sector

- a) Economic Enterprises Management Office
- b) International Relations Department
- c) Makati Cooperative Development Office
- d) Public Employment Services Office

C. Environmental Management Sector

- a) Department of Environmental Services

D. Finance Management Sector

- a) Accounting Department
- b) Assessment Department
- c) Budget Department
- d) Business Permit Office
- e) Finance Department

E. Infrastructure Development Sector

- a) Department of Engineering and Public Works
- b) Office of the Building Officials

F. Protective Services Sector

- a) Makati Anti-Drug Abuse Council
- b) Makati City Disaster Risk Reduction and Management Office
- c) Makati City Jail
- d) Makati Fire Department
- e) Makati Police Department
- f) Public Safety Department

G. Social Development Sector

Health Sub-Sector

- a) Makati Health Department
- b) Makati Health Plus Program
- c) Ospital ng Makati
- d) Veterinary Services Office

Education, Culture and the Arts Sub-Sector

- a) Department of Education-Makati
- b) Education Department
- c) Museum and Cultural Affairs Office
- d) University of Makati

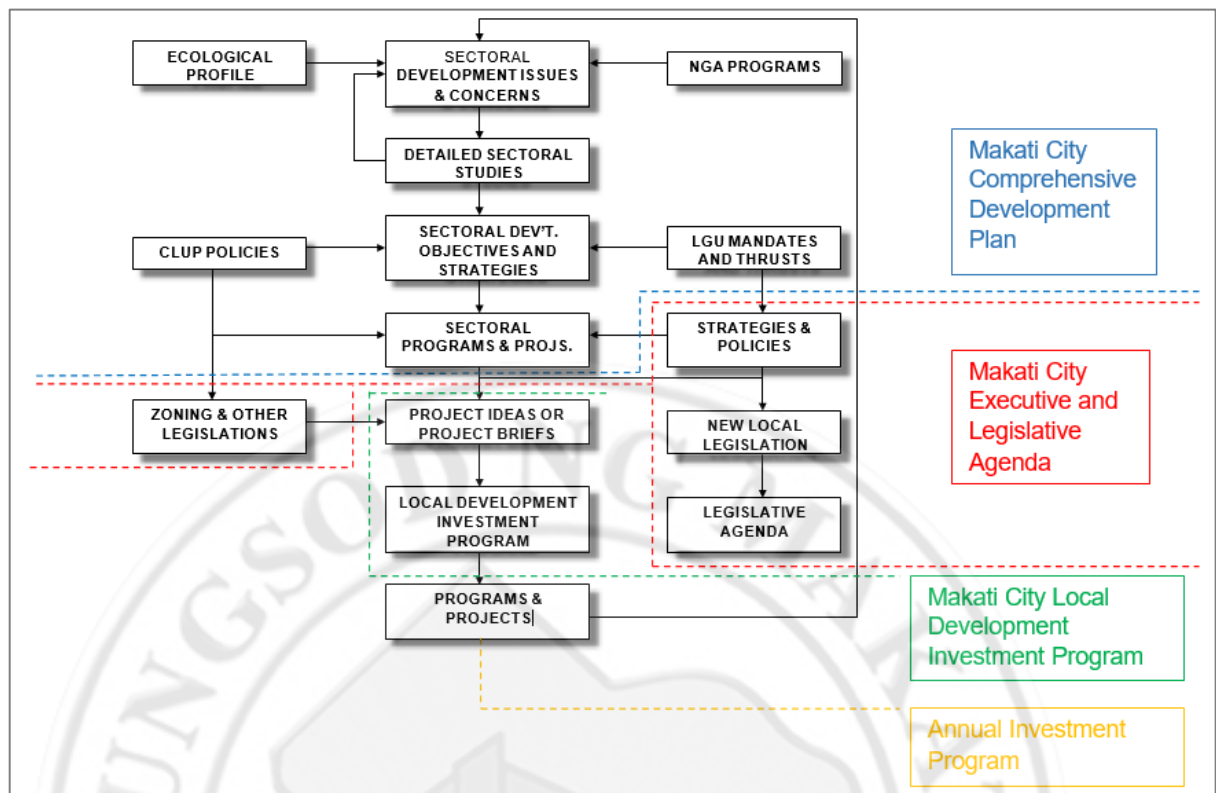
Social Welfare Sub-Sector

- a) Makati Social Welfare Department
- b) Office of the Senior Citizens Affairs
- c) Youth and Sports Development Department

Likewise, the clustering of barangays as mentioned in Chapter 1 were based on their geo-physical and socio-economic characteristics and common issues/concerns. High impact cluster programs/projects were developed and implemented to address these common issues/concerns using pooled resources.

2.2 Comprehensive Development Plan Formulation Flowchart

Figure 2-2: The CDP Planning Process Diagram



The following are the specific activities being undertaken by Makati in crafting its CDP:

- a) Review of the following:
 - Philippine Development Plan 2017-2022
 - National Framework for Physical Planning 2011-2030
 - Physical Framework Development Plan for Metro Manila
 - Metro Manila Green Print 2030 (Vision)
 - Makati Development Agenda for the 21st Century (Makati 21)
 - Makati BEST
 - Quarterly and Annual Accomplishment Report of all departments/offices
 - Annual Accomplishment Reports of Local Special Bodies
 - Report on Local Government Performance Measurement System (LGPMS) / Seal of Good Local Government Report
 - Makati City's Performance on Sustainable Development Goals (SDGs)
 - Barangay Development Plans
- b) Preparation of the Makati City Ecological Profile (EP) and Situational Analysis
- c) Vision-Reality Gaps and Sectoral Indicators Assessment
- d) Identification of sectoral development issues and concerns
- e) Revisiting the Vision–Mission; Objectives; Key Result Area (KRA); Performance Indicators (PI); Strategies
- f) Updating of sectoral development objectives, KRAs, PIs and strategies
- g) Identification of sectoral programs, projects and activities (PPAS) and policies

- h) Project profiles preparation which contain the following: name and type of project, activity components, proponent or originator of project idea, justification of the project, the intended beneficiaries, estimated cost or resource inputs, target output or success condition;
- i) Identification of new legislations, such as local ordinances, or resolutions that ought to be enacted, or existing legislations that need to be amended or repealed;
- j) Formulation of Capital Investment Program (CIP); and
- k) Formulation of Executive and Legislative Agenda (ELA).

2.3 Vision – Mission

Makati's Development Vision is a statement that reflects the stakeholders' shared image of the City in the future. It describes what Makati wants to become or where it wants to go and serves as an inspiration and a guide to action. Vision also keeps the LGU in its course despite changing demands of constituents and shifting political and economic forces.

Vision

Makati shall lead the Philippines into the 21st century; its global and national enterprise, leading the creation of a new responsible and sustainable economy; its citizens productive, empowered and God loving.

Mission

The Makati City Government will be the role model for world-class governance; providing for the well-being of its citizenry through the delivery of basic, social and economic services with breakthrough technologies, sustainable financing and competent, responsible and professional civil servants.

Supportive of the National Capital Region – Regional Development Plan (NCR-PDP) 2019 – 2022 and anchored on the long- term development vision stated in the Metro Manila Greenprint 2030, Makati's vision shall focus on developing its people, environment, economy, infrastructures and promoting good urban governance to become a highly competitive city sustainably delivering adequate services and promoting higher standards of living.

2.4 Objectives & Strategies

To realize the City's Vision Mission statements, the following major objectives and strategies were identified:

A. Objectives

➤ ***International Recognition as a Global Center for Business, Finance, Knowledge Process Outsourcing (KPO), Meetings-Incentives- Conferences-Exhibits (MICE) Tourism, Creative Economy, and Model for Good Governance***

Makati has been acknowledged as the country's premier financial center for the last three decades. This stature is very evident of the ever-changing skylines, sheer number of financial institutions and commercial establishments located in the City. As it matures and evolves further as the country's financial and commercial center, it is imperative for

the City to be recognized internationally as a global center – one among a handful in the Asia Pacific region – that serves as a nexus of international finance, promotes international cooperation and a model of urban governance. Already a global center of Business Process Outsourcing (BPO), the City seeks to be a world leader in the emerging Knowledge Process Outsourcing (KPO) industry.

Being primarily service-oriented, Makati can also position itself in the Meetings-Incentives-Conferences-Exhibits (MICE) tourism market through innovative infrastructures and well-conceived branding and marketing of the City. The City as the leading urban tourist destination will be strengthened by developing and enhancing existing facilities, increasing the number and improving the quality of hotels and related services.

The creative economy of animation, fashion, design and advertising that is taking shape in the City should also be harnessed and nurtured to make the City not only economically progressive but enriching and culturally vibrant as well. Moreover, the presence of such creative industries will make the City energetic, livelier and a trendy place to live in and to visit. It promotes economic dynamism and Makati branding through innovative principles and measures.

➤ ***Safe, Secure, and Livable Environment***

The City will strive to be a model of disaster resiliency, develop a culture of safety, and establish a sustainable way of life that will make it a safe, secure and healthy place to live in. Characterized by communities that are diverse and culturally vibrant, living in a green and sustainable urban ecosystem.

The high quality of living will always be a hallmark of the City. Empowered by people who are creative, skilled, economically productive and socially responsible, it will continue to sustain an environment that is ideal to nurture dreams, raise a family, and pursue individual aspirations.

➤ ***Innovative Infrastructures***

Makati will continue to provide basic infrastructure support such as pedestrian walkways, bikeways, roads and bridges, to improve internal circulation and provide better linkages to the regional and international facilities such as highways, airports and seaports. Providing seamless connectivity not only physical but as well as logical linkages. Public buildings and structures shall be built and upgraded to make them disaster risk-sensitive. A collaborative framework shall be established to allow utility companies to invest and provide sustainable service even in the midst of disaster. Information and Communication Technology providers will be encouraged to continually support the widening and increasing demand for bandwidth including a high range of communication facilities to make the City connected.

➤ ***Imageable City***

Following great cities of the world, Makati is a work in progress, continually changing; its skylines are always the country's benchmark of how cities should be developed. A fitting

tribute is to make the City more visually enchanting. As a paragon of development, Makati should not just be a model of sustainability, vibrancy and inclusiveness but also an inspiring urban environment filled with iconic spaces and structures well-integrated in the fabric of the City. It is expected that the City's partnership with the private sector and the communities will be harnessing and developing areas for this purpose.

➤ ***Housing for All***

Holistic and inclusive housing is a basic and priority component of the City's development. The City in collaboration with national government agencies and private sector shall build housing that is affordable, help people to avail, and provide housing support for the vulnerable members of its community. In partnership with the different stakeholders including international development partners, the City will continually seek innovative ways (e.g. universal housing designed to be usable throughout all life stages, or housing that allows "aging-in- place") to provide housing to serve various levels of demand.

➤ ***Digital City***

Makati will be the digital municipality in the country at par with the most advanced cities in Asia. There will be in place a wireless interconnectivity facility that will result in transforming the City into these aspects : a ***governance campus***, connecting the government facilities scattered throughout the territory to the administrative center; enabling the residents, locators and visitors to have access to City services and information – and *vice versa* – in the convenience of their domicile; a ***virtual industrial fair***, where City-based artisans, manufacturers and creative workers work in virtual exhibition halls, guild halls and marketplaces to share information and works - without need to lease for the long –term expensive office spaces; and as a ***virtual library and school laboratory*** for students and youth of Makati to enhance their formal curriculum and increase their opportunities to become productive participants in this 21st century global marketplace.

B. Strategies

➤ ***Enhanced local governance and fiscal sustainability.***

The City shall continue to enhance its institutional capability so that it can better manage and maximize its assets. It shall continuously find ways to generate and mobilize resources. It shall judiciously allocate its resources so that the needed infrastructure and institutions can be put in place and sustain its robust economy.

➤ ***Strong Public-Private Partnership (PPP).***

A healthy economy that provides opportunities for both private business and the City's overall development will persuade the private sector to forge partnerships with the City Government that will not only be profitable but will also be beneficial in the development of the City.

➤ ***Develop human resource capability to respond to new challenges and priorities.***

New businesses and economic activities require educated and skilled human resources to sustain them. It shall provide the needed educational programs to meet this future demand and ensure that these programs are accessible to its citizenry.

➤ ***Increased number and improved quality of facilities and services in support of business and investment tourism.***

Increasing the quantity and upgrading the quality of facilities and services attract more businesses and investments in tourism. Aside from providing areas for these land use types, the City shall create a socio-economic environment, city-wide culture and ethos that encourage business, services and tourism.

➤ ***Complement the hard infrastructure of the City with a software and municipal fiber optic backbone that will transform Makati into a digital metropolis.***

This backbone is conceived to be world-class and designed to power and enable the use by the City personnel, barangay personnel, residents and locators of digital-enabled devices to access City services and information with beneficial impact on peace and order, public welfare and enhance competitiveness and ease of doing business. Moreover, it shall serve as the digital platform for residents and locators to dramatically enhance their access to pertinent data and expand their reach to benefit their businesses and vocations

➤ ***Enhanced policy climate for investment and business.***

The proposed Land Use Plan shall provide the areas that will attract investments and new businesses. This should be complemented with policies that make it easier to do business in the City.

➤ ***Exudes Makati's cosmopolitan³ brand and role as international/diplomatic gateway.***

The Central Business District (CBD) will remain as Makati's main area of economic activity. The CLUP should allow for this core area to further grow and lead the City in achieving recognition as a significant international city of business and finance. Other sites of varying sizes where mixed-use developments may flourish shall also be identified.

➤ ***Promotion of a greener environment.***

Sustainable urbanism promotes a clean environment through the reduction of greenhouse gases. The greening of Makati means that goals can be achieved not just by planting trees and ornamental plants, but as well by using green technology and green design. Recovery and creating more spaces for people to interact and be closer to nature. This can be achieved through recycling of resources, use of renewable energy, transit-oriented developments, and maintenance of parks, among others.

³ A cosmopolitan city is a city populated by people from several countries living together with different customs, cultures, and languages that all contribute to enrich the city's economy and urbanity.

➤ ***Adherence to global standards and promotion of green economy as well as green finance.***

Makati City has to pursue social and economic green investments that utilize natural capital taking into account environmental degradation or depletion and support to social equity. Green investments (UNECE) include the following: investments in innovation, research and development on improving resource efficiency and clean technologies; investments in deployment of existing resource-efficient and clean technologies; investments in training and reskilling for enhanced use of new technologies; and investments in greening infrastructure across sectors. In promoting, green finance, the investments need to focus on sustainable development projects and initiatives for a more sustainable economy. Focal areas of green financing are investments that address environmental objectives of controlling industrial pollution, water sanitation, biodiversity protection, among others.

➤ ***Increased connectivity and mobility of people, goods, and services***

For the City to achieve international recognition as the center of business and finance, it has to have the best transport and communication infrastructure to keep it connected to all parts of the country and the rest of the world.

➤ ***Improved utilities (power, water, sewerage, and communications).***

Utility systems should be able to meet future needs of the City. Private companies that provide these services are also augmented by services provided by the local government. Hence, the City shall encourage private concessionaire and utility companies to expand and improved their services.

➤ ***Presence of iconic spaces and landmarks.***

For the City to become vividly imageable, it has to create iconic spaces and landmarks that would give distinctive identities to specific areas in the city and the city as a whole.

➤ ***Vibrant mixed-use communities.***

The City has limited land resources so to maximize available space and shall provide a vibrant mix of use and activities.

➤ ***Model for disaster and climate change-resiliency.***

Makati has several areas that are considered vulnerable to geological and hydro-meteorological hazards. The City shall formulate programs to improve the disaster-resiliency of these identified vulnerable communities.

➤ ***Reduced crime and fire incidence.***

A prevailing feeling of safety and security increases the City's attraction as a business center and as a place of residence.

➤ ***Increased social inclusiveness and access to social services.***

The City allocates a large percentage of its resources to social services. Inclusiveness does not only mean providing benefits to all but more of encouraging public participation in building a socially-inclusive City.

➤ ***Diverse urban culture and arts.***

Makati has several areas with distinct characteristics and cultures (e.g. heritage, business, riverside, entertainment). These areas have to be preserved and even strengthened so that it will remain a multi-dimensional and cosmopolitan city.

➤ **Increasing affordable housing stocks.**

There is a need to increase the existing housing stocks of the City to accommodate the increasing demand from different economic levels of the City.



3 SECTORAL PERFORMANCE INDICATORS

3.1 Introduction

Performance Indicators (*PIs*), referred as sectoral indicators in this Chapter, are considered the barometers in measuring the accomplishment of a particular sector. It is a measurable value that demonstrates how effectively a certain sector is in a specific area.

Likewise, *PIs* are quantifiable measures to track and assess the accomplishment of the City in reference to the said indicator. Every sector of the City Government has specific *PIs* that should be monitored and tracked. These help the City define and measure the progress of achieving its goals. Such are also being considered as measurements to evaluate factors that are crucial in achieving the City's vision.

PIs refer to the means by which an objective can be judged to have been achieved or not achieved. Indicators are therefore tied to goals and objectives and serve simply as “yardsticks” by which to measure the degree of success in goal achievement. *PIs* are quantitative tools and are usually expressed as a rate, ratio or percentage.

These indicators in this Chapter considered as vital measurements to gauge the performance in specific areas of each sector.

The tables in this Chapter showed the indicators to assess the performance of the sectors/departments/offices in comparison with the standards or targets, covering the three-year period. The trends in the said performance were used as bases and inputs in identifying sectoral issues and challenges to formulate programs, projects and activities (PPAs).

For the Administrative Services, the percentage of employees who attended training increased in 2011 at 69.1 percent vis-a-vis 27.6 percent in 2010; then 87% in 2015; and 75% in 2016. However, the 100 percent target of trained personnel is expected in order to further promote professional and personal growth of Makati City personnel. The processing of security paper from application to releasing takes one (1) to three (3) days, while the processing of petitions from application to releasing takes two (2) to three (3) months. These processes are within the standard target of releasing period as set by the International Standard Organization (ISO) including the processes of affidavit, legal instruments, court orders/decrees and other civil registry documents. Indicators on the processing time in the issuance of locational clearance, business permit, real property tax payment and civil registry documents maintained its level from 2009- 2011 all the way through 2018.

In the area of Economic Development, poverty incidence went down from 1.4 percent in 2009 to 0.80 percent in 2015 based on PSA data. The number of business establishments exhibited growth from 81,772 businesses in 2014 to 83,353 businesses or an annual growth of 1.13 percent. Further, business renewal also posted an upward trend from 3,114 businesses in 2015 to 32,691 businesses in 2017 or an annual growth of 2.33 percent. At least 50 percent of the hiring rate of referred applicants was recorded from 85% in 2015 to 92 percent in 2017.

Nevertheless, a declining percentage of referred applicants hired was observed from 2015 to 2017. Cooperatives have significant contribution to the local economy of Makati City

considering the fact that they are growing in number and capitalization level continuously to grow from PhP12.54 billion in 2015 to PhP20.17 billion in 2017. Likewise, the number of savers centers went up from 16 in 2015 to 34 in 2017. The overall favorable economic condition of Makati City makes it among the top three HUCs in the Philippines in terms of economic dynamism

In Environmental Management, the reduction of solid waste collected was attributed to increasing diversion rate which was recorded at 49.93% in year 2015 and 60.91% in year 2016. Similarly, air pollution (PM 2.5) improved in 2016 compared to 2015 by 8.2 ug/m3.

On Finance Management Sector, the total income of Makati City grew annually at approximately 8.99 percent from 2014 to 2017. Local income sources remained as the major revenue source of the City sharing almost 81 percent to the total income of the city. The assessed value of real properties posted an increase from 2014 to 2017 with an annual growth of approximately 5.33 percent. The budget utilization rate was lowest in 2017 at 47.81 percent compared with the two previous years of 64.85 percent in 2015 and 61.17 percent in 2016. The IRA dependency ratio was relatively low at an average of 7.0 percent from 2015 to 2017. The City is efficient in real property tax collection with a three-year average of approximately 93 percent. The value of assets, net assets/equity and surplus exhibited an impressive growth from 2015 to 2017.

On Infrastructure Development, data from 2017 shows that 100 percent of the roads were already concreted and less than four percent (4%) are not yet walkable. Moreover, improvement of drainage system has been continuous throughout the years. However, in terms of lighted streets, the sector still needs to provide streetlights to 19.43 percent of the total 373.60 kms. Flood related initiatives of the City resulted to a 10 to 15 minutes receding time.

On Protective Services, data on crimes reported to the police shows that after a 31% increase in 2014 over the previous year's figure, there had been a consistent reduction in the incidence of both index and non-index crimes starting 2015, with 31% reduction, followed by a similar rate of reduction in 2016 and a 7% reduction in 2017. Crime solution efficiency has improved from 22% in 2014 to 32% in 2015, 45% in 2016, and 57% in 2017, though this is still way below the ideal target of 100% crime solution efficiency. The police-population ratio in Makati City has been estimated at 1:2,206 in 2015, 1:2,037 in 2016, and 1:2,029 in 2017, which were way below the standard of 1 police for a population of 500.

During the three-year period (2015-2017), the occurrence of fire was highest in 2016, with 362 incidents, of which 178 (48%) were due to electrical factors. Akin to the police-to-population ratio, the fireman-to-population ratio of 1:2,065 (nighttime) is below the 1:2,000 standard ratio.

On Social Development, the overall performance in health is generally within the specified standards, even as the City is faced with the increasing burden from non-communicable diseases (e.g., cardio-vascular diseases, cancers, chronic obstructive pulmonary disease or COPD, injury and accident) and communicable diseases, such as pneumonia, tuberculosis and HIV/AIDS. There has been a marked reduction in the Crude Birth Rate, Infant Mortality Rate and Malnutrition Prevalence Rate. On the other hand, the Child Mortality Rate (CMR) shows an erratic trend. From 13.60 in 2008, it increased to 15.20 in 2011, decreased to 12.90 in 2014, went up to 19.04 in 2016 and dipped to 12.34

in 2017. Still, this is significantly higher than the national CMR of 7 per 1,000 children surviving to age 12 months. The Maternal Mortality Rate (MMR) of Makati from 2008 (0.25) to 2017 (0.51) also followed an erratic trend. While the MMR of 0.51 per 1,000 live births (51 maternal deaths per 100,000 live births) in 2017 is still lower than the national MMR rate of 114 per 100,000 live births, it still merits further attention, given the existing modern facilities and more expansive reach of health services.

In education, elementary school *Participation Rate* or the percentage of school-age going population enrolled in public elementary registered a decrease, from 103.62% in SY 2013-2014, 100.42% in SY 2014-2015 and further down to 96.21% in SY 2015-2016. The decrease is partly attributable to the series of outmigration and relocation outside the city of informal settlers and low-income families. On the other hand, there were improvements in sector performance in terms of consistent increases in *survival rate* and *completion rate* from SY 2013-2014 to 2016-2017, and these may be credited to the City's provision of free educational supplies, uniforms and insurance to the learners. The drop-out rate at the elementary level also declined markedly from its 2014-2015 level.

At the public secondary level, participation rate significantly went down from SY 2013-2014 to SY 2014-2015, and slightly increased the following school year. Cohort Survival Rate fluctuated while the Completion Rate increased gradually during the four-school year period. The improving trend can be associated with the provision of free educational supplies, uniforms and insurance to the learners. Additionally, required fees from graduating students during graduation rites and *Gawad Pagkilala* were subsidized. Dropping out was on a declining trend from SY 2013-2014 to SY 2015-2016. The significant increase in the Drop-out Rate from SY 2015-2016 to SY 2016-2017 was due to migration, relocation or transfer of residence.

Makati's teacher-student ratio is higher than the national standard during the three-year period from preschool to high school. Classroom-Student Ratio is within the national standard due the implementation of two (2) shifts in most schools.

With regards to Art and Culture, this is the first time that a scan of Makati's cultural development using UNESCO's performance indicators is being done; as such many data are not as yet available and anecdotal and/or proxy information have been used. A study of the local creative industries is underway which would yield an approximation of the contribution of cultural activities to the local economy in terms of income and employment. As to the cohesiveness of arts education in the city, MAPEH provides exposure to the arts for grades 1-6 in all K-12 schools; however only one school, Makati High School, has a Special Program for the Arts and Arts/Design Track.

Makati competently implements measures that put national cultural laws and guidelines through the MCAO and soon through the newly-created Makati City Culture and Arts Council. The city has far and away the most number of museums (4), galleries (68), performing arts venues (13) and libraries (13) relative to its population. Additionally, there are 35 arts and culture organizations located in the city.

Makati has yet to officially declare any of its assets as important cultural properties. Its master plan for the Poblacion Heritage District continues to be implemented although design guidelines for existing and new developments have yet to be set and maintenance schedules implemented.

On Social Welfare, the number of Children in Need of Special Protection (CNSP) that were given appropriate assistance by MSWD showed a decreasing trend during the period (2014-2017). Except in 2015 when there was a modest increase (5 cases from the previous year's 252 children), the number of CNSP cases consistently declined and registered at only 177 cases in 2016 and only 96 cases in 2017.

In 2017, a total of 109 Children in Conflict with the Law (CICLs) were served by MSWD. This figure is 13.5% lower than the number of CICL cases served in 2016. The reduction in the number of cases may be attributed to the following measures taken by the City government, such as: (i) the strict implementation of agreements/settlement between the client and MSWD; (ii) continuous after care intervention/diversion (i.e., close monitoring and supervision; and (iii) encouragement of clients to get involved in community activities, values formation and spiritual enrichment activities); and drug-testing.

The number of Women in Especially Difficult Circumstances (WEDC) increased from 138 cases in 2015 to 139 cases in 2016, and soared to 336 cases in 2017. Of the 336 cases of WEDC, majority were women requesting financial support from their former husbands or partners. The rest were women in marital conflict and/or suffering from physical abuse.



3.2 Sectoral Performance Indicators

3.2.1 Administrative Services

Table 3-1: Administrative Services Indicators

Index/Indicator	2009	2010	2011	2016	Standard/Target
Percentage of employees attended training	39.0%	27.6%	69.1%	75%	100%
Processing time in the issuance of the following:					
Locational Clearance	3-4 days	3-4 days	3-4 days	3-4 days	3-4 days
Business Permit	3 days	1 day	1 day	1 day	
Real Property Tax payment	3-7 minutes	3-7 minutes	3-7 minutes	3-7 minutes	
Security Papers (SECPA)	1-3 days	1-3 days	1-3 days	1-3 days	1-3 days
Correction of clerical errors and change of first name:					
Processing of petition	2-3 months	2-3 months	2-3 months	2-3 months	2-3 months
Processing of affidavit	15-30 minutes	15-30 minutes	15-30 minutes	15-30 minutes	15-30 minutes
Processing of legal instruments	2-3 weeks	2-3 weeks	2-3 weeks	2-3 weeks	2-3 weeks
Processing of court orders/decrees	1 month	1 month	1 month	1 month	1 month
Other civil registry documents	15 mins. - 1 hr.	15 mins. - 1 hr.	15 mins. - 1 hr.	15 mins. - 1 hr.	15 mins. – 30 mins.

Source: UDD-Zoning Administration Division, Business Permits Office, Finance Department, Civil Registry Office

3.2.2 Economic Development

Table 3-2: Economic Development Indicators

Index/Indicator	2014-2015	2015-2016	2016-2017	Standard/Target
Poverty incidence – 0.80% (2015 PSA Data)	1.4%	NDA	NDA	Declining poverty incidence
Unemployment rate – 16% (2003)	NDA	NDA	NDA	Declining unemployment rate
Percentage increase/decrease of business establishments per activity	-0.33%	0.21%	2.06%	Increasing number of business establishments per activity
Percentage increase/decrease of new business Establishments	NDA	NDA	NDA	Increasing number of new business establishments
Percentage increase of existing businesses renewing permits/licenses	NDA	-0.22%	4.88%	Increasing number of renewed business establishment
Business density ratio (number of establishments per hectare)	NDA	NDA	13	Increasing number of business establishments per hectare
Employment rate – 84% (2003)	NDA	NDA	NDA	Increasing employment rate
Hiring rate of referred applicants	85%	91%	92%	At least 50% hiring rate of referred applicants
Percentage increase/decrease of hiring rate of referred applicants	NDA	7.06%	1.10%	Increasing percentage of referred applicants hired/placed
Percentage increase/decrease in the number of cooperatives	NDA	-11%	18%	Increasing percentage of cooperatives
Percentage increase/decrease in the capitalization level of cooperatives	NDA	28%	26%	Increasing percentage in the capitalization level of cooperatives
Percentage increase/decrease in the number of savers centers organized	NDA	56%	36%	Increasing percentage in the number of savers centers organized
Percentage increase/decrease in collection efficiency rate	NDA	5%	1%	Increasing percentage in collection efficiency rate
Increasing rank in economic dynamism	Second Rank	First Rank	First Rank	Among the top three cities in the Philippines in terms of economic dynamism as reported by the National Competitiveness Council

Source: PSA, MEEDO, UDD, MCDO, Makati PESO, NCC

3.2.3 Environmental Management

Table 3-3: Environmental Management Indicators

	2015	2016	2017	Remarks
Air Quality				
*PM _{2.5}	27.83 ug/m ³	39 ug/m ³	30.8 ug/m ³	10 mg/L (maximum)
**PM ₁₀	46.68 ug/m ³	57 ug/m ³	36.0 ug/m ³	5 mg/L (minimum)
Number of Smoke Belching Vehicles Apprehended	NDA	1,389	5,010	N/A
Solid Waste				
Diversion Rate of Solid Waste	49.93%	60.91%	NDA	N/A
Water Quality				
***BOD LEVEL	28.69 mg/L	45.55 mg/L	32.6 mg/L	25 ug/m ³ (maximum)
****DO LEVEL	3.35 mg/L	3.02 mg/L	4.1 mg/L	60 ug/m ³ (maximum)

Source: Department of Environmental Services

*Particulate Matter 2.5 (fine particles) not exceeding the standard level of DENR

**Particulate Matter 10 (coarse particles) not exceeding the standard level of DENR

*** Biological Oxygen Demand (BOD) not exceeding the prescribed standard of DENR

**** Dissolved Oxygen (DO) level not exceeding the prescribed standard of DENR

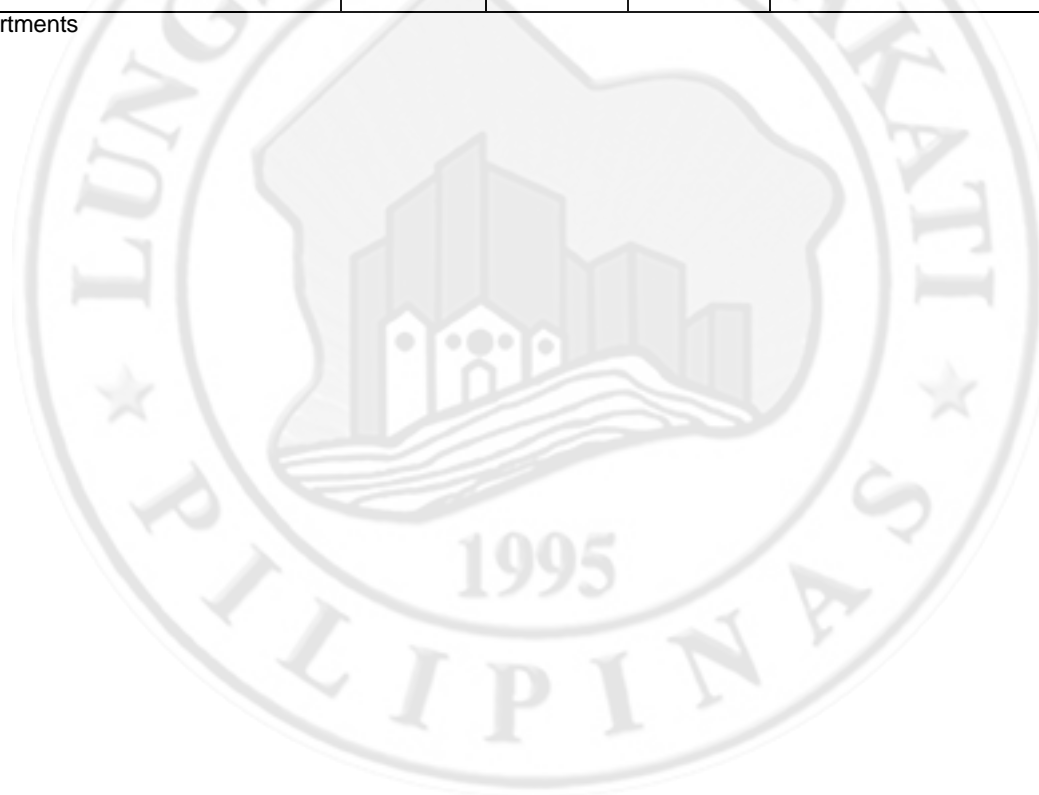
3.2.4 Finance Management

Table 3-4: Finance Management Indicators

Index/Indicator	2014-2015	2015-2016	2016-2017	Standard/Target
Percentage increase/decrease of LGU income	20%	-2%	6%	3.5% annual increase in total collections
Percentage of locally-sourced income to total LGU income	79%	82.0%	82.0%	Increasing percentage of locally sourced income to total LGU income
Percentage increase/decrease of assessed value of real properties	7.12%	0.34%	8.53%	3% annual increase in assessed value of real properties
Budget utilization rate	64.85%	61.17%	47.81%	At least 85% budget utilization rate
Total income	15.241 Billion (20.24%)	15.084 Billion (-1.03%)	16.255 Billion (7.76%)	3.5% annual increase in total collections
IRA Dependency	6%	7%	7%	Low IRA dependency
Level of Savings (Billion PhP)	4.47	6.02 (35%)	15.62 (159%)	Lower level of savings
Real Property Tax Collection Efficiency Rate	88%	94%	96%	At least 95% RPT Collection Efficiency Rate
Revenue by Source (in Billion Pesos):				Increasing amount of revenue by source
Individual and Corporation	0.087	0.087	0.094	
Real Property Tax (RPT)	5.031	5.076	5.455	
Goods and Services	6.276	6.589	6.95	
Fines and Penalties	0.17	0.235	0.194	
Internal Revenue Allotment (IRA)	0.875	0.944	1.064	
Other Share from National Taxes	1.034	0.279	-	
Other Taxes	0.001			
Expenditures by Service (in Million Pesos):				
Administrative Expenses	2.23	2.12	3.78	
Education, Culture and the Arts	1.31	2.28	2.41	
Health Sub-Sector	1.97	2.19	3.41	
Social Welfare	0.35	0.42	0.85	
Environmental Management	0.61	0.54	0.64	
Infrastructure	0.30	0.24	0.86	
Protective Services	0.38	0.45	0.84	

Index/Indicator	2014-2015	2015-2016	2016-2017	Standard/Target
Economic Development	0.03	0.03	0.11	
Finance Management	0.17	0.19	0.24	
Statutory and Contractual Obligations	0.90	1.02	1.17	
Percentage increase/decrease in assets	NDA	11%	263%	Increasing percentage in the value of assets
Percentage increase/decrease in net assets/equity	NDA	11%	343%	Increasing percentage in the value of net assets/equity
Percentage increase/decrease in net surplus between income and expenses	NDA	-22%	275%	Increasing percentage in the value of surplus

Source: Accounting and Budget Departments



3.2.5 Infrastructure Development

Table 3-5: Infrastructure Development Indicators

Index/Indicator	2014	2015	2016	2017	Standard/Target
Percentage of Paved Roads	100% concreted roads	100% concreted roads	100% concreted roads	100% concreted roads	100% concreted roads
Percentage of Walkable Sidewalks	93.83% walkable sidewalk	96.64% walkable out of 411.30 km sidewalk	96.64% walkable out of 411.63 km sidewalk	98.78% walkable out of 425.08 km sidewalk	100% walkable sidewalk
Percentage of Lighted Streets	NDA	NDA	NDA	80.57% of 373.60 km target lighted streets	100% of total length of target streets
Percentage of Improved Drainage	NDA	NDA	99.67% with improved drainage system	NDA	100% of streets with improved drainage system
Receding Time of Floodwaters	10-15 minutes receding time	10-15 minutes receding time	10-15 minutes receding time	NDA	Maintain 10-15 minutes receding time
Percentage of HH served by electric power	NDA	NDA	NDA	100% of HH	100% of HH
Percentage of HH with access to safe drinking water	93.6% out of 88,701 HH	97.8% out of 106,632 HH	97.8% out of 106,632 HH	NDA	100% of HH
Percentage of HH with access to sanitary toilets	NDA	97.6% of HH	97.3% of HH	94.18% of HH	100% of HH

NDA – No data available

Source: Department of Engineering and Public Works (DEPW), Makati Health Department (MHD)

3.2.6 Protective Services

Table 3-6: Protective Services Indicators

Index/Indicator	2010	2011	2013	2014	2015	2016	2017	Standard/ Target
Total Crime Incidence:	741	1,470	3,415	4,465	3,088	2,776	1,994	
Index Crimes	503	1,112	2,589	3,066	1,091	880	827	
Non-Index Crimes	238	358	826	1,399	1,997	1,886	1,167	
Crime Solution Efficiency (%) of all Crimes	79.08%	30.75%	18.65%	22.37%	32.12%	45.46%	57.07%	100%
Policeman - Population Ratio								1:500
Nighttime	1:956	1:1,040			1:1,797	1:1,746	1:1,786	
Daytime	1:6,942	1:4,032						
Crime Prevention Statistics (Crime Against):								
Person	1,297	1,290						
Property	959	995						
Chastity	46	41						
Others	1,850	2,717						
Fire Incidence	306	233	NDA	NDA	350	362	345	
Fireman: Population Ratio								1:2,000
Nighttime	1:2,384	1:2,700			1:2,206	1:2,037	1:2,029	
Daytime	1:17,290	1:10,470						
City Jail Population	489	501	NDA	NDA	736	726	1,039	
Jail Personnel-Inmates Population Ratio	1:5	1:5	NDA	NDA	1:17	1:17	1:22	1:7
	(one shift only)	(one shift only)						(three shifts)
Number of Traffic Violations Committed	36,544	48,742	47,804	74,802	57,810	56,511	99,752	
Number of Vehicles Apprehended	20,038	20,179			69,628	82,237	109,237	
Number of Emergency Medical Services Rendered (Makati Rescue)	1,687	919			NDA	NDA	NDA	
Number of K-9 Services Rendered	91	118			NDA	NDA	NDA	

Source: Makati Police Department, Makati Fire Department, Makati City Jail, Public Safety Department, Makati Anti-Drug Abuse Council

3.2.7 Social Development

A. Health

Table 3-7: Health Indicators

Index/Indicator	2009	2010	2011	2014	2015	2016	2017	Standard/ Target
Malnutrition Prevalence Rate <i>Proportion of children 0-5 years old who are moderately and severely underweight</i>	.79%	.80%	.68%	.64%	.57%	.48%	.55%	<5*
Under Five Mortality Rate <i>Proportion of children under 5 years old who died per 1,000 live births</i>	12.83	14.36	15.2	12.90	14.97	19.04	12.34	27**
Infant Mortality Rate <i>Proportion of children under 1 year old who died per 1,000 live births</i>	10.63	11.31	11.7	10.20	12.40	15.62	8.53	21***
Maternal Mortality Rate <i>Proportion of women who died due to pregnancy related cases per 1000 live births</i>	0.27	0.39	1.05	.50	.50	.25	.51	1.14***

Source: Makati Health Department

Other sources: WHO for MMR; 2017 NDHS for CMR and IMR

Protein-Energy Malnutrition: A condition arising from inadequate intake of food rich in energy and protein, characterized by marked weight loss and failure to grow

*National target based on The Philippine Plan of Action for Nutrition, 2017-2022

** National U5MR, as per 2015 NDHS

*** IMR, as per 2015 NDHS

**** Estimated national MMR (WHO, 2015)

B. Education

Table 3-8: Education Indicators

Index/Indicator	SY 2009-2010	SY 2010-2011	SY 2013-2014	SY 2014-2015	SY 2015-2016	SY 2016-2017	Standard/Target
Elementary Participation Rate <i>Percentage of students aged 6-12 enrolled in the elementary school</i>	72.61	76.30	103.62	100.42	96.21	nda	70.73
Secondary Participation Rate <i>Percentage of students aged 13-16 enrolled in secondary school</i>	66.94	74.90	91.59	87.19	88.44	nda	57.70
Elementary Cohort Survival Rate <i>Percentage of pupils/students who entered Grade I and were able to reach Grade VI</i>	91.29	87.79	87.83	86.5	84.46	90.05	73.62
Secondary Cohort Survival Rate <i>Percentage of pupils/students who entered First Year and were able to reach Fourth Year</i>	75.73	67.70	92.79	84.12	88.04	90.05	64.44
Elementary Completion Rate <i>Percentage of pupils who entered Grade I six (6) years ago and were able to graduate in the elementary</i>	88.62	66.10	78.85	85.02	80.73	92.05	73.18
Secondary Completion Rate <i>Percentage of students who entered First Year four (4) years ago and were able to graduate in the secondary</i>	69.79	63.60	88.54	82.55	82.44	85.16	59.02
Elementary Dropout Rate <i>Percentage of pupils were not able to complete / graduate in the elementary</i>	0.62	0.66	0.14	1.46	0.74	0.30	0.69
Secondary Dropout Rate <i>Percentage of pupils were not able to complete / graduate in the secondary</i>	5.08	5.81	1.49	1.21	1.06	1.33	7.49

Source: DepEd Makati

Table 3-9: Education Indicators (Ratios)

Index/Indicator	SY 2008-2009	SY 2009-2010	SY 2010-2011	2015	2016	2017	Standard/Target
Classroom:student ratio							
Pre-school	1:44	1:45	1:43	NDA	NDA	NDA	1:35
Elementary	1:59	1:58	1:56	1:49	1:51	1:49	1:45
Secondary	1:66	1:67	1:68	1:64	1:60	1:58	1:45
Teacher:student ratio							
Pre-school	1:31	1:30	1:29	NDA	NDA	NDA	1:35
Elementary	1:34	1:34	1:34	1:36	1:33	1:32	1:45
Secondary	1:35	1:37	1:37	1:26	1:25	1:23	1:45

Source: DepEd Makati

C. Arts and Culture

Table 3-10: Cultural Development Indicators

Dimension	Core Concerns	Indicators	Standard/Target
Cultural Economy	GDP	Percentage of the contribution of private and formal cultural activities to LGU's income	Compare with national level (2014): 7.34%
	Employment	Percentage of persons engaged in cultural occupations within the total employed population.	Compare with national level (2014): 14.14%
	Household Expenditure	Percentage of household final consumption expenditures on cultural activities, goods and services set against total household consumption expenditures.	
Cultural Education	Inclusive Education	Percentage of population between 17 and 22 years old having less than four years of education living in education deprivation	10 years (Less than 4 years is considered education-deprived)
	Multilingual Education	Instruction dedicated to promoting multi-lingualism	% of instructional hours dedicated to teaching languages reflective of number of languages taught in first two years of secondary school (grades 7-8)
	Arts Education	Instruction dedicated to arts education	240 minutes of class time per week
	Professional Training	Coherency and coverage of TVET and tertiary education in the field of culture	
Governance	Standard-setting Framework	Extent to which national cultural legislation and regulations have been adopted in local interventions	
		Existence of laws/regulations on cultural sectors, professional practices, practitioners, patronage etc.	
	Policy and Institutional Framework	Action programs promoting cultural sectors	
		Administrative system responsible for implementing framework for culture, policy-making	
	Infrastructures	Percentage of selected cultural infrastructures relative to population: Percentage of selected cultural infrastructures present in the area relative to their numbers nationwide. Percentage of city population relative to the region/country population divided by the percentage of selected cultural infrastructures in the city relative to the total number of these in the country.	A situation in which the types of infrastructure are distributed among the population with perfect equity would yield a ratio of 1. For example, if the administrative division concerned is home to 10% of the country's population and has 10% of all its libraries, it will have a ratio of 1, and this division can thus be said to have balanced infrastructure coverage relative to its population, in comparison with the rest of the country.

Dimension	Core Concerns	Indicators	Standard/Target
	Civil Society Participation	Existence of institutional structures allowing culture sector professionals and minorities to participate in the formulation and implementation of programs that concern them	
Social	Going-out Cultural Activities	Percentage of the population who have participated at least once in a going-out cultural activity in the last 12 months	
	Identity-building Participation	Percentage of the population who have participated at least once in an identity-building cultural activity in the last 12 months	
	Intercultural Trust	Degree of tolerance within the society towards people from different cultural backgrounds	
	Interpersonal Trust	Degree of interpersonal trust	
	Self-determination	Median score of perceived freedom of self-determination	
Gender	Gender Equity Outputs	Women to men ratio in terms of economic participation and opportunity, educational attainment, health and survival, political empowerment.	Best national score (2015) in Global Gender Gap index is .75 – average for four domains
	Perception of Gender Equity	Degree of positive assessment of gender equality	
Communication	Freedom of Expression	Legal, political and economic conditions enabling media to operate freely and individuals to exercise their right to self-expression	
	Internet use	Percentage of individuals using the internet	
	Diversity of Media Content	Ratio of broadcasting time of domestic content out of total broadcast time on public free TV	
Heritage	Heritage Sustainability	Registrations and inscriptions covering tangible, intangible and movable heritage	
		Policies, measures, facilities, capacity building and community activity protecting, conserving, and managing heritage	
		Awareness-raising of heritage value and stimulating support through signage, interpretations services, communication campaigns and education activities	

Adapted from UNESCO Culture for Development Indicators (2014)

D. Social Welfare

Table 3-11: Social Welfare Indicators

Index/Indicator	2009	2010	2011	2014	2015	2016	2017	Standard/ Target
Percentage of Informal Settlers over the total population	0.7%	1.3%	1.5%	(# of ISFs) 4,778	(# of ISFs) 4,660	(# of ISFs) 4,023	(# of ISFs) 3,937	
Percentage Increase of Resolved Child Abuse cases	48.5% (315)	74.9% (418)	72.8% (158)					70% Reduction rate
Percentage Decrease in the number of Children in Need of Special Protection (CNSP)	3.7% (405)	29.1% (287)	24.4% (217)	-10.1 (239)	-6.69 (255)	54.12 (117)	17.94 (96)	10% Reduction rate
Percentage Decrease in the Number of Children/Youth in Conflict with the Law	7.1% (495)	40% (297)	9.8% (268)	NDA	(85)	-48.23 (126)	13.49 (109)	10% Reduction rate
Percentage Decrease in the Number of Abused Women	4.2% (223)	5.4% (211)	64% (346)	NDA	(138)	-0.72% (139)	-76.97 (246)	10% Reduction rate

Source: Makati Social Welfare Department

4 SECTORAL ISSUES/CHALLENGES

4.1 Administrative Services

The following issues and concerns are apparent:

1. As the City continuously develop into a large and complex urban area, the bureaucracy of the City Government is likewise becoming large and complex. It is comprised of 44 departments and offices performing both line and staff functions, and employs a total of 8,980 personnel by 2017. The latest office to be created after 2013 is the Disaster Risk Reduction Management Office (DRRMO), as mandated by law. In general, the manpower complement is qualified especially in terms of educational attainment. However, only half of the plantilla positions available are filled up. There is a large number of vacancies in public safety and environmental services which are crucial to Makati's concerns. There is a need to fill up these vacancies up to at least 70% of the regular plantilla items. This balance of 30% is to allow faster upward mobility of personnel, injecting high morale and vitality in the ranks, while ensuring that optimum quality of services are delivered.

2. Despite a generally qualified manpower complement in the city government as a whole, there had been a decline in the number of personnel trained during the period of 2008 to 2010 which increased in 2014 to more than 100% of total employees but went down again to 78% by 2016 to almost nil in 2017. The training programs identified based on the result of TNA are not fully implemented. As for the training types to be provided, Makati should focus on programs aimed at increasing efficiency and improving customer service skills in order to achieve a truly world-class quality of service to both local and international clientele.

3. There is a need to develop new programs and projects that are necessary in responding to the imminent danger of climate change. The City government has responded to this by the creation of CDRRMC and the corresponding DRRM Plan. This Plan includes capability building programs aimed at enhancing both the comprehensive knowledge and specialized skills in climate change adaptation and disaster risk reduction and management.

4. A critical concern lies in the fact that problems associated with metropolitan areas defy political boundaries and require metro-wide solutions (e.g., traffic, flooding water and air pollution, waste disposal, informal settlements, etc.). Programs and projects that may be aimed at addressing these problems often have to reckon with a “fragmented” implementation structure composed of politically independent LGUs. Indeed, Comprehensive Land Use Plans (CLUPs) and local development plans are confined within political boundaries. It is important to emphasize the interrelatedness of these problems, and their solutions require the cooperation of neighboring LGUs.

5. It has been identified that transforming Makati into “digital” City is increasingly seen as vital to an enhanced delivery of basic services to its residents and locators. Equally important, it is recognized as the key in maintaining its stature as the leading municipality in the nation in terms of competitiveness for locators and ease of doing business to all concerned. The three principal programs of the City to achieve this aspiration are on track – the Barangay Operations Monitoring System, the FIBER OPTIC LOOP AROUND MAKATI

E-GOVERNANCE (FLAME) and the Unified (Makatizen) Card. These impressive initiatives must be seen as critical and nearing their completion within the short term (1-3 years). Meanwhile, other more cost-effective digital-based solutions must be identified and programmed for implementation in the short term in response to immediate needs. This will also generate excitement, awareness and active participation among the populace – particularly the youth – regarding these initiatives and vision for their City..

4.2 Economic Development

1. Businesses are retiring in Makati City

The number of retiring businesses increased from 903 establishments in 2015 to 1,077 establishments in 2016. From 2017, it went down to 954 businesses. Nevertheless, the amount paid grew from PhP43.29 million in 2016 to 96.79 million in 2017. This indicated that the retiring businesses could be classified as major establishments.

2. Emergence of competing business districts.

The emergence of competing business districts will potentially attract the existing business establishments in Makati City. This is one of the reasons why business establishments shut down and transfer to neighboring cities to avail of lesser rental payment.

3. The collection efficiency rate for Makati Homes 1 and 2 averages to approximately 85% only from 2015 to 2017. The Economic Enterprise Management Office (EEMO) needs to further intensify the collection of arrears or outstanding obligations from the housing occupants under the Makati Homes Enhancement Program. The collection rate from the housing program in District II ranges between 87 to 89% only.

4. Expanding beneficiaries of the Makati Cooperative Development Office (MCDO) to benefit other sectors of the community to include solo parents, disabled, among others.

5. Need to promote Makati City as a major tourist destination. Makati should not only serve as the jump-off point to other tourist destination.

6. Earning potential of economic enterprises is not being maximized. The economic enterprise must be self- sustaining; if not, it will become a subsidized social enterprise.

4.2 Environmental Management

Solid Waste Management

1. The need for stricter enforcement of City Ordinance 2003-095 or the Makati Solid Waste Management Code to further improve the City's waste diversion;
2. Need for a strict regulation of plastic use; and
3. Need to explore new technologies such as Waste to Energy

Water Quality Management.

1. Need to fully implement the Makati Waterways Master Plan;
2. Need for stricter monitoring and management of wastewater generated by the City's residents and commercial activities;
3. Improvement of the waterways rehabilitation efforts; and
4. Lack of water quality monitoring devices.

Air Quality Management

1. Need to intensify anti-smoke belching operations;
2. Improve capability of personnel and inadequate air quality monitoring equipment for air quality monitoring.
3. Need to educate the public about the health risk of air pollution so that they can protect themselves.

Urban Greening

1. The limited space available to increase the amount of open spaces and trees in the City;
2. Decreasing number of private parks because of land conversion;
3. Unlinked and undeveloped green corridors/creek side parks; and
4. Promotion of roof gardens/vertical gardens through zoning incentives (i.e. additional FAR).

Climate Change and Disaster Risk Reduction

1. No Drainage Masterplan;
2. Lack of drainage and flood control/retention facilities;
3. Inadequate weather monitoring stations and capability building program;
4. Most establishments still located within the 10 meters of West Valley Fault (WVF) despite of it being zoned as open space/buffer; and
5. Need to improve the adaptive capacity of vulnerable communities to disaster

4.3 Disaster Risk Reduction and Management

Disaster Risk Reduction and Management Cross-Sectoral Issues and Challenges

1. Necessary actions are only limited on identification of fire prone areas and pre-fire planning
2. Lack of fire safety inspectors
3. Generating support from the residents for the fire prevention program of the BFP
4. Inadequate preventive maintenance of firefighting equipment
5. The LGU has adopted a Local Anti-Criminality Action Plan for CY 2016. The plan attained 70% completion rate and at least 30% utilization rate of fund allocation. However, the LGU did not meet the requirement of at least 75% completion rate for the physical target and 75% utilization rate of fund utilization.

6. There are no CSO representative in the LGU's Anti-Drug Abuse Council (ADAC)
7. LDRRM fund utilization rate
8. Need for integrated DRRM Plan and CCA Plan (currently Makati has the DRRM Plan 2013-2019)
9. Lack of in-city relocation sites/areas
10. Concerns on provision of adequate housing units in the relocation sites
11. Absence of redevelopment plans for other disaster-prone barangays
12. Trans-city risks are still to be addressed and planning mechanisms to allow for trans-boundary joint-planning mechanisms need to be set up
13. Further engagement on building and strengthening economic resilience
14. Establishing baseline data and information for better monitoring and evaluation

4.4 Finance Management

1. Businesses are retiring and transferring to neighboring cities that offer lower rental rates. Thus, there is a need to integrate all investment incentives provided by the City to encourage more businesses to invest in Makati City
2. Need to intensify recording and monitoring of business enterprises/establishments. Collection of taxes from businesses, real property tax, and miscellaneous taxes are not being maximized.
3. Declining budget utilization rate from 2015 to 2017 at an annual average of 14% from 2015 to 2017. Therefore, there is a need to maximize utilization of budget.
4. Business renewals are fairly static with a meager increase of 2.33 percent per year on the average. Renewal of business establishments went down by 22 percent from 2015 to 2016 but did not significantly recover in 2016 with approximate growth of only 5.0 percent.
5. Competitive pressures in the land market of the city coupled with under spending in sectors that drive local economic growth. In 2017, majority or 31.59 percent of the city's budget was allocated to the Social Development Sector followed by the Infrastructure Development Sector. The Finance Management and Economic Development shared only 2.01 percent and 5.60 percent, respectively.

4.5 Infrastructure Development

A review of the current situation of existing infrastructure for transport, water, power drainage and sewerage yielded the following issues and concerns:

Road Infrastructure

Since Makati city is highly built up and all city roads have been concreted, the objective of transport infrastructure improvements have been towards improving traffic flow through right of way (ROW) expansion/improvements, traffic engineering; and improving ancillary facilities such as sidewalks, street lighting, etc. Some of the current issues that need to be addressed are:

1. Lack of parking facilities and policies to regulate parking in public spaces outside of the Central Business District (CBD); and
2. Improvement of ancillary facilities such as sidewalks and waiting sheds.

Water Supply

Water supply is not controlled by the City Government and utilities are operated and maintained by private companies. Ensuring sufficient supply of water and plans to expand sources are some of the goals of Manila Water Corporation (MWC) and Maynilad. Issues internal to Makati are associated with ensuring that its constituents have access to potable water and systems are in place to promote conservation.

Power Distribution

Ensuring the long-term supply of power for Metro Manila is mainly the concern of National Power Corporation (NAPOCOR), while maintenance of power distribution facilities within the City is the responsibility of Manila Electric Railroad and Light Company (MERALCO). However, coordination with local authorities, at the city and barangay level, is essential in ensuring that problems associated with power utilities are reported and resolved immediately. Internal issues on power distribution have long been associated with pilferage and safety of overhead power distribution lines. Current issues associated with power distribution at the City level are as follows:

1. Presence of tangled wires; and
2. Presence of power pilferage incidents

Communication

There are a variety of communication facilities in the city that are more than adequate to provide for the needs of the general public. There is also no apparent issue with regards to the supply of facilities for communication at the disposal of Makati residents and businesses. However, there is a need to formulate an Information and Communication Master Plan;

Drainage and Sewerage

Although there have been improvements in drainage infrastructure, there is still a need to continue efforts to upgrade drainage utilities in specific areas. Issues associated with drainage and sewerage are as follows:

1. Need to formulate Drainage Master Plan;
2. Flood prone; and
3. Minimal efforts to expand the sewerage system in some barangays.

Challenges to the Delivery of Infrastructure Projects

Aside from issues specific to the infrastructure sub-sectors, there are also issues

that limit the City in its ability to provide needed additional infrastructure – school buildings, public facilities. These are:

1. Encroachment of private developments over public property (ROW particularly sidewalks);
2. Presence of informal settlers in areas for development; and
3. Lack of available land for needed additional public facilities such as school buildings, parking structures, etc.

4.6 Protective Services

Several issues and challenges that have been identified in the protective services sector, particularly those that pertain to disaster risk management, are listed as follows:

Crime Prevention

1. Need for an effective monitoring and reporting system, especially in the documentation of index and non-index criminal cases and their resolution; and
2. Inadequate police manpower (need for additional 598 policemen to meet the standard police-population ratio of 1:500) especially during daytime when the City's population increases six to seven times.

Fire Protection

1. Inadequate equipment and personnel of the Makati Fire Station's operational capability to immediately respond to fire incidents; and
2. Need for logistical support for movement and additional personnel to do the inspection of buildings and establishments (less than 10% are being inspected);

Traffic Enforcement

1. Limited number of towing trucks and lack of impounding areas;
2. Need for continuous conduct of seminars for improvement of police service and traffic enforcement;
3. Need for continuous consultation/dialogue between traffic enforcers and drivers/officers of transport organizations in Makati to formulate solutions for traffic related issues and concerns; and
4. Unsynchronized traffic lights in some areas of the City

Jail Management

1. Need for additional prisoner's van to escort inmates from jail to court, and another van intended for outside court hearing and for high risk and high-profile inmates;
2. Inadequate number of custodial and escorting personnel;

3. Presence of informal settlers around the perimeter wall of the jail and damaged perimeter wall which create threat to security; and
4. Need for additional budget for inmate uniform, toiletries and other supplies.

Disaster Risk Management and Emergency Response

1. Need for a uniform or standard Protocol for Emergency Operations among different responding groups such as the Philippine National Red Cross, and other responding LGUs;
2. Need for an office dedicated solely to handle disaster risk management;
3. Insufficient number of trained staff to disaster risk management;
4. Need for evacuation centers with acceptable facilities e.g., toilets, breastfeeding area, etc.; and
5. Inadequate evacuation spaces (open spaces) especially during earthquake.

Rescue Operations

1. Lack of prescribed rescue standards such as rescuer-population ratio; and,
2. Need for continuous and updated skills enhancement/training in performing the duties and responsibilities of Rescue personnel.

Transportation

Sustainable Urban Mobility Services (Sustainable Urban Transport)

1. Need to formulate a Traffic and Transportation Masterplan; and
2. Minimal efforts to promote the use of alternative transport options.

Road and Transport Safety Engineering (Traffic Engineering)

1. Traffic congestion; and
2. Unsynchronized implementation of road infrastructure projects and traffic signal lights system.

Road and Transport Enforcement Operation and Efficiency (Traffic Enforcement)

1. Inadequate number of traffic enforcers to implement the City Traffic Ordinance.
2. Insufficient training of traffic enforcers on values formation and proper road courtesy; and
3. Lack of database and system to contain all apprehended traffic violators; and Weak networking with concerned government agencies such as Metro Manila Development Authority (MMDA), Land Transportation Office (LTO), etc.

4.7 Social Development

4.7.1 Health

The major issues that beset the health sub-sector and are cutting across various health programs include the following:

1. Lack of a functional health referral system that leads to bypassing of the health centers in favor of OsMak, thus exerting undue pressure on the latter;
2. Lack of an integrated or linked information system that monitors performance of different service delivery points and different programs, and enables better patient management;
3. Weak health seeking behavior of constituents;
4. Inadequate personnel for sanitation inspection, hospice care and for preventive-promotive health education at the community level.
5. Increasing scourge from communicable diseases, especially HIV/AIDS, TB and dengue.

4.7.2 Education

The current issues and problems of the education sector which are considered factors affecting the sector performance are summarized as follows:

Pre-school, Elementary and High School levels

1. Lack of classrooms to house additional pre-school classes;
2. Need for improvement in the mastery of Science among students both in the elementary and high school levels in order for Makati schools to remain on top in the National Achievement Test among the NCR schools;
3. Fast turn-over of elementary and high school teachers that contribute to poor performance of students;
4. Poor performance of students due to poor study habits, malnutrition, poor economic condition, and parental neglect among elementary students.
5. Congested classrooms, or excessively big class sizes (average of 59-60 students per class), affecting high school student performance. Most of Makati's public high school classrooms have only 56 sq. meters area which is ideal for only 40-45 students;
6. Need for additional teachers and/or training for the existing ones to equip them with skills in handling elementary and high school pupils with learning difficulties but are not qualified to the SPED program.

Tertiary Level

1. Fast turnover of UMak teachers due to job opportunities abroad.
2. Difficulty in hiring top-calibre professors because of inadequate plantilla items
3. Inadequate budget for specialized training of teachers and other academic personnel and inadequate facilities particularly in the proposed implementation of K to 12 Program.

Community Education

1. Outdated collection of books and other educational materials
2. Problem on accessibility of community residents to educational materials and information about culture and the arts

Sports and Recreation

1. Formulation and implementation of the Makati City Sports Development Plan have not progressed significantly up to the present.
2. Need to develop more talents in sports and incentives to be given to potential athletes

4.7.3 Culture and Heritage

Cultural Development in General

Some of the evidences for cultural development presented in this study relied on subjective reports and anecdotal information. As the city embarks on a program of cultural development, it would be useful to undertake a baseline study using a survey instrument with objective measures so that subsequent improvements may be tracked and future strategies may be evidence-based.

There are three cultural groups in Makati, as first identified by former Vice President Jejomar Binay: the old-towners that occupy the *Poblacion* and earlier-formed communities, the villagers residing in Ayala developments and the army heirs of the EMBO districts. The three groups only occasionally mix all together socially.

Cultural Economy

Makati has a substantial number of business locators engaged in the sunrise industries like ICT and KPO as well as the long-standing, high-performing advertising and media industries. Given their contributions to the local economy, their standing in the community has yet to be valorized.

There is a need to objectively measure the contribution of the creative sector to the city's income and employment so that its growth can be properly monitored.

Household consumption of cultural activities, goods and services among Makati citizens must be tracked to characterize and develop the city as a vibrant arts market

Cultural Education

The value of cultural diversity is conveyed through multilingualism. Opportunities for language learning must be made available.

To enable creativity and innovation, learners must be given more time to acquire arts skills and learn art appreciation in schools. Only one Makati public school has a Special Program for the Arts for grades 7-10 and an Arts/Design Track for grades 11-12 (Makati High School).

While there are reportedly adequate educational opportunities to develop artistic, creative, technical, and technological skills and competencies in Makati, there are no training opportunities available for cultural managers.

There must be a systematic way to identify and nurture the city's talents in all cultural domains

Cultural Governance

An ordinance creating the Makati City Culture and Arts Council was passed in February 2017 but has yet to be convened. This is an important means to engage creative professionals from the private sector in the city's cultural policy-making.

Declarations and principles in national cultural legislations must be adopted in local resolutions, ordinances and regulations.

Certain national cultural laws and regulations have yet to be adopted in local interventions.

MCAO's calendar of events features performances and celebrations, visual arts and artisan products, and creative services (particularly fashion design). Some cultural domains however are not being promoted as much: other creative services, audio, visual, broadcast and interactive media.

Social Participation

Participation in Caracol relies heavily on schools and the studentry and barangay representation. To strengthen community identification, efforts must be made to engage a larger section of the population and to strengthen its identity-building message.

Survey residents' participation in cultural activities, degrees of tolerance, interpersonal trust and self-determination.

Gender Equality

Although the city closely observes its GAD code closely, it has yet to measure the degree of positive assessment of gender equality among its citizenry. Improvements also have to be made in the domain of political empowerment.

Heritage

The 2006 cultural inventory that led to the Poblacion Heritage Conservation Master Plan has to be updated and widened to cover the entire territory. The 70 mappers trained by the NCCA in 2017 have yet to do any field work.

The city has not declared any of its assets important cultural property nor submitted any nominations for inscription in the national registry of important cultural properties (PRECUP) in spite of many tangible and movable heritage assets in its territory that are already presumed important cultural properties.

The city has not declared the *Poblacion* area as a heritage district by way of an ordinance. It still has not determined design and use development guidelines for the area.

Stakeholders in and supporters of the *Poblacion* heritage district have to be continually engaged in activities to ensure continued support for the city's preservation efforts.

4.7.4 Social Welfare

The current major issues and challenges in the social welfare services sub-sector categorized by nature of services are the following:

Community Empowerment and Livelihood Skills Development

1. Non-functionality of some communities organized for the Makati Damayan Program (CIDSS);
2. Need to instill the spirit of *bayanihan* in social services at the community level;
3. Contributions/impact of ERPAT and other organizations in the communities not fully maximized;
4. Need to harmonize and organize efforts of the City's Anti-Poverty Committee, NGOs and National Government for poverty alleviation initiatives;
5. Low employability rate of graduates of the City's livelihood skills training programs in the barangays; and
6. Lack of capital to start-up a business for livelihood skills training graduates

Child and Youth Welfare

1. High incidence of child sexual abuse involving neighbors and physical abuse involving their parents and close relatives in densely populated residential areas;
2. Higher number of street children who are non-residents of Makati;
3. Theft, robbery, physical injury, malicious mischief, trespassing, and *bukas-taxi* being the common offenses committed by *Children in Conflict with the Law* (CICL) residing in densely populated residential barangays with blighted slum areas;
4. Significant number of school drop-outs (pre-school, high school) despite the free education program of the City Government, which can be attributed to family's poor or negative values on education, lack of financial resources and peer influence; and,
5. Lack of Day Care Centers providing 10 hours of service for children of poor working mothers.

Person with Disabilities (PWDs) Welfare

1. Lack of a barangay structure that spearheads the protection and promotion of rights of PWDs.
2. Very minimal interventions for economic empowerment of PWDs because of mismatch of training given with disability type;
3. Absence of community-based rehabilitation;

4. Poor access of the PWD sector to Special Education (SPED); and,
5. Need to have a Makati First Policy (*Taga-Makati Muna*) in the area of employment for PWDs and at least 40 years old residents.

Informal Settlers (IS) Reduction and Management

1. Continuing high number of informal settler families which could be attributed to the establishment of new households by members of informal settler families, and influx of new informal settlers.



5 SECTORAL DEVELOPMENT PLANS

5.1 Administrative Services

The review of the 2013 CDP and the assessment of the developments in this sector over the past five years disclose the establishment of the three pillars of this aspect of governance; namely: 1) A professional qualified corps of public servants; 2) Up-to-date and relevant Quality Management Systems for each unit and office; and 3) Digital City initiatives that enhance the delivery of public services at a cost-effective manner.

Accordingly, following these dynamics, the objectives of this sector are as follows:

Table 5-1: Administrative Services Goals, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: To continuously enhance the quality of services through a responsive, result-oriented, and customer-focused City Administration		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
A. Local Governance <ul style="list-style-type: none"> To transform into a Proactive, Forward-looking, Innovative, Transparent, Accountable and Participative Local Governance 	<ul style="list-style-type: none"> Visionary and Innovative Administration Public perception of empowerment and participation in civil affairs 	<ul style="list-style-type: none"> Urban Government Index <ul style="list-style-type: none"> Effectiveness <ul style="list-style-type: none"> Presence or absence of a formal publication by the local government of performance standards for key services (health, education, solid waste management, protective, etc.) Existence and frequency of a survey or metrics that measure consumers' satisfaction with the local government services Existence of a vision statement
B. Planning and Development <ul style="list-style-type: none"> To institutionalize planning and development for an effective and efficient local governance 	<ul style="list-style-type: none"> Functional Local Development Council and Local Special Bodies Participatory Local Governance 	<ul style="list-style-type: none"> Frequency in convening of LDC and local special bodies Implementation rate of Programs/Projects/ Activities Annual Program Review and Planning Workshop (PRPW) conducted Systems in place for easy generation and access to socio-economic data
C. Local Legislation <ul style="list-style-type: none"> To strengthen the <i>Sangguniang Panlungsod</i> to ensure the effective implementation of development plans and projects through Legislative Support 	<ul style="list-style-type: none"> Functional <i>Sangguniang Panlungsod</i> 	<ul style="list-style-type: none"> Number of enacted ordinances and resolutions Percentage of women councilors in the local government unit Up-to-date legislation monitoring system in open and easily accessible digital format in place

Sectoral Goal: To continuously enhance the quality of services through a responsive, result-oriented, and customer-focused City Administration		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
D. Human Resource Management and Development <ul style="list-style-type: none"> To have a generally qualified manpower complement in the city bureaucracy capable of performing various functions efficiently and effectively 	<ul style="list-style-type: none"> Updated staffing plan per unit with corresponding updated job description per personnel Competent workforce capable of handling various functions efficiently and effectively 	<input type="checkbox"/> Human Resource Management Index <ul style="list-style-type: none"> Training and Development <ul style="list-style-type: none"> All employees meet the standards set for their positions based on Civil Service Rules All employees are assigned to positions that best suit their educational background, experience, skills and abilities All employees are trained regularly in aspects related to their line of work Steady increase in the number of employees trained yearly Decrease in the number of employees sanctioned for various offences Presence of Appraisal/Evaluation System
E. Public Information and Communication <ul style="list-style-type: none"> To promote information and community relations among government and its stakeholders 	<ul style="list-style-type: none"> Relevant, adequate and timely information to its stakeholders 	<ul style="list-style-type: none"> Compliance to Full Disclosure Policy and Transparency Seal Number of websites hits Number of publications distributed to stakeholders Number of costumers' satisfaction surveys conducted
F. Customer- Related Services <ul style="list-style-type: none"> To deliver services effectively and on time 	<ul style="list-style-type: none"> Timely and effective delivery of all services of city government System in place to document "customer" complaints Timely responses to complaints 	<ul style="list-style-type: none"> Number of civil documents registered Number of certified true copies of civil documents issued Number of Security Paper (SECPA) applicants and copies issued Number of clients served by law department Formal response to complaints within 24 hours after receipt
G. Quality Management <ul style="list-style-type: none"> To promote greater efficiency and effectiveness in city government operations To comply with requirements of DILG, the Ease 	<ul style="list-style-type: none"> All units are compliant with requisite and appropriate quality management system 	<ul style="list-style-type: none"> Extent of completion of updated QMS per unit Understanding by personnel of mission-vision statement of the LGU Recognition from official bodies (DILG, International councils)

Sectoral Goal: To continuously enhance the quality of services through a responsive, result-oriented, and customer-focused City Administration		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
of Doing Business Act H. Information and Communication Technology (ICT) Development <ul style="list-style-type: none"> To promote greater efficiency and effectiveness in city government operations To enhance delivery of services on the most cost-effective manner using digital devices To enable the LGU bureaucracy to generate data from the stakeholder using digital devices usable for making policy, assessing quality and effectiveness of services rendered. The citizenry, particularly the youth, active, aware and participating in implementation and development of these initiatives. 	<ul style="list-style-type: none"> All major city government operations fully computerized The fiber optic loop (FLAME) Project completed Fully operational Barangay Operations Management System with Corps of professional and trained encoders Full roll out of Makatizen Card Public CCTVs integrated into a central monitoring facility GPS devices in all government vehicles Establishment of a Digital City Task Force or Council 	<ul style="list-style-type: none"> Number of departments/offices that are fully integrated into the digital network of the city Extent that BOMS and Makatizen Cards systems can generate “big data” in real time that can be of use to top management Ease of use and effectiveness of the devices by the stakeholders Extent that the citizenry, particularly the youth, are participating in the expansion of the digital initiatives.
I. List of Projects Open for PPP	<ul style="list-style-type: none"> The PPP Regulatory Authority draws up and publishes the exclusive list of Projects open for PPP initiatives 	<ul style="list-style-type: none"> The extent that private sector participates in the list of PPP projects

Strategies and Policies

- Strong Public-Private Partnership (PPP)
- Enhanced human resource capability
- Enhanced local governance and fiscal sustainability.

Local Governance

- Streamline systems and procedures to respond effectively to the growing and changing development concerns and challenges
- Improve inter-departmental and functional relationships to attain a cohesive and strengthen city bureaucracy

Planning and Development

- Establish performance indicators and benchmarking standards for continuous improvement of service

Local Legislation

- Maintain a strong legislative support from the *Sangguniang Panlungsod* to ensure the effective implementation of development programs and projects

Human Resource Management and Development

- Develop and implement a comprehensive and continuing capability-building program to enhance competence of city officials and employees
- Enhance the package of incentives and benefits to boost the morale of employees
- Maximize/fill up available plantilla positions

Public Information and Communication

- Strengthen linkage-building and networking with the barangays and the private sector for collaborative efforts in the delivery of basic services
- Enhance public information system in order to bring the government closer to the people
- Strengthen feedback mechanism to evaluate customer/client satisfaction

Customer-Related Services

- Review systems and procedures of the city for an effective and efficient City government operations/service

Quality Management

- Implement quality management system in all departments/office

Information and Communication Technology (ICT) Development

- Maximize the use of information technology to enhance productivity and efficiency

Programs/Projects/Activities (PPAs) and Implementation Period

The short-term period of administrative services sector is more focus on maximizing the use of geographical information system to enhance productivity and efficiency, promoting its effectiveness in city government operations. They also target disaster programs to reduce risks associated with natural calamities and climate change. Central to this effort and objective will be the use of internet-enabled digital devices and systems using the fiber optic backbone under construction.

The administrative services sector will further review and evaluate the positions in the organization by comparing actual duties/responsibilities to the qualification standards to have a generally qualified manpower complement in the city bureaucracy. It is the objective of this sector to fill up to 70% of the regular plantilla items in the medium term.

Makati City's medium-term targets implementation on heritage projects in *Poblacion* area to provide sustainable environment where cultural heritage preservation is observed as well as the arts by creating Art Zones, for barangays to develop young artists in the performing arts and visuals to encourage appreciation.

Another focus for medium term is formulation of urban redevelopment and enhancing security monitoring system to improve crime prevention and law enforcement within the city.

The long-term programs and projects of the city mainly aims to (a) train employees regularly in aspects related to their line of work; (b) review other frontline offices that can be certified ISO compliant. Intensify participation to meetings, conferences and conventions; (c) enhance public information system and community relations in order to deliver basic services and city programs with the help of barangay and private sector among its citizens and stakeholders; (d) strengthening security monitoring system to improve crime prevention and law enforcement within the city; (e) sustaining good customer related services by creating civil registration programs and other projects to attain citizen's needs timely; (f) ICT development programs to promote greater efficiency and effectiveness in city government operations, link the barangay offices directly with the data base of the City center, ease access of residents to City services through smart cards, and integrate all street CCTVs into a central monitor; (g) establish effective implementation of development plans and projects through legislative support to build up the *Sangguniang Panlungsod*; (h) develops a collaborative inter agency linkages to meet and share information, build partnership and plan for future service provision; (i) celebrating various activities within the city and barangays; (j) projects focusing on planning and development to be effective and efficient local governance; (k) enhancement in disaster preparedness programs to reduce risks associated with natural calamities and climate change; (l) logistics of physical items usually involves the integration of information flow, material handling, production, packaging, inventory, transportation, warehousing, and often security; (m) benchmarking, a process of comparing one's agency process and performance metrics to industry best practices from other agency.

Table 5-2: Administrative Services, Sectoral Programs/ Projects/Activities and Implementation Period

Programs/Projects/Activities	Implementation Period
Organizational and Structural Review	
• Organizational Study	Short Term
• Internal Control System Review	Long Term
• IMCO Technical Assistance Program	Long Term
• Ordinance Amending the Organizational Structure of the City Government of Makati	Medium Term
• Institutionalizing the Performance, Improvement and Competitiveness System of the City of Makati	Medium Term
Geographic Information System	
• GIS Facilities and Equipment Enhancement Program	Short Term
• Makati City Geodatabase Development Program	Short Term
• eGIS Strategic Master Planning	Short Term
• Enterprise Geographic Information System (E-GIS) Program	Short Term
• Data and Information Management Protocol	Short Term
• Makati Atlas	Short Term
• Data Information Management Code	Medium Term
• Data Privacy Ordinance	Medium Term
Enhancement of Makati City's Disaster Preparedness and Response Program	
• Disaster Risk Assessment	Short Term
• West Valley Fault Redevelopment Planning	Short Term
• Strict Citywide Implementation of the Existing Laws and Administrative Orders related to Disaster Prevention (e.g. National Building Code and Engineering, Geological and Geohazard Assessment Report (EGGAR))	Long Term
• Climate and Disaster Risk Initiative (CDRI)	Long Term
• Disaster Resiliency Initiative for Vulnerable Enclaves (DRIVE), Barangay Rizal	Long Term
• Early Warning System	Long Term
• Liga Rescue First Responders Team	Long Term
• Disaster Cluster for CITYNET	Long Term
• Makati Risk-Sensitive Urban Redevelopment Planning Program	Long Term
• West Valley Fault/ Open Space Zone Guidelines and Implementation	Long Term
Formulation of the following Masterplans:	
• Urban Renewal of Poblacion Heritage Area	Medium Term
• Special Precincts for Urban Redevelopment (SPUR), Barangay Cembo	Medium Term
• Citywide CCTV Masterplan	Medium Term
• Makati Green Code	Long Term

Programs/Projects/Activities	Implementation Period
<ul style="list-style-type: none"> Comprehensive Land Use Plan and Zoning Ordinance 	Long Term
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Open Space provisions in SPUR, DRIVE, HPZ, RDZ Implementation 	Long Term
<ul style="list-style-type: none"> Formulation of DRIVE/SPUR Masterplans and Guidelines 	Long Term
<ul style="list-style-type: none"> Makati Transport Masterplan 	Long Term
<ul style="list-style-type: none"> Energy Efficiency and Conservation Plan 	Long Term
<ul style="list-style-type: none"> Makati Information System Strategic Plan 	Medium Term
Capability Enhancement Program	
<ul style="list-style-type: none"> Virtual Training, Webinars, IEC on Climate Change 	Medium Term
<ul style="list-style-type: none"> Stand-alone/Online Information Kiosk in all Barangays and other conspicuous places for enhancing both Comprehensive knowledge and specialized skills 	Medium Term
<ul style="list-style-type: none"> Human Resource Improvement Program 	Long Term
<ul style="list-style-type: none"> Intensified Manpower Training Program 	Long Term
<ul style="list-style-type: none"> Participation in Meetings, Incentives, Conventions, and Exhibitions (MICE) 	Long Term
<ul style="list-style-type: none"> Management and Supervision of the Different Departments/Offices of the City Government 	Long Term
<ul style="list-style-type: none"> Skills Enhancement Program 	Long Term
<ul style="list-style-type: none"> Capacity Development for Barangays 	Long Term
<ul style="list-style-type: none"> MAC Sanay (Personnel Training/Seminar) 	Long Term
<ul style="list-style-type: none"> National and International Convention/Training/Seminar for Professional Associations 	Long Term
<ul style="list-style-type: none"> Capability Building Program 	Long Term
<ul style="list-style-type: none"> UDD Capability Skills Enhancement Program 	Long Term
<ul style="list-style-type: none"> Invitational Seminars/ Trainings 	Long Term
<ul style="list-style-type: none"> SP Development Program 	Long Term
<ul style="list-style-type: none"> Legislative Archiving and Documentation System Tracking Workshop 	Long Term
ICT Programs	
<ul style="list-style-type: none"> Optimization of Makatizen APP and Makati City Web Portal for Online Job Applications and Posting of Vacancies 	Medium Term
<ul style="list-style-type: none"> Interactive Database Build-up for Skills Matching with Available Plantilla Position 	Medium Term
<ul style="list-style-type: none"> Interface of UMAK Alumni Tracking System with recruitment and selection process of the City 	Medium Term
<ul style="list-style-type: none"> Human Resource Management Information System (Online application of leaves, locators, etc.) 	Medium Term
<ul style="list-style-type: none"> QR Coded (service record, COE, and other employees' information) 	Medium Term
<ul style="list-style-type: none"> Use of Microchip Technology 	Medium Term
<ul style="list-style-type: none"> Digital Document Tracking and Monitoring System (to include PR processing and physical inventory and disposal) 	Medium Term

Programs/Projects/Activities	Implementation Period
• Integration and Interoperability of all Information System	Medium Term
• Makati Addressing System	Medium Term
• Establishment of Internal Audit Services (IAS) by Converting the Existing Internal Management Control Office (IMCO) to Internal Audit Services	Medium Term
• Creation of PDAO	Medium Term
• Telecommunication Infrastructure Management Program	Long Term
• Database Management and Security	Long Term
• ICT Facilities Management Program	Long Term
• Information System Management Program	Long Term
• Unified Benefit Card	Long Term
• Makati C3	Long Term
• Makati Unified Radio Communication System	Long Term
• Citywide CCTV Network Project	Long Term
• Social Media Communications Program	Long Term
• Makati Barangay-based Transaction E-System	Long Term
• Enhancement of Barangay Operations and Management System (BOMS) Program	Long Term
• Makati ICT Program	Long Term
• ICT Risk Assessment and Vulnerability	Long Term
• ISSP Update	Long Term
Logistic and Support Services	
• Logistic and Operational Support Program	Long Term
• Administrative/Logistic and Support Services Program (other Maintenance Expenses)	Long Term
• Travelling Expenses Program (Other Maintenance Expenses)	Long Term
• Office Modernization and Logistics Program	Long Term
• Office Enhancement Program	Long Term
• Logistic and Support Services for Civil Registration Programs	Long Term
• Equipment Support Program	Long Term
• Establishment of Mini Library	Long Term
• Communication Mobile Subscription	Long Term
Public Information and Communication	
• Digitized IEC accessible in Makati City Web Portal and other online apps	Medium Term
• Production and Publication of Information Materials	Long Term
• Information and Education Campaign Program	Long Term
• Promotion and Publicity Campaign Program	Long Term
• Advertising Program	Long Term
• Makati Mirror	Long Term
• Makati Ngayon	Long Term

Programs/Projects/Activities	Implementation Period
• <i>Ulat sa Bayan</i>	Long Term
• Emergency Hotline Dissemination Program	Long Term
• Subscription	Long Term
• MACommunication sa Radyo	Long Term
• Makati Citizen's Charter	Long Term
• Full Disclosure Policy Compliance Program	Long Term
• Peta Art Zone for Barangays	Medium Term
• Ugnayan sa Barangay	Long Term
• Liga ng mga Barangay Directory	Long Term
Customer-Related Services	
• Customer Satisfaction Survey	Long Term
• Mobile Passporting Service (In coordination with the Department of Foreign Affairs)	Long Term
• Suppliers/Contractors/ Consultants Registry System	Long Term
• Legal Assistance Program	Long Term
• Enhancing Miscellaneous Registration Program	Long Term
• Sustaining Civil Registration	Long Term
City's Regular Activities	
• Barangay Family Day	Long Term
• Liga ng mga Barangay Sportsfest	Long Term
• MAC Birthday Message	Long Term
• Araw ng Makati	Long Term
• <i>Gawad Parangal sa Natatanging Sangguniang Barangay</i>	Long Term
Participatory Planning	
• Program Review and Planning Workshop (PRPW)	Long Term
• Barangay Program Review and Planning Workshop	Long Term
Legal Management Program	
• Binding and Compilation of City Ordinances, Resolutions	Long Term
• Internal Rules and Procedures and the City Charter	Long Term
• Accredited Non-Governmental Organizations (NGOs)/ Peoples Organizations (POs)/ Private Sector (PS)/Civil Society Organizations (CSOs) General Assembly	Long Term
• Lex Libris Annual Update and Licenses	Long Term
• Implementation and Administration of Katarungang (KP) in Makati City	Long Term
Social and Health Services Program	
• Mother and Baby Documentation Project	Medium Term
• MAC Bahay-Bahay Program	Medium Term
• MAC-Tulong sa Barangay	Medium Term
• Makati Bloodlines Community Program	Long Term

Programs/Projects/Activities	Implementation Period
• Mobile Blood Donation	Long Term
• Hospital Monitoring and Assistance	Long Term
• Oplan Kaluluwa	Long Term
• Gender-Fair Housing Program	Long Term
General Services Program	
• General Service Program (Rental)	Long Term
• General Service Program (Maintenance)	Long Term
• Housekeeping Maintenance Program	Long Term
• Security Management Program	Long Term
• Comprehensive and General Liability Guarantee Program	Long Term
• Gasoline Utilization Program	Long Term
• Utilities Management Program	Long Term
• Administrative / Logistic and Support Services Program (Cable TV Service)	Long Term
• Records Preservation and Management Program	Long Term
• Environmental and Sanitary Program	Long Term
• Vehicle and Firearms Registration Program	Long Term
• Organization Affiliation Program	Long Term
• Office Supplies Program	Long Term
Inter-Agency Linkages Program	
• Virtual Networking and Sharing of Best Practices and Innovations with Neighboring Cities	Medium Term
• Meeting with Office of the Vice Mayor	Long Term
• Study Visit to Different Institutions and Other Agencies	Long Term
• Participation to Activities of the Vice Mayor's League of the Philippines	Long Term
• Benchmarking/Networking Program	Long Term
• Support to National Government	Long Term
• Kapanalig Program	Long Term
Cultural and Heritage Preservation Program	
• Poblacion Heritage Conservation Masterplan Implementation	Long Term

5.2 Economic Development

Table 5-3: Economic Development Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: Pursue the enhancement of employment, business opportunities, and entrepreneurship		
Objectives	Key Result Area	Performance Indicators
<ul style="list-style-type: none"> To be internationally recognized as a Global Center for Business, Finance, Knowledge Process Outsourcing (KPO), Meetings- Incentives- Conferences- Exhibits (MICE) Tourism, and Creative Economy 	<i>Trade and Industry</i>	
	<ul style="list-style-type: none"> Resilient, Transformative and Green Economic Environment 	<ul style="list-style-type: none"> Labor Force Participation Rate Employment Rate Unemployment Rate Underemployment Rate Per Capita Income of Household Income per capita Poverty incidence Capacity to retain talent Ease of finding skilled employees Pay related to productivity Capacity for innovation Firm level technology absorption Talent index (occupation of creative hubs)
	<ul style="list-style-type: none"> Business retention, attraction and expansion 	<ul style="list-style-type: none"> Percentage Increase in the Number of Barangay Micro Business Enterprises (BMBEs) Percentage Increase in the Number of Cooperatives Organized, Membership, and Paid-up Capital Percentage Increase in the Number of Savers Centers Organized, membership and Savings Percentage Increase in the number of new business establishments Percentage Increase in the number of Renewal/Existing business establishments Percentage Decrease of Existing Business Closing Down/Retiring Presence of Masterplans/Guidelines for

Sectoral Goal: Pursue the enhancement of employment, business opportunities, and entrepreneurship		
Objectives	Key Result Area	Performance Indicators
		Special Development Zones (SDZ) <ul style="list-style-type: none"> • Presence of Investment and Incentive Code • Number of Infrastructure's Program and Project in support to economic development in SDZ • Economic dynamism • Collection efficiency rate for public investments
		<ul style="list-style-type: none"> • Number of Policies enacted in support of SDZ • Increased number of Public Private Partnership • Increased number of twinning related activities with implemented PPAs
		<u>Ease of Doing Business Index</u> <ul style="list-style-type: none"> • Reduce by half the processing time and related transaction costs of registration, licensing, and permits. <ul style="list-style-type: none"> ✓ Starting a business (Procedure, Time, Cost and paid in minimum capital) ✓ Registering a property (Procedure, Time, Cost-Percentage of Property Value) ✓ Licensing Procedure (Procedure, Time, Cost- • Percentage income per capita)
	<ul style="list-style-type: none"> • Makati City as an urban tourist destination 	<ul style="list-style-type: none"> • 100% accreditation of travel agencies, hotels, and inns • Increased the number of visitors (local and foreign) arrival • Increased the number of sisterhood agreements foreign and local)
	<ul style="list-style-type: none"> • Imageable City (Makati Branding) 	<ul style="list-style-type: none"> • Number of Multinational Companies

Sectoral Goal: Pursue the enhancement of employment, business opportunities, and entrepreneurship		
Objectives	Key Result Area	Performance Indicators
		<ul style="list-style-type: none"> • Number of International Organizations • Number of Business Establishments per Activity • Top 100 business corporations • Primary location of Financial Institutions • Number of Business Associations • Number of Knowledge Process Outsourcing (KPOs) and Business Processing Outsource (BPOs) • Hotels Occupancy • Number of Meetings, Incentives, Conference and Exhibits (MICE) • Number of Embassies and Consulates • Percentage Increase in the Number of Foreign Cities Sisterhood Agreement • Number of Technical Cooperation

Strategies and Policies

- Promote and implement hard and soft infrastructure projects needed to support existing business activities and future growth
- Encourage and provide cost-effective incentives to industries involved in information and communication technology; business process outsourcing to locate in Makati City; and engaged in innovation, research and development on improving resource efficiency and clean technologies
- Orient local educational, skills, and employment training programs towards the requirements of business and commercial activities including information technology industries
- Improve and enhance the quality of the physical environment (e.g. air quality, greenery, waste management, etc.) in order to make Makati City a green economy and competitive locally and with other financial capitals of Asia
- Develop the potential of the creative economy to enhance local image and prestige and transform into a Creative City that capitalizes on creative assets
- Enhance fee-based cost recovery for city services and utilities where beneficiaries can be properly identified and cost effectively charged for availed

services to ensure longer term sustainability in terms of quantity and quality of services rendered

- Leverage the city's financial and human resources and its locational advantages to encourage the development of growth industries
 - ✓ For example, enhanced city and improved educational program focused on the industry-desired skills would be an incentive to potential locators
 - ✓ With its huge LGU financial resource base, the city can afford to extend financial incentives to desired business locators and financial support to micro, small and medium scale enterprise (MSMEs) and cooperatives to ensure inclusive growth
- Appropriate rezoning of well-located property areas would attract potential locators who wish to take advantage of the agglomerative benefits of the Makati CBD
- Increased number and improved quality of facilities and services in support of business and investment tourism.

Table 5-4: Economic Development Sectoral Programs/ Projects/Activities and Implementation Period

Programs/Projects/Activities	Implementation Period
PROGRAMS AND PROJECTS IN THE 2013-2023 CLUP	
Makati Barangay-Based Transactions e-System (EEMO)	Short Term to Long Term
Housing Database System (EEMO)	Short Term to Medium Term
Preparation and Implementation of Makati Trade and Investments Promotions Program (MakatInvest)	Short Term to Medium Term
Intensified Job Placement Program	Medium Term
Cooperative Livelihood and Loan Assistance Program	Short Term to Long Term
Preparation of Makati City Tourism Master Development Plan	Medium Term
Makati City Tourism Promotions Program	Medium Term
Feasibility Study of City Convention Center (for PPP)	Long Term
Feasibility Study for the City Cultural and Exhibition Center (for PPP)	Long Term
Annual Makati Tourist Festivities	On-going Short Term to Long Term
Special Program for Employment of Students (SPES)	On-going Short Term to Long Term
Government Internship Program (GIP)	On-going Short Term to Long Term
Organization and Development of Cooperatives	On-going Short Term to Long Term
Participation in Meetings, Incentives, Conventions, and Exhibitions (MICE)	Long Term
Business and Trade Relations Program	On-going

Programs/Projects/Activities	Implementation Period
	Short Term to Long Term
Local Twinning Program	On-going Short Term to Long Term
International Relations Department (IRD) Training Program	On-going Short Term to Long Term
PRIORITY PROJECTS (TOP 5)	
<i>Continuing Programs</i>	
Organization and Development of Cooperatives	On-going Short Term to Long Term
Preparation and Implementation of Makati Trade and Investments Promotions Program (MakatInvest)	Medium Term
Restructuring of the Poblacion Public Market for Mixed Use Development	Short Term to Medium Term
Construction of Elevator for the 3 Buildings of Makati Homes 2	Short Term
Intensified Job Placement Program	Short Term
PROPOSED NEW ECONOMIC SECTOR PROGRAMS AND PROJECTS	
Passage of Makati City Market Code	Short Term
Restructuring of the Poblacion Public Market for Mixed Use Development	Short Term to Medium Term
Benchmarking of Cooperatives in Asia, Europe and Japan	Short Term
Capacity Building Program for the Makati Cooperative Development Office	Short Term
Membership in International Cooperative Alliances	Short Term
Social Partnership Development Program	Short Term
Enhanced Employment Information and Promotion Program	Short Term
Makati Homes Festivities Celebration	Short Term
Construction of Elevator for the 3 Buildings of Makati Homes 2	Short Term
Construction of Steel Parking Structure at Makati Homes 2	Short Term
Construction of Multi-Purpose Hall at Makati Homes 2	Short Term
Micro-Finance Saving Program	Short Term
Smart Survey Tools	Short Term
Creation of a Makati City Economic Development Council	Medium Term
E-Rental Payment – Use of Makatizen Card Facility in Paying Makati Homes Rental	Medium Term
Payment Scheme for Tenant with Rental Arrears/Outstanding Obligations	Medium Term
Tourist/Visitors Link in the Makatizen App	Medium Term
Tourist Statistics Buildup via Digital Device Entries	Medium Term
Crowd Assessment/Control Using IOT	Medium Term
Walking Tours Available Virtually	Medium Term

Programs/Projects/Activities	Implementation Period
Provision of Equipment to MCDO to increase Digital Capacity	Medium Term
Enhanced Web Presence relative to Cooperatives and Saving Mechanisms	Medium Term
Digital ID for Enterprises	Medium Term
Online Platform for Products/Services in promotion of Livelihood Pursuits and Entrepreneurship	Medium Term
Tele-commuting Act	Medium Term
Data Collaboration/Sharing Protocol	Medium Term
Comprehensive Makati Survey	Medium Term
Online/Cashless Public Transactions	Medium Term
Poblacion Public Market and Cembo talipapa Enhancement Program	Medium Term
Rehabilitation of Cembo Talipapa into Mixed-Use Public Market	Medium Term
Consumer Protection Program	Medium Term
Makati City Market Code	Medium Term
Online Assessment and Payment System Ease of Doing Business Requirements	Medium Term
Updating of Makati Revenue Code	Medium Term

Note: The costings for new PPAs are estimates and can still be adjusted based on the scope of the PPAs

5.3 Environmental Management

Table 5-5: Environmental Management Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: Pursue a sustained effort in making Makati's environmental clean, healthy and ecologically balanced through multi-sectoral participation		
Objectives	Key Result Areas (KRAs)	Performance Indicators
To promote a greener environment, green technologies and green urban design	Green and sustainable environment	<p>Urban Forestry</p> <ul style="list-style-type: none"> - Tree to population ratio - Percent and area of total green space - Percent of trees that are large/mature (>18" in diameter) - Percent of trees that are young (<6" in diameter) - Ratio of the number of trees planted to number removed per year <p>Process/Technology</p> <ul style="list-style-type: none"> - Number of public facilities using rainwater bio filtration - Number of solar powered street lights - Number of buildings with solar panel <p>Number of Energy Efficient Light (EEL) on households and establishments' infrastructure and Design</p> <ul style="list-style-type: none"> - Presence of Leadership on Energy and Environmental Design (LEED) Certified Infrastructure/Buildings - Number of developments with green roofs <p>Sustainable Environment:</p> <ul style="list-style-type: none"> ▪ Green House Gases: <ul style="list-style-type: none"> - Total GHG emissions per capita - Total GHG emissions per square meter reducing overtime - eCO2 sequestration from planted trees - GHG emission from stationary energy - Fuel use (generator and boilers) in commercial establishments - LPG consumption from residential sector - GHG emission from transportation - Total volume of fuel sold within Makati that is used for road transportation - Number of LPG converted vehicles - Number of tricycles plying in Makati with 4 strokes - GHG emission from electricity - Access to electricity - Residential and commercial electricity usage

Sectoral Goal: Pursue a sustained effort in making Makati's environmental clean, healthy and ecologically balanced through multi-sectoral participation		
Objectives	Key Result Areas (KRAs)	Performance Indicators
		<ul style="list-style-type: none"> - Emissions from electricity consumption by end users within Makati - GHG emission from solid waste - Volume of garbage collected and disposed - Volume of garbage reduced GHG emission from waste water ▪ Water Quality <ul style="list-style-type: none"> - Number of households with access to safe drinking water - Biological Oxygen Demand (BOD) level - Dissolved Oxygen (DO) level ▪ Air Quality <ul style="list-style-type: none"> - PM2.5 - PM10 - Total Suspended Particulate - Number of smoke belching vehicles apprehended ▪ Formulate a "Makati Urban Greening Master Plan" ▪ Finalize and approve the Makati Green Code ▪ 100% of public and private facilities uses green technologies ▪ Increase the number of buildings with green features and design ▪ Increase buildings with green roofs and vertical gardens ▪ Achieve standard tree to population ratio. ▪ Increase green corridors, including creek-side linear parks ▪ Clear the legal easements of creeks and rivers (informal settlements)
To Upgrade environmental infrastructure, facilities and services to improve environmental quality		<p>Update the following:</p> <ul style="list-style-type: none"> - Solid Waste Management Plan <p>Formulate the following</p> <ul style="list-style-type: none"> - Air Quality Control Action Plan - Engine Shift Plan - Energy Saving Plan ▪ Improve air quality (TSP level) based on standard ▪ Increase number of vehicles undergo emission testing ▪ Improve Biochemical Oxygen Demand (BOD) level based on standard

Sectoral Goal: Pursue a sustained effort in making Makati's environmental clean, healthy and ecologically balanced through multi-sectoral participation		
Objectives	Key Result Areas (KRAs)	Performance Indicators
		<ul style="list-style-type: none"> ▪ Improved quality of waterways in Makati classified as Class SB and C ▪ Increase number of buildings with sewerage treatment facilities ▪ Increase number of households connected to wastewater/Sewerage Treatment Plant ▪ Increase number of households/ establishments complied regular dislodging ▪ Reduced waste generation at source and improve waste diversion and disposal by 2% annually ▪ Increase number of households with access to Level 1, Level 2 and Level 3 ▪ Reduced number of environmental violators (solid waste and air pollution)

Strategies and Policies

1. Promotion of a greener environment;
2. Formulate masterplans related to solid waste, drainage, and engine shift.
3. Strict implementation of existing laws and regulations pertaining to air pollution control, clean water management, solid waste management, and waterways management including Makati Comprehensive Land Use Plan (2013-2023), National Building Code and Sanitation Code of the Philippines.
4. Improve monitoring system on air, water, GHG, weather, flood, and solid waste;
5. Promote use of four-strokes to all tricycle owners/operators and Liquefied Petroleum Gas (LPG) conversion among vehicle owners
6. Expand access to safe piped water.
7. Enactment of Makati Green Code
8. Incorporate rivers and creeks into green urban design initiatives.
9. Promote the use of green urban design and technologies in public and private infrastructures.
10. Promote the use of Energy Saving Lights such as LED and EEL.
11. Introduce legislation that requires new building construction to allocate a certain percentage of the property as green space depending on the type and size of development.
12. Strong partnership with utilities, concessionaires, private sector, and households.
13. Compliance to Supreme Court Mandamus on Waterways Management.
14. Use of latest and more efficient technology on Solid Waste Management such as Waste to Energy and Modern Organic Waste Recycling Technology.
15. Use of flood simulation software technology

16. Creation of a digital platform that would provide the citizens up-to-date local climate/weather advisories, disaster monitoring, air and water quality monitoring, and other environment-related information.

Programs/Projects/Activities (PPAs) and Implementation Period

Short term programs of Environmental Management Sector include amendments and completion of existing projects which are expected to conclude within 12 months. It also includes formulation or updating of environment-related development plans especially those plans that are mandated by national laws such as Solid Waste Management Plan, Disaster Risk Reduction and Management Plan and Climate Change Action Plan which are envisaged to be crafted within 3 years.

Medium term programs include improvement of facilities in different barangays, GHG reduction, and training related to urban redevelopment and disaster preparedness.

Long term programs of Environmental Management Sector are the regular and continuing projects and activities of the Sector. It also includes all the support programs which are essential for the effective and efficient function of the Sector. Capacity building of city employees is also required to be conducted in the long term.

Table 5-6: Environmental Management Sectoral Programs/Projects and Implementation Period

Programs/Projects/Activities	Implementation Period
Reconstitute/Reorganize the Department of Environmental Services and to have a separate division for waterways management	Medium Term
Formulate, update, or approve the following Development Plans and Codes:	
• Air Quality Control Action Plan	Short Term
• Greenhouse Gas Management Code	Short Term
• Makati Green Code	Short Term
• Energy Saving Plan	Short Term
• Engine Shift Policy	Short Term
• Water Quality Management Action Plan	Short Term
• Makati Solid Waste Management Plan	Short Term
• Comprehensive Urban Greening Program	Short Term
• Drainage Master Plan	Short Term
• Environment Code	Medium Term
Air Quality Management	
• Air Quality Pollution Sensors	Medium Term
• Comprehensive Air Quality Management	Medium Term
• Maintenance and Upgrading of Air Monitoring Equipment	Long Term
• Monitoring and Analysis of Ambient Air Quality in Makati City	Long Term
• Project HANGIN	Long Term
• Makati <i>Bantay Tambutso</i>	Long Term
• Car Free Zone/Carless Day Initiative	Long Term
• Greenhouse Gas Accounting and Inventory Project	Long Term

Programs/Projects/Activities	Implementation Period
• Earth Hour Celebration	Long Term
• Earth Day Celebration	Long Term
• Environment Month Celebration	Long Term
• Clean Air Month Celebration	Long Term
Solid Waste Management	
• Waste Analysis and Characterization Study (WACS)	Short Term (Every 2 Years)
• Improvement of Material Recovery Facilities	Medium-Term
• Integration of Waste to Energy Technology in MRFs	Long Term
• Garbage Collection and Disposal Services	Long Term
• Solid Waste Reduction and Diversion Program	Long Term
• Plastic Regulation Program	Long Term
• Citywide Waste Management Program	Long Term
• Street Cleaning Services and Other Clean-up Program	Long Term
• Inspection and Monitoring of Compliance to CO 2003-095	Long Term
• Sensor-Based Waste Collection Bins	Medium Term
• GPS Devices and Sensors on Waste Truck	Medium Term
• Violation Monitoring System	Medium Term
• Polluters Pay System	Medium Term
• Command Center for Environment	Medium Term
• Craft an Ordinance on Banning Single Use of Plastic Water Bottle	Medium Term
Urban Greening Program	
• Flora and Fauna Inventory and Tagging	Short Term (Every 2 years)
• E-Library	Medium Term
• Computerized Irrigation System for Government Facilities	Medium Term
• Energy Efficient Lights with Sensor	Medium Term
• Makati Green Urban Design Center	Long Term
• Urban Greening Program	Long Term
• Balik Kalikasan Program	Long Term
• Rain Harvesting Program	Long Term
• Makati City Search Committee on Clean and Green	Long Term
• Oplan: Lingap Liwasan	Long Term
• Oplan: Lingap Luntian	Long Term
• Promotion of roof gardens and vertical gardens	Long Term
• Parks/Open Space provisions in SPUR, DRIVE, HPZ, RDZ Areas	Long Term
• Conversion of West Valley Fault (WVF) easement to open space/park/greenway	Long Term
Waterways Management	
• Water Quality Study	Short Term (Every 3 years)
• Upgrading of Water Quality Monitoring Stations	Medium Term

Programs/Projects/Activities	Implementation Period
• Water Quality Monitoring System (with CCTV)	Medium Term
• Makati Waterways Improvement Program	Long Term
• Task Force Makati Waterways	Long Term
• Waterways Revitalization	Long Term
• Waterways Easement Clearing and Improvement	Long Term
• WWW.com (Walang Waste sa Waterways)	Long Term
• International Coastal Clean-up	Long Term
Climate Change and Disaster Resiliency	
• Greenhouse Gas Inventory	Short Term (Annually)
• Develop digital platform (i.e. mobile application) providing up-to-date climate change, disaster, and environment information	Short Term
• Real Time Monitoring of GHG Emission	Medium Term
• Makati GHG Biggest Loser	Medium Term
• Upgrading of Weather Monitoring Stations	Medium Term
• Purchase of Flood Simulation Software Technology	Medium Term
• <i>Palit Ilaw</i> Program	Long Term
• Preparation of Makati Drainage Master Plan and Citywide Upgrading of Sanitation and Drainage System	Long Term
• Citywide Construction and Upgrading of Flood Control and Retention Facilities	Long Term
Rehabilitation of blighted, obsolescent and environmentally sensitive areas	
• Clearing of Informal Settlements in danger zones	Medium Term
• Land readjustment of congested areas (i.e. SPUR Areas)	Long Term
Logistic and Support Program	
• Equipment Support and Maintenance Program	Long Term
• Support Services Program	Long Term
• Office Enhancement Program	Long Term
Capability Enhancement Program	
• Human Resource Development Program	Long Term
Public Information and Communication	
• Production of IEC Materials	Long Term

5.4 Disaster Risk Reduction and Management

Table 5-7: Cross Sectoral Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs) with the other sectors

Objectives	Key Result Areas (KRAs)	Performance Indicators
ADMINISTRATIVE SERVICES		
Continuous government services provided	Comprehensive hazard and risk data and information available	Hazard and risk assessment accessible to all stakeholders in various forms
	Government data, files and records available before, during and after disasters	Percentage of data, files and records retrieved after disasters
	Increased DRR and CCA capacity of the DRRMC members and other city employees	Level of knowledge/capacity of DRRMC members and other city employees
	Employees are able to immediately report to work	Percentage of employees reporting to work after disasters
	Surge capacity (volunteers) available	Number of registered volunteers
	Strategies for provision of continuous government services identified	Availability of a Public Service Continuity Plan
Disaster-damaged assets and resources restored using the build back better principle	Post-disaster damage and assessment information available	Presence of post- disaster damage and needs assessment report
	Mechanisms and strategies for recovery and rehabilitation identified	Presence of a Recovery Plan

Objectives	Key Result Areas (KRAs)	Performance Indicators
	Communities have access to risk financing and risk financing mechanism	<ul style="list-style-type: none"> Percentage of population with access to risk financing/risk insurance Percentage of government infrastructure and assets insured
ECONOMIC DEVELOPMENT		
Economic activities immediately restored	Continuous business operations	<p>For Business Recovery:</p> <p>(a) Micro - No. of micro enterprises per industry able to resume business operations 24hrs after disaster event / Total no. of micro enterprises per industry affected by the disaster event</p> <p>(b) Small - No. of small enterprises per industry able to resume business operations 24-48hrs after disaster event / Total no. of small enterprises per industry affected by the disaster event</p> <p>(c) Medium - No. of medium-sized enterprises per industry able to resume business operations 24-48hrs after disaster event / Total no. of medium-sized enterprises per industry affected by the disaster event</p> <p>(d) Large - No. of large enterprises per industry able to resume business operations 24-72hrs after disaster event / Total no. of large enterprises per industry affected by the disaster event</p> <p>(e) Supply chain - Percentage restoration of affected business supply (chain) lines of identified key industries of the City</p> <p>(f) Permanent Closure Rates - Percentage of businesses (per category) closing down within 1 year after disaster event</p>
	Minimized loss of livelihood	Percentage of businesses (per category) able to resume operations after the disaster event; Compliance with EPR/BC Plans; Access to insurance and risk financing schemes
	Funds available for continuity of business operations and start-up businesses	Percentage of business with access to insurance and other risk financing schemes
ENVIRONMENTAL MANAGEMENT		
Minimized damage to ecosystem services	Biodiversity sustained and/or enriched	Increased green cover (trees, ornamental plants and green space).
	Water quality within standards	<ul style="list-style-type: none"> Increased and/or sustained BOD Level, Dissolved Oxygen (DO) and other water quality parameters (pre and post disaster)

Objectives	Key Result Areas (KRAs)	Performance Indicators
		<ul style="list-style-type: none"> Percent (%) of waterways and creeks cleared of water pollutants⁴
	Maintained or improved air quality	Increased and/or sustained Air quality index/total suspended particulates parameters (pre and post disaster)
	Properly managed disaster wastes and debris	<ul style="list-style-type: none"> 100% of debris and wastes collected and managed (pre-disaster) Increase waste diversion rate by 2% every year (pre-disaster) 100% of volume of debris and wastes managed (post-disaster)
INFRASTRUCTURE DEVELOPMENT		
Increased disaster-resilience of infrastructure and critical facilities	Ensured structural ability of infrastructure and lifeline/critical facilities	Percentage of compliance with the Building Code, Structural Code and other relevant guidelines
	Decreased number of structures exposed to hazards	Number of structures exposed to hazards in reference to the previous exposure database
PROTECTIVE SERVICES		
Increased level of preparedness of the community	IEC and awareness activities conducted	Coverage of IEC and awareness activities (target population)
	IEC materials	Number of IEC materials developed
	Communities are equipped with necessary capabilities to cope with the impacts of disasters	<ul style="list-style-type: none"> Percentage of community members with basic skills training Percentage of communities with necessary supplies and equipment to cope with the impacts of disasters
People are able to timely evacuate on safe areas	Strengthened Early Warning System (EWS)	Percentage of population covered by EWS
	Increased awareness on evacuation	Percentage of the population aware of the evacuation procedures and their designated evacuation areas
	Comprehensive evacuation plan formulated	<ul style="list-style-type: none"> Presence of approved comprehensive city evacuation plan

⁴ Water pollutants refer to solid waste, toxic and hazardous wastes. Including the presence of obstruction of informal settlements and illegal encroachment along waterways which are identified to be direct contributors

Objectives	Key Result Areas (KRAs)	Performance Indicators
		<ul style="list-style-type: none"> Percentage of barangays with approved comprehensive evacuation plans per hazard, as applicable Percentage of schools with approved evacuation plan
Affected population provided with temporary and transitional shelter	Sufficient temporary shelter (evacuation centers) established	Identified temporary evacuation areas/sites can accommodate the estimated number of displaced populations in a most-severe scenario
	Sufficient transitional shelters established	Percentage of displaced population in need provided with transitional shelter
Timely response provided	Response plans and protocols formulated and tested	<ul style="list-style-type: none"> Presence of approved contingency plans Percentage of barangays with approved contingency plans Presence of approved response-related protocols Frequency of conduct of drills and exercises Presence of mechanism to review and update response plans and protocols
	Established Incident and Disaster Organizational Structure	<ul style="list-style-type: none"> City Incident Management Team established Percentage of barangays with established Incident Management Team
	Knowledge on Incident Management	<ul style="list-style-type: none"> Number of personnel trained on ICS Training Needs Assessment conducted
	Presence of a fully equipped facility for capacity building of response personnel	<ul style="list-style-type: none"> Skills training facility fully established Fully equipped City response teams established Percentage of fully-equipped barangays with established response teams Number of fully-equipped accredited volunteer response team
	Presence of City and Barangay Ops Centers for Coordination of Events Response	<ul style="list-style-type: none"> Operations Centers Established Percentage of barangays with Operations center/communication room
	Operations Center Guidelines existing	Operations Center guidelines formulated and adopted
	Prompt assessment of damage and needs at all levels	Availability of Rapid Damage and Needs Assessment information
	Strengthened communication and reporting system	<ul style="list-style-type: none"> Percentage of incidents coordinated Number of readily-available and accessible reports generated within at least 24 hours (Note: depends on the date requested)

Objectives	Key Result Areas (KRAs)	Performance Indicators
	Sufficient supplies and communication equipment available	<ul style="list-style-type: none"> Number of supplies and equipment available for the most-severe scenario Number of identified locations of pre-positioned storage/ facilities for all supplies and equipment Number of communications equipment in reference to projected needs Back-up communication facilities established
	Partnerships exist for resources sharing to meet the needs in a most severe scenario	Formal partnership with different stakeholders exists for resource sharing
	Established policy/guideline on incident and disaster management system	City ordinance on the establishment of Incident and Disaster Management Team
	Prompt assessment of damage and needs at all levels conducted	<ul style="list-style-type: none"> Availability of rapid damage and needs assessment information Standard local RDANA forms formulated and adopted
	Fully equipped response and damage assessment and needs analysis teams established	<ul style="list-style-type: none"> City response teams established Percentage of barangays with established response teams Number of accredited volunteer response teams Fully equipped damage assessment and needs analysis established
	Data on damage and loss from previous disasters available	Disaster damage and loss database established
SOCIAL DEVELOPMENT		
Minimized health risks	Sufficient clean and potable water provided	Percentage of affected population with access to clean and potable water
	Mental and Psychological illness prevented	Percentage of the affected population provided with MHPSS
	Properly managed dead bodies and missing persons	Protocol for MDM in place

Objectives	Key Result Areas (KRAs)	Performance Indicators
	Incidence of hunger and malnutrition prevented	Percentage of affected population provided with food with standard nutritional value
	Disaster- resilient health facilities	Number of health facilities functional after disasters

Cross-Sectoral Strategies and Policies

Administrative Services

1. Development of a unified Data and Information Management System
2. Redesign the City's Hazard and Risk Assessment IEC materials for raising community-awareness
3. Establishment of a computerized government data, files, and records information (in-city back-up system)
4. Establishment of off-site back-up system and recovery facility
5. Development of training management plan integrating DRR and CCA
6. Partnership Building and Capacity Enhancement
7. Establish mechanism on insurance access
8. Employee Mapping
9. Establish temporary shelter
10. Conduct of DRRM Skills and Knowledge Training
11. Institutionalization of the Volunteer Management System
12. Establishment of mechanisms for the formulation of Public Service Continuity Plan (PSCP)
13. Formulation and adoption of Service Continuity Plan (SCP)
14. Establish PDNA Teams
15. Conduct of Failure Chain Assessment
16. Mainstreaming of the Post-disaster Recovery Plan

Economic Development

1. Build economic resilience of all the stakeholders in the city
2. Training of trainers on economic resilience strategies
3. Incentivize DRRM and business continuity efforts of enterprises

Environmental Management

1. Enhancement of City's climate and disaster risk assessment
2. Exposure database and climate and disaster risk assessment maps made available to all departments and office, and barangays
3. Promote, maintain and implement urban greening initiatives
4. Permanent clearing of Informal settlements and illegal encroachment along waterways
5. Cleaning and de-clogging of waterways
6. Enhancement of water pollution surveillance and control mechanism

7. Enhancement of capacity for air quality management and regulation
8. Mapping of air pollutants and GHG emissions
9. Enhancement of Materials Recovery System (pre and post disaster)
10. Enhance database management and analysis of wastes and debris
11. Strengthening transboundary agreement for waste and debris reduction and management for pre and post disaster

Infrastructure Development

1. Ensure structural stability of public infrastructure
2. Strengthen structural safety of houses especially in high risk areas
3. Build awareness of the community on Building, Structural Code and other relevant policies for resilient infrastructure
4. Construct structural interventions/protective infrastructure
5. Maintain and/or improve existing protective infrastructures
6. Strengthen partnership with neighboring LGUs and other concerned government agencies
7. Strict implementation of no build zone (3-meter water easement and 5-meter buffer zone of the WVF)
8. Ensure strict implementation of Zoning Ordinances for no build zone

Protective Services

1. Recognize materials developed and activities conducted by other agencies
2. Take stock of initiatives by other agencies
3. Set standards based on the city's protocols and procedures
4. Align training, IEC activities and IEC materials with the city's protocol
5. Strategically raise people's awareness on basic supplies and/or equipment for preparedness during distribution
6. Involve the barangays and relevant stakeholder (PWDs, etc.) in the formulation of the evacuation procedures to consider effective means of communication of the signals and procedures
7. Formulate communication plan of the evacuation procedures
8. Incorporate information on evacuation in the Makatizen App, MyMakati facebook page and Makati Portal
9. Ensure that the identified temporary shelters are structurally sound and are ready for evacuation
10. Guarantee availability of resources for the establishment of transitional shelters and its facilities
11. Formalize partnerships with the private sector for the use of their facilities for temporary shelter
12. Ensure that the identified transitional shelters are structurally sound and are ready to accommodate displaced population
13. Guarantee availability of resources for the establishment of transitional shelters and its facilities and ensure smooth flow of services

14. Formalize partnerships with identified areas/spaces and explore other possible areas for the establishment of transitional shelters
15. Develop response-related plans and protocols
16. Develop a plan for a city-wide hazard specific evacuation drill
17. Develop a functional IMT per hazard
18. Capacitate personnel in ICS
19. Establish RDANA Teams
20. Standardize response reporting system
21. Formulate City and Barangay Operations Center Guidelines
22. Implementation of the City and Barangay Operations Center Guidelines
23. Update the communications systems of the City
24. Establish back-up communications facilities for the City
25. Forge partnerships for resource sharing
26. Establish fourteen (14) fully functional rescue clusters
27. Conduct Capacity Assessment (Training and Resources)
28. Establishment of the DRRM Academy

Social Development

1. Provision of clean and potable water to the affected population
2. Increase the number of MHPSS providers during large scale disasters
3. Well-coordinated response mechanism in managing the dead and the missing
4. Food to be provided to the disaster affected population is assessed to consider nutritional value
5. Ensure availability of safe health facilities
6. Inclusion of private health facilities in disaster planning

Table 5-8: Disaster Risk Reduction and Management Cross-Sectoral Programs/Projects/Activities and Implementation Period

Timeline Indicators (based on Makati City's Enhanced DRRM Plan 2019-2030):

- Short Term: 2019 – 2021
- Medium Term: up to 2024
- Long Term: up to 2030

Programs/Projects/Activities	Implementation Period
Disaster-Resilient Initiatives for Vulnerable Enclaves (DRIVE)	
<ul style="list-style-type: none"> • West Valley Fault (WVF) Redevelopment of Brgy. Pembo and Rizal 	Medium Term
<ul style="list-style-type: none"> • Redevelopment of landslide-prone areas (either earthquake or rainfall-induced) in Brgy. West Rembo and East Rembo 	Medium Term
<ul style="list-style-type: none"> • Redevelopment of strategic blocks and BLISS housing project in Brgy. Tejeros 	Medium Term
<ul style="list-style-type: none"> • Enhancement and reinforcement of housing component of CLUP for DRIVE to include risk reduction strategies for areas affected by the WVF <ul style="list-style-type: none"> ○ Retrofitting and disaster-proofing of communities 	Long Term

Programs/Projects/Activities	Implementation Period
<ul style="list-style-type: none"> Relocation of communities which are in danger zones 	
<ul style="list-style-type: none"> Enhancement of Community Development Programs in Makati City's relocation sites outside the city: <ul style="list-style-type: none"> San Jose del Monte, Bulacan Calauan, Laguna - Construction of 600 houses in Calauan, Laguna (<i>pipeline</i>) 	Short Term (revisited annually)
West Valley Fault (WVF)/ Open Space Zone Guidelines and Implementation	
<ul style="list-style-type: none"> Strict implementation of the zoning ordinance, and no renovation and no expansion guidelines on areas in the buffer zones; and. Conversion of the 10-meter easement (5 meters on both sides of the WVF) into a linear park. 	Short-Medium Term
Climate Change Framework and Plan	Short Term
Multi-Hazard and Vulnerability Assessment Risk profiling and vulnerability assessments targeting the following urban systems: <ul style="list-style-type: none"> Land and Water Energy and Transportation Health and Food Communication and Governance 	Long Term

Table 5-9: Sector-Specific Disaster Risk Reduction and Management Programs/Projects/Activities and Implementation Period

Timeline Indicators (based on Makati City's Enhanced DRRM Plan 2019-2030):

- Short Term: 2019 – 2021
- Medium Term: up to 2024
- Long Term: up to 2030

Programs/Projects/Activities	Implementation Period
Administrative Services	
DRRM Capacity-Building Program	
<ul style="list-style-type: none"> Knowledge and Skills Training 	Long Term
<ul style="list-style-type: none"> Employee Welfare 	Long Term
<ul style="list-style-type: none"> Provision of life-saving supplies and equipment 	Long Term
<ul style="list-style-type: none"> Volunteer Management 	Long Term
DRRM Organizational Enhancement Program	
<ul style="list-style-type: none"> Partnership Building Activities 	Long Term
<ul style="list-style-type: none"> Knowledge and Skills Training 	Long Term
<ul style="list-style-type: none"> Incident Command System Training 	Long Term
<ul style="list-style-type: none"> Organizational Meetings 	Long Term
Disaster Recovery Planning Program	
<ul style="list-style-type: none"> Public Service Continuity Planning 	Short Term (revisited annually)
<ul style="list-style-type: none"> Disaster Recovery Planning 	Long Term
<ul style="list-style-type: none"> Post-Disaster Needs Assessment 	Long Term
Risk Financing Program	

Programs/Projects/Activities	Implementation Period
• Risk Financing Exploratory Activities	Short Term
• Risk Financing Promotion	Short Term
Economic Services	
Economic Resilience Program	
• Business Continuity Planning	Long Term
• DRRM Promotion to the Business Sector	Long Term
• Livelihood Training	Long Term
Environmental Management	
Parks/Open Space and Greening Program	
• Makati Green Code	Short - Long Term
• Rationalization of the City's environmental effort to include green designs and architecture	Long Term
• Pasig Riverside Master Development Plan	Long Term
• Parks Development	Long Term
Environmental Resilience Program	
• Air Quality Management	Short - Long Term (revisited annually)
• Water Quality Management	Short - Long Term (revisited annually)
• Biodiversity Enrichment and Restoration	Short – Long Term (revisited annually)
• Waste Management	Short - Long Term (revisited annually)
Infrastructure Development	
Disaster Resilient Infrastructure Program	
• Structural Assessment	Short Term
• Structural Retrofitting	Medium-Long Term
• Protective Infrastructure Construction	Short-Long Term
• Protective Infrastructure Maintenance and Improvement	Long Term
• IEC and Awareness on Structural Safety	Short Term (reviewed annually)
Protective Services	
Makati DRRM Academy	Long Term
Makati DRRM Volunteer Management System	Long Term
Incident and Disaster Management Program	
• Response Planning	Short - Long Term
• Integrated Communication System Enhancement	Short - Long Term
• Emergency and Disaster Damage and Needs Assessment	Short - Long Term
• Response Resource Capacity Enhancement (human and physical)	Short - Long Term
• DRRM Operations Center Services Enhancement	Medium Term
Emergency and Disaster Shelter Program	
• Emergency and Disaster Shelter Planning	Short Term
• Temporary and Transitional Shelter Establishment and Management Capacity Building	Short Term
• Construction of Evacuation Center/s	Long Term
• Emergency and Disaster Shelter Resource Enhancement	Long Term
• Relocation of Residents in High Risk Areas	Long Term
• Evacuation Signages and Facilities Enhancement	Medium Term

Programs/Projects/Activities	Implementation Period
Disaster Information Management Program	
• Comprehensive Risk Assessment	Long Term
• Emergency and Disaster Database Establishment	Short Term (revisited annually)
• Early Warning System Enhancement	Medium Term
• DRR Data Science	Medium Term
• Computerized Inventory System	Medium Term
• Data and Information Back-up System Establishment	Short Term (revisited annually)
DRRM Information, Education and Communication (IEC), and Awareness Program	
• IEC and awareness activities	Short Term
• IEC materials production	Short Term
• IEC planning	Short Term
• DRRM Advocacy Campaign in Social Media	Medium Term
Social Development	
Health Disaster Program	
• Water, Sanitation and Hygiene	Medium Term
• Mental Health and Psychosocial Support	Short Term
• Management of the Dead and the Missing	Medium Term
• Nutrition in Emergencies	Short Term
• Health Surveillance and Monitoring	Short Term
• Disease Prevention	Long Term
• Animal Welfare	Short Term
• Safe Health Facilities	Medium Term

5.5 Finance Management

From 2005 to 2010, Makati City was among the top three income grossing LGUs in the Philippines. Thus, it is deemed essential for the city to sustain the growth of its income through efficient and effective local finance management in the midst of stiff competition with other emerging business districts in the National Capital Region (NCR). These mechanisms will further enhance revenue-generating capacity of the city; maintain the city's identity as the primary CBD that is vertically and horizontally interconnected with key business districts in the country; ensure efficiency in the land market towards a rationalized urban growth; and diversify existing key economic functions.

Table 5-10: Finance Management Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: To provide sustainable financing to the City Government for the delivery of the highest level of basic, social, and economic services with breakthrough technologies, and competent, responsible and professional civil servants		
Objectives	Key Result Areas (KRAs)	Performance Indicators
To sustain Maintain Makati City's primacy as the financial center	<ul style="list-style-type: none"> Enhanced Local Governance Fiscal System 	<ul style="list-style-type: none"> Percentage Increase Decrease in Per capita Income (3 years) Percentage of actual income

Sectoral Goal: To provide sustainable financing to the City Government for the delivery of the highest level of basic, social, and economic services with breakthrough technologies, and competent, responsible and professional civil servants		
Objectives	Key Result Areas (KRAs)	Performance Indicators
of the country.		<p>versus projected income (3 years)</p> <ul style="list-style-type: none"> • Real Property Tax Collection Efficiency (3 years) • Percentage of locally-sourced revenues to total income • Percentage increase in the number of new business establishments • Percentage increase in the number of renewal/existing business establishments • Percentage decrease of existing business closing down/retiring • Reduce by half the processing time and related transaction costs of registration, licensing, and permits. <ul style="list-style-type: none"> - Starting a business (Procedure, Time, Cost and paid in minimum capital) - Registering a property (Procedure, Time, Cost-Percentage of Property Value) Licensing Procedure - (Procedure, Time, Cost-Percentage income per capita) • Increase income by 3.5% annually • Maximized budget utilization • Maximized collection of taxes from businesses, real property tax, and miscellaneous taxes • Enactment of Investment Incentive Code • Established permanent location for One-stop shop • Low IRA dependency • Lower level of savings • Increasing percentage in the value of assets

Sectoral Goal: To provide sustainable financing to the City Government for the delivery of the highest level of basic, social, and economic services with breakthrough technologies, and competent, responsible and professional civil servants		
Objectives	Key Result Areas (KRAs)	Performance Indicators
		<ul style="list-style-type: none"> Increasing percentage in the value of net assets/equity Increasing percentage in the value of surplus

Strategies and Policies

1. Benchmark efficient and effective policy, fiscal and regulatory framework
2. Promotion of business-friendly environment
3. Innovate financial transactions and processes through digitization to include training of employees and review of financial and reporting systems
4. Revisit expenditure priorities given the historical utilization rates by type of service and rationalize budgeting per sector
5. Revision and rationalization of Revenue Code and Zoning Ordinance
6. Intensify tax mapping of establishments, updating of tax records and assessment and regular revaluation of taxable properties
7. Review expenditure policy of continuous social service subsidies striking a balance between social equity and urban growth development.
8. Strengthen Public-Private Partnership (PPP) for urban development programs.

Table 5-11: Finance Management Programs/Projects/Activities (PPAs) and Implementation Period

Programs/Projects/Activities	Implementation Period
Revision and Updating of Regulatory Fees and Charges [Amended Chapter 5, Article B Section 5B.01 (D) of the Revised Revenue Code]	On-going Short Term
Ease of Doing Business Program	Short Term
Regular Updating of Schedule of Market Values (Costing based on the 2013 ELA estimate)	Short Term
Document Archiving and Retrieval System	Short Term
Enhancement of Finance Management System	Short Term to Medium Term
Service Pricing and Cost Recovery Study for Economic Enterprises	Short Term
Cost Recovery and PPP Potential Study for Proposed Major CIP Infrastructure Projects	Short Term
Updating of Makati City Investment and Incentives Code	Medium Term
Ordinance Mandating Business Establishment to Hire Makati Residents	Medium Term

Programs/Projects/Activities	Implementation Period
Reactivation of Makati City Business Development Council	Medium Term

Note: The costings for new PPAs are estimates and can still be adjusted based on the scope of the PP

5.6 Infrastructure Development

Table 5-12: Infrastructure Development Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: Provide state-of-the art infrastructure facilities with distinct and environment friendly architectural design to sustain the continuous delivery of the highest level of basic, social and economic services		
Objectives	Key Result Areas (KRAs)	Performance Indicators
<ul style="list-style-type: none"> Construct and maintain public infrastructure facilities to support other sectors Provide special zones that will improve urban environment To provide adequate, modern and fully operational infrastructure facilities for the City of Makati To maintain roads, local bridges and ancillary facilities To integrate pedestrian and walkways connectivity 	Innovative Infrastructure	<p><i>Public Infrastructure Facilities</i></p> <ul style="list-style-type: none"> Existence and quality of facilities for persons with disability (PWDs), pregnant women, and elderly Presence of amenities (e.g. covers, benches, public toilets) Achieve standards: <ul style="list-style-type: none"> - 1 classroom to 45 pupil ratio (NEDA) - 1 barangay health station: 3-4 barangays of 2,500 population (NEDA) - 1-day care center/ barangay of at least 100 families - For housing, every household should have dwelling unit
<ul style="list-style-type: none"> To ensure optimum distribution and use of water in Makati City 		<p><i>Water Utilities</i></p> <ul style="list-style-type: none"> Percentage of household with portable water supply Ensure 100% potable water supply coverage in Makati City. Water Supply System Coverage (NEDA) <ul style="list-style-type: none"> - Level 1 – 1:250 population or 25 households - Level 2 – 1 faucet: 5 household - Level 3 – 1 system: 3,510 households

Sectoral Goal: Provide state-of-the art infrastructure facilities with distinct and environment friendly architectural design to sustain the continuous delivery of the highest level of basic, social and economic services		
Objectives	Key Result Areas (KRAs)	Performance Indicators
<ul style="list-style-type: none"> To improve existing drainage system Increase the coverage of the city sewerage system Provide additional pumping stations Improve receding time in flood prone areas 		<p><i>Drainage and Sewerage</i></p> <ul style="list-style-type: none"> Percentage of improved drainage Receding time of floodwater Formulate Drainage Master Plan Amendment of Sewerage and Septage Ordinance Attain 100% completion of drainage improvement projects Expand sewerage system coverage to at least 50% of Makati households
<ul style="list-style-type: none"> Ensure optimum distribution and use of power supply. Promote alternative sources of energy and energy efficient technology. 		<p><i>Power</i></p> <ul style="list-style-type: none"> Zero incidence of power pilferage in Makati. All city-owned buildings and facilities using renewable energy and energy efficient building technology. All areas with underground power utilities. 100% of households connected with electricity
<ul style="list-style-type: none"> To enhance telecommunications infrastructure 		<p><i>Telecommunications</i></p> <ul style="list-style-type: none"> Mobile-cellular telephone subscriptions Households with Internet access Individuals using the Internet Active mobile-broadband subscriptions Fixed-telephone subscriptions Fixed (wired) broadband subscriptions Access to real-time information Percent coverage of

Sectoral Goal: Provide state-of-the art infrastructure facilities with distinct and environment friendly architectural design to sustain the continuous delivery of the highest level of basic, social and economic services		
Objectives	Key Result Areas (KRAs)	Performance Indicators
		mobile cellular network (land area) <ul style="list-style-type: none"> • Percentage of the population covered by a mobile cellular telephone network • Wi-Fi Coverage • Internet Subscription by Type • Domestic and International Bandwidth (mbit/s) and speed • Percent of fixed lines cleared by next working day • Percentage of areas with public internet access centers • Percentage of population with access to a public internet access centers • All areas with underground telecommunications utilities. 1 telephone booth: 1,500 employees

Strategies and Policies

- Increased number and improved quality of facilities and services in support of business and investment tourism
- Increased connectivity and mobility of people, goods, and services
- Improved utilities (power, water, sewerage, and communications).
- Presence of iconic spaces and landmarks.
- Vibrant mixed-use communities

Road Infrastructure

1. Improve and maintain roads, local bridges and ancillary facilities
2. Expand road and pedestrian right-of-way
3. Stricter implementation of laws regarding encroachment

Public Infrastructure Facilities

1. Expropriate lots for the construction of new public infrastructure facilities

to achieve sectoral standards

Water

1. Strengthen coordination with concessionaires in monitoring illegal connections and water leaks.

Drainage and Sewerage

1. Recommend policies to improve drainage and sewerage systems
2. Coordinate/partner with concessionaires in developing and implementation of Drainage Master Plan for Makati
3. Implement 10-meter easement along Pasig River and 3-meter along waterways and tributaries
4. Improve existing drainage system

Power

1. Continue coordination with MERALCO in monitoring of power facilities.
2. Use of renewable energy in city-owned buildings and/or facilities.
3. Recommend policies to implement underground power lines infrastructure.

Telecommunications

1. Continue coordination with telecommunication companies in monitoring of facilities.
2. Recommend policies to implement underground communication lines infrastructure.
3. Strengthen Public-Private Partnership

Programs/Projects/Activities (PPAs) and Implementation Period

The proposed programs, projects and activities for the Infrastructure Development Sector include those that were proposed but not implemented during the previous planning period as well as new proposals that are in line with the current goals and objectives of the Makati City government.

These are composed of the formulation of different master plans, feasibility studies and development plans related to land development, enhancement of heritage structures, improvement of drainage and waterways, and relocation of electrical and communication utilities. Moreover, the construction and maintenance of various public facilities are given emphasis.

In line with Makati's goal of becoming a Digital City, these projects are expected to be realized with the utilization of state-of-the-art information and communication technology. Implementation period for each project is defined as short term, medium term and long term.

Table 5-13: Infrastructure Development Sectoral Programs/Projects/Activities and Implementation Period

Programs/Projects/Activities	Implementation Period
NEW PROJECTS	
Centralized Street Lighting Management System	Short Term
Renovation/Construction of New Multi-Purpose Community Complex and Barangay Hall (High Rise)	Long Term
Design and Construction of Convention Center	Medium Term
Funeral Establishment	Long Term
Makati City Public Wi-Fi System	Short Term
Feasibility Study for the Construction of Sewerage Treatment Plants in every Barangay	Medium Term
Construction of Makati City Hall Building III	Medium Term
Sports Facilities	Medium Term
City Library	Medium Term
Development of a Parking APP to guide the residents/visitors in searching for pay/free parking facilities within the barangay/city	Medium Term
Installation of charging ports/slots for emergency use	Medium Term
Installation of Solar Panels	Medium Term
Installation of Rainwater Harvesting Facilities	Medium Term
Digital real-time monitoring system for illegal tapping	Medium Term
Makati Green Building Code	Medium Term
Concessionaire Online Reporting System (Sensors for Leaks)	Medium Term
Passage of an Ordinance Requiring Utilities to implement Underground Power Connections	Medium Term
Passage of an Ordinance Requirement Consumers to Implement the Energy Efficient Ratio for all appliances	Medium Term
Digital Flood Monitoring System	Medium Term
Virtual Classroom (Online) Development	Medium Term
Programs/Projects/Activities	Implementation Period
OLD PROJECTS (NOT YET IMPLEMENTED FROM PREVIOUS CLUP, CDP, AND ELA)	
Pedestrianization and Walkability Study from CBD to City Hall	Short Term
ICT Risk Assessment and Vulnerability	Short Term
ICT Facilities Management Program	Short Term
Telecommunication Infrastructure Management Program	Short Term
ICT Strategic Plan	Short Term
Special Precincts for Urban Redevelopment (SPUR) Pilot Area, Barangay Cembo	
• Formulation of Development Plan for Vulnerable	Short Term

Communities	
• Conduct of FS and DAED for SPUR Pilot Area	Short Term
• Land Development and Building Construction in Pilot Area – Barangay Cembo Phase 1	Short Term
Disaster Resiliency Initiative for Vulnerable Enclaves	
• Formulation of Development Plan for Vulnerable Communities	Short Term
• Conduct of FS and DAED for DRIVE Pilot Area	Short Term
• Land Acquisition	Short Term
• Land Development and Building Construction	Short Term
Feasibility Study for Underground Electrical and Communication Utilities for Selected Pilot Areas	Medium Term
Urban Renewal of Poblacion Heritage Area	
• Land Acquisition	Short Term
• Conduct of Feasibility Study	Short Term
• Preparation of DAED	Short Term
• Land Development and Building Construction	Short Term
Formulation of the Master Plan for the Revitalization Program of the Pasig River Waterfront of Makati City	Short Term
Makati Unified Radio Communication System	Short Term
LONG TERM PROGRAMS THAT COVER CONTINUING ACTIVITIES	
Land Improvement and Road Maintenance Program	
• Road and Bridge Maintenance	Short Term
• Rehabilitation/upgrading of drainage system and concreting in various barangays	Short Term
• Easement improvement	Short Term
• Implementation of Drainage Master Plan	Short Term
Infrastructure Development Program	
• Construction and improvement of public buildings	Short Term
• Construction and improvement of public schools	Short Term
• Construction of public facilities	Short Term
• Installation of auxiliary system	Short Term
• Community development	Short Term
Programs/Projects/Activities	Implementation Period
• Construction and rehabilitation of parks	Short Term
• Installation of entry landmarks	Short Term
• Lot expropriation for future expansion	Short Term
Repair/Repainting/Improvement	
• Public School Buildings	Long Term
• Sports Facilities	Long Term
• Police and Fire Sub-station	Long Term
• Tenement Housing	
- Redevelopment of Guadalupe BLISS Housing	Long Term

- Redevelopment of Tejeros Garden BLISS Housing	Long Term
- Community Development Program – Relocation Sites outside the City	Long Term
• Other Public Buildings	Long Term
Equipment Maintenance and Acquisition Program	Short Term
Personal Protective Equipment Program	Short Term
Automated Database Management System	Short Term
Archiving Management Program	Short Term
Additional Personnel Services	Medium Term
Drainage and Waterways Program	
• Improvement of creeks	Long Term
• Pumping Station	Long Term
• Citywide Upgrading of Sanitation and Drainage System	Long Term
• Waterways Easement Improvement Program	Long Term
• Ferry System	Long Term
Capability Enhancement Program	
• Training & Seminars/Team Building	Long Term

5.7 Protective Services

Table 5-14: Protective Services Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: To pursue an integrated law enforcement, fire safety and disaster preparedness through the delivery of world-class public safety and security services in the maintenance of peace and order with the active support and participation of the people		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
<ul style="list-style-type: none"> To reduce crime incidence in Makati City 	<ul style="list-style-type: none"> An integrated law enforcement, fire safety and disaster preparedness ensured through the delivery of world-class public safety, transportation and traffic management system and security services in the maintenance of peace and order with the active participation of the people 	<ul style="list-style-type: none"> Reduced crime incidence in the city by 5% annually Decreased number of drug users/pushers by 50% within three (3) years Improved crime solution efficiency of 95% within the medium term Quick response time average of 5 to 7 minutes of Makati rescue/C3 from initial call Standard police and fire – population ratio attained within five (5) years Increased competence and motivation of peacekeeping personnel Greater community participation in crime/fire prevention, control and monitoring Improved disaster communication and service delivery system Jail floor area per inmate Jail personnel-inmate population ratio Decrease in the number of traffic accidents
<ul style="list-style-type: none"> To reduce fire incidence in Makati City To reduce casualties during fire incidence 		<ul style="list-style-type: none"> Zero fire incidence starting 2015 Zero casualties during fire incidence Firemen-Population ratio Response time of fire department from initial call
	<ul style="list-style-type: none"> Safe and Secure Environment 	<ul style="list-style-type: none"> Relations with neighboring countries Terrorist activities Number of homicides per 100,000 people Number of jailed persons per 100,000 people Number of peacekeeping force per 100,000 people Peace and order budget and expenditure

Sectoral Goal: To pursue an integrated law enforcement, fire safety and disaster preparedness through the delivery of world-class public safety and security services in the maintenance of peace and order with the active support and participation of the people		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
		<ul style="list-style-type: none"> Financial contribution to national government for peacekeeping activities Peace and order facility standard
<ul style="list-style-type: none"> To strengthen the capacity of the public safety personnel and facilities to be able to reach out to more victims of crimes, natural and man-made disasters, and individuals in crisis needing immediate attention 		<ul style="list-style-type: none"> 100% Well-informed and well-trained jail personnel 100% Well-secured and well-manned facility
<ul style="list-style-type: none"> To improve the disaster preparedness of the City 		<ul style="list-style-type: none"> 100% Trained and well-prepared personnel 100% attendance of assigned personnel Creation of the organizational structure for MCDRRMO 100% operationalization of the MCDRRMO
<ul style="list-style-type: none"> To improve the transportation and traffic management in the City 		<ul style="list-style-type: none"> 100% upgrading of traffic signalization system of the City 100% walkable sidewalks/pedestrian walkways 100% integrated transportation mixed modal system 100% provision of inclusive mobility infrastructures for PWDs, Senior Citizens, children and pregnant women.
<ul style="list-style-type: none"> To promote walkability in the City 		<ul style="list-style-type: none"> Percentage of walkable sidewalks Percentage of lighted streets Percentage of paved roads Percentage of roads and footpaths lighted (lightings) Proportion of road accidents that resulted in pedestrian fatalities Vehicle count per day Coverage of CCTV network Perception of security from crime Walking path modal conflict

Sectoral Goal: To pursue an integrated law enforcement, fire safety and disaster preparedness through the delivery of world-class public safety and security services in the maintenance of peace and order with the active support and participation of the people		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
		<ul style="list-style-type: none"> • Crossing safety • Safety of passes or overpass footbridge and underpass • Presence of street people • Maintenance and cleanliness of walking paths • Absence of permanent and temporary obstacles on walking paths • Availability of crossings along major roads • Percent satisfaction with access to public transport • Percent satisfaction with quality of public transport • Percentage of people feeling safe to walk, cycle and use public • Access to buildings (level, ramp, etc.) • Average width of walking zone • Footway Accessibility and quality • Location of sidewalk (distance from edge of the road) • Comfort Features Street Furniture (seating, bollards, etc.) • Funding and resources devoted to pedestrian planning Presence of relevant urban design guidelines • Existence and enforcement of relevant pedestrian safety laws and regulations • Degree of public outreach for pedestrian and driving safety and etiquette • Funding and resources devoted to pedestrian planning • Building frontage, setbacks • Pedestrian Density, flow rate and volume • 100% maintenance of roads, local bridges and ancillary

Sectoral Goal: To pursue an integrated law enforcement, fire safety and disaster preparedness through the delivery of world-class public safety and security services in the maintenance of peace and order with the active support and participation of the people		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
		facilities <ul style="list-style-type: none"> • 100% pedestrian and walkways connections
<ul style="list-style-type: none"> • To promote an integrated transport and mixed modal system 	Integrated Transport and Mixed Modal System	<ul style="list-style-type: none"> • Public transport network per inhabitant • Area served by Public Transport frequency • Modal Shares • Modal shares by trip purpose- work/education/ others • Modal shares by social and special groups • Number of Vehicles Daily Trip • Urban and Public Transport Accessibility Index – travel time • Road Level of Service • Road network length and density • Total length of roads in km. by mode • Road quality – paved roads, fair/good condition • Passenger transport trends by mode

Strategies and Policies

- Model for disaster and climate change-resiliency.
- Reduced crime and fire incidence.
- Increased connectivity and mobility of people, goods and services

Crime Prevention

1. Improve crime monitoring system, crime prevention and law enforcement
2. Strengthen linkages among other members of protective services sector, by establishing ready access to their communication lines/hook up lines
3. Enhance the participation of community-based organization in the fight against crime and illegal drugs.

4. Increase public awareness on peace and order – related laws and disaster management services
5. Strict enforcement of existing laws and ordinances
6. Implement responsive capability-building programs for peacekeeping personnel
7. Strengthen the barangay level peacekeeping institution

Fire Prevention

1. Strict implementation of the Fire Code of the Philippines
2. Intensify fire safety and prevention programs
3. Enhance firefighting and fire prevention equipment and apparatus

Jail Management

1. Improvement of jail management, facilities and monitoring system
2. Intensify the jail's programs on inmates' welfare and development

Disaster Preparedness and Response

1. Improvement of disaster preparedness, mitigation and response system
2. Enhance the capabilities of rescue/emergency personnel

Transportation

1. Increase connectivity in the City
2. Upgrade the physical environment and infrastructure
3. Provide an attractive, safe and inclusive pedestrian environment whether elevated, at-grade or underpass
4. Formulate policies that will promote and support walkability in the City
5. Develop mass transportation system in the City
6. Promote transit-oriented development
7. Promote inclusive mobility for PWDs, elderly, children and pregnant women.

Programs/Projects/Activities (PPAs) and Implementation Period

The short-term programs, projects, and activities of the protective services are focused on system enhancement, equipment upgrading and crafting of master plans. On the other hand, long term PPAs entail the continuous personnel and community capability/capacity building, information education campaigns and community services for the residents. Moreover, it also includes construction, rehabilitation and improvement of

physical facilities for transportation.

Table 5-15: Protective Services Sectoral Programs/Projects/Activities and Implementation Period

Programs/Projects/Activities	Implementation Period
Drug Abuse Prevention and Control	
• Random Drug Testing	Long Term
• Drug Abuse Prevention & Control Lectures for Public and Private Schools	Long Term
• Drug Abuse Prevention & Control Week	Long Term
• International Day Against Drug Abuse & Illicit Trafficking (IDADAIT)	Long Term
• <i>Lakbay-Aral Kontra Droga</i>	Long Term
• National Youth Congress	Long Term
• Prevention on Different Occasions	Long Term
• Film Making Contest	Long Term
• "Makisaya at Makitawa Kontra Droga" Field Trip	Long Term
• Makati Anti-Drug Abuse Campaign	Long Term
• Treatment and Rehabilitation Program	Long Term
• After Care Program	Long Term
• Strengthening of Drug Campaigns through City's Social Media and Website	Medium Term
• E-Appointment System for the Drug Abuse Center Services	Medium Term
Inter-agency Linkages Program	
• Linkages and Relationship Development Program	Long Term
Logistics and Support Services	
• Logistics and Operational Support Program	Long Term
• Makati DRRMO Operationalization Program	Long Term
• Personnel Protective Equipment Standardization	Long Term
• Resource Modernization Program	Long Term
• Jail Janitorial, Electrical and other supplies maintenance & equipment	Long Term
• Procurement of Jail office supplies	Long Term
• Procurement of Jail Military and Police Supplies	Long Term
• Fire Logistic and Support Services Program	
▪ Hazardous materials equipment	Long Term
▪ Firefighting & Operational Supplies	Long Term
▪ Fire Fighting equipment and accessories maintenance	Long Term
▪ Printing Program	Long Term
▪ Maintenance of Fire Apparatus and fire truck	Long Term
▪ Dental Services	Long Term
• Fire Administrative Equipment Upgrading Program	
▪ Office Equipment/Facilities	Long Term

Programs/Projects/Activities	Implementation Period
▪ Office Supplies	Long Term
• Fire Communications System Modernization	
▪ Communication and Documentation Equipment	Long Term
• Intensified Fire Safety Program	
▪ Fire and Medical response Equipment	Long Term
▪ Search and Rescue Equipment	Long Term
▪ Personnel Protective Equipment	Long Term
• Fire Prevention Program (service vehicle) additional manpower – skilled/ trained fire truck drivers	Short Term
• Police Logistics Support Program	
▪ Office Supplies	Long Term
▪ IT and Other Office Equipment	Long Term
▪ Land Transportation Equipment	Long Term
▪ Communication Equipment	Long Term
▪ Search and Rescue Operation	Long Term
▪ Traffic Enforcement Equipment	Long Term
Office Management Program	
• Office Improvement Project	Long Term
• Supplies Management Project	Long Term
• Cleanliness and Beautification Project	Long Term
• Utility Management Project	Long Term
PSD Equipment Maintenance Program	
• Communication Equipment Maintenance Project	Long Term
• Vehicle Maintenance Project	Long Term
• Electrical Equipment Maintenance Project	Long Term
• Storage Facility Program	Long Term
Capability Enhancement Program	
• Watch-list Validation Conference	Long Term
• Management and Supervisory Skills Training	Long Term
• Skills Training: Solving People Puzzle, Understanding One-self and Others	Long Term
• Method in the Conduct of MADAC Operations Seminar	Long Term
• Avoiding Gossip & Office Politics Seminar	Long Term
• Seminar on Crisis Management in Relation with RA 9165	Long Term
• Drug Abuse Prevention & Control Seminar	Long Term
• Drug Abuse Prevention Education (DAPE) Seminar	Long Term
• Short Course on “Buy-Bust Operations”	Long Term
• Short Course on “Narcotics Investigation and Detection”	Long Term
• Short Course on “Undercover, intelligence and Surveillance”	Long Term
• Close Quarter Battle Training Course	Long Term

Programs/Projects/Activities	Implementation Period
• Quarterly Deputation Seminar	Long Term
• Martial Arts Defense Tactics	Long Term
• Capability Building and Development Program	Long Term
• Fire Human Resource Development Program	Long Term
• Police Career enhancement program	Long Term
• Intensifying intelligence work (Police)	Long Term
• PSD Human Resource Management Program	
▪ Personnel Proficiency Training Project	Long Term
▪ Personnel Enhancement Project	Long Term
▪ Logistics and Support Services Project	Long Term
▪ ICT and Technical Capacity Building	Medium Term
Enhancement of Makati City's Disaster Preparedness and Response Program	Long Term
• Multi-Hazard and Risk Assessment	Long Term
• Formulation of a Strategic Recovery and Rehabilitation Plan	Long Term
• Establishment of the Mobile Knowledge Resource Center	Short-Term
• Review of the Protocol for Emergency Operations	Short-Term
• Establishment of disaster resilient evacuation center	Short-Term
• Identification of evacuation spaces (open spaces) especially during earthquake	Short-Term
• Formulation of a Service Continuity Plan after major disaster for the City Government	Short-Term
Organizational Enhancement Program	
• System Standardization Program	Long Term
Search and Rescue Services	Long Term
Inmates Welfare and Development Program	Long Term
Facilities Modernization Program	
• Inmates Safekeeping Program	
▪ Repainting	Long Term
▪ Kitchen modernization	Long Term
• Upgrading of the Makati City Jail and Manpower	
▪ Procurement of visitors and inmate's information system	Short Term
• Installation of 16 channel CCTV Camera	Short Term
• Acquisition of computer with fingerprint scanner for visitors installed at the visitors' entrance of the City Jail	Short Term
• Acquisition of additional prisoner's van to escort inmates from jail to court, and another van intended for outside court hearing and for high risk and high-profile inmates	Short Term

Programs/Projects/Activities	Implementation Period
Enhancement of Fire Protection Program of Makati City	
• Operational Capability Enhancement Program	Long Term
• Intensification of fire safety inspection of buildings and premises	Long Term
• Hiring of additional 20 fire aides to address the insufficiency of personnel	Short-Term
• Upgrading of the Central Fire Station and sub-station facilities thru: (i) repair and improvement of offices and sub-stations, (ii) provision of air-conditioning units (26 for the 10 offices and 6 barracks in the CFS, and 3 for each of the 10 sub-stations); and, (iii) expansion of the sub-stations' parking lots	Short-Term
• Acquisition of additional 7 firetrucks and L300 van for transporting personnel and pieces of evidence during investigations	Short-Term
• Acquisition of office supplies and equipment such as desktop, printer, and photocopier machine	Short-Term
• Fire Safety Awareness Program	Long Term
Enhancement of Crime Monitoring System and Response in Makati City	
Renovation of the Makati Central Police Station (MCPS)	Short-Term
Establishment of additional police outposts	Long Term
Improvement of traffic signages and lights and other equipment	Long Term
Establishing ready access to communication lines/hook up lines of other departments of the protective sector	Long Term
Acquisition of full internet system on MCPS and all police precinct	Short-Term
Acquisition of vehicles which include: 2 mobile cars and 10 motorcycles for Traffic Investigation, and 17 vehicles for the use of 10 PCPs	Short-Term
Upgrading of the Custodial or Transition Facility within the MCPS thru space expansion and provision of additional 2 units of blower	Short-Term
Expansion of PCP 10 station to accommodate 31 personnel	Short-Term
System Standardization Program	Long Term
Traffic Management Program	
Traffic Code Amendment	Short Term
Traffic Signage Project	Long Term
Traffic Signalization Project	Long Term
Traffic Management Maintenance Project	Long Term
Poblacion Heritage Priority Project	Long Term
Mobile Patrol Unit	Short Term
Motorcycle Unit	Short Term
Tie-up with MMDA on harmonized traffic management	Long-Term
Provision of adequate number of towing trucks and impounding area (Makati Action Center)	Short-Term

Programs/Projects/Activities	Implementation Period
Formulation of Transport Development Management Plan	Long-Term
Traffic Apprehension i-Digital	Medium Term
Digital Body-worn Camera	Medium Term
Re-designing of Road Signages	Medium Term
Upgrading and Rehabilitation of Makati Traffic Signal System	Medium Term
Traffic Operations Center	Medium Term
Traffic Updates via Social Media	Medium Term

5.8 Social Development

5.8.1 Health Sub-Sector

Table 5-16: Health Sub-sector Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: Maintain the Makati citizenry in an optimum “state of wellness” through a health care system that is client sensitive and financially sustainable that leverages and networks with private sector and other public agencies		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
To enhance overall management of the health sector in Makati City	Healthy Place to Live In (Availability and accessibility of quality health care services and other related social programs and projects)	<ul style="list-style-type: none"> Established a health referral system that will rationalize the provision of services in the LHCs vis-à-vis OsMak and cover as well the referral flow to and from other health care facilities, public and private, in Makati and Metro Manila. Established a management mechanism that ensures synergy among the key components of the Makati Health Sector: the Makati Health Department, Ospital ng Makati, and the Makati Health Plus Program, Veterinary Services Office. Unified performance reporting system in the health sector
<ul style="list-style-type: none"> To improve utilization rate of allocated budget for health Integrate finance, health, and community development 		<ul style="list-style-type: none"> At least 80% of allocated annual budget for health utilized for implementation of regular and innovative health programs, and for the improvement of health care system
<ul style="list-style-type: none"> To improve the health information system in the City which can be utilized effectively for health sector planning 		<ul style="list-style-type: none"> Enhanced health monitoring and evaluation system Health information (facility- based and community-based) collected, organized and analyzed
<ul style="list-style-type: none"> To further enhance the 		<ul style="list-style-type: none"> Increased satisfaction level of

Sectoral Goal: Maintain the Makati citizenry in an optimum “state of wellness” through a health care system that is client sensitive and financially sustainable that leverages and networks with private sector and other public agencies		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
delivery of client-sensitive health services and programs		various stakeholders on city programs and services / time <ul style="list-style-type: none"> • Satisfaction with quality of health system • Ospital ng Makati facilities maintained and upgraded • Ospital ng Makati services focused on secondary and tertiary level services • At least one additional innovative health program or strategy implemented • At least 3 innovative health programs/strategies being implemented • Community health needs assessment conducted • Increased health awareness and improved health-seeking behavior of City residents
<ul style="list-style-type: none"> • Provide access to higher level of health care services and outcome-focused programs and projects 		<ul style="list-style-type: none"> • Reduced Maternal Mortality Rate to 0.05 per 1000 live births • 85% contraceptive prevalence rate • 85% of pregnant women having 4 or more ante- natal visits • 85% of women with 2 post-partum visits • 95% of births delivered in facilities • 95% of births delivered by skilled birth attendant • Certified baby-friendly of all Lying-In Clinics by the Department of Health • Stunting and wasting (% in children under 5) • Percentage of fully-immunized children • Morbidity and Mortality Rate by type • Reduced Infant Mortality Rate reduced to 5 per 1000 live births

Sectoral Goal: Maintain the Makati citizenry in an optimum “state of wellness” through a health care system that is client sensitive and financially sustainable that leverages and networks with private sector and other public agencies		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
<ul style="list-style-type: none"> Provide access to higher level of health care services and outcome-focused programs and projects 		<ul style="list-style-type: none"> Reduced Child Mortality Rate to 8 per 1000 live births Zero death due to immunizable diseases like Poliomyelitis and Neonatal Tetanus Sustained Malnutrition Prevalence to less than 1% 85 % newborns-initiated breastfeeding within 1 hour after birth At least 50% of infants exclusively breastfed until 6 months Zero TB Morbidity Rate Zero per 1000 population in TB Mortality Rate 85% TB Case Detection Rate 90% TB Cure Rate Reduced Sexually Transmitted Diseases (STD) by 500 cases or less Zero HIV Prevalence 100% of households with access to safe water 100 % of households with access to sanitary toilet facilities 100 % of households served of solid waste management system Reduced percentage of deaths under 60 from non-communicable diseases Percentage of adults with Body Mass Index (BMI) ≥ 30 (Obesity) Percentage of smoke-free workplaces and business establishments Zero death due to zoonotic diseases (e.g. rabies, meat borne) Provision/Access to free hospital care for children in residential care of NGO in Makati Percentage of compliance to DepEd Memorandum on non-selling of junk foods and soda drinks

Strategies and Policies

Health Governance and Human Resource Development

1. Operationalize a health referral system
2. Establish a management mechanism that will foster synergy between and among the four health sector components/departments (OSMAK, Makati Health Department, Makati Health Plus Program Office, and Veterinary Services Office)
3. Build partnerships across communities, business and other development sectors that promote health & well-being
4. Conduct skills upgrading activities to equip the health staff with capacity for leadership and management functions
5. Prepare a Recovery and Rehabilitation Plan for Covid-19.

Health Financing and Budgeting

1. Review the allocation of the total (aggregate) health sector budget with consideration for programs that represent the most challenges to its installed capacity (e.g., NCDs, communicable diseases such as TB, HIV/AIDS, sanitation inspection, enforcement and promotion, others)
2. Conduct inventory and assessment of effectiveness of existing health facilities and equipment

Health Information System

1. Establish a unified health data management system that integrates the Yellow Card information with health service delivery data from hospitals and health centers
2. Uniform profiling of patients of hospital and health centers
3. Update profiles and contact numbers of medical doctors and other health service providers
4. Train health staff on monitoring and evaluation, health data management, analysis, reporting and dissemination
5. Speed up the installation of a computerized recording system

Health Service Delivery Systems

1. Facilitate the development of supportive environments for healthy lifestyle, physical activity, and social connectedness
2. Strengthen quality of care through empowered citizens
3. Support and speed the integration of finance, health, and community development to revitalize neighborhoods

4. Transform the Ospital ng Makati into a world-class Tertiary Hospital
5. Adapt a holistic approach on hospice care management and a comprehensive geriatric program
6. Provide specialized training programs to health providers
7. Review and improve the Health Referral Guidelines and other existing operations manual
8. Conduct community health needs assessment
9. Identify health service supply and demand issues and equity gaps across communities, specifically for service users of disability, hospice care and allied health services
10. Assess and improve existing laboratory services
11. Purchase additional health supplies and medicines
12. Improve health information, education and communication
13. Promote innovative practices in health service provision
14. Review and revise the Makati Health Plus guidelines, particularly the patients' entitlement to various medical services and drug.

Health Outcomes

1. Upgrade existing health facilities and equipment
2. Upgrade skills of existing health manpower in providing maternal and child health services
3. Strengthen public-private partnership in maternal health services provision
4. Fully implement Essential Newborn Care Protocol in all private lying-in and hospitals
5. Establish Newborn Screening Clinics
6. Intensify advocacy on Exclusive Breastfeeding and Infant and Young Child Feeding
7. Expand provision of preventive immunization against preventable diseases
8. Training of health workers on Integrated Management of Childhood Illnesses
9. Create a City Resolution supporting the National Tuberculosis Program
10. Upgrade skills in TB control and treatment of existing health manpower. Skills upgrading should include, among others, strategic targeting.
11. Provide free and complete TB medication to patients

12. Strengthen partnership in TB control and treatment (e.g., with private health care providers, workplace establishments, organizations of informal sector workers, academe)
13. Enhance health facilities for TB DOTS Accreditation
14. Recruit and hire additional trained Medical Technologists
15. Create/Strengthen HIV/AIDS Council
16. Intensify information and advocacy campaign on HIV/AIDS
17. Accelerate HIV testing especially among key affected population and facilitate the provision of treatment (ART enrollment), care and support for HIV positive individuals
18. Expand access to safe piped water
19. Provide communal sanitary toilet facilities to informal settlers
20. Regularly monitor and identify households without access to safe water and sanitary toilet
21. Recruit and hire additional trained Sanitary Inspectors
22. Strengthen the provision of hospice care
23. Ensure daily collection of solid wastes with proper segregation from Makati City households, hospitals and establishments
24. Advocate for safe and health-promoting residential areas, workplaces and public spaces
25. Disseminate information on well-being, positive mental health and potential health impacts of climate change, and advocate community commitment to sensitive environmental practices
26. Build communities' adaptive capacity related to climate change, significant weather events & environmental consequences.

Programs/Projects/Activities (PPAs) and Implementation Period

In the short-term, there is a need to strengthen the capacity of health staff, especially in the LHCs, and improve the retention of skilled workers, particularly LHC physicians.

The longer-term programs and projects of the city are geared towards (a) increasing the efficiency of health services delivery; (b) improving overall coverage, social inclusiveness and access to health services; (c) enhancing human resource capability; (d) enhancing public health and hospital information systems, and (e) maintaining and upgrading health facilities and equipment

Table 5-17: Health Sectoral Programs/Projects/Activities and Implementation Period

Programs/Projects/Activities Projects	Implementation Period
<ul style="list-style-type: none"> Recovery and Rehabilitation on Covid-19 	Long-term
<ul style="list-style-type: none"> Updating, Adoption and Full Implementation of the Makati Health Referral Guidelines 	Long Term
<ul style="list-style-type: none"> Health Human Resource Enhancement through: (i) training of health managers in Leadership and Health Management; (ii) development and accreditation of a <i>Practice-Based Residency Training Program in Family Medicine</i> for Local Health Center Physicians; (iii) recruitment and training of doctors and nurses for additional hospice team and provision of transport support; (iv) recruitment of additional sanitary inspectors; (v) recruitment of an STI physician, medical technologist, nurse, and treatment care agents for the establishment of a Sun Down Clinic, and (vi) training of frontline health workers in preventive promotive health 	Long Term (with short-term and medium-term components)
<ul style="list-style-type: none"> Strengthening the Results Orientation of the Health Sector through: (i) establishment and maintenance of a Unified Health Data Management System; (ii) completion of the installation of a computerized patient recording system in the LHCs; (iii) establishment and maintenance of a linked patient information system covering the service delivery points; (iv) training of program managers in monitoring and evaluation; and (v) training of health staff on health data management, analysis, reporting and dissemination. 	Long Term (with a short-term component)
<ul style="list-style-type: none"> Strengthening the HIV/AIDS Prevention Program of Makati City through: (i) strengthening peer education; (ii) establishment of a Sun Down Clinic providing STI/HIV/AIDS-related services for men who have sex with men (MSM) and transgender people; and (iii) enrollment of HIV positive individuals in anti-retroviral treatment and providing them with care and support. 	Long Term (with a medium-term component)
<ul style="list-style-type: none"> Sanitation Promotion in communities near the waterways through: (i) mapping or updating of information on the sanitation status of ISF and non-ISF housing structures along and near the 16 esteros and providing training support to the barangays for installing and maintaining a uniform database; (ii) sensitizing barangay and community leaders on wastewater management; (iii) organization of a volunteer brigade that will organize communities and regularly conduct IEC activities on sanitation, wastewater management and SWM in creekside communities; (iv) provision of assistance to facilitate the compliance of households; and (v) conduct of regular clean-ups and water sampling. 	Medium Term
<ul style="list-style-type: none"> Expanding the scope of “Project Hangin” through the conduct of outdoor air pollution monitoring in select health care facilities, equipment and training support, and information giving to affected communities. 	Medium Term
<ul style="list-style-type: none"> Regulation of Birthing Homes 	Medium Term
<ul style="list-style-type: none"> Establishment of Human Milk Bank 	Medium Term
<ul style="list-style-type: none"> Adolescent Health and Development Program 	Medium Term
<ul style="list-style-type: none"> Makati Pride March 	Medium Term
<ul style="list-style-type: none"> Optimizing the <i>Digital City</i> Thrust for Improving Coverage and Quality 	Long Term

Programs/Projects/Activities Projects	Implementation Period
<p>of Health Care Services. Possible schemes to include, but not be limited to, the following:</p> <ul style="list-style-type: none"> - use of SMS in reminding clients on a) schedule of pre-natal and post-natal visit to the LHC; and b) schedule of treatment and follow-on diagnostic services for TB DOTS. - use of online social networking in encouraging individuals with risky behavior to submit to HIV testing - establishment of a “health hotline” (initially in the LHCs) that will provide easy access to medical assessment and advise over the phone 	
<ul style="list-style-type: none"> • Establishment of a Stand-alone Central Laboratory for the Makati Health Department 	Long Term
<ul style="list-style-type: none"> • Introduction of Rodent Control Program in Makati City 	Short Term
<ul style="list-style-type: none"> • Organizational Enhancement Program for the Makati City’s Health Sector 	Long Term
<ul style="list-style-type: none"> • Health Facility Upgrading Program 	Long Term
<ul style="list-style-type: none"> • Comprehensive Program on Environmental Health, Safety and Well-Being 	Long Term
<ul style="list-style-type: none"> • Enhancement of the B, Infant and Child Health Program of the City of Makati 	Long Term
<ul style="list-style-type: none"> • Intensified Program for the Prevention and Control of Communicable Diseases 	Long Term
<ul style="list-style-type: none"> • Enhancement of the Environmental Sanitation Program of Makati City 	Long Term
<ul style="list-style-type: none"> • Establishment of Community-based HIV/AIDS Testing/ Counselling and Treatment Facility 	Long Term
<ul style="list-style-type: none"> • Personnel Development <ol style="list-style-type: none"> 1. Upgrading of Administrative Section 2. Personnel Development and Promoting Excellence 	Long Term
<ul style="list-style-type: none"> • Construction of Physical Rehabilitation Center 	Long Term
<ul style="list-style-type: none"> • Dental Health Services 	Long Term
<ul style="list-style-type: none"> • Laboratory Services <ol style="list-style-type: none"> 1. Expansion of Laboratory Section and Water Laboratory Section 2. Standard place for Chest X-ray and Dental X-ray 3. Additional manpower for laboratory, water laboratory and X-ray Section 4. Additional Equipment 	Long Term
<ul style="list-style-type: none"> • Patient's Care Program 	Long Term
<ul style="list-style-type: none"> • Performance Improvement Program 	Long Term
<ul style="list-style-type: none"> • Safe Practice and Environment Protection Program 	Long Term
<ul style="list-style-type: none"> • Logistic and Support Services Program 	Long Term
<ul style="list-style-type: none"> • Human Resource Management Program and Facility Maintenance for OsMak 	Long Term
<ul style="list-style-type: none"> • Building Management and Maintenance Service Program 	Long Term

Programs/Projects/Activities Projects	Implementation Period
• Enhancement of the Veterinary Services Program	Long Term
• Disaster Risk Reduction, Preparedness and Mitigation for Animal Welfare	Long Term
• Implementation of “One Health” Strategy	Long Term
• Water Sanitation Program	Long Term
• Water Sanitation and Hygiene (WASH) Capacity Building Program	Long Term

5.8.2 Education Sub-Sector

Table 5-18: Education Sub-sector Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: To provide the citizenry with the highest quality education through breakthrough technologies and competent educators for future employment and entrepreneurship		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
<ul style="list-style-type: none"> To provide free and quality education in preschool, elementary and secondary 	<ul style="list-style-type: none"> Quality education for all 	<ul style="list-style-type: none"> 100% of all Grade I entrants have early education 100% of Grade I entrants pass the Makati School Readiness Test (SRT) Decreased in the preschool dropout rate Improved performance of elementary Grade VI pupils in terms of Average Mean Percentage Score of not less than 75% in the <i>National Elementary Assessment Test (NEAT)</i> Ranking in NCR for the NEAT gradually improving to reach # 1 rank Improved performance of secondary level 4th year students in terms of Average Mean Percentage Score of not less than 75% in the <i>National Secondary Assessment Test</i> # 1 ranking in NCR for the NSAT maintained 20% percent increase in the number of Makati high school graduates who pass the UP, Ateneo, La Salle entrance exam Increased the literacy rate of 98.3% (2003) 100% computer literacy rate among elementary and high school Improved performance in the following basic indicators and ratio

Sectoral Goal: To provide the citizenry with the highest quality education through breakthrough technologies and competent educators for future employment and entrepreneurship		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
		in elementary and secondary level: - Participation Rate - Survival Rate - Graduation Rate - Dropout Rate - Teacher – Student Ratio - Classroom – Student Ratio - Textbook – Student Ratio - Computer – Student Ratio Increased in the enrolment of mentally-challenged students in special education (SPED) centers • Increased in the number of scholars under the Makati Scholarship Program
<ul style="list-style-type: none"> To provide subsidized quality tertiary education through the University of Makati 		<ul style="list-style-type: none"> Improved tertiary education performance in the following; <ul style="list-style-type: none"> - Graduation Rate - Dropout Rate - Survival Rate Improved performance in the following licensure examinations: <ul style="list-style-type: none"> - Nursing - Accountancy (CPA) - Teachers (LET) - Radiologic Technology - Engineering - Pharmacy and Psychometrician 100% employability of UMa graduates
<ul style="list-style-type: none"> To provide skills training to out-of-school youth through Makati Training Placement and Livelihood Consortia (MTPLC) 		<ul style="list-style-type: none"> Improved MTPLC completion rate 100% of MTPLC graduates passed the TESDA's National Certification Increased the number of MTPLC graduates engaged in employment and/or entrepreneurship
<ul style="list-style-type: none"> To achieve and maintain year-round sports activities with athletes becoming nationally/ internationally renowned 	<ul style="list-style-type: none"> Makati City known locally and internationally in sporting events 	<ul style="list-style-type: none"> Formulate the Makati City Sports Development Plan Increased in the number of athletes from different sports discipline becoming nationally/internationally renowned
<ul style="list-style-type: none"> To promote awareness and participation on cultural heritage 	Culturally vibrant and diverse communities	<ul style="list-style-type: none"> 100% of cultural programs/projects/activities implemented 100% participation rate on

Sectoral Goal: To provide the citizenry with the highest quality education through breakthrough technologies and competent educators for future employment and entrepreneurship		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
programs/projects/activities of the City		<ul style="list-style-type: none"> cultural activities • Number of arts and cultural facilities • Number of arts organizations of all kinds • Percentage of local expenditure on the arts and culture • Number of art professionals and support workers activity and participation • Number of arts and cultural activities held • Percentage participation of target stakeholders • Different kinds of cultural traditions active locally • Proportion of local and international participants per activity • Number of art teachers, lecturers and education workers • Number of arts activities supported through schools and commercial creative activity • Number of resident artists and craftspeople Number and type of local creative industries • Number of establishments hat engaged in cultural activities • Number of events organized in the City (cultural events, university events, concerts, etc.) • Percentage of foreign inhabitants • Hosting of international cultural events • Cinema attendance per inhabitant • Museums visits per inhabitant Theatre attendance per inhabitant

Strategies and Policies

Programs/Projects/Activities (PPAs) and Implementation Period

- Diverse urban culture and arts.

Public Pre-school, Elementary and Secondary Levels

1. Enhance existing pre-school, elementary and secondary curriculum
2. Provide skills upgrading for teachers in all levels
3. Build additional pre-school, elementary, high school classrooms and other educational facilities
4. Hire additional teachers in all level including SPED to attain standards

Public Tertiary Level (University of Makati)

1. Develop new curriculum responsive to the labor market demand
2. Promote research development and innovations

Programs/Projects/Activities (PPAs) and Implementation Period

The short-term programs for Education and Culture Subsector will focus on improving the delivery of quality education through upgrading of instructional materials and library services. SPED centers may need to be partnered with private sector for designing spaces since there are issues on safety, durability to withstand the wear and tear from energetic children, as well as design to stimulate young minds.

The locally owned University of Makati's medium-term plan is to offer doctoral degree in Public Administration and Political Science as pilot testing. It also includes the crafting of development plans related to sports.

The long-term programs of the sector focus on upgrading of teacher's competency, enhancement of existing curriculum and education system, continuous accreditation with educational associations, strengthen industry partnership, upgrading and maintenance of facilities and equipment and continuous implementation of regular programs, projects and activities. Another inclusion in the long-term plan is to give incentives to outstanding students and teachers including financial support to participants of international competitions.

Table 5-19: Education Sub-sector Sectoral Programs/Projects/Activities and Implementation Period

Programs/Projects/Activities	Implementation Period
Improving Public Pre-School, Elementary and Secondary Education Program of Makati City	
• Upgrading of Library Services	Short Term
• Reading Information Materials Program	Short Term
• Exchange Program/"Lakbay-Aral"	Short Term
• Student/Teacher International Participation and Scholarship/Study Program (STIPS)	Short Term
• "Gawad Parangal"	Short Term
• Instructional Facilities Development Program	Short Term
• Acquisition of Complete Quality Instructional Resources (ACQUIRE)	Short Term
• Building Facilities Development & Maintenance Program	Long Term

Programs/Projects/Activities	Implementation Period
• Faculty and Staff Development	Long Term
• Library Awareness Program	Long Term
• Makati Scholarship Program	Long Term
• Assessment & Enrichment Program (AEP)	Long Term
• Special Education Program (SPED)	Long Term
• Talent Optimization Program for Students (TOPS)	Long Term
• Mathematical Challenge for Makati Kids Training Program (MCMKTP)	Long Term
• ROBOTICS	Long Term
• Information Communication & Technology Program (ICTECH)	Long Term
• Leadership Training for Students	Long Term
• Project FREE (Free Relevant and Excellent Education)	Long Term
• Teacher Effectiveness and Competence Honing Program (TEACH)	Long Term
• Alternative Learning System (ALS)	Long Term
• Health Program	Long Term
<i>Pre-School</i>	
• Revision, contextualizing and localizing of instructional materials and learning modules	Short Term
• Building of additional classrooms to house pre-school classes (26 schools)	Medium Term
• Establishment of “Kinder Garden” in all public elementary schools	Short Term
• Hiring of additional kindergarten teachers with ECE specialization	Long Term
• Conduct of special training and seminar-workshops for teachers in the primary level on Early Childhood Education	Long Term
• Tracking of pre-school graduates through e-database	Long Term
<i>Elementary and High School</i>	
• Capacity building of teachers, school administrators and other school personnel, including enhancement of skills in handling elementary and high school pupils with learning difficulties but are not qualified to the SPED program (Bi-annual)	Long Term
• Intensification and expansion of the Remediation Program in Reading in both English and Filipino, and Numerical Skills Enhancement Program to include more students through the enhancement of Project MILES	Long Term
• Provision of free educational-instructional materials/supplies, furniture, equipment: <ul style="list-style-type: none"> - Office supplies for all public preschools, elementary and secondary schools including medical/dental supplies and training of school health personnel - ICT equipment and internet connectivity to all public schools and offices 	Long Term
• Construction of SPED classrooms (Makati Elem School, Pembo, Gen Pio del Pilar Main, NYES, FBHS, Tibagan HS, Francisco Benitez)	Medium Term

Programs/Projects/Activities	Implementation Period
<ul style="list-style-type: none"> Establishment of an extension building of the Schools Division Office 	Medium Term
<ul style="list-style-type: none"> Acquisition of instructional equipment (26 elementary, and 12 secondary schools) 	Medium Term
<ul style="list-style-type: none"> Repair and Maintenance of school buildings (Makati Science HS) 	Medium Term
<ul style="list-style-type: none"> Provision of Green Building for all public schools 	Medium Term
<ul style="list-style-type: none"> Establishment of a modern public library 	Short Term
<ul style="list-style-type: none"> Acquisition and subscriptions of reference books and new e-books 	Short Term
Enhancement and Expansion of Tertiary Education in Makati City	
<ul style="list-style-type: none"> Supply and Demand Study on the Evolving Skills Requirement of Businesses and Industries in Makati City and other parts of the world 	Short Term
<ul style="list-style-type: none"> Enhancement of UMaK's Curriculum and College Programs 	Long Term
<ul style="list-style-type: none"> Development and implementation of Dualized Education System (DUES) and Dual Training System (DTS) 	Long Term
<ul style="list-style-type: none"> Expansion in the number of scholars/sustained in tertiary education of beneficiaries under the Makati Scholarship Program 	Long Term
<ul style="list-style-type: none"> Alumni Revitalization Campaign which provides job opportunities and referrals to new graduates and establishment/ implementation of E-Data Base Tracking of tertiary and senior high school (Grade 11-12) graduates (New) 	Long Term
<ul style="list-style-type: none"> Expansion and review of the guidelines/policies in the number of scholars/sustained in tertiary education of beneficiaries under the Makati City Scholarship Program 	Short Term
<ul style="list-style-type: none"> Establishment/Implementation of UMaK's E-Data Base (RFID) and tracking of tertiary and senior high school (Grade 11-12) graduates 	Long Term
<ul style="list-style-type: none"> Construction of additional school building in UMaK (centralized library, laboratories, function halls, multi-media room, function rooms) and acquisition of school equipment. 	Medium-Term
<ul style="list-style-type: none"> Enhancement of the Guidance and Counselling Programs and Services: Professor-As-Advisor Program (PAP) 	Long Term
<ul style="list-style-type: none"> Peer Mentoring Program (PMP) 	Long Term
<ul style="list-style-type: none"> Psychological Testing Materials 	Long Term
<ul style="list-style-type: none"> Curriculum Development and Implementation of Revised MPA Program with Major Fields 	Long Term
<ul style="list-style-type: none"> MPA-Juris Doctor Program 	Long Term
<ul style="list-style-type: none"> College of Law, Juris Doctor 2016to 2013 	Long Term
<ul style="list-style-type: none"> CGES Departments Week Celebrations 	Long Term
<ul style="list-style-type: none"> University of Makati Extension Campuses 	Long Term
<ul style="list-style-type: none"> Customized Training in Automation, Mechatronics and Instrumentation 	Long Term
<ul style="list-style-type: none"> CNC Milling including Tool and Die (Machining) Equipment 	Long Term

Programs/Projects/Activities	Implementation Period
Upgrade	
• Advance Automotive Technology	Long Term
• Creation of New Program Offering– B.S. in Architecture	Long Term
• Student Enhancement Development and Culture (SEDAC) Program	Long Term
• Modernized Philippine Educational System (K-12Project)	Long Term
• Kabalikat Extension Corporate Special Responsibility Program (K-SCORP)	Long Term
• Community Extension: School-Based Development Programs (Literacy Training).	Long Term
• Disaster Risk Reduction Management and Climate Change Programs (DRRMOP)	Long Term
• On-the-Job Training (OJT) Monitoring and Planning Workshop	Long Term
• Recruitment cum Training	Long Term
• University Mega Job Fair	Long Term
• Career and Employment Planning Conference (CEPCon) (in partnership with People Management Association of the Philippines)	Long Term
• Annual Program Review and Planning Conference (APRPC) from 2014-2023	Long Term
• University Activities-Special Projects	Long Term
• Image Building and Goodwill	Long Term
• Linkaging and Partners Building	Long Term
• University Academic Programs Development (UAPD)	Long Term
• Senator Aquilino Pimentel Center for Local Governance	Long Term
• Special MA Programs	Long Term
• ISO 9001:2008 CERTIFICATION	Long Term
• Accreditation and Documentation Program	Long Term
• Facilities and Equipment development and Acquisition	Long Term
• Creation of UMak Sports Academy	Long Term
• Center for Culture and the Arts Project	Long Term
• Media, Photography and Art Events	Long Term
• Athletics Development Program	Long Term
• Academic/Administrative Employee Professional Enhancement	Long Term
• Special Instructional Delivery System	Long Term
• Faculty Development Training	Long Term
• Excellence in Research Program (ERP)	Long Term
• Research Support Program	Long Term
• Completion & Continuous Upgrade of MIDC Facilities, Equipment & Programs	Long Term
• UMak TV	Long Term
• Computer Equipment Replacement	Long Term
• Facilities Upgrading for Service Excellence	Long Term

Programs/Projects/Activities	Implementation Period
• Equipment Investment Program (Equip)	Long Term
• Student Assessment Enhancement Program	Long Term
• Logistical Support Program	Long Term
• Scope Capability Enhancement Program	Long Term
• Communication Support Program (Voice and Data):	Long Term
• Expansion of Makati Cultural Heritage, Promotion, Program and Upgrading of Facilities, and Acquisition of Mobile Library	Long Term
• MPA Library (and E-Library)	Short Term
• Facilities Upgrading for Service Excellence	Long Term
• Anti-Virus for Servers, Desktop PCS and UMak Owned Laptops	Short Term
• UMAK Domain Name (Umak.edu.ph), Web Hosting and dedicated online back-up servers: 1.UMakDomainName(umak.edu.ph) 2.OnlineDedicatedBack-UpServerandWebServer	Short Term
• UMak in-Campus Wired and Wireless Network Cabling System W/BMS and IP Cameras	Short Term
• Network Management System Project	Short Term
• Special Education Intervention Center and Laboratory	Short Term
• Doctor of Public Administration Program or Doctor of Political Science Major in Public Administration	Medium Term
• Review and Revision of UMAK Charter	Medium Term

5.8.3 Education, Culture and the Arts Subsector

Table 5-20: Arts and Culture Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: To provide the citizenry with the highest quality education through breakthrough technologies and competent educators for future employment and entrepreneurship		
Objectives	Key Result Areas	Performance Indicators
- To foster excellence, creativity and innovation among the citizenry	Culturally vibrant community	<ul style="list-style-type: none"> - Improved cultural activities sponsored by the LGU - Increased public participation in LGU-sponsored cultural activities - Increased private sector support and engagement in LGU-sponsored cultural activities - Increased engagement and attendance of Makati citizens in privately sponsored cultural activities - Visible cohesiveness among members of

Sectoral Goal: To provide the citizenry with the highest quality education through breakthrough technologies and competent educators for future employment and entrepreneurship		
Objectives	Key Result Areas	Performance Indicators
		Makati's creative community - At least one cultural event that cuts across the three Makati culture groups.
- To recognize the contribution of the creative sector to Makati's economy - To create an enabling environment for the growth of the sector	Strong creative economy	- System in place to track growth of creative industries - Directory of creative professionals, associations, and enterprises located in Makati - Strategic plan positioning Makati as a creative city - Nationwide, regional and world recognition of Makati as a creative city
- To promote the values of cultural diversity, creativity and interculturality in forming a unified Makatizenry	Inclusiveness and cultural diversity	- Increased number of cultural activities promoting greater integration and social cohesion among Makati's cultural groups and social classes
- To equip talented Makatizens with knowledge and skills to succeed in the arts and creative industries - To provide art experiences to learners raising cultural awareness - To build an audience base and market for creative products - To staff the city with well-trained cultural managers	Strong and relevant cultural education	- Special Program for the Arts established in at least one other public school - At least one more public school with Art and Design track - Annual training for arts trainors - Annual arts skills camp - Annual seminar workshops for cultural managers - Year-round cultural and historical activities to discover and develop individuals that excel in various cultural domains
- To formulate and implement standard-setting policies, institutional system and processes - To provide and maintain the city's cultural infrastructures	Well-managed cultural sector	- Well-staffed MCAO - Regular meetings of the MCCAC – at least four times a year - Annual arts and culture plan
- To provide proper venue for promoting local talents and	Adequate cultural facilities and infrastructures	- Improved presentations of art experiences

Sectoral Goal: To provide the citizenry with the highest quality education through breakthrough technologies and competent educators for future employment and entrepreneurship		
Objectives	Key Result Areas	Performance Indicators
productions and for the enjoyment of the public.		
- To establish a framework to identify, protect, safeguard and promote heritage sustainably	Sustainable management of heritage assets	- Improved presentations of art experiences

Strategies and Policies

Cultural Development in General

- Undertake baseline study using survey instrument with objective measures to track cultural development and to ensure future strategies are evidence-based
- Outreach programs to under-exposed barangays
- Provide free transportation to venues where cultural activities are held, especially to less privileged citizens
- Link with private sector creative enterprises
- Assemble local artists and art enthusiasts across all the cultural domains to organize themselves, formulate inputs to the city's cultural development plans and select representatives/get to know MCCAC

Cultural Economy

- Revise business registration forms to enable tracking activities and investments in cultural domains
- Undertake baseline study of Makati's creative economy in cooperation with Creative Economies Council of the Philippines (CECP), Asian Institute of Management and British Council Philippines
- Convene creative community to organize and plan for the development of the creative industries sector
- Hold round table discussions or other engagement activities with the sector
- Link up with UNESCO-declared creative city Baguio and self-declared arts and design centers such as Angono and Cebu

Cultural Education

- Continue to support and promote MTB-MLE and ALIVE programs
- Encourage formation of language/culture clubs in barangays
- Revisit design/content of annual Caracol festival
- Revisit/redesign MCAO line-up of activities
- Survey and assess talent pool in Makati to identify, young artists in the performing arts, visuals, literary and other arts whom to nurture
- Petition DepEd to add another public HS with a Special Program for the Arts and an arts/design track
- Partner with Cultural Center of the Philippines and/or National Commission for Cultural and Arts for special trainings required by local talents
- Convene workshop-seminars for continuing professional education for Makati's cultural managers

- Enhanced *Lakbay-Aral* tours, *Kwentong Bayan* Sessions, art contests/workshops in collaboration with DepEd- Makati, ABC and the private sector
- Encourage Makati's cultural managers to join professional associations
- Provide scholarships to Makati's cultural managers who wish to take advanced trainings/degrees

Cultural Governance

- Convene Makati City Culture and Arts Council
- Engagement activities between MCAO, MCCAC with NCCA to keep abreast of cultural legislations and plans
- Observe/integrate into local frameworks and practices national instruments affecting local cultural sphere
- Submit data for inclusion in NCCA Philippine Cultural Statistics database
- Encourage participation of civil society groups
- Consider under-presented cultural domains like other creative services, audio, visual, broadcast and interactive media
- Consultations with stakeholders for requirements in terms of spaces, equipment, etc.
- Study Makati audiences and their consumption habits and preferences
- Engage professionals in designing venue(s)
- Conduct feasibility study for cultural center
- Create programming for the cultural center
- Redevelop Museo ng Makati

Heritage

- Refresh/review cultural mapping training and conduct inventory
- Maintain a local registry of important cultural properties
- Review registrations and inscriptions and prepare submissions to PRECUP
- Document local traditions
- Craft local heritage ordinances (especially for *Poblacion*)
- Training in the preparation of nominations to the national registry
- Training for conservation
- Crafting of maintenance and conservation plan
- Craft DRR-CCA plan for local cultural properties
- *Poblacion* Heritage District Masterplan implementation
- Craft design and use guidelines for *Poblacion*
- Hire a professional heritage interpretation specialist to create a plan and identify instruments for the *Poblacion* heritage district
- Hold a charrette informing stakeholders and supporters of the heritage district to inform them of current work and receive their inputs.

Table 5-21: Education, Culture and the Arts Programs/Projects/Activities (PPAs) and Implementation Period

Programs/Projects/Activities	Implementation Period
Cultural Preservation and Tourism Code	Short Term
Creation of Makati Tourism Council	Short Term
Baseline Study of Makati's Cultural Development	Short Term
Baseline Study of Makati's Creative Industries - Revision of business registration forms to enable tracking activities and investments in cultural domains - Consultations with key players to profile the industry's needs and strengths - Collaboration with Creative Economies Council of the Philippines (CECP), Asian Institute of Management (AIM) and the British council to conduct study	Short Term
Planning for Creative Zone(s)	Short Term
Cultural Managers' Workshops	Long Term
Citizens' Art Assembly	Short Term
Special Classes in the Arts - After-school or summer programs for local talents - Support for Mother-tongue based, Multi-lingual Education (MTB-MLE) and Arabic Language and Islamic Values (ALIVE) programs in schools - Enhancing <i>Lakbay-Aral</i> tours, <i>Kwentong Bayan</i> Sessions, art contests/workshops	Long Term
Establishment of Special Program for the Arts/Arts and Design Track in one other High School	Medium Term
Barangay Arts Programs - Specially curated activities to enhance appreciation for art and culture - Formation of culture clubs in barangays, language classes - Competitions and exhibitions to help identify creative talent - Enhance participation in Caracol	Long Term
Enhancing Cultural Programming - Revisiting design and content of MCAO line-up of activities including annual Caracol festival - Outreach activities to enable access to cultural activities including touring events to underserved communities - Providing free transportation to venues where cultural activities are held - Establish functional linkages with private sector and privately-owned creative enterprises.	Long Term
Program for Sustainable Heritage Management - Conduct of a new, city-wide inventory - Registrations and inscriptions for submission to PRECUP - Refresh/review of the <i>poblacion</i> heritage district masterplan - Charrettes with stakeholders and private sector supporters - Use and design guidelines for the heritage zone	Medium Term

Programs/Projects/Activities	Implementation Period
- Professional services for heritage interpretation	
Establishment of the City's Art Center	Long Term
- Consultations with stakeholders, esp. Professionals across several domains	
- Conduct of a feasibility study and initial programming for the center	
- Redevelopment of the Museo ng Makati.	

5.8.4 Social Welfare Sub-Sector

Table 5-22: Social Welfare Goal, Objectives, Key Result Areas (KRAs) and Performance Indicators (PIs)

Sectoral Goal: Provide comprehensive and integrated social welfare and development services ensuring the well-being of the citizenry		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
<ul style="list-style-type: none"> To organize stable, dynamic and self-helping communities 	<ul style="list-style-type: none"> Comprehensive and integrated social welfare and development services ensuring the well-being of the citizenry 	<ul style="list-style-type: none"> 700 stable, dynamic and self-helping communities
<ul style="list-style-type: none"> To increase number of participating NGOs and POs in advocating strong family relationship 		<ul style="list-style-type: none"> Increased number of partners in the following areas: <ul style="list-style-type: none"> Elderly care Child welfare Women empowerment Persons with disability (PWD) welfare Informal settlement
<ul style="list-style-type: none"> To formalize existing partnership in SWD service delivery 		<ul style="list-style-type: none"> All existing partnerships formalized 100% of target number of partners
<ul style="list-style-type: none"> To enhance anti-poverty programs 		<ul style="list-style-type: none"> 0% poverty incidence 100% sustainability of economic activities of livelihood program beneficiaries 100% employment rate and/or engage in entrepreneurship of livelihood skills training graduates Increase PWD employability
<ul style="list-style-type: none"> To Reduce occurrences of abuse cases against vulnerable 		<ul style="list-style-type: none"> Decrease cases of abuse individuals in especial difficult circumstances

Sectoral Goal: Provide comprehensive and integrated social welfare and development services ensuring the well-being of the citizenry		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
individuals		
<ul style="list-style-type: none"> Reduce number of Out of School Youth (OSY) and Out-of-School Children (OSC) 		<ul style="list-style-type: none"> Decrease the number of OSY and OSC
<ul style="list-style-type: none"> Increase the beneficiaries availing benefit cards 		<ul style="list-style-type: none"> All resident senior citizens are enrolled in BLU Card Program 100% qualified residents who are enrolled in the PhilHealth ng Masa Program
	<ul style="list-style-type: none"> Increase the beneficiaries in the social welfare programs, projects and activities 	<ul style="list-style-type: none"> Increase in the number of children who availed of Day Care Services Increase in the participation of children, senior citizen, women, men and PWDs in community development activities
<ul style="list-style-type: none"> To improve the quality of life of people living in the slums 	<ul style="list-style-type: none"> Housing for All 	<ul style="list-style-type: none"> 0 number of IS families returning to informal settlements Zero number of IS families in government-owned lots and danger areas

Sectoral Goal: Provide comprehensive and integrated social welfare and development services ensuring the well-being of the citizenry		
Objectives	Key Result Areas (KRAs)	Performance Indicators (PIs)
<ul style="list-style-type: none"> To established availability of a quality and affordable housing options for all in partnership with the National Government Agencies (NGAs), other Local Government Units (LGUs), Civil Society Organizations (CSOs), and Private Sector 	<ul style="list-style-type: none"> Quality and Affordable Housing 	<ul style="list-style-type: none"> Household - Housing Unit Ratio Population Density (based on standard dwelling unit) Percentage of housing unit by type Percentage of housing unit with access to sanitary toilet Percentage of housing units with water accessibility for at least level III (piped water supply with a private water point, e.g., house connection) Percentage of households with electricity connectivity Percentage of households in informal settlements Proportion of parking over housing units Number of health and building code violations for housing and habitability Average monthly rental/mortgage rates by market Proportion of government-initiated housing production Proportion of housing production to housing need by income category Proportion of renter households whose gross rent is 50% or more of their household income
<ul style="list-style-type: none"> To achieve and maintain year-round sports activities with athletes becoming nationally/ internationally renowned 	<ul style="list-style-type: none"> Makati City known locally and internationally in sporting events 	<ul style="list-style-type: none"> Existence of Makati city Sports Development Plan Increase in the number of athletes from different sports discipline becoming nationally/ internationally renowned

Strategies and Policies

1. Increased social inclusiveness and access to social services
2. Increasing affordable housing stocks.
3. Organize stable, dynamic and self-helping communities in all barangays
4. Develop and enhance programs/projects/activities that will strengthen the

rights and welfare of children, women, men, senior citizen, youth and persons with disabilities.

5. Enhance and institutionalize anti - poverty initiatives
6. Maintain an updated and reliable database of SW service beneficiaries
7. Forge and strengthen partnership with existing and possible partners (i.e., NGOs, POs, NGAs, Foundations, etc.) in SWD service delivery
8. Provide quality and affordable housing options for all
9. Formulate the Makati City Sports Development Plan for effective implementation of all the programs and services relative to youth, sports and recreation in the city

Programs/Projects/Activities (PPAs) and Implementation Period

Short term programs under the social welfare subsector shall focus on crafting of social development plans related to gender and development, child protection, poverty reduction, and shelter.

Long term programs shall focus on the full implementation of comprehensive and integrated social welfare and development programs and services such as, community building, capability building, social empowerment advocacy campaigns, partnership building, and upgrading and maintenance of social development facilities and equipment.

Table 5-23: Social Welfare Sectoral Programs/Projects/Activities and Implementation Period

Programs/Projects/Activities	Implementation Period
Towards Developing Self-Help and Resilient Communities in Makati City	
<ul style="list-style-type: none"> Community Organizing, identification of community leaders, and community building 	Long Term
<ul style="list-style-type: none"> Empowerment of Persons with Disability (PWD) through the establishment of a PWD Desk at the barangay level, sensitizing barangays and communities on the conditions of PWDs and familiarizing them with RA 7277 (Magna Carta for the Disabled) and RA 10524, advocacy and monitoring for “PWD-Friendly Barangays, development, advocacy and adoption of protocols for the delivery of PWD-sensitive social services; home care by trained household members and promotion of community-based rehabilitation. 	Long Term
<ul style="list-style-type: none"> Empowering Slum Communities through community organizing and interventions that will make them more family-oriented and community-spirited, skills training and livelihood 	Long Term
Enhanced Monitoring and Evaluation of Social Welfare Programs	
<ul style="list-style-type: none"> Poverty mapping to identify who and where the poor are, development and maintenance of database. 	Long Term
<ul style="list-style-type: none"> Maintenance of an updated and reliable database of social welfare service beneficiaries 	Long Term
<ul style="list-style-type: none"> Installation of Community Data Board (per barangay or per sitio) to serve as a participatory monitoring tool for community development. 	Long Term

Programs/Projects/Activities	Implementation Period
Comprehensive Program for Street Children of Makati City	
<ul style="list-style-type: none"> Consolidation of existing programs and services for street children that are currently being implemented under various social welfare programs. 	Long Term
<ul style="list-style-type: none"> Development of a pro-active approach to resolving mendicancy and street vending among children 	Long Term
<ul style="list-style-type: none"> Establishment of a dedicated residential facility for street children (and abused women). 	Medium Term
Child Development Services Program	
<ul style="list-style-type: none"> Sustained operation of existing Day Care Centers and establishment of new ones 	Long Term
<ul style="list-style-type: none"> Provision of Child Development Services for special children. 	Long Term
<ul style="list-style-type: none"> Extending the service hours for children of poor working mothers. 	Long Term
<ul style="list-style-type: none"> Development and provision of neighborhood child minding services (for children aged 3-4 y/o) and integrating them in community building programs. 	Long Term
<ul style="list-style-type: none"> Implementation of community-based services for out of school children (OSC) 	Long Term
<ul style="list-style-type: none"> Development of a model for Public-Private Partnership in the provision of child development services 	Short Term
MSWD Staff Development	
<ul style="list-style-type: none"> Learning Program on Community-Driven Development for MSWDO staff 	Medium Term
<ul style="list-style-type: none"> Formulation of Programs and Projects to Implement the Makati Shelter Plan 	Short Term
<ul style="list-style-type: none"> Formulation/updating of the Makati Poverty Reduction Action Plan 	Short Term
<ul style="list-style-type: none"> Formulation/updating the Medium-Term Development Plan for Children 	Short Term
<ul style="list-style-type: none"> Updating the Gender and Development Plan 	Short Term
<ul style="list-style-type: none"> Comprehensive Program for the Street Children of Makati 	Long Term
<ul style="list-style-type: none"> Housing Database System 	Long Term
<ul style="list-style-type: none"> Maintenance of Social Welfare Facilities 	Long Term
<ul style="list-style-type: none"> Partnership Building 	Long Term
<ul style="list-style-type: none"> Informal Settlements and Slums Reduction Program 	Long Term
<ul style="list-style-type: none"> Social Protection Program 	Long Term
<ul style="list-style-type: none"> Social Development Program 	Long Term
<ul style="list-style-type: none"> Poverty Alleviation and Reduction Program 	Long Term
<ul style="list-style-type: none"> Reduction of Abuse and Violence Against Vulnerable Persons Program 	Long Term
<ul style="list-style-type: none"> Institutional Strengthening Program 	Long Term
Sports and Recreation Program Enhancement	
<ul style="list-style-type: none"> Broadening and intensification of sports activities in UMak and those at the barangay level through year-round sports activities 	Long-Term
<ul style="list-style-type: none"> Formulation of Makati City's Sports Development Plan for effective implementation of all the programs and services relative to youth and sports development in the city 	Short-Term

Programs/Projects/Activities	Implementation Period
<ul style="list-style-type: none"> Expansion of the Sports, Music, Arts and Recreation Training (SMART) Program thru continuous provision of funds for activities, and hiring of additional personnel 	Long-Term
<ul style="list-style-type: none"> Procurement of sports equipment 	Long-Term



6 PUBLIC FISCAL MANAGEMENT

Public fiscal management encompasses the government's administration (from policy formulation, implementation to decision-making) of revenue generation; resource allocation; expenditures management; public borrowings and debt management; accounting, auditing and intergovernmental relations; among others.

It is essential that Makati City adhere to a public financial management system that will promote fiscal responsibility and good governance when engaging in financial transactions and fiscal operations. This will enable the city to compete with the emerging business districts in the metropolis and be at par with the global economic standards taking into account urban resiliency in financing urban development interventions

The sustainability of its identity as the country's premier business district and consistently among the top three income grossing LGUs in the Philippines would rely on the city's ability to effectively and efficiently administer local finance, generate revenues and mobilize resources anchored on financial performance indicators established for the finance management sector (Chapters 3 – Sectoral Indicators and 5 – Sectoral Development Plans).

The regular conduct of Program Review and Planning Workshop (PRPW) ensures that all priority programs and projects are funded based on the crafted Annual Investment Program and Budget. PRPW is a year-long series of activities following the process of planning and budgeting. It is composed of two phases. Phase 1 is for review and evaluation of the City's accomplishments while Phase 2 is for plan formulation wherein all departments and offices are obliged to prepare the Annual Investment Program (AIP) for the following year. AIP contains the programs, projects and activities (PPAs) and its description, implementing department/office, period of implementation, target, source of funds and budgetary requirement.

The members of the expanded Local Finance Committee (LFC) composed of the City Treasurer, City Budget Officer, and the City Urban Development Officer with the heads of the General Services Department (GSD) and Human Resource Development Office (HRDO) review the proposed AIPs to ascertain that all priority PPAs have budget. The LFC then forward the reviewed AIPs to the City Council for deliberation and enactment of an ordinance for the adoption of the said plan.

The draft AIP is presented by the City Mayor to the members of the Makati City Development Council for its approval/adoption and endorsement to the *Sangguniang Panlungsod*.

Furthermore, certain factors must be considered in formulating Revenue Generation and Resource Mobilization Strategies for Makati. Among the factors to be considered include the following:

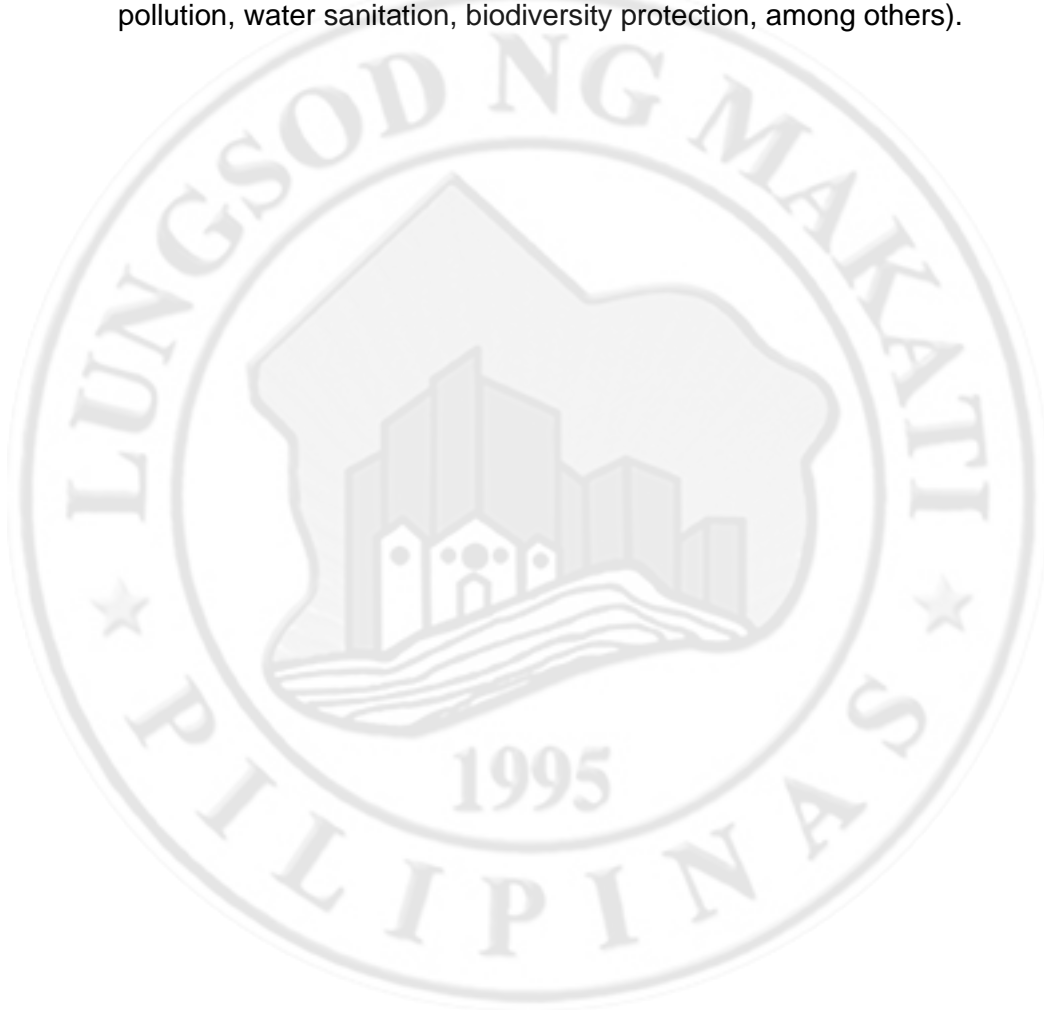
1. Macroeconomic Trends
 - The revenue collection of the City Government for the previous years were examined to assess if the collection is consistent with the trends in regional GDP, government expenditure, interest rate, and other relevant economic indicators.

- Revenue collection below the macroeconomic trends challenges the principle of revenue adequacy and elasticity, therefore must be reviewed painstakingly for an appropriate policy or administrative interventions.
2. Revenue Collection Targets
- Set revenue collection targets would improve statistical information on revenue estimation and develop analytical tools for a more accurate revenue projections and evaluation of the impact of the changes in tax policies on revenue.
 - Establish service costs and standards as basis of charging fees through determination of the actual unit cost of service provision and the standard at which the relevant service is provided.
 - Provide tax incentives to prompt RPT payer to stimulate the tax revenue base and attract property owners.
 - Develop an incentive program for the city's top RPT payers to recognize them as active partner of the city in development.
 - Conduct of regular consultation and dialogue with the business sector to formulate business-oriented programs and attract investors.
3. Tax Collection Efficiency
- Sustain the upgrading of physical infrastructure
 - Sustain the simplified procedures and forms
 - Establish one-stop-shop transaction center in line with the principle of customer-oriented government service
 - Match penalties with implications of tax delinquency to encourage and promote tax compliance.
4. Inter-agency information sharing
- Institutionalize inter-agency information sharing to accurately define the tax base and effectively enforce tax collection.
5. Political Commitment
- Exert political commitment for effective revenue administration by demonstrating its benefits, making a strong connection between taxes collected and services/facilities provided.
6. Capacitate the Local Legislative Body
- Strengthen the capacity of the legislative body to evaluate revenue proposals and draft proper tax legislation through continuous training.
7. Transparency and Accountability
- Promoting good governance through sustained value formation of officials and staff concerned with revenue generation, and institutionalization of employee discipline and code of conduct, among others.
 - Use the stakeholders/taxpayers as a feedback mechanism for improving performance in service delivery, revenue generation and resource mobilization,

thru the use of institutionalized surveys.

8. Public-Private Partnership

- Continually explore areas of collaboration and partnership with the private sector, international and local financing institutions, NGOs and POs in service delivery and in pursuit of development undertakings.
- Incentivize private sector investors that are involved in information and communication technology and business process outsourcing to locate in Makati City as well as those who would opt to venture in green financing (investments that address environmental objectives of controlling industrial pollution, water sanitation, biodiversity protection, among others).



7 IMPLEMENTATION MECHANISM

The development plans are of little significance to the City Government without any means of implementing them. In fact, plan implementation is a crucial part of the strategic planning process, and organizations including local government units that develop strategic plans must expect to include a process for implementing the said plan.

In accordance with the provisions of the Local Government Code, the Makati City Development Council (MCDC) shall assist the *Sangguniang Panlungsod* in setting the direction of the city's socio-economic development and coordinating development efforts within its territorial jurisdictions. The MCDC is therefore responsible for the formulation of the city's CDP and ensure its implementation, monitoring, evaluation and its updating.

The MCDC is headed by the City Mayor and composed of the following members:

- *Punong Barangay* of the 33 barangays
- Chairperson of the Committee on Appropriations
- City Representatives
- Representatives of the ten (10) NGOs

Expanded membership includes the sectoral heads of the seven (7) sectors. The Urban Development Department serves as the Secretariat of the MCDC.

The Barangay Development Council, on the other hand, facilitates the formulation, implementation, monitoring, evaluation and updating of their development plans. These plans are presented to the MCDC for consideration and integration into the City's Development Plan. Each Barangay Development Council is headed by the *Punong Barangay* and composed of the members of the *Sangguniang Barangay*, representatives of NGOs operating in the barangay, and a City Representative.

As soon as the development plan is approved by the MCDC, it is endorsed to the *Sangguniang Panlungsod* (SP) for further review and consultation. The enactment of a resolution or ordinance shall be undertaken by SP for its adoption.

Programs, projects and activities (PPAs) shall be implemented by all of the concerned departments/offices of the City Government. Those projects to be implemented in coordination with other agencies or the private sector shall also be identified for an effective and proper monitoring of PPAs. Sources of funds, period of implementation, and the output and desired outcome are some of the crucial data required for an effective and efficient plan implementation.

Moreover, the effective implementation of the plan requires close coordination and working relationships between the city government, the private sector such as business, NGOs, socio-civic and religious organizations and educational institutions, and National Government Agencies (NGAs) located in the City. Regular consultations shall be conducted with these groups and a consensual decision-making process shall be continuously adopted to ensure wide support and acceptability of the plan.

Furthermore, to ensure wider support from the various stakeholders and residents, a sustained communication and advocacy program are being sustainably pursued. Primers, brochures and other briefing materials are being prepared and customized based on target beneficiaries. Other means of promoting the plan include the publication of the Makati Mirror, *Makati Ngayon*, Annual Accomplishment Report and *Ulat sa Bayan*. These materials are regularly posted and downloadable in the City's website (www.makati.gov.ph)



8 MONITORING AND EVALUATION

8.1.1 Monitoring and Evaluation

Plan monitoring and evaluation is a vital phase in the planning cycle. Monitoring is an important directing element for policymaking and it plays an important role in the development, implementation and execution of policies. Moreover, monitoring creates possibilities to call attention to changes and challenges of the environment, and can give an indication of the environmental quality which can also be used for policy evaluation.

To keep track of the progress of the plan and program/project implementation, a Standard Monitoring and Evaluation (M&E) System shall be continuously used and implemented by the city government. This is regularly being done to monitor the attainment of each department/office performance in terms of outputs and outcomes, budget variance, and the schedule slippage. This M&E system has been put in place to facilitate the gaps and problems that impede program/project implementation by undertaking remedial actions at the earliest possible time.

It is imperative for the city government of Makati to continuously monitor and evaluate the plans being crafted and adopted. At present, the City have its Quarterly and Annual Outcome Evaluation Report of all departments/offices to measure and monitor their performance vis-à-vis the implementation of their plans embodied in the Annual Investment Program, (AIP), Comprehensive Land Use Plan (CLUP), Makati 21, Disaster Risk Reduction Management Plan and all other plans formulated by the City.

Likewise, a mid-term assessment and/or an annual program review and planning shall be conducted to assess the achievements/accomplishments of the different aspects of the plan. Likewise, updating of the plan shall be done to address new and emerging problems of the City. Impact Evaluation of selected programs and projects shall be done in order to determine the extent to which they are achieving stated objectives. This will involve a more rigorous in their procedures, design and methodology, and more extensive analysis.

Flexibility and adaptability to changing and dynamic environment also need to be addressed by the M&E system. Globally accepted indicators and indices i.e. millennium development goals (MDG), human development index (HDI), smart city indicators, global city indicators, and the likes have to be integrated and considered as well as part of evaluation or assessment process of the City in order to achieve development results as basis for program fine tuning, and future planning.

Planning is a cyclic process. One needs to understand that no matter how well one drafts plans, they are basically futile unless they are actually used to steer the Government in the right direction. Hence, it implies the crucial need of updating the plans to keep abreast on the fast pace of urban development, technology and global challenges such as disaster risk reduction – climate change adaptation challenges.

Since Barangay Development Planning is held annually, a review of barangay development plans of 33 barangays through the Barangay Review Committee (BRC) is

being done by the City Government to ensure that the programs, projects, and activities are in consonance with the Vision and Mission of the City. Participatory monitoring of programs and projects that involves the barangays have been shown to increase community ownership and engender greater involvement of target beneficiaries. There are schemes from good practice sites in the country that can be adopted in Makati to realize participatory monitoring of programs and projects.

Meetings between the Mayor, barangay officials, and constituents are regularly conducted thru barangay assemblies to solicit feedback and suggestions on barangay issues and concerns.

