

### Introduction

The Local Governance Performance Management System (LGPMS) is an innovation of the Department of the Interior and Local Government (DILG) that serves as a feedback mechanism for LGUs to see for themselves the level of their capacities and the extent of their service delivery that shaped their socio-economic and environmental conditions. It is a tool that assesses the state of performance, productivity and development of local government units in the areas of Governance, Administration, Social Services, Economic Development and Environmental Management.

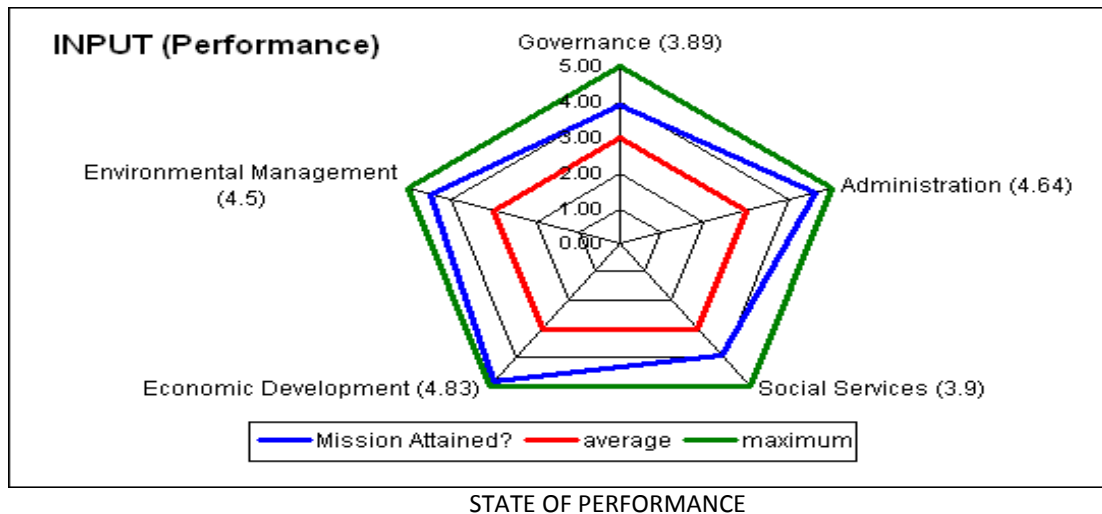
It is worth noting that the LGPMS is not a grading system for LGUs, however, the scale of 1 to 5 is utilized for benchmarking purposes, with 1 as the lowest and 5 as the highest. It is underscored that the LGPMS is not a grading system but an undertaking that attempts to capture the underlying capacities of the LGU, its level of program implementation and the conditions prevailing in the municipality. Hopefully, the LGPMS can be a helpful tool in the setting of the LGU's direction and development thrusts.

THE STATE OF LOCAL GOVERNANCE OF THE LGU, which is captured from the LGPMS, is embodied in this document, the State of Local Governance Report (SLGR), a comprehensive yet concise report of the LGU which essentially discusses the LGU state of performance, productivity and development conditions. The SLGR is prepared because it provides information of the state of development condition of the LGU which serves as basis for planning, decision-making, policy direction, citizen participation and fund sourcing. This document, the SLGR focused on the operations of the municipality of Jagna in CY 2008. Data utilized in this LGPMS to arrive at this SLGR were generated from the LGU office heads, from national government agency representatives stationed in the locality and from offices considered as repository of information. The study would have been more accurate and far-reaching if the data needed are readily available and updated. The writer is also of the opinion that there are limitations in the study due to the few indicators being utilized.

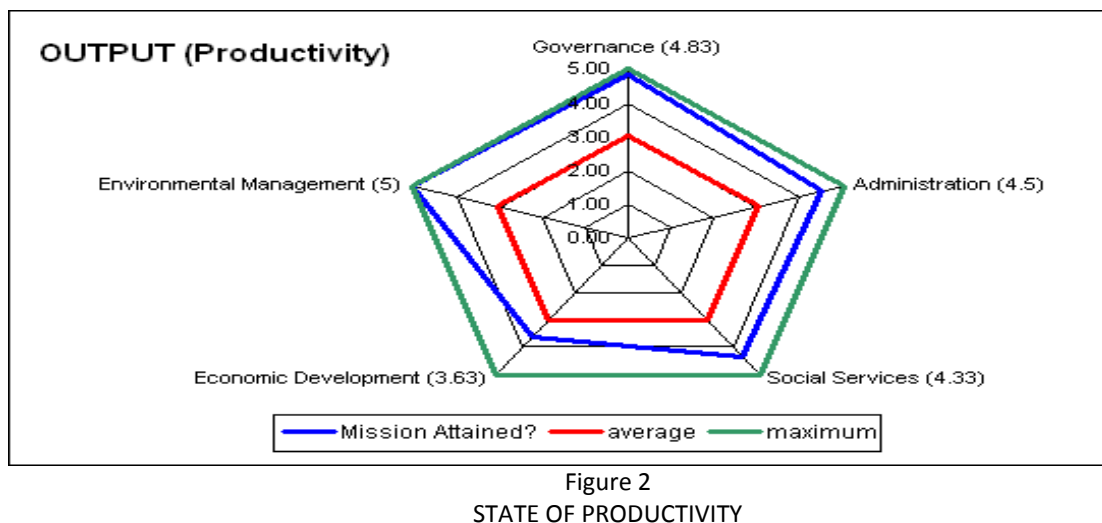
### Highlights of Findings

The overall state of performance, productivity and development of the municipality of Jagna are depicted in the spider web being shown below.

Jagna's state of performance is above benchmark with a numerical rating of 4.35. From the web, it can be gleaned that the areas of Economic Development, Administration and Environmental Management have ratings above the benchmark level, while the service areas Governance and Social Services got medium indices.



For the state of productivity, Jagna earned a high productivity index of 4.46. A closer look at the web, reveals that only economic development had a medium productivity rating while the other service areas obtained high rating except for Environmental Management which had a very high rating.



On the overall, the state of development of Jagna is within the benchmark level of 3.76. A closer scrutiny reveals that this development rating is influenced by the within the benchmark rating of economic development. It is worthwhile to note that social services has a high development index of 4.29 and environmental management with a high rating of 4.0.

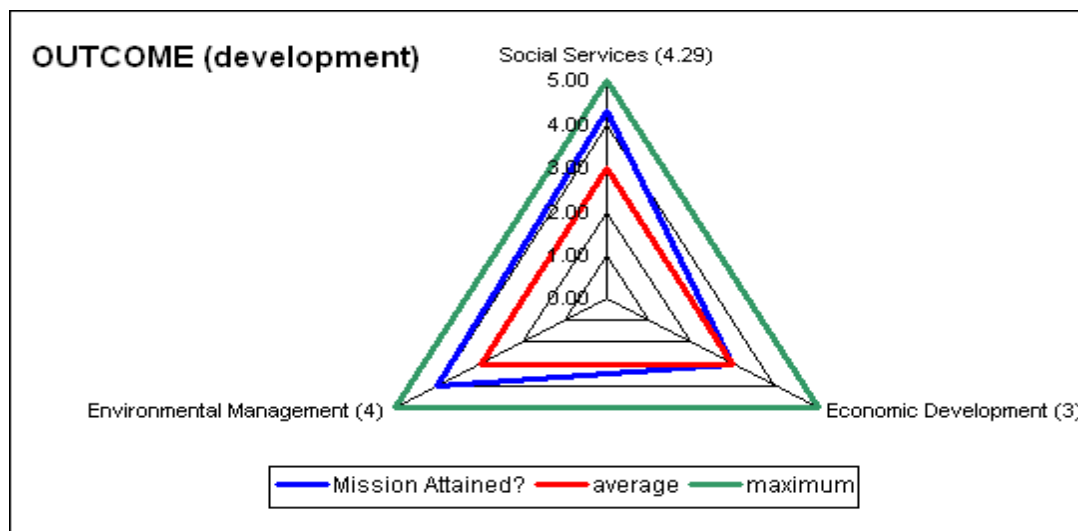


Figure 3  
STATE OF DEVELOPMENT

The same results disclosed in the foregoing figures are manifested in table 1 shown below.

**PERFORMANCE SUMMARY**  
(input-output-outcome level)

PERFORMANCE AREAS	INPUT		OUTPUT		OUTCOME	
	Performance Level Value	Rank	Performance Level Value	Rank	Performance Level Value	Rank
Governance	3.89	5	4.83	2	N/A	
Administration	4.64	2	4.50	3	N/A	
Social Services	3.90	4	4.33	4	4.29	1
Economic Development	4.83	1	3.63	5	3.00	3
Environmental Management	4.50	3	5.00	1	4.00	2
<b>AVERAGE</b>	<b>4.35</b>		<b>4.46</b>		<b>3.76</b>	

Basing on the table presented, it can be gleaned that the LGU has high performance level, high productivity level and finally, medium development level. Thus, it can be deduced that performance and productivity are not the sole key players for development rather, there are other factors which could affect the state of development.

Based on the study, the following are noted in the five performance areas:

### **Governance**

As far as governance is concerned, the study bared that the municipality of Jagna had set policies and legislations that ensure quality of service delivery and promotes sustainable development. This can be gauged by the presence of an effective legislative agenda and tracking system and the presence of relevant codes, such as the GAD Code, Children's Code, Revenue Code, Administrative Code, Environmental Code, and the Fishery Code. The municipality also saw to it that mechanisms and systems are in place to make information readily available to the public, like the setting up of the information board and announcements of government programs/activities during barangay assemblies and other public gatherings. The municipality also maintained the LGU website with a local administrator updating the data and uploading vital information. A notable feat of the municipality in 2008 towards making information readily available to the public is the launching of the Community Radio managed by the municipal government. The LGU also encouraged participation in local governance through the representation of different sectors such as the youth and children, women, farmers, migrant workers, differently abled, senior citizens, urban poor and other marginal sectors. Development of people's organizations was also fostered through the provision of technical assistance for the enhancement of the economic and livelihood activities of the People's Organization (POs). Partnership with five (5) Non-Governmental Organizations (NGOs) was also forged for the implementation of government programs.

### **Administration**

In the area of administration, the LGU has a database to support local planning such as the Poverty Database Management System (PDMS) and the output from the Barangay Development Planning-Participatory Resource Appraisal (BDP-PRA) workshops conducted, though the former is no longer updated. In the year 2008, the municipality started with the updating of the Comprehensive Land Use Plan (CLUP) and the Comprehensive Development Plan (CDP) which would serve as a guide to set the direction of growth and development in the LGU and which would proactively respond to the land use requirements of the locality. For the generation of sufficient local revenue, the Revenue Generation Plan is existent and the system for real property tax assessment and collection. However, the LGU's Revenue Code needs to be updated in order to be relevant to the requirements of the present times as well as maximize the collection of local resources. While, effective allocation of LGU funds was ensured through

the quality Annual Budget prepared. In order to provide quality service to the transacting public, the LGU streamlined its civil application processes and set-up One Stop Shop in the month of January. While, for the hastening and facilitation of services of the transacting public, the trunkline telephone system was installed in 2008. In the area of Human Resource Management, Organizational Development (OD) workshops were conducted in three (3) batches to capacitate the employees as well as ensure smooth interpersonal relationship.

### **Social Services**

This study has gathered that the municipality of Jagna placed a great premium on social services particularly the promotion of good health and nutrition among its citizens. This was evident in the construction and operation of the Rural Health Unit 2 servicing 11 upland barangays with a Doctor from the “Doctor to the Doctorless Barangay” program of the DOH with a Rural Health Nurse and staff. Prior to the inauguration of the RHU 2 building, the medical staff catering to the upper barangays are mobiling from one barangay to the next to provide health services. Meanwhile, medical missions are regularly conducted and free medicines are regularly provided to persons suffering from diabetes and hypertension through the PHILOS Health, a non government organization based in USA. Medical supplies are also regularly provided by the said organization to both the RHUs 1 & 2. Also for health and sanitation purposes and the provision of basic service, the municipality started in 2008 the rehabilitation of the waterworks system through the replacement of the dilapidated pipelines.

Support was also accorded by the municipality to ensure quality education and the promotion of peace and order. Programs, projects and activities were undertaken as well as allocation of resources was made towards this end.

While, sustainability of the enrolment of some 1,666 families in the PHILHEALTH was ensured. And for the differently abled, the LGU partnered with an NGO for the Breaking Barriers for Children and Youth (BBCY) program implementation wherein necessary equipment are provided and rehabilitation through therapy is done for the differently abled children and youth. This program caters to 0-14 years old children/youth and also offers occupational therapy and Special Education program for said children/youth. Programs were also implemented for the development of the Senior Citizens and the Women.

For culture and sports development, initial activities were conducted for the rehabilitation of the Jagna gymnasium.

## **Economic Development**

Insofar as economic development is concerned, the LGU had ventured into the formulation of a three-year Agricultural Development Program setting the direction for agricultural development. The municipality through the Mun. Agriculture Office promoted organic farming thus, model pilot farms were established for organic farming showcasing rice and vegetable production. Other agriculture programs are the following: Promotion of Farmers Information Technology Services (FITS) Center and Magsasakang Siyentista (MS) Farm, Cutflower Production and Maintenance, Nursery Establishment and Maintenance, Ginintuang Masaganang Ani Rice & Corn and Ginintuang Masaganang Ani-Livestock,

The LGU also made its intervention for the Agri-Enterprise Development through the organization and strengthening of Peoples Organizations (POs). These groups engage in economic activities such as the manufacture/production of tableja, salabat, mais kape, torta, virgin coconut oil (VCO), cookies, calamay and ubi powder. Another tangible support for VCO production was the establishment of the VCO production facility in partnership with the Soil and Water Conservation Foundation (SWCF).

While the municipalities of Jagna, Duero & Guindulman joined together for the Marine Protected Area (MPA) network for coastal management and coastal law enforcement. The group made possible the conduct of the Coastal Resource Management (CRM)-MPA Action Planning which resulted to the crafting of the CRM & MPA Plans.

While for entrepreneurship, business and industry promotion, it can't be denied that the municipality has no capacity to provide employment on a large scale basis but it has initially provided a conducive climate for growth and investment through the presence of basic infrastructure and facilities in areas zoned for business and industry and the enactment of the Investment and Incentive Code. With the absence of an accurate data, a clear picture of unemployment cannot be generated.

## **Environmental Management**

Based on the study, it can be said that the municipality of Jagna performed well towards natural resource management and waste management and pollution control as evidenced by the formulation & implementation of the Ten Year Solid Waste Management Plan, the revision of the Environmental Code and the activation of the Solid Waste Management Board. The good partnership which the LGU has forged with NGOs and the private sector should be sustained for the implementation of programs promoting environmental protection. The LGU partnered with

the EcoGov, an NGO for the implementation of the Solid Waste Management Program and the Bohol Integrated Development Foundation (BIDEF) for the implementation of the Environmental Management System (EMS). For the Solid Waste Management program, some of the projects/activities the LGU implemented were the “no segregation, no collection” policy, social marketing strategies through the Eco Savers Club, the identification of Sanitary Landfill (SLF) site and the maintenance of the composting facility thru vermi composting. The LGU’s efforts were rewarded since it was conferred the award of “Best Practices in ESWM in enforcement” by the provincial government. The LGU is also made as the learning site of other local government units in the province of Bohol and even outside of the province, in Ecological Solid Waste Management (ESWM) implementation.

### **Recommendations**

From the results obtained in this study, the following areas are identified for prioritization and their corresponding strategies for enhancement or problem resolution.

### **Governance**

For the promotion of transparency and a participative governance, institutionalization of feedback mechanism is needed such as the conduct of survey or consultation on a regular basis to generate feedback and people’s impulse on programs implemented and on service delivery. Though the LGU strongly supported the development of its people’s organizations (POs), there is a need to have a local government desk which would serve as a focal point for CSOs/PSOs. While, customer’s complaint desk or the Public Information Office or Desk should be regularly manned by competent staff in order to cater to the needs of the transacting public. Another thing to be looked into is the implementation of the different legislative measures crafted by the Sanggunian.

### **Administration**

A wide ranging and updated development planning information and database is suggested to ensure that decisions on local governance are based on effective planning. This involves the updating of the poverty database.

Enhanced service delivery necessitates a human resource development program that would involve value reorientation workshops, productivity seminars, drawing up of commitment/performance pledges and computerization of major service transactions. For

enhanced revenue generation the municipality should update its Revenue Plan and Revenue Code to maximize collection of local sources.

### **Social Services**

The Disaster Preparedness Plan should be reviewed to see to it that it's comprehensive enough to include functionality of the BDCCs, the identification and internalization of warning signals for every hazard, the operation and maintenance of the Operations Center as well as the presence of indispensable gadgets to be utilized in case disaster sets in. Women and children's protection program also requires the strengthening of the Barangay Council for the Protection of Children (BCPC) in all the 33 barangays.

It is also recommended that continuous information, education, communication campaign be made for the implementation of sanitation measures and to encourage constituents to avail of health services.

### **Economic Development**

Incessant and intensified information campaign on the adoption of organic farming methods and the continuous implementation of programs are recommended for this service area.

### **Environmental Management**

To advance environmental protection, there is a need to intensify IEC campaign and advocacy and employ monitoring schemes. Through the principle of co-management of resources with the national government, the LGU should continue with its efforts for the greening of parks and greenbelts and for the conservation and rehabilitation of mangroves. While, the momentum that the LGU and the NGO have mustered, should be sustained for environmental protection.

### **Strategies for Implementation**

Considering that some of the issues/concerns identified in this document are already incorporated in the Executive-Legislative Agenda (ELA), there is a need to continuously monitor if the programs and projects set for implementation, were carried out to answer the issues/concerns for improved service delivery.



## I. State of Performance

State of performance refers to the innate capacity of a local government unit to deliver its mandated basic services. This capacity can be gauged in terms of resources, policies, administrative systems, tools and other mechanisms that are in place in the LGU.

For the profile year under review, the obtaining capacity level of the municipal government of Jagna is a high rating of 4.35, as shown in the table below.

The study reveals that the areas of administration, economic development and environmental management have high capacity level. The rest of the performance areas specifically social services and governance have medium indices.

**Table 2**  
**OVER-ALL STATE OF PERFORMANCE**  
(Input Indicators)

PERFORMANCE AREAS	PERFORMANCE INDEX	ADJECTIVAL RATING
Governance	3.89	Medium
Administration	4.64	High
Social Services	3.90	Medium
Economic Development	4.83	High
Environmental Management	4.50	High
<b>Over-all Performance Index</b>	<b>4.35</b>	<b>High</b>

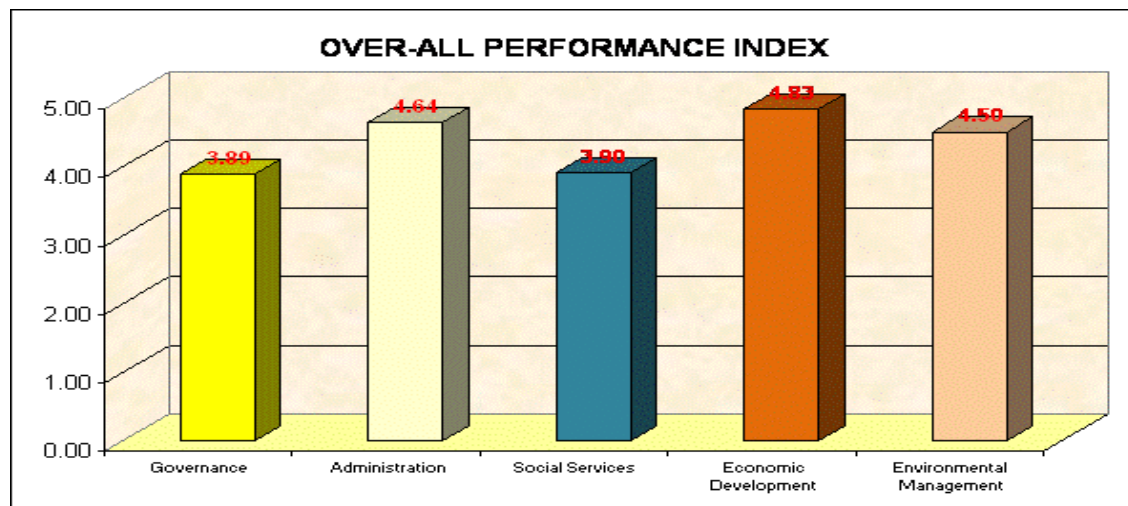


Figure 4  
OVERALL PERFORMANCE INDEX

## **Administration**

The high level of performance obtained in the area of administration can be ascribed to the capacity-ensuring factors present in almost all facets of administration which include revenue generation, resource allocation and utilization, financial accountability, customer service, development planning and human resource management and development. In development planning, necessary database are present and available to ensure that local development is founded on effective planning. These database are the Poverty Database, a software installed by the provincial government which data was taken from a survey in the LGU in CY 2005 and the results of the Barangay Development Planning-Participatory Resource Appraisal (BDP-PRA) program undertaken by the LGU with the Institute of Politics and Governance (IPG), a Non-Government Organization (NGO). But the former needs to be updated.

In revenue generation, existing capacity reinforcing factor is the Revenue Code which sets local revenue policy directions however, it needs to be updated to be relevant to the present time especially that rates formerly imposed in the enactment of the Code in 2003 may be minimal based on current time. An effective real property tax assessment and collection system is also present. However, to be more effective, the latter needs to operate in a network that is interlinked with computers in the Assessor and Treasurer's Office and must contain an incentive program for employees and taxpayers. While, cost collection ratio of 25.45% means that out of the total local revenue only said percentage was spent in collecting said revenues. Efforts undertaken by the Treasurer's Office for tax collection included the IEC during barangay assemblies, tax campaign for information and collection, demand letters and publication/auction.

On resource allocation and utilization, the study finds that the budget is responsive to the budgetary requirements of local government plans. Statutory and mandatory obligations are satisfied and total appropriations covering the operating expenditures and capital outlays do not exceed the estimated income. It is also worthwhile to mention that it is approved within the prescribed period. The study also found out the capacity of the LGU on debt servicing considering that debt service ratio is only 5.12% of the total regular income.

While the Internal Control System and Financial Management System in place, is an indication of the adherence to rules and regulations governing financial transactions as set by the Commission on Audit (COA) and other government agencies. On the other hand, the desire to provide best service to customers is instrumental in bringing about the streamlined civil application processes and the operation of the One Stop Shop in the month of January. Even to

the extent of making a time and study motion of other government transaction outside of the January one stop shop to determine time consumed per transaction.

Human resource management and development components are in place such as the Recruitment and Selection, Performance Evaluation, Incentives and Awards System, Grievance Committee, Human Resource Planning, Human Resource Development and Career Development. However to be fully operational and to foster the professional growth of personnel at the same time capacitating them to their work, there is a need to evaluate and focus on the last three components namely Human Resource Planning, Human Resource Development and Career Development.

### **Social Services**

In the field of social services, the Municipal Health Board is functional. Although it did not meet regularly, still it was able to facilitate the conduct of health-related activities and had acted as advisory body to the Sanggunian on health matters. The presence of Rural Health Units 1 & 2 and the Health Stations in all of the barangays facilitated the provision of basic health needs of the populace. The substantial number of midwives complemented by the barangay health workers made the said barangay health facility operational. The number of dentist and nurse did not meet the required standard. However for the nurse, with a ratio of 1:15,000, there is only a minimal difference with the LGU situation considering that for the population of 32,034 ,there are 2 nurses. There is only one province-paid dentist and based at the district hospital situated in the municipality. While for the doctor, with a ratio of 1:20,000, the 2 doctors in both RHUs 1 & 2 are adequate for the population. While with 7 midwives, the ratio of 1:5,000 is met. Other reinforcing factors in this service area are the presence of two hospitals, one private and one public, the availability of the ambulance to transport ailing patients to the hospitals in Tagbilaran City and the enrolment with the PHILHEALTH of 1,666 families for their health needs. The provision of free medicines to the diabetic and hypertensive patients and for basic ailments through the PHILOS Health is a great help especially to the less privileged considering the high cost of medicines and their financial difficulty.

For education concerns, the Municipal School Board is functional. This is also true for the Alternative Learning System (ALS). What is needed in this particular service area is to augment the current number of two pre-school centers, being supervised by the Department of Education in order to cater to the many pre-school children in preparation for grade school. Although Day Care Centers are present in the barangay for socialization and basic instruction for pre-school children. For peace and order, all barangays were able to organize Tanods and the

Lupong Tagapamayapa. A training was provided to them in 2008 and the kit of Tanods for their use in the performance of their functions. While, the Municipal Peace and Order Council (MPOC), and the Municipal Disaster Coordinating Council (MDCC) are functional. These councils meet on a regular basis and had formulated the Integrated Area/Community Public Safety Plan (IA/CPSP) and the Disaster Plans. Although, there is an existing Children and Women's Protection program, there is still a need to strengthen the councils such as the Municipal Council for the Protection of Children and its barangay counterpart to institute measures for children's protection.

### **Governance**

As far as governance is concerned, the legislative agenda which effectively complemented the executive agenda and the computerized legislative tracking system are deemed effective. On the otherhand, the public information desk which would serve as an information and complaint desk of customer is not regularly manned.

In order to enhance planning and decision-making for effective and efficient governance, the LGU need to institutionalize a feedback mechanism to generate citizens' views and pulse on the quality of LGU services. Although, the LGU also conducted consultations during public hearings and barangay assemblies, the same should be regularly conducted. Though, there is no PSO/CSO desk for civil society organization, it is remarkable to mention that the LGU facilitated the strengthening of people's organization and the advancement of existing organizations through the provision of technical assistance in their livelihood programs.

### **Environmental Management**

As to environmental management, the LGU was able to enact legislative measures for its protection through the Environmental Code and the Fishery Code. It has also conducted Information Education Communication (IEC) for conservation campaign which it conducted in all the barangays. Measures for the rehabilitation and conservation of mangroves are also implemented however, monitoring and measuring of mangrove growth in "at risk" area should be institutionalized. On solid waste management, the LGU implemented the Ecological Solid Waste Management Program by the organization of the Ecological Solid Waste Management Board and the Technical Working Group, implementation of its ten-year Solid Waste Management Plan, acquisition of equipment and establishment of facilities, and the preparation of the Social Marketing Plan.

## Economic Development

Reinforcing factors in this performance area are the Enterprise Business and Industry Promotion Council and the Local Investment and Incentive Code. The LGU was able to provide a conducive climate for growth and investment through the presence of basic infrastructures such as roads, bridges, power, bank and communication infrastructure in areas zoned for business and industry. Considering the influx of commercial and business establishments in the area, the municipality started the work in 2008 for the 2<sup>nd</sup> floor of its public market.

On agriculture, the LGU has remarkably extended necessary support for agriculture through policies, extension and on-site research services or facilities, farming and fishing inputs and administrative support.

### The State of Productivity

The state of productivity refers to the reach and quality of basic services delivered by the local government unit. This part makes use primarily of Output indicators of the LGPMS, which basically attempted to reflect the quality of a particular service or the comprehensiveness of the service in terms of clientele demand or target. The state of productivity manifests the immediate result of Inputs that are in place in the LGU.

For the profile year under review, the obtaining productivity level of the municipality of Jagna is 4.46 with an adjectival equivalent of high. Environmental management obtained a very high rating while the areas of governance, social services and administration all got a high productivity rating. Only economic development attained a medium productivity rating.

**Table 3**  
**OVER-ALL STATE OF PRODUCTIVITY**  
(output Indicators)

<b>PERFORMANCE AREAS</b>	<b>PRODUCTIVITY INDEX</b>	<b>ADJECTIVAL RATING</b>
Governance	4.83	High
Administration	4.50	High
Social Services	4.33	High
Economic Development	3.63	Medium
Environmental Mgmt.	5.00	Very High
<b>Over-all Productivity Index</b>	<b>4.46</b>	<b>High</b>

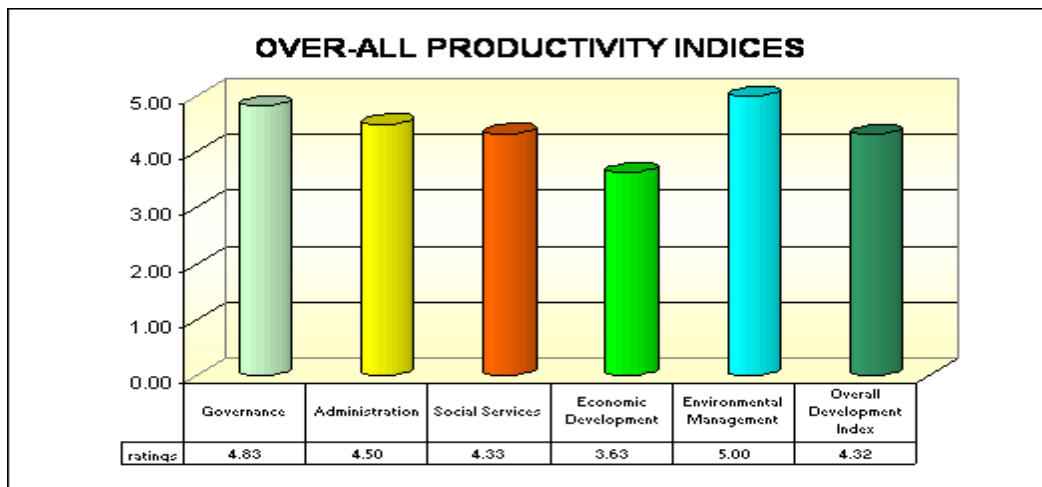


Figure 5  
OVERALL PRODUCTIVITY INDEX

The study shows that the municipal government of Jagna marks very high productivity level in the area of environmental management while, the three areas of social services, governance and administration has a high productivity level. While, only economic service trailed behind with an adjectival equivalent of medium.

### Social Services

Social services has only a medium performance but got a high productivity rating. In this service area, it cannot be denied that many clientele were accorded health services. This is achieved due to the efforts exerted by the Municipal Health Personnel headed by the Municipal Health Officers in both RHU 1 & 2 and the municipal officials for making possible the establishment and operation of RHU 2. Best practices employed included the partnership with the PHILOS Health which made feasible the Establishment of RHU2, Establishment of Community Radio, Regular Medical Missions to the Barangays, Diabetes and Hypertension Detection and Maintaining Treatments, Rehabilitation Management to Persons with Disabilities and the Regular Provision of Medicines and Medical Supplies. The LGU also purchased of 4 wheel vehicle to be used for healthcare service in the mountain barangays. It also stressed to the populace that healthcare should not only be curative treatment but more on preventive measures.

For nutrition, the Municipal Nutrition Action Officer (MNAO) who solely focused on nutrition, spearheaded the regular annual municipal-wide Nutrition Evaluation to check on the

malnourished children and the progress after the intervention made by the Barangay Nutrition Evaluation (BNC).

In the field of education, teachers as well as classrooms of the elementary schools are adequate and have met the standard ratio. This is also true in the three public secondary institutions. These two vital factors led to the high elementary and secondary school participation rate. Added to this is the constant advocacy the teachers made to the barangay officials and the parents on the necessity of education, which prompted parents to send their children to school. Jagnaanon is fortunate to have 33 Day Care Centers , 5 Private Kindergarten Schools, 6 primary schools, 21 public Elementary Schools, 1 private elementary school, 3 National/Barangay High Schools, 4 Private High Schools, A school for Special Children, 1 TESDA - Regional Site of the Language Skills Institute and 1 College Institution. While, data on tertiary and vocational school completion rate is not precise considering the absence of an accurate data. Thus, an accurate picture of these two factors cannot be obtained.

In the case of peace, security and disaster risk management, effectiveness of the Lupon was gauged by the high percentage of disputes resolved through the Lupon. Trainings were also conducted for the Lupon and Tanods last year. Last year, the LGU failed to conduct disaster preparedness activities such as seminars and drills in the municipal government however, similar activities were conducted in schools. Much has still to be done by the municipal government to prepare the people and mitigate the impact of disasters such as the identification of warning signals for every type of disaster and the procurement of necessary tools and gadgets to be utilized in the occurrence of disaster. It was also noted that the LGU in the previous year, with the reorganized MDCC, failed to conduct the orientation training and planning for MDCC members.

### **Environmental Management**

Although environmental management earned a high performance rating, it has achieved a very high rating in its productivity. This can be traced to the quality of local government-non-government organization/people's organization partnership in the management of natural resources. The Environmental Management System (EMS) which was implemented by the LGU with the Bohol Integrated Development Foundation, Inc. (BIDEF) paved the way for the reduction of power consumption in every office and the minimized use of office supplies.

Meanwhile, the LGU was able to reduce its solid waste through the thorough IEC conducted prior to the Solid Waste Management program implementation. Waste in the 11 metro Jagna barangays are regularly collected. While, the formation of the Jagna Young Eco

Savers Club in both the Jagna Central and Canjulao Elementary schools greatly helped in the reduction of waste. On the otherhand, measures were undertaken for the maintenance of the Central Material Recovery Facility (MRF) and the composting facility. Sanitary Landfill (SLF) Site selection & inspection and the Assessment of soil suitability of the proposed SLF were also considered as one of the highlight of activities on ESWM implementation in CY 2008.

### **Economic Development**

From its high performance rating, economic services achieved a medium productivity rating. The Agriculture Office successfully organized the farmers and fisherfolks. This made it easier for the Agriculture Office to extend to them the necessary agricultural, livelihood and fishery extension and on-site research services and facilities. Part of these services and support are the regular programs of the Municipal Agriculture Office such as provision of technology demonstrations/research, technical briefings, farm modeling and awarding of farmer models, livestock dispersal and production and the Coastal Resource Management Program (CRMP). Necessary support was also extended to the farmers by way of improvement/maintenance of farm to market roads for easy transport of agricultural produce. In entrepreneurship, business and industry promotion, the presence of the Council as well as the Investment and Incentive Code, provided an environment conducive to investment. This could be one of the reasons of the influx of entrepreneurs in the area. While, the LGU has no data banking on new industry, business and enterprise that registered in CY 2008 and industry that closed. With the observed influx of investors in Jagna, the LGU needs to look into more mechanisms of promoting private sector investment and a conducive climate for economic growth.

### **Administration**

The area of administration both have high performance and productivity rating. This is attributable to the human resource management and development system that is in place. LGU personnel are given opportunities to participate in seminars and capability building activities sponsored by government organizations and other private aggrupations. However, the LGU has to conduct more development activities for its employees to enhance the capability of employees and to bring about enhanced service to the clientele.

While, effectiveness and efficiency of customer service can be gauged through the reduction of the processing time in the issuance of required documents, thereby promoting customer satisfaction.



On the other hand, the financial management system which is in place and the strict adherence to existing COA and other existing rules paved the way for the presence of certified financial statements and the absence of disbursements with negative COA findings.

On revenue generation, schemes such as the intensified tax campaign, sending of notice of delinquency, setting of schedule of collection in every barangay and the establishment of One Stop Shop were not put to naught as the LGU attained a high revenue target accomplishment rate. While real property tax accomplishment rate is 41.75%. While, internal financing ratio is placed at 20.55% which means that out of total revenues, only 20.55% came from local sources. This indicates the LGU's reliance on the Internal Revenue Allotment (IRA). In terms of the operation of public enterprise namely, the market, the waterworks and the slaughterhouse, it appears that the said enterprises taken as one profited from its operation, with a profitability rate of 27.15%. While, the completion of the 2<sup>nd</sup> floor of the municipal market is seen as a strategy to enhance revenue. It is observed that people from the neighboring towns of Valencia, Garcia-Hernandez, Duero and even Guindulman buy goods and commodities in Jagna as well as bring their agricultural produce in Jagna.

From the study it is also apparent that the LGU spent 44% of its total income in 2008 for its Personal Services, 21% for its Capital Outlay and 35% for its MOOE. This is based on records of the Accounting Office. This could be due to the many unfilled rank and file positions and the mandatory positions such as the Civil Registrar, Mun. Assessor and the Mun. Treasurer. This can

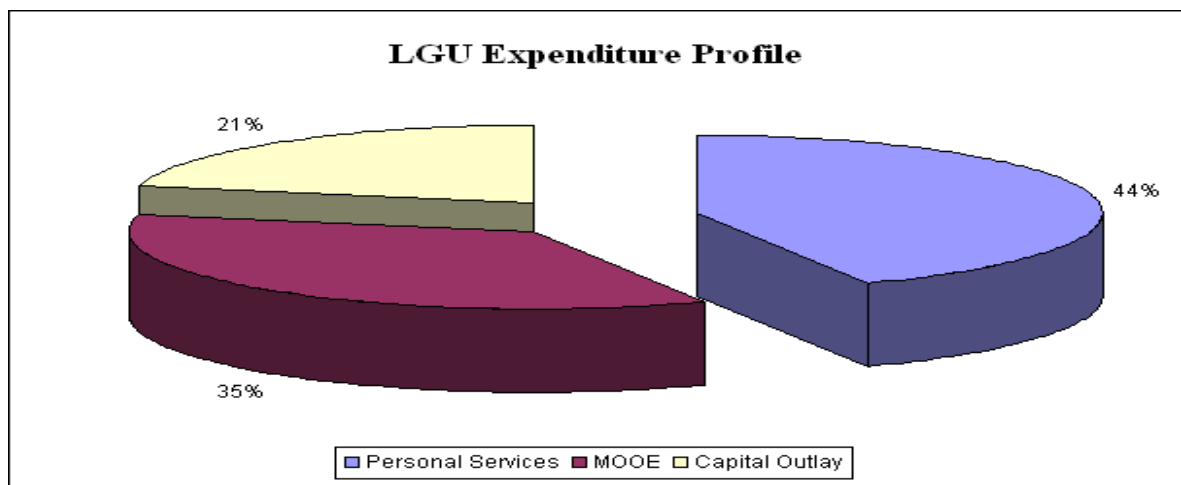


Figure 6  
LGU EXPENDITURE PROFILE

Expenditures on the five performance areas can also be gleaned in figure 7. The graph bares that of the five performance areas, social services has the most expenditures with 37.47%,

followed by administration with 27.42%, while the least is the environmental management with 0.49%.

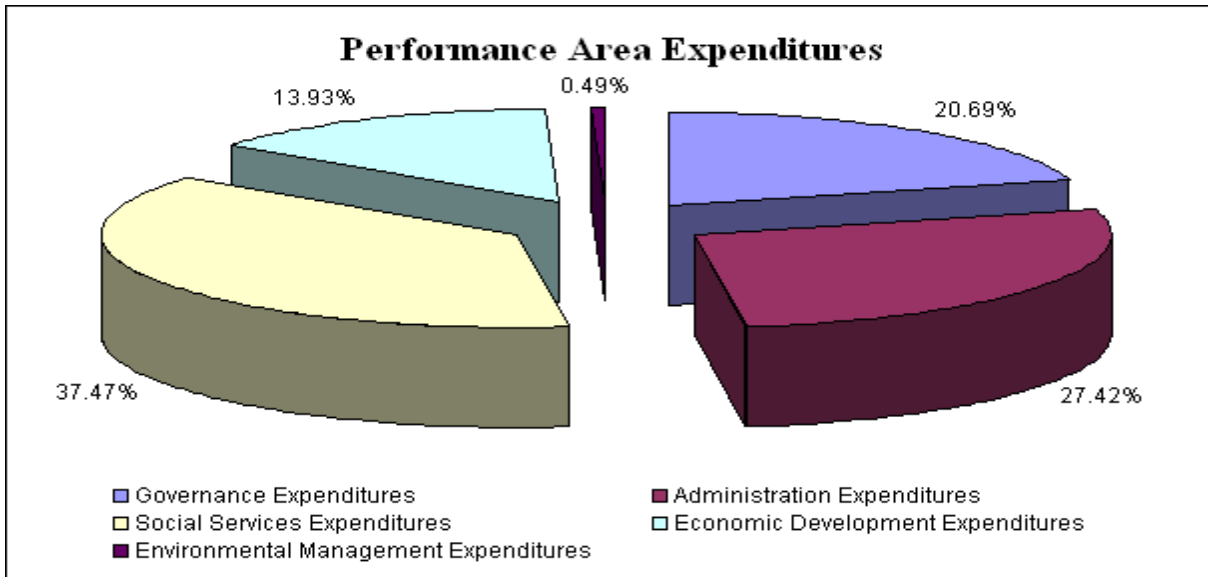


Figure 7  
PERFORMANCE AREA EXPENDITURE

On development planning, the Gender and Development Plan served as one of the reinforcing factors in this service area. For CY 2008, the LGU also started its updating of the CLUP and the CDP.

**Governance**

In the field of governance there is a leap from the fair state of performance to a high productivity rating. This can be attributed to the enactment of codes in support of social and economic development and environmental management. An inventory of the codes enumerated, the presence of the Local Revenue Code, Environment Code, Gen. Administrative Code, Children’s Code, Fishery Code, GAD Code and the Investment and Incentive Code. It was noted that the Sangguniang Bayan enacted two Codes in CY 2007, the Gender and Development Code and the Children’s Code. With this, the SB deserves to be lauded.

While, out of ten, eight projects implemented in partnership with NGOs/POs were funded out of the 20% development fund. It is worthy to mention also that the 20% of the IRA was allocated and spent for the population in need which refers to the marginalized and

disadvantaged sector of the society. This includes among others the farmers, fisherfolks, cultural communities, women, differently abled, senior citizens, youth, students and children. Certain amount were also earmarked for some of the sectors mentioned such as the differently abled, senior citizens and children in the general fund, falling under the budget of the Social Services.

Aside from the mechanisms adopted such as putting up of performance billboard/bulletin board and the announcement during public meetings/assemblies in order to ensure that information on local government operations are readily available, the LGU also established a website with the advent of technology and the installation of the Community Radio. Its plan to publish a newsletter has not yet materialized.

**State of Development**

As captured in this report, the State of Development refers to the obtaining socio-economic and environmental conditions of a local government unit. These are the development conditions which are the manifest results of actions or neglect of all stakeholders in the locality that is to include fundamentally the initiatives of the LGU itself. However, it must be emphasized that there are indeed other factors that significantly bear on these development conditions, one which the LGU does not have direct control of.

For the year under study, development conditions in the municipality of Jagna can be briefly described to be fair with 3.76 overall development index. This can be viewed in table 4.

**Table 4**  
**OVER-ALL STATE OF DEVELOPMENT**  
(outcome Indicators)

<b>PERFORMANCE AREAS</b>	<b>DEVELOPMENT INDEX</b>	<b>ADJECTIVAL RATING</b>
Governance	N/A	
Administration	N/A	
Social Services	4.29	High
Economic Development	3.00	Medium
Environmental Management	4.00	High
<b>Over-all Dev't. Index</b>	<b>3.76</b>	<b>Medium</b>

It appears that among the performance areas, the municipality of Jagna has the highest development condition in social services with 4.29 rating, followed by environmental management with 4 development rating. Economic development trailed behind with 3 development rating. This data is also reflected in figure

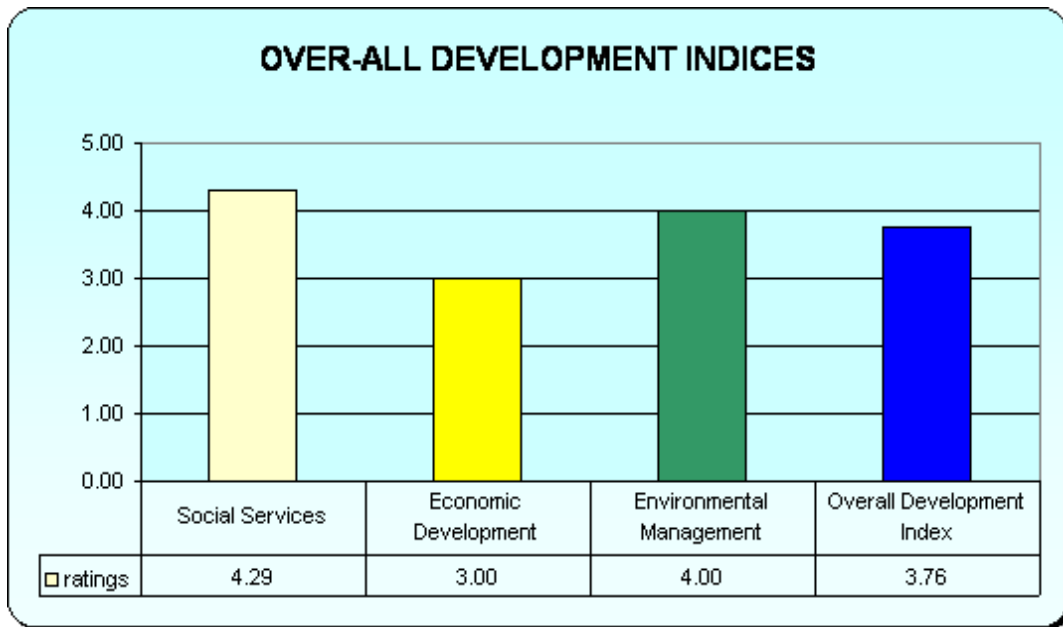


Figure 8  
Overall Development Index

### State of Social Development

Below is a figure showing the indices of the service areas under social development.

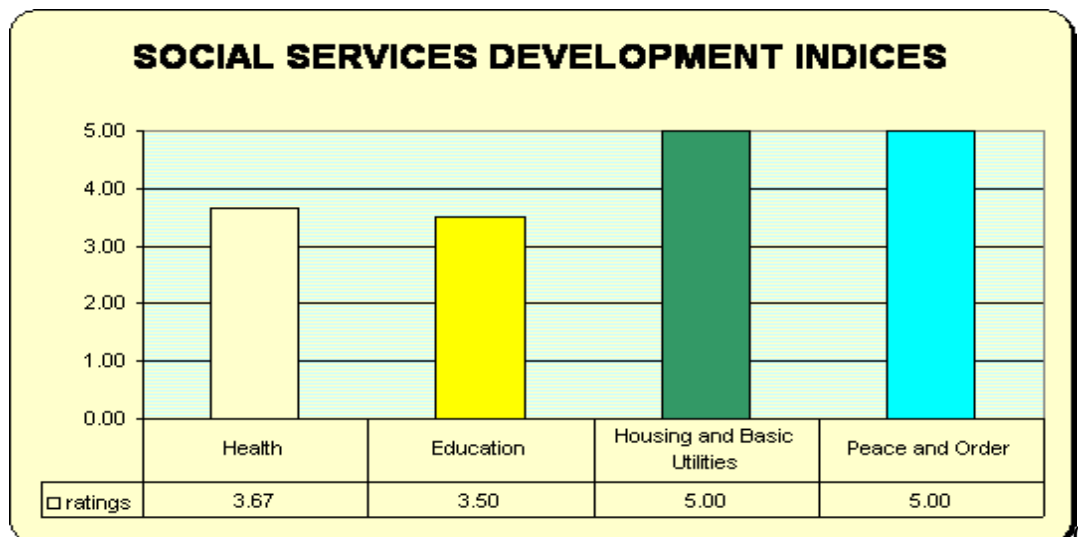


Figure 9  
SOCIAL SERVICES DEVELOPMENT INDICES

It can be gleaned from the figure presented that peace, security and disaster risk management and housing and basic utilities has a very high development index while education and health services have medium/fair development index.

It is worthwhile to note that peace, security and disaster risk management from its high performance and very high productivity indices, resulted to a very high development index. This rating is based on the low incidence of index crimes, those which are serious in nature including among others murder, homicide and rape. There is also a low incidence of non-index crimes such as illegal possession of firearms, carnapping, illegal drugs among others. Index crimes committed in CY 2008 were 90 while non-index crimes was 6. Though this may be the state of development of this service area as pictured by this study, there is still a need to look into other factors not captured by this study for enhanced service delivery.

Housing and basic utilities achieved a high development index, owing to the presence and accessibility of utilities such as water and electricity to majority of the citizenry. Out of the 6,200 households, 5,658 or 91.26% have access to sustainable potable water supply and 6,076 or 98% have electricity. Impressive figures also turned out in the number of households with sanitary toilets, with 5855 households or 94.44% out of the total 6,200. While, only 115 or 1.85% of the households are living in informal settlements or makeshift houses.

From its performance, productivity levels and development levels, health and nutrition attained a fair rating. This is brought about by the low mortality rate, fair rating for morbidity rate and percentage of children aged 0-71 months with below normal weight. Infant mortality rate, mortality rate of children aged 1-6 and maternal mortality rate have high ratings based on national level standard.

In the field of education, obtaining medium development index is indicated in the very high secondary school completion rate. While, tertiary school completion rate and literacy rates are high. But data on tertiary education is not also depictive of the true picture in the absence of an accurate data. On the otherhand, vocational school completion rate is very low but the same as tertiary school completion rate, it is not accurate/precise.

## State of Economic Development

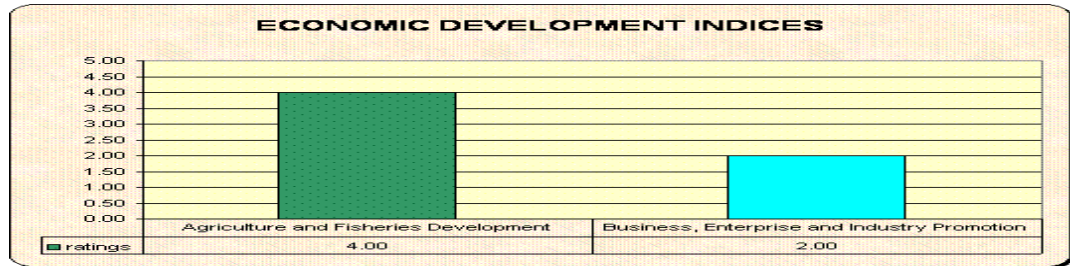


Figure 10 - ECONOMIC DEVELOPMENT INDICES

It can be glimpsed in figure 10, that agriculture and fisheries development earned a high development index and entrepreneurship, business and industry promotion a low development index. This ultimately gives a fair development index for economic development.

From a very high performance and high productivity levels, agriculture and fisheries development, got a high development index. Data being looked into are the percentage of irrigated land over total agricultural land, crop yield and local fish catch in municipal waters.

Entrepreneurship, business and industry promotion affected the state of economic condition of the LGU due to its low development index. This is based on the unemployment rate of 10.78% which is considered fair on national standard. While annual per capita income of P23,492.80 for an average family size of 5 is deemed low on national standard and indicated the low standard of living of families. Data used in this regard however, are only approximation in the absence of an accurate data.

## State of Environmental Development

Figure 11 shows the indices of the service areas under environmental management.

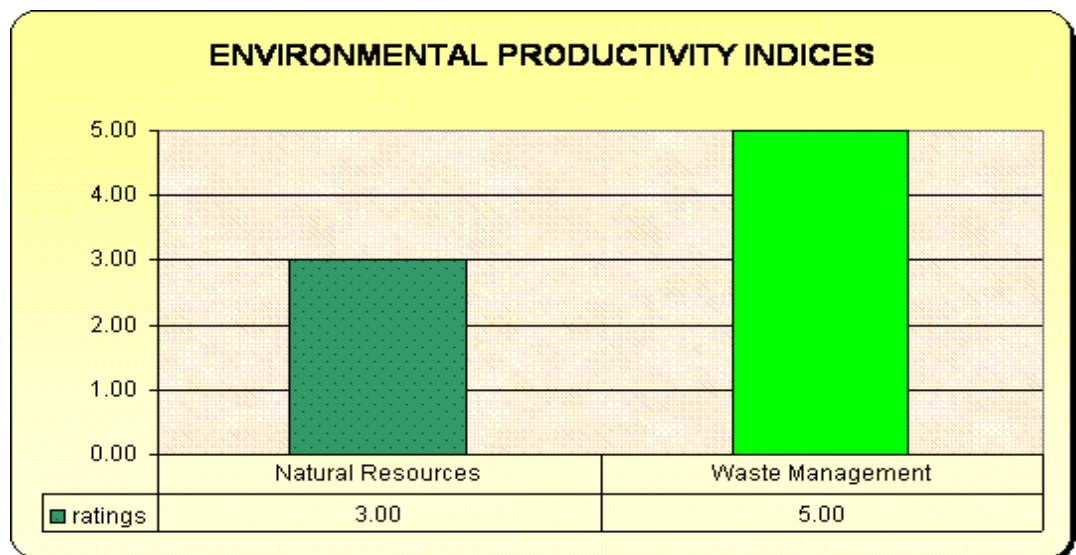


Figure 11

## ENVIRONMENTAL PRODUCTIVITY INDEX

Environmental management is said to have a high development index with a fair natural resources development index and a very high waste management and pollution control development level contributing to its state of development.

From the performance to the productivity until the state of development, waste management and pollution control has a very high rating. For its state of development, obtaining rating is measured through the absence of uncollected garbage. The LGU took charge in collecting waste in the eleven metro Jagna barangays, only for non-biodegradable waste. In the remaining barangays, waste disposal is taken cared by the households where such wastes originated.

While natural resources management, which has a very high performance index and high productivity index, gained a fair development index. This only proves that aside from the productivity and performance factors included in this study, there are still other factors that bring about this state of development. And these factors are beyond the control of the LGU. This could be elucidated by the presence of live coral reef remaining, which has not yet been restored from the wanton destruction that illegal fishing has brought about. This is the situation despite the CRM program being implemented for many years now. While the LGU undertake greening efforts specifically tree planting and the prevention of illegal cutting of trees. Only 82.11% has forest cover in forestland. LGU's efforts on greening is sometimes hindered since it could not undertake its efforts in private lands without forging an agreement with private owners. The LGU has also to exert more greening efforts.

### Summary of Findings

By way of summary, hereunder are the performance, productivity and development indices of the municipality Jagna for the year under review, CY 2008.

#### PERFORMANCE SUMMARY (input-output-outcome level)

PERFORMANCE AREAS	INPUT		OUTPUT		OUTCOME	
	Performance Level Value	Rank	Performance Level Value	Rank	Performance Level Value	Rank
Governance	3.89	5	4.83	2	N/A	
Administration	4.64	2	4.50	3	N/A	
Social Services	3.90	4	4.33	4	4.29	1
Economic Dev't.	4.83	1	3.63	5	3.00	3

Environmental Mgmt.	4.50	3	5.00	1	4.00	2
<b>AVERAGE</b>	<b>4.35</b>		<b>4.46</b>		<b>3.76</b>	

Basing on the table presented, it can be gleaned that the LGU has high performance level, high productivity level and finally, medium development level. Thus, it can be deduced that performance and productivity are not the sole key players for development rather, there are other factors which could affect the state of development