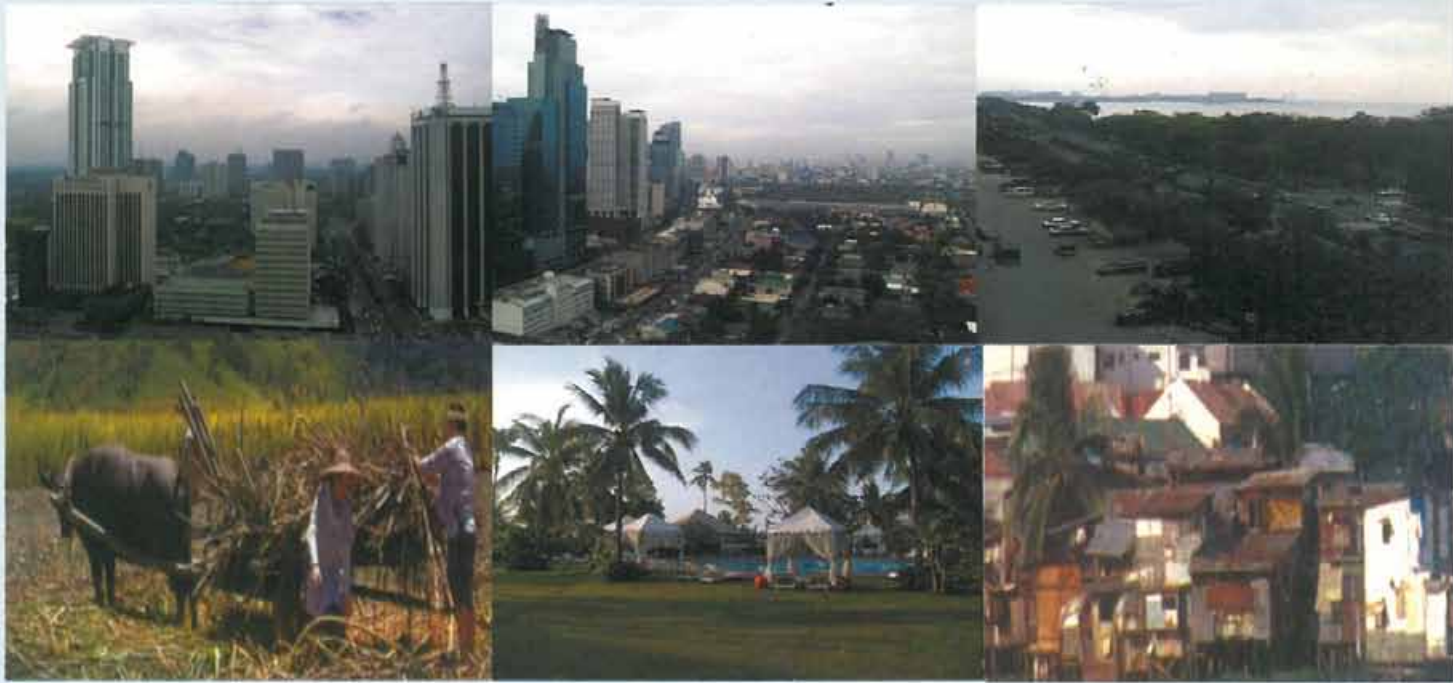


STATE of PHILIPPINE CITIES

A SELF-ASSESSMENT BASED ON LPPMS



Bureau of Local Government Supervision
Department of the Interior and Local Government

With the Assistance of



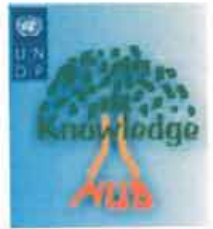
Philippines

The Philippine Urban Forum
United Nations Development Programme

And



The Center for Local and Regional Governance
National College of Public Administration and Governance
University of the Philippines



Printed by:

Polystar Graphics & Multi Print
Paranaque City, Metro Manila, Philippines
Telefax: 821-2432 / Tel. No.: 787-8284

STATE OF PHILIPPINE CITIES

**A Self-Assessment by the Cities Based on the
Local Productivity and Performance Management System (LPPMS)**

**Bureau of Local Government Supervision
Department of the Interior and Local Government**

With the Assistance of

**Center for Local and Regional Governance
National College of Public Administration and Governance
University of the Philippines**

and

**Philippine Urban Forum
United Nations Development Programme**

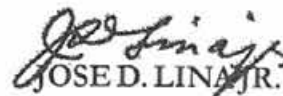
2002

FOREWORD

Guided by its mandate, the Department of the Interior and Local Government has pioneered the application of performance measurement in Philippine local authorities as early as in 1982. Central to the concerns of this initiative entitled Local Productivity and Performance Measurement System, or LPPMS for brevity, is the assessment of the service delivery performance of local government units.

This CY 2000 State of Cities Report is an initial publication. It draws insights from the findings generated through the application of the LPPMS during the year under review. It highlights the capabilities, limitations, and gaps in the delivery of essential public services among the cities included in this report. The benchmark information, which was made possible through the LPPMS, offers significant opportunities in building the long-term foundation of good urban governance

It is hoped that local government practitioners will find this publication useful in their work.


JOSE D. LINAR
Secretary

PREFACE

This CY 2002 State of Cities Report, which was made possible through the application of the Local Productivity and Performance Measurement System, or LPPMS, accentuates on priority areas that require decisions or actions if we have to improve the practice of urban governance towards sustainable development in the country.

Today, the Department of the Interior and Local Government, with the support of our international development partners, is now integrating the LPPMS, Citizen Satisfaction Index System, and the Development Watch into a common framework and performance management database, to be known as Local Governance Performance Measurement System or LGPMS.

For many years, the LPPMS was biased towards the needs of the Department. The LGPMS signals a paradigm shift from a scoreboard to a performance measurement tool primarily for local government management and development support.

Undoubtedly, performance informations such as those indicated in this report, provides a more focused assistance package on the part of the Department and other agencies or offices that have something to do with local administration, as well as more focused vision for the future of the cities.


EDUARDO R. SOLIMAN JR.
Undersecretary, LG

ACKNOWLEDGMENTS

TO

- the cities that submitted their State of Local Governance Reports on time, which, in turn, made the publication of this initial State of Cities Report possible;
- the United Nations Development Programme and the United Nations Habitat, through the Philippine Urban Forum, for their financial support in the preparation and publication of this report
- the Center for Local and Regional Governance, National College of Public Administration and Governance, University of the Philippines for their technical assistance in the writing of the report;
- our colleagues at the DILG Central, Regional, and Field Offices for their support to the Local Productivity Performance Measurement System, now renamed as Local Governance Performance Measurement System.


ROLANDO M. ACOSTA, CESO II
Director

TABLE OF CONTENTS

Foreword	iii
Preface	v
Acknowledgments	vii
Background	1
Good Urban Governance and the LPPMS: A Theoretical Framework	2
Approach and Methodology	5
STATE OF CITIES REPORT	
Distribution of Cities Covered	6
Overall Performance Ratings	7
<i>Part I: About the Cities</i>	
Number of <i>Barangays</i> in the Cities	8
Total Number of Population	9
Total Number of Households	10
Income Class of Cities	11
Total Income of the Cities	12
Hospital-to-Population Ratio	12
<i>Part II: Findings</i>	
A. Inputs: State of Resources	
Presence of Inputs	14
Compliance to Prescribed Offices, Positions, Local Special Bodies	14
Compliance with Prescribed Membership of Local Special Bodies	15
Frequency of Conduct of <i>Barangay</i> Information, Education Campaign	16
<i>Barangays</i> with IEC Conducted	16
B. Process Indicators: Measuring the Performance of the Cities	
Development Planning	17
Local Fiscal Administration	
Inventory of Local Fiscal Administration Process Indicators	19
Compliance with the Prescribed Budget Allocation for Personal Services	19
Regular and Timely Loan Repayment	20
Percentage of Fire Code Fees Collection Remitted to the National Treasury	20
Organization and Management	
Inventory of Organization and Management Process Indicators	20
Submission of Annual Accomplishment Report on Time	22
Offices with Approved Annual Work and Financial Plan	22

Serviceable Equipment	23
Serviceable Vehicles	26
Response Time in the Issuance of Civil Registry Certificates	29
Response Time in the Issuance of Mayor's Permit	30
Local Legislation	
Inventory of Local Legislation Process Indicators	31
Ordinances Enacted Vs. Proposed	32
Public Hearings Conducted Vs. Tax Ordinances Enacted	33
Number of Sessions Per Week	34
C. Outputs: Measuring the Productivity of the Cities	
On Social Services	
Inventory of LGU-Owned Facilities	35
Inventory of LGU-Initiated Health Program Beneficiaries	37
Presence of Sports Facilities	39
<i>Barangays</i> with Day Care Centers	40
<i>Barangays</i> with <i>Lupong Tagapamayapa</i>	41
On Economic Services	
Agricultural Support Services Present	41
Livelihood Programs	42
LGU-Owned Economic Enterprises	43
Market and Slaughterhouse Fees	44
Total Length of City Roads Vs. Maintained	44
On Protective (Political) Services	
Presence of Anti-Drug Abuse Council	45
Presence of Organized Employees' Associations/Unions	46
Conduct of <i>Barangay</i> Visitations	46
On Environmental Protection Services	
Garbage Collection and Disposal System	47
Garbage Collected and Disposed Vs. Generated	47
Garbage Dumped along the Streets	48
Sewage and Sewerage System	48
Frequency of Sewage and Sewerage Inspection	49
D. Outcomes: Measuring Results and Impacts of Local Service Delivery	
Intermediate Level Outcomes	
Inventory of Programs/Projects Being Implemented by the LGU	
Social Development Programs	50
Economic Development Programs	51
Environmental Protection Programs	52
Protective Service	54
Fund Sources for City Projects	
Grants	55
Credit Finance	55
Joint Ventures with the Business Sectors	55

Increase in Tax Collection Efficiency Rate	56
Increase in Revenue from Local Sources	57
Profit Gained from Local Economic Enterprises	58
Presence of Organizations on Crime/Fire Prevention and Disaster Preparedness	58
Presence of Bulletin Board Display of Financial Statement	58
High Level Outcome Indicators	
Social Services	
Literacy Rates in the Cities	60
Changes in Morbidity, Mortality, Infant Mortality and Maternal Mortality Rates	60
Percentage of Households with Sanitary Toilets	61
Hospitals Complying with Standards	62
Percentage of Households with Access to Potable Water	62
Increase in Percentage of Classrooms Complying With Standards	63
Economic Services	
Unemployment Rate	63
Increase in LGU Total Income	64
Markets and Slaughterhouse Complying with Standards	64
Households with Telephone Lines	65
Households with Electricity	66
Protective Services	
Reduction in the Average Monthly Crime Rate	66
Crime Solution Efficiency Rate	67
Jails Complying with Standards	67
Ratio of Policeman to Population	68
Ratio of Fireman to Population	68
Ratio of Firetruck to Population	69
Environmental Protection Services	70

Part III: Summary and Conclusions

Strengths and Weaknesses	
On Inputs	72
On Processes	
Development Planning	73
Local Fiscal Administration	74
Organization and Management	74
Local Legislation	75
On Outputs: Goods and Services Produced	
Social Services	76
Economic Services	77
Protective Services	78
Environmental Protection Services	78
On Outcomes: Results and Impacts of Local Service Delivery	
Intermediate Level Outcomes	79
High Level Outcomes	81

Priority Areas for Attention	83
LPPMS vis-à-vis Good Governance	94
Conclusions	95

List of Tables

1. Geographical Distribution of Cities Included in the Report	6
2. The LPPMS Rating System	7
3. Overall Performance Rating of the Cities, By Geographical Grouping	7
4. Number of <i>Barangays</i> in the Cities	9
5. Total Number of Population	10
5.1 Distribution of Population	10
6. Total Number of Households	11
7. Income Class of Cities	11
8. Total Income of the Cities	12
9. Ratio of Hospital to Population	13
10. Presence of Inputs	14
11. Compliance to Prescribed Number of Mandatory Offices/Positions and Local Special Bodies	15
12. Compliance with Prescribed Membership of Local Special Bodies	16
13. Frequency of Conduct of <i>Barangay</i> Information, Education Campaign	16
14. Percentage of Cities with IEC in 100% of their <i>Barangays</i>	17
15. Inventory of Development Planning Indicators	18
16. Partial Inventory of Local Fiscal Administration Process Indicators	19
17. Compliance with the Prescribed PS Allocation Limitation	20
18. Cities with Loan Repayment on Time	20
19. Partial Inventory of Organization and Management Indicators	21
20. Is the Annual Accomplishment Report Submitted on Time to the Next Higher Level?	22
21. Number of Offices with Approved Annual Work and Financial Plan	23
22. Range of Radios Owned by the Cities, By Geographical Grouping	23
23. Range of Cellphones Owned by the Cities, By Geographical Grouping	24
24. Range of Computers Owned by the Cities, By Geographical Grouping	24
25. Range of Typewriters Owned by the Cities, By Geographical Grouping	25
26. Range of Copying Machines Owned by the Cities, By Geographical Grouping	25
27. Range of Fax Machines Owned by the Cities, By Geographical Grouping	26
28. Range of Serviceable Firetrucks Owned by the Cities By Geographical Grouping	26
29. Range of Serviceable Ambulance Units Owned by the Cities By Geographical Grouping	27
30. Range of Serviceable Service Vehicles Owned by the Cities By Geographical Grouping	27
31. Range of Serviceable Motorcycles Owned by the Cities By Geographical Grouping	28

32. Range of Serviceable Garbage Trucks Owned by the Cities By Geographical Grouping	28
33. Range of Serviceable Patrol Cars Owned by the Cities By Geographical Grouping	29
34. Response Time in the Issuance of Civil Registry Certificates in the Cities	29
35. Response Time in the Issuance of Mayor's Permit in the Cities	30
36. Partial Inventory of Local Legislation Indicators	31
37. Percentage Level of Enacted Vs. Proposed Ordinances in Luzon Cities	32
38. Percentage Level of Enacted Vs. Proposed Ordinances in Visayan Cities	33
39. Percentage Level of Enacted Vs. Proposed Ordinances in Mindanao Cities	33
40. Ratio of Public Hearings Conducted to Tax Ordinances Enacted	34
41. Compliance with the Weekly Prescribed Number of Sessions	34
42. Inventory of City-Owned Facilities Maintained in Luzon	36
43. Inventory of City-Owned Facilities Maintained in Visayas	36
44. Inventory of City-Owned Facilities Maintained in Mindanao	37
45. Inventory of the Number of LGU Health Program Beneficiaries in Luzon	38
46. Inventory of the Number of LGU Health Program Beneficiaries in the Visayas	38
47. Inventory of the Number of LGU Health Program Beneficiaries in Mindanao	39
48. Presence/Absence of Sports Facilities	39
49. Cities Where Day Care Center is Present/Not Present in All <i>Barangays</i>	40
50. Number and Percentage of Cities Where <i>Lupong Tagapamayapa</i> is Present/Not Present in All <i>Barangays</i>	40
51. Number and Percentage of Cities with Agricultural Support Services	42
52. Presence of Livelihood Programs in the Cities	42
53. Presence of Economic Enterprises in the Cities	43
54. Market and Slaughterhouse Fee of the Cities	44
55. Length of City Roads Vs. Maintained	44
56. Anti-Drug Abuse Council	45
57. Presence/Absence of Organized Employees' Associations/Unions	46
58. Number of Visits to <i>Barangays</i> and Average Number of Visits Per City	46
59. Presence/Absence of Garbage Collection and Disposal System	47
60. Volume of Garbage Generated Vs. Garbage Collected and Disposed	47
61. Garbage Dumped along the Streets	48
62. Presence of Functional Sewerage System	49
63. Frequency of Sewage and Sewerage Inspection	49
64. Inventory of Social Development Programs Initiated by the LGUs	51
65. Inventory of Economic Development Programs Initiated by the LGUs	52
66. Inventory of Environmental Protection Programs Initiated by the LGUs	53
67. Inventory of Political (Protective) Services Programs Initiated by the LGUs	54
68. Projects by Source of Funding	55
69. Increase in Tax Collection Efficiency Rate	56
70. Percentage of Local Revenues to Total Revenues	57
71. Profit from LGU-Run Economic Enterprises	58
72. Presence of Organization on Crime/Fire Prevention and Disaster Preparedness	58
73. Presence of Bulletin Board Display of Financial Statement	59
74. Literacy Rates in the Cities	60
75. Percentage Increase/Decrease of Morbidity, Mortality, Infant Mortality	

and Maternal Mortality Rates, By Geographical Grouping	61
76. Percentage of Households with Toilets	61
77. Hospitals Complying with Standards	62
78. Percentage of Households with Access to Potable Water	62
79. Classroom with Standard Ratio Vs. Total Number of Classrooms	63
80. Average Unemployment Rate, 1999-2000	64
81. Increase in LGU Income	64
82. Average Number of Markets and Slaughterhouses Complying with Standards	65
83. Percentage of Households with Telephone Lines	65
84. Percentage of Households with Electricity	66
85. Average Crime Solution Efficiency Rates, 1999 and 2000	67
86. Average Number of Jails Compliant with Standards	67
87. Ratio of Policeman to Population	68
88. Ratio of Fireman to Population	69
89. Ratio of Fire Truck to Population	69
90. Average Number of Environmental Laws Violations in Luzon Cities, 1999-2000	70
91. Average Number of Environmental Laws Violations in Visayan Cities, 1999-2000	71
92. Average Number of Environmental Laws Violations in Mindanao Cities, 1999-2000	71
93. Priority Areas for Attention: Luzon Cities	84
94. Priority Areas for Attention: Visayan Cities	86
95. Priority Areas for Attention: Mindanao Cities	89
96. Priority Areas for Attention Common to All Cities	91
97. LPPMS Indicators for Good Urban Governance	94

List of Figures

1. Theoretical Framework: Measuring Good Urban Governance	3
2. Theoretical Framework: Measuring Good Urban Governance	3
3. LPPMS: Logical Indicators Framework	5
4. Percentage Distribution of Cities Included in the Assessment	6
5. Overall Performance Rating of the Cities, By Geographical Grouping	8
6. Total Population of the Cities, By Geographical Grouping	10
7. Presence of Manual of Operations, HRD Plan, LGU-Initiated Training	21
8. Response Time in the Issuance of Certificates	30
9. Response Time in the Issuance of Mayor's Permit	31
10. Number and Percentage of Cities Where <i>Lupong Tagapamayapa</i> is Present/Not Present in All <i>Barangays</i>	41
11. Percentage of Cities Engaged in Agricultural Services, According to Type	42
12. Percentage of Cities Engaged in Livelihood Programs, By Type	43
13. Number of Cities with Economic Enterprises, By Type	44
14. Percentage of Roads Maintained Vs. Total Road Length	45
15. Presence/Absence of Anti-Drug Abuse Council, By Geographical Region	45
16. Presence/Absence of Organized Employees Associations/Unions	46
17. Percentage of Cities with Garbage Dumped along the Streets	48

18. Presence/Absence of Functional Sewerage System	49
19. Percentage of Cities that Aailed Funding for Projects, By Source	56
20. Tax Collection Efficiency Rates of Cities By Geographical Grouping and National Level	57
21. Percentage of Local Revenue to Total Revenue	57
22. Percentage of Cities with and without Bulletin Board Display of Financial Statement	59

A REPORT ON THE STATE OF CITIES BASED ON THE LOCAL PRODUCTIVITY AND PERFORMANCE MEASUREMENT SYSTEM (LPPMS)

Introduction

Good governance has long been recognized as the missing link to development, especially in developing countries. In the Philippines, there has been a need to improve governance at both the national and local levels. The measurement of the performance of local government units (LGUs) has been a concern not only of national government agencies and LGUs but also of the citizens. There is a school of thought that citizens are customers of the government and, hence deserve no less than quality service from the government.

Various systems of performance measurement for local governments have been developed or have evolved through the years, such as the use of indicators, benchmarks, and citizens' opinion polls. Initiatives towards the development of good governance indicators, financial health indicators, and development indicators intended to measure local government performance have been undertaken by the academe (e.g., the University of the Philippines, Ateneo de Manila University, and Asian Institute of Management); national government agencies (e.g., National Economic Development Authority, Department of the Interior and Local Government, Department of Health, Population Commission, Department of Finance, Department of Social Welfare and Development, and the Development Academy of the Philippines); and donor agencies (United States Agency for International Development, United Nations Development Programme, World Bank, Konrad Adenauer Foundation, and the Australian Agency for International Development). By 2001, the Philippine Business for Social Progress had documented at least 31 of these initiatives.

By tradition, the measurement of performance is done by third parties, like evaluators and supervisors, and by the use of a report card or scoring system. The competitiveness of Philippine cities, for instance, was assessed by third parties—the Department of Trade and Industry and the Asian Institute of Management—using a set of indicators like the cost of doing business, dynamism of the local economy, responsiveness of the local government unit, quality of human resources, presence of infrastructures, among others (Philippine Cities Competitiveness Ranking Project 2002).

Self-assessment of performance is not a very popular but an equally important and significant system of measurement. The DILG, as early as the 1980s, spearheaded the formulation of self-assessment tools for LGUs. One such effort was the introduction in 1984 of the Local Productivity and Performance Measurement System (LPPMS). This was designed to determine how local governments were faring in the delivery of public goods and services.

Initially, the LPPMS was conceptualized as a monitoring mechanism for the Department of the Interior and Local Government (DILG), then called the Ministry of Local Government, to determine the LGUs' service delivery capacities and limitations among other things. With the advent of the 1991 Local Government Code that devolved substantial powers and functions to the LGUs, the need to rationalize the system became apparent. The LPPMS was enhanced to become not just a tool for general supervision by the DILG but also as a management tool for the LGUs to evaluate their own performance.

The LPPMS provides the LGUs the means to determine their strengths and weaknesses in the performance of their new roles and increased responsibilities brought about by devolution. It makes use of indicators mostly derived from the Local Government Code (e.g., presence of LGU-owned administration building, percentage compliance with prescribed number of mandatory offices, presence of LGU-initiated health programs) to measure the performance and productivity of LGUs with the end view of taking corrective measures toward good governance, including better delivery of public goods and services.

It is not, however, the ultimate performance measure of local governments. It continues to evolve to accommodate improvements or modifications in the environment of local governments. Current developments, like the international recognition of good governance as a basic ingredient for development, necessitate the accommodation of good governance indicators into the LPPMS. Without good governance, development efforts are unlikely to succeed. Moreover, local governments now operate under a decentralized environment with new roles and responsibilities. Given these circumstances, there is a compelling need for the LPPMS to measure not just local government performance and productivity but good governance at the local level in general.

Good Urban Governance and the LPPMS: A Theoretical Framework

The LPPMS is not a perfect measurement system for the state of local governance due to its inherent limitations, particularly the constant need for adaptation to changing environment. Cognizant of this constraint and the global trend for good governance including good urban governance, the LPPMS is reinforced by other initiatives of the DILG, namely the Citizens' Satisfaction Index System (CSIS) and the Local Development Watch (LDW), to measure good urban governance.

The CSIS makes use of a survey wherein the citizens rate the services rendered by the LGUs. The LDW measures the state or level of development at the local level along economic well-being, social well-being, and ecosystem well-being. Like the LPPMS, it is also indicator-based. These three measurement systems complement and supplement each other in the assessment of good urban governance. (*See Figures 1 and 2.*)

Figure 1. THEORETICAL FRAMEWORK
Measuring Good Urban Governance

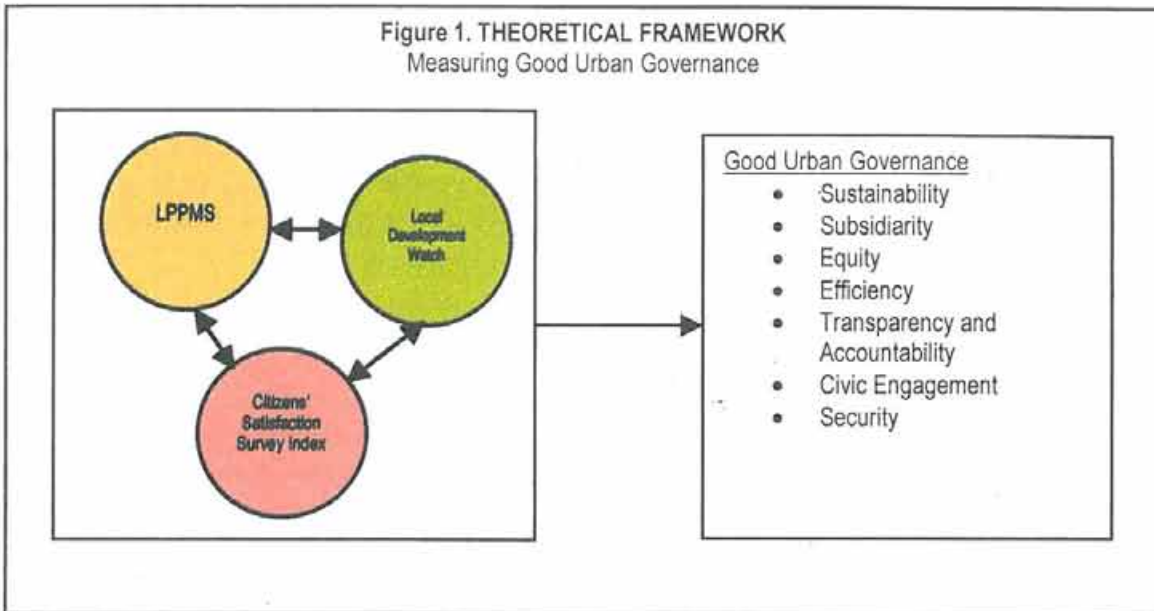
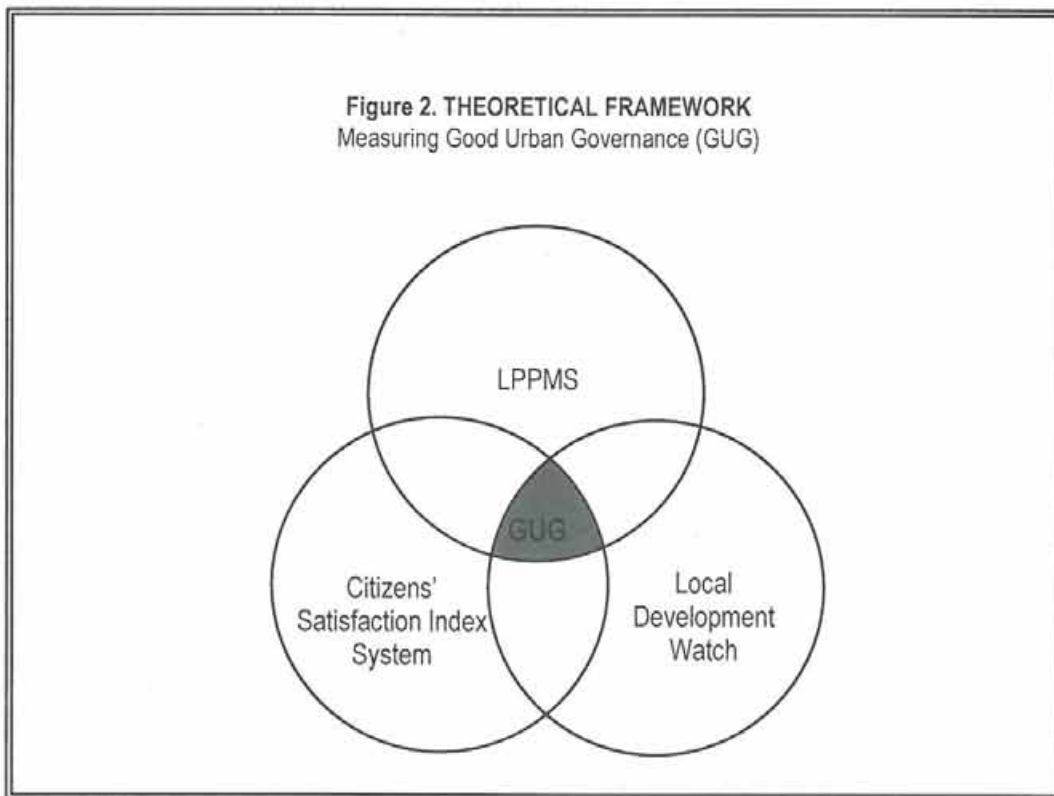


Figure 2. THEORETICAL FRAMEWORK
Measuring Good Urban Governance (GUG)



Good urban governance as defined by UN-Habitat is not confined to the formal institution of the city government. Rather, it is “an efficient and effective response to urban problems by accountable local governments working in partnership with civil society” (http://www.mandamus.co.uk/bshf/publications/stgeorge/New_Frontiers). Good urban governance (GUG) is characterized by the following:

- Sustainability
- Subsidiarity
- Equity
- Efficiency
- Transparency and Accountability
- Civic Engagement
- Security

These norms or principles have been defined by the UN-Habitat as follows:

Sustainability refers to the act of balancing the social, economic, and environmental needs of the present and future generations.

Subsidiarity is the taking of decisions at the appropriate level with clear frameworks for the delegation of authority.

Equity refers to the involvement of everyone, especially the marginalized sectors, in decision-making that leads to impartiality in the access to and use of resources.

Efficiency refers to the financial soundness and cost-effectiveness in the management of revenue sources and expenditures, administration and delivery of services, and in enabling the development of public-private partnerships.

Transparency and accountability are necessary to minimize corruption in government activities, including predictable and fair regulatory arrangements.

Civic engagement refers to the identification of ways in which the ethic of civic responsibility can be fostered.

Security refers to the protection of every individual's inalienable right to life and liberty that makes measures for crime and conflict prevention and disaster preparedness necessary. It also implies freedom from persecution and forced evictions, and the provision of security of tenure.

The UN also listed some practical means of realizing these norms that could be included in the LPPMS, CSIS, and LDW as indicators in measuring not only performance but good urban governance in particular.

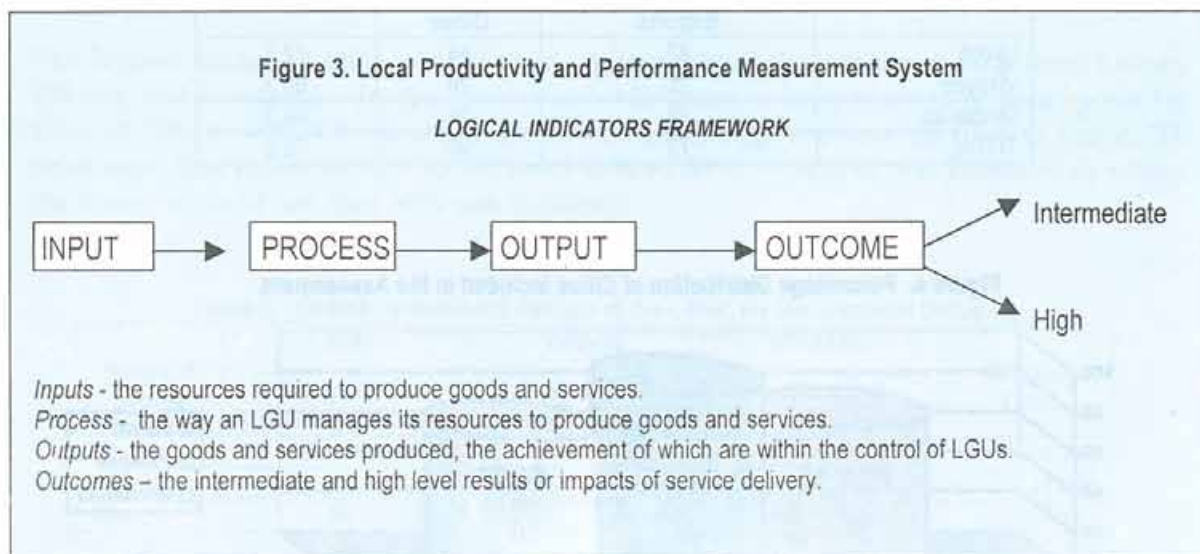
Approach and Methodology

The approach utilized in the assessment of the state of cities followed the framework of the LPPMS using different indicators to measure inputs and processes, outputs and outcomes. (See Figure 3.) The indicators used are by no means comprehensive and to some extent, a few could be used to gauge good urban governance. Thus, the framework for measuring good urban governance using relevant LPPMS indicators is also utilized in some parts of the assessment.

The three major components of the LPPMS framework are as follows:

- Performance measurement that is centered on the internal capability of the cities in four major areas: development planning, organization and management, local fiscal administration, and local legislation.
- Productivity measurement that focuses on the outputs produced by the cities, namely social, economic, environmental, and protective (political) services.
- Service delivery outcome assessment focusing on the effects of local public services

In addition, good urban governance measurement or assessment is integrated by linking or relating relevant findings to good urban governance norms.



STATE OF CITIES

The State of Cities Report is based on the LPPMS Year 2000 data gathered from the self-assessments administered by the cities. It consists of three parts:

- Part One General Information of the Cities
- Part Two Findings
- Part Three Summary and Conclusions

Distribution of Cities Covered

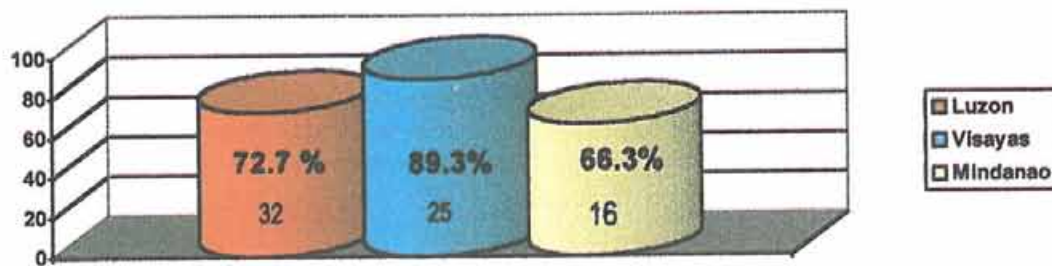
The country had 96 cities in the year 2000. Expectedly, the bulk of these cities were found in Luzon—there were 44 of them or 46% of the total. Visayas and Mindanao had almost the same number of cities, 28 cities (29%) and 24 cities (25%), respectively.

Of the 44 cities in Luzon, only 32 (73%) submitted their LPPMS Reports or self-assessments. The cities in the Visayas had a higher turnout—25 of the 28 cities (89.3%) submitted their reports. In the case of Mindanao, only 16 of the 24 cities (66.3%) turned in their self-assessments. The table and figures below show the breakdown of cities that were

Table 1. Geographical Distribution of Cities Included in the Report

Geographical Grouping	No. of Cities that Submitted their LPPMS Reports	Total Number of Cities	Percentage to Total
Luzon	32	44	72.7
Visayas	25	28	89.3
Mindanao	16	25	66.3
TOTAL	73	96	76.0

Figure 4. Percentage Distribution of Cities Included in the Assessment



Overall Performance Ratings

The overall performance ratings of the 73 cities were computed as follows:

Table 2. The LPPMS Rating System

Level of Indicator	Weight
Input and Process Level Indicators (IPLI)	25%
Output Level Indicators (OLI)	35%
Intermediate Level Outcome Indicators (ILOI)	30%
High Level Outcome Indicators (HLOI)	10%
TOTAL	100%

This LPPMS rating system measures the inputs, processes, outputs, and outcomes using a set of indicators. The inputs are the resources used by the cities to produce goods and services. The process refers to the way the cities used their resources to produce goods and services. The outputs are the goods and services (programs, projects, etc.) produced by the cities, and the outcome refers to the impact of the goods and services produced. The highest possible score is 100. The higher the score, the better is the performance and productivity of the city.

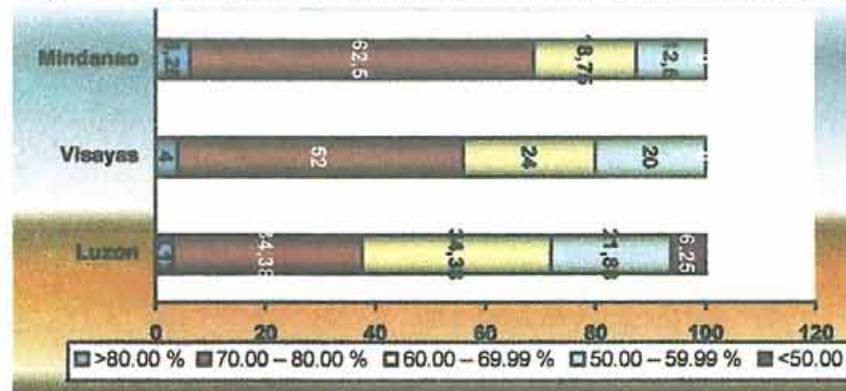
Based on the scores or self-ratings of the 73 cities, a large segment (54 cities or 74%) had scores ranging from 60% to 79%. These can be classified as cities that showed good or promising performance. A smaller segment of 14 cities (19.2%) performed fairly, or with a rating ranging from 50% to 59%. Only two cities (2.7%) performed below par, or had ratings below 50%. On the other hand, three cities (4.1%) performed very well with a rating ranging from 80% to 81%.

The highest ratings of 80% to 81% were registered by three cities, one each from Luzon, Visayas, and Mindanao. In the Visayas and Mindanao, a large number of cities posted a score of 70% to 79%. On the other hand, two equally large segments of cities in Luzon (11 cities each) had scores of 70% to 79% and 60% to 69%. It was in two Luzon cities where the lowest score of less than 50% was registered.

Table 3. Overall Performance Ratings of the Cities, By Geographical Grouping

Range of Scores	Luzon	Visayas	Mindanao	National Total
	Frequency & Percentage of Cities	Frequency & Percentage of Cities	Frequency & Percentage of Cities	
80 - 81	1 (03.13%)	1 (04.0%)	1 (06.25%)	3 (04.1%)
70 - 79	11 (34.38%)	13 (52.0%)	10 (62.50%)	34 (46.6%)
60 - 69	11 (34.38%)	6 (24.0%)	3 (18.75%)	20 (27.4%)
50 - 59	7 (21.88%)	5 (20.0%)	2 (12.50%)	14 (19.2%)
<50	2 (06.25%)	0	0	2 (02.7%)
TOTAL	32 (100.0%)	25 (100.0%)	16 (100.0%)	73 (100%)

Figure 5. Overall Performance Ratings of the Cities, By Geographical Grouping



PART ONE – ABOUT THE CITIES

GENERAL INFORMATION

This portion of the report consists of vital information on the demographic profiles and the social and economic indicators of the cities. This is not included in the computation of the overall performance ratings of the cities since weights have not been assigned on these indicators.

1. Number of *Barangays* in the Cities

The physical size of the cities can be gleaned normally from the number of *barangays* that constitute them. The more *barangays* a city has, the bigger is its land area and its population size.

- In Luzon, there were two oversized cities, that is, they had more than 100 *barangays*. There were more cities in the Visayas, though, that had more than 100 *barangays*. In Mindanao, there was not a single city with more than 100 *barangays*. (Davao City, which has 180 *barangays*, was not included in this report.)
- Most cities in Luzon, Visayas, and Mindanao were medium sized, that is, the number of their *barangays* ranged from 25 to 49.

Table 4. Number of *Barangays* in the Cities

Range of <i>Barangays</i>	Luzon	Visayas	Mindanao	National Total
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	
> 100	2 (06.25%)	4 (16%)	0	6 (08.2%)
75 – 100	5 (15.63%)	1 (04%)	3 (18.75%)	9 (12.3%)
50 – 74	6 (18.75%)	3 (12%)	6 (37.50%)	15 (20.6%)
25 – 49	14 (43.75%)	11 (44%)	5 (31.25%)	30 (41.1%)
10 – 24	4 (12.50%)	6 (24%)	2 (12.50%)	12 (16.4%)
< 10	1 (03.30%)	0	0	1 (01.4%)
TOTAL	32	25	16	73 (100%)

2. Total Population

The cities had an aggregate population of 14.9 million that accounted for 20% of the country's population. (See Table 5.) The least populated city had 30,582 residents, while the most populous city registered a population of 2.17 million, representing 15% of the total population of the 73 cities. Table 4 shows that a little over 50% of the city population were in the cities of Luzon, making these cities more populous compared to their counterparts in the Visayas and Mindanao.

Table 5.1 suggests a wide variability in the range of population for the 73 cities. The median population was 126,000, with an expected high standard deviation of 277,129.

- At the national level, the largest segment of cities (29%) had populations that ranged from 100,000 to 149,999.
- Ten cities (14%) can be considered thickly populated with more than 300,000 each. (Part of this group was one city in Luzon with 2.17 million residents; one city in the Visayas with 735,000, and one in Mindanao with 802,000.
- Half of the 10 most populated cities were found in Luzon.
- The smallest cities in terms of population were mostly found in Luzon as well. They had less than 50,000 population. Of the five smallest cities, three were in Luzon, one in the Visayas, and one in Mindanao.
- By regional averages, the average population per city in Luzon was highest at 236,039. Mindanao was next with 195,345, and the lowest was that in the Visayas with 168,928.

Table 5. Total Number of Population

	Total Population	Percent to National
Luzon	7 553 276	50.69
Visayas	4 223 223	28.34
Mindanao	3 125 526	20.97
TOTAL	14 902025	100

Figure 6. Total Population of the Cities, By Geographical Grouping (In Millions)

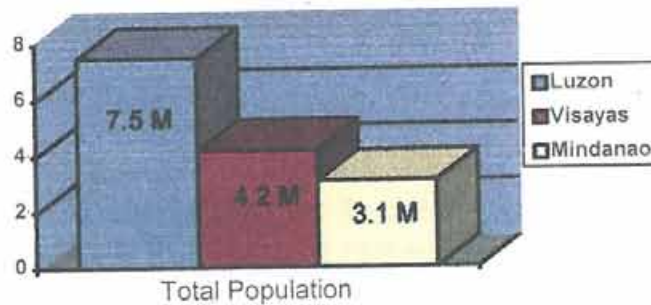


Table 5.1 Distribution of Population

Population	Luzon	Visayas	Mindanao	National Total
	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage
>300,000	5* (15.6%)	3** (12%)	2*** (12.5%)	10 (13.70%)
250,000 – 300,000	2 (6.25%)	1 (04%)	2 (12.5%)	5 (06.80%)
200,000 – 249,999	4 (12.5%)	1 (04%)	0	5 (06.80%)
150,000 – 199,999	5 (15.6%)	3 (12%)	1 (6.25%)	9 (12.30%)
100,000 – 149,999	6 (18.8%)	8 (32%)	7 (43.7%)	21 (28.70%)
50,000 – 99,999	7 (21.8%)	8 (32%)	3 (18.7%)	18 (24.60%)
<50,000	3 (09.4%)	1 (04%)	1 (06.3%)	5 (06.85%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100.0%)

*One city had a population of 2.17 million

** One city had a population of 735,000

*** One city had a population of 802,000

3. Total Number of Households

The total number of households greatly varied in the cities akin to their total population. They ranged from less than 10,000 (the least being 1,761) to more than 100,000 (the highest being 480,624).

- Thirty cities (41%) had households within the bracket of 10,000 to 24,999. These were almost equally distributed among the three major island groups: 11 in Luzon, 10 in the Visayas, and nine in Mindanao.
- The second largest segment of cities, 20 (or 27.4%), had households ranging from 25,000 to 49,999 and these were mostly in Luzon and the Visayas.

Table 6. Total Number of Households

No. of Households	Luzon	Visayas	Mindanao	National Total
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	
> 100 000	3 (09.38%)	1 (04%)	2 (12.50%)	6 (08.2%)
75 000 – 100 000	1 (03.13%)	1 (04%)	0	2 (02.7%)
50 000 – 74 999	4 (12.50%)	2 (08%)	2 (12.50%)	8 (10.9%)
25 000 – 49 999	10 (31.25%)	9 (36%)	1 (06.25%)	20 (27.4%)
10 000 – 24 999	11 (34.38%)	10 (40%)	9 (56.25%)	30 (41.0%)
< 10 000	3 (09.38%)	1 (04%)	1 (06.25%)	5 (06.8%)
NA		1 (04%)	1 (06.25%)	2 (02.7%)
TOTAL	32	100	100	73 (100%)

4. Income Class of the Cities

In terms of income class, there was a great number of first class cities in all the three major island groupings. In Luzon, there were even four cities that were classified as fifth class. These were the newly converted cities, or former municipalities that became cities.

Table 7. Income Class of Cities

Income Class	Luzon	Visayas	Mindanao	National Total
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	
1	15 (46.8%)	10 (40%)	7 (43.8%)	32 (43.8%)
2	2 (06.3%)	5 (20%)	4 (25.0%)	11 (15.1%)
3	7 (21.8%)	4 (16%)	3 (18.8%)	14 (19.0%)
4	4 (12.5%)	6 (24%)	2 (12.5%)	12 (16.4%)
5	4 (12.5%)	0	0	4 (05.5%)
TOTAL	32	25	16	73 (100%)

5. Total Income of the Cities

- While a large number of the cities across the three major islands were classified as first class in terms of income, there were only three that had an income of more than P1 billion in the year 2000. Not one city in Mindanao was able to reach this mark.
- There were also a few cities, particularly in Luzon and in the Visayas, which had incomes below P100 million. These were obviously the fifth class cities.

Table 8. Total Income of the Cities

Range of Income	Luzon	Visayas	Mindanao	National Total
	Frequency & Percentage of Cities	Frequency & Percentage of Cities	Frequency & Percentage of Cities	
>P 1 B	3 (09.38%)	1 (04%)	0	4 (05.5%)
P500M-1B	4 (12.50%)	2 (08%)	4 (25%)	10 (13.7%)
P250M- 499.9M	11 (34.38%)	9 (36%)	4 (25%)	24 (32.9%)
P100M-249.9M	10 (31.25%)	10 (40%)	8 (50%)	28 (38.3%)
< P100M	4 (12.50%)	3 (12%)	0	7 (09.6%)
TOTAL	32 (100.0%)	25 (100%)	16 (100%)	73 (100%)

6. Hospital-to-Population Ratio

Regardless of the bed capacity of the hospitals, the lack of hospitals is reflected in the poor ratio of this facility to the city population. The table below shows revealing statistics on the matter.

- At least three cities in Luzon, 11 cities in the Visayas, and one city in Mindanao had ratios ranging from 1:80,000 to over 100,000.
- There were two cities in Luzon which appeared to have the best ratio among the rest, that is 1:>10,000.
- The mode in Luzon was 1:20,000-29,999. In the Visayas it was 1:>100,000 and in Mindanao, it was 1:10,000-19,000. This reveals that a large segment of cities in the Visayas had the worst ratio.

Table 9. Ratio of Hospital to Population

Hospitals to Population Ratio	Luzon	Visayas	Mindanao	National Total (Frequency and Percentage)
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	
1: >100 000	1 (03.1%)	7 (28%)	1 (06.3%)	9 (12.3%)
1: 90 000 – 99 999	1 (03.1%)	2 (08%)	0	3 (04.1%)
1: 80 000 – 89 999	1 (03.1%)	2 (08%)	0	3 (04.1%)
1: 70 000 – 79 999	0	4 (16%)	0	4 (05.5%)
1: 60 000 – 69 999	2 (06.3%)	2 (08%)	2 (12.5%)	6 (08.2%)
1: 50 000 – 59 999	1 (03.1%)	1 (04%)	0	2 (02.7%)
1: 40 000 – 49 999	2 (06.3%)	2 (08%)	3 (18.8%)	7 (09.6%)
1: 30 000 – 39 999	6 (18.8%)	1 (04%)	2 (12.5%)	9 (12.3%)
1: 20 000 – 29 999	8 (25.0%)	0	1 (06.3%)	9 (12.3%)
1: 10 000 – 19 999	5 (15.6%)	1 (04%)	4 (25.0%)	10 (13.7%)
1: < 10 000	2 (06.3%)	0	0	2 (02.7%)
0	3 (09.4%)	3 (12%)	2 (12.5%)	8 (10.9%)
NA	0	0	1 (06.3%)	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100.0%)

PART TWO - FINDINGS

I. INPUTS AND PROCESSES: REQUIREMENTS FOR SERVICE DELIVERY

The input and process indicators were given a weight of 25% in the LPPMS rating system.

A. Inputs: State of Resources

There are nine indicators of inputs in the LPPMS rating system. These are:

- Presence of LGU-owned administration building
- Percent compliance with prescribed number of mandatory offices
- Percentage of prescribed mandatory positions filled up
- Percent compliance with the six prescribed local special bodies (LSBs)
- Percent compliance with prescribed membership in the six LSBs
- Presence of local chief executive's Budget Message
- Presence of previous year's certified statement of actual income and expenditures
- Frequency of conduct of *barangay* Information and Education Campaign (IEC).
- Percent of *barangays* with IEC conducted

These inputs are resources deemed necessary to enable the cities to produce goods and services.

Inventory of Inputs

a. Presence of Inputs

The table below summarizes the inputs in the 73 cities according to their geographical location.

- All the cities in the Visayas and in Mindanao had LGU-owned *administration building*, the physical structure that houses the city government bureaucracy. It is surprising that not all the cities in Luzon indicated they had this building. Two Luzon cities (San Pablo in Laguna and Sorsogon in Sorsogon province) had no answer. It is improbable, though, that they did not have a building or city hall.
- The *LCE Budget Message* which spells out the priority thrusts of the administration was present in all the 16 cities of Mindanao but not in all cities of Luzon and the Visayas.
- All the cities in Luzon, the Visayas and Mindanao indicated having *Certified Statements of Actual Income and Expenditures*. Of the three inputs, this was the only one that all the cities across the country had.

Table 10. Presence of Inputs

Inputs	Luzon (32 cities)	Visayas (25 cities)	Mindanao (16 cities)	National Total
Administration Building	30 (93.7%)	25 (100%)	16 (100%)	71 (97.3%)
LCE Budget Message	30 (93.7%)	24 (96%)	16 (100%)	70 (95.9%)
Certified Statement of Actual Income and Expenditure	32 (100.0%)	25 (100%)	16 (100%)	73 (100.0%)

b. Compliance to Prescribed Offices, Positions, Local Special Bodies

- Not all the cities had 100% compliance with the *prescribed number of mandatory offices*. Only 22 of the 32 cities in Luzon (69%), 20 of the 25 cities in the Visayas (80%), and 11 of the 16 cities in Mindanao (69%) complied with this codal provision. This means that after nine years of the implementation of the 1991 Local Government Code, a significant number of cities had yet to put up some of the prescribed mandatory offices.
- Compared with the level of compliance of the cities with the *prescribed number of mandatory offices*, a lower level of compliance can be observed among the cities with respect to

prescribed mandatory positions. Only 63% of the cities in Luzon, 40% in the Visayas, and 56% in Mindanao complied fully. This implied that although the offices may have been created by a higher percentage of the cities, a lower percentage of same cities did not appoint the department heads of some of these offices, as nobody among the existing staff of the cities might have been qualified for the position (For example, there may be an accounting office, but there was no department head because there was no certified public accountant to head the office. Another example is that one department head may concurrently be the department head of another office, like the city engineer of the Engineering Office may also be serving as the City Planning and Development Officer.

- Compliance by the cities with the prescribed number of *Local Special Bodies* was impressive. All the cities in Luzon and in the Visayas fully complied, and a high percentage of cities in Mindanao likewise complied.

Table 11. Compliance to Prescribed Number of Mandatory Offices/ Positions and Local Special Bodies

Geographical Grouping of Cities	100% Compliance with Prescribed No. of Mandatory Offices (14)	% to Total	100% Compliance with Prescribed Mandatory Positions Filled Up (14)	% to Total	100% Compliance With the 6 Prescribed Local Special Bodies	% to Total
Luzon (32 cities)	22	69.0%	20	63.0%	32	100%
Visayas (25 cities)	20	80.0%	10	40.0%	25	100%
Mindanao (16 cities)	11	69.0%	9	56.0%	14	88.0%
TOTAL (73)	53	72.6%	39	53.4%	71	97.3%

c. Compliance with Prescribed Membership of Local Special Bodies (LSBs)

- With regard to the percentage of cities that complied with the *prescribed membership of LSBs*, only the cities in the Visayas registered 100% compliance with the prescribed membership of three LSBs namely, *Local Health Board, Local Development Council and Peace and Order Council.* (See table below.)
- The weakest area as far as compliance to required LSB membership is concerned was in Local Development Council in Luzon, PBAC in the Visayas, and Local School Boards in Mindanao. These were the LSBs where the lowest number and percentage of cities that complied fully with the membership requirements were registered.

Table 12. Compliance with Prescribed Membership of Local Special Bodies

Local Special Bodies	Luzon (32 cities)	Visayas (25 cities)	Mindanao (16 cities)	National Total
Local Health Board	31 (97%)	25 (100%)	15 (94%)	71 (97.3%)
Local School Board	28 (88%)	24 (96%)	11 (69%)	63 (86.3%)
Local Development Council	25 (78%)	25 (100%)	13 (81%)	63 (86.3%)
Pre-qualification, Bids and Awards Committee (PBAC)	29 (91%)	17 (68%)	12 (75%)	58 (79.5%)
People's Law Enforcement Board	29 (91%)	21 (84%)	14 (88%)	64 (87.7%)
Peace and Order Council	30 (94%)	25 (100%)	13 (81%)	68 (93.2%)

d. Frequency of Conduct of *Barangay* Information and Education Campaign (IEC)

- The semestral conduct of IEC in the *barangays* appeared to be common in most cities in Luzon and Mindanao (88% in Luzon and 75% in Mindanao). Most cities in the Visayas (52%), on the other hand, conducted IEC in their *barangays* on an annual basis.
- Only two cities in Mindanao indicated to have not conducted any IEC in their *barangays*. (See Table 15.)

Table 13. Frequency of Conduct of *Barangay* IEC

Geographical Grouping	Frequency of Conduct of <i>Barangay</i> IEC				
	Semestral	Annual	None	NA	% Total
Luzon (32 cities)	28 (87.5%)	3 (9.4%)	0	1 (3.1%)	32 (100%)
Visayas (25 cities)	11 (44%)	13 (52%)	0	1 (4%)	25 (100%)
Mindanao (16 cities)	12 (75%)	1 (6.2%)	2 (12.5%)	1 (6.2%)	16 (100%)
TOTAL	51 (69.9%)	17 (23.3%)	2 (2.7%)	3 (4.1%)	73 (100%)

e. *Barangays* with IEC Conducted

The table below shows that some cities in Luzon, the Visayas and Mindanao were not able to cover all their *barangays* in terms of IEC activities. This means that information about the activities of the mother units, the city government, and other relevant information did not reach these *barangays*.

- In Luzon, 81% of the cities conducted IEC in all their *barangays*.

- A slightly higher percentage of cities in the Visayas (84%) were able to cover all their *barangays*.
- Only 69% of the cities in Mindanao were able to do the same.

It appeared that Mindanao had the least number of cities, 11 (or 69%), that were able to cover all their *barangays*. The rest were not able to do this probably because of the lack of access roads to some *barangays*.

Table 14. Percentage of Cities with IEC in 100% of their *Barangays*

Geographical Grouping	Cities with IEC in 100% of their <i>Barangays</i>	Percent to Total
Luzon (32 cities)	26	81%
Visayas (25 cities)	21	84%
Mindanao (16 cities)	11	69%
TOTAL (73)	58	79%

B. Process Indicators: Measuring the Performance of the Cities

Under the LPPMS framework, the inputs discussed above are transformed into outputs and, ultimately, outcomes. The way by which the inputs are transformed is called process. The performance of the cities were measured by evaluating their internal capability in four functional processes namely: development planning, fiscal administration, organization and management, and local legislation.

1. Development Planning

There were five indicators that measured the performance of the city in the area of development planning:

- Presence of planning policies and guidelines
- Presence of updated annual investment program
- Presence of annual development plan
- Presence of comprehensive land use plan (CLUP)
- Presence of data bank system

The table below shows how the cities performed in the aspect of development planning.

- The cities in Mindanao appeared to have an edge over their counterparts in Luzon and in the Visayas in terms of the existence of development planning indicators. Except for the *CLUP* and the *Data Bank System*, all the cities in Mindanao had *planning policies and guidelines*, *annual investment program*, and *annual development plan*.
- In Luzon and the Visayas, it was only the *annual investment program* which was present in all their cities.
- There was a low percentage of cities with *data bank system* in the cities in both Luzon and Mindanao—69% and 63%, respectively. A low percentage (60%) of cities in the Visayas had *planning policies and guidelines*. These weaknesses point out the dismal state of the statistical and planning skills of the local bureaucracy.

Table 15. Inventory of Development Planning Indicators

Indicators	Luzon	Visayas	Mindanao	National Total
Planning Policies/Guidelines	29 (90.6%)	15 (60%)	16 (100%)	60 (82.2%)
Annual Investment Program	32 (100%)	25 (100%)	16 (100%)	73 (100%)
Annual Development Plan	30 (93.7%)	24 (96%)	16 (100%)	70 (95.9%)
Comprehensive Land Use Plan	28 (87.5%)	22 (88%)	15 (93.7%)	65 (89.0%)
Data Bank System	22 (68.7%)	23 (92%)	10 (62.5%)	55 (75.3%)

2. Local Fiscal Administration

Local fiscal administration plays a crucial role in the overall management of LGUs. The lifeblood of all LGUs lies in their ability to generate revenues for their operations and, consequently, to allocate and utilize what they have generated, as well as to account for the usage of public resources or how these were used. In this respect, the performance of LGUs in local fiscal administration is worth measuring. Used as indicators in measuring the performance of the cities in local fiscal administration are the following:

- Presence of annual budget approved within the budget calendar
- Presence of annual revenue plan
- Presence of local revenue code
- Presence of computer-based financial management system
- Percent of budget allocated for personal services
- Ratio of total expenditure to total income
- Regular loan repayment
- Percent of Fire Code collection fees remitted to the National Treasury

a. Inventory of Local Fiscal Administration Process Indicators

Table 16. Partial Inventory of Local Fiscal Administration Process Indicators

Indicator	Luzon	Visayas	Mindanao	National Total
Annual Budget Approved within the budget calendar	29 (90.6%)	23 (92%)	14 (87.5%)	66 (90%)
Annual Revenue Plan	24 (75%)	22 (88%)	11 (68.7%)	57 (78%)
Local Revenue Code	28 (87.5%)	23 (92%)	16 (100%)	67 (92%)
Computer-based Financial Management System	14 (43.7%)	9 (36%)	09 (56%)	32 (44%)

- It was only in Mindanao where all cities had a *local revenue code*. On the other hand, 92% and 88% of the cities in the Visayas and Luzon, respectively, had *revenue codes*. The preparation of a revenue code is mandated by the Local Government Code.
- The common weakness of the cities in all the three major island groupings was on *computer-based financial management system*. The lowest number and percentages of cities having this was registered.
- Another weak area appeared to be in the formulation of an *annual revenue plan*. Only 75% of cities in Luzon and 69% in Mindanao claimed to have this plan. This reflects the inability of a significant number of cities to plan how much revenues they should generate to support their operations and programs.

b. Compliance with the Prescribed Budget Allocation for Personal Services (PS)

For first to third income class cities, the Code allows them to allocate a maximum of 45% of their budget for PS. While for fourth to sixth income class cities, the maximum allocation for PS is 55%. The table below summarizes the number and percentage of cities that did and did not comply with the prescribed PS limitations.

- In Luzon, 18 first to third class cities and seven fourth to fifth class cities (or a total of 25 cities or 78%) complied with the Codal requirement for PS allocation.
- In the Visayas, 16 cities (1st to 5th class combined) or 64% complied.
- A higher number and percentage of cities in Mindanao (10 cities or 62.5%) did not comply with the PS caps.

Table 17. Compliance with the Prescribed PS Allocation Limitation

Frequency of Cities by Class	Luzon	Visayas	Mindanao	National Total
No. of 1 st -3 rd class cities that complied with the 45% PS Cap	18 (75%) [24 1 st to 3 rd class cities]	12 (63%) [19 1 st to 3 rd class cities]	05 (36%) [14 1 st to 3 rd class cities]	35 (61.4%)
No. of 1 st to 3 rd class cities that did not comply with the 45% PS Cap	06 (25%) [24 1 st to 3 rd class cities]	07 (37%) [19 1 st to 3 rd class cities]	09 (64%) [14 1 st to 3 rd class cities]	22 (38.6%)
No. of 4 th -5 th class cities that complied with the 55% PS Cap	07 (87.5%)	04 (67%)	01 (50%)	12 (75%)
No. of 4 th -5 th class cities that did not comply with the 55% PS Cap	01 (12.5%)	02 (33%)	01 (50%)	4 (25%)

c. Regular and Timely Loan Repayment

Of the three island groupings, Luzon had the lowest percentage of cities (63%), which paid their loan amortizations on time. It must be noted that there were more cities in Luzon that belonged to the fourth and fifth income classes. Visayas and Mindanao had almost the same percentage of cities with regular loan repayment according to schedule—76% and 75%, respectively. In a way, the inability of the cities to pay their loan amortizations on time mirrors the poor status of their fiscal health.

Table 18. Cities with Loan Repayment on Time

Cities by Geographical Grouping	Number of Cities with Loan Repayment on Time	Percent to Total
Luzon (32 cities)	20	62.5%
Visayas (25 cities)	19	76%
Mindanao (16 cities)	12	75%
TOTAL (73 cities)	51	69.8%

d. Percentage of Fire Code Fees Collection Remitted to the National Treasury.

This portion contains many conflicting data. For example, the amounts of Fire Code collection fees remitted by many cities to the National Treasury were more than what they have collected. Lipa City even indicated to have collected P545.3 million which was way above its total income of P376.7 million in the year 2000, while the city of Muntinlupa indicated to have collected P476 million which was half of its total income of P991 million.

3. Organization and Management

There were eight indicators used to measure the internal capacity of the cities in organization and management. These were:

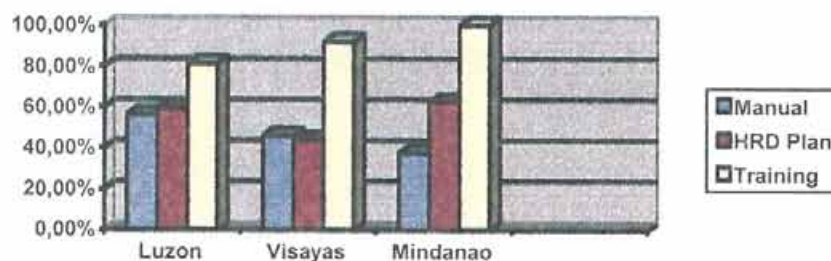
- Presence of LGU Manual of Operations
- Annual Accomplishment Report submitted on time
- Percent of offices with Approved Annual Work and Financial Plan
- Presence of operational HRD plan
- Presence of LGU-initiated training
- Percent of serviceable equipment
- Percent of serviceable vehicles
- Response time in the issuance of Civil Registry Certificates
- Response time in the issuance of mayor's permit

a. Inventory of Organization and Management Process Indicators

Table 19. Partial Inventory of Organization and Management Indicators

Indicator	Luzon (32 cities)	Visayas (25 cities)	Mindanao (16 cities)	National (73 cities)
Manual of Operations	18 (56.3%)	12 (46%)	06 (37.5%)	36 (49.3%)
Operational HRD Plan	19 (59.4%)	11 (44%)	10 (62.5%)	40 (54.7%)
LGU-initiated training	26 (81.3%)	23 (92%)	16 (100%)	65 (89%)

Figure 7- Presence of Manual of Operations, HRD Plan, LGU-Initiated Training



- Of the three indicators on organization and management performance, only that of *LGU-initiated training* appeared to be strong in Mindanao cities as manifested by its 100% presence there.
- The *manual of operations* and an *operational HRD plan* were still sorely lacking in most cities of Luzon, the Visayas, and Mindanao as seen from the low percentages of cities where these were present.

b. Submission of Annual Accomplishment Report on Time

A greater percentage of cities across the three major island groupings submitted their annual accomplishment report to higher authorities on time. This is a legal requirement for LGUs, but about one-thirds had yet to comply with this directive.

Table 20. Is the Annual Accomplishment Report Submitted on Time to the Next Higher Level?

On time submission?	Luzon	Visayas	Mindanao	National
	Frequency and Percentage	Frequency and Percentage	Frequency and Percentage	Frequency and Percentage
Yes	24 (75.0%)	18 (72%)	10 (62.5%)	52 (71.2%)
No	7 (21.8%)	7 (28%)	6 (37.5%)	20 (27.4%)
NA	1 (3.1%)	0	0	1 (1.37%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

c. Offices with Approved Annual Work and Financial Plan

The number of offices with approved annual and work financial plan varied among the cities.

- For most cities in Luzon and Mindanao, the number of these offices ranged from 10 to 19.
- The largest segment of cities in the Visayas, 11 (or 44%), had 20 to 29 offices with approved work and financial plan.
- Very few cities in Luzon and Mindanao had more than 30 offices with approved work and financial plans, while all the offices in three Visayan cities did not have these documents.

Table 21. Number of Offices with Approved Annual Work and Financial Plan

Number of Offices	Luzon	Visayas	Mindanao	National
	Frequency and Percentage	Frequency and Percentage	Frequency and Percentage	Frequency and Percentage
> 30	3 (09.4%)	0	1 (06.3%)	4 (05.5%)
20 – 29	13 (40.6%)	11 (44%)	5 (31.3%)	29 (39.7%)
10 – 19	16 (50.0%)	10 (40%)	10 (62.5%)	36 (49.3%)
< 10	0	0	0	0
0	0	3 (12%)	0	3 (04.1%)
NA	0	1 (4%)	0	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

d. Serviceable Equipment

Inventory of Serviceable Equipment

Radios

- A little over one-tenth of the 73 cities possessed a large quantity of radios, that is 200 units and above.
- Two equally large segments of cities, 30% each, possessed 50 to 99 radios, and 10 to 49 radios.
- In Luzon, there were three cities (9.4%) that declared to have no radio at all, while all the cities in the Visayas (one, however, had no answer) and in Mindanao were equipped with radios.

Table 22. Range of Radios Owned by the Cities, By Geographical Grouping

Number of Radios	Luzon	Visayas	Mindanao	National Total
	Frequency & % of Cities	Frequency & % of Cities	Frequency & % of Cities	
200 and above	3 (9.4%)	2 (8%)	3 (18.8%)	8 (11%)
100-199	6 (18.8%)	2 (8%)	5 (31.3%)	13 (17.8%)
50-99	8 (25%)	11 (44%)	3 (18.8%)	22 (30.1%)
10-49	9 (28%)	8 (32%)	5 (31.3%)	22 (30.1%)
1-9	2 (6.3%)	1(4%)	0	3 (4.1%)
0	3 (9.4%)	0	0	3 (4.1%)
NA	1 (3.1%)	1 (4%)	0	2 (2.8%)
TOTAL	32	25	16	73 (100%)

Cellphones

- More than 50% of the 73 cities across the country had cellphones ranging from 10 to 49 units. While all the cities in Mindanao had cellphones, there were still a few cities in Luzon and the Visayas which had no cellphones.
- One city in Luzon and one city in Mindanao had over 100 units of cellphones, while a larger number of cities in the Visayas possessed the same quantity of cellphones.

Table 23. Range of Cellphones Owned by the Cities, By Geographical Grouping

Number of Cellphones	Luzon	Visayas	Mindanao	National Total
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency Percentage of Cities	
100 and above	1 (03.1%)	5 (20%)	1 (06.3%)	7 (09.6%)
50-99	4 (12.5%)	0	1 (06.3%)	5 (06.8%)
10-49	10 (31.3%)	16 (64%)	12 (75.0%)	38 (52.0%)
1-9	6 (18.8%)	2 (08%)	2 (12.5%)	10 (13.7%)
0	10 (31.3%)	2 (08%)	0	12 (16.4%)
NA	1 (03.1%)	0	0	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Computers

- Computers appeared to be present in all the cities across the country (one city in Luzon, though, had no answer) ranging from one to more than 200 units.
- Interestingly, at least one city in the Visayas and Mindanao had more than 200 units of computers, while three cities in Luzon owned the same quantity.
- In Luzon, the Visayas and Mindanao, cities tended to have 10 to 49 units of computers. It is worth noting, too, that not one city in Mindanao had less than 10 units of computers.

Table 24. Range of Computers Owned by the Cities, By Geographical Grouping

Number of Computers	Luzon	Visayas	Mindanao	National Total
	Frequency and Percentage Of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	
200 and above	3 (09.4%)	1 (04%)	1 (06.3%)	5 (06.8%)
100-199	3 (09.4%)	5 (20%)	3 (18.8%)	11 (28.8%)
50-99	6 (18.8%)	4 (16%)	4 (25.0%)	14 (19.2%)
10-49	17 (53.1%)	14 (56%)	8 (50.0%)	39 (53.4%)
1-9	2 (06.3%)	1 (04%)	0 (0.00%)	3 (04.1%)
NA	1 (03.1%)	0 (00%)	0 (0.00%)	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Typewriters

- Like in the case of the computers, all the cities in the three major island groupings owned typewriters ranging from one to 200 and above.
- The Visayas and Mindanao had two cities each and Luzon had one city, which had more than 200 units of typewriters.

Table 25. Range of Typewriters Owned by the Cities, By Geographical Grouping

Number of Typewriters	Luzon	Visayas	Mindanao	National Total
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	
200 and above	1 (03.1%)	2 (08%)	2 (12.5%)	5 (06.8%)
100-199	8 (25.0%)	9 (36%)	4 (25.0%)	21 (28.8%)
50-99	10 (31.3%)	6 (24%)	5 (31.3%)	21 (28.8%)
10-49	11 (34.4%)	6 (24%)	5 (31.3%)	22 (30.1%)
1-9	0 (00.0%)	1 (04%)	0 (00.0%)	1 (01.4%)
NA	2 (06.3%)	1 (04%)	0 (00.0%)	3 (04.1%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Copying Machines

- Not all the cities in the country had copying machines.
- All the cities in Mindanao had copying machines while a significant number of cities in Luzon (seven cities or 22%) and one city in the Visayas declared they did not have this equipment.
- There were few cities that owned 20 or more units of copiers.

Table 26. Range of Copying Machines Owned by the Cities, By Geographical Grouping

Number of Copying Machines	Luzon	Visayas	Mindanao	National Total
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	
20 and above	2 (06.3%)	2 (08%)	3 (18.8%)	7 (30.4%)
15-19	1 (03.1%)	3 (12%)	1 (06.3%)	5 (06.8%)
10-14	4 (12.5%)	1 (04%)	1 (06.3%)	6 (08.2%)
5-9	9 (28.1%)	10 (40%)	4 (25.0%)	23 (31.5%)
1-4	8 (25.0%)	8 (32%)	7 (43.8%)	23 (31.5%)
0	7 (21.9%)	1 (04%)	0 (00.0%)	8 (11.0%)
NA	1 (03.1%)	0 (00%)	0 (00.0%)	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%) *

Fax Machines

- The fax machine was present in almost all cities. There was one city in the Visayas which claimed to have no fax machine at all while one city in Luzon had no answer.
- A few cities in the three major island groupings owned 10 or more of this equipment, while a majority of them had one to four units.

Table 27. Range of Fax Machines Owned by the Cities, By Geographical Grouping

Number of Fax Machines	Luzon		Visayas		Mindanao		National Total
	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities	Frequency and Percentage of Cities			
10 and above	5 (15.6%)	5 (20%)	2 (12.5%)	12 (16.4%)			
5-9	8 (25.0%)	6 (24%)	4 (25.0%)	18 (24.7%)			
1-4	18 (56.3%)	13 (52%)	10 (62.5%)	41 (56.2%)			
0	0 (00.0%)	1 (04%)	0 (00.0%)	1 (01.4%)			
NA	1 (03.1%)	0 (00%)	0 (00.0%)	1 (01.4%)			
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)			

e. Serviceable Vehicles

Inventory of LGU Serviceable Vehicles

Fire trucks

- There were two cities in Mindanao and one city in the Visayas which owned 10 or more units of serviceable or functional fire trucks, while one city in Mindanao did not have any.
- In Luzon and in Mindanao, majority of the cities had two to three serviceable fire trucks, while the largest segment of cities in the Visayas (eight or 32%) owned the same number of this vehicle.

Table 28. Range of Serviceable Firetrucks Owned by Cities, By Geographical Grouping

Range	Luzon		Visayas		Mindanao		National Total
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	
10 and above	0	0	1	4	2	12.5	3 (04.11%)
8-9	1	3.1	3		0	0	4 (05.48%)
6-7	1	3.1	2	12	0	0	3 (04.11%)
4-5	6	18.8	4	16	4	25	14 (19.18%)
2-3	17	53.1	8	32	9	56.3	34 (46.58%)
1	6	18.8	6	24	0	0	12 (16.44%)
0	0	0	0	0	1	6.2	1 (01.37%)
NA	1	3.1	1	4	0	0	2 (02.74%)
TOTAL	32	100	25	100	16	100	73 (100.0%)

Ambulance

- Not all 73 cities had ambulance; two in Mindanao claimed to have none.
- Two cities owned the most number of ambulances, that is more than seven units.
- Almost 50% of the cities had one to two units of ambulance.

Table 29. Range of Serviceable Ambulance Units Owned by Cities

Range	Luzon	Visayas	Mindanao	National
	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage
> 6	2 (06.3%)	0 (00%)	0 (00.0%)	2 (02.7%)
5-6	4 (12.5%)	2 (08%)	2 (12.5%)	8 (11%)
3-4	11 (34.4%)	10 (40%)	3 (18.8%)	24 (32.8%)
1-2	14 (43.8%)	13 (52%)	9 (56.3%)	36 (49.3%)
0	0 (00.0%)	0 (00%)	2 (12.5%)	2 (02.7%)
NA	1 (03.1%)	0 (00%)	0 (00.0%)	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Service Vehicle

- All cities (except one which did not have an answer) possessed service vehicles and most of them (33) owned 10 to 24 units of service vehicles.
- There were nine cities (12%) that owned more than 75 units of services vehicles, the uppermost limit in the first range.

Table 30. Range of Serviceable Service Vehicles Owned by Cities, By Geographical Grouping

Range	Luzon	Visayas	Mindanao	National
	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage
> 75	5 (15.6%)	3 (12%)	1 (06.3%)	9 (12.3%)
50-74	2 (06.3%)	0	3 (18.8%)	5 (06.8%)
25-49	2 (06.3%)	5 (20%)	2 (12.5%)	9 (12.3%)
10-24	15 (46.9%)	11 (44%)	7 (43.8%)	33 (45.2%)
1-9	7 (21.9%)	6 (24%)	3 (18.8%)	16 (21.9%)
0	0	0	0	0
NA	1 (03.1%)	0	0	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Motorcycle

- The largest number of cities (19 cities or 26%) in the country owned 10 to 24 units of motorcycles. Another large segment (18 cities or 24%) had one to nine units.
- There were five cities though which did not have a motorcycle and three of these were in the Visayas. While there were five cities that had no motorcycle, there were also five which owned the most number of this vehicle, that is over 100 units.

Table 31. Range of Serviceable Motorcycles Owned by Cities, By Geographical Grouping

Range	Luzon	Visayas	Mindanao	National
> 100	1 (03.1%)	2 (08%)	2 (12.5%)	5 (06.8%)
75-99	1 (03.1%)	0	1 (06.3%)	2 (02.7%)
50-74	3 (09.4%)	4 (16%)	2 (12.5%)	9 (12.3%)
25-49	4 (12.5%)	6 (24%)	4 (25.0%)	14 (19.2%)
10-24	8 (25.0%)	6 (24%)	5 (31.3%)	19 (26.0%)
1-9	13 (40.6%)	4 (16%)	1 (06.3%)	18 (24.6%)
0	1 (03.1%)	3 (12%)	1 (06.3%)	5 (06.8%)
NA	1 (03.1%)	0	0	1 (01.4%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Garbage Truck

- All the cities in the country except for one Luzon city had garbage trucks. The largest segment of cities (40%), owned one to four units of garbage trucks and another large segment (31.5%) owned more, that is five to nine units of this vehicle.
- There were six cities (8%) of the 73 that appeared to have an advantage over the rest because they owned the most number of units, that is more than 20 units of garbage trucks.

Table 32. Range of Serviceable Garbage Trucks Owned by Cities, By Geographical Grouping

Range	Luzon	Visayas	Mindanao	National
	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage
> 20	3 (09.4%)	1 (04%)	2 (12.5%)	6 (08.22%)
15-19	2 (06.3%)	2 (08%)	0	4 (05.48%)
10-14	4 (12.5%)	3 (12%)	1 (06.3%)	8 (10.96%)
5-9	9 (28.1%)	8 (32%)	6 (37.5%)	23 (31.51%)
1-4	11 (34.4%)	11 (44%)	7 (43.8%)	29 (39.73%)
0	1 (03.1%)	0	0	1 (01.37%)
NA	2 (06.3%)	0	0	2 (02.74%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100.0%)

Patrol Car

- A majority of the cities (60%) owned one to four units of serviceable patrol cars.
- A significant percentage of cities (20%) owned five to 14 units of this vehicle, while at least three of the 73 cities had more than 50 units of this vehicle.
- There were still five cities that did not have a patrol car at all and three of these were Visayan cities.

Table 33. Range of Serviceable Patrol Cars Owned by Cities, By Geographical Grouping

Range	Luzon	Visayas	Mindanao	National
> 50	2 (06.3%)	1 (04%)	0	3 (04.11%)
25-49	2 (06.3%)	0	0	2 (02.74%)
15-24	3 (09.4%)	0	1 (06.3%)	4 (05.48%)
5-14	5 (15.6%)	6 (24%)	4 (25.0%)	15 (20.55%)
1-4	19 (59.4%)	15 (60%)	10 (62.5%)	44 (60.27%)
0	1 (03.1%)	3 (12%)	1 (06.3%)	5 (06.85%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100.0%)

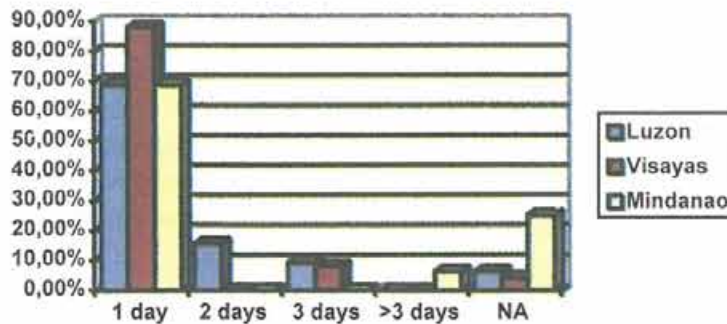
d. Response Time in the Issuance of Civil Registry Certificates

- Majority of the cities in Luzon, the Visayas, and Mindanao had a one-day processing time for civil registry certificates. The best record was registered by the cities in Visayas at 88%. The efficiency of most cities in this service is a telling sign that red tape has been minimized if not removed in these areas. Since this is a direct service to the citizens, this could create a good impression about city government efficiency.
- Only a few cities in Luzon (9.4%) and the Visayas (8%) had a three-day processing time. Also, a few cities in Luzon (16%) had a two-day processing time, while one city in Mindanao had more than three days of processing.

Table 34. Response Time in the Issuance of Civil Registry Certificates in the Cities

Response Time	Luzon	Visayas	Mindanao	National Total
	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage	Frequency & Percentage
Within 1 day	22 (68.7%)	22 (88%)	11 (68.8%)	55 (75.3%)
Within 2 days	5 (15.6%)	0	0	5 (06.8%)
Within 3 days	3 (09.4%)	2 (08%)	0	5 (06.8%)
More than 3 days	0	0	1 (06.3%)	1 (01.4%)
NA	2 (06.3%)	1 (04%)	4 (25.0%)	7 (09.6%)
TOTAL	32	25	16	73 (100%)

Figure 8. Response Time in the Issuance of Certificates



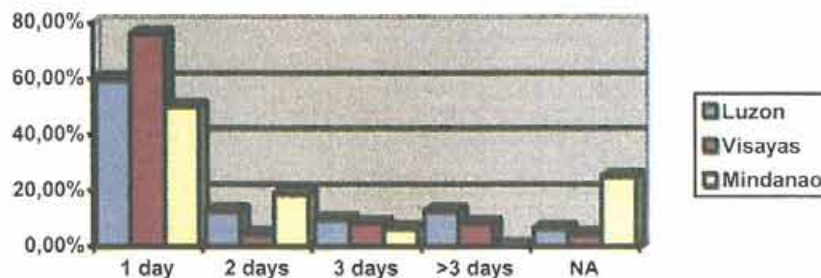
e. Response Time in the Issuance of Mayor's Permit

- A large majority of the cities in the country had one-day processing time for mayor's permit. More than half of the cities in Luzon and in the Visayas had one-day processing time of mayor's permit. Fifty percent of the cities in Mindanao had the same processing time.
- A few cities in Luzon (12.5%) and in the Visayas (8%) had more than three days of processing time. Some cities in Luzon, the Visayas, and Mindanao had no idea at all as to the length of time in their issuance of mayor's permit.

Table 35. Response Time in the Issuance of Mayor's Permit in the Cities

Response Time	Luzon	Visayas	Mindanao	Total
Within 1 day	19 (59.40%)	19 (76.0%)	8 (50.00%)	46 (63.0%)
Within 2 days	4 (12.50%)	1 (04.0%)	3 (18.75%)	8 (11.0%)
Within 3 days	3 (09.40%)	2 (08.0%)	1 (06.25%)	6 (08.2%)
More than 3 days	4 (12.50%)	2 (08.0%)	0	6 (08.2%)
NA	2 (06.25%)	1 (04.0%)	4 (25.00%)	7 (09.6%)
TOTAL	32 (100.0%)	25 (100%)	16 (100.0%)	73 (100%)

Figure 9. Response Time in the Issuance of Mayor's Permit



4. Local Legislation

In local legislation, nine indicators were used to measure the performance of the city. They are:

- Presence of internal rules of procedure
- Presence of legislative agenda
- Number of program-related resolutions passed
- Percent of ordinances enacted vs. proposed
- Ratio of public hearings conducted to number of ordinances enacted
- Compliance with the weekly standard number of sessions
- Presence of local administrative code
- Presence of environmental code
- Presence of investment incentive code

a. Inventory of Local Legislation Process Indicators

The state of local legislation as an aspect of local government administration is partially revealed in the table below.

Table 36. Partial Inventory of Local Legislation Indicators

Indicators	Luzon (32 cities)	Visayas (25 cities)	Mindanao (16 cities)	National (73 cities)
Internal Rules of Procedure	28 (87.5%)	25 (100%)	16 (100%)	69 (94.5%)
Legislative Agenda	23 (72.0%)	14 (56%)	11 (69.0%)	48 (66.0%)
Local Administrative Code	13 (40.6%)	07 (28%)	09 (56.3%)	29 (40.0%)
Environmental Code	11 (34.4%)	10 (40%)	04 (25.0%)	25 (34.3%)
Investment Incentive Code	12 (37.5%)	13 (52%)	08 (50.0%)	33 (45.2%)
Program-related Resolutions Passed	28 (87.5%)	23 (92%)	15 (93.7%)	66 (90.4%)

Strong Points of the Cities

- Based on the above indicators, both the Visayas and Mindanao cities performed well in terms of the presence of *Internal Rules of Procedure* for their legislative bodies since this was present in all their cities. In Luzon, a lower percentage of its cities (87.5%) had Internal Rules of Procedure. This is a telling sign that there were some cities whose *Sanggunians* had no rules to refer to when confusion in the sessions arose.

- In terms of the presence of *program-related resolutions passed*, the performance of the cities across the three major island groupings was quite impressive, as indicated by relatively high percentages of cities that had these. (See Table.)

Weak Points of the Cities

- The cities in all the three island groupings were weakest in respect to the *environmental code*. Very low percentages of cities in Luzon, Visayas and Mindanao were noted, with Mindanao having the lowest (25%).
- The other weak areas which need to be addressed in the cities of Luzon, the Visayas and Mindanao were in *local administrative code, investment code, and legislative agenda*. A considerable number of cities had yet to come up with these important legislative tools.

b. Ordinances Enacted vs. Proposed

There was a wide variance in the number of proposed ordinances in the cities of Luzon. It ranged from zero to 890. On the other hand, the number of enacted ordinances ranged from five to 788.

- With respect to the ratio of enacted ordinances versus proposed ordinances, there were eight cities which had equal number of proposed and enacted ordinances or a 100% proportion.
- Four cities (12.5%) had more ordinances enacted than those proposed (above 100%). This could not be possible since only proposed ordinances can be enacted.
- Six cities (18.75%) were not as productive as the others since less than 50% of the proposed ordinances were enacted.

Table 37. Percentage Level of Enacted vs. Proposed Ordinances in Luzon Cities

Percent Levels	Frequency	Percentage
Above 100%	4	12.50
100%	8	25.00
81-95%	5	15.62
60-76%	4	12.50
50-58%	5	15.62
Below 50%	6	18.75
TOTAL	32	100.00

The largest segment of cities (seven cities or 28%) in the Visayas had equal number of proposed and enacted ordinances. Two, however, enacted more than what have been

proposed. Still, a significant number of cities (five cities or 20%) only enacted less than 50% of the proposed ordinances.

Table 38. Percentage Level of Enacted Vs. Proposed Ordinances in Visayan Cities

Percent Levels	Frequency	Percentage
Above 100%	2	8
100%	7	28
80-94%	3	12
60-78%	5	20
50-57%	3	12
Below 50%	5	20
TOTAL	25	100

In Mindanao, one-fourth of the cities (four cities or 25%) had enacted the same number of proposed ordinances. The same number were less productive having enacted 60% to 67% of the proposed ordinances. There was one city that enacted less than 50% of the proposed ordinances.

Table 39. Percentage Level Ratio of Enacted vs. Proposed Ordinances in Mindanao Cities

Percent Levels	Frequency	Percentage
Above 100%	2	12.5
100%	4	25
85-88%	2	12.5
60-67%	4	25
53-57%	2	12.5
Below 50%	1	6.25
NA	1	6.25
TOTAL	16	100

c. Public Hearings Conducted vs. Tax Ordinances Enacted

- Eleven cities (34%) in Luzon had conducted several public hearings but not one tax ordinance had been enacted. Nine (36%) and four (25%) cities in the Visayas and Mindanao, respectively, did the same. On the other hand, seven of Luzon cities (22%) had a 1:1 ratio, meaning one public hearing conducted to one tax ordinance enacted. Seven Visayan (28%) and two Mindanao (13%) cities had the same ratio.
- Four Philippine cities (two in Mindanao) had a ratio of 1:>1, meaning one public hearing conducted engendered the sanction of more than one tax ordinance, which is surprising since one tax ordinance should have at least one public hearing.

Table 40. Ratio of Public Hearings Conducted to Tax Ordinances Enacted

Ratio	Luzon		Visayas		Mindanao		National
	Frequency	Percent	Frequency	Percent	Frequency	Percent	
> 1	1	3.13	1	4	2	12.50	4 (05.48%)
1	7	21.88	7	28	2	12.50	16 (21.92%)
0.5 - 0.99	3	9.38	2	8	2	12.50	7 (09.59%)
< 0.5	8	25.00	6	24	5	31.25	19 (26.03%)
0	11	34.38	9	36	4	25.00	24 (32.88%)
NA	2	6.25	0	0	1	6.25	3 (04.11%)
TOTAL	32	100	25	100	16	100	73 (100.0%)

d. Number of Sessions Per Week

The *sanggunian* is mandated by the Local Government Code to conduct at least one regular session each week. A large majority of the cities (56 cities or 77%) complied with this minimum requirement, while a minority (6 cities or 8%) conducted two to five sessions each week. Further, there were 10 cities (14%) that indicated to have conducted an incredible number of sessions—more than 30 sessions each week.

This implies that these cities conducted more than six sessions each day of each week, which is clearly impossible. There might have been confusion on the part of these cities when this portion of the LPPMS form was being accomplished.

Table 41. Compliance with the Weekly Prescribed Number of Sessions

No. of Sessions	Luzon		Visayas		Mindanao		National (Frequency & Percent)
	Frequency	Percent	Frequency	Percent	Frequency	Percent	
> 30	3	9.38	3	12	4	25.00	10 (13.70%)
2 - 5	3	9.38	2	8	1	6.25	6 (08.22%)
1	26	81.25	20	80	10	62.50	56 (76.71%)
NA	0	0	0	0	1	6.25	1 (01.37%)
TOTAL	32	100	25	100	16	100	73 (100.0%)

II. OUTPUTS: MEASURING THE PRODUCTIVITY OF THE CITIES

The productivity of the cities was measured in terms of the outputs or the goods and services that they produced as a result of transformation/processing of inputs. These were given the heaviest or biggest weight (35%) in the LPPMS rating system. The goods and services produced fall under four sectoral categories, namely:

- Social services
- Economic services
- Protective (political) services
- Environmental protection services

1. Social Services

Six indicators were used to measure the level of productivity of the cities in social services:

- Percentage of LGU-owned facilities maintained (parks, schools, toilets, etc.)
- Presence of LGU-initiated health programs
- Increase in the number of health program beneficiaries
- Presence of sports facilities
- Percentage of *barangays* with day care centers
- Percentage of *barangays* with organized *lupong tagapamayapa*

a. Inventory of LGU-Owned Facilities

Luzon

- There are 14 types of LGU-owned facilities that can be found in many cities. (*See Table below.*) Of these, only the *health center* was the most common in Luzon since all the cities there had this facility numbering about 713. All the 713 were reported to have been maintained by the cities.
- The *Office of Senior Citizens Affairs* was the next most common (present in 94% of the cities) followed by public comfort rooms that could be found in 91% of the cities in Luzon.
- The least common were *vocational and technical schools, museums, rehabilitation centers, socio-cultural centers, and traffic signals.*

Table 42. Inventory of City-owned Facilities Maintained in Luzon

Type of Facilities	No. of Cities with Facilities	Total No. Present	Total No. Maintained	% to Total
Pre-school	24 (75.0%)	1,181	1,181	100
Vocational School	8 (25.0%)	57	57	100
Technical School	4 (15.0%)	9	5	55.5
Vocational/Technical School	15 (46.8%)	37	37	100
Park	26 (81.0%)	625	284	45.5
Traffic Signal	17 (53.0%)	373	352	94.4
Women's & Children's Desk	27 (84.0%)	79	80	101.3*
Office of Senior Citizens Affairs	30 (93.7%)	51	52	101.9
Rehabilitation Centers	13 (40.6%)	24	24	100
Socio-cultural Center	14 (43.7%)	22	22	100
Museum	10 (31.0%)	10	11	110*
Health Center	32 (100%)	713	714	100.1*
Public Comfort Room	29 (90.6%)	1132	1011	89.3
Reading Center	26 (81.0%)	271	263	97

*Total no. of facilities maintained was higher than total no. of facilities present. Data could be flawed.

Visayas

- All cities in the Visayas did not only have health centers like their counterparts in Luzon but also parks and OSCAs.
- Almost all of them also had Women's and Children's Desks and public comfort rooms or toilets.
- Like their counterparts in Luzon, very few of them had museums, rehabilitation centers, vocational and technical schools, traffic signals, and socio-cultural centers.

Table 43. Inventory of City-owned Facilities Maintained in the Visayas

Type of Facilities	No. of Cities with Facilities	Total No. Present	Total No. Maintained	% to Total
Pre-school	20 (80%)	868	856	98.6
Vocational School	13 (52%)	113	108	95.6
Technical School	07 (28%)	14	11	78.6
Vocational/Technical School	07 (28%)	28	27	96.4
Park	25 (100%)	64	62	96.9
Traffic Signal	11 (44%)	197	166	84.3
Women's & Children's Desk	24 (96%)	41	40	97.6
Office of Senior Citizens Affairs	25 (100%)	26	25	96.2
Rehabilitation Centers	10 (40%)	31	30	96.8
Socio-cultural Center	18 (72%)	45	45	100
Museum	06 (24%)	7	6	85.7
Health Center	25 (100%)	614	585	95.3
Public Comfort Room	24 (96%)	452	444	98.2
Reading Center	22 (88%)	298	261	87.6

Mindanao

- The most common facility that can be found in the cities of Mindanao was the OSCA.
- Just like in Luzon and the Visayas, vocational and technical schools, traffic signals, rehabilitation centers, museums, and socio-cultural centers were likewise present only in a few cities in Mindanao.

Table 44. Inventory of City-owned Facilities Maintained in Mindanao

Type of Facilities	No. of Cities with Facilities	Total No. Present	Total No. Maintained	% to Total
Pre-school	08 (50.00%)	466	464	99.6
Vocational School	02 (12.50%)	5	2	40
Technical School	02 (12.50%)	6	2	33.33
Vocational/Technical School	04 (25.00%)	12	6	50
Park	14 (87.50%)	95	93	97.9
Traffic Signal	07 (43.75%)	1537	1531	99.6
Women's & Children's Desk	13 (81.25%)	25	25	100
Office of Senior Citizens Affairs	16 (100.0%)	24	24	100
Rehabilitation Centers	05 (31.25%)	11	11	100
Socio-cultural Center	09 (56.25%)	12	10	83.33
Museum	06 (37.50%)	6	6	100
Health Center	15 (93.75%)	484	484	100
Public Comfort Room	13 (81.25%)	87	85	97.7
Reading Center	10 (62.50%)	67	70	104.5

b. Inventory of LGU-initiated Health Program Beneficiaries

Luzon

- Of the 13 types of health programs in the cities of Luzon, nine posted increases in the number of beneficiaries. However, it cannot be outrightly concluded that this was a positive or negative development since increases could mean either that the cities exerted more efforts to expand their coverage or there were more people who needed these services. For example, an increase in childcare beneficiaries could mean that cities were able to reach out to more children or there were more children born during that year.
- *Operation Timbang* had the most number of beneficiaries. This implies that a large segment of the population of the cities consisted of children.
- Decreases were posted in the number of beneficiaries of disease control (tuberculosis and leprosy), which could be interpreted as either a positive or negative development. It could be positive if an effective TB control program caused the decrease. It could also be negative if the decrease was caused by refusal of the TB and leprosy patients to have follow-up consultations.

- HIV-AIDS clients and those afflicted by sexually transmitted diseases increased quite significantly. Again, this could be positive or negative development. Positive, if the cities were able to step up their efforts in reaching out to more of the afflicted individuals. Negative, if the increase was caused by increased number of HIV-AIDS victims and those with sexually transmitted diseases. This implies also the level of promiscuity in the cities.

Table 45. Inventory of LGU Health Program Beneficiaries in Luzon

Program	Preceding Year (1999)	Year Just Ended (2000)	%
Family Planning	435121	471953	+
Maternal Care	438999	519318	+
Child Care	507877	776094	+
Immunization	515171	426583	-
Nutrition			+
<i>Operation Timbang</i>	1,171,581	1,520,089	
Micronutrient Supplementation	1,003,222	952,125	-
Food Supplementation	129234	186954	+
Disease Control Program			
TB	59597	42649	-
Sexually Transmitted	25011	30921	+
Leprosy	406	375	-
HIV-AIDS	538	629	+
Environmental Sanitation	561823	648633	+
Home and Community Food Production	59299	76749	+

Visayas

- Just like in Luzon, the cities of the Visayas had the biggest number of beneficiaries under the *Operation Timbang* program. This is a clear indication of the presence of very young population in these cities. TB and HIV-AIDs patients decreased.

Table 46 . Inventory of LGU Health Program Beneficiaries in the Visayas

Program	Preceding Year	Year Just Ended	%
Family Planning	161467	174248	+
Maternal Care	169004	176424	+
Child Care	407716	432083	+
Immunization	181781	189180	+
Nutrition	504516	500206	-
<i>Operation Timbang</i>			
Micronutrient Supplementation	481118	476646	-
Food Supplementation	23122	22447	-
Disease Control Program	19845	18372	-
TB			
Sexually Transmitted	3306	5178	+
Leprosy	1646	2003	+
HIV-AIDS	95	82	-
Environmental Sanitation	279613	283846	+
Home and Community Food Production	87434	102315	+

Mindanao

- In the cities of Mindanao, the beneficiaries of environmental sanitation registered the biggest number. Micronutrient supplementation beneficiaries ranked second, while *Operation Timbang* beneficiaries comprised the third largest group. The big number of clients of *Operation Timbang* and micronutrient supplementation likewise indicates the predominance of children in the population of the cities.
- Patients with sexually transmitted diseases decreased, while HIV-AIDS patients increased.

Table 47. Inventory of LGU Health Program Beneficiaries in Mindanao

Program	Preceding Year	Year Just Ended	%
Family Planning	146251	154093	+
Maternal Care	96758	157281	+
Child Care	212220	216032	+
Immunization	71811	77608	+
Nutrition	403543	399747	-
Operation Timbang			
Micronutrient Supplementation	339926	430832	+
Food Supplementation	18455	24439	+
Disease Control Program	11920	13916	+
TB			
Sexually Transmitted	11009	6522	-
Leprosy	334	267	-
HIV-AIDS	1167	1223	+
Environmental Sanitation	540567	652217	+
Home and Community Food Production	33847	36673	+

c. Presence of Sports Facilities

- Except for four, all cities had all the types of sports facilities enumerated in the LPPMS form (i.e., basketball courts, tennis courts, volleyball courts, pelota courts, swimming pools, multi-purpose grandstand, and sports complex and grandstand).
- It seemed that the cities of the Visayas and Mindanao were better off than the cities in Luzon in this aspect because they all had these sports facilities

Table 48. Presence/Absence of Sports Facilities

Geographical Grouping	No. and % of Cities with Sports Facilities	No. and % of Cities without Sports Facilities
Luzon	28 (88%)	4 (12%)
Visayas	25 (100%)	0
Mindanao	16 (100%)	0
TOTAL	69 (94.5%)	4 (5.5%)

d. *Barangays* with Day Care Centers

- Not all *barangays* in all the cities had a day care center.
- Luzon had the lowest number and percentage of cities where the day care center facility for pre-school children was existent.
- More than 50% of the cities in the Visayas had day care centers in all their *barangays*.
- Mindanao had the highest number of cities where day care centers were existent in all *barangays*.

Table 49. Cities Where Day Care Center is Existent/Not Existent in All *Barangays*

Geographical Grouping	No. and % of Cities Where Day Care Center is Existent in All <i>Barangays</i>	No. and % of Cities Where Day Care Center is not Existent in All <i>Barangays</i>
Luzon	13 (41.0%)	19 (59.0%)
Visayas	13 (52.0%)	12 (48.0%)
Mindanao	12 (75.0%)	4 (25.0%)
TOTAL	38 (52.1%)	35 (47.9%)

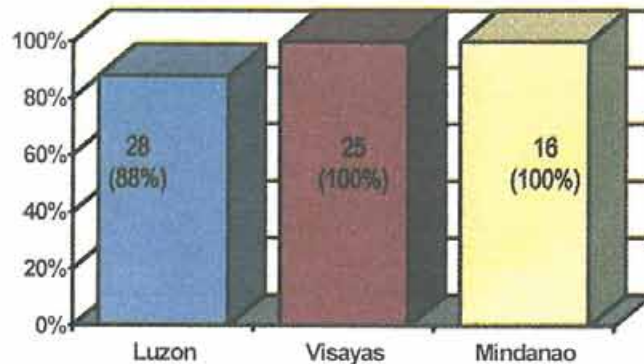
e. *Barangays* with *Lupong Tagapamayapa*

- All the cities in the Visayas and in Mindanao had *Lupong Tagapamayapa* in all their *barangays*.
- Around 12% of Luzon cities were not able to comply with this codal requirement.

Table 50. Number and Percentage of Cities where *Lupong Tagapamayapa* is Existent/Not Existent in All *Barangays*

Geographical Grouping	No. and % of Cities Where <i>Lupong Tagapamayapa</i> is Existent in All <i>Barangays</i>	No. and % of Cities Where <i>Lupong Tagapamayapa</i> is not Existent in All <i>Barangays</i>
Luzon	28 (88%)	4 (12%)
Visayas	25 (100%)	0
Mindanao	16 (100%)	0
TOTAL	69 (94%)	4 (6%)

Figure 10. Number and Percentage of Cities where *Lupong Tagapamayapa* is Present/Not Present in All *Barangays*



2. On Economic Services

The degree of productivity of the cities in the area of economic services was measured using six indicators, namely:

- Presence of agricultural support services
- Number of LGU livelihood programs implemented
- Presence of other LGU-owned economic enterprises
- Increase in the amount of market fees collected
- Increase in the amount of slaughterhouse fees collected
- Percentage of city roads maintained

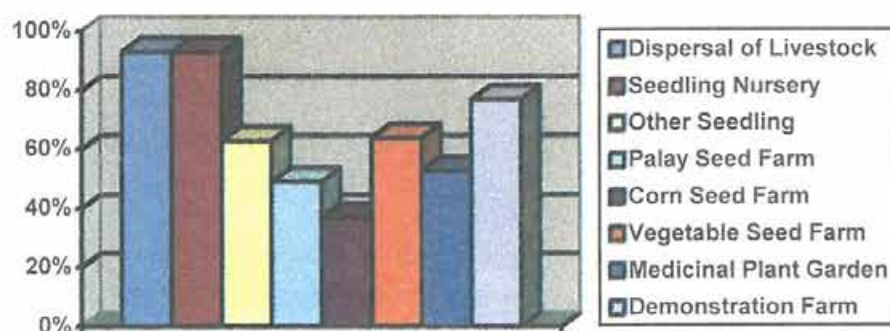
a. Agricultural Support Services Present

- The top two agricultural services provided by a large number of Luzon cities were seedling nursery and dispersal of livestock. The least provided was corn seed farms which was only present in 12 cities (38%).
- In the Visayas and Mindanao, dispersal of livestock topped the list. It was provided by all the cities therein. Just like in Luzon, corn seed farm was the least popular in the Visayas and Mindanao cities. This was provided by only eight and seven cities, respectively.

Table 51. Number and Percentage of Cities with Agricultural Support Services

Types of Agricultural Services	No. and % of Luzon Cities with These Services	No. and % of Visayan Cities with These Services	No. and % of Mindanao Cities with These Services	National Total
Dispersal of Livestock	27 (84%)	25 (100%)	16 (100%)	68 (93.15%)
Seedling Nursery	29 (91%)	24 (96%)	15 (94%)	68 (93.15%)
Other Seedling	19 (59%)	16 (64%)	11 (69%)	46 (63.01%)
Palay Seed Farm	18 (56%)	11 (44%)	07 (44%)	36 (49.32%)
Corn Seed Farm	12 (38%)	08 (32%)	07 (44%)	27 (36.99%)
Vegetable Seed Farm	23 (72%)	15 (60%)	09 (56%)	47 (64.38%)
Medicinal Plant Garden	17 (53%)	13 (52%)	09 (56%)	39 (53.42%)
Demonstration Farm	24 (75%)	18 (72%)	14 (88%)	56 (76.71%)

Figure 11. Percentage of Cities Engaged in Agricultural Services, According to Type



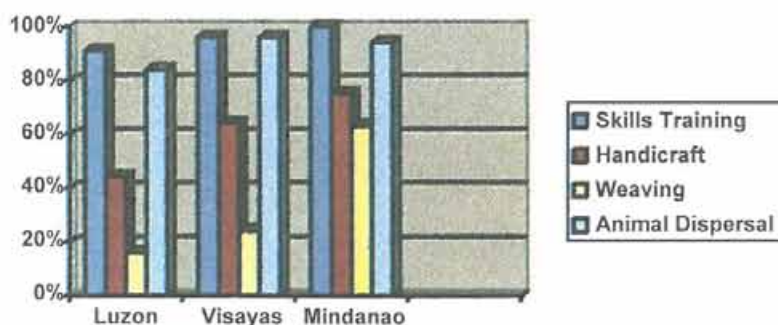
b. Livelihood Programs

- Of the four types of livelihood programs provided by the cities across the country, skills training was number one in all the three major island groups. This was performed in all the cities of Mindanao, 96% of the cities in the Visayas, and 91% of the cities in Luzon.
- Last on the list was weaving. This was present only in 16%, 24%, and 64% of the cities in Luzon, the Visayas, and Mindanao, respectively.

Table 52. Presence of Livelihood Programs in the Cities

Livelihood Programs	No. and % of Cities in Luzon with These Livelihood Programs	No. and % of Cities in the Visayas with These Livelihood Programs	No. and % of Cities in Mindanao with These Livelihood Programs	National Total
Skills Training	29 (91%)	24 (96%)	16 (100%)	69 (94.5%)
Handicraft Making	14 (44%)	16 (64%)	12 (75%)	42 (57.5%)
Weaving	05 (16%)	06 (24%)	10 (63%)	21 (28.8%)
Animal Dispersal	27 (84%)	24 (96%)	15 (94%)	66 (90.4%)

Figure 12. Percentage of Cities Engaged in Livelihood Programs, By Type



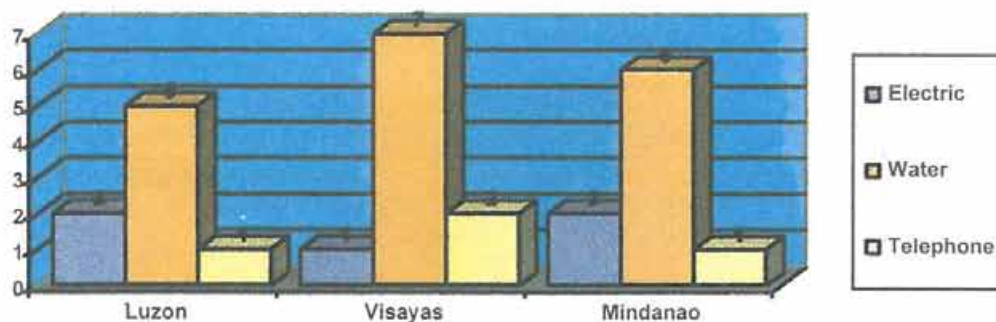
c. LGU-owned Economic Enterprises

Very few cities in all the three major island groupings operate utilities as enterprises. The number of cities with these economic enterprises ranged from four to 18 only. Of the three types of economic enterprises, the water system was the most common with 18 cities (25%) engaged in it. The least common was the operation of telephone system as a local enterprise.

Table 53. Presence of Economic Enterprises in the Cities

Economic Enterprises	No. and % of Cities in Luzon with These Economic Enterprises	No. and % of Cities in the Visayas with These Economic Enterprises	No. and % of Cities in Mindanao with These Economic Enterprises	National Total
Electric System	2 (06%)	1 (04%)	2 (13%)	5 (06.8%)
Water System	5 (16%)	7 (28%)	6 (38%)	18 (24.6%)
Telephone System	1 (03%)	2 (08%)	1 (06%)	4 (05.4%)

Figure 13. Number of Cities with Economic Enterprises, By Type



d. Market and Slaughterhouse Fees

- While the cities in the Visayas and Mindanao posted increases in their collection of market and slaughterhouse fees, the cities in Luzon suffered losses compared to their previous year's collections. There was a marked decrease (-21%) in market fees collection, while the decrease in slaughterhouse fees was much less (-7%).
- In spite of the losses of the Luzon cities, aggregate collections from both market and slaughterhouse fees increased by 11.5% and 11%, respectively. The increases were due to the good performance of the Visayan and Mindanao cities.

Table 54. Market and Slaughterhouse Fees of the Cities

Cities By Geographical Grouping	Revenues from Market Fees			Revenues from Slaughterhouse Fees		
	1999 (in million pesos)	2000 (in million pesos)	% Increase (+)/ Decrease (-)	1999 (in million pesos)	2000 (in million pesos)	% Increase (+)/ Decrease (-)
Luzon Cities	P 229.37	P 236.85	(-) 21.0%	P 41.27	P 40.98	(-) 00.7%
Visayas Cities	116.07	154.46	(+) 33.0%	30.99	37.91	(+) 22.0%
Mindanao Cities	101.57	107.12	(+) 05.5%	15.99	18.99	(+) 18.8%
TOTAL	P 447.01	P 498.43	(+) 11.5%	P 88.25	P 97.88	(+) 10.9%

e. Total Length of City Roads vs. Length Maintained

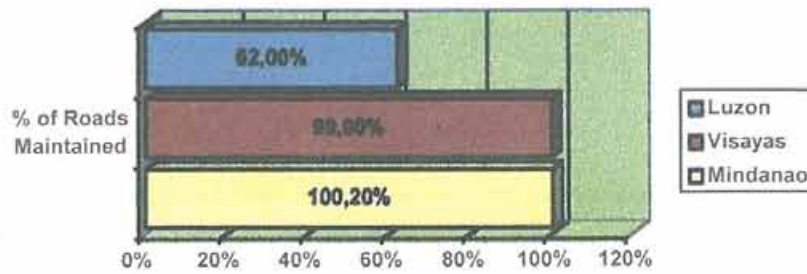
The cities of Luzon had the longest length of roads/streets totaling 1,268,993 km. The length of roads/streets in the cities in the Visayas was slightly higher (276,062 km) than that of the Mindanao cities (226,076.7 km). However, the combined length of the roads/streets of the cities in the Visayas and Mindanao was less than 50% of that of the cities in Luzon.

The ability of the cities to maintain city roads/streets greatly varied. The cities in the Visayas maintained almost 100% of the total length of their roads and streets. On the other hand, the cities in Luzon, on the average, maintained only 62% of the total length of city roads/streets. The cities in Mindanao maintained a little over 100% of the total length of city roads/streets. This implied that they maintained some roads which were not city roads.

Table 55. Length of City Roads vs. Length Maintained

Geographical Grouping	Total Length of Roads/Streets (in kilometers)	Total Length of Roads/Streets Maintained (in km.)	Percentage to Total
Luzon	1,268,993.8	788,245.2	62.0%
Visayas	276,062.9	275,869.0	99.9%
Mindanao *	226,076.5	226,737.6	100.2%
TOTAL	1,771,332.2	1,290,851.8	73.0%

Figure 14. Percentage of Roads Maintained vs. Total Road Length



3. On Protective (Political) Services

Only three indicators were used to measure the degree of productivity of the cities in the protective service sectors. These are:

- Presence of Anti-Drug Abuse Councils
- Presence of organized employees' associations/unions
- Conduct of barangay visitations

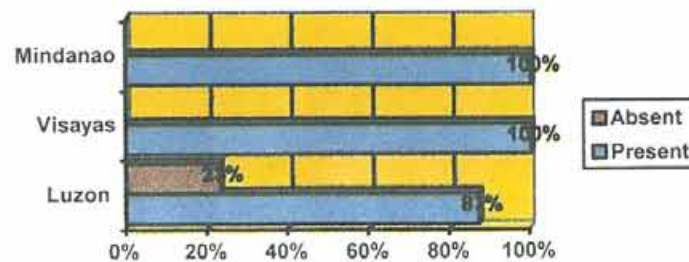
a. Presence of Anti-Drug Abuse Council

All the cities in the Visayas and Mindanao had Anti-Drug Abuse Councils. Only 87% of the cities in Luzon had this council.

Table 56. Anti-Drug Abuse Council

Geographical Grouping	Present	Percentage
Luzon	28	87%
Visayas	25	100%
Mindanao	16	100%
TOTAL	69	94%

Figure 15. Presence/Absence of Anti-Drug Abuse Council, By Geographical Region



b. Presence of Organized Employees' Associations/Unions

Almost all the cities in Mindanao covered by the survey had organized employees associations or unions. A much lower percentage of cities in Luzon (66%) and in the Visayas (68%) had organized employees unions.

Figure 16. Presence/Absence of Organized Employees Associations/Unions

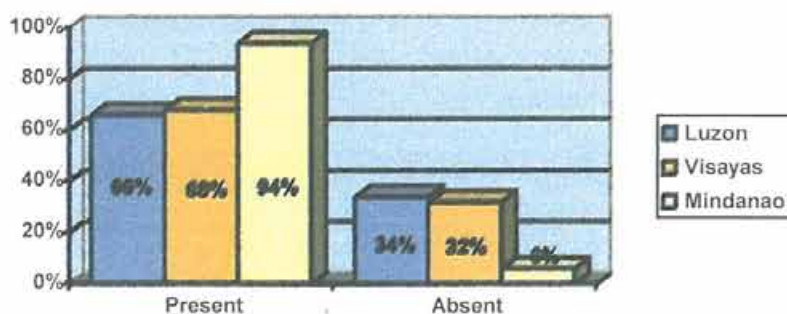


Table 57. Organized Employees' Associations/Unions

Geographical Grouping	Frequency and % of Cities with Employees' Associations/Unions	Frequency and % of Cities without Employees' Associations/Unions
Luzon	21 (66%)	11 (34.0%)
Visayas	17 (68%)	8 (32.0%)
Mindanao	15 (94%)	1 (06.0%)
TOTAL	53 (72.6)	20 (27.4%)

c. Conduct of Barangay Visitations

Barangay visitations are mandatory. Each city or municipality must visit its barangays at least twice a year. The cities in the Visayas appeared to be the most industrious in the sense that they were able to make 3,975 visits to their barangays, with an average of 165.6 visits per city. The cities in Mindanao followed. Lagging in barangay visitation were the cities in Luzon which made the lowest number of visits at an average of 48.6 visits per city.

Table 58. Number of Visits to Barangays and Average Number of Visits Per City

Geographical Grouping	Total Visits	Average per City
Luzon *	1,458	48.6
Visayas *	3,975	165.6
Mindanao*	1,597	106.5
TOTAL	7,030	96.3

4. On Environmental Protection Services

In the case of measuring the productivity of the cities in environmental protection, five indicators were used, namely:

- Presence of garbage disposal system
- Percent of garbage collected and disposed
- Presence of sewage and sewerage system
- Frequency of sewage and sewerage inspection conducted

a. Garbage Collection and Disposal System

- While garbage collection and disposal system is a mandatory service for the cities, not all the cities in Luzon provided this service.
- All the cities in the Visayas and Mindanao delivered this service.

Table 59. Presence/Absence of Garbage Collection and Disposal System

Geographical Grouping	Present	Percentage
Luzon	31	97%
Visayas	25	100%
Mindanao	16	100%
TOTAL	72	98.6%

b. Garbage Collected and Disposed vs. Garbage Generated

There was a gap between the volume of garbage collected and disposed and actual garbage generated. The statistics showed that the cities were not able to cope up with the volume of generated garbage since they were not able to collect and dispose them all.

Table 60. Volume of Garbage Generated vs. Garbage Collected and Disposed

Geographical Grouping	Garbage Generated (in metric tons)	Average Per City (in metric tons)	Garbage Collected and Disposed (in metric tons)	Average Per City (in metric tons)
Luzon	1,892,241.82	90,106.75	1,624,659.06	77,364.71
Visayas*	13,455.00	961.07	11,893.52	849.54
Mindanao	113,183.82	10,289.40	82,878.57	7,534.40

*Some Visayan cities used cubic meters to measure the volume of garbage collected/disposed and garbage generated

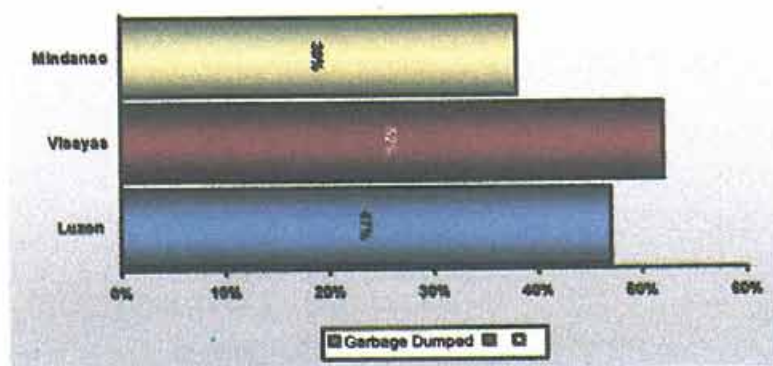
c. Garbage Dumped Along the Streets

The inability of the cities to collect and dispose all the garbage generated is reflected in the presence of garbage dumped along the city streets. A large segment of the cities in the Visayas admitted the presence of dumped garbage along the streets. A smaller percentage of Luzon and Mindanao cities admitted the same. Overall, dumped garbage along the streets were present in almost half of the 73 cities (34 cities or 47%). (See Table below.)

Table 61. Garbage Dumped along the Streets

Geographical Grouping	Presence of Garbage	
	Yes	No
Luzon	15 (47.0%)	17 (53.0%)
Visayas	13 (52.0%)	12 (48.0%)
Mindanao	6 (38.0%)	10 (62.0%)
TOTAL	34 (46.6%)	39 (53.4%)

Figure 17. Percentage of Cities with Garbage Dumped along the Streets



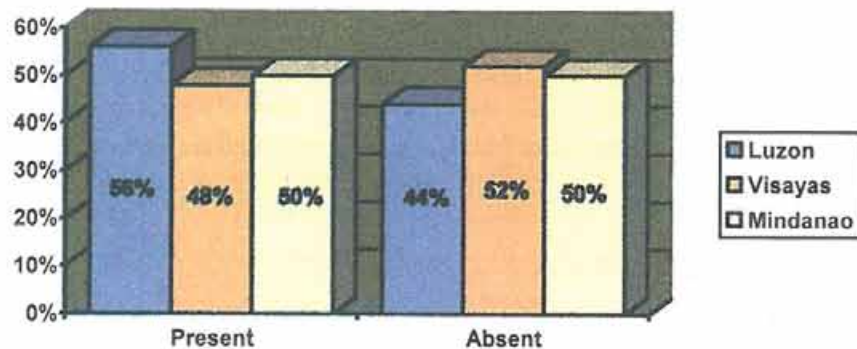
d. Sewage and Sewerage System

Ideally, each city must have its own sewerage system. However, the state of the sewage/sewerage system in the cities is far from the ideal since the number of cities with no functional sewerage system was almost the same as that with functional sewerage system. This means that waste matter (sewage) from the households, and commercial and business establishments in almost half of the 73 cities (35 cities or 48%) did not find its way in the sewers. However, some of these households and establishments may have their own septic tanks.

Table 62. Presence of Functional Sewerage System

Geographical Grouping	Presence of Functional Sewerage System	
	Yes	No
Luzon	18 (56%)	14 (44%)
Visayas	12 (48%)	13 (52%)
Mindanao	8 (50%)	8 (50%)
TOTAL	38 (52%)	35 (48%)

Figure 18. Presence/Absence of Functional Sewerage System



e. Frequency of Sewage and Sewerage Inspection

Most of the cities in Luzon, the Visayas, and Mindanao had no idea as to the frequency of sewage and sewerage inspection conducted. A significant number of cities in the three island groups conducted the inspection every three months. A few cities in Luzon and Mindanao did daily inspections.

Table 63. Frequency of Sewage and Sewerage Inspection

Frequency of Sewerage System Inspection	Geographical Grouping			National Total
	Luzon (Frequency and % of Cities)	Visayas (Frequency and % of Cities)	Mindanao (Frequency and % of Cities)	
Daily	3 (09%)	0	2 (13%)	5 (06.8%)
Weekly	4 (13%)	2 (08%)	1 (06%)	7 (09.6%)
Monthly	6 (19%)	7 (28%)	4 (25%)	17 (23.3%)
Quarterly	5 (16%)	5 (20%)	1 (06%)	11 (15.1%)
NA	14 (44%)	11 (44%)	8 (50%)	33 (45.2%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

III. OUTCOMES: MEASURING RESULTS AND IMPACTS OF LOCAL SERVICE DELIVERY

There were two types of outcomes that the LPPMS tried to measure or quantify. These were:

- Intermediate Level Outcomes
- High Level Outcomes

The intermediate level outcomes are the quantified immediate results or milestone accomplishments which the LGU has to achieve in the medium or short term. The achievement of these are largely attributable to the LGU.

The high level outcomes, on the other hand, are the quantified impact or long-term effects of actions of the LGU or any other agency. The achievement of these impacts are not solely attributable to the LGU.

Intermediate Level Outcomes

Twelve indicators were used to quantify intermediate level outcomes. These were:

- Number of LGU-initiated programs for social, economic, protective, and environment protection services
- Number of grants received by the LGU
- Local/foreign credit financing made available to the LGU
- Presence of LGU-business sector joint economic ventures
- Increase in Tax Collection Efficiency Rate
- Increase in revenue from local sources
- Increase in percentage share of locally sourced revenue to total revenue
- Profit gained from LGU-run economic enterprises
- Presence of organizations for crime prevention
- Presence of organizations on disaster preparedness
- Bulletin board display of updated financial statement

a. Inventory of Programs/Projects Implemented by the LGU

Social Development Programs

There were four types of programs under the social services delivered by the cities, namely: sports program, socialized housing program, gender and development program, and disaster preparedness program.

- Of the four social development programs, the top two favorites or priorities of the cities were sports and disaster preparedness. These were delivered by 69 cities (94.5%) and 68 cities (93%), respectively.
- The socialized housing program and the gender and development program tied at third place.

Table 64. Inventory of Social Development Programs Initiated by the LGUs

Types of Social Services	Frequency and % of Luzon Cities Where Social Services are Present	Frequency and % of the Visayan Cities Where Social Services are Present	Frequency and % of Mindanao Cities Where Social Services are Present	National Total
Sports Program	30 (94%)	24 (96%)	15 (94%)	69 (94.5%)
Socialized Housing Program	22 (69%)	24 (96%)	16 (100%)	62 (84.9%)
Gender and Development Program	26 (81%)	20 (80%)	16 (100%)	62 (84.9%)
Disaster Preparedness Program	31 (97%)	21 (84%)	16 (100%)	68 (93.2%)

Economic Development Programs

Six major types of economic development programs were present and performed by varying number of cities. These were: cottage industries, skills training, food security, organization of cooperatives, provision of short-term loans, and road construction and maintenance.

Most Performed Programs

- Of the six types of economic development programs, the top two programs or those performed by most cities were road construction and maintenance and skills training. The former was performed by 69 cities (94.5%) while the latter was done by 68 cities (93.2%).
- In Luzon, road construction was performed by the biggest number of cities, followed by skills training.
- In the Visayas, road construction and organization of cooperatives tied as the most performed economic development programs of the cities.

Least Performed Program

- The least performed was the cottage industry program, which was undertaken by only 38 cities (52%).
- In Mindanao, all the cities delivered these economic development programs, except the cottage industry program which was performed by only 10 of the 16 cities (62%).

Table 65. Inventory of Economic Development Programs Initiated by the LGUs

Economic Development Services	Frequency and % of Luzon Cities Where Economic Development Services are Present	Frequency and % of the Visayan Cities Where Economic Development Services are Present	Frequency and % of Mindanao Cities Where Economic Development Services are Present	National Total
Cottage Industries	13 (41%)	15 (60%)	10 (62%)	38 (52.1%)
Skills Training	28 (88%)	24 (96%)	16 (100%)	68 (93.2%)
Food Security Program	23 (72%)	22 (88%)	16 (100%)	61(83.6%)
Organization of Cooperatives	25 (78%)	24 (96%)	16 (100%)	65 (89.1%)
Provision of Short-term Loans	23 (72%)	18 (72%)	16 (100%)	57 (78.1%)
Road Construction and Maintenance Program	29 (91%)	24 (96%)	16 (100%)	69 (94.5%)

Environmental Protection Programs

The cities performed a wide array of environmental protection services. Table 66 shows the types of environmental protection services and the frequency as well percentage of cities that performed these services.

Most Performed Programs

- It can be noted that the top two environmental services provided by many cities in Luzon were *tree planting* (91%) and *Clean and Green* (88%).
- *Clean and Green* and *reforestation* were the top two services provided by 92% and 88% of the Visayan cities, respectively.
- In Mindanao, *disaster preparedness*, *tree planting*, and *Clean and Green* ranked number one among the various environmental protection programs of the cities therein. These three were performed by 88% of the Mindanao cities.

Clean and Green and *tree planting* were the most commonly performed programs in the cities of Luzon, the Visayas, and Mindanao.

Least Performed Programs

- *Artificial reefs, mangrove preservation* and *toxic and hazardous waste disposal program* were performed by 16%, 22%, and 25% of the cities in Luzon, respectively.
- *Proper disposal of toxic waste materials* was the least popular program in the Visayan cities. This was carried out by only 16% of the cities. The other programs which were performed by only few cities were *toxic and hazardous waste disposal program* (40%), *desilting* (40%), and *dredging* (40%).
- Very few cities in Mindanao had *toxic and hazardous waste disposal program* (19%), *desilting activities* (25%), and *proper disposal of toxic waste materials program* (31%).

The environmental protection programs that were commonly unpopular in the cities across the country were *toxic and hazardous waste disposal* and the *proper disposal of toxic waste materials*. Actually, the two are almost the same program.

Table 66. Inventory of Environmental Protection Programs Initiated by the LGUs

Environmental Protection Services	Frequency and % of Luzon Cities Where Environmental Protection Services are Present	Frequency and % of the Visayan Cities Where Environmental Protection Services are Present	Frequency and % of Mindanao Cities Where Environmental Protection Services are Present	National Total
Pollution Control Program	15 (47%)	17 (68%)	6 (38%)	38 (52.1%)
Toxic and Hazardous Waste Disposal Program	8 (25%)	10 (40%)	3 (19%)	21(28.8%)
Flood Control Program	20 (62%)	18 (72%)	12 (75%)	50 (64.5)
Disaster Preparedness Program	20 (62%)	15 (47%)	14 (88%)	49 (67.1%)
Tree Planting	29 (91%)	21 (84%)	14 (88%)	64 (87.7%)
Artificial Reefs	5 (16%)	12 (48%)	11 (69%)	28 (38.4%)
Desilting	13 (41%)	10 (40%)	4 (25%)	27 (36.9%)
Dredging	19 (59%)	10 (40%)	7 (49%)	36 (49.3%)
Proper Disposal of Toxic Waste Materials	11 (34%)	4 (16%)	5 (31%)	20 (27.4%)
Mangrove Preservation	7 (22%)	14 (56%)	10 (62%)	31(42.5%)

Trees Preservation	20 (62%)	21 (84%)	12 (75%)	53 (72.6%)
Clean and Green	28 (88%)	23 (92%)	14 (88%)	65 (89.1%)
Kaingin Prevention	11 (34%)	13 (52%)	11 (69%)	35 (47.9%)
Mangrove Planting	7 (22%)	12 (48%)	11 (69%)	30 (41.1%)
Seeding (fingerlings)	21 (66%)	18 (72%)	11 (69%)	50 (64.5%)
Reforestation	19 (59%)	22 (88%)	12 (75%)	53 (72.6%)
Waste Segregation	18 (56%)	14 (56%)	8 (50%)	40 (54.8%)

Protective Services

All the three protective services were common in the cities of the country. Topping the list was the program on crime prevention. This was present or performed by almost all the cities (71 cities or 97%). Fire prevention and street lighting closely followed. Both programs were done by 70 cities (96%).

At the regional level, all these three were present or performed in 100% of the cities in the Visayas and Mindanao. In Luzon, not all the cities performed these three programs.

Table 67. Inventory of Political (Protective) Services Programs Initiated by the LGUs

Political (Protective) Services	Frequency and % of Luzon Cities Where Protective Services are Present	Frequency and % of the Visayan Cities where Protective Services are Present	Frequency and % of Mindanao Cities where Protective Services are Present	National Total
Crime Prevention Program	30 (94%)	25 (100%)	16 (100%)	71(97.2%)
Fire Prevention Program	29 (91%)	25 (100%)	16 (100%)	70 (95.9%)
Street Lighting Program	29 (91%)	25 (100%)	16 (100%)	70 (95.9%)

b. Fund Sources for City Projects

There were three indicators for the sources of funds: grants, credit finance, and joint ventures with the business sector.

Grants

- The greatest number of cities where the most common source of project fund was grants was in Mindanao. Almost all the cities (15 cities or 94%) there had projects funded by grants. This can be explained by the presence of so many development agencies, mostly foreign donors, in the area. The focus of assistance of the Canadian International Development Agency (CIDA) and the Australian Agency for International Development (AusAID), for instance, is Mindanao.
- Grants as a source of funding was least common in Luzon cities. Only 59% of the cities there had projects funded by grants.
- Overall, grants as a source of funding for city projects was relatively high compared with credit finance and joint ventures. On the aggregate, 51 of the 73 cities had grants for their projects.

Credit Finance

Like grants, this is another non-traditional source of project funding. Unlike grants however, this source of fund was less popular—only 40 cities in the country (55%) availed of credit finance.

- The use of credit finance was highest in both Luzon and Mindanao cities, where 62% of cities availed of this.
- Only 10 Visayan cities (40%) availed of credit finance.

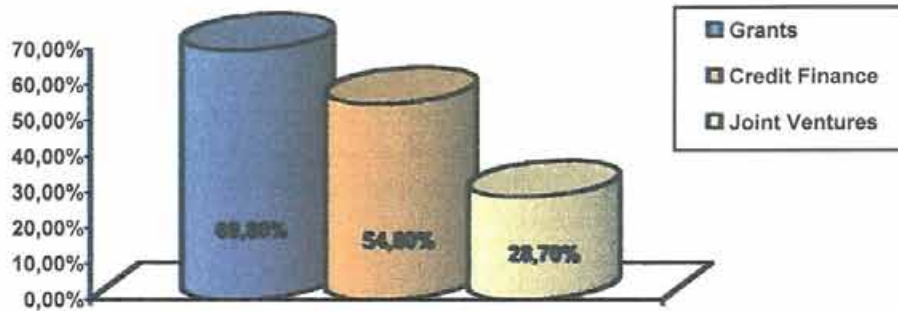
Joint Ventures with the Business Sector

Of the three sources of project funds, joint venture was the least utilized. On the aggregate, only 21 of the 73 cities (29%) had joint ventures with the private sector. Looking at the regional picture, the same pattern can be observed—only a few cities in Luzon, the Visayas, and Mindanao entered joint ventures.

Table 68. Projects by Source of Funding

Geographical Grouping	Frequency and % of Cities with Projects Funded by Grants	Frequency and % of Cities with Projects Funded by Credit Financing	Frequency and % of Cities with Projects Funded by Joint Ventures
Luzon (32)	19 (59.0%)	20 (62.0%)	7 (22.0%)
Visayas (25)	17 (68.0%)	10 (40.0%)	8 (32.0%)
Mindanao (16)	15 (94.0%)	10 (62.0%)	6 (38.0%)
TOTAL	51 (69.8%)	40 (54.8%)	21 (28.7%)

Figure 19. Percentage of Cities that Availed Funding for Projects, By Source



c. Increase in Tax Collection Efficiency Rate

Ideally, the amount of tax collection should equal the amount of tax projection or tax collectible. In reality, however, most LGUs are collecting less than what has been projected. This is a case of undercollection. At a glance, one can deduce that the efficiency rates of the cities in tax collection was below 100% in both 1999 and 2000 as manifested by the undercollections made by them. As seen in the table and figure below, only the cities in Mindanao had almost 100% tax collection efficiency rates in both years. The tax collection efficiency rate of the cities in Luzon slightly dropped in 2000 from the 1999 level. On the contrary, the tax collection efficiency rate of the Visayan cities improved markedly from 84% in 1999 to 93% in 2000. On the aggregate, the tax collection efficiency rate of the cities was two percentage points higher in 2000 from its 1999 level.

The tax collection efficiency rate of any LGU can be determined using the following computation formula:

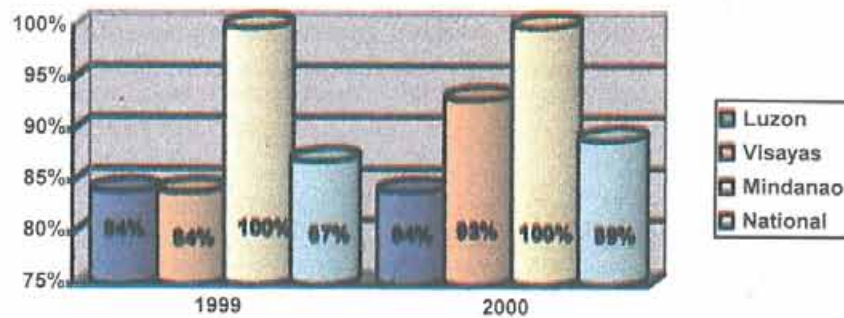
$$\text{Tax Collection Efficiency Rate} = \frac{\text{Actual Tax Collection}}{\text{Tax Collectibles}} \times 100$$

Table 69. Increase in Tax Collection Efficiency Rate

	Luzon	Visayas	Mindanao	National Total
Tax Projection 1999	P 9,249,697,388.63	P 4,156,049,967.73	P 3,003,897,155.62	P 16,409,644,512
Tax Collection 1999	P 7,775,094,681.34	P 3,479,098,607	P 2,997,479,649.14	P 14,251,672,937
Overcollection (+)/ Undercollection (-)	P -1,474,602,707.29 *(84.05%)	P -676,951,360.73 *(83.7%)	P -6,417,506.48 *(99.78%)	P -2,157,971,575 *(86.84%)
Tax Projection 2000	P 10,751,088,473.1	P 4,340,816,975.57	P 3,495,121,732.98	P 18,587,027,182
Tax Collection 2000	P 9,025,239,386.51	P 4,019,983,628.57	P 3,489,562,876.52	P 16,534,785,892
Overcollection (+)/ Undercollection (-)	P -1,725,849,086.59 *(83.95%)	P -320,833,347 *(92.61%)	P -5,558,856.46 *(99.84%)	P -2,052,241,290 *(88.96%)

*Collection Efficiency Rate

Figure 20. Tax Collection Efficiency Rates of Cities By Geographical Grouping and National Level, 1999 and 2000



d. Increase in Revenue from Local Sources

The small portion of locally or internally generated revenues in the total revenues manifests the dependency of the cities on outside sources of funds. The statistics on the table below reveals that only about one-third (32%) of the income of the Luzon cities came from local sources. In the case of the Visayan cities, it was over one-third (38%). Less than one-fourth (21%) of the income of the cities in Mindanao came from local sources. These statistics indicate further that the cities in Mindanao were most dependent on external sources of revenues. The implication is that 79% of the operations of the cities cannot be funded without revenues from outside sources like the IRA.

Figure 21. Percentage of Local Revenue to Total Revenues

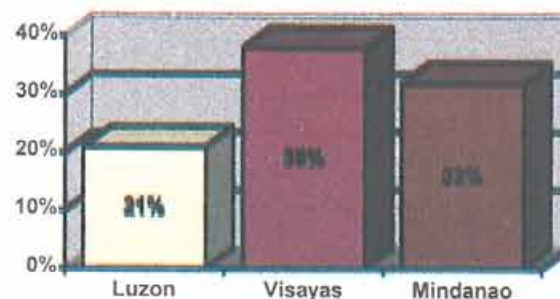


Table 70. Percentage of Local Revenues to Total Revenues

Geographical Grouping	Total Revenue 2000	Revenue from Local Sources 2000	Percentage of Local Income to Total Revenue
Luzon	P 13,871,527,886.48	P 4,409,324,503.62	32%
Visayas	8,552,672,323.54	3,218,479,800.33	38%
Mindanao	5,184,320,225.77	1,092,200,487.48	21%
TOTAL	P 27,608,520,436.00	P 8,720,004,791.00	32%

e. Profit Gained from Local Economic Enterprises

The cities in Luzon and Mindanao reported profits from their operations of economic enterprises, but the cities in the Visayas suffered losses. This information points out that the cities in the Visayas are in most need of technical assistance in transforming their economic enterprises into profit centers.

Table 71. Profit from LGU-run Economic Enterprises

Geographical Grouping	Profit from Economic Enterprises (1999)	Profit from Economic Enterprises (2000)
Luzon	P 619,575,718.69	P 682,962,892.29
Visayas	13,534,533.86	-5,897,108.42
Mindanao	116,071,753.91	139,887,889.32
TOTAL	P 749,182,006.50	P 876,953,673.18

f. Presence of Organizations on Crime/Fire Prevention and Disaster Preparedness

The presence of organizations for crime prevention was observed in many cities across the country—100% of the Mindanao cities, 96% of the Visayan cities, and 84% of the Luzon cities. The organizations on fire prevention and on disaster preparedness were also present in most cities.

Table 72. Presence of Organizations on Crime/Fire Prevention and Disaster Preparedness

Type of Organization	Luzon (32 cities)	Visayas (25 cities)	Mindanao (16 cities)	National Total
Organization on Crime Prevention	27 (84%)	24 (96%)	16 (100%)	67 (92%)
Organization on Fire Prevention	22 (69%)	23 (92%)	14 (88%)	59 (81%)
Organization on Disaster Preparedness	26 (81%)	24 (96%)	15 (94%)	65 (89%)

g. Bulletin Board Display of Financial Statement

Financial statements displayed on bulletin boards are an indicator of transparency in local governance. In the case of the cities, only 43 of the 73 cities (59%) displayed their financial statements on bulletin boards. The rest of the cities (30 cities or 41%) did not comply with this codal requirement.

- At the regional level, the highest percentage of cities with bulletin board display was in the Visayas, where 17 of the 25 cities (68%) complied with this requirement.

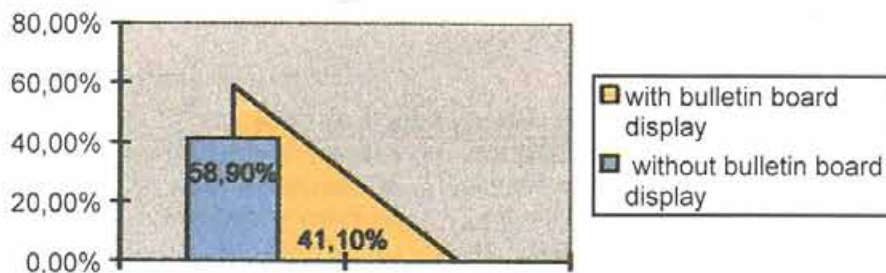
- Mindanao had the highest percentage of cities (50%) without bulletin board display of financial statements. This was closely followed by the cities of Luzon.

These findings indicate that there is much room for improvement in terms of transparency in city governance across the country.

Table 73. Bulletin Board Display of Financial Statement

Geographical Grouping	Frequency and Percentage of Cities <i>with</i> Bulletin Board Display of Financial Statement	Frequency and Percentage of Cities <i>without</i> Bulletin Board Display of Financial Statement
Luzon	18 (56.0%)	14 (44.0%)
Visayas	17 (68.0%)	8 (32.0%)
Mindanao	8 (50.0%)	8 (50.0%)
TOTAL	43 (58.9%)	30 (41.1%)

Figure 22. Percentage of Cities With/Without Bulletin Board Display of Financial Statement



High Level Outcome Indicators

The high level outcome indicators were divided into four sectoral categories: social, economic, protective, and environmental services.

a. Social Services

These were the indicators used:

- Percent increase in literacy rate
- Reduction in morbidity rate
- Reduction in mortality rate
- Reduction in infant mortality rate
- Reduction in maternal mortality rate

- Percentage of households with sanitary toilets
- Percentage of hospitals complying with standards
- Percentage of households with access to potable water supply
- Increase in the percentage of classrooms complying with standard

Literacy Rates in the Cities

In the year 2000, the literacy rate in the country was 97%. Only about one-third of the 73 cities (34%) had literacy rates that were within the national literacy rate, while almost half of them (49%) fell below the national rate. Another one-sixth of the cities had no data on this.

- Visayas and Mindanao registered the highest percentage of cities with literacy rates below the national literacy rate at 60% and 56%, respectively.
- Fifty percent of the cities in Luzon had literacy rates which were within or even above the national standard rate of 97%.
- Less than one-fifth of the cities (12 cities or 16%) did not know the literacy rates in their cities.

Table 74. Literacy Rates in the Cities

Geographical Grouping	No. and % of Cities with Literacy Rates that are Above or Within the National Literacy Rate	No. and % of Cities Whose Literacy Rates are Below the National Literacy Rate	NA
Luzon	16 (50%)	12 (38%)	4 (12%)
Visayas	5 (20%)	15 (60%)	5 (20%)
Mindanao	4 (25%)	9 (56%)	3 (19%)
TOTAL	25 (34%)	36 (49%)	12 (16%)

Changes in Morbidity, Mortality, Infant Mortality and Maternal Mortality Rates

Table 75 shows the diverse performance of health indicators in the cities of Luzon, the Visayas, and Mindanao.

- Of the four health indicators, it was the *infant mortality rate* that showed improvement in the cities across the three major island groupings—reductions in the average rates were noted from the previous year's rates.
- The average *mortality rate*, on the other hand, worsened in 2000 from previous year's levels. Increases ranging from 0.3% to 1.4% were noted across the cities in Luzon, the Visayas, and Mindanao.

- Mixed results were noted in the case of *morbidity* and *maternal mortality rates* as increases and decreases have been noted. *Maternal mortality rates* significantly decreased in Luzon and Mindanao cities, while it increased slightly in the Visayan cities. *Morbidity rates* increased markedly in the Visayan cities while it decreased slightly in the cities of Mindanao. There was no change in rates in the cities of Luzon.

Table 75. Percentage Increase/Decrease of Morbidity, Mortality, Infant Mortality, and Maternal Mortality Rates, By Geographical Grouping

Health Indicators	Luzon			Visayas			Mindanao		
	1999 Ave.	2000 Ave.	Inc (+) Dec (-)	1999 Ave.	2000 Ave.	Inc (+) Dec (-)	1999 Ave.	2000 Ave.	Inc (+) Dec (-)
Morbidity Rate	45.0	45.0	No change	16.50	20.60	+ (4.1)	17.6	18.3	+(0.7)
Mortality Rate	8.0	9.4	+ (1.4)	6.10	6.40	+(0.3)	4.2	4.9	+(0.7)
Infant Mortality Rate	10.3	9.2	- (1.1)	11.80	10.80	- (1.0)	11.4	8.7	-(2.7)
Maternal Mortality Rate	5.1	3.1	-(2.0)	0.85	1.07	+(0.22)	3.4	2.4	-(1.0)

Percentage of Households with Sanitary Toilets

- Not all the households in most cities across the country had toilets. Of the 73 cities, only one indicated that 100% of its households had toilets.
- Around 75 to 99% of the households in almost 50% of the cities had toilets.
- More than 50% of the households in seven cities did not have toilets.

These findings reflect the sorry state of sanitation in most households of the cities across the country.

Table 76. Percentage of Households with Toilets

Percentage Level of Households with Toilets	Frequency and % of Luzon Cities	Frequency and % of Visayan Cities	Frequency and % of Mindanao Cities	National Total
100	1 (03%)	0	0	1 (01.4%)
75-99	15 (47%)	13 (52%)	8 (50.0%)	36 (49.3%)
50-74	10 (31%)	9 (36%)	5 (31.2%)	24 (32.9%)
25-49	2 (06%)	2 (08%)	2 (12.5%)	6 (08.2%)
Below 25	1 (03%)	0	0	1 (01.4%)
NA	3 (09%)	1 (04%)	1 (06.3%)	5 (06.8%)
TOTAL	32	25	16	73 (100%)

Hospitals Complying with Standards

The figures on the table below indicate that at the national level, there were more cities that have hospitals which were not compliant with the standards. A significant number of cities also did not know whether their hospitals were complying or not with the standards.

Table 77. Hospitals Complying with Standards

Geographical Groupings	>100% Compliant	<100% Compliant	NA
Luzon	20 (63%)	7 (22%)	5 (16%)
Visayas	12 (48%)	10 (40%)	3 (12%)
Mindanao	12 (75%)	1 (06%)	3 (19%)
TOTAL	44 (60%)	18 (25%)	11 (15%)

Percentage of Households with Access to Potable Water

- Access to potable water appeared to be a problem in many households in the cities. Only three cities (4%) indicated that all their households had access to potable water.
- In 35 of the 73 cities (48%), 75 to 99% of households had access to potable water while, in 19 cities (26%), a lower percentage of households (50 to 74%) had access to potable water.
- There were six cities (five in Luzon and one in the Visayas) where access to potable water was a big problem. This was manifested by the low percentage level (below 50%) of their total households which had access to this basic need.

Table 78. Percentage of Households with Access to Potable Water

Percentage Level of Households with Access to Potable Water	Frequency and % of Luzon Cities	Frequency and % of Visayan Cities	Frequency and % of Mindanao Cities	National Total
100	2 (06%)	1 (04%)	0	3 (04.1%)
75-99	7 (22%)	16 (64%)	12 (75.0%)	35 (47.9%)
50-74	11 (34%)	5 (20%)	3 (18.7%)	19 (26.0%)
25-49	2 (06%)	0	0	2 (02.7%)
Below 25	3 (09%)	1 (04%)	0	4 (05.5%)
NA	7 (22%)	2 (08%)	1 (06.3%)	10 (13.7%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Increase in Percentage of Classrooms Complying with Standards

- Not all the classrooms in all the cities complied with the standard of one room for every 40 students. More than half of the cities in the country did not achieve this ratio. On the other hand, 100% of the classrooms in 14 cities (19 %) complied with the standards.
- The highest percentage of cities that have classrooms which did not comply with the standards was in the Visayas—64% of the cities indicated that not all their classrooms were of the right standard. The same was true in the case of 20 cities (63%) in Luzon.
- A substantial number of cities (16 cities or 22%) did not have any idea as to whether their classrooms were of the right standard. They may not have information or statistics on the matter.

Table 79. Classrooms with Standard Ratio vs. Total No. of Classrooms

Geographical Grouping	100%	<100%	NA
Luzon	3 (9%)	20 (63%)	9 (28%)
Visayas	7 (28%)	16 (64%)	2 (8%)
Mindanao	4 (25%)	7 (44%)	5 (31%)
TOTAL	14 (19%)	43 (59%)	16 (22%)

b. Economic Services

There were six indicators for economic services:

- Reduction in unemployment rate
- Increase in LGU's total income
- Percentages of markets complying with physical standards
- Percentages of slaughterhouses complying with National Meat Inspection Commission (NMIC) standards
- Increase in percentage of households with telephone
- Increase in percentage of households with electricity

Unemployment Rate

- There was a minimal increase in the unemployment rate in the cities, from 19.05% in 1999 to 19.27% in 2000.
- For the cities in Luzon, the increase was 0.6%, while the increase in Mindanao cities was more than 1%.

- It was only in the Visayan cities where there was a decrease in the unemployment rate of 1.31%, but it must be noted too that in spite of this, the Visayan cities registered the highest unemployment rate in the country.
- It was the cities of Mindanao that registered an unemployment rate closest to the national figure of 10.1% in 2000.

Table 80. Average Unemployment Rate, 1999-2000

Geographical Grouping	Average Rate in 1999	Average Rate in 2000	Increase (+) Decrease (-)
Luzon	20.15	20.87	+
Visayas	24.80	23.49	-
Mindanao	12.20	13.45	+
TOTAL	19.05	19.27	+

Increase in LGU's Total Income

- The aggregate income of the 73 cities in the year 2000 increased by 11.4% from their income in the preceding year.
- The cities in Luzon, the Visayas and Mindanao posted increases in income. The biggest increase, 17.6%, was recorded by the cities in the Visayas, and the lowest was that of the Luzon cities. In absolute values, however, the latter's total income was biggest at P15.1 billion in 2000, which is 51% of the national total.

Table 81. Increase in LGU Income

Geographical Grouping	1999	2000	Change (Increase)	Percent Increase
Luzon	P 13,993,880,227.94	P 15,155,517,847.31	P 1,161,637,619.37	8.3
Visayas	7,459,486,788.60	8,776,082,971.90	1,316,596,183.30	17.6
Mindanao	5,253,743,627.58	5,828,782,979.05	575,039,351.47	10.9
TOTAL	P 26,707,110,644.12	P 29,760,383,798.26	P 3,053,273,154.14	11.4

Markets and Slaughterhouses Complying with Standards

- As far as markets are concerned, Luzon cities had the best record in that there were at least four markets in each city that complied with the physical standards.
- Regarding slaughterhouses, the Mindanao cities had an edge over their counterparts in Luzon and Visayas by having an average of two slaughterhouse in each city that complied with NMIC standards.

- The Visayan cities appeared to have a dismal record in the number of markets and slaughterhouses that complied with standards.

Table 82. Ave. No. of Markets and Slaughterhouses Complying with Standards

Geographical Grouping	Ave. No. of Markets Complying with Physical Standards	Ave. No. of Slaughterhouses Complying with NMIC Standards
Luzon	4.07	1.3
Visayas	1.60	1.1
Mindanao	1.90	2.2

Households with Telephone Lines

Cities are supposed to be urban centers where there are state-of-the-art communication facilities and amenities. This is not the case of Philippine cities as far as telephones are concerned.

- Not one city in the country can boast that all of its households have telephone lines. At best, there were only four cities where 75 to 99% of their households were connected.
- In most cities (39 cities or 53%), 75% of households did not have telephone lines as manifested by the below-25% level of households with telephones.

Table 83. Percentage of Households with Telephone Lines

Percentage Level of Households with Telephone Lines	Frequency and % of Luzon Cities	Frequency and % of Visayan Cities	Frequency and % of Mindanao Cities	National Total
100	0	0	0	
75-99	1 (03%)	2 (08%)	1 (06.3%)	4 (05.5%)
50-74	1 (03%)	2 (08%)	0	3 (04.1%)
25-49	14 (44%)	2 (08%)	2 (12.6%)	18 (24.6%)
Below 25	12 (38%)	14 (56%)	13 (81.0%)	39 (53.4%)
NA	4 (13%)	5 (20%)	0	9 (12.3%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Households with Electricity

The absence of electricity in the households is not only true in the rural areas. Even the cities had households without electricity.

- There was one city in Mindanao that claimed that 100% of its households were energized.
- In 11 cities, most of which were in Luzon, 75 to 99% of households had electricity.
- In another nine cities, 50 to 74% of households had electric power.
- A large majority of the cities, however, did not know how many of their households had electricity.

Table 84. Percentage of Households with Electricity

Percentage Level of Households with Electricity	Frequency and % of Luzon Cities	Frequency and % of Visayan Cities	Frequency and % of Mindanao Cities	National Total
100	0	0	1 (06.3%)	1 (01.4%)
75-99	6 (19%)	1 (04%)	4 (25.0%)	11 (15.0%)
50-74	3 (09%)	4 (16%)	2 (12.6%)	9 (12.3%)
25-49	4 (13%)	3 (12%)	1 (06.3%)	8 (11.0%)
Below 25	0	0	0	0
NA	19 (59%)	17 (68%)	8 (50.0%)	44 (60.3%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

c. Protective Services

Six indicators were used for this service:

- Reduction in the average monthly crime rate
- Increase in crime solution efficiency rate
- Percentage of jails complying with standard space requirement for inmates
- Ratio of policeman to population
- Ratio of firemen to population
- Ratio of firetrucks to population

Reduction in the Average Monthly Crime Rate

This indicator cannot be included in this report because the cities used two different measurements—some indicated the frequency of commission of crimes, the others used percentage of crimes committed, and a few had no answers.

Crime Solution Efficiency Rate

- The average crime solution efficiency rate of the cities nationwide decreased from 91.03% in 1999 to 90.2% in 2000. Although the cities in Luzon and the Visayas posted increases in their crime solution efficiency, this was pulled down by the marked decline in the crime solution efficiency rate of the Mindanao cities.
- The cities in the Visayas appeared to have an edge over their counterparts in Luzon and Mindanao as far as solving crime was concerned.

Table 85. Average Crime Solution Efficiency Rates, 1999 and 2000

Geographical Grouping	Average in 1999	Average in 2000	Increase (+) Decrease (-)
Luzon	90.40	91.25	+
Visayas	93.30	93.81	+
Mindanao	89.40	85.54	-
NATIONAL AVERAGE	91.03	90.20	-

Jails Complying with Standards

The table below shows that the average number of jails complying with standard space requirement for inmate (3 sq. m. /inmate) in all the cities all over the country was less than one.

- The average number of jails compliant with the standards in the cities of Luzon and Mindanao was almost the same—0.73 and 0.71, respectively.
- The cities in the Visayas appeared to be most cramped since they had the lowest average of only 0.58%.

Table 86. Average Number of Jails Compliant with Standards

Geographical Grouping	Ave. No. of Jails Complying with Standards
Luzon	0.71
Visayas	0.58
Mindanao	0.73
NATIONAL AVERAGE	0.67

Ratio of Policeman to Population

The national standard for urban areas is that there should be one policeman for every 500 population. None of the cities was able to comply with this standard. The closest to the standard was one city in the Visayas with a ratio of 1:660. The second closest to the standard was a city in Luzon with a ratio of 1:735.

- Majority of the cities in the Visayas (60%) and Mindanao (56%) fell under the bracket of 1:1,000 to 1, 999 ratio of policeman to population.
- The worst ratio was found in one Luzon city, 1:6,192.

Table 87. Ratio of Policeman to Population

Policemen to Population Ratio	Luzon	Visayas	Mindanao	National Total
	Frequency and %	Frequency and %	Frequency and %	
1: 6,192	1 (03.13%)	0	0	1 (01.40%)
1: 3,000 +	0	3 (12%)	0	3 (04.11%)
1: 2,000 – 2,999	8 (25.00%)	2 (08%)	0	10 (13.70%)
1: 1,000 – 1,999	14 (43.70%)	15 (60%)	9 (56.3%)	38 (52.20%)
1: 700 – 999	9 (28.30%)	4 (16%)	6 (37.5%)	19 (26.00%)
1: 660	0	1 (04%)	0	1 (01.40%)
1: 500 (standard)	0	0	0	0
NA	0	0	1 (06.3%)	1 (01.40%)
TOTAL	32 (100.0%)	25 (100%)	16 (100%)	73 (100.0%)

Ratio of Fireman to Population

The number of firemen in the cities ranged from eight to 476. Table 88 shows that not a single city met the national standard of 1:1,200. The closest to the standard were six cities with a ratio of 1:<2,000.

- Firemen in all the cities were even rarer than the policemen.
- There was one city in the Visayas that was close to the standard—it had a ratio of 1:1,479.
- The worst ratio was registered in one city in Luzon, 1:28,710.
- In both Luzon and Mindanao, the mode was 1:4000-4,999, while in the Visayas the mode was 1:5000-5999, worse than the former.

All the cities were definitely in need of additional firemen to beef up their protective service force. An augmentation of firemen would make the cities more responsive.

Table 88. Ratio of Fireman to Population

Firemen to Population Ratio	Luzon	Visayas	Mindanao	National Total
	Frequency and %	Frequency and %	Frequency and %	
1: 28 710	1 (03.13%)	0	0	1 (01.4%)
1: 10 000 +	3 (09.40%)	2 (08%)	0	5 (06.8%)
1: 9 000 – 9 999	1 (03.13%)	1 (04%)	0	2 (02.7%)
1: 8 000 – 8 999	2 (06.30%)	1 (04%)	0	3 (04.1%)
1: 7 000 – 7 999	2 (06.30%)	1 (04%)	0	3 (04.1%)
1: 6 000 – 6 999	2 (06.30%)	2 (08%)	0	4 (05.5%)
1: 5 000 – 5 999	4 (12.50%)	6 (24%)	3 (18.8%)	13 (17.8%)
1: 4 000 – 4 999	7 (21.90%)	0	5 (31.3%)	12 (16.4%)
1: 3 000 – 3 999	5 (15.60%)	4 (16%)	3 (18.8%)	12 (16.4%)
1: 2 000 – 2 999	4 (12.50%)	3 (12%)	5 (31.3%)	12 (16.4%)
1: 1 900 – 1 999	0	1 (04%)	0	1 (01.4%)
1: 1 800 – 1 899	1 (03.13%)	1 (04%)	0	2 (02.7%)
1: 1 700 – 1 799	0	2 (08%)	0	2 (02.7%)
1: 1 479	0	1 (04%)	0	1 (01.4%)
1: 1 200 (standard)	0	0	0	0
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

Ratio of Firetruck to Population

Although there were 17 cities (23%) that complied with the national standard of one firetruck for every 28,000 population, a much larger number of cities (56 cities or 77%) fell below this standard. This shows the inadequacy of firetrucks in the cities. Not only were the cities wanting in fire fighters but also of fire fighting equipment.

- There were six cities in Luzon, nine in the Visayas, and two in Mindanao that met the national standard of 1:28,000. The worst two cases were both in Luzon—one city had a ratio of 1:157,904, while another had a 1: 123,794 ratio.

Table 89. Ratio of Firetrucks to Population

Firetrucks to Population Ratio	Luzon	Visayas	Mindanao	National Total
	Frequency and %	Frequency and %	Frequency and %	
1: 157 904	1 (03.1%)	0	0	1 (01.4%)
1: 123 794	1 (03.1%)	0	0	1 (01.4%)
1: 105 286	0	1 (04%)	0	1 (01.4%)
1: 90 000 – 99 999	2 (06.3%)	0	0	2 (02.7%)
1: 80 000 – 89 999	2 (06.3%)	1 (04%)	0	3 (04.1%)
1: 70 000 – 79 999	3 (09.4%)	3 (12%)	0	6 (08.2%)
1: 60 000 – 69 999	2 (06.3%)	2 (08%)	2 (12.5%)	6 (08.2%)
1: 50 000 – 59 999	4 (12.5%)	1 (04%)	5 (31.3%)	10 (13.7%)
1: 40 000 – 49 999	4 (12.5%)	5 (20%)	2 (12.5%)	11 (15.1%)
1: 30 000 – 39 999	6 (18.8%)	3 (12%)	3 (18.8%)	12 (16.4%)
1: 28 001 – 29 999	1 (03.1%)	0	2 (12.5%)	3 (04.1%)
1: 28 000 (standard)	6 (18.8%)	9 (36%)	2 (12.5%)	17 (23.3%)
TOTAL	32 (100%)	25 (100%)	16 (100%)	73 (100%)

d. Environmental Protection Services

There was only one indicator used under the environmental protection service. This was the reduction in the number of reported cases of violations of environmental laws.

Violations of various environmental laws:

- In the cities in Luzon and Mindanao, the only violation of an environmental law that showed an increase was the practice of *kaingin* or the burning and cutting of trees normally in the mountains.
- In the cities of the Visayas, increases in violations concerning mangrove destruction, destruction of endangered species, and toxic waste disposal were noted.

Good News

- Illegal logging violations in Luzon cities decreased significantly by 34% from 17.2 cases in 1999 to 11.2 cases in the year 2000.
- Illegal fishing decreased by 28% in 2000 in the cities of Luzon and it also decreased slightly in the cities of Visayas and Mindanao.

Bad News

- In Luzon cities, the slash and burn practice (*kaingin*) got worse in 2000 as cases of violations increased to 142% from an average of 45.75 cases in 1999 to 110.7 cases in the following year.
- Incidents of improper toxic waste disposal more than tripled in the cities in the Visayas from an average of five cases in 1999 to 19 cases in 2000.

Table 90. Average Number of Environmental Laws Violations in Luzon Cities, 1999-2000

Type of Environmental Law Violation	1999 Average	2000 Average	Increase (+) Decrease (-)
<i>Kaingin</i>	45.75	110.70	+
Illegal Logging	17.20	11.20	-
Illegal Fishing	27.90	19.60	-
River Water Pollution	13.30	9.90	-
Destruction of Mangroves	12.00	6.00	-
Destruction of Endangered Species	3.50	3.00	-
Industrial Pollution	9.70	7.10	-
Littering	361.40	320.90	-
Improper toxic waste disposal	15.00	10.25	-
Tree cutting	2.75	2.80	-

Table 91. Average Number of Environmental Laws Violations in the Visayan Cities, 1999-2000

Type of Environmental Law Violation	1999 Average	2000 Average	Increase (+) Decrease (-)
<i>Kaingin</i>	2.00	1.0	-
Illegal Logging	1.80	1.2	-
Illegal Fishing	21.80	19.1	-
River Water Pollution	11.75	9.4	-
Destruction of Mangroves	0	1.0	+
Destruction of Endangered Species	0	1.0	+
Industrial Pollution	3.50	2.0	-
Littering	4335.00	1488.0	-
Improper toxic waste disposal	5.00	19.0	+
Tree cutting	3.50	1.8	-

Table 92. Average Number of Environmental Laws Violations in Mindanao Cities, 1999-2000

Type of Environmental Law Violation	1999 Average	2000 Average	Increase (+) Decrease (-)
<i>Kaingin</i>	26.5	33.25	+
Illegal Logging	10.0	9.40	-
Illegal Fishing	16.9	13.60	-
River Water Pollution	1.0	1.00	No change
Destruction of Mangroves	3.0	3.00	No change
Destruction of Endangered Species	2.0	1.50	-
Industrial Pollution	3.0	1.00	-
Littering	3776.0	3762.00	-
Improper toxic waste disposal	2.0	0	-
Tree cutting	3.0	1.70	-

PART THREE – SUMMARY AND CONCLUSIONS

SUMMARY OF FINDINGS

The essential value of self-assessment tools is that it enables local governments to take an honest look at themselves and determine their performance at a certain point in time. Using overall policies as the benchmarks—in this case, the Local Government Code of 1991—local governments likewise develop their own benchmarks and standards against which to measure themselves. Strengths and weaknesses are identified and these provide the basis for identification of areas of improvement and strategic interventions.

Strengths and Weaknesses

Based on the findings, the following were the strengths and weaknesses of the cities:

I. On Inputs

Strengths

One positive finding in the assessment was the presence of Certified Income and Expenditures in all the 73 cities. This is an important financial document that describes their financial status and it also serves as an important input to decision making.

Another positive finding pertained to the compliance of the cities with the creation of the six Local Special Bodies (LSBs). All the 73 cities had created the six LSBs in their localities. These are indispensable inputs or mechanisms for people's participation and, for that matter, participatory governance.

Weaknesses

The percentage of cities that complied with the prescribed number of mandatory offices as well as mandatory positions was far from desirable. The percentage of cities that fully complied with the former ranged from 69% to 80%, while that of the latter ranged from 40% to 63%. After nine years of the implementation of the Code, a significant number of cities were yet to comply fully with these requirements. The implication of this finding is that the absence of some mandatory offices and positions would translate to the non-delivery of some services which are basic to the localities. This therefore deprives the citizens of the services they should be getting from their city governments.

Although all the 73 cities had organized their LSBs, only 58% to 71% of them fully complied with the prescribed membership of these special bodies. This means that some of their

special bodies still lacked some of the required members. This problem must be addressed unconditionally to give meaning to participatory governance, which is an element of good urban governance.

Another weakness of the cities pertained to their coverage of their barangays as far as their Information Education Campaign (IEC) activities were concerned. Only 69% to 84% of the 73 cities were able to cover all their barangays. Bringing the government closest to the people through IEC activities should be carried out even to the remotest barangays in the cities.

II. On Processes

1. Development Planning

Strengths

One of the indicators of the development planning capacity of the cities was the presence of Annual Investment Program, the document that spells out the priority investment areas of the city governments. All the 73 cities had this important tool for development planning.

The Annual Development Plan was also observed to be present in almost all the cities, that is 96% of the cities. It is interesting to note that while the Annual Investment Program (AIP) was present in all cities, the Annual Development Plan from which the AIP was based was not present in all the cities.

Weaknesses

A major weakness of the cities as far as development planning is concerned was the absence of a Data Bank System in a significant number of cities. Only 75% had data banking systems.

Planning Policies and Guidelines and the Comprehensive Land Use Plan (CLUP) were also missing in 18% and 11%, respectively, of the cities. These planning tools are important since they serve as guide for the city governments in their development efforts.

It is important to note that Mindanao cities performed well in terms of the planning policies and guidelines, annual investment program, and annual development plan. All the Mindanao cities, except one, had CLUPs.

2. Local Fiscal Administration

Strengths

There were eight indicators that were used to measure the internal capacity of the city governments in local fiscal administration. Based on these indicators, the findings show that there is room for improvement regarding the performance of the cities in local fiscal administration. It was only in the presence of Local Revenue Code where the cities showed strength. In Mindanao, particularly, 100% of the cities had this document.

Weaknesses

The weakest point of the cities appeared to be in the area of computer-based financial management system. It seemed that the expertise and technology requirement for computerization was yet to be developed in most cities.

Another weakness was in the formulation of an annual revenue plan. This points to the inability of a significant number of cities to plan how much revenues they should generate to support their annual operations and programs, as well as the strategies on how to meet their revenue targets. If local autonomy is to be promoted, the cities must strive to innovate in revenue generation and not merely rely on external sources like the Internal Revenue Allotment.

In the case of revenue allocation and utilization, compliance with the prescribed Personal Services (PS) allocation remains wanting. Although a greater number and percentage of the cities regardless of income class complied with the PS limitation, the ideal is that all of them should comply with this budgetary requirement, as it is a prescription of the Code. Non-compliance with the PS cap is also a telling sign of overstaffing. It is therefore logical for the cities to trace the roots of non-compliance for them to be able to address the problem with appropriate measures.

Still on revenue utilization, it was observed also that not all of the cities paid their loan amortizations on time. There were more cities though that paid their loan amortizations on time.

3. Organization and Management

Strengths

Compared with the other indicators on organization and management, the cities appeared to be relatively strong in having LGU-initiated training programs. This was present in all the 16

cities in Mindanao, while 92% and 81% of the cities in the Visayas and Luzon, respectively, had also initiated training programs. This is a good opportunity for the cities to examine the type and quality of training programs that they initiate. There must be a conscious effort to link this up with their human resource development (HRD) plan. Their training programs should not be one-shot but it should lead to the capacity building of their institutions.

With regards to communications equipment, like radios, cellphones, and fax machines, the cities were not wanting.

Almost all the cities had computers, typewriters, and copying machines. Almost all had serviceable vehicles: firetrucks (96%), ambulances (96%), service vehicles (99%), motorcycles (92%), garbage trucks (96%), and patrol cars (93%).

The cities were relatively strong concerning window services particularly the issuance of civil registry certificates. Most of them, especially the Visayan cities, had one-day processing time, which reflected their ability to streamline their systems and procedures. The cities with more than one-day processing time can still improve their systems and procedures.

Weaknesses

In the issuance of mayor's permit, the performance of many cities was less impressive compared to their performance in the issuance of civil registry certificates. A lower percentage of cities (50% in Mindanao, 59% in Luzon, 76% in the Visayas) had one-day processing time. In this regard, many cities need to implement enhancement measures to cut down red tape. This is crucial to the competitiveness of the cities. If they want to attract more investments, this is one area that they should try to improve.

The formulation of a Manual of Operations appeared to be a weakness among the cities since less than 50% of them had this document. This means that more than 50% of the cities had no reference document to use in case questions or doubts arise concerning office procedures or operations.

Another weakness was in the crafting of an operational HRD plan. Not all the cities had an operation plan; only 57% of them indicated having this plan. This implies that not all cities had clear career development program for their employees.

4. Local Legislation

Strengths

The cities appeared to be strong in terms of having Internal Rules of Procedure and Program-related Resolutions. At least 90% of the 73 cities had this document in their possession.

Another positive point among the cities was their performance on tax ordinance enactment vis-a-vis conduct of public hearings. The ratio for most of the cities was one to one, while there were cities with a ratio of more than one, meaning the number of public hearings that they had conducted was greater than the number of tax ordinances enacted. This practice reflected the consultative character of the cities as they made it a point to consult their constituents on matters that affect them.

All the cities complied with the codal requirement of conducting regular sessions at least once a week. Some of them even conducted more than once.

Weaknesses

The performance of the cities in producing an environmental code was not impressive. Very low percentages of cities across the country (25% to 40%) were able to do so. This has a strong implication on the environmental protection program of the cities. A legal framework must support every city's environmental program and if this legal instrument is not present, issues and problems on the implementation of environmental programs cannot be resolved.

The other weak areas among the cities were on the enactment Local Administrative Code, Investment Code, and the drafting of a Legislative Agenda. A significant number of cities have yet to come up with these legislative tools.

III. On Outputs: Goods and Services Produced

There were four major types of goods and services delivered by the cities, namely, social services, economic services, environmental services, and protective services.

1. Social Services

Strengths

The provision of social infrastructures, facilities, and services—like health centers, senior citizens affairs, women's and children's desks, parks, public comfort rooms—was quite impressive since these were present in almost all cities.

Almost all the cities had higher number of beneficiaries in many of its health programs in 2000 compared with the 1999 figures.

It is also important to note that there were mixed results concerning the beneficiaries of programs against HIV-AIDS, sexually transmitted diseases, and TB. Increased number of patients with HIV-AIDS, sexually transmitted diseases, and TB were noted in Luzon cities. In the cities of Mindanao, the number of patients with sexually transmitted diseases decreased, while the number of HIV-AIDS patients increased. In the cities of the Visayas, the number of TB and HIV-AIDS patients decreased.

Sports facilities were not wanting in almost all of the 73 cities. Basketball courts, tennis courts, swimming pools, pelota courts, and sports complexes were present in the cities of Mindanao and the Visayas. In Luzon, 88% of the cities had all these sports facilities.

The *lupong tagapamayapa*, the body in charge of settling social disputes at the barangay level, was present in almost all the barangays of the cities. This body was present in all the barangays of all the cities of Visayas and Mindanao. In Luzon, 96% of the cities had this in all their barangays.

Weaknesses

In terms of social facilities, only a few cities had vocational and technical schools, museums, rehabilitation centers, socio-cultural centers, and traffic signals. These were the facilities which were scarce in many cities. With the uncontrolled rate of urbanization and its attendant problems, urban facilities like traffic signals are truly needed to be installed.

Another weakness that was observed was the relatively low percentage of cities where day care center facilities were present in all barangays. A little over 50% of the cities had this facility for pre-school children in all their barangays. Although, this is mandated by law, not all the cities were able to comply.

2. Economic Services

Strengths

The most common agricultural support services provided by the cities were dispersal of livestock, which were present in all the cities of Mindanao and the Visayas, and seedling nursery, which were present in almost all cities in Luzon, the Visayas, and Mindanao.

Regarding livelihood programs, the cities were strong in the provision of skills training and animal dispersal.

Road maintenance was strong in both the cities in the Visayas and Mindanao. Luzon cities appeared weak in this but its because their total length of roads was twice that of the Visayas and Mindanao cities combined.

The performance of the cities in the collection of fees from markets and slaughterhouses produced mixed results. While the cities in the Visayas and Mindanao posted increases in collections from the 1999 level, the cities in Luzon registered decreases of 21% in market fees and 7% in slaughterhouse fees.

Weaknesses

Local economic enterprises—such as electric, water, and telephone systems—were rare in a large majority of the cities. The cities seemed to have avoided venturing into these types of public enterprises. (On the other hand, this should not be interpreted as a weakness of the cities because experience shows that these types of enterprises are better left to the private sector or at least to quasi-public bodies).

3. Protective Services

Strengths

Of the three indicators under the protective services, the cities were strong in two areas: the presence of anti-drug abuse councils, and the conduct of barangay visitations.

One hundred percent of the cities in Mindanao and Visayas had anti-drug abuse, while 87% of Luzon cities had them.

The cities had made an average of 96.3 visits to their barangays for the year 2000.

Weaknesses

The presence of organized employees associations or unions was not that common in all cities. Although almost all the cities in Mindanao had them, only 66% of the cities in Luzon and 68% of the cities in the Visayas had organized employees associations.

4. Environmental Protection Services

Strengths

Garbage collection and disposal is a basic function of the cities. This service was provided in all the cities of the Visayas and Mindanao and in almost all cities of Luzon.

Weaknesses

Though garbage collection and disposal service was provided by almost all the 73 cities, the cities were not able to cope up with the volume of garbage generated in their localities. The uncollected garbage found their way on the city streets, with 47% of the cities admitting that there were garbage dumped along their streets.

Another weak point of the city was on the state of their sewerage system. Almost 50% of the cities admitted that they did not have a functional sewerage system.

IV. Outcomes: Results and Impacts of Local Service Delivery

A. Intermediate Level Outcomes

1. Inventory of Programs and Projects:

a. Social Development Programs

Most Performed Programs

Sports development and disaster preparedness were the top two programs in the cities, outranking socialized housing and gender and development programs.

b. Economic Development Programs

Most Performed Programs

Road construction and maintenance and skills training were the two most performed economic development programs in the cities.

c. Environmental Protection Programs

Most Performed Programs

Tree planting and Clean and Green were the two most common programs in all the cities across the country. In addition, reforestation was commonly performed in the Visayas, and disaster preparedness in the cities in Mindanao.

Least Performed

Proper disposal of toxic waste materials was the least performed program in the cities across the country.

d. Protective Services

Most Performed Programs

Crime prevention, fire prevention, and street lighting programs were all performed by 100% of the cities in Mindanao and the Visayas. In Luzon, almost all the cities performed these programs.

2. Fund Sources for City Projects

Grants appeared to be the number one source of funds for projects especially in the cities of Mindanao, where 15 of the 16 cities availed of grants.

Joint ventures with the business sector was the least explored source of funding. It was only utilized by 29% of the cities.

3. Tax Collection Efficiency Rates

All the cities in Luzon, the Visayas, and Mindanao were not able to collect the projected amount of taxes that they set. Their actual collections were lower than the projected tax collectibles. This reflects the seeming inefficiency of the cities in tax collection.

4. Revenue from Local Sources Vis-à-vis Total Revenues

On the aggregate, the revenues of the cities from local sources were only 32% of their total revenues. This means that without the external sources of funds, about 68% of city operations cannot be funded. This also reflects the high dependency of the cities on external revenues.

5. Presence of Organizations on Crime/Fire Prevention and Disaster Preparedness

The cities were quite strong as far as the presence of crime prevention organizations was concerned since 100% of the cities in Mindanao, 96% in the Visayas, and 84% in Luzon had this organization.

Except in Luzon, the presence of fire prevention organizations was high in the cities in the Visayas and Mindanao.

6. Bulletin Board Display of Financial Statement

This is one area where the cities appeared to be relatively weak. Only 59% of the cities displayed their financial statements on bulletin boards. For transparency purposes, 41% of the cities need to improve in this aspect.

B. High Level Outcomes

1. Social Services

a. Literacy Rates

Only 34% of the 73 cities had literacy rates which are above and within the 97% national standard. Almost 50% fell below the standard, while the rest did not know where they stood.

b. Classrooms-with-Standard Ratio

Not all the classrooms in 59% of the cities conformed to the standard of one classroom for every 40 students. Only 19% of the cities had all their classrooms compliant with the standard.

c. Hospitals Complying with the Standard

In 60% of the cities, all the hospitals were compliant with the standard, while not all the hospitals in 25% of the cities were compliant. Fifteen percent of the cities did not have this information.

2. Economic Services

a. Unemployment Rate

The average unemployment rate in the cities was 19.27% in 2000. This was way beyond the 10% unemployment rate of the country in same year.

b. Increase in LGU's Total Income

In terms of absolute amounts, all the cities registered an increase in their incomes. Nationwide, the cities posted an 11% increase in the year 2000 compared with the 1999 level of income.

3. Protective Services

a. Crime Solution Efficiency Rate

The national average in crime solution efficiency rate was 90.2% in 2000, which is slightly lower from the 91% crime solution efficiency rate in 1999.

b. Jails Complying with Standards

The national average of jails that complied with standard space requirement for inmates was below one. This explains the presence of congested jails in the cities.

c. Ratio of Policeman to Population

All the cities did not meet the standard ratio of one policeman for every 500 population. The closest to the standard was one city which had 1: 660.

d. Ratio of Fireman to Population

Similarly, not a single city was able to meet the national standard of one fireman for every 1,200 population.

f. Ratio of Fire Truck to Population

A large majority of the cities fell below the national standard of one firetruck for every 28,000 population, but, at least, there were 17 cities that were able to meet this standard.

4. Environmental Protection Service

a. Violations of Environmental Laws:

Illegal logging violations decreased by 35% in Luzon cities and negligibly decreased in the cities of the Visayas and Mindanao. Cases of illegal fishing also decreased in Luzon, Visayas, and Mindanao cities at varying levels.

On the other hand, cases of *kaingin* increased in Luzon and Mindanao cities, while improper toxic waste disposal increased in the Visayan cities.

Priority Areas for Attention

The LPPMS framework does not show a one-to-one correspondence of inputs/processes vis-à-vis outputs and outcomes. Outputs and outcomes like the presence of social, economic, environmental and protective services, increased tax collections, improved mortality, literacy, unemployment rates for instance, cannot be directly attributed as an offshoot of the presence of inputs and processes like the presence of administration building, office equipment, vehicles, LCE Budget Message, Certified Statement of Income and Expenditure, planning policies and guidelines, data bank system, manual of operations, CLUP, investment plan (among others) and also compliance to prescribed offices, positions and special bodies to name some.

Nonetheless, the results of the LPPMS are telling signs of the capacity gaps that must be addressed by the LGUs themselves and by relevant national government agencies like the Department of the Interior and Local Government, Department of Finance, National Economic Development Authority, Department of Environment and Natural Resources, among others.

Based on the summary of findings, the cities had numerous weaknesses which serve as the areas needing immediate attention or intervention. The tables below identify these priority areas for attention and intervention by appropriate authorities and stakeholders.

Table 93. Priority Areas for Attention: Luzon Cities

Focus of Assessment	Weaknesses
I. Inputs and Processes	<p>1) Low level of compliance with :</p> <ul style="list-style-type: none"> ➤ Prescribed number of mandatory offices ➤ Filling up of prescribed mandatory positions ➤ Membership of the Local Development Council <p>2) Low percentage of cities with:</p> <ul style="list-style-type: none"> ➤ Data bank system ➤ Annual revenue plan ➤ Computer-based financial management system ➤ Timely loan repayment ➤ Manual of operations ➤ Operational HRD plan ➤ Approved annual work and financial plan of their offices ➤ 2-3 serviceable fire trucks ➤ One-day processing time of civil registry certificates and mayor's permits ➤ Legislative Agenda ➤ Local Administrative Code ➤ Environmental Code ➤ Investment Incentive Code
II. Outputs	<p>1) Absence of the following facilities in a large majority of the cities:</p> <ul style="list-style-type: none"> ➤ Vocational schools/technical schools ➤ Traffic signals ➤ Rehabilitation centers ➤ Socio-cultural centers ➤ Museums <p>2) Increased incidence of HIV-AIDS and sexually transmitted diseases: patients increased significantly by 17% and 23.6%, respectively.</p> <p>3) Increased percentage of <i>Operation Timbang</i> beneficiaries by 30% which implied a significant growth in the young population</p> <p>4) Low percentage of cities where the day care center was present in all barangays</p> <p>5) Low percentage of cities where economic enterprises on utilities were present</p> <p>6) Low percentage of city roads maintained vis-à-vis total length of city roads.</p> <p>7) Low percentage of cities with organized employees organizations/unions</p> <p>8) A large number of cities with garbage dumped along their streets.</p> <p>9) A large number of cities and with no functional sewerage system</p> <p>10) Very low percentage of cities that conduct daily, weekly and even monthly inspection of sewerage system.</p>

III. Intermediate Level Outcomes	<p>On Social Development Programs</p> <ul style="list-style-type: none"> ➤ Least performed programs were socialized housing and gender and development <p>On Economic Development Programs</p> <ul style="list-style-type: none"> ➤ Least performed program was cottage industries <p>On Environment Protection Programs</p> <ul style="list-style-type: none"> ➤ Least performed programs were: artificial reefs, mangrove preservation, toxic and hazardous waste disposal program, desilting of rivers, <i>kaingin</i> prevention <p>On Fiscal Matters:</p> <ul style="list-style-type: none"> ➤ <i>Fund Sources for City Projects</i> <p>Least tapped or utilized was joint ventures with the private sector and grants</p> <ul style="list-style-type: none"> ➤ <i>Tax Collection Efficiency Rate</i> <p>Actual collection was lower than target collection and efficiency rate was 84% (meaning 16% of tax collectibles was not collected)</p> <ul style="list-style-type: none"> ➤ <i>Percentage of Local Revenues to Total Revenues</i> <p>High dependence on external fund sources: Only 32% of the total revenues came from local sources</p> <ul style="list-style-type: none"> ➤ <i>Display of Financial Statements</i> <p>High percentage of cities without bulletin board display of financial statements</p>
IV. High Level Outcomes	<p>On Social Services:</p> <ul style="list-style-type: none"> ➤ Literacy Rate: Only 50% of the cities had literacy rate that was within or above the 97% national standard ➤ Mortality Rate: It worsened from 8% in 1999 to 9.4% in 2000 ➤ Households with Sanitary Toilets: Only one (1) city claimed that all its households had sanitary toilets ➤ Households with Access to Potable Water: Only 2 of the 32 cities (6%) claimed that all their households had access to potable water. ➤ Classrooms Complying to Standard Ratio: Only 3 of the 32 cities (9%) had all their classrooms compliant to the 1:40 standard

	<p>On Economic Services:</p> <ul style="list-style-type: none"> ➤ Unemployment rate was much higher (21%) than the national rate (10.1%) ➤ Only 1.3 of the slaughterhouses in the cities complied with NMIC standard ➤ Very low percentage of cities with households that had telephone connections ➤ Only 19% of the cities had 75-99% of their households with electricity <p>On Protective Services:</p> <ul style="list-style-type: none"> ➤ The average number of jails compliant with standard space requirement for inmate was below one (1). ➤ None of the Luzon cities complied with the 1:500 police to population ratio ➤ None of the Luzon cities complied with the 1:1,200 fireman to population ratio ➤ Only 6 of the 32 Luzon cities complied with the 1:28,000 standard for fire truck to population ratio <p>On Environmental Protection Services:</p> <ul style="list-style-type: none"> ➤ <i>Kaingin</i> violations increased from an average of 46 cases in 1999 to an average of 111 in 2000.
--	---

Table 94. Priority Areas for Attention: Visayan Cities

Focus of Assessment	Weaknesses
I. Inputs and Processes	<p>1) Low level of compliance with :</p> <ul style="list-style-type: none"> ➤ Filling up of prescribed mandatory positions ➤ Membership of the Pre-qualification, Bids and Awards Committee (PBAC) ➤ Prescribed PS Allocation Limitation <p>2) Low percentage of cities with:</p> <ul style="list-style-type: none"> ➤ Planning policies and guidelines ➤ Computer-based financial management system ➤ Timely loan repayment ➤ Manual of operations ➤ Operational HRD plan ➤ Approved annual work and financial plan of their offices ➤ 2-3 serviceable fire trucks ➤ Legislative Agenda ➤ Local Administrative Code ➤ Environmental Code ➤ Investment Incentive Code

II. Outputs	<p>1) Absence of the following facilities in a large majority of the cities:</p> <ul style="list-style-type: none"> ➤ Vocational schools/technical schools ➤ Traffic signals ➤ Rehabilitation centers ➤ Museums <p>2) Increased incidence of sexually transmitted diseases and leprosy</p> <p>3) Only 52% of the cities had day care centers in all their barangays</p> <p>5) Low percentage of cities where economic enterprises on utilities were present</p> <p>6) Low percentage of cities with organized employees organizations/unions</p> <p>7) More than 50% of the cities had garbage dumped along their streets.</p> <p>9) More than 50% of the cities had no functional sewerage system</p> <p>10) Very low percentage of cities that conduct daily, weekly and even monthly inspection of sewerage system.</p>
III. Intermediate Level Outcomes	<p>On Social Development Programs</p> <ul style="list-style-type: none"> ➤ Least performed program was gender and development <p>On Economic Development Programs</p> <ul style="list-style-type: none"> ➤ Least performed program was provision of short-term loans (micro-finance) <p>On Environment Protection Programs</p> <ul style="list-style-type: none"> ➤ Least performed programs were: proper disposal of toxic waste, dredging, desilting of rivers and disaster-preparedness. <p>On Fiscal Matters:</p> <ul style="list-style-type: none"> ➤ <i>Fund Sources for City Projects</i> <p>Least tapped or utilized sources of project funds were joint ventures with the private sector and credit finance</p> <ul style="list-style-type: none"> ➤ <i>Percentage of Local Revenues to Total Revenues</i> <p>Low revenue generation capacity: Only 38% of the total revenues came from local sources</p> <ul style="list-style-type: none"> ➤ <i>Profit from LGU Economic Enterprises</i> <p>Non-profitable local economic enterprises: Visayan cities incurred a loss of P5.8M</p>

<p>IV. High Level Outcome</p>	<p>On Social Services:</p> <ul style="list-style-type: none"> ➤ Literacy Rate: Only 20% of the cities had literacy rate that was within or above the 97% national standard ➤ Morbidity Rate worsened from 16.5% in 1999 to 20.6% in 2000 ➤ Maternal Mortality Rate also worsened from .85% in 1999 to 1.07% in 2000 ➤ Households with Sanitary Toilets: 52% of the cities claimed that 75-99% of their households had sanitary toilets ➤ Households with Access to Potable Water: Only one of the 25 cities claimed that all its households had access to potable water. ➤ Classrooms Complying to Standard Ratio: Only 7 of the 25 cities had all their classrooms compliant to the 1:40 standard <p>On Economic Services:</p> <ul style="list-style-type: none"> ➤ Unemployment rate was 23.49 % much higher than the national unemployment rate of 10.1% ➤ Only 1.1 of the slaughterhouses in the cities complied with NMIC standard while only 1.6 of the markets complied with the physical standard ➤ Only one (1) city had all its households energized (with electricity) ➤ Only 6 cities had 25 to 99% of their households that had telephone connections <p>On Protective Services:</p> <ul style="list-style-type: none"> ➤ The average number of jails compliant with standard space requirement for inmate was .58 or below one (1). ➤ None of the Visayan cities complied with the 1:500 police to population ratio ➤ None of the Visayan cities complied with the 1:1,200 fireman to population ratio ➤ Only 9 of the 25 Visayan cities complied with the 1:28,000 standard for fire truck to population ratio <p>On Environmental Protection Services:</p> <ul style="list-style-type: none"> ➤ Cases of improper toxic waste disposal increased significantly from an average of 5 cases in 1999 to 19 in 2000
-------------------------------	--

Table 95. Priority Areas for Attention: Mindanao Cities

Focus of Assessment	Weaknesses
I. Inputs and Processes	1) Low level of compliance with the : <ul style="list-style-type: none"> ➤ Prescribed number of mandatory offices ➤ Filling up of prescribed mandatory positions ➤ Membership of the Local School Board, Prequalification, Bids and Awards Committee ➤ Prescribed PS Allocation Limitation 2) Low percentage of cities with IEC in all their barangays 3) Low percentage of cities with: <ul style="list-style-type: none"> ➤ Data bank system ➤ Annual revenue plan ➤ Computer-based financial management system ➤ Manual of operations ➤ Operational HRD plan ➤ Approved annual work and financial plan of their offices ➤ 2-3 serviceable fire trucks ➤ One-day processing time of civil registry certificates and mayor's permits ➤ Legislative Agenda ➤ Local Administrative Code ➤ Environmental Code ➤ Investment Incentive Code
II. Outputs	1) Absence of the following facilities in a large majority of the cities: <ul style="list-style-type: none"> ➤ Vocational schools/technical schools ➤ Traffic signals ➤ Rehabilitation centers ➤ Socio-cultural centers ➤ Museums ➤ Reading centers 2) Increased incidence of HIV-AIDS: patients increased significantly by 5% 3) Increased incidence of TB: patients increased markedly by 17% 4) Low percentage of cities where economic enterprises on utilities were present 5) High percentage of cities (50% of the 16 cities) had no functional sewerage system 6) Very low percentage of cities that conduct daily, weekly and even monthly inspection of sewerage system.
III. Intermediate Level Outcomes	On Economic Development Programs <ul style="list-style-type: none"> ➤ Least performed program was cottage industries

	<p>On Environment Protection Programs</p> <ul style="list-style-type: none"> ➤ Least performed programs were: toxic and hazardous waste disposal, desilting, proper disposal of toxic waste materials, pollution control program <p>On Fiscal Matters:</p> <ul style="list-style-type: none"> ➤ <i>Fund Sources for City Projects</i> <p>Least tapped or utilized was joint ventures with the private sector</p> ➤ <i>Percentage of Local Revenues to Total Revenues</i> <p>Only 21% of the total revenues came from local sources, the lowest among the three island groups</p> ➤ <i>Display of Financial Statements</i> <p>High percentage of cities (50%) without bulletin board display of financial statements</p>
<p>IV. High Level Outcomes</p>	<p>On Social Services:</p> <ul style="list-style-type: none"> ➤ Literacy Rate: Only 25% of the cities had literacy rate that was within or above the 97% national standard ➤ Mortality Rate: It worsened from 4.2% in 1999 to 4.9% in 2000 ➤ Households with Sanitary Toilets: Not one city claimed that all its households had sanitary toilets ➤ Households with Access to Potable Water: No city claimed that all its households had access to potable water. ➤ Classrooms Complying to Standard Ratio: Only four of the 16 cities (25%) had all their classrooms compliant to the 1:40 standard <p>On Economic Services:</p> <ul style="list-style-type: none"> ➤ Unemployment rate was a little bit higher at 13.45% than the national rate of 10.1% ➤ Only 1.9 of the markets and 1.1 of the slaughterhouses in the cities complied with the standards ➤ Very low percentage of cities with households that had telephone connections ➤ Only 25% of the cities had 75-99% of their households with electricity <p>On Protective Services:</p> <ul style="list-style-type: none"> ➤ Average crime solution efficiency rate was lowest in Mindanao cities at 85.54% ➤ The average number of jails compliant with standard space requirement for inmate was below one.

	<ul style="list-style-type: none"> ➤ None of the Mindanao cities complied with the 1:500 police to population ratio ➤ None of the Luzon cities complied with the 1:1,200 fireman to population ratio ➤ Only two of the 16 Mindanao cities complied with the 1:28,000 standard for fire truck to population ratio <p>On Environmental Protection Services:</p> <ul style="list-style-type: none"> ➤ <i>Kaingin</i> violations increased from an average of 26.5 cases in 1999 to an average of 33.25 in 2000.
--	--

Table 96. Priority Areas for Attention Common to All Cities

Focus of Assessment	Weaknesses
I. Inputs and Processes	<p>1) Low level of compliance with:</p> <ul style="list-style-type: none"> ➤ Filling up of mandatory positions ➤ Membership in some Local Special Bodies (LDC in Luzon, PBAC in the Visayas and Mindanao, LSB in Mindanao) <p>2) Low percentage of cities with:</p> <ul style="list-style-type: none"> ➤ Computer-based financial management system ➤ Manual of operations ➤ Operational HRD Plan ➤ Approved annual work and financial plan of their offices ➤ 2-3 serviceable fire trucks ➤ Legislative Agenda ➤ Local Administrative Code ➤ Environmental Code ➤ Investment Incentive Code
II. Outputs	<p>1) Absence of the following facilities in a large majority of the cities</p> <ul style="list-style-type: none"> ➤ Vocational/technical schools ➤ Traffic signals ➤ Rehabilitation centers ➤ Museums <p>2) Increased number of patients with sexually transmitted diseases</p> <p>3) Low percentage of cities operating utilities as economic enterprises* (this should not be seen however as a weakness because utilities are more efficiently performed by the private sector or quasi public entities)</p> <p>4) A large number of cities with no functional sewerage system</p> <p>5) Very low percentage of cities that conduct daily, weekly and even monthly inspection of their sewerage system</p>

<p>III. Intermediate Level Outcomes</p>	<p>1) On Environmental Programs: Least performed were:</p> <ul style="list-style-type: none"> ➤ Toxic and hazardous waste disposal program/proper disposal of toxic waste ➤ Desilting of rivers <p>2) On Local Fiscal Administration</p> <ul style="list-style-type: none"> ➤ Joint ventures with the business sector was the least tapped fund source for city projects ➤ Actual collection of taxes was lower than target collection ➤ Very low percentage of revenues coming from internal or local sources
<p>IV. High Level Outcomes</p>	<p>1) On Social Services</p> <ul style="list-style-type: none"> ➤ Low percentage of cities with literacy rates within or above the 97% national standard ➤ Sanitary toilets were lacking in many households of the cities ➤ Potable water was not accessible in many households of many cities ➤ Classrooms complying with standard ratio were present only in few cities <p>2) On Economic Services</p> <ul style="list-style-type: none"> ➤ Unemployment rate was higher than the national rate of 10.1% ➤ Small number of slaughterhouses complied with the NMIC standard ➤ Very low percentage of cities with households that had telephone connections ➤ Only a handful cities had all their households energized <p>3) On Protective Services</p> <ul style="list-style-type: none"> ➤ The average number of jails compliant with standard space requirement was below one. ➤ None of the cities complied with the 1:500 policeman to population ratio ➤ None of the cities complied with the 1:1,200 fireman to population ratio ➤ Very low percentage of cities that complied with the 1:28,000 fire truck to population ratio <p>4) On Environmental Services</p> <ul style="list-style-type: none"> ➤ The average number of violations of some environmental laws (<i>kaingin</i>, toxic waste disposal) increased

In accordance with the identified priority areas for attention and intervention, there is a need for capacity enhancement in the following areas:

1. *Development Planning Capacity.* This refers to the ability of the cities to plan rationally and realistically for their development that include strategic and not just short-term and piecemeal planning. The art of strategic planning is a skill that should be developed and or enhanced in most cities to enable them overcome their weaknesses in identifying their development priorities, preparing their development plans, comprehensive land use plans, investment codes, among others.

2. *Local Revenue Generation and Mobilization Capacity.* This refers to the knowledge and skills to generate and mobilize resources in innovative manner. This requires improvement of the analytical skills of key local fiscal administration officials and staff in interpreting accurately financial statements. This also includes re-tooling of these officials and staff in non-traditional ways of generating revenues (e.g. how to float bonds, how to go about the process of Build-Operate-Transfer and other schemes like joint ventures with the private sector, how to transform local economic enterprises into profit centers to name some). Further, the skill to prepare a doable annual revenue plan as a guidepost in enhancing local fiscal autonomy forms an integral part of the revenue generation and mobilization capacity of the cities. This capacity is essential in addressing the problem of fiscal shortfalls or budget constraints in the cities.

3. *HRD Planning Capacity.* This refers to the competence of the cities to determine systematically the quantity and quality of human resources needed to enable them deliver their mandates. Enhancing this capacity requires the acquisition of knowledge and skills in (a) human resource accounting, (b) human resource deployment, and (c) preparation of an operational HRD plan, a blueprint for recruitment, maintenance and development of human resources in the organization.

4. *Environmental Planning and Management Capacity.* This refers to the ability of the cities to plan and manage the environment and its resources in a sustainable manner. It includes their know-how in preparing and implementing an Environmental Code. This skill will enable them to: (a) pursue development activities that are not harmful to the environment and (b) adopt environment-friendly technologies in their operations (e.g. waste recycling and composting to mitigate the garbage problem).

5. *Good Urban Governance Capacity.* This refers to the skill of applying the norms of good urban governance like transparency and accountability, participatory, sustainability, efficiency among others. Skills in streamlining systems and procedures, for instance, are needed to promote transparency, accountability and efficiency.

The list above presents only the indicative areas for capacity enhancement at the city government level. A more comprehensive list of capacity enhancement areas can be identified in close consultation of the concerned city government officials and employees. It must be mentioned too that the other weaknesses of the cities as identified by the LPPMS indicators (e.g. non-compliance to national standards in protective services such as policeman to population ratio, fireman to population ratio, fire truck to population ratio) should not be blamed on the cities themselves because these are the responsibilities of the national government. Thus, it is the national government that should address these weaknesses.

LPPMS vis-à-vis Good Governance

It must also be noted that the LPPMS had indicators of good urban governance. The table below presents the list of LPPMS indicators that can fall under the norms of good urban governance. The findings of the study points to mixed results on the performance of the cities. In some aspects, the cities showed impressive performance while in other aspects, performance, and productivity need to be improved. Nonetheless, there are promising signs that the cities are practising, to some extent, good urban governance, as can be gleaned from the results of the study. To give more meaning to the measurement of good urban governance, other indicators must be incorporated in the LPPMS. A substantive list of equity and civic engagement indicators must be identified. It is also important to determine if indicators of subsidiarity can also form part of the LPPMS. Perhaps, a clearer relationship between the cities and their component barangays (villages) must be established in order to come up with indicators for subsidiarity.

Table 97. LPPMS Indicators for Good Urban Governance

Norm of Good Urban Governance	LPPMS Indicators
Sustainability <i>(Refers to the act of balancing the social, economic, and environmental needs of the present and future generations)</i>	<ul style="list-style-type: none"> • Presence of CLUP • Presence of planning policies and guidelines • Presence of Annual Development Plan • Presence of Annual Investment Program • Presence of Environmental Code • Percent of garbage collected and disposed • Presence of sewerage system • Presence of environmental protection programs • Reduction in the number of reported cases of violations of environmental laws
Subsidiarity <i>(Refers to the taking of decisions at the appropriate level with clear frameworks for the delegation of authority)</i>	None

<p>Equity <i>(Refers to the involvement of everyone, especially the marginalized sectors, in decision-making that leads to impartiality in the access to and use of resources)</i></p>	<ul style="list-style-type: none"> • Presence of social development programs, particularly for women and children (Women's Desk, Gender and Development)
<p>Efficiency <i>(Refers to the financial soundness and cost-effectiveness in the management of revenue sources and expenditures, administration and delivery of services, and in enabling the development of public-private partnerships)</i></p>	<ul style="list-style-type: none"> • Presence of computer-based financial management system • Ratio of total expenditure to income • Response time in the issuance of civil registry certificates • Response time in the issuance of mayor's permit • Increase in the amount of market fees collected • Increase in the amount of slaughterhouse fees collected • Increase in tax collection efficiency rate • Increase in revenue from local sources • Increase in % share of locally sourced revenue to total revenue • Presence of non-traditional fund sources (grants, credit finance, joint ventures)
<p>Transparency and Accountability <i>(Necessary to minimize corruption in government activities, including predictable and fair regulatory arrangements)</i></p>	<ul style="list-style-type: none"> • Frequency of conduct of barangay IEC • Presence of LCE budget message • Presence of certified statement of actual income and expenditures • Presence of annual accomplishment report • Bulletin board display of updated financial statement
<p>Civic Engagement <i>(Refers to the identification of ways in which the ethic of civic responsibility can be fostered)</i></p>	<ul style="list-style-type: none"> • Compliance with prescribed numbers of local special bodies (LSBs) • Compliance with prescribed membership of LSBs
<p>Security <i>(Refers to the protection of every individual's inalienable right to life and liberty that makes measures for crime and conflict prevention and disaster preparedness necessary. It also implies freedom from persecution and forced evictions, and the provision of security of tenure)</i></p>	<ul style="list-style-type: none"> • Presence of anti-drug abuse councils • Presence of organization for crime prevention • Presence of organization for disaster preparedness • Reduction in the average monthly crime rate • Increase in crime solution efficiency rate • Ratio of policeman to population • Ratio of fireman to population • Ratio of firetruck to population • Presence of socialized housing program

CONCLUSIONS

The results of the self-assessment made by the cities provided a snapshot of how the cities performed in the year 2000. Since majority of the indicators were drawn from the 1991 Local Government Code, we can say that this assessment on the state of cities reflected largely the status of compliance by the cities with the requirements of this Code. Nonetheless, some of the indicators which are based on the Code's provisions are also

indicators of good urban governance. Thus, a sketchy picture of how the cities fared in good urban governance can also be seen.

Performance-wise, the cities in general appear to be most wanting in the area of development planning. Although they had annual development plans and annual investment plans, the mere presence of these documents did not reflect their quality, particularly their usefulness as management tools. Most of the cities did not have planning policies and guidelines and reliable data bank systems. In other words, it appears that the cities had no rational basis in the formulation of development programs and projects. Moreover, this weakness of the cities mirrors the need for developing or enhancing the planning skills of the local staff, especially the Office of the City Planning and Development Coordinator, because it is this office that should serve as the think-tank not just a secretariat for the Local Development Council.

The internal capacity of the cities in the field of organization and management can be described at best as showing potentials. The cities were well equipped with information and communication facilities and other equipment that are indispensable in their day-to-day operations and management. To a certain extent, the presence of these equipment contributes to efficiency in city government operations. Although most of the cities lacked operational HRD plans, they had initiated training programs for their public servants. However, the relevance and quality of their training programs cannot be ascertained. Another refreshing feature of organization and management in the cities is that most cities had one-day processing time of civil registry certificates. The one-day processing time could serve as the benchmark not just for the cities but for municipalities as well. More importantly, this finding implied that red tape in the cities has been addressed in the delivery of a basic service, that is civil registry certificates. This is one big step towards streamlining systems and procedures, a prerequisite for efficient and cost-effective city governance. Further streamlining of work procedures for other services will lead the cities towards good urban governance.

In the area of local fiscal administration, the cities' capacity cannot be established firmly and conclusively because the indicators used were not comprehensive enough. Nonetheless, findings point to a weak system of local fiscal administration in the cities. Other than complying with the codal requirement on enacting a Local Revenue Code, no substantive sign of good fiscal administration can be gleaned. In fact, most cities lacked the Annual Revenue Plan, a management tool that demonstrates the innovativeness of the cities through the revenue generation enhancement measures and strategies spelled out in the plan. Only a few cities did not have a computer-based financial management system. Given the volume and complexity of financial transactions in the cities, the use of computer technology was a rarity in many cities. Other indications of a fragile financial management system were the inability of some cities to pay their loan amortizations on time, and their incapacity to comply with budgetary requirements imposed by the Code, particularly that on the personal services (PS) caps. In the area of revenue generation and mobilization, the cities likewise appeared to be wanting since most of them were not able to tap non-traditional fund sources, like joint ventures and credit finance. One major reason behind this is their lack of

capacity or technical know-how on going about these. Technical assistance and other capability building measures should be provided to the cities to enable them to be more innovative in local fiscal administration. This should be integrated in the HRD plan of the cities.

The legislative branch of the city government, based on the indicators, appeared to have an undistinguished performance. Local legislation in many cities failed to deliver vital pieces of legislations, such as the Environmental Code and the Investment Code. The former provides the legal framework upon which the management and protection of the environment should be carried out, while the latter spells out the rules and regulations as well as priority thrusts of the cities in investment promotion. Nonetheless, the cities were able to comply with the codal requirements of at least conducting a session once a week, conducting public hearings, and drafting Internal Rules of Procedure. They also had program-related resolutions. Among these, the conduct of public hearings connotes the participatory feature of local legislation, an indication of good urban governance.

Productivitywise, the findings reveal certain biases in the outputs of the cities. As far as social services are concerned, for instance, the cities across the nation tended to favor the maintenance of health centers, Senior Citizens' Affairs Office, and, to a certain extent, city parks and sports facilities. On the other hand, the operation and maintenance of museums, rehabilitation centers, socio-cultural centers, and traffic signs were sorely lacking in most cities. An inventory of the health program beneficiaries in the cities disclosed some commonalities as to the types of programs with the largest beneficiaries. Regardless of geographical location, the largest number of beneficiaries was in Operation *Timbang* and micronutrient supplementation. This means that the children's group comprised the biggest client-group of the health programs of the cities. It is also worth noting that HIV patients significantly increased in Luzon and Mindanao cities. It is positive if it meant a more extensive outreach drive of the cities, but it is negative if it implies increased level of the flesh trade in the cities.

Road maintenance, dispersal of livestock, seedling nursery, and skills training were the biases of the cities in the provision of economic services. The operation of local economic enterprises, like electric, water, and telephone systems was the least of priorities. The latter, though, should not be interpreted negatively because, by nature, these utilities could be provided best by the private sector or by quasi-government institutions, like water districts and electric cooperatives. Other local economic enterprises, particularly the markets and slaughterhouses, were able to post increases in fees collected compared to the previous year. The profitability of these enterprises, however, cannot be established since the cost of their operation was not factored in.

For the protective services as outputs of the cities, the cities were biased in the establishment of the Anti-Drug Abuse Councils and the conduct of barangay visitations.

For the environmental services, the cities performed their mandate to collect and dispose garbage but failed to cope up with the volume of garbage generated because garbage still found their way in their streets. A functional sewerage system was non-existent in most

cities. These weaknesses must be addressed as they have great implications not only on the health of the citizens but on the attractiveness of the cities as socio-economic and cultural centers. A city whose streets are littered with garbage and sewage is definitely not attractive to investors and tourists and thus not competitive.

The outcome and impact of the services delivered reflect best the state of these cities. The findings show that the cities and their government and civil society partners face a myriad problems, from environmental degradation to declining literacy rates, from rising unemployment rates to lack of low cost housing units, protective services from the police and fire departments, access to potable water and electricity, and a whole lot more. Increasing pressures for the cities to address these seemingly formidable problems impel them to rethink their development strategies, prioritize the allocation of limited resources, innovate resource mobilization and revenue generation tactics, reengineer/capacitate local bureaucracies, and install the necessary infrastructure to arm them in dealing with urban problems. The cities must bear in mind that governance is not the sole responsibility of the formal institutions of governance, but is shared by civil society or the non-government sector. In addressing the countless urban problems, the challenge for the cities is to operationalize good urban governance, and at the heart of this is collaborating with various stakeholders like the civil society organizations. After all, good urban governance means “an efficient and effective response to urban problems by accountable local governments working in partnership with civil society.”

APPENDICES

Appendix A
List of Cities Included in the Report

Luzon	Visayas	Mindanao
Laoag	Bacolod	Dipolog
Muntinlupa	Bago	Pagadian
San Jose	Cadiz	Malaybalay
Tarlac	Iloilo	Cotabato
Batangas	La Carlota	Iligan
Calapan	Roxas	Kidapawan
Lipa	Bais	Gingoog
Lucena	Bayawan	Ozamis
Puerto Princesa	Canlaon	Zamboanga
San Pablo	Cebu	Cagayan de Oro
San Fernando	Talisay	Surigao
Urdaneta	Danao	Dapitan
Santiago	Dumaguete	Oroquieta
Valenzuela	Lapulapu	Tangub
Iriga	Mandaue	Bislig
Legazpi	Tagbilaran	Butuan
Masbate	Toledo	
Cabanatuan	Calbayog	
Muñoz	Maasin	
Olongapo	Ormoc	
Angeles	Kabankalan	
Sorsogon	Passi	
Parañaque	Talisay	
Quezon City	Victorias	
San Carlos	Tacloban	
Tuguegarao		
Balanga		
Palayan		
San Jose Del Monte		
Tagaytay		
Trece Martires		
Naga		

Appendix B
LPPMS Data Capture Form

LPPMS Form-01

Annex 1

LOCAL PRODUCTIVITY AND PERFORMANCE MEASUREMENT SYSTEM
CITY/MUNICIPAL DATA CAPTURE FORM

IDENTIFICATION DATA

REGION _____	INCOME CLASS _____
PROVINCE _____	TOTAL NO. OF BARANGAYS _____
CITY/MUN _____	YEAR UNDER REVIEW _____

A. GENERAL INFORMATION**1 Details of Specific LGU Information**

INDICATORS/STANDARDS	IMMEDIATELY PRECEEDING YEAR	YEAR JUST ENDED
1.1 Total No. of Population		
1.2 Total No. of Households		
1.3 Total Income		
1.4 Total No. of Policemen		
1.5 Total No. of Firemen		
1.6 Total No. of Firetrucks		
1.7 Total No. of Hospitals		

B. INPUT AND PROCESS LEVEL INFORMATION**2. Presence of Planning Policies and Guidelines? (Pls. check)**2.1 Yes 2.2 No**3. Which of the following does the LGU have?**

- | | |
|---|---|
| 3.1 <input type="checkbox"/> Annual Investment Program | 3.11 <input type="checkbox"/> Internal Rules of Procedures |
| 3.2 <input type="checkbox"/> Annual Development Plan | 3.12 <input type="checkbox"/> Legislative Agenda |
| 3.3 <input type="checkbox"/> Comprehensive Land Use Plan | 3.13 <input type="checkbox"/> Program Related Resolutions Passed |
| 3.4 <input type="checkbox"/> Data Bank System | 3.14 <input type="checkbox"/> Local Administration Code |
| 3.5 <input type="checkbox"/> Annual Revenue Plan | 3.15 <input type="checkbox"/> Environmental Code |
| 3.6 <input type="checkbox"/> Local Revenue Code | 3.16 <input type="checkbox"/> Investment Incentive Code |
| 3.7 <input type="checkbox"/> Computer-based Financial Mgmt System | 3.17 <input type="checkbox"/> Administration Building |
| 3.8 <input type="checkbox"/> Manual of Operations | 3.18 <input type="checkbox"/> LCE Budget Message |
| 3.9 <input type="checkbox"/> Operational HRD Plan | 3.19 <input type="checkbox"/> Certified Statement of Actual
Income and Expenditure |
| 3.10 <input type="checkbox"/> Initiated Training for the year
just ended | |

4. Is the Annual Budget approved within the Budget Calendar?4.1 Yes 4.2 No**5. Is the Annual Accomplishment Report submitted on time to the next higher level? (Pls. check)**5.1 Yes 5.2 No**6. Loan Repayment on time.**6.1 Yes 6.2 No

7. Indicate the total amount of the following:

TYPE		TOTAL AMOUNT
7.1	Total Budget	
7.2	Total Budget Allocation for Personal Services	
7.3	Total Fire Code Fees Collected	
7.4	Total Fire Code Fees Remitted to the National Treasury	
7.5	Total Expenditure	

8. Inventory of LGU Equipment.

TYPE	NUMBER OF EQUIPMENT	
	PRESENT	SERVICEABLE
8.1 Hand-held Radios		
8.2 Cellphones		
8.3 Computers		
8.4 Typewriters		
8.5 Copying Machines		
8.6 Fax Machines		
TOTAL EQUIPMENT		

9. Inventory of LGU Service Vehicles.

TYPE	NUMBER OF VEHICLES	
	PRESENT	SERVICEABLE
9.1 Fire Truck		
9.2 Ambulance		
9.3 Service Vehicle		
9.4 Motorcycle		
9.5 Garbage Truck		
9.6 Patrol Car		
TOTAL VEHICLES		

10. Response time in the issuance of Certificates (birth, death, marriage, etc.) Pls. Check.

- 10.1 Within 1 day 10.3 Within 3 days
 10.2 Within 2 days 10.4 More than 3 days

11. Response time in the issuance of Mayors Permit. (Pls. Check)

- 11.1 Within 1 day 11.3 Within 3 days
 11.2 Within 2 days 11.4 More than 3 days

12. Indicate the total number of the following:

TYPE		TOTAL NUMBER
12.1	Proposed Ordinances	
12.2	General Ordinances Enacted	
12.3	Tax Ordinances Enacted	
12.4	Public Hearings Conducted	
12.5	Sessions Conducted per week	
12.6	Mandatory Offices	
12.7	Existing Mandatory Offices	
12.8	Total no. of Offices present	
12.9	Total no. of Offices with Approved Annual Work & Financial Plan	
12.10	Mandatory Positions	
12.11	Mandatory Positions Filled-up	
12.12	Prescribed LSBs	
12.13	Existing LSBs	
12.14	Existing LHB Membership	
12.15	Required LHB Membership	
12.16	Existing LSB Membership	
12.17	Required LSB Membership	
12.18	Existing LDC Membership	
12.19	Required LDC Membership	
12.20	Existing PBAC Membership	
12.21	Required PBAC Membership	
12.22	Existing PLEB Membership	
12.23	Required PLEB Membership	
12.24	Existing POC Membership	
12.25	Required POC Membership	

13. Frequency of IEC Conduct in the Barangays.

- 13.1 Semestral
- 13.2 Annual
- 13.3 None at All

14. Total number of Barangay with IEC

14.1

C. OUTPUT LEVEL INFORMATION

15. Inventory of other facilities in the LGU

TYPE OF FACILITIES		TOTAL NO. PRESENT	TOTAL NO. MAINTAINED
15.1	LGU-owned:		
15.1.1	Pre-School		
15.1.2	Vocational School		
15.1.3	Technical School		
15.1.4	Vocational/Technical School		
15.1.5	Parks		
15.1.6	Traffic Signals		
15.1.7	Women's and Children's Desk		
15.1.8	Office of Senior Citizen's Affairs		
15.1.9	Rehabilitation Centers (for Victims of drug/child abuse, disasters, etc.)		
15.1.10	Socio-Cultural Center		
15.1.11	Museum		
15.1.12	Health Center		
15.1.13	Public Comfort Room		
15.1.14	Reading Center		
TOTAL NUMBER OF FACILITIES			

16. Livelihood Program present:

- 16.1 Skills Training 16.4 Animal Dispersal
 16.2 Handicraft Making 16.5 Others
 16.3 Weaving

17. Inventory of the number of LGU Health Programs Beneficiaries.

PROGRAM	TOTAL NO. OF BENEFICIARIES	
	IMMEDIATELY PRECEEDING YEAR	YEAR JUST ENDED
17.1 Family Planning		
17.2 Maternal Care		
17.3 Child Care		
17.4 Immunization		
17.5 Nutrition		
17.5.1 Operation Timbang		
17.5.2 Micro-nutrient Supplementation		
17.5.3 Food Supplementation		
17.6 Disease Control Program		
17.6.1 TB		
17.6.2 Sexually Transmitted		
17.6.3 Leprosy		
17.6.4 HIV-AIDS		
17.7 Environmental Sanitation		
17.8 Home & Community Food Production		

18. Agricultural Support Services present

- 18.1 Dispersal of Livestock and Poultry 18.5 Corn Seed Farms
 18.2 Seedling Nursery 18.6 Vegetable Seed Farms
 18.3 Other Seedling Materials for Aquaculture 18.7 Medicinal Plant Garden
 18.4 P alay Seed Farms 18.8 Demonstration Farm

19. Inventory of other LGU-owned Economic Enterprises (pls . check)

- 19.1 Electric Cooperative
 19.2 Water Cooperative
 19.3 Telephone Cooperative

20. Inventory of Market Slaughterhouse Fees.

TYPE	TOTAL FEES COLLECTED BY YEAR	
	IMMEDIATELY PRECEEDING YEAR	YEAR JUST ENDED
20.1 Market Fees		
20.2 Slaughterhouse Fees		

21. Present of Anti-Drug Abuse Council (ADAC)?

- 21.1 Yes 21.2 No

22. Present of Garbage Collection and Disposal System.

- 22.1 Yes 22.2 No

23. Please indicate the required data in the corresponding space provided.

TOTAL VOLUME O F GARBAGE (in metric tons)	
GENERATED	COLLECTED AND DISPOSED
23.1	23.2

24 Are there garbage dumped along streets ? (Pls. Check)

24.1 Yes 24.2 No

25 Present of Functional Sewage and Sewerage System

25.1 Yes 25.2 No

26 Frequency of sewerage system inspection conducted by the LGU. (Please check)

26.1 Daily 26.3 Monthly
 26.2 Weekly 26.4 Quarterly

27 Presence of LGU Employees' Association/Unions

27.1 Yes 27.2 No

28 Total no. of visitation s to the component barangays of the LGU.

28.1

D INTERMEDIATE LEVEL OUTCOME INFORMATION

29 Inventory of Programs initiated by the LGU.

29.1 Social Services

29.1.1 Sports Program 29.1.3 Gender and Development Program
 29.1.2 Socialized Housing Program 29.1.4 Disaster Preparedness Program

29.2 Economic Development Services

29.2.1 Cottage Industries 29.2.4 Organization of Cooperatives
 29.2.2 Skills Training 29.2.5 Provision of Short Term Loans
 29.2.3 Food Security Program 29.2.6 Road Construction and Maintenance Program

29.3 Environmental Protection Services

29.3.1 Pollution Control Program 29.3.10 Mangrove Preservation
 29.3.2 Toxic and Hazardous Waste Disposal Program 29.3.11 Tree Preservation
 29.3.3 Flood Control Program 29.3.12 Clean and Green
 29.3.4 Disaster Preparedness Program 29.3.13 Kaingin Prevention
 29.3.5 Tree Planting 29.3.14 Mangrove Planting
 29.3.6 Artificial reefs 29.3.15 Seedling (fingerlings)
 29.3.7 Desilting 29.3.16 Reforestation
 29.3.8 Dredging 29.3.17 Waste Segregation
 29.3.9 Proper Disposal of Toxic Waste Materials

29.4 Political Services

29.4.1 Crime Prevention Program
 29.4.2 Fire Prevention Program
 29.4.3 Street Lighting Program

30. Inventory of Programs/Projects being implemented by the LGU.

TYPE OF PROGRAM / PROJECT		TOTAL NO.
30.1	Project Funded by Grants	
30.2	Project Funded by Credit Financing	
30.3	Project Funded Out of Joint Venture with Business Sector	
30.4	Organization on Crime Prevention	
30.5	Organization on Fire Prevention	
30.6	Organization on Disaster Preparedness	

31. Inventory of Local Sources of Income and Revenue

TYPE OF INCOME / REVENUE	TOTAL AMOUNT BY YEAR	
	IMMEDIATELY PRECEEDING YEAR	YEAR JUST ENDED
31.1 Total Tax Collection		
31.2 Total Tax Projection		
31.3 Total Revenue		
31.4 Total Revenue from Local Sources		
31.5 Total Profit from LGU-Run Economic Enterprises		

32. Does the LGU have a Bulletin Board Display of Updated Financial Statement?

32.1 Yes 32.2 No

E. HIGH LEVEL OUTCOME INFORMATION

33. Details of LGU Outcome Information

INDICATORS / STANDARDS	IMMEDIATELY PRECEEDING YEAR	YEAR JUST ENDED
33.1 Literacy Rate		
33.2 Morbidity Rate		
33.3 Mortality Rate		
33.4 Infant Mortality Rate		
33.5 Maternal Mortality Rate		
33.6 Total No. of Classrooms		
33.7 Classrooms with standard teacher-pupil ratio 1:40		
33.7.1 Elementary		
33.8 Total No. of Households with Telephone Line		
33.9 Total No. of Households with electric power		
33.10 Average Monthly Crime Rate/100,000 Population		
33.11 Crime Solution Efficiency Rate		
33.12 No. of reported cases of Environmental Laws Violations		
13.12.1 Kaingin		
13.12.2 Illegal Logging		
13.12.3 Illegal Fishing		
13.12.4 River Water Pollution		
13.12.5 Destruction of Mangroves		
13.12.6 Destruction of Endangered Species		
13.12.7 Industrial Pollution		
13.12.8 Littering		
13.12.9 Improper toxic waste disposal		
13.12.10 Tree cutting		
33.13 Unemployment Rate		

34. Inventory of other LGU Informations

INDICATORS / STANDARDS		TOTAL NUMBER
34.1	Total No. of Households with Sanitary Toilet	
34.2	Total No. of Households with access to potable water supply	
34.3	No. of Hospitals (gov't and private) 100% complying with standards	
34.4	No. of Markets 100% complying with standards	
34.5	No. of Markets	
34.6	No. of Slaughter House	
34.7	No. of Slaughterhouse 100% complying with NMIC standards	
34.8	No. of Jails complying with standard per inmate	
34.9	Total Jail Floor Area (in square meters)	
34.10	Total No. of Inmates	
34.11	Total Length of City/Mun Roads/Streets (in Km.)	
34.12	Total Length of City/Mun Roads/Streets Maintained (in Km)	
34.13	No. of Barangays with Day Care Center	
34.14	No. of Barangays with Organized Lupong Tagapamayapa (LT)	
34.15	No. of Sports Facilities	
34.15.1	Basketball Court	
34.15.2	Tennis Court	
34.15.3	Volleyball Court	
34.15.4	Pelota Court	
34.15.5	Swimming Pool	
34.15.6	Multi-Purpose Grandstand	
34.15.7	Sports Complex and Grandstand	

Appendix C
Local Services and Standards

Service	Standard
Social Services	
<i>1. Education and Culture</i>	
<i>(a.) Elementary</i>	
Classroom	1 per 40 pupils
Teacher	1 per 40 pupils
Library	Separate building or room, well-lighted, ventilated, free from noise, accessible, and centrally located
Teacher-Librarian	1 per 500 or less pupils
Full-time Librarian	1 for every additional 1,000 pupils
<i>(b.) Secondary</i>	
Classroom	1 per 40-45 students
Teacher	1 per 40-45 students
Library	Separate building or room, well-lighted, ventilated, free from noise, accessible, and centrally located
Teacher-Librarian	1 per 500 or less students
Full-time Librarian	1 for every additional 1,000 pupils
<i>2. Sports and Recreation</i>	
<i>(a.) Municipal/City Park</i>	1 park with a minimum of 500 sq. meters in areas per 1,000 population and maximum walking distance of 100-150 meters
<i>(b.) Sports and Athletics</i>	Public playfield/athletic field with a minimum of 0.5 hectare per 1,000 inhabitants
	1 sports facility per barangay
<i>(c.) Natural Environment Area</i>	Presence of natural, undisturbed and scenic areas suitable for recreation, scientific and ecological significance consisting of forest, water resources, and other land forms
<i>3. Health</i>	
<i>(a.) Medical and Allied Personnel</i>	1 government physician per 20,000 population
	1 public health nurse per 20,000 population
	1 rural health midwife per 5,000 population
	1 government dentist per 50,000 population
	1 rural sanitary inspector per 20,000 population
	1 rural health officer per 20,000 population
	1 barangay health worker per 20 households
	1 barangay nutrition scholar per barangay
	1 health educator per 50,000 population
<i>(b.) Primary Hospital</i>	10 bed capacity
<i>(c.) Secondary Hospital (provincial/district)</i>	25 to 50 bed capacity
<i>(d.) Medical Transport</i>	
Ambulance	1 per local government unit (LGU)
Service Vehicle	1 per LGU
<i>4. Protective Services</i>	
<i>(a.) Police Force</i>	1 per 500 population (urban)
	1 per 1,000 population (rural)
<i>(b.) Fire Protection Service</i>	1 per 2,000 population
	14 firemen per truck

	1 firetruck per 28,000 population
(c.) Jail Services	1 jail per LGU
5. Welfare Services	
(a.) Women's Desk	1 per LGU
(b.) Office of Senior Citizens Affairs	1 per LGU
(c.) Day Care Center/Feeding Center	1 per LGU
(d.) Rehabilitation Center for victims of drug abuse, vagrants, victims of disasters and calamities, child abuse, etc.	1 per LGU
(e.) Adult Community Education Program	1 per LGU
6. Environmental Protection	
(a.) Solid Waste Management	100% collection and disposal
(b.) Pollution Control	Absence of air, water, and industrial pollutants 100% free from toxic and hazardous substances
7. Public Buildings and Facilities	
(a.) Municipal/City Hall/Provincial Capitol	Presence
(b.) Socio-Cultural Center	Presence
(c.) Museum	Presence
(d.) Barangay/Municipal/City/Provincial Library or Reading Center	Presence
Economic Services	
1. Infrastructure Services and Existing Road Network	
(a.) Provincial Road	Connecting all component municipalities/cities (except island municipality/city)
(b.) City/Municipal Road	Connecting major clusters of population to the city or town proper
(c.) Feeder Road (barangay road, rural road, farm-to-market road)	Connecting all barangays to municipal, city or provincial road
2. Water Supply (city/municipality)	
(a.) Level I	Point source (such as rain collector, wells, and springs) generally for rural areas where houses are scattered too thinly to justify a distribution system
(b.) Level II	Communal faucet system generally for rural areas where houses are clustered densely enough to justify a piped distribution system to a number of household
(c.) Level III	Piped system with individual connection in urban areas, with an average output of 150 liters per person daily

Source: Department of the Interior and Local Government

THE STATE OF PHILIPPINE CITIES PROJECT TEAM

Department of the Interior and Local Government

Austere A. Panadero
Assistant Secretary, DILG

Rolando M. Acosta
Director, BLGS

Mariano A. Gabito
Officer-in-Charge, Assistant Director, BLGS-DILG

Pablo C. de Castro
Assistant Division Chief, BLGS-DILG

Philippine Urban Forum

Ma. Luisa C. Rosales
National Facilitator, PUF-UNDP

Judith R. Fortin
Technical Assistant, PUF-UNDP

Center for Local and Regional Governance

Alex B. Brillantes Jr.
Director, CLRG-UP

Alicia B. Celestino
University Researcher, CLRG-UP

Nora G. Cuachon
University Research Associate, CLRG-UP

Michael A. Tumanut
University Extension Associate, CLRG-UP

John Ermin C. Francisco
University Research Associate, CLRG-UP

Raphael N. Montes Jr.
University Research Associate, CLRG-UP

Myrna G. Buenviaje
Finance/Administrative Officer, CLRG-UP



BUREAU OF LOCAL GOVERNMENT SUPERVISION

The Bureau of Local Government Supervision is one of the staff bureaus of the Department of the Interior and Local Government committed to promote accountable, responsive, and productive local governments by providing the Secretary with a creative, dynamic, and innovative concept of general supervision over local authorities. It is composed of four divisions with their own areas of concern: General Affairs Division, Leagues Assistance Division, Local Administration Division, and Policy Development and Research Division.

The Bureau plays a crucial role in building and strengthening the foundation of good local governance towards sustainable development. To address the imperatives of local governance, the Bureau has spearheaded the formulation and implementation of several policies, pioneering programs and projects for local government units (LGUs) in the country. These strategic initiatives include Local Governance Performance Measurement Project, Anti-Red Tape Project for LGUS, Presidential Local Government Awards, Safe Community Award, and Center for Local Government Best Practices Project.



PHILIPPINE URBAN FORUM

The Philippine Urban Forum is a mechanism for continuing consultation and convergence among stakeholders in shelter and urban governance. Substantive and constructive interaction is key to its success. It is a platform for information sharing, discussions and coordination among national government agencies, legislature, local government units, civil society organizations, private sector groups, and the international donor community involved in shelter and urban governance.

More than just a talk shop, it will be built upon the valuable experience and lessons drawn from the past and current initiatives at the local and international level. Activities will be organized to synthesize issues and facilitate implementation of agreements resulting from government initiatives such as the First Local Governance Congress, a highlight activity under Project 10.10.10., and the Shelter and Urban Development Housing Summit, as well as the distinct initiatives of the private sector and civil society.

The Urban Forum is a collaborative undertaking between the Government of the Republic of the Philippines through the Housing and Urban Development Coordinating Council (HUDCC), the United Nations Center for Human Settlements (Habitat), and the United Nations Development Programme (UNDP).



CENTER FOR LOCAL AND REGIONAL GOVERNANCE

The Center for Local and Regional Governance — formerly the Local Government Center of the National College of Public Administration and Governance, University of the Philippines — is a knowledge-based, information-driven institution committed to the promotion and strengthening of capabilities of local and regional governments for national development. The Center has been in the forefront of local government reform since its creation in 1965 through Republic Act 4223.

The Center serves as an academic base for an integrated program of research, training, management consultancy, and technical assistance for local and regional development. It also serves as a center for the acquisition and dissemination of more knowledge or understanding of issues and concerns about local and regional government through publications, fora, and networking. In addition, the Center contributes to the enrichment of the academic program of the College through the development of resource and teaching materials.

The Center embodies the growing focus on regional governance and urban management in development in addition to the Center's original task of spearheading the conduct of research, consulting services, and facilitated training in local government.