

# The Philippine Environmental Governance Project 2

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Report on Baseline 2005 Governance Indices

## GUIDED LGU SELF-ASSESSMENT ON THE STATE OF ENVIRONMENTAL GOVERNANCE PRACTICES

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## ACRONYMS

### GUIDED LGU SELF-ASSESSMENT ON THE STATE OF ENVIRONMENTAL GOVERNANCE PRACTICES

ADR	Alternative Dispute Resolution
BAC	Bids and Awards Committee
BFAR	Bureau of Fisheries and Aquatic Resources (DA)
CBRMP	Community-Based Resource Management Program
CENRO	Community Environment and Natural Resources Officer (DENR)
CRM	Coastal Resources Management
CRMP	Coastal Resources Management Project
CSO	Civil Society Organization
CLUP	Comprehensive Land Use Plan
DA	Department of Agriculture
DAI	Development Alternatives, Inc.
DAO	Department Administrative Order
DENR	Department of Environment and Natural Resources
DepEd	Department of Education
DF	Development Fund (20% of IRA)
DILG	Department of the Interior and Local Government
DOH	Department of Health
ECC	Environmental Compliance Certificate
EcoGov 2	Philippine Environmental Governance Project Phase 2
EMB	Environment Management Bureau (DENR)
ENRO	Environment and Natural Resources Officer
EO	Executive Order
ESWM	Ecological Solid Waste Management
FARMC	Fisheries and Aquatic Resources Management Council
FFM	Forests and Forestlands Management
FGD	Focus Group Discussion
FLUP	Forest Land Use Plan
FRMP	Fisheries Resource Management Plan
F-TAP	Functionality, Transparency, Accountability and Participatory-ness
GSA	Guided Self-Assessment
GSO	General Services Office
IEC	Information, Education and Communication
IP	Indigenous People
IPRA	Indigenous Peoples' Rights Act
IRA	Internal Revenue Allotment
ISWM	Integrated Solid Waste Management
JMC	Joint Memorandum Circular
LCE	Local Chief Executive
LGC	Local Government Code
LGPMS	Local Governance Performance Management System (DILG)
LGU	Local Government Unit
LIM	LGU Internal Management (index)
LMP	League of Municipalities of the Philippines
LSP	Local Service Provider
MAO	Municipal Agriculture Officer
M&E	Monitoring and Evaluation
MENRO	Municipal Environment and Natural Resources Officer
MGB	Mines and Geosciences Bureau
MOA	Memorandum of Agreement
MPA	Marine Protected Area
MRF	Materials Recovery Facility
NCIP	National Commission on Indigenous Peoples

NGO	Non-Government Organization
NIPAS	National Integrated Protected Area System
NTP	Notice to Proceed
PAMB	Protected Area Management Board
PCRA	Participatory Coastal Resource Assessment
PNP	Philippine National Police
PO	People's Organization
RA	Republic Act
RC	Regional Coordinator (EcoGov management position)
SALT	Sloping Agricultural Land Technology
SB	<i>Sangguniang Bayan</i>
SBO	<i>Sanggunian Bayan</i> Ordinance
SLF	Sanitary Land Fill
TWG	Technical Working Group
UEM	Urban Environmental Management
USAID	United States Agency for International Development

## BASELINE RESULTS IN SUMMARY

### GUIDED LGU SELF-ASSESSMENT ON THE STATE OF ENVIRONMENTAL GOVERNANCE PRACTICES

#### **Objectives and Coverage**

The Guided Self-Assessment (GSA) is a simple management tool that enables an LGU, along with representatives of its constituents, inclusively-defined, to determine for itself what “best practices” it has already adopted, or has yet to adopt, in order to enhance governance and thereby more effectively address actual or potential threats to the environment. This report presents the results of an initial survey on governance practices, against which the results of similar future efforts will be analyzed. Two follow-up self-assessments are planned for the project’s mid-term (2007), and final year (2009) – so that changes in governance practices over time can be linked to EcoGov 2 interventions. The GSA does not grade LGU performance; rather, it generates a fairly reliable picture of local practices. There is no claim to a high degree of statistical precision of results.

The Guided Self-Assessment spanned the universe of EcoGov’s 79 city and municipal LGUs distributed across four regions (Northern Luzon, Central Visayas, Southern Mindanao and Western Mindanao), and 15 provinces. Eventually, one LGU (Labangan in Zamboanga del Sur) could not be covered because of its political situation. Of the 78 LGUs, 14 (18%) were cities. A total of 1,237 key informants was involved, for an average of 15-16 participants per LGU. Sixty two percent of the key informants came from offices within the LGU; the rest were representatives of NGOs/POs, and other institutions including national agencies, provincial and barangay governments, Indigenous People (IP) groups, the academe and local public schools, and religious organizations. The surveys were completed during the second quarter of 2005, i.e., from March 30 through June 10, 2005.

#### **Self-Assessment Methodology**

Designed as a *rapid assessment* rather than as an in-depth study, the GSA posed a series of 57 questions – all answerable by “yes” or “no” – contained in four standard questionnaires. Each of the questions was carefully framed to represent selected “best practices” in the management of forestlands, coastal areas and solid waste and wastewater. The questions determine the local application of four major governance principles: (i) functionality; (ii) proactive transparency; (iii) accountability; and (iv) effective participation – in the performance by the LGUs of their assigned governance functions that include: (1) resource management and utilization planning; (2) budgeting; (3) contracting, bidding and procurement; (4) licensing, permitting, and issuance of tenure and allocation instruments; and (5) enforcement of laws and regulations. In each LGU, the aforementioned multi-sectoral group of local key informants was convened to “self-assess” governance practices, i.e., to decide among themselves the answer to each and every question.

The surveys were conducted by a team of trained facilitators from each of the EcoGov Regional Offices. All in all, a total of 34 regional personnel were involved in the exercise in four regions. The questionnaires were administered sector-by-sector, following a strict protocol. The resulting index is a numerical value between 0.00 and 1.00, derived by simply dividing the number of yes answers by the total number of questions asked. Indices were computed for the LGU as a whole (the “cross-sector index”); for each sector (forest, coastal and urban, plus LGU internal management); and for each of the aforementioned five governance functions and four governance principles. *All in all, 15 indices were derived for each of the 78 LGUs.* The straightforward interpretation of the index is that the higher the numerical value, the more a particular LGU was practicing good environmental governance at the time the self-assessment was conducted. The indices are not to be regarded as absolute values, but rather as relative values with respect to the ideal “1.00”, and over a period of time.

## **Baseline Results**

***Governance Indices.*** Summary results, i.e., baseline cross-sector indices and sector-specific indices, are reported in **Summary Table 1**. The values are presented in descending order by LGU, bannered by top-ranked Zamboanga City (0.96) and Dalaguete in Cebu (0.93), across regions and provinces, but only for presentation purposes. We need to be careful in directly comparing indices across LGUs, as each value reflects the unique conditions in a particular locality. It will be more appropriate to compare indices of one single LGU over a period of time. It might be noted from **Summary Table 1** that CRM indices tend to be higher than FFM indices. The forest sector involves a range of contending stakeholders; is governed by different pieces of policy and legislation that only vaguely define the role of LGUs; and has a long history of conflict that remains unresolved.

After the first table, function-specific and principle-specific indices are then presented in **Summary Table 2**, by province. These and the other types of indices can be used to compute corresponding “benchmark” indices. The benchmarks are target indices that each LGU is projected to reach by the next self-assessment in 2007. Clearly, the amount of effort that will need to be exerted for an LGU to achieve its mid-term benchmark is inversely proportional to its baseline index.

***LGU Categories.*** Physical, socio-economic and financial data collected as part of the self-assessment reveal the wide diversity of LGUs being assisted by EcoGov. Within the same region (Northern Luzon), for example, Cauayan City’s population is 12 times that of Dinalungan; and Nagtipunan’s land area is 11 times bigger than Solano’s. Such wide diversity naturally impinge on governance requirements and capabilities. In this regard, three categories of LGUs have emerged from the baseline study, which could help guide the further refinement of EcoGov assistance strategies. The categories are (1) LGUs with consistently high indices; (2) not-so-consistent LGUs that tend to “over-specialize” in one sector and at the same time, fare very poorly in another sector; and (3) LGUs with consistently low indices.

Although none of the 78 LGUs obtained a cross-sector index of 1.00, the self-assessment has revealed the best among the lot. Assuming a relatively high cut-off cross-sector index of 0.76, 16 top-rate LGUs can be identified across the four regions, but with a majority including three cities coming from Central Visayas. Most of these are EcoGov's long-time partner-LGUs whose inspiring stories must now be told more widely through the project's IEC program. EcoGov for example has been in Dinalungan since 2002; and in Maitum since 2003. Future engagement with these top LGUs should aim to enhance the quality, depth and consistency by which best practices are being carried out. Focus will be on the implementation of plans and programs.

The second category of LGUs can be similarly found in all regions. Over-specialization is typified by Parang with a CRM index of 1.00 and FFM index of 0.00; and by Pamplona whose UEM index is 0.88 and FFM index, 0.07. This group challenges EcoGov's integrated ecosystem and landscape approach with the question "What constrains best practices in one sector from being adopted in another sector within the same LGU; and how do we address such constraints?" Assistance strategies will need to be calibrated not only to enable the "neglected sector" to catch up, but also to better understand the key factors that constrain LGU-wide adoption of best practices. Strategic assistance like cross-training and cross-visits may help to even out the level of governance across sectors within the same LGU. Otherwise, for example, improved governance in CRM may be negated by neglect in the UEM and FFM sectors.

Among the third category are LGUs with low or very low indices across the board. They are easily identifiable by their low cross-sector indices. A group of nine LGUs falls under this category using a cut-off cross-sector index of 0.38. It is notable that none of the Central Visayas LGUs were classified under this category. While a calibrated assistance strategy is recommended for the second category LGUs, a "catch-up assistance strategy" is deemed suitable for this third group.<sup>1</sup>

***Determinants of Index Levels.*** The baseline survey shows that the level of governance index is strongly influenced by outside assistance provided to the LGU. With few exceptions, LGUs with support from EcoGov and similar efforts tend to obtain higher indices compared to those with no external support. This is the case across Central Visayas. In both Northern Luzon and Southern Mindanao, high FFM indices are clearly linked to EcoGov assistance. This is also true for the other sectors and particularly for UEM that requires expert assistance to enable LGUs to comply with the highly technical requirements of RA 9003. The next challenge is for EcoGov to put in place LGU phase-out strategies that optimize sustainable impact within assisted LGUs, perhaps starting with the Category 1 LGUs. Further down the road, cost-effective replication models will be needed to benefit more of the country's other LGUs.

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<sup>1</sup> The aforementioned 0.38 threshold may be raised, thus increasing the size of the group. Raising the threshold, however, should carefully consider available project resources, as each LGU in this category will require intensified assistance.

The index level and LGU budgets are intuitively connected. However, the degree to which available budgets influence the index level has yet to be firmly established. In Central Visayas, there seems to be a clear connection between the level of index and the amount budgeted for environmental activities. On the other hand, other findings suggest that environmental governance can be improved notwithstanding limitations in funding. For example, top-ranked Maitum had the lowest IRA among the Southern Mindanao LGUs. In Nueva Vizcaya, the top LGU (Bambang) allotted only 4.2% of its 20% development fund to environment-related activities; while the 4<sup>th</sup> ranked (Solano) earmarked 26.5%. Generally, EcoGov can influence the LGUs to allocate a bigger share of their budgets to environment-related activities. In the long-run, the implementation of various environmental governance initiatives will require larger and sustainable allocation of LGU and agency budgets. Fund allocation depends not only on the value that the LGU places on environmental security, but also on previous investments, on the condition of the resource base, and on complementary financial and material resources.

Geographical location and accessibility is one other factor that could influence the index level. Thus, it was expected that cities would rate higher than the more remote and inaccessible municipalities. This was not the case, however, in many instances where remote municipalities garnered a higher index compared to the larger cities or the more urbanized areas. In Southern Mindanao, the top three in terms of the overall LGU index (Kiamba, Maitum and Lebak) achieved levels higher than the cities of Kidapawan and Koronadal. In Northern Luzon, the highly urbanized LGUs of Bayombong and Solano obtained lower cross-sector indices than smaller municipalities such as Baler, San Luis and Diffun. Other key factors are at work, including LGU innovativeness, leadership and commitment to long-term sustainability transcending short-sighted politics. Also important are cultural factors, i.e., degree of homogeneity of residents within a certain community; as well as historical influences.

### ***Possible Implications for EcoGov Management***

Under the aforementioned enhancement assistance strategy for Category 1 LGUs, the EcoGov central office could intensify IEC on successful LGU-wide good governance, to include producing case studies or video material for use in national or regional forums. In the longer term, a study on the link between good governance and biophysical indicators could be supported. “Hall of Fame” awards might be considered for top-rank LGUs, to be presented on their respective charter days. The more advanced LGUs could also be prioritized for investment advice from EcoGov specialists. The LGUs themselves could consider setting up a system to recognize support from national government agencies, which helped them to achieve high indices.

From the perspective of the EcoGov regional offices, mechanisms could be set up to enable greater interaction between the top rank LGUs and other LGUs within the region, especially those that are adjacent or located close to the top LGUs. The results of the self-assessment could be used as guide for updating phase-out strategies from the consistently well-performing LGUs, while ensuring sustained good governance. Finally,

there are a few LGUs that have high indices but without any external support; these may be good subjects for case study.

Under the calibrated or differentiated assistance strategy for Category 2 LGUs, the EcoGov central office could review current policy regarding provision of sector-specific, rather than cross-sector assistance. Cost-effective approaches could be developed to multiply limited project resources so that additional sector/s can be covered within the LGU.

For the EcoGov regional offices, the self-assessment results could be used as input in assessing and updating work plans pertaining to Category 2 LGUs, including systems for delivering project assistance, staffing level and mix, and contracting of LSPs. The over-specializing LGUs could be encouraged to identify and operationalize internal coordination mechanisms so that best practices can transcend sector boundaries. More champions within the LGU could be identified and mobilized to support LGU-wide good governance. Increasing the LGU allocation for environment-related activities will also support diffusion of best practices throughout the LGU.

Finally under the catch up assistance strategy, the EcoGov central office could initially confirm the cut-off index in order to establish which LGUs will be covered. As above noted, budgets and accessibility are not always obstacles to the adoption of best practices. Case studies could be supported on LGUs that have low IRAs, are inaccessible, but have high indices – as models for innovative management. Close monitoring and evaluation will be required in Category 3 LGUs.

The EcoGov regional offices will need to focus assistance on LGUs that are primed to take off, e.g., where resource management plans were recently approved by the *Sanggunian*. LGUs with very low indices could be considered as special cases requiring special attention. Similar to the Category 2 LGUs, it will be useful to enhance links with LGU champions. Work plans should be reviewed towards intensifying assistance to specific LGUs, to include the adequacy and mix of technical, governance and support personnel. Under the catch up assistance strategy, more LSPs could be engaged.

**Next Steps.** Self-assessment results, possibly considering the above-presented project management implications, will feed into the next EcoGov planning cycle, and subsequent cycles. More detailed and focused findings, analysis and recommendations will be contained in LGU-specific but standardized feedback reports that would be prepared and presented by the EcoGov 2 Regional Offices to each LGU, as follow up to the conduct of the LGU level baseline self-assessment, and the preparation of this overall report. LGU follow up should be synchronized with the LGU annual planning and budgeting calendar. In these follow up discussions, the findings, conclusions and recommendations of the initial self-assessment should be validated by the participants.

Summary Table 1 - Baseline 2005 Governance Indices: By Sector and Cross-Sector  
(in descending order)

LGU	FFM Index	LGU	CRM Index	LGU	UEM Index	LGU	Cross Sector
Dalaguete	1.00	Dinalungan	1.00	Jagna	1.00	Zamboanga City	0.96
Talibon	1.00	Dalaguete	1.00	Compostela	0.94	Dalaguete	0.93
Dauin	1.00	Toledo City	1.00	Bayawan City	0.94	Bayawan City	0.89
Tanjay City	1.00	Tagbilaran City	1.00	San Jose	0.94	Dauin	0.89
La Libertad	1.00	Maribojoc	1.00	Zamboanga City	0.94	Tagbilaran City	0.88
Bais City	0.93	Albuquerque	1.00	Bambang	0.88	Maribojoc	0.82
Wao	0.93	Bayawan City	1.00	Bayombong	0.88	Jagna	0.81
Kidapawan City	0.93	Dauin	1.00	Dalaguete	0.88	Kiamba	0.81
Makilala	0.93	San Jose	1.00	San Francisco	0.88	Maitum	0.81
Zamboanga City	0.93	Tanjay City	1.00	Tagbilaran City	0.88	Tabina	0.81
San Miguel	0.87	Parang	1.00	Albuquerque	0.88	Cauayan City	0.80
Bayawan City	0.87	Tungawan	1.00	Pamplona	0.88	Dinalungan	0.79
Lebak	0.87	Zamboanga City	1.00	Tabina	0.88	Alburquerque	0.79
Maribojoc	0.80	Tabina	1.00	Cauayan City	0.81	San Jose	0.79
Kalamansig	0.80	Dinas	1.00	Dauin	0.81	San Francisco	0.77
Maasim	0.80	Danao City	0.94	Kiamba	0.81	Tanjay City	0.77
Dinalungan	0.73	Maitum	0.94	Isabela City	0.81	Compostela	0.74
Alcoy	0.73	RT Lim	0.94	Ipil	0.81	Toledo City	0.74
Maitum	0.73	Dimataling	0.94	Dinalungan	0.75	Lebak	0.74
Baler	0.67	San Francisco	0.88	Diffun	0.75	Tungawan	0.74
Jagna	0.67	Alcoy	0.88	Balamban	0.75	Pagadian	0.74
Kiamba	0.67	Poros	0.88	Panglao	0.75	Kidapawan City	0.73
Tungawan	0.67	Talibon	0.88	Tacurong City	0.75	Koronadal City	0.73
Pagadian	0.67	Duero	0.88	Koronadal City	0.75	Santiago City	0.72
Aglipay	0.60	Sta Catalina	0.88	Solano	0.69	Talibon	0.70
Compostela	0.60	Amlan	0.88	Santiago City	0.69	Baler	0.67
Lamitan	0.60	Kalamansig	0.88	Toledo City	0.69	Alcoy	0.67
Dumalinao	0.60	Kiamba	0.88	Maribojoc	0.69	La Libertad	0.67
San Francisco	0.53	Tukuran	0.88	Cortes	0.69	Sta Catalina	0.67
Cortes	0.53	Baler	0.82	Bais City	0.69	Maasim	0.67
Koronadal City	0.53	San Luis	0.82	Maitum	0.69	Dumalinao	0.67
Isabela City	0.53	Pilar	0.82	Buug	0.69	Amlan	0.65
Dupax Norte	0.47	Tudela	0.82	Ma Aurora	0.63	Dimataling	0.65
Ma Aurora	0.47	Lebak	0.82	Sta Catalina	0.63	Bais City	0.63
Diffun	0.47	Naga	0.82	Amlan	0.63	Kalamansig	0.63
Toledo City	0.47	Pagadian	0.82	Isulan	0.63	Makilala	0.63
Balamban	0.47	La Libertad	0.76	Pagadian	0.63	San Luis	0.61
Alburquerque	0.47	Maasim	0.76	Dimataling	0.63	Balamban	0.61
Duero	0.47	Compostela	0.71	Dupax Norte	0.56	Duero	0.61
Sta Catalina	0.47	Balamban	0.71	Danao City	0.56	Bambang	0.60
Tabina	0.47	Jagna	0.71	Corella	0.56	Diffun	0.60
Dipaculao	0.40	Dumalinao	0.71	Kidapawan City	0.56	San Miguel	0.60
Corella	0.40	San Pablo	0.71	Lamitan	0.56	Wao	0.60
Naga	0.40	Dipaculao	0.65	Dumalinao	0.56	Pilar	0.60
San Luis	0.33	Panglao	0.59	Tukuran	0.56	Danao City	0.58
Nagtipunan	0.33	Payao	0.59	Baler	0.50	Dupax Norte	0.58
San Jose	0.33	Dauis	0.53	San Luis	0.50	Bayombong	0.58
Amlan	0.33	Cortes	0.47	Alcoy	0.50	Panglao	0.57
Solano	0.27	Sultan Kudarat	0.35	Duero	0.50	Tukuran	0.56
Quezon	0.27	Bais City	0.29	Dauis	0.50	Ma Aurora	0.55
Cabarroguis	0.27	Ipil	0.29	Lebak	0.50	Cortes	0.54
RT Lim	0.27	Isabela City	0.24	Sultan Kudarat	0.50	Isabela City	0.54
Ipil	0.27	Buug	0.18	Dipaculao	0.44	Dipaculao	0.53
Dimataling	0.27	Lamitan	0.00	Cabarroguis	0.44	Poros	0.53
Bambang	0.20	Bambang	NA	Tanjay City	0.44	RT Lim	0.53
Bagabag	0.20	Dupax Norte	NA	Bagabag	0.38	Dinas	0.53
Dupax Sur	0.20	Bayombong	NA	Nagtipunan	0.38	Solano	0.53
Poros	0.20	Solano	NA	Pilar	0.38	Corella	0.53
Tudela	0.20	Bagabag	NA	Maasim	0.38	Dauis	0.52
Tukuran	0.20	Quezon	NA	Makilala	0.38	Parang	0.49
Bayombong	0.13	Dupax Sur	NA	Tungawan	0.38	Pamplona	0.48
Danao City	0.13	Ma Aurora	NA	Quezon	0.31	Tacurong City	0.48
Buug	0.13	Diffun	NA	Talibon	0.31	Naga	0.47
Dinas	0.13	Aglipay	NA	San Miguel	0.31	Ipil	0.46
San Pablo	0.13	Cabarroguis	NA	Parang	0.31	San Pablo	0.46
Maddela	0.07	Nagtipunan	NA	Dupax Sur	0.25	Isulan	0.43
Pamplona	0.07	Maddela	NA	Aglipay	0.25	Tudela	0.42
Tacurong City	0.07	Cauayan City	NA	Maddela	0.25	Buug	0.40
Sultan Kudarat	0.07	Santiago City	NA	Poros	0.25	Aglipay	0.40
Isulan	0.00	San Miguel	NA	La Libertad	0.25	Bagabag	0.38
Parang	0.00	Corella	NA	Wao	0.25	Cabarroguis	0.38
Payao	0.00	Pamplona	NA	RT Lim	0.25	Lamitan	0.37
Cauayan City	NA	Tacurong City	NA	San Pablo	0.25	Sultan Kudarat	0.33
Santiago City	NA	Isulan	NA	Kalamansig	0.19	Quezon	0.33
Pilar	NA	Wao	NA	Naga	0.19	Dupax Sur	0.33
Tagbilaran City	NA	Kidapawan City	NA	Dinas	0.19	Nagtipunan	0.33
Panglao	NA	Makilala	NA	Tudela	0.13	Payao	0.30
Dauis	NA	Koronadal City	NA	Payao	0.06	Maddela	0.28

Summary Table 2- Baseline 2005 Governance Indices: By Principle and Function											
	By Governance Principle, Across Sectors				By Governance Function, Across Sectors						Overall LGU
	F	T	A	P	Plng	Laws	Issu	Bdgt	Proc	Cros	
<b>NORTHERN LUZON</b>											
<b>NUEVA VIZCAYA:</b>											
Bambang	0.68	0.71	0.25	0.43	0.58	0.38	1.00	1.00	1.00	0.57	0.60
Dupax Norte	0.59	0.71	0.50	0.43	0.53	0.38	0.00	1.00	0.67	0.86	0.58
Bayombong	0.59	0.71	0.75	0.29	0.58	0.38	1.00	1.00	0.67	0.57	0.58
Solano	0.55	0.57	0.25	0.57	0.63	0.13	1.00	1.00	1.00	0.29	0.53
Bagabag	0.50	0.43	0.25	0.00	0.37	0.00	1.00	1.00	0.67	0.43	0.38
Quezon	0.41	0.29	0.25	0.14	0.42	0.00	0.00	1.00	0.67	0.14	0.33
Dupax Sur	0.41	0.43	0.25	0.00	0.26	0.13	0.00	1.00	0.67	0.43	0.33
<b>AURORA:</b>											
Dinalungan	0.75	1.00	0.60	0.80	0.79	1.00	0.67	0.50	0.67	0.67	0.79
Baler	0.56	0.90	0.60	0.80	0.61	0.75	0.67	1.00	0.67	0.67	0.67
San Luis	0.63	0.60	0.40	0.70	0.61	0.50	0.00	1.00	1.00	0.78	0.61
Ma Aurora	0.59	0.71	0.25	0.43	0.47	0.50	1.00	0.50	0.67	0.71	0.55
Dipaculao	0.56	0.70	0.40	0.30	0.46	0.33	1.00	1.00	1.00	0.56	0.53
<b>QUIRINO:</b>											
Diffun	0.55	0.71	0.25	0.86	0.68	0.38	1.00	0.50	1.00	0.43	0.60
Aglipay	0.50	0.43	0.00	0.29	0.42	0.38	0.00	0.50	0.67	0.29	0.40
Cabarroguis	0.41	0.43	0.25	0.29	0.37	0.13	1.00	0.50	0.33	0.57	0.38
Nagtipunan	0.41	0.43	0.25	0.00	0.42	0.25	0.00	0.50	0.00	0.29	0.33
Maddela	0.32	0.43	0.25	0.00	0.21	0.13	0.00	1.00	0.67	0.29	0.28
<b>ISABELA:</b>											
Cauayan City	0.92	1.00	0.67	0.25	0.90	0.75	1.00	1.00	0.67	0.60	0.80
Santiago City	0.62	1.00	1.00	0.50	0.80	0.50	0.00	0.50	0.67	1.00	0.72
<b>CENTRAL VISAYAS</b>											
<b>CEBU:</b>											
Dalaguete	0.97	1.00	0.80	0.80	1.00	0.92	0.67	1.00	0.67	0.89	0.93
San Francisco	0.72	1.00	0.60	0.80	0.75	0.83	0.67	1.00	0.67	0.78	0.77
Compostela	0.81	0.60	0.40	0.80	0.71	0.75	1.00	1.00	0.67	0.67	0.74
Toledo City	0.66	0.90	0.80	0.80	0.79	0.50	0.67	1.00	0.67	0.89	0.74
Alcoy	0.63	0.70	0.60	0.80	0.71	0.75	0.67	1.00	0.33	0.44	0.67
Balamban	0.66	0.50	0.40	0.70	0.68	0.58	0.33	1.00	0.33	0.56	0.61
Pilar	0.74	0.38	0.25	0.57	0.53	0.63	0.67	1.00	0.67	0.57	0.60
Danao City	0.56	0.70	0.40	0.60	0.61	0.42	0.67	0.50	1.00	0.56	0.58
Poro	0.50	0.50	0.80	0.50	0.46	0.33	0.33	1.00	1.00	0.78	0.53
Tudela	0.47	0.40	0.20	0.40	0.46	0.33	0.00	1.00	0.67	0.33	0.42
<b>BOHOL:</b>											
Tagbilaran City	0.91	1.00	0.50	0.86	0.95	0.88	1.00	1.00	0.67	0.71	0.88
Maribojoc	0.78	1.00	0.80	0.80	0.82	0.83	1.00	1.00	0.67	0.78	0.82
Jagna	0.81	0.90	0.80	0.70	0.75	0.83	0.67	1.00	1.00	0.89	0.81
Alburquerque	0.81	0.90	0.80	0.60	0.79	0.75	1.00	1.00	0.67	0.78	0.79
Talibon	0.78	0.80	0.60	0.40	0.79	0.67	0.67	0.50	0.67	0.56	0.70
Duero	0.69	0.70	0.40	0.40	0.68	0.50	0.67	1.00	0.67	0.44	0.61
San Miguel	0.77	0.57	0.25	0.29	0.68	0.38	0.00	1.00	0.67	0.57	0.60
Panglao	0.52	0.63	0.25	0.86	0.53	1.00	0.33	0.50	0.00	0.57	0.57
Cortez	0.53	0.70	0.20	0.60	0.61	0.42	0.33	1.00	0.00	0.67	0.54
Corella	0.64	0.71	0.25	0.14	0.42	0.50	1.00	1.00	0.67	0.57	0.53
Dausis	0.52	0.38	0.50	0.71	0.68	0.25	0.00	1.00	0.33	0.57	0.52
<b>NEGROS ORIENTAL:</b>											
Bayawan City	0.91	0.90	0.60	1.00	0.93	0.92	1.00	1.00	0.67	0.78	0.89
Dauin	0.94	1.00	0.60	0.80	0.93	0.92	1.00	1.00	0.67	0.78	0.89
San Jose	0.72	0.90	0.60	1.00	0.71	0.75	1.00	1.00	1.00	0.89	0.79
Tanjay City	0.84	0.80	0.60	0.60	0.86	0.67	1.00	0.50	0.67	0.67	0.77
La Libertad	0.69	0.70	0.60	0.60	0.75	0.58	0.00	1.00	0.67	0.67	0.67
Sta Catalina	0.66	0.80	0.40	0.70	0.64	0.58	1.00	1.00	0.67	0.67	0.67
Amlan	0.56	0.70	1.00	0.70	0.64	0.58	0.67	1.00	0.67	0.67	0.65
Bais City	0.59	0.80	0.40	0.70	0.68	0.58	0.00	1.00	0.67	0.67	0.63
Pamplona	0.50	0.57	0.25	0.43	0.42	0.50	1.00	0.50	0.33	0.57	0.48

<b>SOUTHERN MINDANAO</b>											
<b>SULTAN KUDARAT:</b>											
Lebak	0.75	0.80	0.60	0.70	0.71	0.67	0.67	1.00	1.00	0.78	0.74
Kalamansig	0.63	0.80	0.60	0.50	0.68	0.50	0.33	1.00	0.67	0.67	0.63
Tacurong City	0.50	0.71	0.25	0.29	0.47	0.38	0.00	1.00	0.67	0.43	0.48
Isulan	0.45	0.57	0.50	0.14	0.27	0.25	1.00	1.00	0.67	0.57	0.43
<b>LANAO DEL SUR:</b>											
Wao	0.64	0.71	0.50	0.43	0.63	0.63	0.00	1.00	0.67	0.43	0.60
<b>SARANGANI:</b>											
Kiamba	0.88	0.80	1.00	0.50	0.75	0.75	1.00	1.00	0.67	1.00	0.81
Maitum	0.78	1.00	0.80	0.70	0.82	0.75	0.67	1.00	1.00	0.78	0.81
Maasim	0.63	0.70	0.80	0.70	0.68	0.50	0.33	1.00	0.67	0.89	0.67
<b>MAGUINDANAO:</b>											
Parang	0.50	0.60	0.40	0.40	0.43	0.42	0.67	1.00	0.67	0.56	0.49
Sultan Kudarat	0.38	0.30	0.20	0.30	0.32	0.17	0.33	1.00	0.00	0.56	0.33
<b>NORTH COTABATO:</b>											
Kidapawan City	0.73	0.86	0.50	0.71	0.84	0.50	0.00	1.00	0.67	0.71	0.73
Makilala	0.73	0.57	0.50	0.43	0.74	0.38	1.00	1.00	0.67	0.43	0.63
<b>SOUTH COTABATO:</b>											
Koronadal City	0.64	0.71	1.00	0.86	0.68	0.38	1.00	1.00	1.00	1.00	0.73
<b>WESTERN MINDANAO</b>											
<b>BASILAN:</b>											
Isabela City	0.53	0.70	0.60	0.40	0.57	0.33	0.33	0.50	0.67	0.78	0.54
Lamitan	0.34	0.50	0.40	0.30	0.50	0.08	0.33	0.50	0.33	0.33	0.37
<b>ZAMBOANGA SIBUGAY:</b>											
Tungawan	0.66	0.80	1.00	0.80	0.82	0.42	0.67	1.00	1.00	0.78	0.74
RT Lim	0.59	0.70	0.20	0.30	0.50	0.58	0.67	1.00	0.67	0.33	0.53
Naga	0.59	0.30	0.20	0.40	0.50	0.42	0.67	1.00	0.33	0.33	0.47
Ipil	0.59	0.40	0.20	0.20	0.50	0.33	1.00	1.00	0.67	0.11	0.46
Buug	0.44	0.50	0.40	0.20	0.43	0.25	0.00	1.00	0.67	0.44	0.40
Payao	0.31	0.40	0.20	0.20	0.25	0.25	0.00	1.00	0.67	0.33	0.30
<b>ZAMBOANGA DEL SUR:</b>											
Zamboanga City	0.94	1.00	1.00	1.00	0.93	1.00	1.00	1.00	1.00	1.00	0.96
Tabina	0.81	0.90	1.00	0.60	0.82	0.67	1.00	1.00	0.67	0.89	0.81
Pagadian	0.69	0.70	0.80	0.90	0.79	0.42	0.67	1.00	1.00	0.89	0.74
Dumalinao	0.69	0.90	0.60	0.40	0.54	0.67	1.00	1.00	0.67	0.89	0.67
Dimataling	0.72	0.60	0.80	0.40	0.64	0.58	1.00	1.00	0.67	0.56	0.65
Tukuran	0.59	0.40	0.80	0.50	0.61	0.58	0.33	1.00	0.00	0.56	0.56
Dinas	0.56	0.60	0.60	0.30	0.50	0.33	0.67	1.00	0.67	0.67	0.53
San Pablo	0.41	0.80	0.40	0.30	0.25	0.50	0.67	1.00	0.67	0.78	0.46

**PART A: INTRODUCTION**

**1.0 THE GUIDED LGU SELF-ASSESSMENT IN PERSPECTIVE**

“Good environmental governance”, broadly defined to mean *decisions and actions that support the consistent application of specific “best practices” leading to positive immediate effects and longer-term impact on the environment*, is widely recognized to be a key determinant of the current – and future – state of the environment. These decisions and actions are consistent with technically, socially and institutionally-accepted strategic directions. They are also executed or made based on a transparent, accountable and participatory manner or process. The major hypothesis is that good environmental governance, e.g., enabling local communities to effectively participate in the formulation and implementation of resource management plans, contributes to improved biophysical indicators such as maintained if not increased forest cover or fish stock within a

given area, within a certain period of time.<sup>2</sup> On the other hand, weak governance and bad practices are closely linked to the catastrophic degradation of the Philippine environment and natural resources over the last 30 years (see text box). The country stands to benefit from more effective programs to (a) close open access forests and fishing grounds, and thereby create incentives for more sustainable resource use; (b) curb illegal logging and fishing, and over-fishing; and (c) conserve, rehabilitate and protect resources in forest, coastal and urban areas. Empirical evidences suggest that environmental programs are most effective when designed and implemented at the local level, and when aligned and synchronized with the policies and directions of the central government.

Cause for Concern
<ul style="list-style-type: none"><li>▪ Only 18% of the country has forest cover.</li><li>▪ Less than 5% of reefs remains in excellent condition.</li><li>▪ Fifty-eight percent of all surface water is contaminated and unfit for aquatic life.</li><li>▪ Almost 10 million metric tons of solid waste are improperly disposed of annually.</li><li>▪ Less than 40% of solid waste is collected, and the rest clogs waterways.</li></ul>

The Philippine Environmental Governance 2 Project (EcoGov 2) is providing technical advice, training, advocacy, social marketing, networking and other institutional strengthening support to enable target Local Government Units (LGUs), in partnership with the communities within their respective areas of jurisdiction, to better manage forestlands, coastal areas, and the urban environment for which said LGUs are responsible. At the end of five years of EcoGov 2 implementation, one of the major targets against which project performance will be measured is:

*“80 government institutions meeting environmental good governance index benchmarks. These indicators cover five environmental governance functions: 1)*

*“80 government institutions meeting environmental good governance index benchmarks. These indicators cover five environmental governance functions: 1)*

<sup>2</sup> The relationship between local environmental governance practices and biophysical conditions will be tested when data on biophysical indicators become available at the LGU level.

*resource management and utilization planning; 2) budgeting; 3) contracting, bidding and procurement; 4) licensing, permitting, and issuance of tenure and allocation instruments; and 5) enforcement of laws and regulations.”*

Towards this end, EcoGov 2 has developed the *Guided LGU Self-Assessment on the State of Environmental Governance Practices* or GSA – a simple management tool intended to help to objectively track, guide and assess the process by which LGUs and local communities – with support from concerned national agencies particularly the Department of Environment and Natural Resources (DENR) – acquire and adopt relevant best practices in environmental governance. This task links back to the EcoGov 2 work plan, which states that:

*“...The Project’s environmental governance index for the targeted 80 institutions including the conduct of the baseline surveys will be completed on or before June 2005...”*

The self-assessment method, which is discussed in greater detail in Section 3 below, poses to a multi-sectoral group of local key informants, a series of very carefully-selected questions – all answerable by “yes” or “no” – reflecting the aforementioned best practices. The informants themselves determine the answer to each and every question and thus, “self-assess”. The method is “guided” because external facilitators help the informants to arrive at a consensus yes or no answer to each question. Yes or no answerable questions are more effective for key informant interviews, as compared to open-ended or even multiple choice questions – that are better suited to individual respondents rather than to a group of informants. Considering that only yes or no are the possible answers, the “quality of response” can be gleaned from supporting notes that provide the “context” for each answer.

The resulting “governance index” is a numerical value between 0.00 and 1.00, derived simply by dividing the number of yes answers by the total number of questions. The index will be 0.00 if all answers are “no”, and 1.00 if all answers are “yes”. The simple interpretation of the index is that *the higher the numerical value, the more a particular LGU is practicing good environmental governance at the time the assessment is conducted. The indices are not to be regarded as absolute values, but rather as relative values with respect to the ideal “1.00”, and over a period of time.* Baseline results are to serve EcoGov 2 purposes, rather than to pass judgment on LGU governance.

#### **Objective of the Self-Assessment**

To establish baseline information on the current environmental governance practices of LGUs, to be used in tracking EcoGov-linked governance improvements over time.

Not to “grade” or “rate” the LGU.

Basically, the GSA seeks to enable each LGU, along with all of its concerned stakeholders, to determine for itself what it is already doing, or has yet to do, in terms of enhancing environmental governance. The resulting governance index is a measure of the extent to which an LGU has already adopted specific best practices as of the time the self-

assessment is conducted. There is no attempt to “rate” LGU performance *per se*; in fact,

there is no passing (or failing) grade/mark. Key informants are continually reminded that “no is not a bad answer”; all that such an answer signifies is an area for improvement. However, the index of each LGU is expected to rise over time, with assistance/support to LGUs coming from DENR, the Department of Agriculture’s Bureau of Fisheries and Aquatic Resources (DA BFAR), the Department of the Interior and Local Government (DILG), League of Municipalities of the Philippines (LMP) and similar associations, and EcoGov 2 and related projects. The initial indices (“baseline 2005”) will serve as basis for deriving “benchmarks” (performance standards or target indices) per LGU over the next five years – in the context of how project resources will be planned and allocated, and utilized effectively and efficiently. If the baseline index for a particular LGU were found to be “0.50” for example, then the mid-term (2007) benchmark will be “0.75” or halfway towards meeting the ideal “1.00” index five years after the start of EcoGov 2 implementation (i.e., by 2009).

The Guided LGU Self-Assessment on the State of Environmental Governance Practices builds on – and hereby acknowledges – a number of pioneering efforts to develop tools for enhancing local governance. It draws from trailblazing activities including those initiated under EcoGov 1; DILG’s Local Governance Performance Management System (LGPMS); and the municipal capacity index piloted by Development Alternatives, Inc. (DAI) under the Serbia Local Government Reform Program. The next (mid-term) self-assessment will be closely linked to the aforementioned and other parallel efforts. For the meantime, the GSA was intentionally designed to be a rapid assessment rather than an in-depth study, in order to serve as a very simple and practical tool that the LGUs themselves could consider using long after EcoGov 2 would have been completed. Simplification is a paramount concern.<sup>3</sup> *The system itself was designed to generate a fairly reliable picture of local conditions; there can be no claim to a high degree of statistical precision.*

## 2.0 GOOD GOVERNANCE OF THE ENVIRONMENT: A FRAMEWORK FOR ACTION

The specific “best practices” introduced in the preceding section refer to LGU actions or decisions that concretize and operationalize the rather abstract and often abused notion of “good governance”. Best practices can perhaps be better appreciated and understood when presented and explained in terms of (i)

### Environmental Governance Defined

*Deliberate actions and decisions to shape the state and condition of the upland, coastal and urban environment by guiding the behavior of people to meet human and ecological needs.*

environmental sectors as **context** for governance; (ii) governance functions detailing **what** should be done in each sector of the environment; and (iii) governance principles that provide guidance as to **how** what should be done ought to be done. These three components of this report’s framework for action (context; what should be done; and how it should be done) make up what could be considered as the main “dimensions” of

<sup>3</sup> Among the more elaborate self-assessment design features that were considered include (a) assigning weights to particular governance functions, principles and/or questions; and (b) providing for a range or degree of responses, rather than simply “black or white” (yes or no) answers.

governance. The following three sub-sections of this baseline report will attempt to lay out not only the conceptual framework but also the operational foundation for the self-assessment design, which will be subsequently described in Section 3.

## 2.1 Environmental Sectors as Context for Governance

Following an integrated ecosystem and landscape approach, EcoGov 2 technical support is being targeted and delivered to the LGUs through the following three “packages of assistance”: (1) forests and forestlands management (FFM); (2) coastal resources management (CRM); and (3) urban environmental management (UEM). In all three sectors, EcoGov 2-supported activities, in partnership with the national and field offices of technical line agencies and local service institutions and individuals, are focused on helping LGUs and local communities to collaborate in *managing actual or potential threats to the environment* – especially those caused by (a) illegal logging and the conversion of forestlands into agricultural, industrial and urban uses; (b) over-fishing and use of destructive fishing practices; and (c) poorly managed solid and liquid wastes that endanger public health and safety. Results or “outcomes” that best practices will help to achieve are enumerated in the table below. These sector results essentially define for the LGU the objectives of good environmental governance, and therefore provide the “context for governance”.

Sectors	Decisions and actions supporting best practices that result to...
Forests	<ul style="list-style-type: none"> <li>▪ Closing open access in forestlands (e.g., through community stewardship), and in the process creating incentives for more sustainable resource use</li> <li>▪ Improved management of forestlands with closed access, i.e., tenured areas</li> <li>▪ Control of illegal logging/cutting, forest products gathering or poaching through improved property rights system</li> <li>▪ Arresting the rapid conversion of old growth and natural forests into other uses, and thereby maintaining if not expanding forest cover</li> <li>▪ Conservation or rehabilitation of remaining critical forest resources</li> </ul>
Coastal	<ul style="list-style-type: none"> <li>▪ Control of illegal and destructive fishing</li> <li>▪ Enhanced conservation, rehabilitation or protection of coastal resources to maintain/improve long-term productivity</li> <li>▪ Closing open access fisheries and reducing fishing effort to address over-fishing</li> <li>▪ Placing coastal areas with closed access, i.e., areas for which rights have been issued, under improved management</li> </ul>
Urban	<ul style="list-style-type: none"> <li>▪ Waste reduction and improved management of waste at source, e.g., segregation and composting, with a shift in emphasis away from more traditional collection and dumping of solid waste</li> <li>▪ Enhanced efficiency of waste collection and transport</li> <li>▪ Establishment of RA 9003-compliant waste disposal site conforming to technical guidelines*</li> <li>▪ Improved management of wastewater problems, through more technically and financially sound investments</li> </ul>

\*Controlled dump site by 2005, and sanitary landfill by 2006.

Each of the three environmental sectors (FFM, CRM and UEM) by itself is significant enough so as to warrant focused attention by the LGUs, continuing involvement of local stakeholders, and sustained support from national government agencies. What happens (or does not happen) in one sector has important ramifications on the other sectors. Moreover, good (and bad) governance practices in one sector are expected to spill over into the other sectors. The functional inter-relatedness of these three sectors suggests that each one must always be given due attention in each particular locality. This is one of the reasons why the Guided Self-Assessment covers all three sectors in each LGU, whether or not EcoGov assistance is/was being provided to that LGU.<sup>4</sup> Another related point to be made is that each sector has its own unique subset of stakeholders; thus, arrangements must be made to ensure that the plurality of voices can be heard in the process of determining the state of environmental governance practices. This recognition supported the design of a sector-by-sector, rather than a single, multi-sector self-assessment process.

## **2.2 Governance Functions: Major Areas of Responsibility of the LGU**

There has been an increasing trend over the last 15 years towards decentralization and devolution that rely heavily on LGUs and communities to carry out various environmental initiatives. This trend implies that more of the aforementioned “decisions and actions” have to be made at the local level, and that national line agencies need to assist the LGUs to carry out increased responsibilities for environmental management. Related pieces of legislation that define a wide range of LGU tasks include the Local Government Code (RA 7160), Ecological Solid Waste Management Act of 2000 (RA 9003), Philippine Fisheries Code (RA 8550), Agriculture and Fisheries Modernization Act (RA 8435); Indigenous People’s Rights Act (IRPA); and Philippine Clean Air Act.

The LGUs’ main areas of responsibility can be organized into five categories of governance functions, as stated in the first section of this report. These are (1) resource management and utilization planning; (2) budgeting; (3) contracting, bidding and procurement; (4) licensing, permitting, and issuance of tenure and allocation instruments; and (5) enforcement of laws and regulations. Proper stewardship of natural resources requires that “resource planning” be defined to include program or project implementation, in the context of the local government units’ annual planning-programming-budgeting cycle.

The aforementioned governance functions taken together could be seen as making up the “continuum” of environment-related services that LGUs are expected to effectively deliver to their constituents. LGUs must cover all five categories in the process of self-assessing the current state of governance of each of the three major environmental sectors discussed in Section 2.1. Leaving out any one (or more) of the governance functions would result in a critical gap in our understanding of local practices and conditions. The five-category classification helps to ensure that the self-assessment will give the “complete picture”. Recommended best practices, classified by governance function and cutting across the aforementioned three environmental sectors, are enumerated below.

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<sup>4</sup> The other reasons are to (i) generate baseline data to assess possible EcoGov 2 Project assistance in the future; (ii) allow comparison across sectors; and (iii) enable computation of an overall LGU index.

Functions	Decisions and actions supporting best practices include...
<b>Planning and implementation</b>	<ul style="list-style-type: none"> <li>▪ <i>Sanggunian</i> approval of a resource management plan that went through substantive community consultations</li> <li>▪ Operationalization of alternative dispute resolution mechanisms</li> <li>▪ Effective collaboration between the LGU and concerned national and regional agencies</li> </ul>
<b>Budgeting</b>	<ul style="list-style-type: none"> <li>▪ Setting aside part of the Internal Revenue Allotment (IRA) and possibly other funds for approved activities and actually disbursing own funds, in support of environment-supportive activities</li> <li>▪ Optimizing use of externally-generated resources (funds, manpower, technologies, etc.) for environment-related projects/activities</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>▪ Officially designated and functioning Bids and Awards Committee (BAC) pursuant to the Procurement Reform Act (RA 9184)</li> </ul>
<b>Issuances</b>	<ul style="list-style-type: none"> <li>▪ Simple, efficient and transparent procedures and requirements for issuing permits, licenses and/or resource allocation instruments</li> </ul>
<b>Enforcement</b>	<ul style="list-style-type: none"> <li>▪ Updating and effective enforcement of laws, ordinances or regulations</li> </ul>

At this point, it would be timely to introduce the idea of best practices that cut across governance functions, as these practices are also reflected in the Guided Self-Assessment and a “cross-cutting” category will later show up in the presentation of indices by governance function. In FFM, for instance, effective coordination/collaboration between the LGU and DENR should cut across three governance functions, viz., resource planning; issuance of permits, licenses and tenure instruments; and enforcement of national laws. Similarly as another example, public participation should cut across consultations/discussions pertaining to resource planning and implementation; formulation/updating of ordinances; and issuance of licenses/permits/tenure instruments.

### 2.3 Governance Principles or the How’s of Governance

What is the manner by which the above-discussed governance practices are supposed to be performed by the LGUs? Good governance requires that LGUs adhere to certain “principles” against which the “quality” of LGU performance could be measured. Four governance principles: functionality; transparency; accountability; and participatory-ness (“F-TAP”) – indicate the manner by which governance functions discussed in Section 2.2 should be carried out. The way by which these principles have been defined at the outset of the activity (see table below) had been consistently applied during the course of the self-assessment.

Principles	Working Definition
<b>Functionality</b>	Extent to which LGU management systems are in place to produce desired “products” such as a <i>Sanggunian</i> -approved forest or coastal resources management plan with budgets and fund allocation, and results/outcomes such as reduced illegal logging or fishing. The basic components of a management system are (a) personnel and organizational structure; (b) rules and procedures; and (c) expected “products” and results.

Principles	Working Definition
<b>Transparency</b>	Degree to which the LGU enables the general public to access timely, relevant, accurate and complete information about local government operations. Information dissemination should be “proactive”, i.e., regularly conducted even when citizens do not ask to be informed. Transparency is referred to as the “heart” of good governance.
<b>Accountability</b>	Extent to which LGU individuals (officials and staff) and designated multi-sectoral bodies such as the Multi-sectoral Forest Protection Committee are held responsible (i.e., rewarded or penalized) for their decisions/actions (or lack thereof), based on an objective assessment of their performance vis-à-vis set standards. This principle is associated with “professionalizing the bureaucracy” and “performance management”.
<b>Participatory-ness</b>	Degree to which the general public is actually able to effectively and meaningfully get involved in governance processes, e.g., plan formulation, that lead to key actions/decisions being made by the LGU. The effectiveness of participation depends on the ability of the LGU to practice “inclusive empowerment”, i.e., to mobilize, organize and prepare all concerned stakeholders to get involved in governance activities. The extent of public participation is directly correlated to the degree to which an LGU practices transparent governance.

### 3.0 A SIMPLE AND COST-EFFECTIVE METHOD FOR SELF-ASSESSING LOCAL GOVERNANCE PRACTICES

#### 3.1 Questionnaires

The GSA on the State of Environmental Governance Practices made use of four standard questionnaires containing a total of 57 questions that reflect the above-discussed governance sectors, results, functions and principles:

**GSA Form 1: Core Questions for Guided LGU Self-Assessment on the State of Forests & Forestlands Management (FFM) Practices** – 15 questions

**GSA Form 2: Core Questions for Guided LGU Self-Assessment on the State of Coastal Resources Management (CRM) Practices** – 17 questions

**GSA Form 3: Core Questions for Guided LGU Self-Assessment on the State of Urban Environmental Management (UEM) Practices** – 16 questions

**GSA Form 4: Core Questions for Guided LGU Self-Assessment on the State of Internal Management Practices** – 9 questions focused on LGU budgeting, procurement and accountability of personnel and LGU-designated bodies

Each questionnaire was designed to allow sector-specific non-government stakeholders to more fully participate in and contribute to the self-assessment, than would otherwise be the case should a single cross-sector format be used. The 4<sup>th</sup> form is a short one that was developed after the GSA pre-test in Danao City and Alcoy Municipality in Cebu on Feb. 8-11, 2005 showed that certain questions, e.g., functionality of the Bids and Awards Committee, are really internal to the LGU, better addressed by knowledgeable informants from within the LGU itself, and so need not be repeatedly asked in each of the sector-

specific questionnaires.<sup>5</sup> Form 4 on LGU internal management (LIM) was designed so that we do not “overdo” the application of participation, transparency and accountability principles in LGU operations.

The questionnaires are similar but not exactly the same across the three sectors. (See Annex 2: *Facilitator’s Handbook*, which includes the final set of baseline questionnaires.) The questionnaires were developed over a number of weeks during the first quarter of 2005, in close consultation with sector experts within EcoGov2. These were then pre-tested, as above noted, and refined based on field pre-test results. The design process also benefited from USAID technical inputs provided in early March. Continuing improvements were introduced – particularly in terms of amplifying the explanatory notes for each question – during the initial stage of GSA implementation at the regional level, at which time valuable inputs on system design were provided by the EcoGov 2 Regional Coordinators and their staff. The final questionnaires in the Facilitator’s Handbook (version April 2005b) is thus the synthesis of an iterative process to distill best practices from the local, regional and national perspectives.

The final questionnaires reflect a concerted effort to make these as user-friendly as possible. Each one is presented in matrix format with four main columns: (i) questions; (ii) space for yes or no answers; (iii) instructions to facilitator; and (iv) facilitator’s notes. Here, we can see that the GSA is meant to generate both quantitative data (counting yes and no answers) and qualitative information that provide the “context” for the yes or no answers and the numerical values derived therefrom, as mentioned in Section 1. The self-assessment objective is conveniently re-stated at the top of each form, as a constant reminder to the informants about the “non-threatening nature” of the exercise. The text box header asks the facilitator to note down basic socio-economic, physical, and resource mobilization/financial information about the LGU – information to be cross-analyzed with the resulting indices.

Instructions and explanatory notes are presented side-by-side with each of the pertinent questions, rather than in a separate guide, in order not to burden facilitators in having to go back and forth between two separate documents. Important notes by the facilitators are also to be written on the last column of the questionnaire, based on “prompts” provided therein. The Record of Attendance found at the end of each questionnaire asks for the name, office and designation, contact number/s and signature of each informant; this helps to achieve two objectives. One is to lend an air of greater formality to the exercise; the other is to enable EcoGov 2 to go back to as many of the original informants as possible for the mid-term assessment scheduled to be conducted in 2007.

The notion of “core questions” is of fundamental importance to the Guided Self-Assessment. The core questions are deemed to be the most important indicators of good environmental governance, which can be realized (as “final benchmark”) within the five-year life of EcoGov 2. Essentially the same set of 57 core questions will be asked during the mid-term self-assessment, in order to reduce “questionnaire-induced bias” and therefore enable a valid comparison and analysis of assessment results and trends over

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<sup>5</sup> The *Pre-Test Report* is provided as Annex 3.

time. In any case, new questions may be added in the future, if deemed necessary to further establishing and understanding the quality and depth by which specific governance practices are being carried out by the LGUs. Looking back to the discussion of governance functions (Section 2.2) and governance principles (Section 2.3), the next two tables below categorize each of the 57 questions by function, and then by principle. Such categorization allows easy computation of an index for each function and principle.

### Categories of GSA Questions by Governance Function

<b>FFM (15 questions)</b>					
Planning & Implementation Questions 1-7; 11a & 13 ( $\Sigma=9$ )	Law Enforcement Questions 8-9; 11b & 14 ( $\Sigma=4$ )				Cross-Cutting Questions 10 & 12 ( $\Sigma=2$ )
<b>CRM (17 questions)</b>					
Planning & Implementation Questions 1-7; 12a & 14 ( $\Sigma=9$ )	Law Enforcement Questions 9-10; 12c & 15 ( $\Sigma=4$ )	Issuances Questions 8 & 12b ( $\Sigma=2$ )			Cross-Cutting Questions 11 & 13 ( $\Sigma=2$ )
<b>UEM (16 questions)</b>					
Planning & Implementation Questions 1-8; 12a & 14 ( $\Sigma=10$ )	Law Enforcement Questions 10-11; 12b & 15 ( $\Sigma=4$ )	Issuances Question 9			Cross-Cutting Question 13
<b>LIM (9 questions)</b>					
			Budgeting Questions 1-2 ( $\Sigma=2$ )	Procurement Questions 3-4 & 7 ( $\Sigma=3$ )	Cross-Cutting Questions 5a & b; 6a & b ( $\Sigma=4$ )
$\Sigma=28$ questions	$\Sigma=12$ questions	$\Sigma=3$ questions	$\Sigma=2$ questions	$\Sigma=3$ questions	$\Sigma=9$ questions

### Categories of GSA Questions by Governance Principle

<b>FFM (15 questions)</b>			
Functionality Questions 1 & 3-10 ( $\Sigma=9$ )	Transparency Questions 11a & b ( $\Sigma=2$ )	Accountability Question 2	Participatory-ness Questions 12-14 ( $\Sigma=3$ )
<b>CRM (17 questions)</b>			
Functionality Questions 1 & 3-11 ( $\Sigma=10$ )	Transparency Questions 12a, b & c ( $\Sigma=3$ )	Accountability Question 2	Participatory-ness Questions 13-15 ( $\Sigma=3$ )
<b>UEM (16 questions)</b>			
Functionality Questions 1 & 3-11 ( $\Sigma=10$ )	Transparency Questions 12 a & b ( $\Sigma=2$ )	Accountability Question 2	Participatory-ness Questions 13-15 ( $\Sigma=3$ )
<b>LIM (9 questions)</b>			
Functionality Questions 1-3 ( $\Sigma=3$ )	Transparency Questions 4; 5a & b ( $\Sigma=3$ )	Accountability Questions 6a & b ( $\Sigma=2$ )	Participatory-ness Question 7
$\Sigma=32$ questions	$\Sigma=10$ questions	$\Sigma=5$ questions	$\Sigma=10$ questions

In summary, of the total of 57 questions, 32 are on functionality; 10 on transparency; five on accountability; and 10 on participatory-ness. Categorizing by governance function, 28 of the 57 questions are on planning and implementation; 12 on law enforcement; three on issuance of permits and licenses; two on budgeting; three on procurement; and nine on cross-cutting tasks.

One-half of the total of 57 core questions is on the LGU planning and implementation function, reflecting the core technical and governance expertise that EcoGov 2 extends to the target LGUs. Similarly, a little over one-half of the questions are on the functionality principle, as one of the project’s major area of focus is to assist LGUs to establish and institutionalize environmental management systems – including (a) official designation of personnel with clear Terms of Reference (TORs); (b) official issuance of rules and procedures including those for monitoring and evaluation (M&E); and (c) clear definition of expected products and results – that will enable said LGUs to sustainably generate desired results and outcomes.

Around three-fourths of the 57 core questions can be answered with a high degree of objectivity. For example, whether or not the LGU has legitimized and adopted a resource management plan that meets quality standards defined in terms of content can be determined from the LGU files. Similarly, whether or not the LGU has updated forest, coastal and urban environment-related local ordinances over the last five years can be verified from *Sanggunian* records. This is why a key feature of the GSA methodology (to be described in detail in the next section below), is for the LGU to compile in advance a range of reference documents, photos and other evidences that will help the group of key informants to more quickly arrive at a consensus yes or no answer to many of the questions. The rest of the questions (one-fourth of total) are more subjective in nature, as these involve qualitative attributes such as “effective” and “meaningful” – that are explicitly defined but in any case may still be subject to the diverse perceptions of individuals. An example of a question where the degree of objectivity is not high is that which asks if the general public is “consistently, effectively and proactively informed” by the LGU about resource planning and implementation, law-making and other major activities in the FFM, CRM and UEM sectors. In this example, responses may expectedly vary between the LGU informants on the one hand, and non-government organization/people’s organization (NGO/PO) representatives, on the other hand.

### 3.2 Data Generation Procedure

The questionnaires for the Guided LGU Self-Assessment on the State of Environmental Governance Practices were administered by facilitators from the EcoGov 2 Regional Offices, with leadership and direct participation of the EcoGov 2 Regional Coordinators. The facilitators went through a two-stage training process. First was a day-long “classroom training” held at the EcoGov 2 Regional Office

<b>Built-In Data Quality Control Mechanisms</b>
<ul style="list-style-type: none"> <li>▪ Multi-sectoral representation in group of local core informants</li> <li>▪ Inclusion of additional concerned ordinary citizens identified by the EcoGov 2 Regional Office</li> <li>▪ Compilation and use of reference documents, pictures and other hard evidences of performance</li> <li>▪ Within range checking of data by EcoGov 2 Regional Coordinators and sector leaders</li> <li>▪ Consistent use of core questions, core informants and the same basic methodology</li> </ul>

using the Facilitator’s Handbook (Annex 2), which includes the training program and training slides. The second stage was “practicum” held in the first *municipio* to be covered in each region. (The discussions were usually conducted in the *Sanggunian* Hall.) After completing each stage, the facilitators went through a reflection session to pinpoint specific areas for further improvement. One fundamental agreement was that the facilitators will never suggest an answer to any of the questions.

The team of GSA facilitators in each region consisted of at least two individuals: (a) lead facilitator; and (b) documentor. In many instances, a third member served as resource person. The lead facilitator read aloud the standard script for opening and closing the self-assessment; read aloud and explained each question; and was generally responsible for sustaining a spirited but harmonious group discussion until the end of the day. The documentor took down bulletized notes; actively participated in the examination of reference documents to help the participants arrive more quickly at a consensus yes or no answer; and briefly summarized self-assessment results at the end of each sector assessment. Finally, the resource person provided clarificatory or supplemental information, as well as insights, as needed in aid of discussions. Eventually, each EcoGov 2 Regional Office formed two or more teams in order to complete the activity as scheduled, in light of many other on-going project activities. The same facilitators are expected to join the mid-term self-assessment, thus addressing the “facilitator-induced bias” that is common in field research.<sup>6</sup>

- | <b>Common Sources of Bias Addressed by the Guided Self-Assessment</b> |                                                                                             |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| 1.                                                                    | Questionnaire-induced bias – questions being framed differently, or changed outright        |
| 2.                                                                    | Facilitator-induced bias – new recruits interpreting questions in a different way           |
| 3.                                                                    | Informant-induced bias – different responses arising as a result of a different perspective |

Parallel to the notion of “core questions”, the notion of “core informants” is another basic feature that will help to ensure that self-assessment results and trends will be comparable over time. The use of core informants will reduce “informant-induced bias”. The GSA baseline informants consisted of members of the EcoGov 2 Project multi-sectoral Technical Working Group (TWG), with additional representatives of “concerned ordinary citizens” who are not directly involved in EcoGov 2 implementation, and identified by the EcoGov 2 Regional Office. The latter included representatives coming from NGOs/POs, national line agencies, the academe, public schools, religious groups and local business sector. The mix of participants reflects the EcoGov view that ***governance is the shared responsibility of the government and its citizens***. The number of participants was close to that envisioned per LGU, i.e., 12 to 15 individuals. The Mayor sent out the formal invitations in advance to provide invitees with enough lead time to schedule their attendance. Simple identification cards showing the name and affiliation of each participant helped the facilitators to ensure “balanced participation”, i.e., varying and possibly divergent points of view being laid down on the table for discussion.

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<sup>6</sup> In the future, LGU facilitators will be identified and trained so that they themselves can lead the Guided Self-Assessment after completion of the EcoGov 2 Project.

The questionnaires were distributed just before each sector assessment, for reference during – and after – the assessment. The GSA was conducted sector-by-sector (usually but not always starting with FFM, followed by CRM, then by UEM and internal management); and proceeded question-by-question, following a standard procedure. First, the facilitators sought to ensure that the participants clearly understood each question before attempting to answer. In particular, the protocol was that the “entirety” of each question should be considered in arriving at an answer, because the manner by which each question was crafted reflects the minimum prerequisites or characteristics of a “best practice”. For instance, the first question in the FFM, CRM and UEM questionnaires requires not only that a resource management plan be approved by the *Sanggunian*, but also that said plan had gone through community consultations, and that it includes a minimum range of required sections.

The second step in the procedure for answering questions was for the participants to look for evidences to support either a yes or no answer. As may be recalled, the LGU had compiled beforehand reference documents, pictures and other “hard evidences” that will support either a yes or no answer. Knowledgeable participants themselves offered relevant supplemental information. The third and final step was for the group to agree on one answer. In the few instances when there was some difficulty reaching consensus, the situation was quickly resolved by counting raised hands. In order to help the participants walk through the questionnaires, the self-assessment objective, protocol for answering each question, and other reminders were strategically posted on the walls of the discussion venue.

Each of the three sector assessments plus the assessment of internal LGU management practices usually took around one to one-and-a-half hours. Overall, however, the entire activity lasted for one whole day per LGU, including introductions, lunch break and formalities. Time was also required by the post-evaluation (“exit poll”) conducted by individual key informants (in contrast to the group consensus approach to the sector questionnaires), aimed primarily at improving the GSA questions and procedures. Parts of the post-evaluation results that dwell on individual perceptions about local governance will be incorporated into the discussion of the state of environmental governance practices at the regional level (Part B, Sections 5-8). The rest of the evaluation results will go into Part C of this baseline report, which will specific discuss ways to refine the GSA questionnaires and methodology.

### **3.3 GSA Results and Indices: Practical Significance**

Early in this report, it was noted that the Guided Self-Assessment sought:

*“To enable each LGU, along with all of its concerned stakeholders, to determine for itself what it is already doing, or has yet to do, in terms of enhancing environmental governance.”*

Using the GSA as a simple management tool, weaknesses or gaps in environmental governance can be systematically disaggregated down to the “nuts and bolts” so that

more concrete and appropriate steps can be taken (by EcoGov 2, DENR, DILG, etc.) to more effectively assist the concerned LGU. The initial self-assessment in particular establishes baseline information on current environmental governance practices, to be used in tracking local governance improvements over time that may be linked to EcoGov 2 interventions.

What specifically are the possible practical uses of the GSA results and governance indices derived therefrom?

Trend line analysis of the various types/levels of governance indices (see text box) will show changes in LGU-specific practices over time, which in turn will signify more specific improvement (or lack of improvement) in each particular area of environmental governance. LGU-specific strengths and weaknesses can be pinpointed as to (a) sector: forests; coastal; or urban environment; (b) function: planning and implementation; budgeting; procurement; permitting/licensing/issuance of tenure instruments; or law enforcement; and (c) principle: functionality, transparency, accountability or participatory-ness.

#### **Types/Levels of Governance Indices**

*Governance principle-specific index* – derived by dividing the number of yes answers by the total number of questions for each principle

*Governance function-specific index* – result of dividing yes answers by the total number of questions for each function

*Environment sector-specific index* – obtained by dividing yes answers by the total number of questions cutting across governance principles and functions for a particular sector

*Overall LGU index* – the composite of all indices, obtained by dividing yes answers by the total number of questions cutting across sectors for a particular LGU

EcoGov 2 (and other service providers) could prioritize the “weaker” LGUs, i.e., those with lower governance indices over the “stronger” ones.<sup>7</sup> However, governance gaps or weaknesses may come in many forms such as inadequate personnel and organizational structure; unclear and informal operating procedures; and/or vaguely-defined expected outcomes. And gaps or weaknesses may result from national policy constraints. LGU income class-stratified patterns in environmental governance could suggest that greater attention should probably be given to local resource mobilization and cost-recovery schemes. On the other hand, a geographically-differentiated profile of governance indices could mean that more intense and longer duration interventions might be considered being given to the relatively less accessible LGUs. Timing and duration of interventions may be one other key to effectively assisting LGUs to improve environmental governance; this can be gleaned from a comparison of EcoGov 1 LGUs (carryovers), versus EcoGov 2 LGUs (newcomers).

From the viewpoint of EcoGov 2 Project managers, other practical uses of the GSA results could include (a) motivating the LGUs to continually perform better; (b) refining sector-specific assistance strategies; (c) cross-referencing GSA results with other project-generated data, leading to a better understanding of issues; (d) identifying model LGUs in

<sup>7</sup> We need to be careful, however, in directly comparing indices across LGUs, as each index reflects each particular LGU’s own unique situation.

connection with advocacy activities; and (e) project phase-out depending on the pace and direction of LGU progress in environmental governance. EcoGov sector leaders and regional coordinators can benefit not only from this baseline report; they can also “mine” the filled-out questionnaires, supporting documentation and post-evaluation sheets that will be kept as files in strategic locations.

From the LGU’s perspective, on the other hand, some of the practical uses of GSA results will include (a) acquiring new knowledge about best practices; (b) enhancing partnership with citizens as an offshoot of the day-long and cyclical assessment process, plus follow up activities; and (c) refining its own internal operations such as budgeting, procurement and personnel performance management. ***While the GSA was meant to be a simple management tool, the baseline application has shown that it can likewise be a multipurpose tool*** for (a) the review and inventory of the various types/areas of assistance being or to be provided to LGUs; (b) training LGUs on the self-assessment method and group facilitation techniques; (c) advocating not only F-TAP principles but also such other practices such as “inclusivity” of participation, “proactive” transparency, and “informed participation”; (d) exchange of current information between the LGU and non-LGU participants, and sometimes, even among the LGU participants themselves; and (e) multi-sectoral reflection and leveling off on the state of environmental governance practices, and what else can/should be done by the LGU.

The baseline self-assessment results can also be used to “predict” the state of environmental governance in EcoGov-assisted LGUs one, two or more years down the road. From both the LGU and EcoGov 2 standpoint, one very important use of the baseline indices will be to establish “environmental good governance benchmarks” first mentioned in Section 1 of this report. The benchmarks – actually a set of indices that will be unique for each LGU – will serve as targets or standards against which future progress can be measured and assessed. EcoGov 2 will assist each target LGUs to achieve an end-of-project (2009) benchmark index of “1.00”. On the other hand, the mid-term (2007) benchmark index per LGU will depend on the baseline index, but will always follow the simple formula:

$$\begin{aligned} & \mathbf{x = (1.00 - y)/2 + y, \text{ where}} \\ & \mathbf{x = \text{mid-term benchmark index;} } \\ & \mathbf{y = \text{baseline index}} \end{aligned}$$

A simple illustration: if the baseline (2005) index of a particular LGU were 0.64, then that LGU’s mid-term benchmark can be easily derived as follows:

$$\begin{aligned} & \mathbf{x = (1.00 - 0.64)/2 + 0.64} \\ & \mathbf{= (0.36)/2 + 0.64} \\ & \mathbf{= 0.18 + 0.64} \\ & \mathbf{= 0.82} \end{aligned}$$

#### 4.0 LGUs COVERED BY THE BASELINE SELF-ASSESSMENT

The Guided LGU Self-Assessment on the State of Environmental Governance Practices targeted all of the 80 LGUs under EcoGov 2.<sup>8</sup> The survey was conducted during the second quarter of 2005. The LGU breakdown by region is shown in the table below, which gives the reader a better idea about the geographical scope of, and level of effort that went into, the self-assessment.

Regions & Provinces	No. of LGUs			No. of Informants			Period of Assessment
	Mun.	Cities	Total	LGU	Others	Total	
<b>Northern Luzon</b>							
▪ Nueva Vizcaya	7	0	7	66	26	93	March 30-April 20
▪ Aurora	5	0	5	43	49	92	April 21-29
▪ Quirino	5	0	5	36	16	52	April 15-May 10
▪ Isabela	0	2	2	14	7	21	May 9-12
<b>TOTAL</b>	<b>17</b>	<b>2</b>	<b>19</b>	<b>160</b>	<b>98</b>	<b>258</b>	
<b>Central Visayas</b>							
▪ Cebu	8	2	10	112	62	174	April 5-May 25
▪ Bohol	10	1	11	83	53	136	April 18-29
▪ Negros Oriental	6	3	9	82	36	118	May 3-18
<b>TOTAL</b>	<b>24</b>	<b>6</b>	<b>30</b>	<b>277</b>	<b>151</b>	<b>428</b>	
<b>Southern Mindanao</b>							
▪ Sultan Kudarat	3	1	4	42	33	75	April 28-May 18
▪ Lanao del Sur	1	0	1	9	7	16	May 26
▪ Sarangani	3	0	3	30	24	54	May 12-25
▪ Maguindanao	2	0	2	24	27	51	May 12-24
▪ Cotabato	1	1	2	17	13	30	April 20-May 27
▪ South Cotabato	0	1	1	12	10	22	May 17
<b>TOTAL</b>	<b>10</b>	<b>3</b>	<b>13</b>	<b>134</b>	<b>114</b>	<b>248</b>	
<b>Western Mindanao</b>							
▪ Basilan	1	1	2	32	29	61	April 13-May 16
▪ ZamboSibugay	6	0	6	56	40	96	May 2-June 7
▪ Zambo del Sur	6	2	8	107	39	146	May 30-June 10
<b>TOTAL</b>	<b>13</b>	<b>3</b>	<b>16</b>	<b>195</b>	<b>108</b>	<b>303</b>	
<b>GRAND TOTAL</b>	<b>64</b>	<b>14</b>	<b>78</b>	<b>766</b>	<b>471</b>	<b>1,237</b>	

More detailed information regarding the LGUs covered by the GSA will be provided at the beginning of each of the following sections that present the current state of environmental governance practices of LGUs in each region.

### PART B: STATE OF ENVIRONMENTAL GOVERNANCE PRACTICES

The Guided LGU Self-Assessment on the State of Environmental Governance Practices has generated an array of potentially very useful quantitative data and qualitative information that will be difficult to digest in one single report. In this light, this report attempts to *simplify the presentation of governance indices for 78 LGUs, including the results of the baseline survey* – in line with what is stated in the project work plan. The

<sup>8</sup> In the end, the Guided Self-Assessment could not be conducted in one municipality (Labangan, Zamboanga del Sur) because of a recent COMELEC decision declaring another candidate as winner of the 2004 mayoral election.

presentation will follow a deductive (general to specific) approach, and will be organized by region and for each region, the following main sub-sections will be included in sequence:

- Profile of LGUs covered
- Summary indices
- Forest sector indices
- Coastal sector indices
- Urban sector indices
- LGU internal management indices
- Post-evaluation results

*More detailed and focused findings, analysis and recommendations will be contained in LGU-specific feedback reports that will be prepared and presented by the EcoGov 2 Regional Offices to each LGU, as follow up to the conduct of the LGU level baseline self-assessments, and the preparation of this overall report.*

## **5.0 NORTHERN LUZON: INDICES, OBSERVATIONS AND INSIGHTS**

### **5.1 Profile of LGUs Covered**

As above-noted, the self-assessment was conducted in 19 Northern Luzon LGUs distributed across four provinces: Nueva Vizcaya, Aurora, Quirino and Isabela. *EcoGov is working with widely diverse LGUs.* The extent of diversity in physical and socio-economic characteristics is depicted in **Table 5A**: (a) the heaviest populated LGU (Cauayan City) has almost 12 times more people than the least populated municipality (Dinalungan in Aurora); (b) the municipality with the largest land area (Nagtipunan in Quirino, with 160,740 hectares) is over 11 times bigger than the smallest LGU (Solano, with 13,980 hectares); and (c) Santiago City's average IRA of Php432.9 million for 2004-05 was almost 19 times that of Quezon Municipality in Nueva Vizcaya, whose IRA for the same period was Php23.3 million.

It can be seen from **Table 5A** that majority (three-fourths) of the LGUs belong to the 3<sup>rd</sup> to 4<sup>th</sup> income classes. From this perspective, the extent of diversity across our universe of sites is further reflected in budgets being allocated to environment-related activities, as shown in **Table 5B** below. Annual budgets for FFM ranged from Php1.20 per hectare of forestland in Cabarroguis, all the way to Php19.70 in Baler. LGUs normally finance Forest Land Use Plan (FLUP) implementation, the municipal nursery and reforestation projects. For CRM, the annual budget ranged from Php3,409 per kilometer of coastline in Baler, to Php9,157 in San Luis – to finance activities under existing fisheries, coastal, and/or marine protected area (MPA) programs. And for UEM, the range was from Php2.10 per capita in Aglipay, to Php88.70 in Santiago City. UEM funds are usually intended for the purchase of waste disposal sites, IEC, and waste collection.

**Table 5A. Profile of LGUs Covered by the Self-Assessment on the State of Environmental Governance in Northern Luzon**

LGU	Population	Barangays		Land Area (hectares)	Population Density (persons/ha)	Forestland (hectares; and % of total land area)	Coastline (km)	Income Class	Ave. IRA (million pesos, 2004- 05)	Ave. % Env't Share, 20% DF (million pesos, 04- 05)
		Total	Urban							
<b>NUEVA VIZCAYA</b>										
Bambang	46,920	25	4	35,500	1.3	15,329 (43%)	0	3 <sup>rd</sup>	41.7	4.2
Dupax Norte	23,543	15	2	45,000	0.5	17,000 (38%)	0	4 <sup>th</sup>	33.0	9.0
Bayombong	55,868	25	8	15,198	3.7	9,154 (60%)	0	3 <sup>rd</sup>	39.1	18.0
Solano	66,424	22	6	13,980	4.7	3,740 (27%)	0	1 <sup>st</sup>	38.9	26.5
Bagabag	33,295	17	4	26,000	1.3	2,970 (11%)	0	3 <sup>rd</sup>	32.3	4.6
Quezon	15,986	12	1	23,349	0.7	18,279 (78%)	0	5 <sup>th</sup>	23.3	8.0
Dupax Sur	18,925	19	4	59,000	0.3	32,727 (55%)	0	3 <sup>rd</sup>	38.6	9.6
<b>AURORA</b>										
Dinalungan	9,996	9	2	34,000	0.3	ND	28	4 <sup>th</sup>	25.1	14.5
Baler	29,923			ND	ND	4,579	35.2	3 <sup>rd</sup>	ND	ND
San Luis	25,000	18	13	60,000	0.4	54,363 (91%)	54.6	3 <sup>rd</sup>	42.0	10.0
Ma Aurora	33,551	40	7	42,433	0.8	25,680 (61%)	0	3 <sup>rd</sup>	41.0	7.0
Dipaculao	23,064	25	3	40,497	0.6	ND	49.5	4 <sup>th</sup>	35.1	17.0
<b>QUIRINO</b>										
Diffun	42,693	33	4	30,618	1.4	19,506 (64%)	0	2 <sup>nd</sup>	44.9	1.3
Aglipay	23,838	25	2	31,215	0.8	13,622 (44%)	0	4 <sup>th</sup>	30.5	1.6
Cabarroguis	26,960	17	5	26,092	1.0	16,364 (63%)	0	4 <sup>th</sup>	31.0	3.7
Nagtipunan	20,696	17	1	160,740	0.1	103,848 (65%)	0	3 <sup>rd</sup>	75.9	3.5
Maddela	31,167	32	6	75,732	0.4	59,292 (78%)	0	1 <sup>st</sup>	58.5	4.4
<b>ISABELA</b>										
Cauayan City	118,369	65	9	33,640	3.5	5,158 (15%)	0	4 <sup>th</sup>	214.7	9.0
Santiago City	109,505	37	15	27,406	4.0	ND	0	1 <sup>st</sup>	432.9	4.5

ND – no data

**Table 5B. Budget Allocated for Environment-Related Activities<sup>9</sup>**

Province and Municipality	FFM (Php/ha)	CRM (Php/km)	UEM (Php/capita)
<b>NUEVA VIZCAYA</b>			
Bambang	3.26	NA	6.40
Dupax del Norte	5.88	NA	12.7
Bayombong	5.46	NA	26.8
Solano	14.70	NA	7.50
Bagabag	ND	NA	9.00
Quezon	ND	NA	3.12
Dupax del Sur	11.00	NA	13.4
<b>AURORA</b>			
Dinalungan	ND	6,964	18.50
Baler	19.70	3,409	6.34
San Luis	1.70	9,157	10.00
Maria Aurora	3.90	NA	13.40
Dipaculao	ND	4,545	28.20
<b>QUIRINO</b>			
Diffun	1.29	NA	4.70
Aglipay	3.67	NA	2.10
Cabarroguis	1.20	NA	15.20
Nagtipunan	3.85	NA	7.70
Maddela	7.90	NA	14.80
<b>ISABELA</b>			
Cauayan City	NA	NA	32.90
Santiago City	NA	NA	88.70

NA – not applicable (sector does not exist in city or municipality)

ND – no data

**Table 5A** shows that although only two cities—both located in Isabela Province—were covered, there are two other highly urbanized centers in the list, namely Bayombong and Solano in Nueva Vizcaya. In fact, these two areas have the largest population size, next to the cities of Cauayan and Santiago in Isabela. Some of the other more interesting observations that can be made from **Table 5A** include: (a) abundance of land: all of the LGUs covered have an extremely low population density (0.1 to 4.7 persons per hectare), except for the aforementioned cities and urbanized areas where densities ranged, however, from still a low 3.5 to 4.7 persons per hectare; (b) primacy of the forest sector: forestlands take up a significant proportion of total land area (mostly over 50%, and to as high as 91%), particularly in Quirino Province—whereas only four of the 19 LGUs have coastal areas; and (c) large room for re-structuring resource allocation: while all the LGUs are now financing environment-related efforts from their IRA, with encouragement given by EcoGov, most of them are channeling only less than 5% of their 20% development fund for such purpose. In fact, only four out of the 19 LGUs covered—Solano and Bayombong, and the 4<sup>th</sup> class municipalities of Dinalungan and Dipaculao (Aurora)—devoted more than 10% of their development fund to environment-related activities in 2004-05. This observation notwithstanding, the large absolute value

<sup>9</sup> Based on 20% Development Fund (DF) only; excludes regular provisions in General Fund.

of funds allocated to the environment by the two Isabela cities must also be duly noted. EcoGov will support LGUs to make environment-related operation and maintenance (O&M) costs part of the regular budget/general fund.

## 5.2 Summary Indices

**Table 5C** presents an overall picture of the four general types/levels of environmental governance indices (defined in text box in Section 3.3) calculated for each of the 19 LGUs covered by the GSA in Northern Luzon. *Most important is the last column: “Overall LGU Index”.* This column presents the cross-sector LGU index, organized by province in descending order. *Said cross-sector (composite) index presents the overall baseline standing of each LGU as far as best practices represented by the GSA’s total of 57 questions – contained in Forms 1 to 4 –are concerned.*

From **Table 5C** data, the range of overall LGU baseline indices for the four provinces covered by the GSA is shown below, along with the frequency count of LGUs falling under each of four standard classification ranges. We will observe that (a) Nueva Vizcaya and Quirino generally have a lower range of actual indices; (b) majority (90%) of LGU indices are clustered in the 0.26-0.75 classification range; (c) two-thirds of LGUs find themselves above the 0.50 mark; and (d) the two Isabela cities expectedly obtained higher indices compared to the municipal LGUs.

Standard Range	N. Vizcaya actual:0.33-0.60	Aurora actual:0.53-0.79	Quirino actual:0.28-0.60	Isabela actual:0.72-0.80	Total (%)
0.00-0.25	0	0	0	0	0 (0%)
0.26-0.50	3	0	4	0	7 (37%)
0.51-0.75	4	4	1	1	10 (53%)
0.76-1.00	0	1	0	1	2 (10%)

Besides the overall LGU index, **Table 5C** also lays out, in summary form, three other sets of baseline indices: (1) sector-specific indices, to include those for LGU internal management; (2) governance principle-specific indices; and (3) governance function-specific indices, to include “cross-cutting best practices”.

The highest overall LGU index (shown on the last column of **Table 5C**) is that for Cauayan City (0.80), closely followed by Dinalungan Municipality (0.79) and then by the only other city in the list, Santiago (0.72). The high indices of the three top-ranked LGUs should be appreciated in light of comparative information conveyed in **Tables 5A** and **5C**. Specifically, Dinalungan needs to manage all three environmental sectors (FFM, CRM and UEM) within its jurisdiction, including 34,000 hectares of forestland, a 28-kilometer coastline, and two urban barangays (out of a total of 11). On the other hand, Santiago and Cauayan Cities have “only” UEM, which by itself can nonetheless be a formidable sector to manage. Also there is a marked difference in wherewithal worth noting: Santiago City’s IRA is 17 times, and Cauayan City’s IRA is almost nine times, that of Dinalungan, reminiscent of observations earlier made in Section 5.1.

In this region, *there does not seem to be a direct link between the proportion of the 20% development fund used for environment-related activities and the cross-sector LGU index*, as shown by a comparison of the last columns of **Tables 5A and 5C**. **Fig. 5A** perhaps more clearly shows LGUs able to obtain high indices, regardless of the percentage of development funds allotted to environment. To illustrate: the top LGU in Nueva Vizcaya allotted only 4.2% of its 20% development fund to environment-related activities, while the 4<sup>th</sup> ranked allotted 26.5%. Similarly in Quirino, the top LGU allotted only 1.3% of its development fund for environment-related activities, while the bottom LGU allotted 4.4%. A similar lack of direct link can be seen from **Figures 5C, and 5D**, which compare the FFM indices with FFM budgets, and UEM indices with UEM budgets, respectively. A closer relationship between CRM indices and CRM budgets can be seen in **Fig. 5E**, which, however, covers only four LGUs.

Looking at **Table 5C**, two highly urbanized areas, namely Bayombong and Solano, had failed to obtain similarly high indices as the three top-ranked LGUs in Northern Luzon, primarily owing to the former's very low levels of FFM indices (0.13 and 0.27, respectively), which offset their high UEM indices (0.88 and 0.69, respectively). This is noteworthy because forestlands (according to Table 5A) account for a significant portion of the total land area of both municipalities (60% and 27%, respectively). In terms of governance principles, Bayombong is relatively weakest in practices that relate to the principle of participatory-ness (0.29 index); and Solano, in accountability (0.25 index). Turning now to governance functions, both LGUs are weak in law enforcement (0.38 and 0.13, respectively). Finally, Solano is observed to be deficient in practices that cut across governance functions (0.29 index). All these "weaknesses" are windows for assistance.

At the other end of the scale, the lowest overall LGU indices turned out for Maddela in Quirino (0.28); Dupax del Sur and Quezon (both in Nueva Vizcaya), and Nagtipunan. Each of the latter three LGUs obtained an overall index of 0.33. These municipalities are observed to have extremely low population densities, i.e., less than one person per hectare (not unlike many other LGUs in the region) – a situation that poses interesting challenges as to how the behavior of such widely dispersed communities can be effectively guided to meet both human and ecological needs (see definition of "environmental governance" in text box in Section 2.0). Over half of Nagtipunan's land area is ancestral domain. These bottom four LGUs exhibit low indices across the board, but Maddela is alarmingly weak in FFM (0.07 index), and also shares with the three other LGUs the non-adoption (as of the time of the self-assessment) of best practices related to participatory-ness, and to the issuance of licenses and permits in the UEM sector.

The sector-specific indices in **Table 5C** can be linked to and classified according to the availability and source of external assistance to improve environmental governance. The results below show that *in the forest sector, Northern Luzon LGUs assisted by EcoGov and other external assistance tended to reach high levels of indices*; **Fig. 5B** portrays this pattern of FFM indices. However, LGUs receiving assistance from other projects have a higher floor and ceiling indices. The 0.73 highest value was obtained by Dinalungan, which received assistance from DENR and Conservation International. The only non-assisted LGU (San Luis) fared rather poorly. In the urban sector, the pattern is

different: both EcoGov and other project-assisted LGUs have the same range of indices, which tended towards the high end. However, the non-assisted LGU (Dinalungan) did not fare much worse. These initial patterns linking the indices with external assistance need to be further investigated.

<b>External Assistance</b>	<b>FFM</b>	<b>CRM</b>	<b>UEM</b>
EcoGov-assisted	0.07-0.67	0.65-1.00	0.25-0.88
Assisted by Others	0.13-0.73	none	0.25-0.88
Not assisted	0.33	none	0.69-0.75

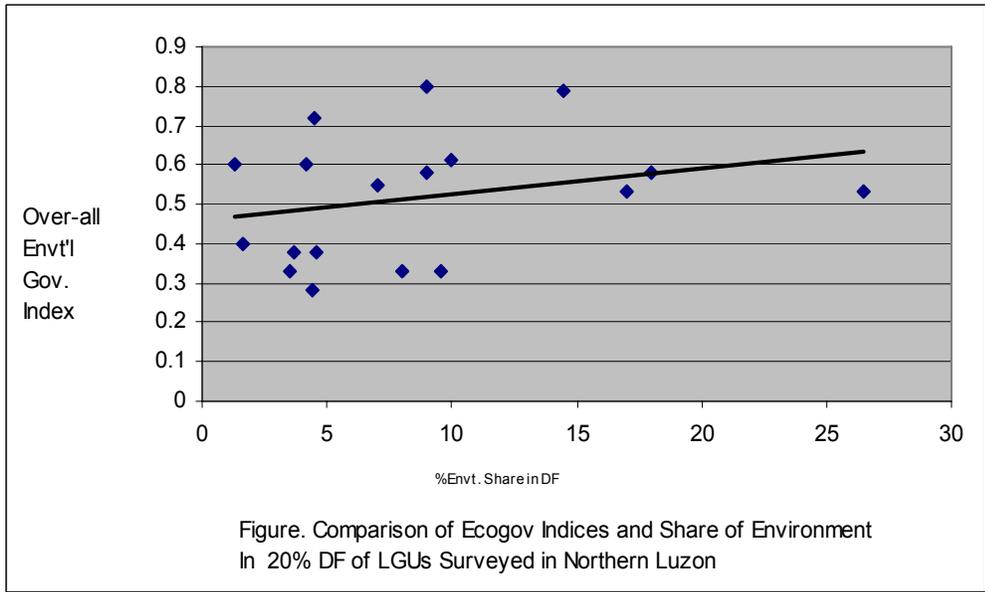
The foregoing discussion provides an overall picture as to where the 19 Northern Luzon LGUs generally stand in terms of adopting best practices in environmental governance. Sections 5.3 to 5.5 will disaggregate the foregoing summary indices into its vital components. We now turn to a more detailed examination of the Northern Luzon LGU indices for each of the three environmental sectors, namely forests, coastal areas and the urban environment.

**Table 5C: Summary Baseline Environmental Governance Indices for Northern Luzon**

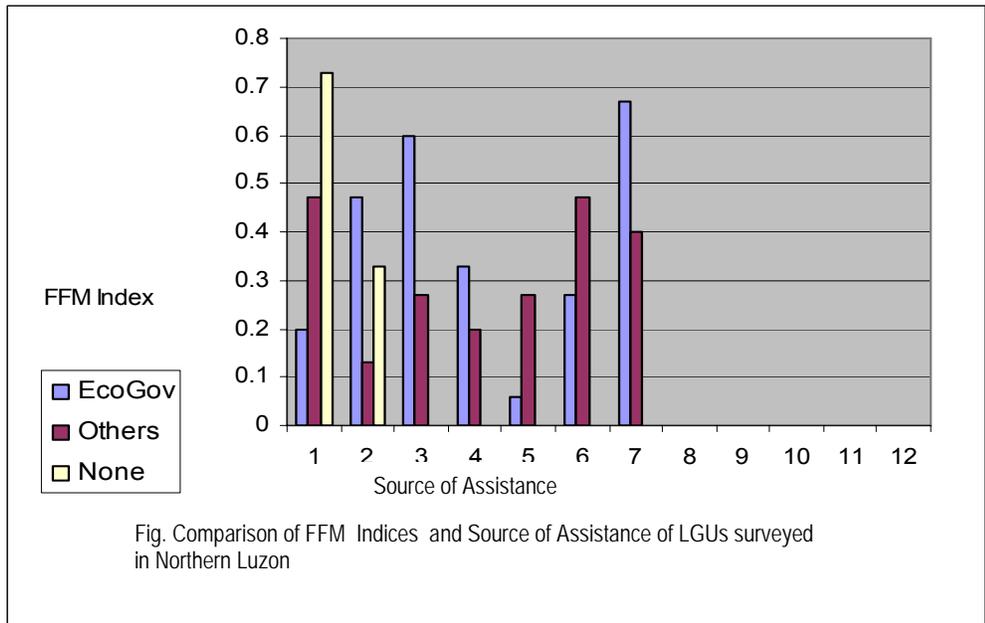
Province & Municipality	By Specific Sector			By Governance Principle, Across Sectors					By Governance Function, Across Sectors					Overall LGU Index	
	FFM	CRM	UEM	LIM	F	T	A	P	Plng	Laws	Issu	Bdgt	Proc		Cros
<b>NUEVA VIZCAYA:</b>															
Bambang	0.20	NA	0.88	0.78	0.68	0.71	0.25	0.43	0.58	0.38	1.00	1.00	1.00	0.57	0.60
Dupax Norte	0.47	NA	0.56	0.78	0.59	0.71	0.50	0.43	0.53	0.38	0.00	1.00	0.67	0.86	0.58
Bayombong	0.13	NA	0.88	0.78	0.59	0.71	0.75	0.29	0.58	0.38	1.00	1.00	0.67	0.57	0.58
Solano	0.27	NA	0.69	0.67	0.55	0.57	0.25	0.57	0.63	0.13	1.00	1.00	1.00	0.29	0.53
Bagabag	0.20	NA	0.38	0.67	0.50	0.43	0.25	0.00	0.37	0.00	1.00	1.00	0.67	0.43	0.38
Quezon	0.27	NA	0.31	0.44	0.41	0.29	0.25	0.14	0.42	0.00	0.00	1.00	0.67	0.14	0.33
Dupax Sur	0.20	NA	0.25	0.67	0.41	0.43	0.25	0.00	0.26	0.13	0.00	1.00	0.67	0.43	0.33
<b>AURORA:</b>															
Dinalungan	0.73	1.00	0.75	0.56	0.75	1.00	0.60	0.80	0.79	1.00	0.67	0.50	0.67	0.67	0.79
Baler	0.67	0.82	0.50	0.67	0.56	0.90	0.60	0.80	0.61	0.75	0.67	1.00	0.67	0.67	0.67
San Luis	0.33	0.82	0.50	0.89	0.63	0.60	0.40	0.70	0.61	0.50	0.00	1.00	1.00	0.78	0.61
Ma Aurora	0.47	NA	0.63	0.56	0.59	0.71	0.25	0.43	0.47	0.50	1.00	0.50	0.67	0.71	0.55
Dipaculao	0.40	0.65	0.44	0.67	0.56	0.70	0.40	0.30	0.46	0.33	1.00	1.00	1.00	0.56	0.53
<b>QUIRINO:</b>															
Diffun	0.47	NA	0.75	0.56	0.55	0.71	0.25	0.86	0.68	0.38	1.00	0.50	1.00	0.43	0.60
Aglipay	0.60	NA	0.25	0.33	0.50	0.43	0.00	0.29	0.42	0.38	0.00	0.50	0.67	0.29	0.40
Cabarroguis	0.27	NA	0.44	0.44	0.41	0.43	0.25	0.29	0.37	0.13	1.00	0.50	0.33	0.57	0.38
Nagtipunan	0.33	NA	0.38	0.22	0.41	0.43	0.25	0.00	0.42	0.25	0.00	0.50	0.00	0.29	0.33
Maddela	0.07	NA	0.25	0.67	0.32	0.43	0.25	0.00	0.21	0.13	0.00	1.00	0.67	0.29	0.28
<b>ISABELA:</b>															
Cauayan City	NA	NA	0.81	0.78	0.92	1.00	0.67	0.25	0.90	0.75	1.00	1.00	0.67	0.60	0.80
Santiago City	NA	NA	0.69	0.78	0.62	1.00	1.00	0.50	0.80	0.50	0.00	0.50	0.67	1.00	0.72

**FFM** Forests and Forestlands Management  
**CRM** Coastal Resources Management  
**UEM** Urban Environmental Management  
**LIM** LGU Internal Management  
**F** Functionality  
**T** Transparency  
**A** Accountability  
**P** Participatory-ness

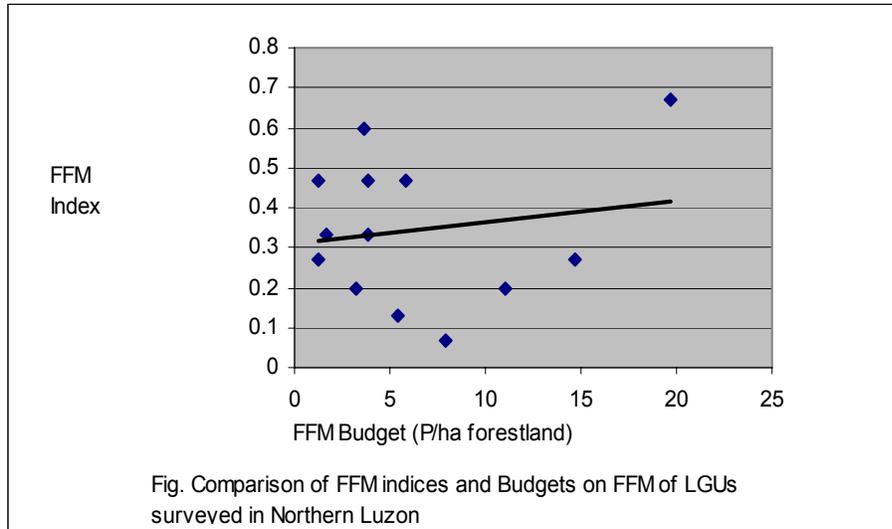
**NA** Not Applicable (sector does not exist in locality)  
**Plng** Planning and implementation  
**Laws** Law enforcement  
**Issu** Issuance of licenses, permits, tenure and allocation instruments  
**Bdgt** Budgeting  
**Proc** Procurement, bidding and contracting  
**Cros** Cross-cutting (across governance functions)



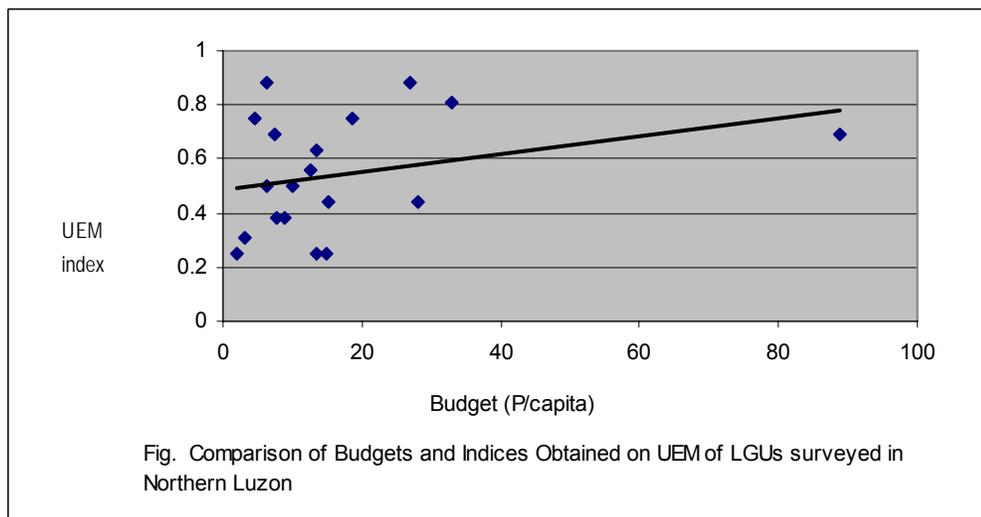
**Fig. 5A**



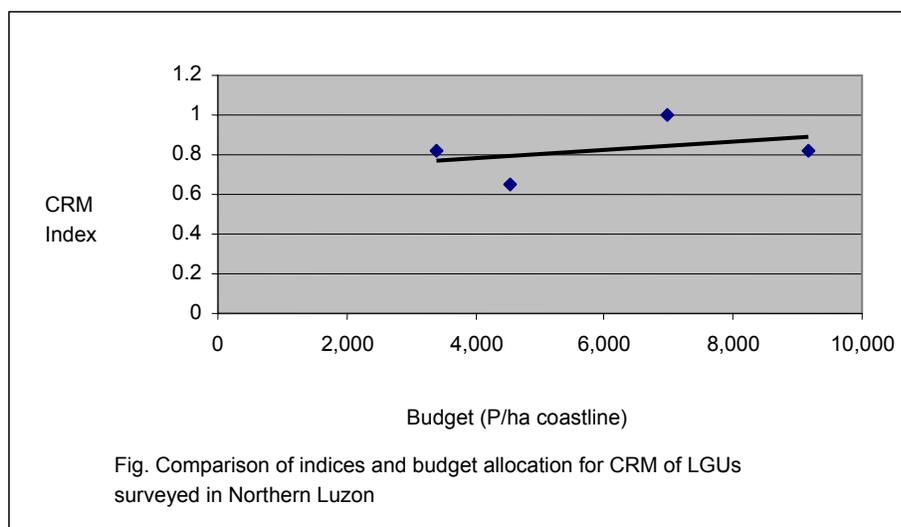
**Fig. 5B**



**Fig. 5C**



**Fig. 5D**



**Fig. 5E**

### 5.3 Forest Sector Indices

All FFM-specific indices for the 17 Northern Luzon LGUs are presented in **Table 5D**. (FFM was not covered by the GSA for the two cities of Isabela Province which have insignificant forestland.) Said table provides a breakdown of FFM indices by governance principle, and by governance function. *The most important column in Table 5C is the second to the last: “Overall FFM Index”. This column shows the baseline standing of each LGU in terms of best practices defined by the GSA’s 15 questions on forest management (Form 1).* The overall FFM index is juxtaposed with the overall LGU index (last column) for easy reference.

The range of overall FFM baseline indices by province is shown below, as well as the number of LGUs falling under each of four standard classification ranges. Here, we see that Nueva Vizcaya has a low range of actual FFM indices, although the lowest absolute value can be seen in Quirino. Only three (18%) of the LGUs obtained an FFM index higher than 0.50. The majority (82%) have an index of 0.50 and below.

Standard Range	Nueva Vizcaya actual: 0.13-0.47	Aurora actual: 0.33-0.73	Quirino actual: 0.07-0.60	Total
0.00-0.25	4	0	1	5 (29%)
0.26-0.50	3	3	3	9 (53%)
0.51-0.75	0	2	1	3 (18%)
0.76-1.00	0	0	0	0 (%)

Models of best practices in forest management, particularly on the functionality of the MENRO, can be found in Dinalungan, which obtained the highest FFM index (0.73), consistent with its high overall LGU index (0.79) discussed in the previous section. The next two top-ranked municipal LGUs are Baler and Aglipay (0.67 and 0.60, respectively), both of which are EcoGov sites. Diffun, Ma. Aurora, and Dupax del Norte also have a fairly decent FFM index (all at 0.47), compared to most of the remaining other LGUs. The overall FFM index of these last three municipalities could have actually been higher if not for a shared deficiency in practices related

to accountability (all with an index of 0.00) and law enforcement (0.25 index). This observation would suggest one specific focus of future capacity-building assistance.

The lowest overall FFM indices are found in Bayombong and Maddela (0.13 and 0.07, respectively), as similarly noted in Section 5.2. Both of these municipalities are especially weak in transparency, participatory-ness, law enforcement and practices that cut across governance functions. Maddela moreover is also weak in accountability, and as may be recalled, also owns the lowest overall LGU index (0.28) among the 19 LGUs covered in the region. The FFM index of Maddela is expected to rise significantly over the next two years, as its FLUP was recently approved by the *Sanggunian*, with EcoGov support; in fact, the question about having a legitimized plan was the only one among 15 for which the answer was “yes”. The case of Bayombong is interesting because while it ranked second to the lowest in overall FFM, it allotted the highest proportion (26.5%) of its 20% development fund to environment-related activities among all the 19 LGUs. This may signal an opportunity to enhance the efficiency of resource use.

Generally, all the 17 LGUs covered by the self-assessment on FFM have a higher index for functionality compared to the other governance principles, indicating that management systems are already in place and should be the locus of enhancement over the next one or two years. In contrast, all the Northern Luzon LGUs consistently exhibit low levels of indices in transparency and accountability in forest management, indicating priority areas for future action. In terms of governance functions, **Table 5C** shows that law enforcement is most likely where project interventions can generate the highest returns to investments.

As follow up to the observation made in Section 5.2 about the lack of evidence to establish a direct link between the proportion of the 20% development fund used for environment-related activities and the overall LGU index, the FFM budget data in **Table 5B** do not indicate any clear link between the budget per hectare of forestland, and the overall FFM indices in **Table 5D**. For example, third ranked LGU (Aglipay) budgeted only Php 3.67 per hectare of forestland, compared to the Php5.46 and Php7.90 budgeted by the bottom two LGU (Bayombong and Maddela).

The overall LGU index is a good benchmark against which the overall FFM index can be evaluated. In this regard, it might be observed that the range of FFM indices is much lower compared to the range of overall LGU indices presented in the previous section; this suggests that closer attention be given to this particular sector within the target LGUs. The biggest gap between the overall LGU index and the overall FFM index can be found in Bambang (0.60 vs. 0.20), Bayombong (0.58 vs. 0.13) and Solano (0.53 vs. 0.27), all in Nueva Vizcaya; and in San Luis (0.61 vs. 0.33) in Aurora. In each LGU, the proportion of forestland to total area is high: 43%, 60%, 27% and 91%, respectively. In these cases, it would be useful to pursue investigations as to why best practices in the other sectors are not being fully assimilated into the forest sector. Just for comparison, the exact opposite, as far as the LGU and FFM indices are concerned, would be Aglipay in Quirino Province, where the FFM index of 0.60 is significantly higher than the overall LGU index of 0.40. Like Dinalungan Municipality, Aglipay could also be a showcase for best practices in forest sector management, including effective LGU collaboration with DENR and BFAR.

**Table 5D: Indices for Forests & Forestlands Management in Northern Luzon**

Province & Municipality	By Governance Principle				By Governance Function			Overall FFM Index
	Functionality	Transparency	Accountability	Participation	Planning	Law Enforcement	Cross Cutting	
<b>NUEVA VIZCAYA:</b>								
Bambang	0.33	0.00	0.00	0.00	0.22	0.00	0.50	<b>0.20</b>
Dupax Norte	0.56	0.00	0.00	0.67	0.44	0.25	1.00	<b>0.47</b>
Bayombong	0.11	0.00	1.00	0.00	0.22	0.00	0.00	<b>0.13</b>
Solano	0.33	0.00	0.00	0.33	0.44	0.00	0.00	<b>0.27</b>
Bagabag	0.33	0.00	0.00	0.00	0.22	0.00	0.50	<b>0.20</b>
Quezon	0.22	0.50	0.00	0.33	0.33	0.00	0.50	<b>0.27</b>
Dupax Sur	0.33	0.00	0.00	0.00	0.22	0.00	0.50	<b>0.20</b>
<b>AURORA:</b>								
Dinalungan	0.67	1.00	1.00	0.67	0.67	1.00	0.50	<b>0.73</b>
Baler	0.44	1.00	1.00	1.00	0.56	1.00	0.50	<b>0.67</b>
San Luis	0.56	0.00	0.00	0.00	0.44	0.00	0.50	<b>0.33</b>
Ma Aurora	0.56	0.50	0.00	0.33	0.44	0.25	1.00	<b>0.47</b>
Dipaculao	0.44	0.50	0.00	0.33	0.33	0.25	1.00	<b>0.40</b>
<b>QUIRINO:</b>								
Diffun	0.33	0.50	0.00	1.00	0.56	0.25	0.50	<b>0.47</b>
Aglipay	0.56	1.00	0.00	0.67	0.56	0.50	1.00	<b>0.60</b>
Cabarroguis	0.33	0.00	0.00	0.33	0.22	0.25	0.50	<b>0.27</b>
Nagtipunan	0.44	0.50	0.00	0.00	0.44	0.00	0.50	<b>0.33</b>
Maddela	0.11	0.00	0.00	0.00	0.11	0.00	0.00	<b>0.07</b>
<b>ISABELA:</b>								
Cauayan City	NA	NA	NA	NA	NA	NA	NA	NA
Santiago City	NA	NA	NA	NA	NA	NA	NA	NA

## 5.4 Coastal Sector Indices

Further to the earlier notation in Section 5.1 that forestry is the primary sector in Northern Luzon, it should be observed that out of the 19 LGUs covered by the GSA in the region, only four municipalities – Dinalungan, Baler, San Luis and Dipaculao – all in Aurora Province, have coastal areas. The CRM indices for all four LGUs (see Table 5E) can already be considered as “high”, ranging from 0.65 for Dipaculao, to a perfect 1.00 for Dinalungan (see penultimate column of Table 5E). All four LGUs are EcoGov sites. Thus, not really very much more can be said about the coastal sector in the region. In all four LGUs, the CRM index is higher than the overall LGU index, indicating that best practices are being extensively applied to the management of coastal areas, with the assistance of EcoGov.

In light of the above, one could ask: “What more should be done in Dinalungan (and similarly situated LGUs), which has already reached the desired index of 1.00 for CRM?” One answer is that future interventions could be designed and implemented to increase the quality, depth and consistency by which governance practices are being carried out by the LGU, and tracked using additional questions to be included in future self-assessments. This way, the *original core questions are viewed as representing “minimum standards” of performance*. The Guided Self-Assessment results could further suggest a few other specific areas where additional attention could be provided. These include enhancing practices related to participatory-ness in Dipaculao (baseline index of 0.33); and in terms of governance functions in the same LGU, law enforcement (0.25 index).

## 5.5 Urban Sector Indices

Disaggregated indices for the UEM sector in Northern Luzon are presented in **Table 5F**. *In this table, the crucial column is the second to the last: “Overall UEM Index” that indicates the current standing of each LGU in the context of best practices embedded in the 16 UEM-related questions in Form 3 of the self-assessment.* Again, UEM indices are shown side by side with the overall (composite) LGU index. The range of overall LGU baseline indices by province, and the frequency count of LGUs falling under each standard classification range, are shown below.

Standard Range	N. Vizcaya actual: 0.25-0.88	Aurora actual: 0.44-0.75	Quirino actual: 0.25-0.75	Isabela actual: 0.72-0.80	Total (%)
0.00-0.25	1	0	2	0	3 (16%)
0.26-0.50	2	3	2	0	7 (37%)
0.51-0.75	2	2	1	1	6 (31%)
0.76-1.00	2	0	0	1	3 (16%)

One notable observation in this sector is that 7 of the 17 municipalities (41%) covered in the self-assessment (excluding the cities of Cauayan and Santiago) attained UEM indices of 0.51 or higher. This is significant because most of these municipalities are small and fairly distant from urban centers, implying limitations in resources and in access to relevant up-to-date information.

The highest levels of indices are expectedly found in the region’s cities and urbanized areas, notably Bayombong and Bambang (both 0.88), and Cauayan City (0.81). In both Bayombong

and Bambang, only two actions remain enroute to a perfect index: (a) for the LGUs to initiate wastewater management; and (b) to introduce mechanism/s for the public to participate in law enforcement.

Dinalungan and Diffun are also included among the top-ranked LGUs (both with an overall UEM index of 0.75). (Bayombong, Cauayan and Diffun are EcoGov sites.) It might be observed that the high UEM indices of these LGUs had pulled up their overall (cross-sector) LGU index, reiterated on the last column of Table 5E. ***The foregoing pattern of indices suggests that urban environmental management best practices can be adopted notwithstanding limitations in the IRA.*** Specifically, all the afore-enumerated five LGUs attained indices higher than that of the richest LGU (Santiago City with an average 2004-05 IRA of Php432.0 million and a UEM index of 0.69). Further, Bambang and Bayombong with an average IRA of Php41.7 million and Php39.1 million for 2004-05, respectively, ranked higher than Cauayan City with an average IRA of Php214.7 million for the same period. Solano and Santiago City, both with an index of 0.69, could have attained higher indices, if not for their relatively low indices for functionality (both at 0.60), and law enforcement (0.25 and 0.50, respectively) – two areas that could warrant closer scrutiny.

On the other hand, the lowest overall UEM indices are seen in the municipalities of Maddela (0.25) and Nagtipunan (0.38) in Quirino, and in Dupax del Sur (0.25) and Quezon (0.31) in Nueva Vizcaya. As previously noted, these four LGUs have very low population densities, which is a common characteristic of remote rural areas where solid and liquid waste issues may just be beginning to emerge. Maddela's Ten-Year ISWM Plan has just been approved by its *Sanggunian*; while Quezon is still being assisted by EcoGov to prepare its plan. Varied forms of more specific assistance can be provided to these LGUs; the Guided Self-Assessment results suggest that ***proactive and preventive support in urban waste management*** could probably be narrowed down to streamlining the local system for issuing licenses and permits; enhancing transparency and participatory-ness in day-to-day governance; and enabling the LGUs to improve performance of governance practices cutting across the different governance functions, including accessing relevant information.

A similar “non-pattern” concerning the link between UEM indices and the UEM budget per capita can be observed when we refer back to **Table 5B**. While two of the top three LGUs had high budgets (Cauayan – Php32.90; and Bayombong – Php26.80), Bambang's UEM budget was only Php6.40 per capita and was even lower than the Php14.80 budget of the LGU (Maddela) that owns one of two lowest UEM sector indices.

**Table 5E: Indices for Coastal Resources Management in Northern Luzon**

Province & Municipality	By Governance Principle				By Governance Function				Overall CRM Index	Overall LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Issuances	Law Enforcement	Cross Cutting		
<b>NUEVA VIZCAYA:</b>										
Bambang	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.60
Dupax Norte	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.58
Bayombong	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.58
Solano	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.53
Bagabag	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.38
Quezon	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.33
Dupax Sur	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.33
<b>AURORA:</b>										
Dinalungan	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.79
Baler	0.70	1.00	1.00	1.00	0.67	1.00	1.00	1.00	0.82	0.67
San Luis	0.80	0.67	1.00	1.00	0.89	0.00	1.00	1.00	0.82	0.61
Ma Aurora	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.55
Dipaculao	0.70	0.67	1.00	0.33	0.67	1.00	0.25	1.00	0.65	0.53
<b>QUIRINO:</b>										
Diffun	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.60
Aglipay	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.40
Cabarroguis	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.38
Nagtipunan	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.33
Maddela	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.28
<b>ISABELA:</b>										
Cauayan City	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.80
Santiago City	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.72

**Table 5F: Indices of Urban Environmental Management in Northern Luzon**

Province & Municipality	By Governance Principle				By Governance Function				Overall UEM Index	Overall LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Issuances	Law Enforcement	Cross Cutting		
<b>NUEVA VIZCAYA:</b>										
Bambang	0.90	1.00	1.00	0.67	0.90	1.00	0.75	1.00	0.88	0.60
Dupax Norte	0.50	1.00	1.00	0.33	0.60	0.00	0.50	1.00	0.56	0.58
Bayombong	0.90	1.00	1.00	0.67	0.90	1.00	0.75	1.00	0.88	0.58
Solano	0.60	1.00	1.00	0.67	0.80	1.00	0.25	1.00	0.69	0.53
Bagabag	0.50	0.00	1.00	0.00	0.50	1.00	0.00	0.00	0.38	0.38
Quezon	0.40	0.00	1.00	0.00	0.50	0.00	0.00	0.00	0.31	0.33
Dupax Sur	0.30	0.00	1.00	0.00	0.30	0.00	0.25	0.00	0.25	0.33
<b>AURORA:</b>										
Dinalungan	0.60	1.00	1.00	1.00	0.70	0.00	1.00	1.00	0.75	0.79
Baler	0.40	0.50	1.00	0.67	0.60	0.00	0.25	1.00	0.50	0.67
San Luis	0.40	0.50	0.00	1.00	0.50	0.00	0.50	1.00	0.50	0.61
Ma Aurora	0.60	0.50	1.00	0.67	0.50	1.00	0.75	1.00	0.63	0.55
Dipaculao	0.40	1.00	1.00	0.00	0.40	1.00	0.50	0.00	0.44	0.53
<b>QUIRINO:</b>										
Diffun	0.70	1.00	1.00	0.67	0.80	1.00	0.50	1.00	0.75	0.60
Aglipay	0.40	0.00	0.00	0.00	0.30	0.00	0.25	0.00	0.25	0.40
Cabarroguis	0.50	0.00	1.00	0.33	0.50	1.00	0.00	1.00	0.44	0.38
Nagtipunan	0.40	0.50	1.00	0.00	0.40	0.00	0.50	0.00	0.38	0.33
Maddela	0.30	0.00	1.00	0.00	0.30	0.00	0.25	0.00	0.25	0.28
<b>ISABELA:</b>										
Cauayan City	0.90	1.00	1.00	0.33	0.90	1.00	0.75	0.00	0.81	0.80
Santiago City	0.60	1.00	1.00	0.67	0.80	0.00	0.50	1.00	0.69	0.72

## 5.6 LGU Internal Management Indices

As noted before in Section 3.1, the Guided Self-Assessment on LGU internal management (or LIM) is an attempt to consolidate questions concerning LGU budgeting, procurement and accountability of personnel and designated multi-sectoral bodies – so that these particular questions need not be repeatedly asked in the sector-specific questionnaires. *High though wide ranging overall internal management baseline indices are shown on the second to the last column of Table 5G. The indices in said column convey to us how the LGUs now stand vis-à-vis the different best practices in LGU internal management, as reflected in the nine questions contained in GSA Form 4.*

Among the 19 Northern Luzon LGUs, only four obtained an overall internal management index that is 0.50 or lower. These are the municipalities of Nagtipunan (0.22), Aglipay (0.33) and Cabarroguis (0.44) – which are all in Quirino Province – plus Quezon (0.44) in Nueva Vizcaya. GSA results show that for the index to significantly go up, special attention should be given to enhancing accountability and participatory-ness in the day-to-day operations of all four LGUs. Moreover, Nagtipunan needs to focus greater attention to procurement, and Aglipay, to adopt best practices to improve its capability to carry out various governance functions.

Using data from **Table 5G**, the wide range of indices in the first three provinces can be seen as follows:

Standard Range	N. Vizcaya actual: 0.44-0.78	Aurora actual: 0.56-0.89	Quirino actual: 0.22-0.67	Isabela actual: 0.78	Total (%)
0.00-0.25	0	0	1	0	1 (5%)
0.26-0.50	1	0	2	0	3 (16%)
0.51-0.75	3	4	2	0	9 (47%)
0.76-1.00	3	1	0	2	6 (32%)

The highest LIM indices are shown by San Luis (0.89), followed by five LGUs with identical indices of 0.78: Bambang, Dupax del Norte and Bayombong in Nueva Vizcaya; and Cauayan and Santiago Cities in Isabela. In order to get a perfect index, San Luis only has to establish a performance management system for personnel assigned to offices tasked with environmental management. High indices were expected for cities and urbanized areas, which have access to up-to-date management information and technologies. But this is not the expectation for smaller and less accessible municipalities such as San Luis (3<sup>rd</sup> class) and Dupax del Norte (4<sup>th</sup> class), with a population of 25,000 and 23,543, respectively. This observation requires further analysis, so that the factors that enhance LGU internal management can be more firmly established.

## 5.7. Post-Evaluation Results

Section 3.2 reported that the day-long Guided LGU Self-Assessment on the State of Environmental Governance Practices in each of the 78 cities or municipalities was capped by the “Post-Evaluation by Key Informants”. There were a total of 258 key informants in Northern Luzon, of which 62% were LGUs personnel (refer to table in Section 4). On average, there were 13 to 14 participants from each LGU, to include non-LGU representatives.

Some of the relevant post-evaluation results (shown as percent of responses) are summarized in this section; the percentages are derived from the more detailed figures presented in Annex 1: Data Worksheets. The two tables below present aggregate highlights<sup>10</sup> of the responses of individual participants with respect to the following sub-set of three post-evaluation questions:

1. *To your knowledge, what are the most serious environmental concerns of citizens in this city/municipality? Forest degradation, coastal degradation or urban waste?*
2. *To what extent has your city/municipality adopted the principles of functionality, transparency, accountability and participatory-ness in addressing environmental issues and concerns?*
3. *Overall, to what extent is your city/municipality successful in addressing environmental concerns and issues?*

It must be emphasized that the information below reflect our Northern Luzon participants' confidential individual perceptions, which could be cross-referenced against data and information generated through consensus-seeking open group discussions.

Province <sup>11</sup>	Top Ranked Concern (%)			Degree LGU Successful: FFM (%)				Degree LGU Successful: CRM (%)				Degree LGU Successful: UEM (%)			
	FFM	CRM	UEM	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
N. Vizcaya	52%	NA	48	8%	43	39	10	NA	NA	NA	NA	4%	31	60	4
Aurora	86	7	7	6	35	49	10	3	21	54	22	7	26	60	6
Quirino	70	NA	30	0	52	39	9	NA	NA	NA	NA	5	54	38	3
Isabela	NA	NA	100	NA	NA	NA	NA	NA	NA	NA	NA	0	18	76	6

VL - Very Low; L - Low; H - High; VH - Very High; NA - Not Applicable (sector does not exist in locality)

Province	Degree LGU Adopts Functionality (%)				Degree LGU Adopts Transparency (%)				Degree LGU Adopts Accountability (%)				Degree LGU Adopts Participation (%)			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
N. Vizcaya	6%	34	49	10	1%	27	59	13	4%	30	49	17	6%	37	49	9
Aurora	3	21	45	16	1	25	42	18	3	23	53	21	6	28	49	18
Quirino	12	49	37	2	13	46	38	4	4	53	38	4	13	43	40	4
Isabela	0	24	76	0	0	38	63	0	0	38	56	6	6	39	50	6

VL - Very Low; L - Low; H - High; VH - Very High

With reference to the first question quoted above, the most serious environmental concerns were consistently identified to occur within the forest sector especially in Aurora and Quirino (86% and 70%, respectively), keeping in mind that only Aurora has a coastal sector with which the forest and urban sectors can be compared. This perception could be linked to the high proportion of forestland earlier observed in Section 5.1, as well as to the relatively low FFM indices (as compared to the overall LGU indices) discussed in Section 5.3. The priority concern being given to the forest sector, however, is not as pronounced in perceptions as to the degree to which the LGUs are successful in addressing FFM concerns. It might be noted that in Aurora, 59% of the participants thought that their LGUs were either highly or very highly successful in addressing FFM concerns.

<sup>10</sup> Just as caution was earlier expressed in Section 3.3 with respect to directly comparing indices across LGUs, we also need to be careful about aggregating perceptions in this section of the report, considering the unique conditions in each city or municipality. Aggregation by province is being made only to enable a summary presentation, rather than to derive any firm conclusion at the provincial level.

<sup>11</sup> "Province" is defined to include only the municipal and city LGUs covered by the 2005 self-assessment.

Very few participants from Aurora said that there are serious CRM concerns; this is to be expected, in view of the already high baseline indices discussed in Section 5.4, and further confirmed by 76% of the participants who said that LGUs are successful in addressing CRM concerns. Majority of the participants in all the provinces, except for Quirino, thought that their LGUs were successful in addressing UEM concerns. Clearly, majority of participants (82%) from the two Isabela cities are happy with the way UEM is being managed. In Quirino, in contrast, 58% of the participants said that the success rate of their LGUs in addressing UEM issues and concerns was either very low or low.

In terms of the F-TAP principles, perceptions as to the degree to which these have been adopted by the LGUs in addressing environmental issues and concerns would generally tend to be either high or very high across the four principles. It might be noted, however, that in the case of Quirino, there is consistently a higher percentage of participants who answered very low or low, rather than high or very high, across the four governance principles. This could be at least in part on account of the municipalities of Maddela and Nagtipunan, which obtained generally low indices, and to a lesser but nevertheless still significant extent, on account of Cabarroguis and Aglipay.

Table 5G: Indices for LGU Internal Management in Northern Luzon									
Province & Municipality	By Governance Principle				LGU Internal Mgmt			Overall LIM Index	Overall LGU Index
	Functionality	Transparency	Accountability	Participation	Budgeting	Procurement	Cross Cutting		
<b>NUEVA VIZCAYA:</b>									
Bambang	1.00	1.00	0.00	1.00	1.00	1.00	0.50	<b>0.78</b>	<b>0.60</b>
Dupax Norte	1.00	1.00	0.50	0.00	1.00	0.67	0.75	<b>0.78</b>	<b>0.58</b>
Bayombong	1.00	1.00	0.50	0.00	1.00	0.67	0.75	<b>0.78</b>	<b>0.58</b>
Solano	1.00	0.67	0.00	1.00	1.00	1.00	0.25	<b>0.67</b>	<b>0.53</b>
Bagabag	1.00	1.00	0.00	0.00	1.00	0.67	0.50	<b>0.67</b>	<b>0.38</b>
Quezon	1.00	0.33	0.00	0.00	1.00	0.67	0.00	<b>0.44</b>	<b>0.33</b>
Dupax Sur	1.00	1.00	0.00	0.00	1.00	0.67	0.50	<b>0.67</b>	<b>0.33</b>
<b>AURORA:</b>									
Dinalungan	0.67	1.00	0.00	0.00	0.50	0.67	0.50	<b>0.56</b>	<b>0.79</b>
Baler	1.00	1.00	0.00	0.00	1.00	0.67	0.50	<b>0.67</b>	<b>0.67</b>
San Luis	1.00	1.00	0.50	1.00	1.00	1.00	0.75	<b>0.89</b>	<b>0.61</b>
Ma Aurora	0.67	1.00	0.00	0.00	0.50	0.67	0.50	<b>0.56</b>	<b>0.55</b>
Dipaculao	1.00	0.67	0.00	1.00	1.00	1.00	0.25	<b>0.67</b>	<b>0.53</b>
<b>QUIRINO:</b>									
Diffun	0.67	0.67	0.00	1.00	0.50	1.00	0.25	<b>0.56</b>	<b>0.60</b>
Aglipay	0.67	0.33	0.00	0.00	0.50	0.67	0.00	<b>0.33</b>	<b>0.40</b>
Cabarroguis	0.33	1.00	0.00	0.00	0.50	0.33	0.50	<b>0.44</b>	<b>0.38</b>
Nagtipunan	0.33	0.33	0.00	0.00	0.50	0.00	0.25	<b>0.22</b>	<b>0.33</b>
Maddela	1.00	1.00	0.00	0.00	1.00	0.67	0.50	<b>0.67</b>	<b>0.28</b>
<b>ISABELA:</b>									
Cauayan City	1.00	1.00	0.50	0.00	1.00	0.67	0.75	<b>0.78</b>	<b>0.80</b>
Santiago City	0.67	1.00	1.00	0.00	0.50	0.67	1.00	<b>0.78</b>	<b>0.72</b>

## 6.0 CENTRAL VISAYAS: INDICES, OBSERVATIONS AND INSIGHTS

As previously mentioned in Section 4.0, the self-assessment conducted from April 5 to May 25, 2005 covered thirty (30) LGUs in the three provinces of Cebu (10 LGUs), Bohol (11 LGUs) and Negros Oriental (9 LGUs). It involved a total of four hundred twenty eight (428) individuals, with each survey group averaging 12 persons in Negros Oriental and Bohol provinces and 17 in Cebu. *In all surveys, around 60% of the participants were from the LGU sector; the rest were from NGO/PO sector (15%) and from the academe and other stakeholder groups (25%).*

### 6.1 Profile of LGUs Covered

As with the Northern Luzon LGUs, the LGUs covered by the survey in Central Visayas also *widely vary in key physico-socio-economic features (Table 6A)*. To illustrate: 1) there are 23 times more people in the heaviest populated LGU (Toledo City) than the least populated LGU (Corella), 2) the LGU with the largest land area (Bayawan City) is 23 times bigger than the smallest LGU (Albuquerque), and 3) the IRA of the richest LGU (Bayawan City) is at least 23 times larger than the poorest LGU (Corella).

It can be noted that population density is relatively higher among the LGUs surveyed in Central Visayas as compared to those surveyed in Luzon and Mindanao, although the overall range is still low. *The extent of population density influences land and resource uses as well as affects the assimilative capacity of the environment. It impacts on environmental governance and on the delivery of basic services of LGUs, particularly in the sectors of forest, coastal resource and solid and wastewater.*

FFM is a major environmental concern as: 1) only one LGU (Pilar) contains no forestland, 2) forestland occupies a significant portion of the LGU territories (more than 30% of total land area in a third of the LGUs, and more than 50% in five LGUs-Sta. Catalina, Compostela, Alcoy, Pamplona and Tanjay), and 3) except for Sta. Catalina, which contain 4,500 hectares of natural forests, and in the LGUs where protected areas can be found, most of the forestlands in the surveyed areas are degraded.

The coastal environment is also a predominant landscape component and a primary environmental concern. Except for three landlocked municipalities (San Miguel, Corella and Pamplona), all LGUs have coastal areas with varying degrees of preservation and human influences. The length of coastline ranges from two kilometers in Cortes to as much as 66 kilometers in Talibon.

The presence of protected areas in about half (14 out of 30) of the LGUs (**Table 6B**), is another key challenge to local environmental governance, particularly in terms of institutionalizing a more effective role for LGUs, sharing of responsibilities among key stakeholders, and more equitable sharing of benefits from these areas.

Sixty percent of the LGUs belong to the fourth and fifth income classes, indicating the preponderance of low levels of income. The six cities naturally receive the highest IRA that ranged from Php123 million (Toledo City) to Php301 million (Bayawan City). For the

municipalities, the amounts ranged from Php12.8 million (Corella) to Php61.2 million (Sta. Catalina).

The LGUs allocated from 0.3% (Danao City) to 26% (Compostela) out of their 20% development fund (DF) for environment-related expenses in 2004-2005. Available data from the five IRA-rich city LGUs show a range of from 0.3% (Danao City) to 22% (Tagbilaran City) and mean of 4% share of the environment in the 20% DF, which translates to high amounts of money because of the large base for calculation. Notably, *there are more IRA-deficient LGUs (e.g., Compostela and Maribojoc) that devoted at least one-fourth (25%) of their entire 20% DF for environmental purposes* over the same period. It should be noted also that the average allocation of 12% for all LGUs is higher than the figures obtained in the three other survey locations in Luzon and Mindanao. It should be explained, however, that *allocation of funds to the environment depends upon not only the value an LGU places on environmental security but also upon the investments already made for this purpose as well as the condition of the resource base.*

The average budgets for 2004 and 2005 ranged from Php6/ha (Bais City) to Php1,139/hectare (Duero) of forestland for FFM; from Php2,381/km (Balamban) to more than Php357,000/km (Duero) of coastline for CRM; and from Php 1/person (Danao City) to Php91/person (Bayawan City) for UEM. Three LGUs (Compostela, Albuquerque and Danao City) did not budget for FFM. One each did not allocate funds for CRM (Talibon) and for UEM (Tudela). The budgets on FFM and CRM were usually intended for rehabilitation and protection activities. For UEM, budgets were usually earmarked for waste management and recovery (e.g., composting and MRF), waste collection, and disposal-related needs. The LGUs receiving assistance from EcoGov usually allocated funds for Project-supported planning or implementation activities.

## 6.2 Summary Indices

**Table 6C** presents the cross-sector or overall environmental governance indices for the thirty Central Visayas LGUs that went through the self-assessment process. The cross-sector environmental governance index, as explained above, is a composite index derived from the results of the assessment across all sectors (FFM, CRM and UEM, plus LGU internal management), governance principles and functions. It represents the overall standing of each LGU as far as satisfying EcoGov Project-set standards on best practices in environmental governance is concerned. Based on data in **Table 6C** and the figures below, majority of the LGUs in all provinces belonged to the index range of 0.51-0.75. The overall baseline indices were high, with only two LGUs registering an index below 0.50.

Standard Range	No. of LGUs (%)			
	Cebu (0.42-0.93)	Bohol (0.52-0.88)	Negros Oriental (0.48-0.89)	Total
0.00-0.25	0 (0)	0 (0)	0 (0)	0 (0)
0.26-0.50	1 (10)	0 (0)	1 (0.12)	2 (7)
0.51-0.75	7 (70)	6 (0.55)	4 (0.44)	17 (56)
0.76-1.00	2 (20)	5 (0.45)	4 (0.44)	11 (37)

Dalaguete (0.93) registered the highest overall LGU index, followed by Bayawan City (0.89), Dauin (0.89), Tagbilaran City (0.88), Maribojoc (0.82) and Jagna (0.81). The seven other top-

ranking LGUs which obtained indices of 0.70 or more are: San Jose (0.79), Albuquerque, Talibon, San Francisco, and Tanjay City (0.77), Compostela (0.74), and Toledo City (0.74). It should be noted that only two LGUs (Tudela and Pamplona) obtained an index of below 0.50, indicating an overall highly satisfactory performance in local environmental governance in all the three provinces – using the EcoGov indicators.

What factors seem to contribute to a high or low cross-sector environmental index score? The observation that four out of six city LGUs, and five out of nine higher (2<sup>nd</sup> and 3<sup>rd</sup>) income class LGUs are among the top-ranked LGUs with indices of at least 0.70, seems to indicate that ***financial capability might be a contributing factor to good environmental governance (Table 6D)***. This observation is further depicted in **Fig. 6A** which shows that cross-sector indices tend to go down with the lowering of the income class of LGUs. This is also supported in **Fig. 6B** which shows that cross-sector indices tend to rise with the level of IRA allocation. ***The relationship, however, is not very clear-cut.*** As can be seen in **Table 6D**, six of the LGUs which obtained greater than 0.70 index belong to the same 4<sup>th</sup> and 5<sup>th</sup> income categories as with the bottom six LGUs that registered indices below 0.55. **Fig. 6B** also shows that a significant proportion of LGUs with more than 0.70 cross-sector indices have low IRA of less than P50 million pesos. These seem to indicate that other factors are at work, like ***LGU innovativeness, leadership, commitment and presence of compelling issues (e.g., threat of being sued for not complying with RA 9003, flooding) and opportunities (e.g., donor assistance)***. Moreover, budgetary constraints could be offset by the ability of LGUs to mobilize funds from external sources or by being more efficient and effective in the utilization of available funds and in the choice or prioritization of programs and projects.

***Comparing the data on the allocation of the 20% DF to the environment with the corresponding cross-sector environmental indices does not also yield very straightforward inferences (Table 6D and Fig 6C).*** This is because the percentage allocation for the environment does not only widely vary (e.g., from 2% to 26%) for the top ranked LGUs, but in general, the environment has also a relatively high share in the DF of LGUs at the bottom range of the indices. Moreover, the data on environment share out of the 20% DF are only for the past two years and thus, may not be conclusive.

The LGUs which provided higher budgets (**Table 6A**) tended to register higher indices also in the sector concerned (**Table 6C and Figs. 6D-6F**). To illustrate, the indices of the LGUs that provided the top three highest sectoral budgets ranged from 0.47-0.87 for FFM, 0.88 to 1.00 for CRM and 0.69-0.94 for UEM. Duero, which provided the highest CRM budget (as LGU counterpart to CBRMP) obtained a high index value of 0.88.

However, the relationship is not very clear-cut, especially for the LGUs which provided the least sectoral budgets. To illustrate, for the LGUs that provided minimal budgets for FFM, the indices widely ranged from a low 0.13 to a perfect 1.00, indicating varied responses to budget allocation (**Fig. 6F**). **Fig. 6F** even shows a slightly downward sloping trendline for the FFM sector indices which may indicate a negative relationship between the index and budget allocation. The downward trend is caused by the Municipality of Duero which provided the most budget for FFM (as LGU counterpart to CBRMP) but obtained an index of 0.47. What pulled down the

score of this municipality are the low over-all indices obtained on accountability (0.00), law enforcement (0.25), and participatory-ness (0.33).

For the LGUs which provided the bottom four CRM budgets, the scale of the indices is towards the higher range of 0.71-0.94 (**Fig. 6D**). This observation may indicate that these LGUs allocated lesser amounts for the coastal environment because they are already performing well in this sector.

LGUs with low UEM budgets generally exhibited low indices also (range of 0.13 to 0.63), which perhaps suggests that the amount budgeted closely correlates with the index performance in this sector. In other words, the *UEM seems to be the sector where returns to investment seem to be high*, at least during the assessment period, as shown in the more pronounced rising trend of indices with climb in budget in **Fig. 6E**. This may be explained by the fact that most of the activities in UEM have high upfront costs (e.g., MRFs, equipment, disposal site, trucks, etc). In contrast, the FFM and CRM sectors tend to be more social capital intensive in the beginning (e.g., community organizing, training). However, as the budget data are only for the past two years, these findings may not be conclusive. Again, the presence of outliers (low budgets but high indices) in all three sectors indicates that other factors as earlier pointed out seem to influence LGU sectoral performance.

It appears that the scale or size of the resource (in the case of CRM and FFM) or the amount of solid waste (in the case of UEM) to be managed generally tends to correlate positively with the sectoral indices, as shown in **Figs. 6J-L**. This may be interpreted to mean that *LGUs are more responsive and allocate more efforts to the more obvious or challenging environmental problems or issues*. LGUs do this perhaps: 1) as a matter of strategy towards more effective and efficient allocation of internal resources, 2) as a response to opportunities presented by external assistance, and 3) because of the political value of that intervention. In other words, some LGUs obtained low indices in certain sectors because these sectors ranked low in their order of priorities. In the case of LGUs that receive multi-assistance from EcoGov (i.e., technical assistance in two or more sectors), the sector that is presently the focus of technical assistance is consistently that which exhibited high baseline index. This partly explains why some LGUs tend to excel in one sector but fare poorly in another sector.

*What seems to be more common among LGUs that obtained higher indices is the presence of assistance from EcoGov or other organizations (Table 6C and Figs. 6G-I)*. The range of indices for the three sectors, by presence and source of assistance is as follows:

	Assistance (No. & % of LGUs)		
	EcoGov	Others	No Assistance
<b>FFM</b>	<b>0.47-1.00</b>	<b>0.07-0.80</b>	<b>0.20-0.67</b>
0.00-0.25	0 (0)	3 (25)	1 (33)
0.26-0.50	2 (19)	6 (50)	0 (0)
0.51-0.75	2 (19)	2 (17)	2 (67)
0.76-1.00	7 (64)	1 (8)	0 (0)

<b>CRM</b>	<b>0.71-1.00</b>	<b>0.25-1.00</b>	<b>NA</b>
0.00-0.25	0 (0)	0 (0)	NA
0.26-0.50	0 (0)	2 (12)	NA
0.51-0.75	2 (18)	3 (19)	NA
0.76-1.00	9 (82)	11 (69)	NA
<b>UEM</b>	<b>0.31-1.00</b>	<b>0.29-0.88</b>	<b>0.13-0.38</b>
0.00-0.25	0 (0)	1 (20)	2 (50)
0.26-0.50	4 (19)	1 (20)	2 (50)
0.51-0.75	9 (43)	1 (20)	0 (0)
0.76-1.00	8 (38)	2 (40)	0 (0)

The EcoGov-assisted LGUs are expectedly, the top-ranked LGUs, since the indicators used in the assessment are based on the intensive technical inputs being provided by the project. Many of these LGUs also receive technical and/or material assistance from other organizations, which give them further edge over non-recipient LGUs.

Looking at the range of sectoral indices and the percentage of LGUs that belong to each index category presented below, it is interesting to note that the *FFM sector appears to have the most number of LGUs with an index below 0.50*. A large part of the explanation may come from the vaguely defined role that LGUs have as far as public forest and forestlands management are concerned. From the assessments, it appeared that many LGUs (non-EcoGov sites) attribute to themselves a passive role on FFM and see the DENR, being the agency with primary jurisdiction over forestlands, as the one which should be taking charge. Many LGUs are also not aware of the opportunities for co-management of local forests with the DENR. In contrast, the LGUs' role and accountabilities on CRM and UEM are more clearly defined by law.

Range	% of LGUs		
	FFM	CRM	UEM
0.00-0.25	4 (15)	0 (0)	3 (10)
0.26-0.50	8 (31)	2 (7)	7 (23)
0.51-0.75	6 (23)	5 (18)	10 (33)
0.76-1.00	8 ((31)	20 (74)	10 (33)

Two general observations can be made by looking at the range of index performance by governance principle and governance functions across all sectors in **Table 6E**. First, the LGUs appear to be strong in all governance principles, except accountability. Second, the LGUs seem to be strong in all governance functions except on the aspect of: 1) permitting, licensing and tenure issuance, and 2) law enforcement.

Although index performance in all sectors is high overall, the generally low level of performance in accountability, law enforcement and permit, license and tenure issuance indicate a need for more focused technical and governance coaching assistance.

### 6.3 Forest Sector Indices

The indices obtained by the LGUs on FFM assessment are shown in **Table 6F**. As mentioned in Section 5.3, the FFM index represents the baseline standing of a particular LGU in terms of

satisfying the standards of 15 best practices on FFM considered in the assessment. The overall FFM index is placed next to the overall LGU environmental governance index for easy reference.

Based on **Table 6F** data and as depicted in the figures below, slightly more than half (54%) of the LGUs have indices of greater than 0.50.

Standard Range	No. of LGUs			Total (%)
	Cebu (0.13-1.00)	Bohol (0.40-1.00)	Negros Oriental (0.07-1.00)	
0.00-0.25	3 (33)	0 (0)	1 (11)	4 (15)
0.26-0.50	2 (22)	3 (37)	3 (33)	8 (31)
0.51-0.75	3 (33)	3 (37)	0 (0)	6 (23)
0.76-1.00	1 (11)	2 (25)	5 (55)	8 (31)

Four LGUs (Dalaguete, Talibon, Dauin and Libertad) registered perfect index scores of 1.00. Dalaguete and Dauin are also the top two performing LGUs in terms of overall environmental governance. All of these LGUs are assisted by EcoGov and are going through the various stages of FLUP implementation. Each can serve as a model for best practices, particularly in the area of watershed and biodiversity (wildlife) management (Dalaguete), co-management (Talibon), protected area management (Dauin), and forest protection and women participation in FFM (La Libertad). Notwithstanding the perfect index they achieved early on, these LGUs can be coached to tighten and elevate further the quality, consistency and depth of their governance performance. Tenured forest communities, for instance, can be further assisted to achieve a level of social (i.e., greater self-rule and self-reliance) and economic empowerment (e.g., through sustainable livelihoods) to make them better stewards of forest resources.

The LGUs at the lower end of the range are: Pamplona (0.07), Danao City (0.13), Tudela (0.20) and Poro (0.20). Although they are being assisted by EcoGov in another sector or sectors, common among these LGUs is the absence of EcoGov assistance on FFM. These LGUs scored zero in at least one of the governance functions and principles. They are also the LGUs that performed the poorest in terms of functionality, which indicates the absence of an FFM-related management system (plans, organizational structure, rules) and technical strategies. Poro and Tudela LGUs' management of their forest land resources appears to be affected by the declaration of the whole Poro Island as a NIPAS area and, therefore, under the administration of the Protected Area Management Board (PAMB). Although the LGUs are represented in the PAMB, they cannot promulgate rules, prepare and implement plans, programs and projects for managing the forestlands without going through PAMB majority approval.

Of concern is the high percentage (46%) of LGUs that exhibited an index of below 0.50. Except for one LGU (Toledo City, with an index of 0.47), all these LGUs are not assisted by EcoGov. Since EcoGov has presence, and assists in one or two other sectors (UEM, CRM) in these LGUs, ***strategic assistance like attendance in FFM training or cross-visits to FLUP sites may be provided to help them elevate to a higher level their governance of the FFM sector.*** This is particularly important since the conditions of the uplands and forests impact on the conditions and security of the urban and coastal ecosystems.

**Table 6F** suggests that overall, the areas that need further enhancement in terms of principle-specific performance are accountability (11 zero scores), transparency (six zero scores), and participation (five zero scores). The area that needs more attention in terms of function-specific performance is law enforcement, with four LGUs not scoring in any of the four best practices indicators presented.

#### 6.4 Coastal Sector Indices

**Table 6G** depicts the principle and function-specific indices as well as the overall CRM indices of the LGUs. The range of scores by province is presented below:

Standard Range	No. of LGUS (%)			Total (%)
	Cebu (0.71-1.00)	Bohol (0.47-1.00)	N. Oriental (0.29-1.00)	
0.00-0.25	0 (0)	0 (0)	0 (0)	0 (0)
0.26-0.50	0 (0)	1 (11)	1 (12)	2 (7)
0.51-0.75	2 (20)	3 (33)	0 (0)	5 (18)
0.76-1.00	8 (80)	5 (55)	7 (88)	20 (74)

With a third (nine) of the LGUs achieving a perfect index of 1.00, around 90% having indices of above 0.70, and only two LGUs not reaching 0.50, ***general excellence in CRM in all provinces can be noted among the LGUs surveyed.***

Three of the nine LGUs (Toledo City, Dalaguete, Alburquerque, Tagbilaran City, Maribojoc, Bayawan City, Dauin, San Jose, and Tanjay City) that scored a perfect 1.00 are EcoGov-assisted, the rest (except Tagbilaran) are sites of the Coastal Resource Management Project (hence not assisted by EcoGov anymore). A perfect score means that the LGU has satisfied all of the indicators of FTAP across all CRM-related functions: plan formulation and implementation; permitting, licensing and tenure issuance; ordinance formulation and law enforcement (including conflict resolution activities); budgeting and procurement, and database and personnel accountability management.

Existing technical strategies being practiced in these top-ranked LGUs to ***address illegal and destructive fishing*** include: implementation of a law enforcement plan and strengthening of the Bantay Dagat (Toledo City); formation of an inter-LGU law enforcement council (Maribojoc Bay Coastal Law Enforcement Council, Southeast Cebu Cluster); and intensive patrolling and strengthening of Bantay Dagat (Alburquerque, San Jose, Bayawan City, Dalaguete). The activities being implemented to ***improve coastal resource rehabilitation and protection*** include: mangrove rehabilitation (Toledo, Tagbilaran, Bayawan City, Dalaguete, Tanjay); coastal clean-up (Toledo City); and establishment of MPAs, marine sanctuaries and reserves (Alburquerque, San Jose, Toledo, Dauin, Tanjay). ***To address open access fisheries and to manage fishing effort***, the range of strategies being employed include: fisherfolk registration and color coding of fishing boats and permitting (Toledo City, Alburquerque, San Jose, Dauin); fishing restrictions on certain species (Tagbilaran, Alburquerque, Dalaguete, Dauin, Tanjay); banning illegal fishing gears (Alburquerque); regulation of bangus fry gathering (Bayawan City, San Jose); and implementation of a loan program for fisherfolk (San Jose). These technical strategies have

evolved and diffused throughout most Central Visayas LGUs through years of technical and material assistance by different organizations and cross-sharing among LGUs.

As with the perfect scorers in the FFM sector, future interventions for these LGUs should be designed towards increasing the quality and depth of existing best practices, adding more best practices (e.g., networking of MPAs), and ensuring their consistency across principles and functions and their sustainability over time (i.e., not affected by leadership changes). The other LGUs with very high scores (Danao City - 0.94; Poro, Alcoy, San Francisco, Danao, Talibon, Amlan and Sta. Catalina - 0.88) are expected to improve further their governance performance as plans become implemented and management systems become more operational. Care must be taken, however, to ensure that they eventually bridge the gaps in their governance performance and move closer toward the perfect mark of 1.00 in the future.

Bais City which consistently scored low in all governance principles and functions exhibited the lowest overall CRM index (0.29). The others which receive relatively low indices are Cortes (0.47) and Dausis (0.53). All of these three LGUs are not assisted by EcoGov on CRM; however they are being assisted by EcoGov in another sector. The score of Cortes can be enhanced by elevating its performance in planning, permitting and law enforcement, functionality and accountability. Dausis is perfect in accountability and participatory-ness; however, its overall score is pulled down by low scores in transparency and functionality, permitting and law enforcement. Both Cortes and Dausis scored relatively low in the other sectors assessed and consequently obtained low over-all environmental governance indices. Bais is a special case since it performed relatively well in the EcoGov-assisted sectors of FFM (0.93) and UEM (0.69). This city's getting a low score in CRM perhaps need not cause undue alarm, as further and closer follow-on coaching and internal cross-sectoral sharing could help spread good governance to this sector.

## 6.5 Urban Sector Indices

**Table 6H** presents the baseline specific and overall governance indices of the thirty LGUs. By province, the range of indices is as follows:

Standard Range	No. of LGUs (%)			
	Cebu (0.13-0.94)	Bohol (0.31-1.00)	N. Oriental (0.25-0.94)	Total (%)
0.00-0.25	2 (20)	0 (0)	1 (11)	3 (10)
0.26-0.50	2 (20)	4 (36)	1 (11)	7 (23)
0.51-0.75	3 (30)	4 (36)	3 (27)	10 (33)
0.76-1.00	3 (30)	3 (27)	4 (36)	10 (33)

Based on data in Table 6H and the above information, a third of the LGUs registered an index of below 0.50. The top-ranked LGUs are Jagna (1.00), Bayawan City, Compostela, and San Jose (0.94). The latter three LGUs missed only one indicator of best practices: Bayawan City- management of domestic wastewater; Compostela- effective enforcement of local ordinances; and San Jose- legitimization of the ISWM plan. All four top performing LGUs are in various stages of establishing (Compostela, San Jose) and operating (Jagna, Bayawan) a controlled dump, and identifying an RA 9003-compliant landfill disposal site (Jagna, San Jose). Also at the upper end of the spectrum are Pamplona, San Francisco, Dalaguete, Alburquerque, Tagbilaran (0.88) and Dauin (0.81).

The pervasive theme among the 10 top-ranked LGUs are: 1) presence of EcoGov assistance except in two LGUs (Dalaguete and San Francisco), 2) very high scores in governance principles: functionality (0.80-1.00), transparency and accountability (1.00), and participatory-ness (1.00 for all except Dalaguete, 0.67), and 3) presence of an ISWM plan (except for San Francisco) (legitimized or draft) and/or functional body or office that guides and steers solid waste management activities. San Francisco has no ISWM plan but has an active TWG and ESWM Board.

At the lower end of the range are: Tudela (0.13), Poro (0.25), La Libertad (0.25), San Miguel (0.31), Talibon (0.31) and Pilar (0.38). Except for Talibon, which is being assisted by EcoGov in the drafting of the ISWM plan, what is notable among these LGUs is the absence of any technical assistance from the outside. This further strengthens the observation above that ***LGUs generally need technical assistance in order to address their solid waste management problem and to comply with the highly technical requirements of RA 9003.*** The absence of intensive outside assistance, however, does not deter highly committed LGUs from performing well in solid waste management, as exemplified by San Francisco (UEM-0.88) that initiated the management of solid waste almost entirely on its own – with some assistance from the National Power Corporation in the provision of waste bins and assistance from DENR in the provision of a copy of a training module and list of site identification requirements.

The observation that LGUs at the upper end of the range of UEM indices tend to have bigger budgets (range of Php4-P91/capita) compared to the LGUs at the bottom range of the index (budget of Php0-P8/capita) is consistent with the inference in Section 6.2 that there seems to be a

correlation between budget allocation and urban sector performance in the Central Visayas Region.

How do we explain the low overall index obtained by EcoGov-assisted Talibon? Talibon has an ISWM Plan which awaits adoption by the *Sangguniang Bayan*, a functional board and TWG and an MGB-approved site for a proposed SLF. It is also highly accountable (index of 1.00). What pulled down its overall score is its lack of transparency and participatory-ness (both 0.00). This LGU was also not able to satisfy any of the measures asked (index of zero) on law enforcement as well as permitting and licensing.

The other EcoGov-assisted LGUs with relatively low scores (Duero- 0.50, Corella- 0.56, and Danao City-0.56) need further follow-on assistance and guidance to be able to improve their performance. For instance, Corella's ESWM board and TWG were said to be active only during the period of EcoGov's active assistance. The drafting of the ISWM plan of both Duero and Corella are yet to be completed. Danao already has legitimized and adopted an ISWM Plan, but its implementation, including the planned conduct of an IEC drive, has not yet started.

***Does high index performance translate to concrete, physical manifestation on the ground such as waste reduction?*** For instance, EcoGov Phase 2 has as principal indicator of success in solid waste management, the reduction by at least 25% of total municipal waste through recovery and recycling activities. ***This link cannot be determined at this stage of the assessment.*** However, it should be noted that strategic activities or inputs (MRF establishment, composting, closure of open dumps, ordinances, training and social preparation)—that would lead to more ecologically-sound management of solid wastes—are already present in varying degrees in the higher-ranked LGUs.

***The establishment and operation of an RA 9003-compliant waste disposal facility is a common priority concern of LGUs.*** Among the top ranked LGUs, Dalaguete is the only one which currently operates a sanitary landfill. Albuquerque and Dauin are in various stages of operating a controlled dump and establishing a sanitary landfill with neighboring LGUs. San Francisco and Pamplona are moving towards controlled dump operation and are in the process of preparing a feasibility study for the operation of a sanitary landfill. Tagbilaran is operating a controlled dump and currently identifying a site for a common sanitary landfill with contiguous LGUs.

Expectedly, the lower-ranked LGUs still operate open dumps, have no ISWM plan nor functional ISWM office or body, have not formulated or effectively enforced ordinances on UEM, and are unable to effectively implement activities that would effectively divert recoverable wastes from the total stream. Mostly, these LGUs concentrate their effort on traditional garbage collection, perhaps because this is the most visible and closest proof of delivery of basic services on UEM.

## 6.6 LGU Internal Management Indices

The state of internal management practices was assessed to determine the extent to which the LGUs have been adopting transparency, accountability, functionality and participatory-ness

principles in such basic governance functions as budgeting, procurement, establishment of databases and management of personnel and designated bodies.

**Only four LGUs obtained an index that is below 0.50 (see Table 6I and the summary below), indicating overall satisfactory performance.** Except for Panglao, all LGUs scored high in functionality, indicating that internal management systems (database, budgeting, procurement) are generally well in place. The results also show that in terms of governance principles, the areas that generally need improvement are participatory-ness (25 LGUs with 0.00 index) and accountability (21 LGUs with 0.00 index). The two governance function-related areas that need further enhancement are: 1) FTAP in contracting, bidding and procurement, and 2) monitoring the performance and ensuring the accountability of personnel and designated bodies.

Standard Range	No. of LGUs (%)			Total (%)
	Cebu (0.44-0.89)	Bohol (0.22-0.89)	N. Oriental (0.44-0.89)	
0.00-0.25	0 (0)	1 (9)	0 (0)	1 (3)
0.26-0.50	1 (10)	1 (9)	1 (11)	3 (10)
0.51-0.75	5 (50)	6 (55)	6 (67)	17 (57)
0.76-1.00	4 (40)	3 (27)	2 (22)	9 (30)

## 6.7 Post-Evaluation Results

The post-evaluation survey was conducted to provide helpful insights and information that could help to further explain the results of the Guided Self-Assessment, as well as improve the self-assessment questionnaire and procedure. The survey was administered individually among the self-assessment participants. This section focuses on helping to explain GSA results, and presents responses to the following three key questions:

1. *To your knowledge, what are the most serious environmental concerns of citizens in this city/municipality?*
2. *To what extent has your city/municipality adopted the principles of functionality, transparency, accountability and participatory-ness in addressing environmental issues and concerns?*
3. *Overall, to what extent is your city/municipality successful in addressing environmental concerns and issues?*

The results of the survey are summarized in the two matrices below. The data presented represent mean values by province, which means that the same pattern may not hold true for all LGUs within each province. **For more meaningful and reliable analysis, the results should be analyzed by individual LGU.** The data by LGU will be discussed in the prospective individual LGU feedback standard report.

**In all three provinces, the UEM sector consistently figures as a major concern.** It is the top-most concern in Cebu and Bohol provinces, an observation that is consistent with the presence of higher population density and therefore higher potential for production of solid waste per unit land area in these two provinces. This observation also supports the finding that most of the LGUs which registered an index below 0.50 can be found among these provinces. The respondents in these two provinces, however, seem ambivalent as to whether their LGUs are successful or not in tackling the UEM problem, with the number of respondents stating that the

province is high to very highly successful (51% in Cebu and 57% in Negros Oriental)—slightly higher with those claiming otherwise. This finding is consistent with the wide range of UEM indices found within these two provinces. UEM is the second top most concern among Negros Oriental LGUs, in line with the perception of the majority that their LGUs have a low to very low degree of success in this sector.

The observation on FFM as the least environmental concern in Cebu is not consistent with the perception of the majority of the respondents (67%) that the degree of success of their LGU was low to very low in tackling problems related to this sector as well as the finding that five out of nine LGUs registered an FFM index of below 0.50. In Bohol, more respondents (56%) believed their LGUs to be less successful in tackling FFM-related problems. This is somewhat inconsistent with the perception of the majority that FFM is the least environmental concern of their LGUs and the generally high FFM indices of the LGUs in this province as compared with Cebu and Negros provinces.

Majority of the participants (64% in Cebu and Negros Oriental and 78% in Bohol) believed that their LGUs are highly to very highly successful in tackling the CRM problem, a finding that is consistent with the high indices obtained in this sector in all three provinces.

The FFM sector is the top-most concern among Negros Oriental LGUs, an observation that is consistent with the presence of vast forestlands that need to be managed in these LGUs and the perception of low to very low level of success of LGUs in addressing concerns related to this sector. CRM is the least concern in Negros Oriental, consistent with the high degree of success perceived in this sector.

Province	Top Ranked Concern (%)			Degree LGU Successful: FFM (%)				Degree LGU Successful: CRM (%)				Degree LGU Successful: UEM (%)			
	FFM	CRM	UEM	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
<b>Cebu</b>	26	31	43	14	52	33	2	2	33	56	9	6	45	47	2
<b>Bohol</b>	19	32	48	7	49	42	2	1	23	64	13	3	40	54	3
<b>Negros Or.</b>	51	11	37	5	38	46	10	3	22	42	33	4	32	55	9

VL- Very Low; L- Low; H- High; VH- Very High

The perception on the degree to which LGUs adopt F-TAP appears to be consistent with the indices obtained from the self-assessment. F-TAP is ranked by the majority as high to very high in all provinces, with Negros Oriental leading among the three provinces in terms of the percentage of respondents with this kind of perception.

Province	Degree LGU Adopts Functionality (%)				Degree LGU Adopts Transparency (%)				Degree LGU Adopts Accountability (%)				Degree LGU Adopts Participation (%)			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
<b>Cebu</b>	3	39	53	5	1	34	58	7	2	32	58	8	2	36	56	6
<i>Mean Index</i>	0.67				0.67				0.52				0.61			
<b>Bohol</b>	1	30	62	7	4	28	57	11	1	37	51	12	4	32	56	9
<i>Mean Index</i>	0.71				0.75				0.49				0.58			
<b>Negros Or.</b>	1	15	59	25	0	25	53	22	0	19	56	25	1	16	55	28
<i>Mean Index</i>	0.88				0.80				0.56				0.72			

VL- Very Low; L- Low; H- High; VH- Very High

**Table 6A: Profile of LGUs Covered by the Assessment on State of Local Environmental Governance in Central Visayas**

LGU	Pop'n	Barangays		Land Area (ha)	Pop'n Density (indiv/ha) (2000)	Forestland (ha) (% of total land area)	Coastline (km)	Income Class	Av. IRA (Php million; 2004-05)	% Env't Share, 20% DF, (2004 & 2005 ave. )	Budget Allocated to Env't. (Ave. 2004&2005)			
	Total (2000)	Total	Urban (%)								FFM (P/ha)	CRM (P/km)	UEM* (P/capita)	
<b>CEBU</b>														
Compostela	31,446	17	5 (29)	5,390	5.8	3,611 (66)	5	4 <sup>th</sup>	25.2	26	0	40,000	13	
Toledo City	141,174	38	10 (26)	21,628	6.5	5,994 (27)	27	2 <sup>nd</sup>	217.9	0.9	11	12,037	No data	
Balamban	59,922	28	No data	21,987	2.7	8,576 (39)	21	2 <sup>nd</sup>	49.3	8	501	2,381	No data	
Pilar	11,226	13	2 (15)	3,527	3.2	0 (0)	32	5 <sup>th</sup>	14.3	14	NA	5,187	8	
Poro	21,397	17	1 (5)	6,389	3.3	802 (12)	27	5 <sup>th</sup>	21.1	13.5	No data	6,250	12	
Danao City	98,781	42	9 (21)	14,253	6.9	4,994 (35)	15.2	3 <sup>rd</sup>	123.5	0.3	0	1,645	1	
Alcoy	13,497	8	1 (12)	6,285	2.1	4,973 (79)	7.8	4 <sup>th</sup>	17.1	15.5	37	9,081	17	
San Francisco	41,327	15	3 (20)	10,597	3.9	1,239 (11)	47	4 <sup>th</sup>	32.3	14.6	75	10,858	8	
Tudela	10,401	11	No data	3,241	3.2	333 (10)	15.4	5 <sup>th</sup>	14.9	10.5	132	34,090	0	
Dalaguete	57,331	33	2 (6)	15,496	3.7	7,321 (47)	15.3	3 <sup>rd</sup>	43.3	7.5	27	13,072	5	
<b>BOHOL</b>														
Alburquerque	8,715	11	3 (27)	2,889	3.0	13 (0.5)	7	5 <sup>th</sup>	13.8	20	0	14,286	30	
Dausi	26,415	12	No data	4,691	5.6	64 (1)	20	4 <sup>th</sup>	22.8	12.5	NA	6,650	18	
Tagbilaran City	77,700	15	4 (26)	3,209	24.2	174 (5)	13	2 <sup>nd</sup>	129.0	22.1	NA	16,923	68	
San Miguel	20,828	18	1 (5)	10,404	2.0	585 (5)	0	4 <sup>th</sup>	21.0	7	39	NA	2	
Panglao	21,337	10	2 (20)	4,420	4.8	42 (0.9)	25	4 <sup>th</sup>	20.4	No data	NA	No data	No data	
Duero	16,485	21	9 (42)	5,996	2.7	2,634 (43)	7	5 <sup>th</sup>	20.0	2.5	1,139 (CBRMP)	357,143 (CBRMP)	6	
Talibon	54,147	25	4 (16)	17,704	3.0	4,916 (27)	66	2 <sup>nd</sup>	42.6	2	61	0	11	
Maribojoc	16,786	22	1 (4)	3,897	4.3	376 (9)	10	5 <sup>th</sup>	18.3	25	105	47,072	58	
Jagna	30,643	33	8 (24)	9,186	3.3	2,019 (21)	14	4 <sup>th</sup>	27.7	7.5	17	2,500	12	
Cortes	12,702	14	2 (14)	4,075	3.1	244 (5)	2	5 <sup>th</sup>	15.8	10	164	32,500	20	
Corella	6,048	8	1 (12)	3,615	1.7	164 (4)	0	5 <sup>th</sup>	12.8	8.5	305	NA	21	
<b>N.ORIENTAL</b>														
Amlan	19,227	8	5 (62)	6,600	2.9	2,392 (36)	7.1	5 <sup>th</sup>	22	18	25	21,127	3	
Bais City	68,115	35	7 (20)	31,690	2.1	13,255 (41)	30	2 <sup>nd</sup>	191.1	4.5 (2005)	6	5,157	88	
Bayawan City	101,391	28	7 (25)	69,908	1.5	19,805 (28)	15	5 <sup>th</sup>	301	9	489	156,667	91	
Dauin	21,077	23	3 (13)	14,432	1.5	5,279 (36)	10	5 <sup>th</sup>	23.1	7.5	57	10,000	4	
La Libertad	35,122	29	2 (6)	17,480	2.0	5,595 (32)	8.3	4 <sup>th</sup>	30.7	12.5	197	16,566	3	
Pamplona	32,790	15	2 (13)	22,269	1.5	13,436 (60)	0	4 <sup>th</sup>	32.3	15	22	NA	21	
San Jose	15,665	14	2 (14)	5,829	2.7	965 (16)	7.1	5 <sup>th</sup>	18.3	16.5	No data	17,535	31	
Santa Catalina	67,197	22	4 (18)	50,040	1.3	41,505 (82)	24	2 <sup>nd</sup>	61.2	21.5	24	6,250	2	
Tanjay City	70,169	24	9 (37)	27,605	2.5	14,553 (52)	15	2 <sup>nd</sup>	179.8	4.5	19	35,000	15	

\*Computed based on 2000 population figure. NA- Not applicable (sector does not exist in locality)

**Table 6B: EcoGov-Assisted LGUs within Proclaimed Protected Areas**

<b>LGU</b>	<b>Name and Size of Protected Area</b>	<b>Instrument</b>	<b>Date Proclaimed</b>
<b>Cebu</b>			
Compostela	Kotkot and Lusaran River Watershed Forest Reserve (14,500 ha)	Proc. No. 932, amended by Proc. No. 1974)	June 29, 1992
Danao City	Kotkot and Lusaran River Watershed Forest Reserve (14,500)	Proc. No. 932, amended by Proc. No. 1974)	June 29, 1992
Dalaguete	Argao River Watershed Forest Reserve (7,250 ha)	Proc. 414	June 29, 1994
Balamban	Central Cebu National Park (15,394)	Proc. No. 202 (amended by Proc. No. 835-A)	September 15, 1937
San Francisco	Mangrove Swamp Forest Reserve	Proc. No. 2152	Dec. 20, 1981
Tudela	Mangrove Swamp Forest Reserve	Proc. No. 2152	Dec. 20, 1981
Pilar	Mangrove Swamp Forest Reserve	Proc. No. 2152	Dec. 20, 1981
Poro	Mangrove Swamp Forest Reserve	Proc. No. 2152	Dec. 20, 1981
<b>Bohol</b>			
Duero	Wahig Inabanga River Watershed Forest Reserve (52,516 ha)	Proc. No. 468	Sept. 29, 1994
	Mangrove Swamp Forest Reserve	Proc. No. 2152	Dec. 20, 1981
San Miguel	Wahig Inabanga River Watershed Forest Reserve (52,516 ha)	Proc. No. 468	Sept. 29, 1994
Jagna	Loboc Watershed Forest Reserve (19,410)	Proc. No. 450	Dec. 23, 1953
	Alijawan-Cansuhay-Anibongan River Watershed Forest Reserve	Proc. No. 881	March 20, 1992
Talibon	Mangrove Swamp Forest Reserve	Proc. No. 2152	Dec. 20, 1981
<b>Negros Oriental</b>			
Dauin	Apo Island Protected Landscape/Seascape	Proc. No. 438	Aug. 9, 1994
San Jose	Balinsasayao Twin Lakes Natural Park	Proc. No. 438, amended by Proc. 414)	April 8, 1975

**Table 6C: Baseline Cross-Sector Environmental Governance Indices of LGUs Surveyed in Central Visayas**

LGU	By Governance Principle, Across Sectors and Functions				By Governance Function, Across Sectors and Principles						FFM	CRM	UEM	Cross-Sector
	F	T	A	P	P	L	PLT	BRM	CBP	C				
<b>CEBU</b>														
Compostela	0.81	0.60	0.40	0.80	0.71	0.75	1.00	1.00	0.67	0.67	**0.60	*0.71	*0.94	0.74
Toledo	0.66	0.90	0.80	0.80	0.79	0.50	0.67	1.00	0.67	0.89	*0.47	*1.00	*0.69	0.74
Balamban	0.66	0.50	0.40	0.70	0.68	0.58	0.33	1.00	0.33	0.56	**0.47	*0.71	**0.75	0.61
Pilar	0.74	0.38	0.25	0.57	0.53	0.63	0.67	1.00	0.67	0.57	NA	*0.82	***0.38	0.60
Poro	0.50	0.50	0.80	0.50	0.46	0.33	0.33	1.00	1.00	0.78	***0.20	*0.88	***0.25	0.53
Danao City	0.56	0.70	0.40	0.60	0.61	0.42	0.67	0.50	1.00	0.56	**0.13	*0.94	*0.56	0.58
Alcoy	0.63	0.70	0.60	0.80	0.71	0.75	0.67	1.00	0.33	0.44	*0.73	**0.88	**0.50	0.67
San Francisco	0.72	1.00	0.60	0.80	0.75	0.83	0.67	1.00	0.67	0.78	***0.53	*0.88	**0.88	0.77
Tudela	0.47	0.40	0.20	0.40	0.46	0.33	0.00	1.00	0.67	0.33	**0.20	*0.82	***0.13	0.42
Dalaguete	0.97	1.00	0.80	0.80	1.00	0.92	0.67	1.00	0.67	0.89	*1.00	*1.00	**0.88	0.93
<b>BOHOL</b>														
Albuquerque	0.81	0.90	0.80	0.60	0.79	0.75	1.00	1.00	0.67	0.78	**0.47	*1.00	*0.88	0.79
Dauis	0.52	0.38	0.50	0.71	0.68	0.25	0.00	1.00	0.33	0.57	NA	**0.53	*0.50	0.52
Tagbilaran	0.91	1.00	0.50	0.86	0.95	0.88	1.00	1.00	0.67	0.71	NA	**1.00	*0.88	0.88
San Miguel	0.77	0.57	0.25	0.29	0.68	0.38	0.00	1.00	0.67	0.57	*0.67	NA	***0.31	0.60
Panglao	0.52	0.63	0.25	0.86	0.53	1.00	0.33	0.50	0.00	0.57	NA	**0.59	*0.75	0.57
Duero	0.69	0.70	0.40	0.40	0.68	0.50	0.67	1.00	0.67	0.44	**0.47	**0.88	*0.50	0.61
Talibon	0.78	0.80	0.60	0.40	0.79	0.67	0.67	0.50	0.67	0.78	*1.00	*0.88	*0.31	0.79
Maribojoc	0.78	1.00	0.80	0.80	0.82	0.83	1.00	1.00	0.67	0.78	**0.80	**1.00	*0.69	0.82
Jagna	0.81	0.90	0.80	0.70	0.75	0.83	0.67	1.00	1.00	0.89	***0.67	**0.71	*1.00	0.81
Cortes	0.53	0.70	0.20	0.60	0.61	0.42	0.33	1.00	0.00	0.67	**0.53	**0.47	*0.69	0.54
Corella	0.64	0.71	0.25	0.14	0.42	0.50	1.00	1.00	0.67	0.57	**0.40	NA	*0.56	0.53
<b>NEGROS ORIENTAL</b>														
Amlan	0.56	0.70	1.00	0.70	0.64	0.58	0.67	1.00	0.67	0.67	**0.33	**0.88	*0.63	0.65
Bais City	0.59	0.80	0.40	0.70	0.68	0.58	0.00	1.00	0.67	0.67	*0.93	**0.29	*0.69	0.63
Bayawan City	0.91	0.90	0.60	1.00	0.93	0.92	1.00	1.00	0.67	0.78	*0.87	**1.00	*0.94	0.89
Dauin	0.94	1.00	0.60	0.80	0.93	0.92	1.00	1.00	0.67	0.78	*1.00	**1.00	*0.81	0.89
La Libertad	0.69	0.70	0.60	0.60	0.75	0.58	0.00	1.00	0.67	0.67	*1.00	**0.76	**0.25	0.67
Pamplona	0.50	0.57	0.25	0.43	0.42	0.50	1.00	0.50	0.33	0.57	**0.07	NA	*0.88	0.48
San Jose	0.72	0.90	0.60	1.00	0.71	0.75	1.00	1.00	1.00	0.89	**0.33	**1.00	*0.94	0.79
Sta. Catalina	0.66	0.80	0.40	0.70	0.64	0.58	1.00	1.00	0.67	0.67	*0.47	**0.88	*0.63	0.67
Tanjay City	0.84	0.80	0.60	0.60	0.86	0.67	1.00	0.50	0.67	0.67	*1.00	**1.00	*0.44	0.77

**Legend:**

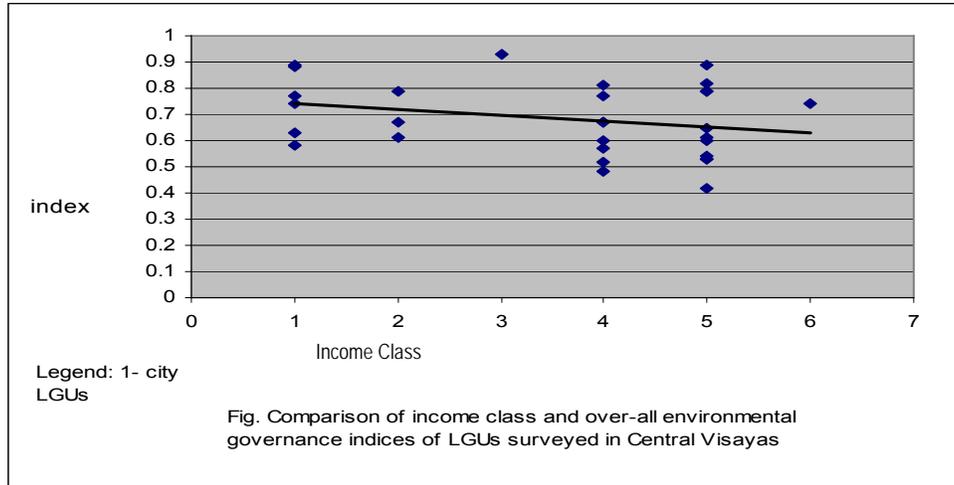
Principles: F- Functionality; T- Transparency, A- Accountability, P- Participatory-ness

Functions: P- Planning & Implementation; L- Law Enforcement; PLT- Permitting, Licensing and Tenure Issuance, BRM- Budgeting and Resource Mobilization; CBP- Contracting, Bidding & Procurement; C- Cross-Cutting (across functions)

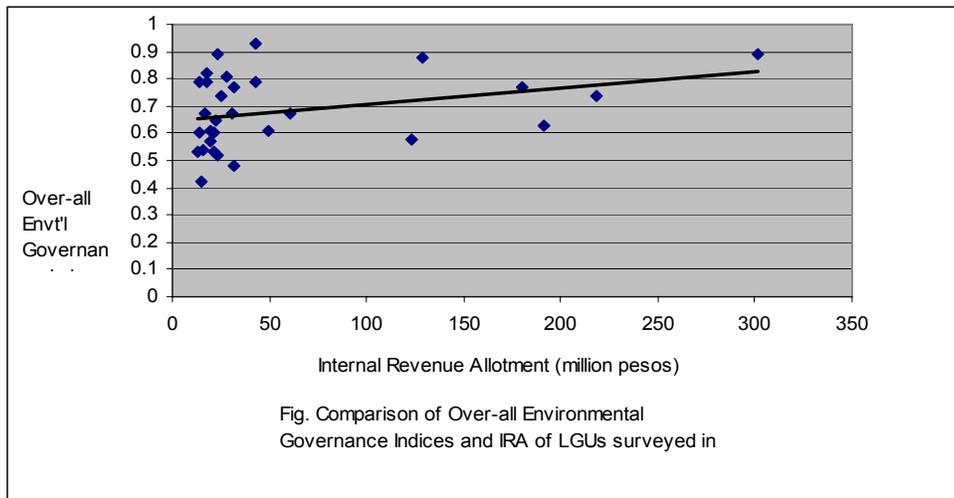
\*- EcoGov-assisted \*\* Other Assistance \*\*\* No assistance

**Table 6D: Comparison of Socio-Economic Characteristics  
of Higher-Ranked and Lower-Ranked LGUs**

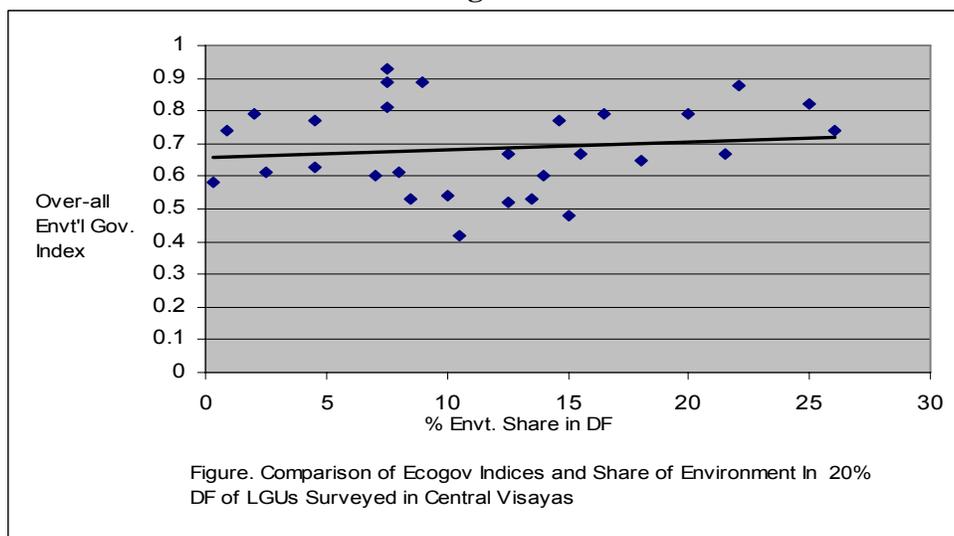
<b>LGU (index)</b>	<b>Land Area (ha)</b>	<b>Pop'n (2000)</b>	<b>Pop'n Density (person /ha)</b>	<b>Forest land (ha) (%)</b>	<b>Coastline (km)</b>	<b>Class</b>	<b>IRA</b>	<b>% Evt Share from DF (ave. 2004 -05)</b>
Dalaguete (0.93)	15,496	57,331	3.7	7,321 (47%)	15.3	3 <sup>rd</sup>	43.3	7.5
Bayawan City (0.89)	69,908	101,391	1.5	19805 (28)	15	5 <sup>th</sup>	301	9
Dauin (0.89)	14,432	21,077	1.5	5,279 (36)	10	5 <sup>th</sup>	23.1	7.5
Tagbilaran City (0.88)	3,209	77,700	24.2	174 (5)	13	2 <sup>nd</sup>	128	No data
Maribojoc (0.82)	3,897	16,786	4.3	376 (9)	10	5 <sup>th</sup>	18.3	25
Jagna (0.81)	9,186	30,643	3.3	2,019 (21)	14	4 <sup>th</sup>	27.7	7.5
Albuquerque (0.79)	2,889	8715	3	13 (0.5)	7	5 <sup>th</sup>	13.8	20
Talibon (0.79)	17,704	54,147	3	4,916 (27)	66	2 <sup>nd</sup>	42.6	2
San Jose ((0.79)	5,829	15,665	2.7	965 (16)	7.1	5 <sup>th</sup>	18.3	16.5
San Francisco (0.77)	10,597	41,327	3.9	1,239 (11)	47	4 <sup>th</sup>	32.3	14.6
Tanjay City (0.77)	27,605	70,169	2.5	14,553 (52)	15	2 <sup>nd</sup>	179.8	4.5
Compostela (0.74)	5,390	31,446	5.8	3,611 (66)	5	4 <sup>th</sup>	25.2	26
Toledo City (0.74)	21,628	141,174	6.5	5,994 (27)	27	2 <sup>nd</sup>	240	No data
Cortes (0.54)	4,075	12,702	3.1	244 (5)	0	5 <sup>th</sup>	12.8	8.5
Corella (0.53)	3,615	6,048	1.7	164 (4)	0	5 <sup>th</sup>	12.8	8.5
Poro (0.53)	6,389	21,397	3.3	802 (12)	27	5 <sup>th</sup>	21.1	13.5
Dauis (0.52)	4,691	26,415	5.6	64 (1)	20	4 <sup>th</sup>	22.8	12.5
Pamplona (0.48)	22,269	32,790	1.5	13,436 (60)	0	4 <sup>th</sup>	32.3	15
Tudela (0.42)	3,241	10,401	3.2	1,239 (11)	15.4	5 <sup>th</sup>	14.9	7.5



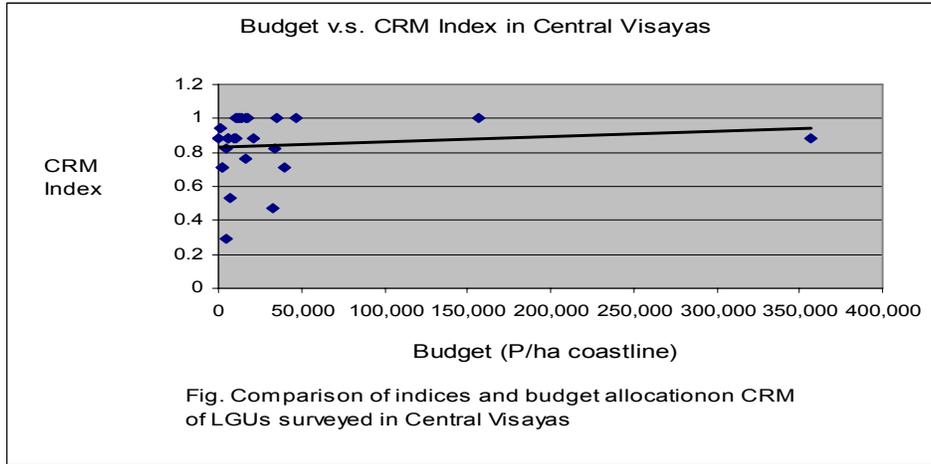
**Fig. 6A**



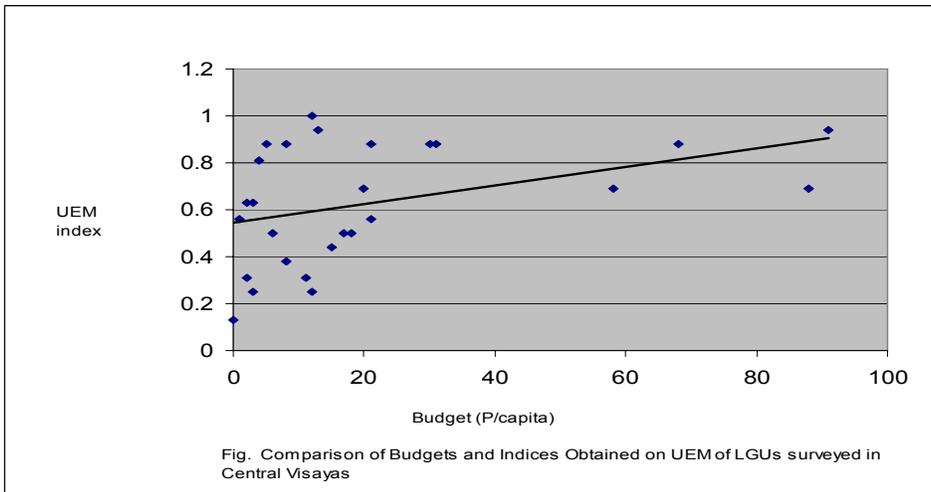
**Fig. 6B**



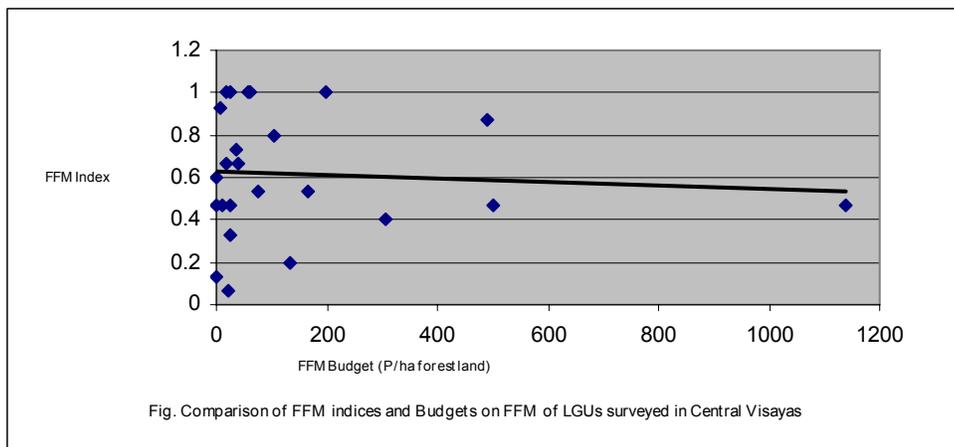
**Fig. 6C**



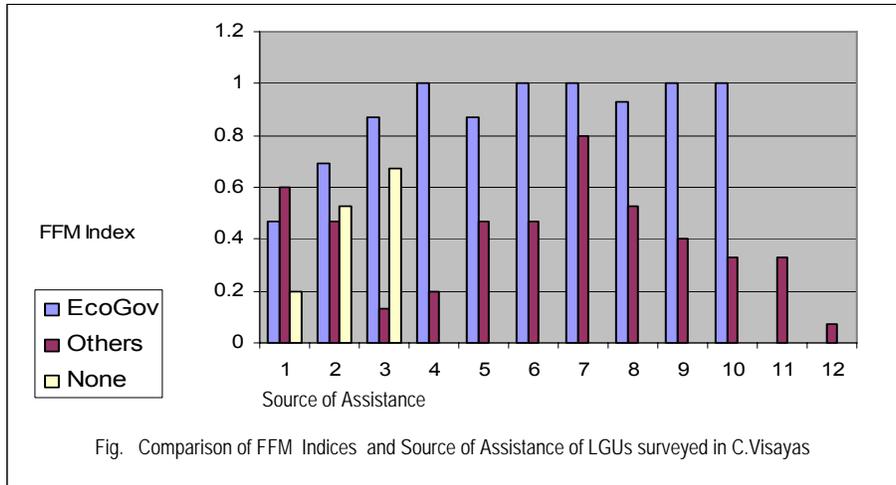
**Fig. 6D**



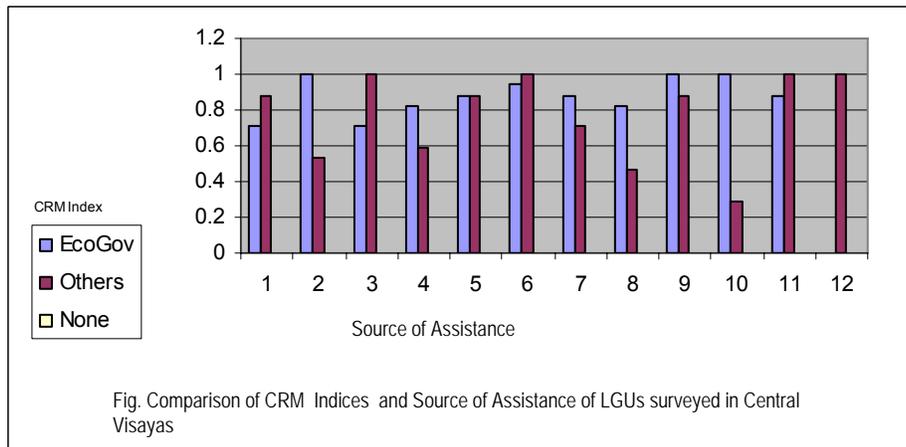
**Fig. 6E**



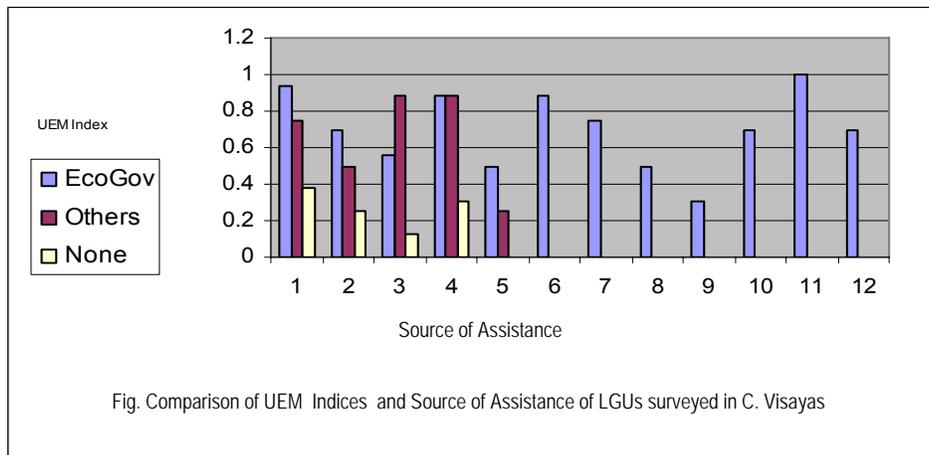
**Fig. 6F**



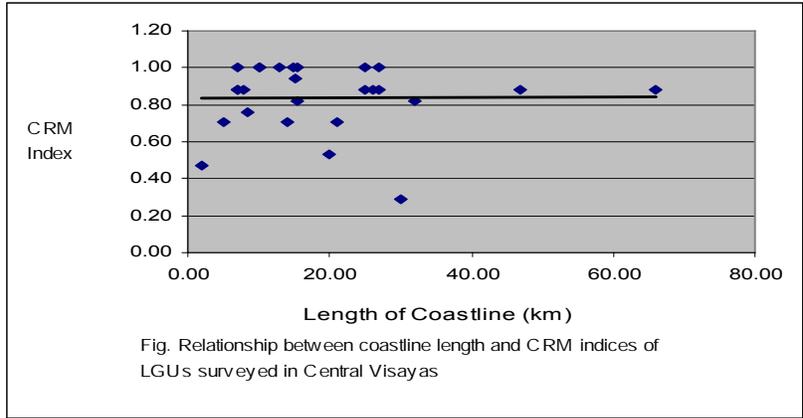
**Fig. 6G**



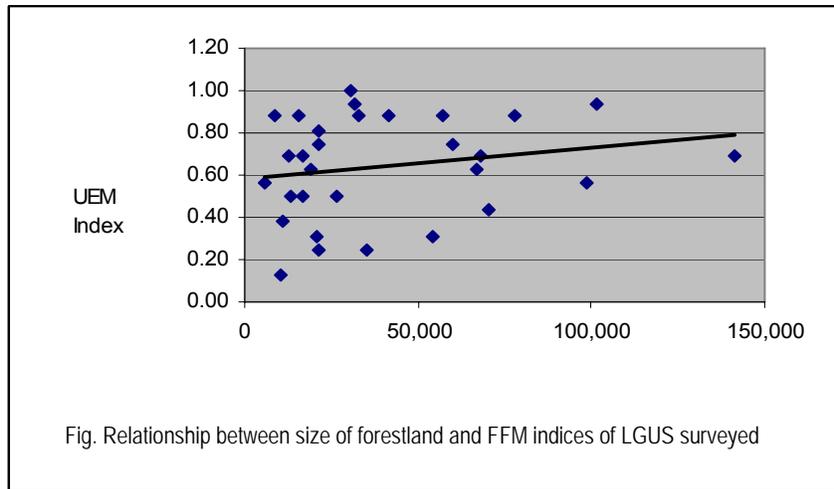
**Fig. 6H**



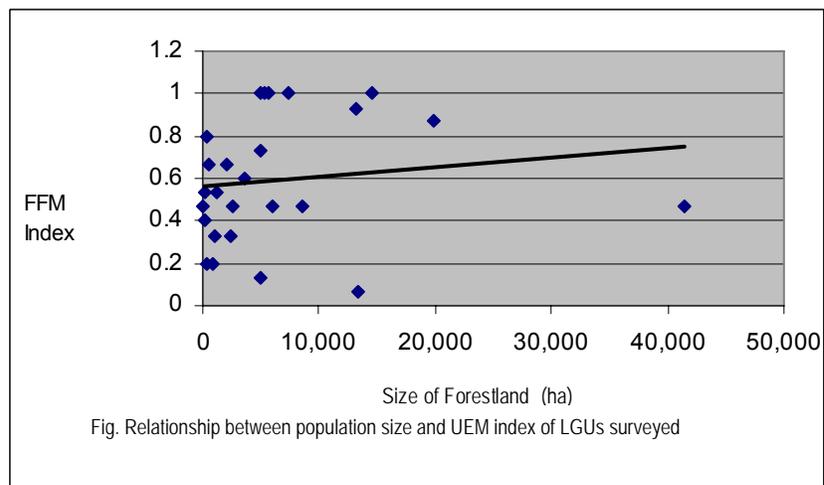
**Fig. 6I**



**Fig. 6.J**



**Fig. 6.K**



**Fig. 6.L**

**Table 6E: Range of Overall Index Values by Governance Principle & Function**

<b>Principles</b>	<b>Index Range</b>	<b>No. of LGUs</b>	<b>%</b>
Functionality	0.00-0.50	3	10
	0.51-0.70	11	37
	0.71-1.00	16	53
Transparency	0.00-0.50	5	17
	0.51-0.70	10	33
	0.71-1.00	15	50
Accountability	0.00-0.50	15	50
	0.51-0.70	8	27
	0.71-1.00	7	23
Participation	0.00- 0.50	7	23
	0.51- 0.70	8	27
	0.71-1.00	15	50
<b>Functions</b>	<b>Index Range</b>	<b>No. of LGUs</b>	<b>% of LGUs</b>
Planning	0.00-0.50	4	13
	0.51-0.70	11	37
	0.71-1.00	15	30
Law Enforcement	0.00-0.50	10	33
	0.51-0.70	8	27
	0.71-1.00	12	40
Permit, Tenure Issuance	0.00-0.50	9	30
	0.51-0.70	10	33
	0.71-1.00	11	37
Budgeting	0.00-0.50	5	17
	0.51-0.70	-	-
	0.71-1.00	25	83
Procurement	0.00-0.50	4	13
	0.51-0.70	20	67
	0.71-1.00	6	20
Cross-cutting	0.00-0.50	3	10
	0.51-0.70	15	50
	0.71-1.00	12	40

**Table 6F: Baseline Indices Obtained on FFM of LGUs in Central Visayas**

LGU	Governance-Principle Specific Indices				Governance-Function Specific Indices			Sectoral Index (Cross-Sector Index)
	F	T	A	P	P	L	C	
<b>CEBU</b>								
Compostela	0.78	0.00	0.00	0.67	0.56	0.75	0.50	0.60 (0.74)
Toledo	0.33	0.50	1.00	0.67	0.56	0.00	1.00	0.47 ( 0.74)
Balamban	0.33	0.50	0.00	1.00	0.56	0.25	0.50	0.47 ( 0.61)
Pilar								
Pororo	0.33	0.00	0.00	0.00	0.22	0.00	0.00	0.20 ( 0.53)
Danao City	0.22	0.00	0.00	0.00	0.22	0.00	0.50	0.13 (0.58)
Alcoy	0.67	0.50	1.00	1.00	0.67	1.00	0.50	0.73 (0.67)
San Francisco	0.44	1.00	0.00	0.66	0.44	0.50	1.00	0.53 ( 0.77)
Tudela	0.22	0.00	0.00	0.33	0.33	0.00	0.00	0.20 (0.42)
Dalaguete	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.93)
<b>BOHOL</b>								
Alburquerque	0.56	0.50	1.00	0.00	0.44	0.50	0.50	0.47 (0.79 )
Dauis								
Tagbilaran								
San Miguel	1.00	0.50	1.00	0.67	1.00	0.50	1.00	0.67 (0.60)
Panglao								
Duero	0.56	0.50	0.00	0.33	0.56	0.25	0.50	0.47 (0.61)
Talibon	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.79)
Maribojoc	0.67	1.00	1.00	1.00	0.78	1.00	0.50	0.80 (0.82)
Jagna	0.67	0.50	1.00	0.67	0.56	0.75	1.00	0.67 (0.81)
Cortes	0.56	0.50	0.00	0.67	0.56	0.50	0.50	0.53 (0.54)
Corella	0.67	0.00	0.00	0.00	0.33	0.50	0.50	0.40 (0.53)
<b>NEGROS ORIENTAL</b>								
Amlan	0.33	0.00	1.00	0.33	0.44	0.25	0.50	0.33 (0.65)
Bais City	0.88	1.00	1.00	1.00	0.88	1.00	1.00	0.93 (0.63)
Bayawan City	0.77	1.00	1.00	1.00	0.89	0.75	1.00	0.87 (0.89)
Dauin	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.89)
La Libertad	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.67)
Pamplona	0.11	0.00	0.00	0.00	0.00	0.00	0.50	0.07 (0.48)
San Jose	0.11	0.50	0.00	1.00	0.22	0.25	1.00	0.33 (0.77)
Sta. Catalina	0.44	0.50	0.00	0.67	0.56	0.25	0.50	0.47 (0.67)
Tanjay City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.77)

**Legend:**

Principles- F- Functionality; T- Transparency, A- Accountability, P- Participatory-ness  
 Functions: P- Planning; L- Law Enforcement, C- Cross-cutting all governance functions

**Table 6G: Baseline Indices Obtained on CRM of LGUs in Central Visayas**

LGU	Governance-Principle Specific Indices				Governance-Function Specific Indices				Sectoral Index (Cross-Sector Index)
	F	T	A	P	P	L	PLT	C	
<b>Cebu</b>									
Compostela	0.70	0.33	1.00	1.00	0.56	0.75	1.00	1.00	0.71 (0.74 )
Toledo	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 ( 0.74)
Balamban	0.70	0.33	1.00	1.00	0.78	0.75	0.00	1.00	0.71 (0.61 )
Pilar	0.90	0.33	1.00	1.00	0.78	1.00	0.50	1.00	0.82 (0.60)
Poros	0.80	1.00	1.00	1.00	0.89	1.00	0.50	1.00	0.88 (0.53)
Danao City	0.90	1.00	1.00	1.00	0.89	1.00	1.00	1.00	0.94 (0.58)
Alcoy	0.80	1.00	1.00	1.00	0.89	1.00	1.00	0.50	0.88 (0.67)
San Francisco	0.80	1.00	1.00	1.00	1.00	1.00	0.50	0.50	0.88 (0.77)
Tudela	0.80	0.66	1.00	1.00	0.88	1.00	0.00	1.00	0.82 (0.42)
Dalaguete	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.93)
<b>Bohol</b>									
Alburquerque	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.79)
Dauis	0.40	0.33	1.00	1.00	0.67	0.50	0.00	0.50	0.53 (0.52)
Tagbilaran	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.88)
San Miguel									
Panglao	0.50	0.67	0.00	1.00	0.44	1.00	0.00	1.00	0.59 (0.57)
Duero	0.80	1.00	1.00	1.00	0.78	1.00	1.00	1.00	0.88 (0.61)
Talibon	1.00	1.00	1.00	0.33	0.89	1.00	1.00	0.50	0.88 (0.79)
Maribojoc	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.82)
Jagna	0.70	1.00	1.00	0.33	0.67	0.75	0.50	1.00	0.71 (0.81)
Cortes	0.40	0.67	0.00	0.67	0.44	0.50	0.00	1.00	0.47 (0.54)
Corella									
<b>Negros Oriental</b>									
Amlan	0.80	1.00	1.00	1.00	0.89	1.00	0.75	1.00	0.88 (0.65)
Bais City	0.30	0.33	0.00	0.33	0.33	0.25	0.00	0.50	0.29 (0.63)
Bayawan City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.89)
Dauin	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.89)
La Libertad	0.70	0.67	1.00	1.00	0.89	0.75	0.00	1.00	0.76 (0.67)
Pamplona									
San Jose	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.77)
Sta. Catalina	0.80	1.00	1.00	1.00	0.78	1.00	1.00	1.00	0.88 (0.67)
Tanjay City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.77)

**Legend:**

Principles- F- Functionality; T- Transparency, A- Accountability, P- Participatory-ness

Functions: P- Planning; L- Law Enforcement; PLT- Permitting, Licensing, tenure Issuance; C- Cross-cutting all governance functions

**Table 6H: Baseline Indices Obtained on UEM of LGUs in Central Visayas**

LGU	Governance-Principle Specific Indices				Governance-Function Specific Indices				Sectoral Index (Cross-Sector Index)
	F	T	A	P	P	L	PLT	C	
<b>Cebu</b>									
Compostela	0.90	1.00	1.00	1.00	1.00	0.75	1.00	1.00	0.94 (0.74)
Toledo	0.50	1.00	1.00	1.00	0.80	0.50	0.00	1.00	0.69 (0.74)
Balamban	0.80	1.00	1.00	0.33	0.70	0.75	1.00	1.00	0.75 (0.61)
Pilar	0.50	0.00	0.00	0.33	0.30	0.25	1.00	1.00	0.38 (0.60)
Poros	0.20	0.00	1.00	0.33	0.30	0.00	0.00	1.00	0.25 (0.53)
Danao City	0.50	0.50	1.00	0.67	0.70	0.25	0.00	1.00	0.56 (0.58)
Alcoy	0.30	1.00	1.00	0.67	0.60	0.25	0.00	1.00	0.50 (0.67)
San Francisco	0.80	1.00	1.00	1.00	0.80	1.00	1.00	1.00	0.88 (0.77)
Tudela	0.20	0.00	0.00	0.00	0.20	0.00	0.00	0.00	0.13 (0.42)
Dalaguete	0.90	1.00	1.00	0.67	1.00	0.75	0.00	1.00	0.88 (0.93)
<b>Bohol</b>									
Alburquerque	0.80	1.00	1.00	1.00	0.90	0.75	1.00	1.00	0.88 (0.79)
Dauis	0.50	0.00	1.00	0.67	0.70	0.00	0.00	1.00	0.50 (0.52)
Tagbilaran	0.80	1.00	1.00	1.00	0.90	0.75	1.00	1.00	0.88 (0.88)
San Miguel	0.50	0.00	0.00	0.00	0.40	0.25	0.00	0.00	0.31 (0.60)
Panglao	0.60	1.00	1.00	0.67	0.60	1.00	1.00	1.00	0.69 (0.57)
Duero	0.60	0.50	1.00	0.00	0.70	0.25	0.00	0.00	0.50 (0.61)
Talibon	0.40	0.00	1.00	0.00	0.50	0.00	0.00	0.00	0.31 (0.79)
Maribojoc	0.60	1.00	1.00	0.67	0.70	0.50	1.00	1.00	0.69 (0.82)
Jagna	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 (0.81)
Cortes	0.60	1.00	1.00	0.67	0.80	0.25	1.00	1.00	0.69 (0.54)
Corella	0.50	1.00	1.00	0.33	0.50	0.50	1.00	1.00	0.56 (0.53)
<b>Negros Oriental</b>									
Amlan	0.40	1.00	1.00	1.00	0.60	0.75	0.00	1.00	0.63 (0.65)
Bais City	0.50	1.00	1.00	1.00	0.80	0.50	0.00	1.00	0.69 (0.63)
Bayawan City	0.90	1.00	1.00	1.00	0.90	1.00	1.00	1.00	0.94 (0.89)
Dauin	0.80	1.00	1.00	0.66	0.80	0.75	1.00	1.00	0.81 (0.89)
La Libertad	0.30	0.00	1.00	0.00	0.40	0.00	0.00	0.00	0.25 (0.67)
Pamplona	0.80	1.00	1.00	1.00	0.80	1.00	1.00	1.00	0.88 (0.48)
San Jose	0.90	1.00	1.00	1.00	0.90	1.00	1.00	1.00	0.94 (0.77)
Sta. Catalina	0.60	0.50	1.00	0.67	0.60	0.50	1.00	1.00	0.63 (0.67)
Tanjay City	0.60	0.00	1.00	0.00	0.60	0.00	1.00	0.00	0.44 (0.77)

**Legend:**

Principles: F- Functionality; T- Transparency, A- Accountability, P- Participatory-ness

Functions: P- Planning; L- Law Enforcement; PLT- Permitting, Licensing, Tenure Issuance; C- Cross-cutting all governance functions

**Table 6I: Baseline Indices Obtained  
on LGU Internal Management Practices of LGUs in Central Visayas**

LGU	Governance Principle-Specific Indices				Governance Function-Specific Indices				LIM Index (Cross-sector Index)
	F	T	A	P	BRM	CBP	DM	PAM	
<b>Cebu</b>									
Compostela	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.74 )
Toledo	1.00	1.00	0.50	0.00	1.00	0.67	1.00	0.50	0.78 ( 0.74 )
Balamban	1.00	0.33	0.00	0.00	1.00	0.33	0.50	0.00	0.56 (0.61)
Pilar	1.00	0.67	0.00	0.00	1.00	0.67	0.50	0.00	0.60 ( 0.60)
Poro	1.00	0.67	1.00	1.00	1.00	1.00	0.50	1.00	0.89 (0.53)
Danao City	0.67	1.00	0.00	1.00	1.00	0.67		0.00	0.67 (0.58)
Alcoy	1.00	0.33	0.00	0.00	1.00	0.33		0.00	0.44 (0.67)
San Francisco	1.00	1.00	0.50	0.00	1.00	0.67	1.00	0.50	0.78 (0.77)
Tudela	1.00	0.67	0.00	0.00	1.00	0.67	0.50	0.00	0.56 (0.42)
Dalaguete	1.00	1.00	0.50	0.00	1.00	0.67	1.00	0.50	0.78 (0.93)
<b>Bohol</b>									
Alburquerque	1.00	1.00	0.50	0.00	1.00	0.67	1.00	0.50	0.78 (0.79)
Dauis	1.00	0.67	0.00	0.00	1.00	0.33	1.00	0.00	0.56 (0.52)
Tagbilaran	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.88)
San Miguel	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.60)
Panglao	0.33	0.33	0.00	0.00	0.50	0.00	0.50	0.00	0.22 (0.57)
Duero	1.00	0.67	0.00	0.00	1.00	0.66	0.50	0.00	0.56 (0.61)
Talibon	0.67	1.00	0.00	0.00	0.50	0.67	1.00	0.00	0.56 (0.79)
Maribojoc	1.00	1.00	0.50	0.00	1.00	0.67	1.00	0.50	0.78 (0.82)
Jagna	1.00	1.00	0.50	1.00	1.00	1.00	1.00	0.50	0.89 (0.81)
Cortes	0.67	0.67	0.00	0.00	1.00	0.00	1.00	0.00	0.44 (0.54)
Corella	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.53)
<b>Negros Oriental</b>									
Amlan	1.00	0.67	1.00	0.00	0.50	0.33	0.50	1.00	0.78 (0.65)
Bais City	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.63)
Bayawan City	1.00	0.67	0.00	1.00	1.00	0.67	1.00	0.00	0.67 (0.89)
Dauin	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.89)
La Libertad	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.67)
Pamplona	0.67	0.67	0.00	0.00	0.50	0.33	1.00	0.00	0.44 (0.48)
San Jose	1.00	1.00	0.50	1.00	1.00	1.00	1.00	0.50	0.89 (0.77)
Sta. Catalina	1.00	1.00	0.00	0.00	1.00	0.67	1.00	0.00	0.67 (0.67)
Tanjay City	0.67	1.00	0.00	0.00	0.50	0.67	1.00	0.0	0.56 (0.77)

**Legend:**

Principles: F- Functionality; T- Transparency, A- Accountability, P- Participatory-ness  
 Functions: B- Budgeting and Resource Mobilization; P- Contracting, Bidding, Procurement; DM- Database Management, PM- Personnel Accountability Management

## 7.0 SOUTHERN MINDANAO: INDICES, OBSERVATIONS AND INSIGHTS

### 7.1 Profile of LGUs Covered

Thirteen LGUs were covered by the Guided Self-Assessment conducted in Southern Mindanao during the period April 20 to May 17, 2005. As can be seen from the summary profile of physical, socio-economic and financial indicators provided in **Table 7A**, these 13 LGUs are distributed across six provinces: Sultan Kudarat<sup>12</sup>, Lanao del Sur, Sarangani, Maguindanao, North Cotabato and South Cotabato. Three cities located in three separate province were included – Tacurong, Kidapawan and Koronadal. It might be noted that all three cities contain a significant amount of forestland, i.e., up to 26% of total land area in the case of Koronadal. In the 10 other LGUs, the proportion of forestland ranges from 36% (Makilala in North Cotabato) to 91% (Maasim Municipality in Sarangani) of total land area. Coastal areas are found in five of the LGUs.

*Demographic and other basic indicators (Table 7A) vary widely across LGUs, but not quite as much as those earlier observed for the LGUs in Northern Luzon.* The following local conditions could be expected to affect environmental governance: (a) the most populous Southern Mindanao LGU (Koronadal City with 143,286 residents) has four times more people compared to the least populous area (Wao with 35,517 people); (b) the largest LGU based on hectarage (Kalamansig with 69,920 hectares) is four-and-a-half times larger than the smallest LGU, Tacurong City with an area of 15,340 hectares; and (c) population density ranges from a low of 0.6 persons per hectare in Kalamansig (which also has the biggest land area), to a high of 5.3 persons per hectare in Koronadal, which is the second to the smallest LGU in terms of land area. As explained in Section 6.1, demographics directly influence resource use and management.

*In the financial arena, there tends to be wider variations across the 13 LGUs, an observation that can be linked to local capacities to support environmental programs.* The average 2004-05 IRA of Koronadal City is six times that of Maitum in Sarangani (Php221.1 million vs. Php36.3 million). This is to be appreciated in light of the comparatively much higher population (over three-fold) and population density (5.3 individuals per hectare vs. 1.2) of Koronadal City. Maitum's land area, however, is 1.2 times bigger than Koronadal's (32,435 vs. 27,000 hectares). The financial advantage of cities over municipalities can be seen elsewhere in **Table 7A**. For instance, the population of Sultan Kudarat Municipality is 1.2 times that of Tacurong City (96,066 vs. 76,424). However, the IRA of Tacurong is 2.5 times higher than that of Sultan Kudarat (Php154.7 million vs. Php60.8 million).

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<sup>12</sup> This section consistently makes a distinction between Sultan Kudarat Province and Sultan Kudarat Municipality in Maguindanao.

**Table 7A. Profile of LGUs Covered by the Self-Assessment in Southern Mindanao**

LGU	Population	Barangays		Land Area (hectares)	Population Density (persons/ha)	Forestland (has., % of land area)	Coastline (km)	Income Class	Ave. IRA (million pesos, 2004-05)	Ave. % Env't Share, 20% DF (million pesos, 04-05)
		Total	Urban							
<b>SULTAN KUDARAT</b>										
Lebak	78,000	27	3	45,000	1.7	23,198 (52%)	22.3	2 <sup>nd</sup>	59.6	15.3%
Kalamansig	44,645	15	1	69,920	0.6	40,159 (57%)	42.8	2 <sup>nd</sup>	55.6	7.8%
Tacurong City	76,424	20	5	15,340	5.0	1,000 (7%)	0	5 <sup>th</sup>	154.7	ND
Isulan	73,129	17	3	54,125	1.4	38,000 (70%)	0	1 <sup>st</sup>	64.3	ND
<b>LANAO DEL SUR</b>										
Wao	35,517	26	4	35,457	1.0	19,820 (56%)	0	5 <sup>th</sup>	41.8	8.0%
<b>SARANGANI</b>										
Kiamba	44,724	19	3	41,828	1.1	30,953 (74%)	39	3 <sup>rd</sup>	42.2	19.8%
Maitum	39,194	19	1	32,435	1.2	21,773 (67%)	24	3 <sup>rd</sup>	38.2	21.1
Maasim	45,100	16	2	51,443	0.9	46,617 (91%)	43	3 <sup>rd</sup>	42.0	ND
<b>MAGUINDANAO</b>										
Parang	ND	ND	ND	ND	ND	ND	ND	1 <sup>st</sup>	62.5	ND
Sultan Kudarat	96,066	39	12	61,151	1.6	26,223 (43%)	3	1 <sup>st</sup>	60.8	16.8%
<b>NORTH COTABATO</b>										
Kidapawan City	101,205	35	5	34,007	3.0	5,946 (17%)	0	4 <sup>th</sup>	219.3	ND
Makilala	67,747	38	1	34,456	2.0	12,490 (36%)	0	2 <sup>nd</sup>	52.4	ND
<b>SOUTH COTABATO</b>										
Koronadal City	143,286	27	6	27,000	5.3	7,000 (26%)	0	4 <sup>th</sup>	221.1	9.0%

ND – no data

The LGUs covered by the survey are evenly distributed across income classes. There are three LGUs each in the 1<sup>st</sup> to 3<sup>rd</sup> income classes; and two each in the 4<sup>th</sup> to 5<sup>th</sup> classes. The matrix below shows indicators of budget relative to the scale of natural resources to be managed. Annual budgets per hectare of forestland ranged from Php6.20 in Kalamansig, to Php73.40 in Makilala. Activities commonly financed by the LGUs include FLUP implementation, forest protection, and upland/agro-forestry. On the other hand, budget per kilometer of coastline amounted to Php3,505 in Kalamansig and up to a high of Php13,453 in Lebak – to finance fish sanctuary, law enforcement, and related activities. And finally, the UEM budget per capita was from Php2.20 in Kalamansig and Php78.60 in Koronadal City. UEM funds are normally earmarked for MRF and garbage collection and disposal.

**Table 7B. Budget Allocated for Environment-Related Activities**

Province and Municipality	FFM (Php/ha)	CRM (Php/km)	UEM (Php/capita)
<b>SULTAN KUDARAT</b>			
Lebak	41.20	13,453	10.80
Kalamansig	6.20	3,505	2.20
Tacurong City	ND	NA	ND
Isulan	ND	NA	ND
<b>LANAO DEL SUR</b>			
Wao	50.50	NA	50.70
<b>SARANGANI</b>			
Kiamba	21.00	5,128	11.20
Maitum	8.00	ND	6.20
Maasim	14.80	7,512	48.20
<b>MAGUINDANAO</b>			
Parang	ND	ND	ND
Sultan Kudarat	ND	ND	ND
<b>NORTH COTABATO</b>			
Kidapawan City	ND	NA	15.80
Makilala	73.40	NA	3.00
<b>SOUTH COTABATO</b>			
Koronadal City	27.60	NA	78.60

NA – not applicable (sector does not exist in city or municipality)  
 ND – no data

## 7.2 Summary Indices

The overall state of environmental governance practices in Southern Mindanao can be observed from the indices in **Table 7C**. *Most important is the right-most column, “Overall LGU Index”, which reflects the baseline standing of each of the 13 LGUs vis-à-vis the universe of 57 questions included in the Guided Self-Assessment.* As may be recalled from Section 3.3, the overall LGU index is the quotient of the number of “yes” answers, divided by the total number of questions asked – cutting across the three sectors, for each and every LGU. Thus, the overall index regarded as the cross-sector index. The overall LGU indices in **Table 7C** are presented by LGU in descending order by province, but care must continue to be exercised in directly comparing indices across LGUs, as each index reflects the unique situation in each locality. *It will be more appropriate to compare the indices of one single LGU over a period of time.*

**Table 7C: Summary Baseline Environmental Governance Indices for Southern Mindanao**

Province & Municipality	By Specific Sector				By Governance Principle, Across Sectors				By Governance Function, Across Sectors					Overall LGU Index	
	FFM	CRM	UEM	LIM	F	T	A	P	Plng	Laws	Issu	Bdgt	Proc		Cros
<b>SULTAN KUDARAT:</b>															
Lebak	0.87	0.82	0.50	0.78	0.75	0.80	0.60	0.70	0.71	0.67	0.67	1.00	1.00	0.78	<b>0.74</b>
Kalamansig	0.80	0.88	0.19	0.67	0.63	0.80	0.60	0.50	0.68	0.50	0.33	1.00	0.67	0.67	<b>0.63</b>
Tacurong City	0.07	NA	0.75	0.67	0.50	0.71	0.25	0.29	0.47	0.38	0.00	1.00	0.67	0.43	<b>0.48</b>
Isulan	0.00	NA	0.63	0.78	0.45	0.57	0.50	0.14	0.27	0.25	1.00	1.00	0.67	0.57	<b>0.43</b>
<b>LANAO DEL SUR:</b>															
Wao	0.93	NA	0.25	0.67	0.64	0.71	0.50	0.43	0.63	0.63	0.00	1.00	0.67	0.43	<b>0.60</b>
<b>SARANGANI:</b>															
Kiamba	0.67	0.88	0.81	0.89	0.88	0.80	1.00	0.50	0.75	0.75	1.00	1.00	0.67	1.00	<b>0.81</b>
Maitum	0.73	0.94	0.69	0.89	0.78	1.00	0.80	0.70	0.82	0.75	0.67	1.00	1.00	0.78	<b>0.81</b>
Maasim	0.80	0.76	0.38	0.78	0.63	0.70	0.80	0.70	0.68	0.50	0.33	1.00	0.67	0.89	<b>0.67</b>
<b>MAGUINDANAO:</b>															
Parang	0.00	1.00	0.31	0.67	0.50	0.60	0.40	0.40	0.43	0.42	0.67	1.00	0.67	0.56	<b>0.49</b>
Sultan Kudarat	0.07	0.35	0.50	0.44	0.38	0.30	0.20	0.30	0.32	0.17	0.33	1.00	0.00	0.56	<b>0.33</b>
<b>NORTH COTABATO:</b>															
Kidapawan City	0.93	NA	0.56	0.67	0.73	0.86	0.50	0.71	0.84	0.50	0.00	1.00	0.67	0.71	<b>0.73</b>
Makilala	0.93	NA	0.38	0.56	0.73	0.57	0.50	0.43	0.74	0.38	1.00	1.00	0.67	0.43	<b>0.63</b>
<b>SOUTH COTABATO:</b>															
Koronadal City	0.53	NA	0.75	1.00	0.64	0.71	1.00	0.86	0.68	0.38	1.00	1.00	1.00	1.00	<b>0.73</b>

**FFM** Forests and Forestlands Management  
**CRM** Coastal Resources Management  
**UEM** Urban Environmental Management  
**LIM** LGU Internal Management  
**F** Functionality  
**T** Transparency  
**A** Accountability  
**P** Participatory-ness

**NA** Not Applicable (sector does not exist in locality)  
**Plng** Planning and implementation  
**Laws** Law enforcement  
**Issu** Issuance of licenses, permits, tenure and allocation instruments  
**Bdgt** Budgeting  
**Proc** Procurement, bidding & contracting  
**Cros** Cross-cutting (across governance functions)

Aside from the overall LGU indices, **Table 7C** also contains three other sets of governance indices, which serve to disaggregate the overall index into “component indices”. The three sets of indices include (1) sector-specific indices (FFM, CRM and UEM), plus the LGU internal management or LIM index; (2) an LGU index for each of the four governance principles (“F-TAP”); and (3) governance function-specific indices: planning, budgeting, procurement, issuances and law enforcement, plus an index to measure the extent to which an LGU has adopted best practices that cut across functions, as explained earlier in Section 2.2.

The range of overall LGU baseline indices is tabulated below. (Some provinces were combined for ease of presentation.) It could be observed that (a) Lanao Sur and Maguindanao combined have the lowest actual range; (b) on the other hand, the highest actual range is found in Sarangani; and (c) majority (85%) of the LGUs fall within the 0.26-0.75 standard classification range; the rest fall under the highest standard range.

Standard Range	S. Kudarat actual:0.43-0.74	Sarangani actual:0.67-0.81	Lanao S- Maguindanao actual: 0.33-0.60	N. Cotabato-S. Cotabato Actual:0.63-0.73	Total (%)
0.00-0.25	0	0	0	0	0 (0%)
0.26-0.50	2	0	2	0	4 (31%)
0.51-0.75	2	1	1	3	7 (54%)
0.76-1.00	0	2	0	0	2 (15%)

The broad picture in Southern Mindanao will be better appreciated when one looks at the specific LGU indices on the last column of **Table 7C**. Two LGUs achieved the highest overall baseline index of 0.81; these are Kiamba and Maitum, both located in Sarangani Province. Lebak in Sultan Kudarat, Kidapawan City in Cotabato, and Koronadal City in South Cotabato, with overall indices of 0.74, 0.73 and 0.73, respectively, round up the top five LGUs. On the other hand, the lowest overall index is seen for Sultan Kudarat Municipality in Maguindanao (0.33). The second lowest is Isulan in Sultan Kudarat Province with an overall index of 0.43.

The top rank achieved by Maitum is noteworthy, because as mentioned in the previous section, this municipality has the lowest average IRA for 2004-05 among all 13 LGUs. Similarly, Kiamba had the third lowest average IRA. It might be further noted that both of these LGUs manage three sectors (FFM, CRM and UEM), while the three cities cover only two (FFM and UEM). How Maitum and Kiamba managed to achieve an index higher than any of the three cities covered by the self-assessment would be worthy of further study. EcoGov is assisting these two LGUs in the forest sector only; DENR and BFAR are supporting the CRM sector; while no agency is reported to be helping out in the urban sector. Is there support or are there resources coming from other sources, e.g., the provincial government? Sections 7.3 to 7.5 of this report could throw some light, as we disaggregate the overall index into its major components.

The holder of the lowest overall LGU index, Sultan Kudarat Municipality, obtained an alarmingly low FFM index of 0.07. Its procurement index is 0.00; law enforcement index, 0.17; and accountability index, 0.20. On the other hand, Isulan’s FFM index is even lower than Sultan Kudarat at 0.00; participatory-ness index, 0.14; law enforcement index, 0.25; and planning index, 0.27. These particularly low values would help to direct assistance strategies for these LGU to gradually adopt more best practices and thereby achieve higher indices for the next (mid-term) self-assessment.

The link between the indices by sector shown on **Table 7C**, and outside assistance received by an LGU is illustrated by the tabulation below of the range of indices. *In FFM, there is a clear advantage for LGUs receiving EcoGov assistance* (also shown in Fig. 7A). We will see in the next section that the top LGUs covered in the survey are EcoGov-assisted. For CRM and UEM, however, the patterns are not well-defined one way or the other (see **Figs. 7B and 7C**). These links are for further study.

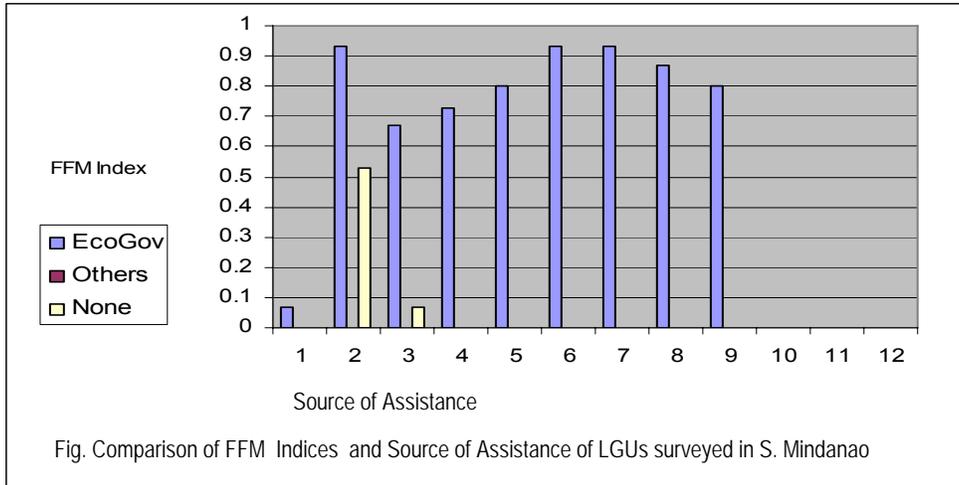
	<b>FFM</b>	<b>CRM</b>	<b>UEM</b>
EcoGov-assisted	0.07-0.93	0.76-0.88	0.19-1.00
Assisted by Others	none	0.88-0.94	none
Not assisted	0.00-0.0.53	0.35-1.00	0.38-1.00

**Figure 7D** compares FFM sector indices with budgets. In FFM, there appears to be a direct relationship, i.e., the higher the budget per hectare of forestland, the higher the FFM index. Later, Section 7.3 will show that the LGUs with the highest indices are also those with the biggest amount of budget per hectare of forestland, as earlier shown in **Table 7B**. This same pattern does not seem to hold, however, for the two other sectors, as shown in **Figures 7E and 7F**.

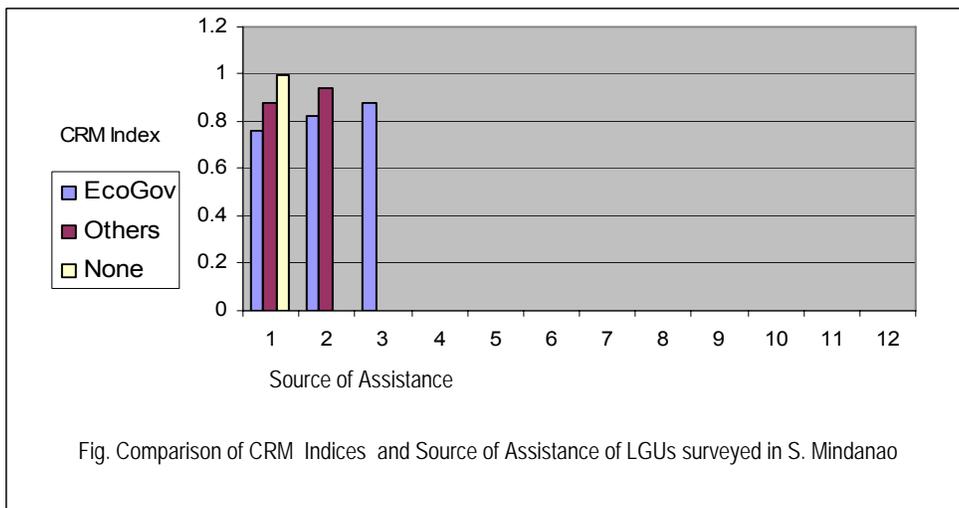
This section on summary indices showed the reader the overall status of adoption of environmental governance practices in 13 LGUs in Southern Mindanao. The next three sections, i.e., 7.3 to 7.5, will provide a more detailed accounting of the summary indices by sector: FFM, CRM and UEM.

**Table 7D: Indices for Forests & Forestlands Management in Southern Mindanao**

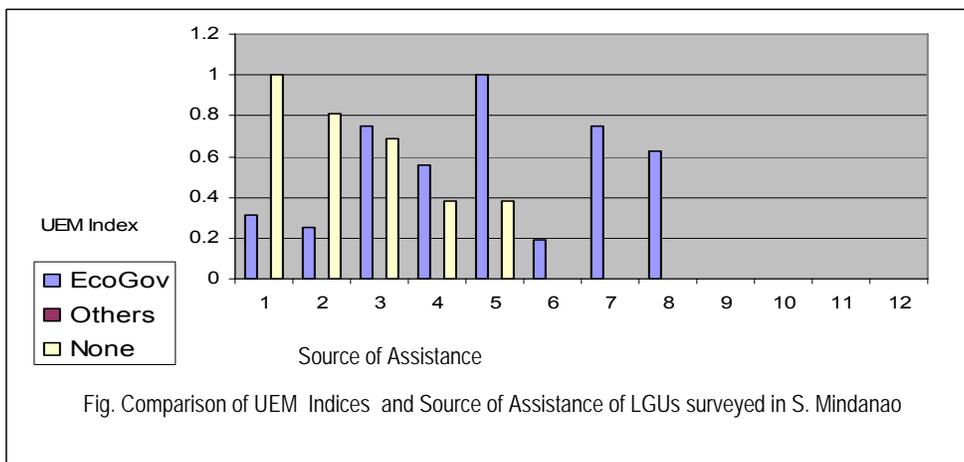
Province & Municipality	By Governance Principle				By Governance Function			Overall FFM Index	Overall LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Law Enforcement	Cross Cutting		
<b>SULTAN KUDARAT:</b>									
Lebak	0.89	1.00	1.00	0.67	0.89	0.75	1.00	0.87	0.74
Kalamansig	0.78	1.00	1.00	0.67	0.89	0.50	1.00	0.80	0.63
Tacurong City	0.89	0.00	0.00	0.00	0.11	0.00	0.00	0.07	0.48
Isulan	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.43
<b>LANAO DEL SUR:</b>									
Wao	0.89	1.00	1.00	1.00	1.00	1.00	0.50	0.93	0.60
<b>SARANGANI:</b>									
Kiamba	0.78	0.00	1.00	0.67	0.67	0.50	1.00	0.67	0.81
Maitum	0.78	1.00	1.00	0.33	0.78	0.75	0.50	0.73	0.81
Maasim	0.78	0.50	1.00	1.00	1.00	0.25	1.00	0.80	0.67
<b>MAGUINDANAO:</b>									
Parang	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.49
Sultan Kudarat	0.11	0.00	0.00	0.00	0.11	0.00	0.00	0.07	0.33
<b>NORTH COTABATO:</b>									
Kidapawan City	0.89	1.00	1.00	1.00	0.89	1.00	1.00	0.93	0.73
Makilala	0.89	1.00	1.00	1.00	1.00	0.75	1.00	0.93	0.63
<b>SOUTH COTABATO:</b>									
Koronadal City	0.56	0.00	1.00	0.67	0.56	0.25	1.00	0.53	0.73



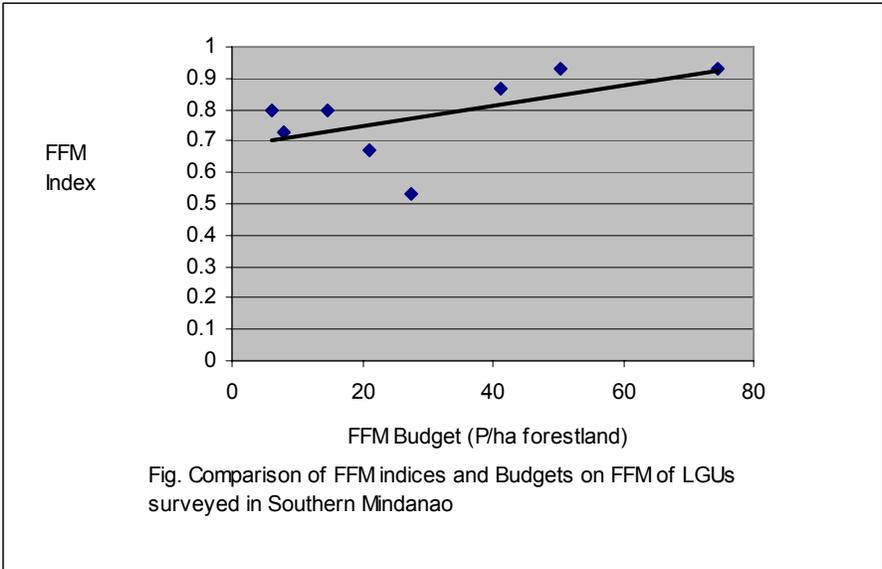
**Fig. 7A**



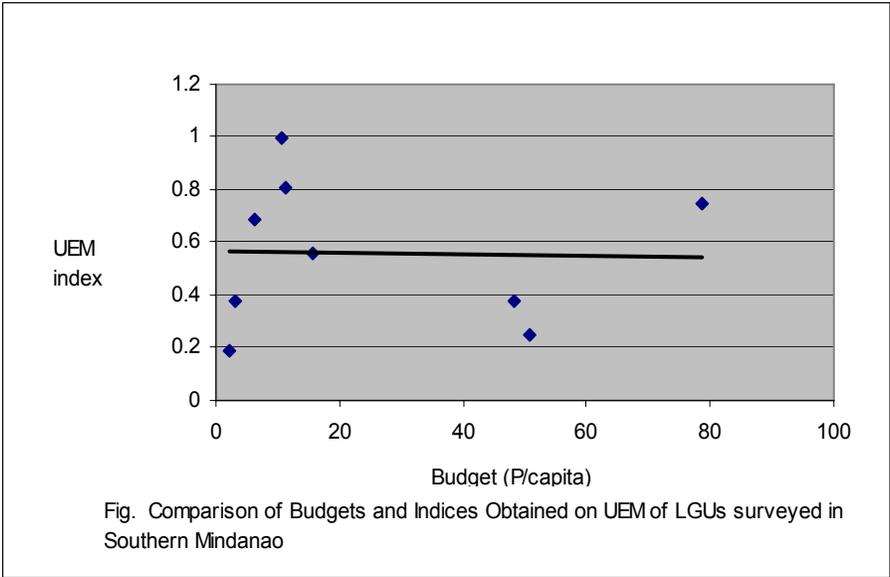
**Fig. 7B**



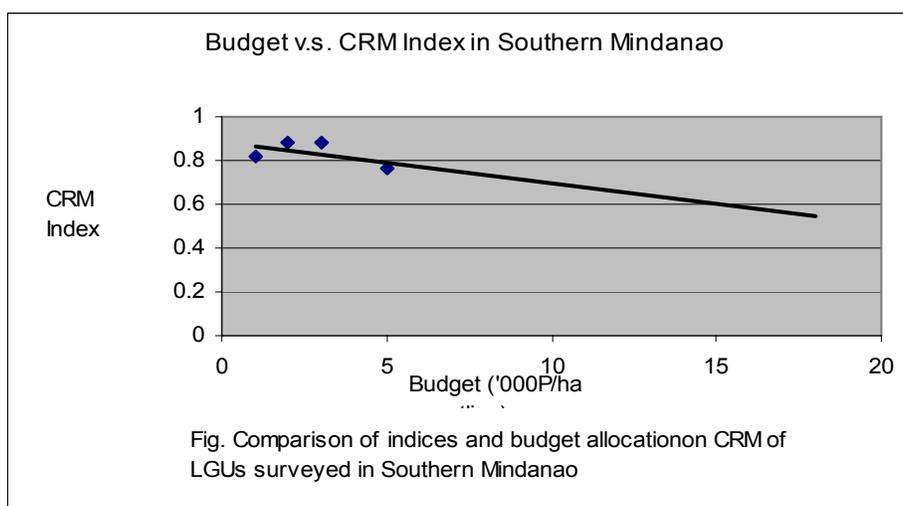
**Fig. 7C**



**Fig. 7D**



**Fig. 7E**



**Figure 7F**

### 7.3 Forest Sector Indices

The FFM-specific indices in **Table 7C** above are further disaggregated by governance principle, and by governance function in **Table 7D**. *Most crucial as starting point for this section is the penultimate column in Table 7D, “Overall FFM Index”, which shows exactly the same values as the FFM column in Table 7C. The overall FFM index tells us where each LGU stands with respect to the best practices embodied in the GSA’s 15 questions on forest management (Form I).* The columns to the left of the overall FFM index show the details leading up to said overall index. The column to the right allows the reader to quickly compare the FFM index to the overall LGU (cross-sector) index.

The range of overall actual FFM indices by province, and the number of LGUs under each standard range of indices, are tabulated below. (Some provinces have been combined for more effective presentation.) In the Lanao del Sur-Maguindanao column, the actual range widened owing to the two Maguindanao LGUs in the low 0.00-0.25 classification range. Clearly, however, majority of the LGUs (69%, or 9 out of 13) are clustered in the two higher standard ranges.

Standard Range	S. Kuyarat actual:0.00-0.87	Sarangani actual:0.67-0.80	Lanao S- Maguindanao actual:0.00-0.93	N. Cotabato-S. Cotabato actual:0.53-0.93	Total (%)
0.00-0.25	2	0	2	0	4 (31%)
0.26-0.50	0	0	0	0	0 (0%)
0.51-0.75	0	2	0	1	3 (23%)
0.76-1.00	2	1	1	2	6 (46%)

There are three LGUs on top of the list in **Table 7D**, with identically high overall FFM indices of 0.93: Wao in Lanao del Sur; and in North Cotabato Province, Kidapawan City and Makilala. All three are EcoGov sites. The only remaining task for each of these top LGUs to achieve an index of 1.00 are: (a) for Wao – effectively collaborating with DENR-ARMM; (b) for Kidapawan –

operationalizing conflict resolution mechanisms; and (c) for Makilala – updating local ordinances or resolutions. ***In the case of these three LGUs, we see a direct link between the budget for environment-related activities on the one hand, and the FFM index on the other hand:*** looking back at **Table 7B**, two of these three LGUs (Makilala and Wao) allotted the biggest budget per hectare of forestland. Further, North Cotabato Province is home to the Mt. Apo protected area, and thus the beneficiary of related training, information and advocacy that may have influenced the FFM index level. The significance of these high indices can also be linked to the high proportion of forestland to total land area, which is 56% for Wao; 36% for Makilala; and 17% for Kidapawan.

Other LGUs that have adopted many of the recommended best practices in forest management include Lebak, Kalamansig and Maitum – all EcoGov sites. Their FFM indices of 0.87, 0.80 and 0.73, respectively are in line with their high overall LGU index. A closer examination of **Table 7D** suggests that in the immediate future, assistance to Kalamansig could be more narrowly focused towards the adoption of best practices in the enforcement of laws, ordinances and regulations. The key informants in both Lebak and Kalamansig agreed to answer “no” to the question regarding conflict resolution, and public participation in law enforcement. Maitum, on the other hand, should be assisted to raise the index for participation (baseline 0.33) and cross-cutting practices (0.50 index). The “no” answers were on the functionality of offices/bodies, collaboration with DENR, empowering organizations to effectively participate in FFM-related activities, and public participation in law enforcement.

Conversely, there are four LGUs with very low overall FFM indices: in Sultan Kudarat Province, Isulan and Tacurong (0.00 and 0.07, respectively); and in Maguindanao Province, Parang and Sultan Kudarat (0.00 and 0.07, respectively). Except for Sultan Kudarat Municipality that EcoGov has just begun to assist, none of the other three LGUs is receiving any external support to improve forest management – consistent with the previous section that looked at the link between outside assistance and the level of indices. Province-wide, we might further observe that while North Cotabato and Sarangani appear to be already strong in FFM best practices, Sultan Kudarat and Maguindanao need much more support. Isulan and Sultan Kudarat Municipalities are of particular interest, owing to the high proportion of forestland within their respective jurisdiction, i.e., 70% and 43%, respectively.

#### **7.4 Coastal Sector Indices**

Out of the 13 LGUs covered by the Guided Self-Assessment in Southern Mindanao, only seven have coastal areas. See **Table 7E**. Two of these LGUs (Lebak and Kalamansig) are located in Sultan Kudarat Province; three are found in Sarangani Province (Kiamba, Maitum and Maasim); and the other two LGUs are in Maguindanao (Parang and Sultan Kudarat municipalities). ***What Table 7E does is to show the “Overall CRM Index” (second to the last column), side-by-side with the Overall LGU Index, for reference purposes. The overall CRM index column serves as reference for discussion, because it reflects the status of governance vis-à-vis the 17 CRM questions posed by the self-assessment (Form 2).*** Shown to the left of the overall CRM index are “component CRM indices” disaggregated by governance principle (F-TAP), and by governance function (planning, issuances, law enforcement and cross-cutting practices).

Shown below are the range of actual indices by province, and the frequency count of LGUs falling under each standard classification range. Most (86%) of the LGUs fall under the two higher standard ranges.

Standard Range	S. Kudarat actual:0.63-0.82	Sarangani actual:0.76-0.94	Maguindanao actual:0.35-1.00	Total (%)
0.00-0.25	0	0	0	0 (0%)
0.26-0.50	0	0	1	1 (14%)
0.51-0.75	0	3	0	3 (43%)
0.76-1.00	2	0	1	3 (43%)

Looking at the data in **Table 7E**, six of the seven Southern Mindanao LGUs show very high overall CRM indices that range from 0.76 (Maasim) to a perfect 1.00 (Parang). Parang is one model for MPA (Bonggo) and *Bantay Dagat* operations; for an efficient system for issuing permits and licenses; and for multi-sectoral collaboration. Maitum (0.94) would have obtained a perfect index, except that it does not yet have a functioning multi-sectoral fishery enforcement body. The only LGU that has a low index is Sultan Kudarat Municipality (0.35).

It might be observed that in all cases (to include Sultan Kudarat Municipality), the overall CRM index is higher than the overall LGU index. This implies that more best practices are being adopted in managing the coastal sector, as compared to the two other sectors. The most vivid comparison could be made in the case of Parang, where the CRM index is 1.00, while the overall LGU index is only 0.49. This raises the question: “Why are good governance practices such as adoption of F-TAP principles and operationalization of key governance functions not being more fully exercised throughout the LGU?” This particular point deserves closer scrutiny. For instance, it may be recalled from the previous section that Parang’s forest sector governance index was 0.00. And now we see a CRM index of 1.00.

Lebak and Kalamansig are EcoGov CRM sites, which could help to account for their high CRM indices. Interestingly, the GSA reveals that Parang, which has an overall CRM index of 1.00, is receiving support from the Mindanao Rural Development Project (MRDP) in establishing an MPA. Prior to MRDP, Parang was assisted by another project to conduct a coastal resource assessment. EcoGov is assisting Parang only in the UEM sector. It would be informative to further examine the factors that account for Parang’s perfect index. The bottom LGU, Sultan Kudarat, is not presently receiving any outside assistance, but used to be supported by another project on coastal resources assessment.

Sultan Kudarat Municipality has consistently low CRM indices, including 0.00 for transparency, accountability, and law enforcement. The significance of these low indices should be considered in light of the fact that the municipal coastline is only three kilometers (see **Table 7A**), compared to, say, 42.8 kilometers in Kalamansig. The GSA results indicate that no external assistance is presently being provided to improve coastal sector management in Sultan Kudarat (apart from the aforementioned completed project). With such a relatively much smaller area to manage, this municipality should be able to rather quickly and significantly benefit from best practices that nearby LGUs are now operationalizing with support from EcoGov.

**Table 7E: Indices for Coastal Resources Management in Southern Mindanao**

Province & Municipality	By Governance Principle				By Governance Function				Overall CRM Index	Overall LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Issuances	Law Enforcement	Cross Cutting		
<b>SULTAN KUDARAT:</b>										
Lebak	0.80	1.00	1.00	0.67	0.89	1.00	0.50	1.00	<b>0.82</b>	<b>0.74</b>
Kalamansig	0.80	1.00	1.00	1.00	0.89	0.50	1.00	1.00	<b>0.88</b>	<b>0.63</b>
Tacurong City	NA	NA	NA	NA	NA	NA	NA	NA	NA	<b>0.48</b>
Isulan	NA	NA	NA	NA	NA	NA	NA	NA	NA	<b>0.43</b>
<b>LANAO DEL SUR:</b>										
Wao	NA	NA	NA	NA	NA	NA	NA	NA	NA	<b>0.60</b>
<b>SARANGANI:</b>										
Kiamba	0.90	1.00	1.00	0.67	0.78	1.00	1.00	1.00	<b>0.88</b>	<b>0.81</b>
Maitum	1.00	1.00	1.00	0.67	1.00	1.00	0.75	1.00	<b>0.94</b>	<b>0.81</b>
Maasim	0.70	0.67	1.00	1.00	0.78	0.50	0.75	1.00	<b>0.76</b>	<b>0.67</b>
<b>MAGUINDANAO:</b>										
Parang	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	<b>1.00</b>	<b>0.49</b>
Sultan Kudarat	0.50	0.00	0.00	0.33	0.33	0.50	0.00	1.00	<b>0.35</b>	<b>0.33</b>
<b>NORTH COTABATO:</b>										
Kidapawan City	NA	NA	NA	NA	NA	NA	NA	NA	NA	<b>0.73</b>
Makilala	NA	NA	NA	NA	NA	NA	NA	NA	NA	<b>0.63</b>
<b>SOUTH COTABATO:</b>										
Koronadal City	NA	NA	NA	NA	NA	NA	NA	NA	NA	<b>0.73</b>

## 7.5 Urban Sector Indices

Disaggregated UEM indices for Southern Mindanao LGUs are presented in **Table 7F**. *The key column is the second to the last one, showing “Overall UEM Index” that portrays the status of each and every LGU in terms of the 16 UEM best practice-questions asked in the Guided Self-Assessment.* Beside the overall UEM index is the overall LGU index, to enable a quick comparison.

The tabulation below shows that the range of actual indices across provinces is pretty even, although a slight majority of the LGUs (7 out of 13) landed in the two higher standard ranges.

Standard Range	S. Kudarat actual:0.19-0.75	Sarangani actual:0.38-0.81	Lanao S- Maguindanao actual:0.25-0.50	N. Cotabato-S. Cotabato actual:0.38-0.75	Total (%)
0.00-0.25	1	0	1	0	2 (15%)
0.26-0.50	1	1	2	1	4 (31%)
0.51-0.75	2	1	0	2	5 (39%)
0.76-1.00	0	1	0	0	2 (15%)

Looking at **Table 7F**, the highest overall UEM index (1.00) was obtained not by any of the three cities covered by the survey, but rather by Kiamba, a 3<sup>rd</sup> class municipality (0.81). Kiamba was deficient only in best practices related to (a) functionality of officially-designated bodies; (b) system for enabling groups to effectively participate; and (c) citizen involvement in law enforcement. Two cities come in after Kiamba: Tacurong and Koronadal, both with an index of 0.75. Kidapawan City obtained a UEM index of 0.56, which is higher compared to the bottom five municipalities of Kalamansig (0.19); Wao (0.25); Parang (0.31); and Maasim and Makilala (both 0.38). All three cities are EcoGov sites. More of Kidapawan’s average 2004-05 IRA of over Php200 million can be channeled to better management of solid and liquid wastes. This suggests possibilities for increasing the efficiency of resource use.

It might be observed at this point that Kiamba appears to be the only “consistent” LGU as far as getting high level indices across the three sectors is concerned. To a lesser extent, Maitum with a UEM index of 0.69, is also somewhat consistent. The Cotabato area would seem to be a good candidate for more focused technical assistance in the field of urban environmental management, to boost the respective indices of both Kidapawan City and Makilala for the mid-term self-assessment. In the case of Southern Mindanao LGUs, the amount budgeted for environment-related activities (Table 7B) does not seem to be linked to the level of index. To illustrate: top-ranked Kiamba’s budget was Php11.20 per person; while at the other end, low-ranked Maasim’s was Php48.20 per person.

Table 7F: Indices of Urban Environmental Management in Southern Mindanao

Province & Municipality	By Governance Principle				By Governance Function				Overall UEM Index	Overall LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Issuances	Law Enforcement	Cross Cutting		
<b>SULTAN KUDARAT:</b>										
Lebak	0.50	0.00	1.00	0.67	0.40	0.00	0.75	1.00	0.50	0.74
Kalamansig	0.20	0.00	1.00	0.00	0.30	0.00	0.00	0.00	0.19	0.63
Tacurong City	0.70	1.00	1.00	0.67	0.80	0.00	0.75	1.00	0.75	0.48
Isulan	0.70	0.50	1.00	0.33	0.60	1.00	0.50	1.00	0.63	0.43
<b>LANAO DEL SUR:</b>										
Wao	0.30	0.00	1.00	0.00	0.30	0.00	0.25	0.00	0.25	0.60
<b>SARANGANI:</b>										
Kiamba	0.90	1.00	1.00	0.33	0.80	1.00	0.75	1.00	0.81	0.81
Maitum	0.50	1.00	1.00	1.00	0.70	0.00	0.75	1.00	0.69	0.81
Maasim	0.30	0.50	1.00	0.33	0.30	0.00	0.50	1.00	0.38	0.67
<b>MAGUINDANAO:</b>										
Parang	0.30	0.00	1.00	0.33	0.30	0.00	0.25	1.00	0.31	0.49
Sultan Kudarat	0.40	0.50	1.00	0.67	0.50	0.00	0.50	1.00	0.50	0.33
<b>NORTH COTABATO:</b>										
Kidapawan City	0.50	0.50	1.00	0.67	0.80	0.00	0.00	1.00	0.56	0.73
Makilala	0.50	0.00	1.00	0.00	0.50	1.00	0.00	0.00	0.38	0.63
<b>SOUTH COTABATO:</b>										
Koronadal City	0.60	1.00	1.00	1.00	0.80	1.00	0.50	1.00	0.75	0.73

## 7.6 LGU Internal Management Indices

**Table 7G** contains indices pertaining to budgeting; contracting, bidding and procurement; and practices that cross-cut the aforementioned and other governance functions. *Basic data are provided in the penultimate column, “Overall LIM Index” which indicates the status of adoption of best practices in LGU internal management* as defined by the nine questions contained in Form 4: Core Questions for Guided LGU Self-Assessment on the State of Internal Management Practices.

The range of actual LIM indices by province is shown below, along with the frequency distribution of LGUs falling under each standard classification range.

Standard Range	S. Kudarat actual:0.67-0.78	Sarangani actual:0.78-0.89	Lanao S- Maguindanao actual:0.44-0.67	N. Cotabato-S. Cotabato actual:0.56-1.00	Total (%)
0.00-0.25	0	0	0	0	0 (0%)
0.26-0.50	0	0	1	0	1 (8%)
0.51-0.75	2	0	2	2	6 (46%)
0.76-1.00	2	3	0	1	6 (46%)

From the above tabulation, we can see that 92% (12 out of 13) of the LGUs fall under the higher two standard ranges; and six LGUs are within the highest standard range of 0.76 to 1.00. The pattern of internal management indices is confirmed when we look at **Table 7G**, which shows values ranging from 0.44 (Sultan Kudarat Municipality) to 1.00 (Koronadal City). Koronadal would be a good candidate for cross-visits focused on the operation of its BAC; databases on planning and operations; personnel awards system; and mechanisms in support of citizen participation.

The next two LGUs are Kiamba and Maitum (0.89); and then Lebak Isulan and Maasim (0.78). Kiamba and Maitum would have gotten perfect indices except for citizen participation in bidding, contracting and procurement; and performance management for LGU-designated bodies, respectively. All LGUs got perfect indices for functionality (except for Sultan Kudarat) and for budgeting, specifically meaning that own funds and external resources are already being mobilized in support of environment-related activities, and that the LGU Bids and Awards Committee is operational. Referring back to Section 5.1, however, we still need to confirm the degree to which the LGUs in this region are financing environmental endeavor in light of their capacity (esp. level of IRA) to do so.

As far as the other LGUs with relatively lower indices are concerned, especially Sultan Kudarat (0.44) and Makilala (0.56), future assistance will be best focused on enhancing the accountability and management both of individual personnel and bodies duly designated by the LGU as being responsible for environmental programs; and increasing public participation to raise the quality of the LGU bidding, contracting and procurement process.

## 7.7 Post-Evaluation Results

The next two matrices below briefly present the results of the individual GSA participants’ post-evaluation of LGU environmental governance practices. Section 4 earlier indicated that a total

of 248 key informants participated in the Guided Self-Assessment conducted in 13 LGUs of Southern Mindanao. This comes up to an average of 19 participants per site. Fifty-four percent of the informants are from various offices within the LGUs. The rest were private citizens, both members and non-members of the project TWG. The following information (percent of responses) discussed in this section are significant in that they reflect personal level *perceptions* regarding priority environmental concerns at the local level; extent of LGU adoption of the F-TAP principles; and degree to which the LGU has successfully addressed issues and concerns in each of the three sectors of the environment. Patterns can be cross-referenced with LGU indices, hopefully leading to a clearer understanding as to where an LGU is as far as environmental governance is concerned.

Province	Top Ranked Concern (%)			Degree LGU Successful: FFM (%)				Degree LGU Successful: CRM (%)				Degree LGU Successful: UEM (%)			
	FFM	CRM	UEM	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
S. Kudarat	72%	2	26	17%	49	34	0	2%	44	54	0	3%	36	57	4
Lanao Sur	93	NA	7	0	0	80	20	NA	NA	NA	NA	0	10	80	10
Sarangani	68	13	20	0	31	61	8	0	28	54	17	2	28	53	17
Maguindanao	22	6	72	35	49	16	0	2	30	57	11	7	41	46	5
N. Cotabato	60	NA	40	0	15	63	22	NA	NA	NA	NA	0	8	9	84
So Cotabato	25	NA	75	5	32	64	0	NA	NA	NA	NA	5	5	91	0

VL - Very Low; L - Low; H - High; VH - Very High; NA - Not Applicable (sector does not exist in locality)

Province	Degree LGU Adopts Functionality (%)				Degree LGU Adopts Transparency (%)				Degree LGU Adopts Accountability (%)				Degree LGU Adopts Participation (%)			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
S. Kudarat	3%	46	50	1	6%	32	59	3	4%	39	56	1	6%	34	58	3
Lanao Sur	0	13	60	27	0	20	53	27	0	33	33	33	0	40	33	27
Sarangani	0	28	58	13	2	21	62	15	2	23	63	12	2	25	64	9
Maguindanao	2	43	55	0	2	41	55	2	2	37	59	2	2	34	64	0
N. Cotabato	0	13	73	13	3	0	76	21	0	20	67	13	0	17	63	20
So Cotabato	5	9	86	0	5	5	86	5	5	9	82	5	5	14	77	5

VL - Very Low; L - Low; H - High; VH - Very High

*According to the first matrix, the forest sector is perceived to be the priority concern of citizens in the provinces of Sultan Kudarat, Lanao del Sur, Sarangani and Cotabato. On the other hand, the urban environment is the priority concern in the provinces of Maguindanao and South Cotabato.* These percentages should be taken in the context of there being only seven LGUs (out of 13) with coastal areas, i.e., in Sultan Kudarat, Sarangani and Maguindanao. This notwithstanding, only a small percentage of informants in these three provinces voted CRM as the primary concern – an observation that could be explained at least in part by the fact that six out of the aforementioned seven LGUs already have very high overall CRM indices. Significantly enough, 46%, 28% and 32% of the participants in these three provinces, respectively, rated the success of their respective LGUs in terms of addressing CRM concerns and issues as either very low or low. It would be worthwhile to go back to the post-evaluation forms for us to get a better handle of this particular observation. One possible explanation could be that some of the participants have raised the bar of excellence in coastal resources management.

Another possibly useful observation that can be made from the first matrix is that 66% and 84% of informants in Sultan Kudarat and Maguindanao Provinces, respectively, thought that the success rating of their LGUs in addressing FFM concerns and issues was either very low or low.

For Sultan Kudarat, this pattern can be linked to the very low overall FFM indices for two of the four LGUs covered: Tacurong City and Isulan, with indices of 0.07 and 0.00, respectively. Similarly for Maguindanao, this perception could be traced back to the very low overall FFM indices of the two LGUs covered in that province, namely Parang and Sultan Kudarat with indices of 0.00 and 0.07, respectively.

In terms of UEM, our key informants seem to be very happy with the way their respective LGUs are managing the sector. This is especially true where a high proportion of informants said that their LGUs were either highly or very highly successful in addressing urban environmental issues and concerns; these provinces were Cotabato (93%), South Cotabato (91%), Lanao del Sur (90%) and Sarangani (70%). The Cotabato and Lanao del Sur ratings are unexpected, owing to the not-so-high overall UEM indices achieved by Kidapawan and Makilala (0.56 0.38, respectively), and by Wao (0.25); this point requires follow up. For example, an effective IEC program may not be in place on which basis citizens could base their personal evaluation of LGU performance. The perceptions were not as upbeat, but still good, for the other two provinces of Sultan Kudarat and Maguindanao with 61% and 51% of the respondents making similar ratings.

In terms of perceptions as to the degree to which LGUs have adopted governance principles, the second matrix above shows that majority of responses are either high or very high. The few exceptions include Sultan Kudarat and Maguindanao where very low and low responses comprised at least 36% of responses. This observation can be traced back to Table 7C which shows that the overall F-TAP indices for Sultan Kudarat and Maguindanao indeed included some very low values.

**Table 7G: Indices for LGU Internal Management in Southern Mindanao**

Province & Municipality	By Governance Principle				By Governance Function			Overall LIM Index
	Functionality	Transparency	Accountability	Participation	Budgeting	Procurement	Cross Cutting	
<b>SULTAN KUDARAT:</b>								
Lebak	1.00	1.00	0.00	1.00	1.00	1.00	0.50	0.78
Kalamansig	1.00	1.00	0.00	0.00	1.00	0.67	0.50	0.67
Tacurong City	1.00	1.00	0.00	0.00	1.00	0.67	0.50	0.67
Isulan	1.00	1.00	0.50	0.00	1.00	0.67	0.75	0.78
<b>LANAO DEL SUR:</b>								
Wao	1.00	1.00	0.00	0.00	1.00	0.67	0.50	0.67
<b>SARANGANI:</b>								
Kiamba	1.00	1.00	1.00	0.00	1.00	0.67	1.00	0.89
Maitum	1.00	1.00	0.50	1.00	1.00	1.00	0.75	0.89
Maasim	1.00	1.00	0.50	0.00	1.00	0.67	0.75	0.78
<b>MAGUINDANAO:</b>								
Parang	1.00	1.00	0.00	0.00	1.00	0.67	0.50	0.67
Sultan Kudarat	0.67	0.67	0.00	0.00	1.00	0.00	0.50	0.44
<b>NORTH COTABATO:</b>								
Kidapawan City	1.00	1.00	0.00	0.00	1.00	0.67	0.50	0.67
Makilala	1.00	0.67	0.00	0.00	1.00	0.67	0.25	0.56
<b>SOUTH COTABATO:</b>								
Koronadal City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

## 8.0 WESTERN MINDANAO: INDICES, OBSERVATIONS AND INSIGHTS

### 8.1 Profile of LGUs Covered

In Western Mindanao, the self-assessment covered 16 LGUs in three provinces, namely Basilan, Zamboanga Sibugay and Zamboanga del Sur. Of the 16 LGUs, three are cities (Isabela, Zamboanga and Pagadian), which expectedly have the highest population densities and IRA. The extent to which population and access to resources differ between the cities and municipalities, however, may have been greater than expected, as shown on Table 8A. Access to resources in particular would appear to be a crucial parameter in the case of Zamboanga City. ***The consistency in diversity across LGUs being supported by EcoGov could be seen again***, for example, in the population of Zamboanga City alone being greater than the aggregate population of all 13 municipalities included in the survey. Similarly, Zamboanga City's IRA is larger than the combined IRA of all 13 municipalities.

Three-fourths of the 13 municipalities are classified as 3<sup>rd</sup> to 4<sup>th</sup> income classes. These municipalities allotted between three and 29% of their 20% development fund to environment-related activities. The results of an inquiry about average amounts being budgeted for each of the three environmental sectors in 2004-05 are shown below in Table 8B. For FFM, some LGUs (Naga, Dumalinao and Dimataling) did not set aside a budget, but one LGU allotted as high as Php47,000 per hectare of forestland (Tukuran). Dimataling earmarked all of its environment funds for CRM. Except for one LGU (Buug), all the rest budgeted significant amounts for CRM activities, with the lowest allocation at Php2,128 per kilometer of coastline in Tungawan. And for UEM, two of the LGUs did not have a budget – the same ones as those for FFM. Like Dimataling, RT Lim seems to have allotted its entire budget for CRM.

**Table 8A. Profile of LGUs Covered by the Self-Assessment in Western Mindanao**

LGU	Population	Barangays		Land Area (hectares)	Population Density (persons /ha)	Forestland (has. & % of total land area)	Coastline (km)	Income Class	Av. IRA (million pesos, 2004-05)	% Env't Share, 20% DF (million pesos, 2004- 05)
		Total	Urban							
<b>BASILAN</b>										
Isabela City	73,032	45	18	22,645	3.2	11,280 (15%)	39.5	5 <sup>th</sup>	172	4%
Lamitan	58,640	45	6	26,445	2.3	4,235 (7%)	ND	2 <sup>nd</sup>	48	ND
<b>ZAMBOANGA SIBUGAY</b>										
Tungawan	33,194	25	1	47,328	0.7	20,775 (63%)	47.0	3 <sup>rd</sup>	42	7%
Ipil	52,481	28	8	36,690	1.4	ND	ND	2 <sup>nd</sup>	45	13%
Naga	35,176	23	1	24,630	1.5	3,225 (91%)	20.0	4 <sup>th</sup>	36	3%
Payao	27,036	29	1	23,000	1.8	3,000 (11%)	27.0	4 <sup>th</sup>	31	9%
Buug	33,623	27	3	13,737	2.4	1,214 (4%)	20.0	3 <sup>rd</sup>	30	14%
RT Lim	34,152	26	4	48,800	0.8	15,000 (44%)	12.0	4 <sup>th</sup>	36	6%
<b>ZAMBOANGA DEL SUR</b>										
Zamboanga City	601,794	98	30	148,338	4.0	2,609 (4%)	ND	1 <sup>st</sup>	789	ND
Pagadian City	142,515	55	13	37,880	4.2	6,938 (5%)	14.7	1st	252	15%
Dumalinao	26,030	30	4	11,758	2.2	ND	15.3	3rd	26	ND
Dinas	31,570	30	10	16,187	2.0	2,000 (6%)	19.7	4th	22	17%
San Pablo	23,450	28	2	14,990	1.6	2,058 (9%)	20.0	4th	26	ND
Tabina	21,882	ND	5	8,690	2.9	1,630 (7%)	15.0	ND	21	ND
Tukuran	33,747	25	4	13,925	2.4	7,072 (21%)	7.0	4 <sup>th</sup>	30	29%
Dimataling	25,843	24	5	14,180	1.8	ND	12.5	4 <sup>th</sup>	26	26%

ND – no data

**Table 8B. Annual Budget for Environment-Related Activities**

Province and Municipality	FFM (Php/ha)	CRM (Php/km)	UEM (Php/capita)
<b>BASILAN</b>			
Isabela City	27	5,063	59
Lamitan	ND	ND	ND
<b>ZAMBOANGA SIBUGAY</b>			
Tungawan	5	2,128	3
Ipil	335,000*	424,000*	55
Naga	0	10,000	0
Payao	30	11,370	25
Buug	82	0	3
RT Lim	ND	18,750	0
<b>ZAMBOANGA DEL SUR</b>			
Zamboanga City	ND	ND	ND
Pagadian City	86	108,843	19
Dumaliniao	0	6,536	ND
Dinas	ND	33,533	5
San Pablo	292	9,550	3
Tabina	31	48,000	3
Tukuran	47,000	100,000	24
Dimataling	0	4,000	0

ND – no data

\* For confirmation.

## 8.2 Summary Indices

Including the cross-sector index, *Table 8C presents a total of 15 types/levels of baseline indices for each LGU*, i.e., an index for each of three sectors of the environment, plus LGU internal management; an index for each of the four governance principles; and an index for each of the five governance functions, plus one for practices cutting across functions. To systematize and simplify the presentation of these numerous indices, the *cross-sector (composite) index per LGU on the last column* will first be presented, in descending order by province. Later on, sectoral indices will be presented one after the other.

*First, the cross-sector index: this particular index tells us where each LGU currently stands, as far as the best practices represented by the total of 57 self-assessment questions is concerned.* As may be recalled, the GSA questions are contained in four separate questionnaires that contain 15, 17, 16 and nine questions, respectively, for FFM, CRM, UEM and LGU internal management. In many cases in this report, we had seen that not all of the three environment sectors were covered in some LGUs. In Southern Mindanao, for example, CRM was not covered in Tacurong and Isulan which have no coastal areas. *It might be noted that among the four EcoGov regions, it is only in Western Mindanao where all three sectors (forestry, coastal and urban) are present in all the LGUs surveyed.*

The range of actual cross-sector indices, along with the number and percent of LGUs falling under each of four standard classification ranges, are presented below.

Standard Range	Basilan actual: 0.37-0.54	Zambo Sibugay actual: 0.30-0.74	Zambo Sur actual: 0.46-0.96	Total (%)
0.00-0.25	0	0	0	0 (0%)
0.26-0.50	1	4	1	6 (38%)
0.51-0.75	1	2	5	8 (50%)
0.76-1.00	0	0	2	2 (12%)

The highest actual range of **baseline** cross-sector indices may be found in Zamboanga del Sur Province, where the lowest index of 0.46 (San Pablo Municipality) belongs to the lower stratum of baseline indices of the universe of LGUs covered in this survey. Majority (88%) of the LGUs surveyed in Western Mindanao fell under the “mid” 0.26-0.75 range. None were classified under the lowest range of 0.00-0.25.

*The highest cross-sector index was obtained by Zamboanga City (0.96) – in fact the highest among the 78 LGUs covered by the 2005 self-assessment.* Out of 57 questions, there were only two “no” answers both on planning: the City does not yet have a forest management plan, or a solid waste management plan, that had gone through community consultations, and approved by the *Sanggunian*. EcoGov is assisting Zamboanga City in forest and coastal resources management. However, the LGU is not receiving any outside assistance in managing urban waste.

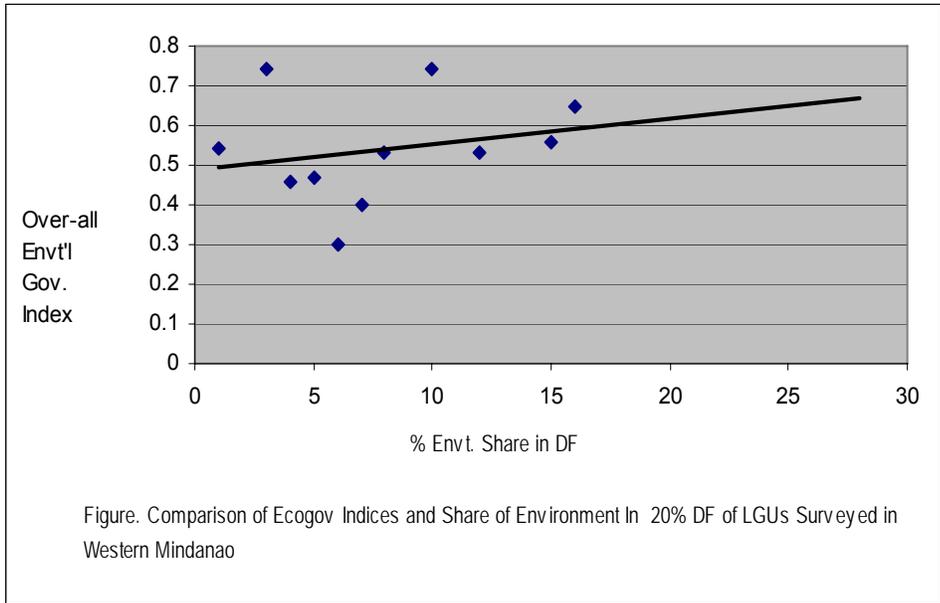
Tabina came in with the next highest cross-sector index of 0.81; it is the only other LGU falling under the 0.76-1.00 range shown in the above matrix; its index is notably higher than the two other cities covered in the survey. Tabina is followed by Tungawan and Pagadian City, both with an index of 0.74. EcoGov is assisting Tabina and Tungawan in CRM; and Pagadian City in UEM. It might be noted that while Tungawan and Pagadian have the same index level, Tungawan allotted only 7% of its 20% development fund for environment activities, while Pagadian set aside 15% or double the percentage allotted by Tungawan. Perhaps, the difference can be partly explained by efficiency in resource use.

The relationship between allocation of funds out of the 20% DF for the environment and cross-sector indices is depicted in **Fig. 8A**, which seems to indicate that LGUs with a higher environment allocation tend to also have higher overall environmental indices. At a more disaggregated level, the provision of higher budgets for UEM and CRM results in higher index performance in these sectors (**Figs. 8B and 8C**). On the other hand, the reverse seems to be the case for FFM (**Fig. 8D**). This observation echoes the earlier observation for Central Visayas LGUs.

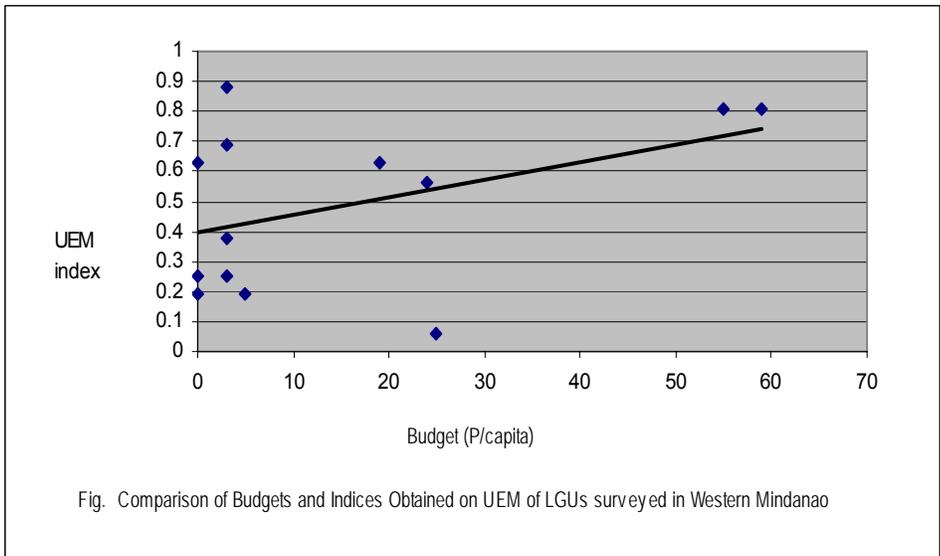
From **Table 8C**, we can also see that the lowest cross-sector indices were obtained by Payao (0.30), and Lamitan (0.37). EcoGov is supporting Payao in CRM and Lamitan in FFM and UEM. In this regard, it will be noted that Payao’s only “decent” sector index is CRM (0.59); its FFM and UEM indices are 0.00 and 0.06, respectively. Interestingly, another project is assisting Payao in FFM and UEM, and the self-assessment results could be diplomatically fed back to said project (through the LGU) for consideration. In contrast to Payao, the higher sector indices of Lamitan are in the two EcoGov-assisted sectors: FFM (0.60) and UEM (0.56); its non-assisted sector (CRM) index was 0.00.

Table 8C: Summary Baseline Environmental Governance Indices for Western Mindanao

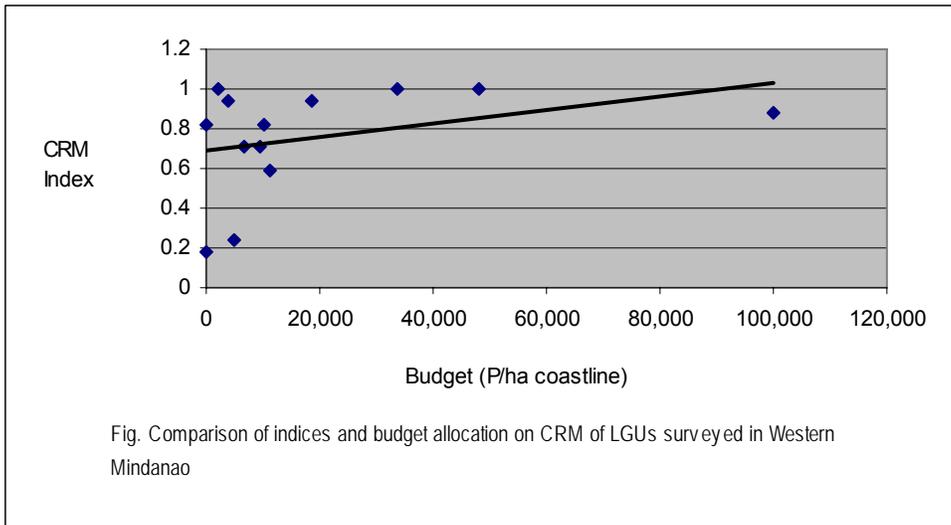
Province & Municipality	By Specific Sector				By Governance Principle, Across Sectors				By Governance Function, Across Sectors					Overall LGU	
	FFM	CRM	UEM	LIM	F	T	A	P	Plng	Laws	Issu	Bdgt	Proc		Cros
<b>BASILAN:</b>															
Isabela City	0.53	0.24	0.81	0.67	0.53	0.70	0.60	0.40	0.57	0.33	0.33	0.50	0.67	0.78	0.54
Lamitan	0.60	0.00	0.56	0.33	0.34	0.50	0.40	0.30	0.50	0.08	0.33	0.50	0.33	0.33	0.37
<b>ZAMBOANGA SIBUGAY:</b>															
Tungawan	0.67	1.00	0.38	1.00	0.66	0.80	1.00	0.80	0.82	0.42	0.67	1.00	1.00	0.78	0.74
RT Lim	0.27	0.94	0.25	0.67	0.59	0.70	0.20	0.30	0.50	0.58	0.67	1.00	0.67	0.33	0.53
Naga	0.40	0.82	0.19	0.44	0.59	0.30	0.20	0.40	0.50	0.42	0.67	1.00	0.33	0.33	0.47
Ipil	0.27	0.29	0.81	0.44	0.59	0.40	0.20	0.20	0.50	0.33	1.00	1.00	0.67	0.11	0.46
Buug	0.13	0.18	0.69	0.78	0.44	0.50	0.40	0.20	0.43	0.25	0.00	1.00	0.67	0.44	0.40
Payao	0.00	0.59	0.06	0.67	0.31	0.40	0.20	0.20	0.25	0.25	0.00	1.00	0.67	0.33	0.30
<b>ZAMBOANGA DEL SUR:</b>															
Zamboanga City	0.93	1.00	0.94	1.00	0.94	1.00	1.00	1.00	0.93	1.00	1.00	1.00	1.00	1.00	0.96
Tabina	0.47	1.00	0.88	0.89	0.81	0.90	1.00	0.60	0.82	0.67	1.00	1.00	0.67	0.89	0.81
Pagadian City	0.67	0.82	0.63	0.89	0.69	0.70	0.80	0.90	0.79	0.42	0.67	1.00	1.00	0.89	0.74
Dumaliniao	0.60	0.71	0.56	0.89	0.69	0.90	0.60	0.40	0.54	0.67	1.00	1.00	0.67	0.89	0.67
Dimataling	0.27	0.94	0.63	0.78	0.72	0.60	0.80	0.40	0.64	0.58	1.00	1.00	0.67	0.56	0.65
Tukuran	0.20	0.88	0.56	0.56	0.59	0.40	0.80	0.50	0.61	0.58	0.33	1.00	0.00	0.56	0.56
Dinas	0.13	1.00	0.19	0.89	0.56	0.60	0.60	0.30	0.50	0.33	0.67	1.00	0.67	0.67	0.53
San Pablo	0.13	0.71	0.25	0.89	0.41	0.80	0.40	0.30	0.25	0.50	0.67	1.00	0.67	0.78	0.46
<b>FFM</b>	Forests and Forestlands Management						<b>NA</b>	Not Applicable (sector does not exist in locality)							
<b>CRM</b>	Coastal Resources Management						<b>Plng</b>	Planning and implementation							
<b>UEM</b>	Urban Environmental Management						<b>Laws</b>	Law enforcement							
<b>LIM</b>	LGU Internal Management						<b>Issu</b>	Issuance of licenses, permits, tenure and allocation instruments							
<b>F</b>	Functionality						<b>Bdgt</b>	Budgeting							
<b>T</b>	Transparency						<b>Proc</b>	Procurement, bidding and contracting							
<b>A</b>	Accountability						<b>Cros</b>	Cross-cutting (across governance functions)							
<b>P</b>	Participatory-ness														



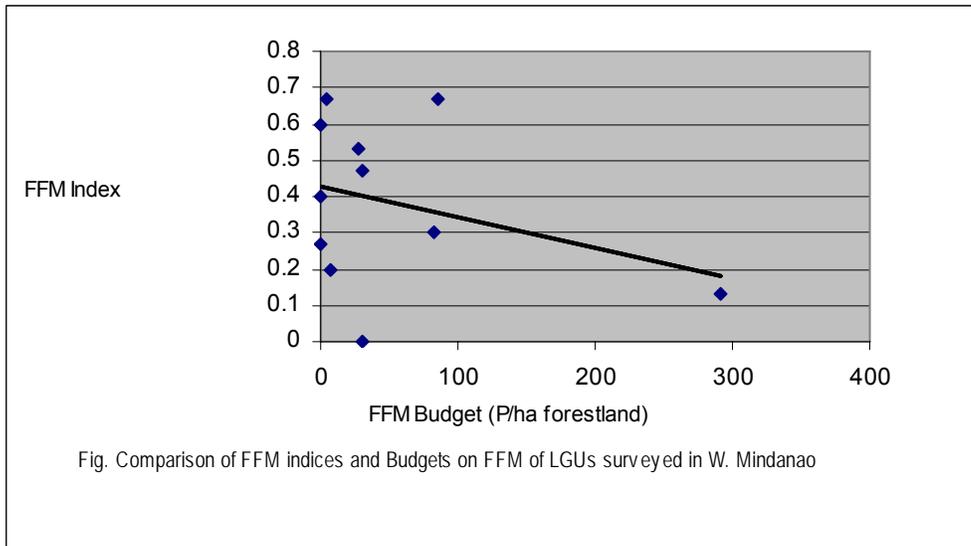
**Fig. 8A**



**Fig. 8B**



**Fig. 8C**



**Fig. 8D**

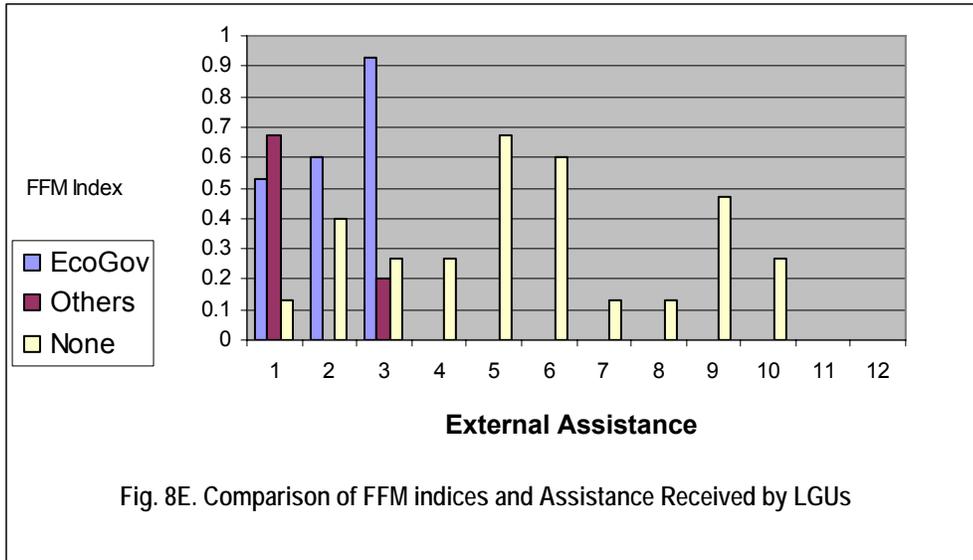


Fig. 8E

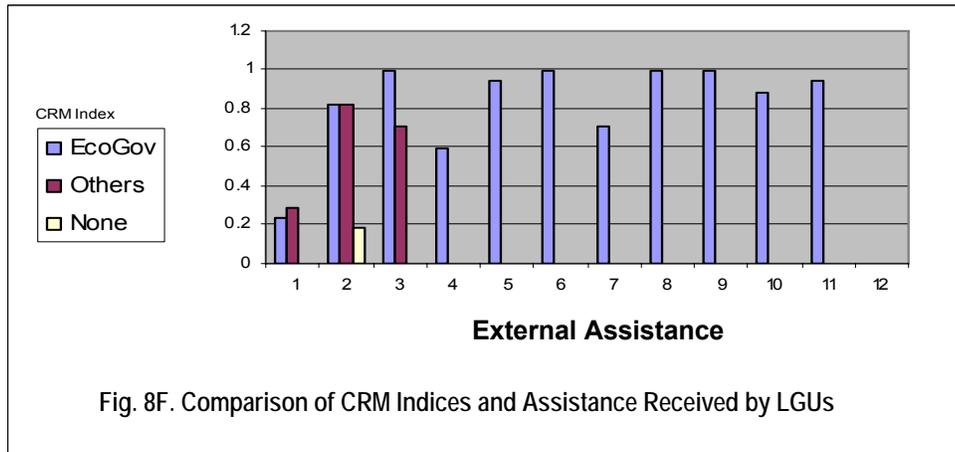


Fig. 8F

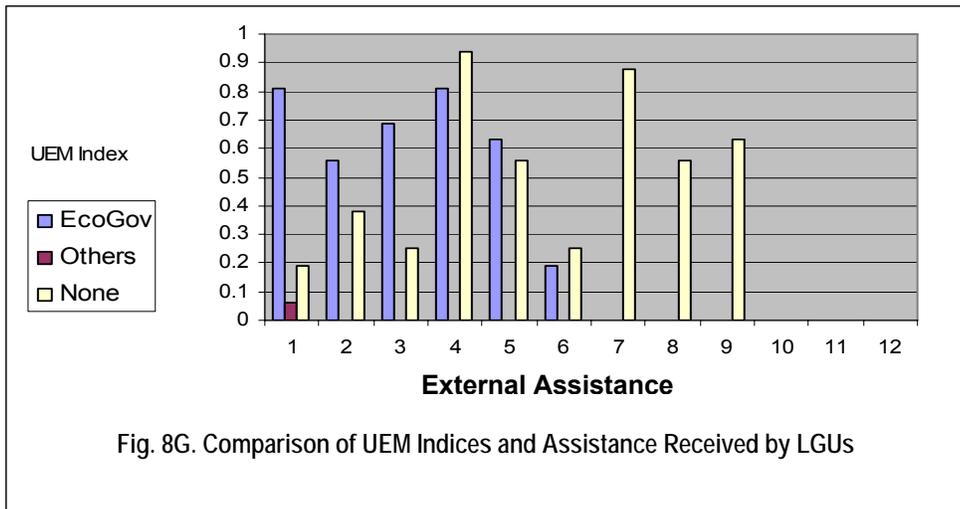


Fig. 8G

The matrix below shows the range of indices of LGUs by source of external assistance. *In FFM, EcoGov-assisted LGUs clearly have the advantage over both LGUs assisted by other projects/sources, and those not receiving any assistance (Fig. 8E).* There does not seem to be any pronounced difference, however, between the LGUs being assisted by other projects/sources, and those not receiving any assistance. Similarly in CRM, EcoGov LGUs have the edge in terms of being able to reach higher levels of governance indices (Fig. 8F). But in UEM, the patterns are not as clear and could be subject to further study (Fig. 8G).

External Assistance	FFM	CRM	UEM
EcoGov-assisted	0.53-0.93	0.24-1.00	0.19-0.81
Assisted by Others	0.00-0.67	0.29-0.82	0.06
Not assisted	0.13-0.67	0.00-0.18	0.19-0.94

Now that we have looked at the cross-sector indices, we can begin to examine more closely each of the sector-specific indices.

### 8.3 Forest Sector Indices

The baseline FFM index for each of the 16 Western Mindanao LGUs is shown on the penultimate column of **Table 8D**, next to the cross-sector LGU index for comparison. *The purpose of the FFM index column is to show how each LGU stands in terms of the best practices in forestland management represented by the 15 questions in GSA Form 1.* The breakdown of the FFM index by governance principle and by governance function is shown on the columns to the left of the FFM index.

Using data from **Table 8D**, we can summarize as follows the range of actual FFM indices by province, and the number and percent of LGUs falling under each of four standard classification ranges: 0.00 up to 1.00.

Standard Range	Basilan actual: 0.53-0.60	Zambo Sibugay actual: 0.00-0.67	Zambo Sur actual: 0.13-0.93	Total (%)
0.00-0.25	0	2	3	5 (31%)
0.26-0.50	0	3	2	5 (31%)
0.51-0.75	2	1	2	5 (31%)
0.76-1.00	0	0	1	1(6%)

The LGUs in this region are almost equally distributed across the first three ranges (0.00-0.75). The only “outlier” in the highest range is Zamboanga City which obtained the highest FFM index of 0.93. It could be noted that three of the top four LGUs that obtained the highest cross-sector indices also got the highest FFM indices: Zamboanga City, Tungawan (0.67) and Pagadian (0.67). Tungawan is being assisted by another project on watershed rehabilitation, while Pagadian is not getting any external support.

Table 8D: Indices for Forests & Forestlands Management in Western Mindanao

Province & Municipality	By Governance Principle				By Governance Function			Overall FFM Index	Cross-Sector LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Law Enforcement	Cross Cutting		
<b>BASILAN:</b>									
Isabela City	0.33	1.00	1.00	0.67	0.56	0.25	1.00	0.53	0.54
Lamitan	0.44	1.00	1.00	0.67	0.78	0.25	0.50	0.60	0.37
<b>ZAMBOANAG SIBUGAY:</b>									
Tungawan	0.56	0.50	1.00	1.00	0.89	0.25	0.50	0.67	0.74
RT Lim	0.44	0.00	0.00	0.00	0.33	0.25	0.00	0.27	0.53
Naga	0.56	0.00	0.00	0.33	0.56	0.25	0.00	0.40	0.47
Ipil	0.44	0.00	0.00	0.00	0.33	0.25	0.00	0.27	0.46
Buug	0.22	0.00	0.00	0.00	0.22	0.00	0.00	0.13	0.40
Payao	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30
<b>ZAMBOANGA DEL SUR:</b>									
Zamboanga City	0.89	1.00	1.00	1.00	0.89	1.00	1.00	0.93	0.96
Tabina	0.56	0.50	1.00	0.00	0.67	0.00	0.50	0.47	0.81
Pagadian	0.56	0.50	1.00	1.00	0.78	0.25	1.00	0.67	0.74
Dumalinao	0.78	0.50	1.00	0.00	0.67	0.50	0.50	0.60	0.67
Dimataling	0.44	0.00	0.00	0.00	0.44	0.00	0.00	0.27	0.65
Tukuran	0.33	0.00	0.00	0.00	0.22	0.25	0.00	0.20	0.56
Dinas	0.22	0.00	0.00	0.00	0.22	0.00	0.00	0.13	0.53
San Pablo	0.22	0.00	0.00	0.00	0.11	0.25	0.00	0.13	0.46

The lowest baseline FFM indices on the other hand were obtained by Payao (0.00), and San Pablo, Dinas and Buug – all of which got an index of 0.13. From **Table 8A**, we saw that these LGUs had 11%, 9%, 6% and 4%, respectively, of forestland compared to total land area. These same LGUs are also among those with the lowest cross-sector indices. Payao is being assisted by another project on upland management, while the other three tail-ender LGUs are not getting any outside support. It might also be noted that the fact that 10 out of the 16 LGUs (62%) got an index of 0.50 or below, can be associated with the non-access by many of said LGUs to external support. It might be noted that *San Pablo, Buug and Payao (with low indices) all invested very much more on FFM compared to Tungawan (with a high index)*. Tungawan’s average 2004-05 budget was Php5 per hectare of forestland, compared to the other three LGUs with a budget of Php292, Php82 and Php30, respectively (**Table 8B**).

Across the board, functionality and planning indices are low but still better compared to the other governance principles and functions. If we look at governance indices by principle, we might note that there is a preponderance of “0.00s” in transparency, accountability and participatory-ness – with the exception of the three cities. Transparency is about the LGU proactively informing the public about its FFM activities. Accountability requires the LGU to officially establish offices/bodies to manage the sector. And participatory-ness seeks to institutionalize mechanisms to enable effective participation. A similar situation can be seen in terms of law enforcement and the cross-cutting category of functions. These are specific windows of opportunity for cost-effective technical assistance.

#### 8.4 Coastal Sector Indices

**Table 8E** shows us baseline 2005 CRM indices for each of the 16 LGUs surveyed in Western Mindanao. The second to the last column presents the overall CRM index, which is as usual shown side-by-side with the cross-sector index for comparison. *The CRM index tells us where each LGU now stands as far as the best practices represented by the 17 questions in GSA Form 2 are concerned.* The range of actual indices by province, and the frequency distribution of LGUs falling under each standard classification range, are shown in the matrix below.

Standard Range	Basilan actual: 0.00-0.24	Zambo Sibugay actual: 0.18-1.00	Zambo Sur actual: 0.71-1.00	Total (%)
0.00-0.25	2	1	0	3 (19%)
0.26-0.50	0	1	0	1 (6%)
0.51-0.75	0	1	2	3 (19%)
0.76-1.00	0	3	6	9 (56%)

Table 8E: Indices for Coastal Resources Management in Western Mindanao										
Province & Municipality	By Governance Principle				By Governance Function				Overall CRM Index	Cross-Sector LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Issuances	Law Enforcement	Cross Cutting		
<b>BASILAN:</b>										
Isabela City	0.40	0.00	0.00	0.00	0.22	0.00	0.25	0.50	0.24	0.54
Lamitan	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.37
<b>ZAMBOANAG SIBUGAY:</b>										
Tungawan	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.74
RT Lim	0.90	1.00	1.00	1.00	1.00	1.00	1.00	0.50	0.94	0.53
Naga	0.80	0.67	1.00	1.00	0.78	0.50	1.00	1.00	0.82	0.47
Ipil	0.40	0.33	0.00	0.00	0.22	1.00	0.25	0.00	0.29	0.46
Buug	0.30	0.00	0.00	0.00	0.22	0.00	0.25	0.00	0.18	0.40
Payao	0.60	0.33	1.00	0.67	0.67	0.00	0.75	0.50	0.59	0.30
<b>ZAMBOANGA DEL SUR:</b>										
Zamboanga City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.96
Tabina	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.81
Pagadian	0.80	0.67	1.00	1.00	0.78	1.00	0.75	1.00	0.82	0.74
Dumalinao	0.70	1.00	0.00	0.67	0.44	1.00	1.00	1.00	0.71	0.67
Dimataling	0.90	1.00	1.00	1.00	0.89	1.00	1.00	1.00	0.94	0.65
Tukuran	0.90	0.67	1.00	1.00	1.00	0.50	1.00	0.50	0.88	0.56
Dinas	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.53
San Pablo	0.70	1.00	0.00	0.67	0.44	1.00	1.00	1.00	0.71	0.46

The majority of LGUs (75%) fall under the two higher classification ranges of 0.51-1.00. The highest actual indices can be found in Zamboanga del Sur and the lowest, in Basilan. From **Table 8E**, we can see that *three LGUs got a perfect CRM baseline index of 1.00*: Tungawan, Zamboanga City and Tabina – all EcoGov sites. From **Table 8A**, we can see that Tabina invested more heavily in CRM (Php48,000 per kilometer of coastline), compared to Tungawan (Php2,128 per kilometer of coastline). Tungawan would be a good showcase for resource planning, having legitimized and *Sanggunian*-approved fisheries management plan, coastal resources management plan, and MPA plan. Zamboanga City in turn could serve as model for the issuance of licenses (for seaweed farming); and for effectively managing the fishing effort by declaring and enforcing a close fishing season. Tabina has good examples of CRM-related ordinances and their enforcement.

Very high indices were obtained by several other LGUs, including RT Lim and Dimataling (both 0.94); and Tukuran (0.88); and Pagadian and Naga (both 0.82). RT Lim could have obtained a perfect index, except that it has yet to be able to effectively coordinate with the DENR, DA BFAR and other national and local agencies on CRM-related concerns. On the other hand, Dimataling has yet to have a legitimized CRM-related plan approved by the *Sanggunian*. From **Table 8A**, we can see that RT Lim and Dimataling both poured their environment fund exclusively into the coastal sector. So did Naga.

On the other hand, two out of the three lowest CRM indices are found in Basilan (Lamitan – 0.00 and Isabela City – 0.24). The other one is in Zamboanga Sibugay (Buug – 0.18). Lamitan and Buug are not getting outside assistance; Isabela City is a newly-assisted (beginning only in May 2005) EcoGov CRM site. Buug’s standing may also be partly explained by its not having budgeted any amount for CRM during 2004-05 (**Table 8B**). While Lamitan is obviously weak across the board, Isabela City and Buug could both significantly benefit from assistance in the specific areas of transparency, accountability, participatory-ness, and the system for issuing permits and licenses. In addition, support to Buug should include practices that cut across governance functions, particularly (a) effectively collaborating with national and local agencies and with other LGUs; and (b) ensuring that related consultations/discussions enable meaningful participation/feedback by inclusively-defined stakeholders.

## 8.5 Urban Sector Indices

Baseline UEM indices for each LGU are shown in **Table 8F**. *The starting point for discussion is the penultimate column, where the overall UEM index represents the current standing of each LGU vis-à-vis the best practices represented by the 16 questions contained in GSA Form 3*. Again, the UEM indices are juxtaposed with the cross-sector indices, for reference purposes. The component indices are then shown in the rest of the columns, including one for each of the four governance principles, and for each of the governance functions to include a cross-cutting category.

**Table 8F: Indices for Urban Environmental Management in Western Mindanao**

Province & Municipality	By Governance Principle				By Governance Function				Overall UEM Index	Cross-Sector LGU Index
	Functionality	Transparency	Accountability	Participation	Planning	Issuances	Law Enforcement	Cross Cutting		
<b>BASILAN:</b>										
Isabela City	0.80	1.00	1.00	0.67	0.90	1.00	0.50	1.00	<b>0.81</b>	<b>0.54</b>
Lamitan	0.60	0.50	1.00	0.33	0.70	1.00	0.00	1.00	<b>0.56</b>	<b>0.37</b>
<b>ZAMBOANAG SIBUGAY:</b>										
Tungawan	0.30	0.50	1.00	0.33	0.60	0.00	0.00	0.00	<b>0.38</b>	<b>0.74</b>
RT Lim	0.30	0.50	0.00	0.00	0.20	0.00	0.50	0.00	<b>0.25</b>	<b>0.53</b>
Naga	0.30	0.00	0.00	0.00	0.20	1.00	0.00	0.00	<b>0.19</b>	<b>0.47</b>
Ipil	0.80	1.00	1.00	0.67	0.90	1.00	0.50	1.00	<b>0.81</b>	<b>0.46</b>
Buug	0.60	1.00	1.00	0.67	0.80	0.00	0.50	1.00	<b>0.69</b>	<b>0.40</b>
Payao	0.10	0.00	0.00	0.00	0.10	0.00	0.00	0.00	<b>0.06</b>	<b>0.30</b>
<b>ZAMBOANGA DEL SUR:</b>										
Zamboanga City	0.90	1.00	1.00	1.00	0.90	1.00	1.00	1.00	<b>0.94</b>	<b>0.96</b>
Tabina	0.80	1.00	1.00	1.00	0.80	1.00	1.00	1.00	<b>0.88</b>	<b>0.81</b>
Pagadian	0.60	0.50	1.00	0.67	0.80	0.00	0.25	1.00	<b>0.63</b>	<b>0.74</b>
Dumalinao	0.50	1.00	0.00	0.67	0.50	1.00	0.50	1.00	<b>0.56</b>	<b>0.67</b>
Dimataling	0.70	0.50	1.00	0.33	0.60	1.00	0.75	0.00	<b>0.63</b>	<b>0.65</b>
Tukuran	0.50	0.50	1.00	0.67	0.60	0.00	0.50	1.00	<b>0.56</b>	<b>0.56</b>
Dinas	0.30	0.00	0.00	0.00	0.30	0.00	0.00	0.00	<b>0.19</b>	<b>0.53</b>
San Pablo	0.10	1.00	0.00	0.33	0.20	0.00	0.25	1.00	<b>0.25</b>	<b>0.46</b>

The range of actual UEM indices, and the number and percent of LGUs under each standard classification range, are shown in the matrix below. widest range would be for Zamboanga del Sur, which also has the most LGUs having landed in the two highest standard classification ranges (0.51-1.00). Overall, a slight majority of the LGUs (63%) are classified under said two highest ranges.

<b>Standard Range</b>	<b>Basilan</b> actual:0.56-0.81	<b>Zambo Sibugay</b> actual:0.06-0.81	<b>Zambo Sur</b> actual:0.19-0.94	<b>Total (%)</b>
0.00-0.25	0	3	2	5 (31%)
0.26-0.50	0	1	0	1 (6%)
0.51-0.75	2	1	4	7 (44%)
0.76-1.00	0	1	2	3 (19%)

The highest overall UEM baseline indices are found for Zamboanga City (0.94), Tabina (0.88), and Isabela City and Buug (both 0.81). (At this point, the pattern of consistently high indices for Zamboanga City and to a lesser extent, Tabina, is well-established.) Tabina would have a perfect index of 1.00 if only it does not have a legitimized ISWM Plan, and has not taken any initiative to manage domestic wastewater. Isabela City and Buug are both EcoGov sites. The other two top LGUs are not receiving any outside support.

Pagadian City did not score as high (0.63), landing sixth among the 16 LGUs. Except for Zamboanga City, the overall UEM indices of these top LGUs were higher than their cross-sector index, suggesting that they were applying more best practices in the urban sector compared to the other sectors. This is especially true for Isabela City where the UEM index is 0.81, while the cross-sector index is only 0.54; and Buug, with a UEM index of 0.81 and a cross-sector index of 0.46.

The three lowest UEM indices are found in Payao, Naga and Dinas – with indices of 0.06, 0.19 and 0.19, respectively. (Similarly at this point, the consistently low indices of Payao are confirmed.) Payao is being assisted by another project; Naga has no external support; while Dinas was an EcoGov site from 2002-04. It might be noted from Table 8B that Payao and Naga budgeted rather insignificant amounts per capita for UEM in 2004-05, i.e., Php20 and Php5, respectively. And Naga did not have any budget for UEM. Weak areas in governance are prevalent. Payao had zeros across the board, except for its indices on functionality and planning. Naga and Dinas have zero indices for transparency, accountability, participation, law enforcement and cross-cutting practices. In addition, Dinas also had a zero index for issuance of permits and licenses.

## 8.6 LGU Internal Management Indices

Finally, **Table 8G** shows LGU internal management or “LIM” indices for each of the 16 LGUs surveyed in Western Mindanao. As may be recalled from previous sections of this report, this part of the self-assessment focused on LGU budgeting, procurement and personnel management (accountability) systems. *The second to the last column shows us where each LGU stands with respect to best internal management practices represented by the nine questions in GSA Form 4.* Compared to the sector indices discussed in Sections 8.3 to 8.5, the values here are relatively higher, with an overall range of 0.33 to 1.00. The actual range of values by province, along with the number and percent of LGUs falling under each of four standard classification ranges, are shown below.

Standard Range	Basilan actual: 0.33-0.67	Zambo Sibugay actual: 0.44-1.00	Zambo Sur actual: 0.56-1.00	Total (%)
0.00-0.25	0	0	0	0 (0%)
0.26-0.50	1	2	0	3 (19%)
0.51-0.75	1	2	1	4 (25%)
0.76-1.00	0	2	7	9 (56%)

Consistent with our discussions on the sector indices in Sections 8.3 to 8.5, Zamboanga del Sur has the highest actual ranges, but closely followed by Zamboanga Sibugay. The high levels of LIM indices can also be seen from the concentration of LGUs (81%) in the two higher ranges (0.51-1.00).

The highest indices are found in Tungawan and Zamboanga City (both 1.00). A group of five LGUs in Zamboanga del Sur follow very closely with identical indices of 0.89: Tabina, Pagadian, Dumalinao, Dinas and San Pablo. From Table 8G, it will be observed that most of the LGUs have attained a perfect index for budgeting, meaning that they are now using their own funds and at the same time mobilizing external resources for environment-related activities. As earlier noted in Section 5.1, the challenge is to encourage the LGUs to allocate a bigger portion of their 20% development fund to environment-supportive activities – to demonstrate their sustained commitment. And overall, future assistance in this area could seek to enhance the quality, depth and consistency of LGU internal management. One specific opportunity is enhancing the participation of NGO representatives as observers in the LGU Bids and Awards Committee.

On the other hand, the lowest indices are found in Lamitan (0.33) and in Naga and Ipil (both 0.44). Two common weaknesses among these three LGUs that could be enhanced through future EcoGov assistance, would be accountability and participatory-ness in LGU internal management, where a string of “0.00s” can be noticed. Accountability pertains to LGU adoption of a performance management system to monitor and reward (or penalize) individuals and groups officially designated to manage the environment. During the series of self-assessments, LGUs were found to be generally practicing “one-half of accountability”, i.e., awards being handed out for good performance. However, there are no sanctions for poor or non-performance, apart from what appears to be vaguely-understood civil service regulations. On the other hand, participatory-ness refers to the LGU instituting mechanism/s to enable the public to review and provide feedback on the LGU procurement system, in addition to there being NGO observers in the BAC.

Table 8G: Indices for LGU Internal Management in Western Mindanao									
Province & Municipality	By Governance Principle				By Governance Function			Overall LIM Index	Cross-Sector LGU Index
	Functionality	Transparency	Accountability	Participation	Budgeting	Procurement	Cross Cutting		
<b>BASILAN:</b>									
Isabela City	0.67	1.00	0.50	0.00	0.50	0.67	0.75	0.67	0.54
Lamitan	0.33	0.67	0.00	0.00	0.50	0.33	0.25	0.33	0.37
<b>ZAMBOANAG SIBUGAY:</b>									
Tungawan	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.74
RT Lim	1.00	1.00	0.00	0.00	1.00	0.67	0.50	0.67	0.53
Naga	1.00	0.33	0.00	0.00	1.00	0.33	0.25	0.44	0.47
Ipil	1.00	0.33	0.00	0.00	1.00	0.67	0.00	0.44	0.46
Buug	1.00	1.00	0.50	0.00	1.00	0.67	0.75	0.78	0.40
Payao	1.00	1.00	0.00	0.00	1.00	0.67	0.50	0.67	0.30
<b>ZAMBOANGA DEL SUR:</b>									
Zamboanga City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.96
Tabina	1.00	1.00	1.00	0.00	1.00	0.67	1.00	0.89	0.81
Pagadian	1.00	1.00	0.50	1.00	1.00	1.00	0.75	0.89	0.74
Dumalinao	1.00	1.00	1.00	0.00	1.00	0.67	1.00	0.89	0.67
Dimataling	1.00	0.67	1.00	0.00	1.00	0.67	0.75	0.78	0.65
Tukuran	0.67	0.33	1.00	0.00	1.00	0.00	0.75	0.56	0.56
Dinas	1.00	1.00	1.00	0.00	1.00	0.67	1.00	0.89	0.53
San Pablo	1.00	1.00	1.00	0.00	1.00	0.67	1.00	0.89	0.46

## 8.7 Post-Evaluation Results

There was a total of 303 key informants in Western Mindanao, of which 64% came from the executive and legislative offices within the LGUs. Only seven percent were NGO/PO representatives; the balance included participants representing various other interests, including barangay officials, and national line agency personnel. On average, there were 18 to 19 participants in each LGU.

Summarized below are the answers (shown as percent of responses) to the following sub-set of three post-evaluation questions:

- 1. To your knowledge, what are the most serious environmental concerns of citizens in this city/municipality? Forest degradation, coastal degradation or urban waste?*
- 2. To what extent has your city/municipality adopted the principles of functionality, transparency, accountability and participatory-ness in addressing environmental issues and concerns?*
- 3. Overall, to what extent is your city/municipality successful in addressing environmental concerns and issues?*

Province	Top Ranked Concern (%)			Degree LGU Successful: FFM (%)				Degree LGU Successful: CRM (%)				Degree LGU Successful: UEM (%)			
	FFM	CRM	UEM	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
Basilan	69%	13	18	3%	69	24	3	5%	71	24	0	7%	36	53	4
Z Sibugay	27	51	22	16	69	14	1	5	43	43	9	17	43	39	1
Zambo Sur	18	35	47	11%	43	34	11	1	24	50	26	1	41	40	18

VL - Very Low; L - Low; H - High; VH - Very High; NA - Not Applicable (sector does not exist in locality)

Province	Degree LGU Adopts Functionality (%)				Degree LGU Adopts Transparency (%)				Degree LGU Adopts Accountability (%)				Degree LGU Adopts Participation (%)			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
Basilan	15%	64	21	0	15%	48	38	0	10%	48	42	0	10%	57	31	2
Z Sibugay	6	49	41	3	9	45	43	4	5	49	41	4	5	47	40	9
Zambo Sur	3	26	54	18	3	26	45	26	2	28	49	21	4	28	47	22

VL - Very Low; L - Low; H - High; VH - Very High

On the question regarding the public's environmental concerns, the first matrix above shows that in Basilan, majority of the respondents considered the forest sector as priority. In Zamboanga Sibugay and Zamboanga del Sur, the respondents thought that the more serious environmental concerns are coastal degradation and urban waste, respectively.

Regarding adoption of the F-TAP principles in addressing environmental issues and concerns, answers in Basilan tended towards low and very low, particularly on functionality. In Zamboanga Sibugay, the answers appear to be almost equally distributed between the high and low ends. In Zamboanga del Sur, however, majority of the participants clearly believe that their LGUs have already adopted all four governance principles.

## 9.0 OVERALL SYNTHESIS

### 9.1 Major Cross-Cutting Trends

**Consistent Performers as Subjects for IEC.** Although not one among the 78 LGUs covered in the Guided Self-Assessment obtained an overall (cross-sector) LGU baseline index of 1.00, a few LGUs could be observed to have consistently ranked high across the various types/levels of indices. These are the LGUs for which one or more of the “component baseline indices”, e.g., for CRM, had already reached 1.00 or is now close to 1.00. Assuming a “cut-off” overall (cross-sector) LGU index of 0.76, the consistent performers will include the following LGUs:

- **Northern Luzon – Dinalungan and Cauayan City**
- **Central Visayas – Dalaguete, San Francisco, Tagbilaran City, Maribojoc, Jagna, Alburquerque, Bayawan City, Dauin, San Jose and Tanjay City**
- **Southern Mindanao – Kiamba and Maitum**
- **Western Mindanao – Zamboanga City and Tabina**

The cut-off rate of 0.76 can be adjusted to allow additional LGUs to be included in this first category. If the rate is lowered, for example to 0.74, then Compostela, Toledo City and Lebak will be added to the list.

*These first-rate LGUs are ripe models for more widespread IEC* – to include regional or national seminar-workshops, cross-visits, publications, etc. – on LGU-wide success in applying best practices in environmental governance, as well as for official recognition. Not surprisingly, a number of cities are included in the list of consistent performers. We need to “tell our stories” – particularly on the progress of LGUs that have been assisted since EcoGov 1. EcoGov has been in Dinalungan (CRM) since 2002, and in Cauayan since 2003 (UEM). In Southern Mindanao, EcoGov has been supporting Kiamba and Maitum (FFM) since 2003.

**Calibration of Strategies for Not-So-Consistent LGUs.** In contrast to the afore-discussed consistent performers, it might be observed that some LGUs perform very well in one sector, but rate very poorly in another, i.e., they tend to “over-specialize”. These are LGUs that are not included in the above list of consistent performers, but own at least one very high or high index. To illustrate: (a) Parang’s CRM index is 1.00, while its FFM index is 0.00; (b) Pamplona’s UEM index is 0.88, while its FFM index is 0.07. Other examples include:

- **Northern Luzon – Bayombong (UEM-0.88 vs. FFM-0.13); Bambang (UEM-0.88 vs. FFM-0.20); San Luis (CRM-0.82 vs. FFM-0.33); and Solano (UEM-0.69 vs. FFM-0.27)**
- **Central Visayas – Alcoy (CRM-0.88 vs. UEM-0.50); Pilar (CRM-0.82 vs. UEM-0.38); Danao City (CRM-0.94 vs. FFM-0.13); Poro (CRM-0.88 vs. FFM-0.20); Tudela (CRM-0.82 vs. UEM-0.13); San Miguel (FFM-0.87 vs. UEM-0.31); La Libertad (FFM-1.00 vs. UEM-0.25); Amlan (CRM-0.88 vs. FFM-0.33); and Bais City (FFM-0.93 vs. CRM-0.29)**
- **Southern Mindanao – Kalamansig (CRM-0.88 vs. UEM-0.19); Tacurong (UEM-0.75 vs. FFM-0.07); Isulan (UEM-0.63 vs. FFM-0.00); and Wao (FFM-0.93 vs. UEM-0.25)**
- **Western Mindanao – Dinas (CRM-1.00 vs. FFM-0.13); Tungawan (CRM-1.00 vs. UEM-0.38); Tabina (CRM-1.00 vs. FFM-0.47); RT Lim (CRM-0.94 vs. UEM-0.25 and FFM-0.27); Dimataling (CRM-0.94 vs. FFM-0.27); and Tukuran (CRM-0.88 vs. FFM-0.20).**

*Strategies to assist the above LGUs will need to be calibrated not only to enable the “neglected sector” within each LGU to catch up, but also to better understand the key factors that constrain LGU-wide adoption of best practices.* As earlier noted in Section 2.1, what happens (or does not happen) in one sector is bound to affect the other sectors; and good (and bad) governance practices in one sector are expected to spill over to the other sectors. For example, if the LGU successfully prepared a resource management plan for one sector, why can it not do so for the other sectors?

**LGUs with Consistently Low Indices.** We have already identified two categories of LGUs: (1) those with consistently good indices; and (2) those with very high indices combined with very low ones. To round up this categorization will be a third category: LGUs that are consistently weak across all the types/levels of governance indices. These LGUs can be easily identified through their low or very low overall (cross-sector) indices. Those with cross-sector indices of 0.38 (or lower) include:

- **Northern Luzon – Maddela (0.28); Dupax del Sur, Quezon and Nagtipunan (all 0.33); and Bagabag and Cabarroguis (both 0.38)**
- **Southern Mindanao – Sultan Kudarat (0.33)**
- **Western Mindanao – Payao (0.30) and Lamitan (0.37)**

Interestingly, none of the Central Visayas LGUs are categorized in this group of LGUs having a low overall index. *An overall “catch-up strategy” needs to be developed to support this last category of LGUs, and specific gaps and weaknesses had been identified in this report.* For instance, they could “twin” with selected LGUs in the first category. The 0.38 threshold may be raised, thus increasing the size of this group. Raising the threshold should consider available project resources, as each LGU in this category will require intensified assistance. The amount of effort that will need to be exerted for an LGU to achieve its mid-term benchmark is inversely proportional to its baseline index.

**Link among Accessibility, LGU Income Class and Governance Indices.** Two of the practical uses of GSA results and indices discussed in Section 3.3 are (a) to suggest local resource mobilization and cost-recovery schemes based on LGU income class-stratified patterns in governance indices; and (b) to consider providing more intense and longer duration interventions to relatively inaccessible LGUs based on a geographically-differentiated profile of the same indices. Thus, cities and urbanized areas were expected to achieve higher indices compared to the more rural and inaccessible LGUs. *The results are mixed.*

In Central Visayas, there seems to be a direct link between the level of index on one hand, and the amount budgeted for environmental activities on the other hand. Other evidences coming out of the baseline self-assessment tend to show, however, that neither low income class nor poor accessibility is a major constraint to adopting best practices, and therefore to obtaining high levels of indices. While Cauayan City in Isabela obtained the highest overall (cross-sectoral) LGU index in Northern Luzon, the smallest municipality (Dinalungan) came in second and Santiago City, third. The highly urbanized areas of Bayombong and Solano obtained much lower indices – even lower than other smaller municipalities such as Baler, San Luis and Diffun.

A similar pattern as above can be observed in Southern Mindanao, where the top three in terms of overall LGU index were the municipalities of Kiamba, Maitum and Lebak – which achieved indices higher than the cities of Kidapawan and Koronadal. As noted in Section 7.2, Maitum has the lowest average IRA for 2004-05 among all the 13 LGUs in the region; in fact, the IRA of Koronadal City is six times that of Maitum. Also to be noted is that top-ranked Kiamba has the third lowest average IRA. The link among accessibility, LGU income class and governance indices is clearly one area for further study.

**Forest as Most Challenging Sector to Manage.** During the series of LGU level self-assessments, discussions related to forest management were often the most intense and took the longest time to complete. We can also see that in many instances in this baseline report, FFM-related indices were lower compared to the overall LGU indices, and/or to the indices of the other sectors. This sector involves a range of contending stakeholders; is governed by different pieces of policy and legislation that only vaguely define the role of the LGUs; and has a long history of conflict that remains unresolved. Moreover, majority of respondents perceive the forest sector as priority, considering among others that more of the LGUs surveyed contain forestland than coastal areas. Conflict is more common in forestlands, as compared to coastal (including foreshore) areas, because many upland dwellers, including IPs, have long staked their individual claims – both formal and informal – in the former, often overlapping with rights awarded to private companies. In contrast, the coastal areas have largely remained to be open access until the Local Government Code was passed in 1991 and the Fisheries Code in 1998. This observation suggests that FFM activities should probably be allocated more resources over longer periods of assistance, e.g., for IEC and advocacy as springboard for consensus building; and subjected to closer monitoring and evaluation.

## 9.2 EcoGov 2 Strategy Implications

*The Guided Self-Assessment should be seen as mainstream rather than a special activity because its substance consists of the day-to-day assistance that EcoGov provides to the LGUs.* With this as “guiding philosophy”, the best use of the baseline GSA results will be as input for the next EcoGov Project planning cycle, and for each subsequent cycle thereafter. Specific recommendations had been built into the major sections of this report; these recommendations are in response to very specific gaps or weaknesses in environmental governance by each LGU. In addition to the specific recommendations, more general strategies targeting three sub-sets of LGUs, i.e., consistently good performers, the not-so-consistent performers, and the tail-enders, are suggested in the previous section. ***There is a serious implication for EcoGov management: assistance requirements will intensify as we move from Category 1 LGUs down to Category 3 LGUs.*** Areas for further investigation had been identified.

EcoGov sector-specific strategies could significantly benefit not only from this overall report but also from the rest of the “raw data” contained in the filled out questionnaires, supporting documentation, and post-evaluation sheets – as noted earlier in Section 3.3. EcoGov sector leaders and Regional Coordinators and their staff could go over the raw data in connection with their LGU-specific planning, plan assessment and/or plan refinement activities. This overall report had made use of all the quantitative data – but only part of the qualitative information –

generated by the baseline GSA. The qualitative information will need to be systematically processed and used in follow up reports for a better understanding of LGU-specific approaches to governance.

### 9.3 Implications for Internal LGU Management

The very nature of the self-assessment method helps to increase the chances of LGU buy-in, and that results will be appreciated, understood, and actually be applied by the concerned LGUs. LGUs have generally appeared to have been highly receptive to the Guided Self-Assessment. In fact, immediate feedback from some LGUs suggests that more of the best practices are even now being considered if not already being applied by the LGUs, using the marked-up copies of the GSA questionnaires that were left with them – and their experiences in the day-long self-assessment process – as reference guide. The collective (EcoGov-LGU) vision is now directed at the next (mid-term) self-assessment, and how higher indices can be achieved.

Much greater impact on internal LGU management can potentially be achieved if more detailed and in-depth but not necessarily lengthy LGU-specific “EcoGov 2 Report to the LGU” can be prepared and discussed by the EcoGov Regional Coordinators with each LGU. In any case, the LGUs have expressed the desire to further discuss self-assessment results with EcoGov staff. A standard LGU feedback mechanism is envisioned. *During the follow up discussions, findings, conclusions and recommendations could be validated by the LGU participants.* An appropriate time to hold follow up discussion at the LGU level, aimed at maximizing use of the self-assessment results, will be at the start of the LGU’s annual planning and budgeting calendar – at which time self-assessment results can better inform the resource allocation process, i.e., help to prioritize specific policies/ordinances/resolutions, programs, projects and activities for any given year.

## PART C: TRACKING GOVERNANCE PRACTICES OVER TIME

### 10.0 LOOKING AHEAD...

#### 10.1 Refinement of Questionnaires and Procedure

There are two rich sources of many possible ways to refine the questionnaires and procedure preparatory to the mid-term (2007) edition of the Guided LGU Self-Assessment on the State of Environmental Governance Practices: (i) EcoGov personnel and especially the facilitators who guided the baseline (2005) discussions; and (ii) the key informants themselves who patiently filled out the “*Post-Evaluation by Key Informants*” at the end of a long day of LGU level discussions. Some of the results, i.e., perceptions that can help to enhance our understanding of the current state of local governance practices, had previously been discussed in Sections 5.7, 6.7, 7.7 and 8.7. The rest of the results, tabulated in summary form by province in Tables 10A to 10D (shown as percent of responses), provide an all-important *bottom-up basis* for refining the GSA questionnaires and procedure. (The percentages are derived from detailed figures provided

in Annex 1: Data Worksheets.) The results reflect the participants' individual and confidential answers to the following sub-set of seven post-evaluation questions:

1. *To what degree would you rate the self-assessment questions to be simple, clear and understandable?*
2. *To what extent would you rate the self-assessment questions to be relevant, applicable and accurate measures of your own LGU/local governance situation?*
3. *To what extent would you rate the self-assessment questions to be complete or sufficient to reflect the status of environmental governance practices in your own LGU/locality?*
4. *To what extent is the actual group of informants for the self-assessment adequate and representative of stakeholders in the concerned sectors?*
5. *To what extent are the answers generated during the self-assessment objective or impartial?*
6. *To what extent are the reference documents, photos and other evidences of performance (that we requested the LGU to compile) useful in the actual conduct of the self-assessment?*
7. *To what extent are the reference documents, photos and other evidences of performance in Question 6 difficult to compile? (Note: This question applies only to individuals involved in compiling reference documents.)*

From Section 4, it may be recalled that there were 258 individual respondents from 19 LGUs in Northern Luzon; 428 from 30 LGUs in Central Visayas; 248 from 13 LGUs in Southern Mindanao; and 303 from 16 LGUs in Western Mindanao.

**Tables 10A to 10D** show that the prevalent perception is that (a) the GSA's 57 core questions are simple, clear and understandable from the respondents' point of view; and (b) the same questions are relevant, applicable and accurate measures of the local governance situation. In Cebu Province, however, 18% of the respondents rated the relevance of questions to be low, while another 2% gave a rating of very low. Questions that Cebuanos deem to have low relevance include: (a) Form 1: Question No. 2 on the LGU officially establishing or designating offices/bodies for planning and implementing FFM-related activities; Question No. 4 asking about LGU activities to close open access or improve management of tenured areas; and Question No. 5 on LGU activities to address threats to forest resources; and (b) Form 3: Question No. 7 inquiring about any LGU initiative to manage wastewater. Looking closely at these examples, the perceived low relevance may be addressed by more carefully communicating how such questions link to good governance. Improved communication may take the form of ***translating more of the GSA materials into the local dialects***, such as the post-evaluation form, especially as the appropriate Visayan equivalent of concepts such as "functionality", "transparency" and "impartial" have emerged from the baseline exercise.

In terms of the set of questions being complete or sufficient to reflect the status of local governance, the overall judgment remains positive, though not as decisive as the pattern of responses to the aforementioned first two questions. At the regional level, 21% to 27% of the respondents rated the completeness of questions to be low. This can be observed mostly in the provinces of Quirino, Cotabato, Sarangani, Cebu and Basilan. Suggested additional questions include (a) for Quirino – creation of MENRO position; strategies to resolve issues; and priority projects of the local executive and legislature; (b) for Cotabato – conflict in laws; political will to fully implement the law; zoning for junkshops; and chemical contamination of water tables; (c) for Sarangani – property rights of marginalized fishers; replication of SALT in upland

barangays; and role of the business sector; and (d) for Cebu – LGU concern about reforestation; penalties to violators; and qualifications of individuals in charge of FFM. All these appear to be good suggestions, and will be considered for use in the mid-term self-assessment.

The adequacy of the actual informants (rather than the invited ones) vis-à-vis the stakeholders they represent was likewise rated favorably, although there were many instances when a low rating exceeded 20% at the provincial level, especially in Lanao del Sur, South Cotabato, Quirino and Bohol, Zamboanga Sibugay and Basilan. Suggested additional participants include (a) for Lanao del Sur – DENR, recycling industry and transport group; (b) for South Cotabato – Department of Health (DOH), City Health Office, informal settlers, DENR Environment Management Bureau and Philippine National Police (PNP); (c) for Quirino – mayor, tribal leaders and religious organizations; (d) for Bohol – forest occupants and upland farmers, local legislators, youth and senior citizens, and the education sector; (e) for Zamboanga Sibugay – NGOs and POs; and (f) for Basilan – *Sanggunian Bayan* members, ordinary citizens and DILG. Again, these are good suggestions; in fact, most of the aforementioned stakeholders were present in one place or another during the baseline GSA. The objective is to enhance “multi-sectorality”, i.e., to increase the breadth and depth of multi-sectoral participation.

The low ratings as to adequacy of the actual group of informants were somehow mitigated by the much higher percentage of respondents who thought that answers to the GSA core questions were highly or very highly objective or impartial, ranging from 85% to 89% across the regions. In any case, ***the mix of informants is clearly a major area for improvement.*** Based on aggregate attendance records given in Section 4, the baseline Guided Self-Assessment tended to be dominated by the LGUs as shown by the following percentages of LGU participants: 62% in Northern Luzon; 65% in Central Visayas; 54% in Southern Mindanao; and 64% in Western Mindanao. It should also be noted that even some of the participants classified as “non-LGU” actually come from the government sector, such as DENR, Department of Education (DepEd), and provincial and barangay governments. Raising the proportion of non-government participants (say, to 50-50) will further enhance the balance and objectivity of the exercise. “Balancing the mix” can be more aggressively pursued by the EcoGov regional office at the time of the mid-term assessment.

Finally, a clear majority of the participants thought that the reference documents, pictures and other evidences of performance – that were compiled prior to the GSA – were actually useful in the conduct of the discussions, and in facilitating a consensus yes or no answer to each question. What would be another important area for improvement, however, is in terms of ***making it easier for the LGUs to compile said documents, through an improved filing system – linked to an improved LGU M&E system that EcoGov is supporting.*** Clearly from the post-evaluation results shown in **Tables 10A to 10D**, there was difficulty in compiling the documents. This could be linked to the answers to Question No. 5 in Form 4: Core Questions for Guided Self-Assessment on the State of Internal Management Practices, which asked if the LGU is maintaining a transparent database for environmental planning and implementation, and for internal operations. The aim is to gather all relevant references in one place, for easy retrieval.

Table 10A: Post-Evaluation Results for Northern Luzon																												
Province	Questions Simple				Questions Relevant				Questions Complete				Informants Adequate				Answers Objective				Documents Useful				Difficult to Compile			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
NVizcaya	0%	6	71	23	0%	9	66	26	4%	22	59	14	1%	28	59	12	1%	6	74	19	1%	22	57	20	6%	32	52	10
Aurora	1	4	66	29	0	5	73	23	1	21	67	11	3	25	61	10	2	8	62	28	0	11	53	36	3	10	41	46
Quirino	2	2	82	14	4	8	76	12	0	43	53	4	0	44	52	4	0	20	76	4	0	15	67	17	3	36	58	3
Isabela	1	4	73	22	1	6	73	20	2	27	61	10	0	21	79	0	0	11	89	0	0	6	88	6	0	30	60	10
<b>REGION%</b>	<b>1%</b>	<b>4</b>	<b>73</b>	<b>22</b>	<b>1%</b>	<b>6</b>	<b>73</b>	<b>20</b>	<b>2%</b>	<b>27</b>	<b>61</b>	<b>10</b>	<b>2%</b>	<b>29</b>	<b>60</b>	<b>9</b>	<b>1%</b>	<b>10</b>	<b>71</b>	<b>18</b>	<b>0%</b>	<b>15</b>	<b>60</b>	<b>25</b>	<b>4%</b>	<b>27</b>	<b>51</b>	<b>19</b>

VL - Very Low; L - Low; H - High; VH - Very High

Table 10B: Post-Evaluation Results for Central Visayas																												
Province	Questions Simple				Questions Relevant				Questions Complete				Informants Adequate				Answers Objective				Documents Useful				Difficult to Compile			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
Cebu	0%	10	79	11	2%	18	61	20	1%	35	49	15	1%	36	56	7	1%	20	70	10	1%	19	54	26	3%	52	28	17
Bohol	1	4	69	26	0	4	61	35	1	19	67	13	1	40	52	7	1	11	73	15	0	8	60	32	4	29	59	9
NOriental	2	1	50	47	1	3	53	44	1	17	60	22	1	32	58	9	1	7	54	38	0	7	49	44	17	37	37	10
<b>REGION%</b>	<b>1%</b>	<b>6</b>	<b>68</b>	<b>26</b>	<b>1%</b>	<b>9</b>	<b>59</b>	<b>31</b>	<b>1%</b>	<b>25</b>	<b>58</b>	<b>16</b>	<b>1%</b>	<b>36</b>	<b>55</b>	<b>8</b>	<b>1%</b>	<b>14</b>	<b>66</b>	<b>20</b>	<b>0%</b>	<b>12</b>	<b>55</b>	<b>33</b>	<b>6%</b>	<b>41</b>	<b>41</b>	<b>13</b>

Table 10C: Post-Evaluation Results for Southern Mindanao																												
Province	Questions Simple				Questions Relevant				Questions Complete				Informants Adequate				Answers Objective				Documents Useful				Difficult to Compile			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
S. Kuyayan	0%	7	79	14	0%	6	71	24	1%	24	66	9	4%	32	60	4	3%	14	83	0	0%	11	75	14	2%	33	61	4
Lanao Sur	0	0	82	18	0	0	29	71	0	20	33	47	0	80	20	0	0	0	38	63	0	0	46	54	0	10	70	20
Sarangani	0	6	85	9	0	8	75	17	0	35	59	6	0	14	84	2	2	18	71	9	0	10	60	29	19	28	50	3
Maguindanao	0	6	84	10	0	4	82	14	0	29	65	6	0	19	72	9	0	17	80	2	2	5	83	10	3	11	83	3
Cotabato	0	0	90	10	0	0	77	23	0	39	57	4	0	36	57	7	4	11	75	11	0	13	73	13	9	27	55	9
S. Cotabato	0	0	64	36	0	5	41	55	5	5	68	23	9	68	14	9	5	5	71	19	10	15	55	20	14	21	64	0
<b>REGION%</b>	<b>0%</b>	<b>5</b>	<b>82</b>	<b>14</b>	<b>0%</b>	<b>5</b>	<b>70</b>	<b>26</b>	<b>1%</b>	<b>27</b>	<b>61</b>	<b>11</b>	<b>2%</b>	<b>32</b>	<b>61</b>	<b>5</b>	<b>2%</b>	<b>13</b>	<b>75</b>	<b>10</b>	<b>1%</b>	<b>10</b>	<b>70</b>	<b>19</b>	<b>8%</b>	<b>24</b>	<b>63</b>	<b>5</b>

Table 10D: Post-Evaluation Results for Western Mindanao																												
Province	Questions Simple				Questions Relevant				Questions Complete				Informants Adequate				Answers Objective				Documents Useful				Difficult to Compile			
	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH
Basilan	2%	13	64	21	2%	11	67	20	4%	31	49	16	7%	52	41	0	4	21	60	16	7%	33	35	26	8%	37	50	5
Z Sibugay	0	16	67	16	1	16	61	22	3	26	57	14	3	31	57	9	1	10	75	14	1	19	60	20	2	22	61	15
ZamboSur	0	8	52	41	1	4	48	47	0	13	63	24	4	19	59	19	2	12	50	36	0	8	50	42	4	30	41	25
<b>REGION%</b>	<b>0%</b>	<b>12</b>	<b>60</b>	<b>28</b>	<b>1%</b>	<b>10</b>	<b>57</b>	<b>32</b>	<b>2%</b>	<b>21</b>	<b>58</b>	<b>19</b>	<b>4%</b>	<b>30</b>	<b>54</b>	<b>11</b>	<b>2%</b>	<b>13</b>	<b>61</b>	<b>24</b>	<b>2%</b>	<b>16</b>	<b>50</b>	<b>32</b>	<b>4%</b>	<b>30</b>	<b>48</b>	<b>18</b>

The particular question itself in the post-evaluation form might be rephrased, as it is the only question for which a “high” or “very high” answer signifies a negative rather than a positive perception. Also, the manner by which available references are actually used during the discussions can be improved, for example, by placing said documents in a location that is more easily accessible; and requesting non-government participants to examine relevant LGU records, and to quote pertinent sections therefrom.

## 10.2 Benchmarks for Mid-Term and End-of-Project Self-Assessments

As previously noted in Section 3.3, one of the major uses of the baseline indices on best practices will be for purposes of establishing “environmental good governance benchmarks” – that will serve as platform for assessing target LGUs during the mid-term of project implementation. In this regard, presented below is a series of three tables that show one way of setting target (benchmark) 2007 indices by region, province and LGU – calculated using the current (baseline) 2005 indices.<sup>13</sup> The indices shown are for FFM, CRM, UEM and overall LGU (cross-sector). Looking at **Table 10E**, for example, the baseline FFM index of Dupax del Sur is 0.20. With EcoGov support, this is expected to reach 0.60 (the “halfway mark”) by the time the next self-assessment is conducted, enroute to the desired 1.00 index (answers to all questions will be “yes”) by the time of the end-of-project assessment in 2009. Thus, mid-term benchmarks will vary across LGUs, depending on the value of each one’s baseline index. ***It must be noted that the lower the baseline index, the greater the intensity of effort that will be needed for an LGU to achieve its future benchmark/s.*** Similar benchmark indices can be quickly derived for each governance principle and for every governance function, per LGU.

***None of the 78 LGUs covered by the self-assessment achieved an overall (cross-sector) LGU baseline index of 1.00.*** (The closest one to perfection are Zamboanga City and Dalaguete, with an overall LGU index of 0.96 and 0.93, respectively.) One might observe however that in a few cases, the “component indices” for some LGUs, e.g., for specific sectors, are already 1.00 or close to 1.00. This is true, for example, for Dinalungan in **Table 10E** (1.00 for CRM); and for Dalaguete, Dauin and Tanjay in **Table 10F** (1.00 for both FFM and CRM). In such cases, future assistance should aim to (a) enhance the quality, depth and consistency by which governance practices are being carried out by the LGU – as noted in Section 5.4; and (b) focus greater attention on the relatively less well-managed sector within the LGU, in order to pull up the overall LGU index towards the desired level. The baseline questions may be regarded as representing “minimum” performance standards for LGUs. And as noted in Section 3.1, new questions may be added for the mid-term self-assessment if deemed necessary to more firmly and clearly establish and understand the quality and depth by which specific governance practice are being carried out by the LGUs. This means that additional attributes of quality may be added, besides the qualifiers such as “effective” and “meaningful” that were used in the baseline questions.

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<sup>13</sup> Other ways will include: (a) setting benchmarks based on rate of governance improvement per LGU; or (b) spread of best practices to other sectors within the LGU.

Table 10E: Baseline and Mid-Term Benchmark Indices for Northern Luzon								
Province & Municipality	Baseline 2005				Benchmark 2007			
	FFM	CRM	UEM	Overall LGU	FFM	CRM	UEM	Overall LGU
<b>NUEVA VIZCAYA:</b>								
Bambang	0.20	NA	0.88	0.60	0.60	NA	0.94	0.80
Dupax Norte	0.47	NA	0.56	0.58	0.73	NA	0.78	0.79
Bayombong	0.13	NA	0.88	0.58	0.57	NA	0.94	0.79
Solano	0.27	NA	0.69	0.53	0.63	NA	0.84	0.76
Bagabag	0.20	NA	0.38	0.38	0.60	NA	0.69	0.69
Quezon	0.27	NA	0.31	0.33	0.63	NA	0.66	0.66
Dupax Sur	0.20	NA	0.25	0.33	0.60	NA	0.63	0.66
<b>AURORA:</b>								
Dinalungan	0.73	1.00	0.75	0.79	0.87	1.00	0.88	0.89
Baler	0.67	0.82	0.50	0.67	0.83	0.91	0.75	0.83
San Luis	0.33	0.82	0.50	0.61	0.67	0.91	0.75	0.81
Ma Aurora	0.47	NA	0.63	0.55	0.73	NA	0.81	0.78
Dipaculao	0.40	0.65	0.44	0.53	0.70	0.82	0.72	0.76
<b>QUIRINO:</b>								
Diffun	0.47	NA	0.75	0.60	0.73	NA	0.88	0.80
Aglipay	0.60	NA	0.25	0.40	0.80	NA	0.63	0.70
Cabarroguis	0.27	NA	0.44	0.38	0.63	NA	0.72	0.69
Nagtipunan	0.33	NA	0.38	0.33	0.67	NA	0.69	0.66
Maddela	0.07	NA	0.25	0.28	0.53	NA	0.63	0.64
<b>ISABELA:</b>								
Cauayan City	NA	NA	0.81	0.80	NA	NA	0.91	0.90
Santiago City	NA	NA	0.69	0.72	NA	NA	0.84	0.86

Table 10F: Baseline and Mid-Term Benchmark Indices for Central Visayas								
Province & Municipality	Baseline 2005				Benchmark 2007			
	FFM	CRM	UEM	Overall LGU	FFM	CRM	UEM	Overall LGU
<b>CEBU:</b>								
Dalaguete	1.00	1.00	0.88	0.93	1.00	1.00	0.94	0.96
San Francisco	0.53	0.88	0.88	0.77	0.77	0.94	0.94	0.89
Compostela	0.60	0.71	0.94	0.74	0.80	0.85	0.97	0.87
Toledo City	0.47	1.00	0.69	0.74	0.73	1.00	0.84	0.87
Alcoy	0.73	0.88	0.50	0.67	0.87	0.94	0.75	0.83
Balamban	0.47	0.71	0.75	0.61	0.73	0.85	0.88	0.81
Pilar	NA	0.82	0.38	0.60	NA	0.91	0.69	0.80
Danao City	0.13	0.94	0.56	0.58	0.57	0.97	0.78	0.79
Poro	0.20	0.88	0.25	0.53	0.60	0.94	0.63	0.76
Tudela	0.20	0.82	0.13	0.42	0.60	0.91	0.56	0.71
<b>BOHOL:</b>								
Tagbilaran City	NA	1.00	0.88	0.88		1.00	0.94	0.94
Maribojoc	0.80	1.00	0.69	0.82	0.90	1.00	0.84	0.91
Jagna	0.67	0.71	1.00	0.81	0.83	0.85	1.00	0.90
Alburquerque	0.47	1.00	0.88	0.79	0.73	1.00	0.94	0.89
Talibon	1.00	0.88	0.31	0.70	1.00	0.94	0.66	0.85
Duero	0.47	0.88	0.50	0.61	0.73	0.94	0.75	0.81
San Miguel	0.87	NA	0.31	0.60	0.93	NA	0.66	0.80
Panglao	NA	0.59	0.75	0.57	NA	0.79	0.88	0.79
Cortez	0.53	0.47	0.69	0.54	0.77	0.74	0.84	0.77
Corella	0.40	NA	0.56	0.53	0.70	NA	0.78	0.76
Dauis	NA	0.53	0.50	0.52	NA	0.76	0.75	0.76
<b>NEGROS ORIENTAL:</b>								
Bayawan City	0.87	1.00	0.94	0.89	0.93	1.00	0.97	0.95
Dauin	1.00	1.00	0.81	0.89	1.00	1.00	0.91	0.95
San Jose	0.33	1.00	0.94	0.79	0.67	1.00	0.97	0.89
Tanjay City	1.00	1.00	0.44	0.77	1.00	1.00	0.72	0.89
La Libertad	1.00	0.76	0.25	0.67	1.00	0.88	0.63	0.83
Sta Catalina	0.47	0.88	0.63	0.67	0.73	0.94	0.81	0.83
Amlan	0.33	0.88	0.63	0.65	0.67	0.94	0.81	0.82
Bais City	0.93	0.29	0.69	0.63	0.97	0.65	0.84	0.82
Pamplona	0.07	NA	0.88	0.48	NA	NA		0.74

Table 10G: Baseline and Mid-Term Benchmark Indices for Southern Mindanao								
Province & Municipality	Baseline 2005				Benchmark 2007			
	FFM	CRM	UEM	Overall LGU	FFM	CRM	UEM	Overall LGU
<b>SULTAN KUDARAT:</b>								
Lebak	0.87	0.82	0.50	<b>0.74</b>	0.93	0.91	0.75	<b>0.87</b>
Kalamansig	0.80	0.88	0.19	<b>0.63</b>	0.90	0.94	0.59	<b>0.82</b>
Tacurong City	0.07	NA	0.75	<b>0.48</b>	0.53	NA	0.88	<b>0.74</b>
Isulan	0.00	NA	0.63	<b>0.43</b>	0.50	NA	0.81	<b>0.71</b>
<b>LANAO DEL SUR:</b>								
Wao	0.93	NA	0.25	<b>0.60</b>	0.97	NA	0.63	<b>0.80</b>
<b>SARANGANI:</b>								
Kiamba	0.67	0.88	0.81	<b>0.81</b>	0.83	0.94	0.91	<b>0.90</b>
Maitum	0.73	0.94	0.69	<b>0.81</b>	0.87	0.97	0.84	<b>0.90</b>
Maasim	0.80	0.76	0.38	<b>0.67</b>	0.90	0.88	0.69	<b>0.83</b>
<b>MAGUINDANAO:</b>								
Parang	0.00	1.00	0.31	<b>0.49</b>	0.50	1.00	0.66	<b>0.75</b>
Sultan Kudarat	0.07	0.35	0.50	<b>0.33</b>	0.53	0.68	0.75	<b>0.67</b>
<b>COTABATO:</b>								
Kidapawan City	0.93	NA	0.56	<b>0.73</b>	0.97	NA	0.78	<b>0.86</b>
Makilala	0.93	NA	0.38	<b>0.63</b>	0.97	NA	0.69	<b>0.81</b>
<b>SOUTH COTABATO:</b>								
Koronadal City	0.53	NA	0.75	<b>0.73</b>	0.77	NA	0.88	<b>0.86</b>

### 10.3 Advocacy, Replication and Institutionalization

The next (mid-term) edition of the Guided LGU Self-Assessment on the State of Environmental Governance Practices is planned to be conducted in 2007. Timing is important, as this is an election year. It would be good to conduct the self-assessment after the May 2007 elections, so that the results could be used by a re-electionist to affirm previous policies and programs; or as a “starting point” by a newly-elected mayor. In preparation for the next self-assessment, the questionnaires and procedures will be refined, as discussed in Section 10.1. One key strategy towards institutionalizing the system will be operationalized. This is to begin to identify and train facilitators from the LGUs, so that the mid-term self-assessment can probably already be jointly facilitated by EcoGov regional personnel, and the trained LGU facilitators. Looking farther down the time horizon, the final (end-of-project) self-assessment can be led by LGU facilitators, with EcoGov regional personnel acting in a support capacity.

*During the second semester of 2005, the “broader context” for the self-assessment will be explored in close collaboration with DENR, DILG, the League of Municipalities, and other concerned institutions.* The self-assessment is programmed to be implemented in two stages. The first stage covering the first semester of 2005, is aimed to achieve the EcoGov work plan target of completing on or before June 2005 the Project’s environmental governance index for the targeted institutions including the conduct of the baseline surveys. The second stage covering the second half of 2005 will more closely study the DILG Local Governance Performance Monitoring System – and how the EcoGov GSA can be linked thereto, as noted in the introduction to this report, leading to greater efficiency in the tracking patterns of local governance practices across space and time.

Related efforts to be looked into will include the Governance for Local Development (GOFORDEV) Index of the Philippine Center for Policy Studies (PCPS); the League of Cities of the Philippines, the Governance Advisory Council and The Asia Foundation’s Local Governance

Scorecard under the Transparency and Accountable Governance (TAG) Project; and the Rule of Law Effectiveness Program. Relevant international tools will also be looked into, including the Macedonia Municipal Capacity Index; the World Bank-supported Rapid City Surveys in Cali, Colombia; and as noted in the introduction to this report, the Serbia Local Government Reform Program.

***Broader uses of the self-assessment results will also be explored during the second half of the year.*** The primary immediate uses of the self-assessment results are to establish a set of baseline indices and target benchmarks, and to guide the refinement of EcoGov assistance strategies, as appropriate. The results will also be used to better inform the LGU's annual planning and budgeting exercise. Possible other uses in the future could include: (a) serving as basis for LGUs to reward supportive national agencies like DENR and DILG, which assist them in enhancing local governance; (b) LGUs using GSA results to market themselves to international funding agencies that prioritize the environment; and (c) reinforcing the database for LGU credit rating.

## GLOSSARY

<b>Key Words and Phrases</b>	<b>Working Definition of Terms Used in the Guided LGU Self-Assessment on the State of Environmental Governance Practices</b>
<i>Accountability</i>	Extent to which local government officials can be held responsible (i.e., rewarded or penalized) for their decisions and actions, based on an objective assessment of their performance vis-à-vis set targets/standards.
<i>Benchmark</i>	A standard of performance, which may be internally or externally-defined; an internal LGU benchmark may be to announce public consultations one month in advance. An external benchmark prescribed by RA 9003 is for each LGU to use a controlled dump in 2005, and a sanitary landfill in 2006.
<i>Effective implementation</i>	Carrying out plan/program/project activities as scheduled and based on pre-determined quantitative and/or qualitative targets.
<i>Effective mechanism</i>	A specific way, by which an activity is carried out to achieve desired results, must be able to influence official decisions or actions, responsive to the needs of the citizens and clients, and suited to local conditions. For example, mechanisms for citizens to provide inputs or feedback on governance include (i) suggestion boxes; (ii) “town hall <i>pulong-pulong</i> meetings”; and (iii) public hearings.
<i>Effective participation</i>	Involvement of the general public in governance processes in a manner that balances the amount of time spent for consultations/meetings, and the need for timely and concrete results from such involvement.
<i>Efficient</i>	Accomplishing plan/program/project activities and producing intended results while making the best use of time and resources. Generally, a high output per unit input ratio.
<i>Environmental governance</i>	Deliberate actions and decisions to shape the state and condition of the upland, coastal and urban environment by guiding the behavior of people to meet human and ecological needs.
<i>Governance</i>	Manner by which power and authority are exercised – and shared between LGUs and their constituents – in the management of economic and social resources. <sup>14</sup>
<i>Officially or formally designated</i>	An LGU staff /official/body that has received written instructions, e.g., memo or resolution, to carry out specific task/s, e.g., be primarily responsible for activities to manage forest resources.
<i>Functionality</i>	Extent to which an LGU management system (as defined below) is actually working, as evidenced for example by the conduct of meetings, issuance of official communications, or submission of reports – in order to produce desired results or “products”.
<i>Functioning body/organization</i>	A local office, committee, council and such other group, with or without private sector/NGO representation, which is actually working to carry out its assigned tasks, e.g., holding meetings, making decisions & issuing directives pertaining to the enforcement of fishery or forestry ordinances/laws.
<i>Local governance functions</i>	LGU roles/tasks categorized into (a) planning and implementation; (b) budgeting and fund disbursement; (c) contracting and procurement; (d) issuance of licenses, permits, and similar instruments; and (e) law enforcement.
<i>Governance index</i>	One measure of LGU performance, ranging from “0.00” to “1.00”, based on “key indicators” of desired environmental governance practices. The index is derived simply by dividing the number of desired (“yes”) answers by the total number of questions.
<i>Governance principles</i>	Widely-recognized ways by which an LGU is expected to exercise its basic functions, i.e., adhering to functionality, transparency, accountability and participatory-ness.

<sup>14</sup> Adapted from Rosario G. Manasan, *et. al.*, “Developing an Index of Local Governance Quality” in Magdalena L. Mendoza (Editor), Measuring Good Governance in the Philippines (2002), page 37.

**Key Words  
and Phrases**

**Working Definition of Terms Used  
in the Guided LGU Self-Assessment  
on the State of Environmental Governance Practices**

<i>Key indicators</i>	Performance indicators that best signify, or most strongly reflect, major progress towards LGU adoption of desired environmental governance practices. Also called “performance-drivers” <sup>15</sup> or “trigger” indicators.
<i>Licenses &amp; permits</i>	Cover those that the LGU or DENR, BFAR or other governance agencies has the authority to issue, allowing access to and regulating utilization of environment and natural resources. Examples of LGU-issued licenses and permits include those for junk shops and tourist establishments; and for fishing boat (up to three tons) or gear. Those issued by DENR include foreshore lease agreements, and community-based forest management agreements. And those issued by BFAR include fishpond lease agreements, and commercial fishing permits.
<i>Management system</i>	Includes three main components: (a) rules and procedures; (b) personnel and organizational structure; and (c) “products” such as development plans, projects (goods and services) and ordinances. “Management system” is used interchangeably with “governance system”.
<i>Natural forests</i>	Closed or open canopy forest that includes mossy, old growth, adequately or inadequately stocked forests, mangrove forests, and remaining beach or premium forests consist of indigenous trees not splanted by man..
<i>Official documents</i>	Formal record of LGU operations that form part of the LGU files, e.g., minutes of meetings; executive orders; <i>Sanggunian</i> resolutions; and annual budget.
<i>Open access</i>	Forestlands or fishing grounds for which tenure/access rights have not been allocated/issued to any particular community group.
<i>Participatory-ness</i>	Extent to which the general public is effectively and meaningfully able to take part in governance processes (e.g., plan formulation) that lead to key actions or decisions, e.g., approval of SWM plan.
<i>Performance Management Plan (PMP)</i>	A performance management tool being used by USAID to help plan and manage the process of assessing and reporting progress towards achieving a Strategic Objective. Includes indicators, data sources, and methods of data collection. <sup>16</sup>
<i>Process indicators</i>	Specific indicators that show the degree to which each main component of the LGU management system is actually working, and gaps where assistance is needed.
<i>Procurement Simple system</i>	Acquisition of goods, services or infrastructure as authorized by law (RA 9184). A management system, e.g., for issuance of permits, that has only a few steps, requirements and signatories, and thus is cost- and time-effective, e.g., one-stop shop.
<i>Social marketing</i>	An information dissemination program intended to encourage behavioral change, esp. new, healthier and more environment-friendly behavior in target groups of people. Includes Information, Education and Communication (IEC) campaigns.
<i>Stakeholders</i>	Citizens (whether or not organized) and organizations/institutions (public or private), to be or being directly or indirectly affected by LGU plans, programs, projects, ordinances and other issuances, and/or activities. Includes women, IPs and marginalized groups.
<i>Transparency</i>	Extent to which the general public has access to timely, relevant, accurate, understandable and complete information about governance operations. Synonymous to “open-ness”.

<sup>15</sup> Based on Peter Bracegirdle, “International Experience in Municipal Performance Measurement” (October 2003), page 10.

<sup>16</sup> Integrated Managing for Results Team, “The Performance Management Toolkit: A Guide to Developing and Implementing Performance Management Plans” (April 2003), pages 11-12.

# **ANNEXES**

**1. Data Tables**

**2. Facilitator's Handbook**

**3. Pre-Test Report**



B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
Worksheet 1: Governance Principle-Specific Baseline Indices																					
	Forests & Forestlands Management					Coastal Resources Management					Urban Environmental Management					LGU Internal Management					Overall LGU
	F	T	A	P	FFM	F	T	A	P	CRM	F	T	A	P	UEM	F	T	A	P	LIM	
<b>NORTHERN LUZON</b>																					
<b>NUEVA VIZCAYA:</b>																					
Bambang	0.33	0.00	0.00	0.00	0.20	NA	NA	NA	NA	NA	0.90	1.00	1.00	0.67	0.88	1.00	1.00	0.00	1.00	0.78	0.60
Dupax Norte	0.56	0.00	0.00	0.67	0.47	NA	NA	NA	NA	NA	0.50	1.00	1.00	0.33	0.56	1.00	1.00	0.50	0.00	0.78	0.58
Bayombong	0.11	0.00	1.00	0.00	0.13	NA	NA	NA	NA	NA	0.90	1.00	1.00	0.67	0.88	1.00	1.00	0.50	0.00	0.78	0.58
Solano	0.33	0.00	0.00	0.33	0.27	NA	NA	NA	NA	NA	0.60	1.00	1.00	0.67	0.69	1.00	0.67	0.00	1.00	0.67	0.53
Bagabag	0.33	0.00	0.00	0.00	0.20	NA	NA	NA	NA	NA	0.50	0.00	1.00	0.00	0.38	1.00	1.00	0.00	0.00	0.67	0.38
Quezon	0.22	0.50	0.00	0.33	0.27	NA	NA	NA	NA	NA	0.40	0.00	1.00	0.00	0.31	1.00	0.33	0.00	0.00	0.44	0.33
Dupax Sur	0.33	0.00	0.00	0.00	0.20	NA	NA	NA	NA	NA	0.30	0.00	1.00	0.00	0.25	1.00	1.00	0.00	0.00	0.67	0.33
<b>AURORA:</b>																					
Dinalungan	0.67	1.00	1.00	0.67	0.73	1.00	1.00	1.00	1.00	1.00	0.60	1.00	1.00	1.00	0.75	0.67	1.00	0.00	0.00	0.56	0.79
Baler	0.44	1.00	1.00	1.00	0.67	0.70	1.00	1.00	1.00	0.82	0.40	0.50	1.00	0.67	0.50	1.00	1.00	0.00	0.00	0.67	0.67
San Luis	0.56	0.00	0.00	0.00	0.33	0.80	0.67	1.00	1.00	0.82	0.40	0.50	0.00	1.00	0.50	1.00	1.00	0.50	1.00	0.89	0.61
Ma Aurora	0.56	0.50	0.00	0.33	0.47	NA	NA	NA	NA	NA	0.60	0.50	1.00	0.67	0.63	0.67	1.00	0.00	0.00	0.56	0.55
Dipaculao	0.44	1.00	0.00	0.33	0.40	0.70	0.67	1.00	0.33	0.65	0.40	1.00	1.00	0.00	0.44	1.00	0.67	0.00	1.00	0.67	0.53
<b>QUIRINO:</b>																					
Diffun	0.33	0.50	0.00	1.00	0.47	NA	NA	NA	NA	NA	0.70	1.00	1.00	0.67	0.75	0.67	0.67	0.00	1.00	0.56	0.60
Aglipay	0.56	1.00	0.00	0.67	0.60	NA	NA	NA	NA	NA	0.40	0.00	0.00	0.00	0.25	0.67	0.33	0.00	0.00	0.33	0.40
Cabarroguis	0.33	0.00	0.00	0.33	0.27	NA	NA	NA	NA	NA	0.50	0.00	1.00	0.33	0.44	0.33	1.00	0.00	0.00	0.44	0.38
Nagtipunan	0.44	0.50	0.00	0.00	0.33	NA	NA	NA	NA	NA	0.40	0.50	1.00	0.00	0.38	0.33	0.33	0.00	0.00	0.22	0.33
Maddela	0.11	0.00	0.00	0.00	0.07	NA	NA	NA	NA	NA	0.30	0.00	1.00	0.00	0.25	1.00	1.00	0.00	0.00	0.67	0.28
<b>ISABELA:</b>																					
Cauayan City	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.90	1.00	1.00	0.33	0.81	1.00	1.00	0.50	0.00	0.78	0.80
Santiago City	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	0.60	1.00	1.00	0.67	0.69	0.67	1.00	1.00	0.00	0.78	0.72
<b>CENTRAL VISAYAS</b>																					
<b>CEBU:</b>																					
Dalaguete	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	0.67	0.88	1.00	1.00	0.50	0.00	0.78	0.93
San Francisco	0.44	1.00	0.00	0.67	0.53	0.80	1.00	1.00	1.00	0.88	0.80	1.00	1.00	1.00	0.88	1.00	1.00	0.50	0.00	0.78	0.77
Compostela	0.78	0.00	0.00	0.67	0.60	0.70	0.33	1.00	1.00	0.71	0.90	1.00	1.00	1.00	0.94	1.00	1.00	0.00	0.00	0.67	0.74
Toledo City	0.33	0.50	1.00	0.67	0.47	1.00	1.00	1.00	1.00	1.00	0.50	1.00	1.00	1.00	0.69	1.00	1.00	0.50	0.00	0.78	0.74
Alcoy	0.67	0.50	1.00	1.00	0.73	0.80	1.00	1.00	1.00	0.88	0.30	1.00	1.00	0.67	0.50	1.00	0.33	0.00	0.00	0.44	0.67
Balamban	0.33	0.50	0.00	1.00	0.47	0.70	0.33	1.00	1.00	0.71	0.80	1.00	1.00	0.33	0.75	1.00	0.33	0.00	0.00	0.44	0.61
Pilar	NA	NA	NA	NA	NA	0.90	0.33	1.00	1.00	0.82	0.50	0.00	0.00	0.33	0.38	1.00	0.67	0.00	0.00	0.56	0.60
Danao City	0.22	0.00	0.00	0.00	0.13	0.90	1.00	1.00	1.00	0.94	0.50	0.50	1.00	0.67	0.56	0.67	1.00	0.00	1.00	0.67	0.58
Poro	0.33	0.00	0.00	0.00	0.20	0.80	1.00	1.00	1.00	0.88	0.20	0.00	1.00	0.33	0.25	1.00	0.67	1.00	1.00	0.89	0.53
Tudela	0.22	0.00	0.00	0.33	0.20	0.80	0.67	1.00	1.00	0.82	0.20	0.00	0.00	0.00	0.13	1.00	0.67	0.00	0.00	0.56	0.42
<b>BOHOL:</b>																					
Tagbilaran City	NA	NA	NA	NA	NA	1.00	1.00	1.00	1.00	1.00	0.80	1.00	1.00	1.00	0.88	1.00	1.00	0.00	0.00	0.67	0.88
Maribojoc	0.67	1.00	1.00	1.00	0.80	1.00	1.00	1.00	1.00	1.00	0.60	1.00	1.00	0.67	0.69	1.00	1.00	0.50	0.00	0.78	0.82

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W		
<b>Worksheet 1: Governance Principle-Specific Baseline Indices</b>																							
	<b>Forests &amp; Forestlands Management</b>					<b>Coastal Resources Management</b>					<b>Urban Environmental Management</b>					<b>LGU Internal Management</b>					<b>Overall</b>		
	<b>F</b>	<b>T</b>	<b>A</b>	<b>P</b>	<b>FFM</b>	<b>F</b>	<b>T</b>	<b>A</b>	<b>P</b>	<b>CRM</b>	<b>F</b>	<b>T</b>	<b>A</b>	<b>P</b>	<b>UEM</b>	<b>F</b>	<b>T</b>	<b>A</b>	<b>P</b>	<b>LIM</b>	<b>LGU</b>		
Jagna	0.67	0.50	1.00	0.67	0.67	0.70	1.00	1.00	0.33	0.71	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	1.00	0.89	0.81	
Alburquerque	0.56	0.50	1.00	0.00	0.47	1.00	1.00	1.00	1.00	1.00	1.00	0.80	1.00	1.00	1.00	1.00	0.88	1.00	1.00	0.50	0.00	0.78	0.79
Talibon	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.33	0.88	0.40	0.00	1.00	0.00	0.31	0.67	1.00	0.00	0.00	0.00	0.56	0.70	
Duero	0.56	0.50	0.00	0.33	0.47	0.80	1.00	1.00	1.00	0.88	0.60	0.50	1.00	0.00	0.50	1.00	0.67	0.00	0.00	0.00	0.56	0.61	
San Miguel	1.00	0.50	1.00	0.67	0.87	NA	NA	NA	NA	NA	0.50	0.00	0.00	0.00	0.31	1.00	1.00	0.00	0.00	0.67	0.60		
Panglao	NA	NA	NA	NA	NA	0.50	0.67	0.00	1.00	0.59	0.60	1.00	1.00	1.00	0.75	0.33	0.33	0.00	0.00	0.22	0.57		
Cortes	0.56	0.50	0.00	0.67	0.53	0.40	0.67	0.00	0.67	0.47	0.60	1.00	1.00	0.67	0.69	0.67	0.67	0.00	0.00	0.44	0.54		
Corella	0.67	0.00	0.00	0.00	0.40	NA	NA	NA	NA	NA	0.50	1.00	1.00	0.33	0.56	1.00	1.00	0.00	0.00	0.67	0.53		
Davis	NA	NA	NA	NA	NA	0.40	0.33	1.00	1.00	0.53	0.50	0.00	1.00	0.67	0.50	1.00	0.67	0.00	0.00	0.56	0.52		
<b>NEGROS ORIENTAL:</b>																							
Bayawan City	0.78	1.00	1.00	1.00	0.87	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	1.00	0.94	1.00	0.67	0.00	1.00	0.67	0.89	0.89	
Dauin	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.80	1.00	1.00	0.67	0.81	1.00	1.00	0.00	0.00	0.67	0.89	0.89	
San Jose	0.11	0.50	0.00	1.00	0.33	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	1.00	0.94	1.00	1.00	0.50	1.00	0.89	0.79	0.79	
Tanjay City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.60	0.00	1.00	0.00	0.44	0.67	1.00	0.00	0.00	0.56	0.77	
La Libertad	1.00	1.00	1.00	1.00	1.00	0.70	0.67	1.00	1.00	0.76	0.30	0.00	1.00	0.00	0.25	1.00	1.00	0.00	0.00	0.67	0.67	0.67	
Sta Catalina	0.44	0.50	0.00	0.67	0.47	0.80	1.00	1.00	1.00	0.88	0.60	0.50	1.00	0.67	0.63	1.00	1.00	0.00	0.00	0.67	0.67	0.67	
Amlan	0.33	0.00	1.00	0.33	0.33	0.80	1.00	1.00	1.00	0.88	0.40	1.00	1.00	1.00	0.63	1.00	0.67	1.00	0.00	0.78	0.65	0.65	
Bais City	0.89	1.00	1.00	1.00	0.93	0.30	0.33	0.00	0.33	0.29	0.50	1.00	1.00	1.00	0.69	1.00	1.00	0.00	0.00	0.67	0.63	0.63	
Pamplona	0.11	0.00	0.00	0.00	0.07	NA	NA	NA	NA	NA	0.80	1.00	1.00	1.00	0.88	0.67	0.67	0.00	0.00	0.44	0.48	0.48	
<b>SOUTHERN MINDANAO</b>																							
<b>SULTAN KUDARAT:</b>																							
Lebak	0.89	1.00	1.00	0.67	0.87	0.80	1.00	1.00	0.67	0.82	0.50	0.00	1.00	0.67	0.50	1.00	1.00	0.00	1.00	0.78	0.74	0.74	
Kalamansig	0.78	1.00	1.00	0.67	0.80	0.80	1.00	1.00	1.00	0.88	0.20	0.00	1.00	0.00	0.19	1.00	1.00	0.00	0.00	0.67	0.63	0.63	
Tacurong City	0.89	0.00	0.00	0.00	0.07	NA	NA	NA	NA	NA	0.70	1.00	1.00	0.67	0.75	1.00	1.00	0.00	0.00	0.67	0.48	0.48	
Isulan	0.00	0.00	0.00	0.00	0.00	NA	NA	NA	NA	NA	0.70	0.50	1.00	0.33	0.63	1.00	1.00	0.50	0.00	0.78	0.43	0.43	
<b>LANAO DEL SUR:</b>																							
Wao	0.89	1.00	1.00	1.00	0.93	NA	NA	NA	NA	NA	0.30	0.00	1.00	0.00	0.25	1.00	1.00	0.00	0.00	0.67	0.60	0.60	
<b>SARANGANI:</b>																							
Kiamba	0.78	0.00	1.00	0.67	0.67	0.90	1.00	1.00	0.67	0.88	0.90	1.00	1.00	0.33	0.81	1.00	1.00	1.00	0.00	0.89	0.81	0.81	
Maitum	0.78	1.00	1.00	0.33	0.73	1.00	1.00	1.00	0.67	0.94	0.50	1.00	1.00	1.00	0.69	1.00	1.00	0.50	1.00	0.89	0.81	0.81	
Maasim	0.78	0.50	1.00	1.00	0.80	0.70	0.67	1.00	1.00	0.76	0.30	0.50	1.00	0.33	0.38	1.00	1.00	0.50	0.00	0.78	0.67	0.67	
<b>MAGUINDANAO:</b>																							
Parang	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.30	0.00	1.00	0.33	0.31	1.00	1.00	0.00	0.00	0.67	0.49	0.49	
Sultan Kudarat	0.11	0.00	0.00	0.00	0.07	0.50	0.00	0.00	0.33	0.35	0.40	0.50	1.00	0.67	0.50	0.67	0.67	0.00	0.00	0.44	0.33	0.33	
<b>NORTH COTABATO</b>																							
Kidapawan City	0.89	1.00	1.00	1.00	0.93	NA	NA	NA	NA	NA	0.50	0.50	1.00	0.67	0.56	1.00	1.00	0.00	0.00	0.67	0.73	0.73	
Makilala	0.89	1.00	1.00	1.00	0.93	NA	NA	NA	NA	NA	0.50	0.00	1.00	0.00	0.38	1.00	0.67	0.00	0.00	0.56	0.63	0.63	
<b>SOUTH COTABATO:</b>																							
Koronadal City	0.56	0.00	1.00	0.67	0.53	NA	NA	NA	NA	NA	0.60	1.00	1.00	1.00	0.75	1.00	1.00	1.00	1.00	1.00	0.73	0.73	

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
Worksheet 1: Governance <b>Principle</b> -Specific Baseline Indices																					
	Forests & Forestlands Management					Coastal Resources Management					Urban Environmental Management					LGU Internal Management					Overall
	F	T	A	P	FFM	F	T	A	P	CRM	F	T	A	P	UEM	F	T	A	P	LIM	LGU
WESTERN MINDANAO																					
BASILAN:																					
Isabela City	0.33	1.00	1.00	0.67	0.53	0.40	0.00	0.00	0.00	0.24	0.80	1.00	1.00	0.67	0.81	0.67	1.00	0.50	0.00	0.67	0.54
Lamitan	0.44	1.00	1.00	0.67	0.60	0.00	0.00	0.00	0.00	0.00	0.60	0.50	1.00	0.33	0.56	0.33	0.67	0.00	0.00	0.33	0.37
ZAMBOANGA SIBUGAY:																					
Tungawan	0.56	0.50	1.00	1.00	0.67	1.00	1.00	1.00	1.00	1.00	0.30	0.50	1.00	0.33	0.38	1.00	1.00	1.00	1.00	1.00	0.74
RT Lim	0.44	0.00	0.00	0.00	0.27	0.90	1.00	1.00	1.00	0.94	0.30	0.50	0.00	0.00	0.25	1.00	1.00	0.00	0.00	0.67	0.53
Naga	0.56	0.00	0.00	0.33	0.40	0.80	0.67	1.00	1.00	0.82	0.30	0.00	0.00	0.00	0.19	1.00	0.33	0.00	0.00	0.44	0.47
Ipil	0.44	0.00	0.00	0.00	0.27	0.40	0.33	0.00	0.00	0.29	0.80	1.00	1.00	0.67	0.81	1.00	0.33	0.00	0.00	0.44	0.46
Buug	0.22	0.00	0.00	0.00	0.13	0.30	0.00	0.00	0.00	0.18	0.60	1.00	1.00	0.67	0.69	1.00	1.00	0.50	0.00	0.78	0.40
Payao	0.00	0.00	0.00	0.00	0.00	0.60	0.33	1.00	0.67	0.59	0.10	0.00	0.00	0.00	0.06	1.00	1.00	0.00	0.00	0.67	0.30
ZAMBOANGA DEL SUR:																					
Zamboanga City	0.89	1.00	1.00	1.00	0.93	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	1.00	0.94	1.00	1.00	1.00	1.00	1.00	0.96
Tabina	0.56	0.50	1.00	0.00	0.47	1.00	1.00	1.00	1.00	1.00	0.80	1.00	1.00	1.00	0.88	1.00	1.00	1.00	0.00	0.89	0.81
Pagadian	0.56	0.50	1.00	1.00	0.67	0.80	0.67	1.00	1.00	0.82	0.60	0.50	1.00	0.67	0.63	1.00	1.00	0.50	1.00	0.89	0.74
Dumalinao	0.78	0.50	1.00	0.00	0.60	0.70	1.00	0.00	0.67	0.71	0.50	1.00	0.00	0.67	0.56	1.00	1.00	1.00	0.00	0.89	0.67
Dimataling	0.44	0.00	0.00	0.00	0.27	0.90	1.00	1.00	1.00	0.94	0.70	0.50	1.00	0.33	0.63	1.00	0.67	1.00	0.00	0.78	0.65
Tukuran	0.33	0.00	0.00	0.00	0.20	0.90	0.67	1.00	1.00	0.88	0.50	0.50	1.00	0.67	0.56	0.67	0.33	1.00	0.00	0.56	0.56
Dinas	0.22	0.00	0.00	0.00	0.13	1.00	1.00	1.00	1.00	1.00	0.30	0.00	0.00	0.00	0.19	1.00	1.00	1.00	0.00	0.89	0.53
San Pablo	0.22	0.00	0.00	0.00	0.13	0.70	1.00	0.00	0.67	0.71	0.10	1.00	0.00	0.33	0.25	1.00	1.00	1.00	0.00	0.89	0.46

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Worksheet 2: Governance <b>Function</b> -Specific Baseline Indices															
	Forest Management			Coastal Management				Urban Management				LGU Internal Mgmt			Overall LGU
	Plng	Laws	Cros	Plng	Issu	Laws	Cros	Plng	Issu	Laws	Cros	Bdgt	Proc	Cros	
<b>NORTHERN LUZON</b>															
<b>NUEVA VIZCAYA:</b>															
Bambang	0.22	0.00	0.50	NA	NA	NA	NA	0.90	1.00	0.75	1.00	1.00	1.00	0.50	<b>0.60</b>
Dupax Norte	0.44	0.25	1.00	NA	NA	NA	NA	0.60	0.00	0.50	1.00	1.00	0.67	0.75	<b>0.58</b>
Bayombong	0.22	0.00	0.00	NA	NA	NA	NA	0.90	1.00	0.75	1.00	1.00	0.67	0.75	<b>0.58</b>
Solano	0.44	0.00	0.00	NA	NA	NA	NA	0.80	1.00	0.25	1.00	1.00	1.00	0.25	<b>0.53</b>
Bagabag	0.22	0.00	0.50	NA	NA	NA	NA	0.50	1.00	0.00	0.00	1.00	0.67	0.50	<b>0.38</b>
Quezon	0.33	0.00	0.50	NA	NA	NA	NA	0.50	0.00	0.00	0.00	1.00	0.67	0.00	<b>0.33</b>
Dupax Sur	0.22	0.00	0.50	NA	NA	NA	NA	0.30	0.00	0.25	0.00	1.00	0.67	0.50	<b>0.33</b>
<b>AURORA:</b>															
Dinalungan	0.67	1.00	0.50	1.00	1.00	1.00	1.00	0.70	0.00	1.00	1.00	0.50	0.67	0.50	<b>0.79</b>
Baler	0.56	1.00	0.50	0.67	1.00	1.00	1.00	0.60	0.00	0.25	1.00	1.00	0.67	0.50	<b>0.67</b>
San Luis	0.44	0.00	0.50	0.89	0.00	1.00	1.00	0.50	0.00	0.50	1.00	1.00	1.00	0.75	<b>0.61</b>
Ma Aurora	0.44	0.25	1.00	NA	NA	NA	NA	0.50	1.00	0.75	1.00	0.50	0.67	0.50	<b>0.55</b>
Dipaculao	0.33	0.25	1.00	0.67	1.00	0.25	1.00	0.40	1.00	0.50	0.00	1.00	1.00	0.25	<b>0.53</b>
<b>QUIRINO:</b>															
Diffun	0.56	0.25	0.50	NA	NA	NA	NA	0.80	1.00	0.50	1.00	0.50	1.00	0.25	<b>0.60</b>
Aglipay	0.56	0.50	1.00	NA	NA	NA	NA	0.30	0.00	0.25	0.00	0.50	0.67	0.00	<b>0.40</b>
Cabarroguis	0.22	0.25	0.50	NA	NA	NA	NA	0.50	1.00	0.00	1.00	0.50	0.33	0.50	<b>0.38</b>
Nagtipunan	0.44	0.00	0.50	NA	NA	NA	NA	0.40	0.00	0.50	0.00	0.50	0.00	0.25	<b>0.33</b>
Maddela	0.11	0.00	0.00	NA	NA	NA	NA	0.30	0.00	0.25	0.00	1.00	0.67	0.50	<b>0.28</b>
<b>ISABELA:</b>															
Cauayan City	NA	NA	NA	NA	NA	NA	NA	0.90	1.00	0.75	0.00	1.00	0.67	0.75	<b>0.80</b>
Santiago City	NA	NA	NA	NA	NA	NA	NA	0.80	0.00	0.50	1.00	0.50	0.67	1.00	<b>0.72</b>
<b>CENTRAL VISAYAS</b>															
<b>CEBU:</b>															
Dalaguete	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.75	1.00	1.00	0.67	0.75	<b>0.93</b>
San Francisco	0.44	0.50	1.00	1.00	0.50	1.00	0.50	0.80	1.00	1.00	1.00	1.00	0.67	0.75	<b>0.77</b>

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
<b>Worksheet 2: Governance <span style="color: red;">Function</span>-Specific Baseline Indices</b>															
	Forest Management			Coastal Management				Urban Management				LGU Internal Mgmt			Overall LGU
	Plng	Laws	Cros	Plng	Issu	Laws	Cros	Plng	Issu	Laws	Cros	Bdgt	Proc	Cros	
Compostela	0.56	0.75	0.50	0.56	1.00	0.75	1.00	1.00	1.00	0.75	1.00	1.00	0.67	0.50	<b>0.74</b>
Toledo City	0.56	0.00	1.00	1.00	1.00	1.00	1.00	0.80	0.00	0.50	1.00	1.00	0.67	0.75	<b>0.74</b>
Alcoy	0.67	1.00	0.50	0.89	1.00	1.00	0.50	0.60	0.00	0.25	1.00	1.00	0.33	0.25	<b>0.67</b>
Balamban	0.56	0.25	0.50	0.78	0.00	0.75	1.00	0.70	1.00	0.75	1.00	1.00	0.33	0.25	<b>0.61</b>
Pilar	NA	NA	NA	0.78	0.50	1.00	1.00	0.30	1.00	0.25	1.00	1.00	0.67	0.25	<b>0.60</b>
Danao City	0.22	0.00	0.00	0.89	1.00	1.00	1.00	0.70	0.00	0.25	1.00	0.50	1.00	0.50	<b>0.58</b>
Poro	0.22	0.00	0.50	0.89	0.50	1.00	1.00	0.30	0.00	0.00	1.00	1.00	1.00	0.75	<b>0.53</b>
Tudela	0.33	0.00	0.00	0.89	0.00	1.00	1.00	0.20	0.00	0.00	0.00	1.00	0.67	0.25	<b>0.42</b>
<b>BOHOL:</b>															
Tagbilaran City	NA	NA	NA	1.00	1.00	1.00	1.00	0.90	1.00	0.75	1.00	1.00	0.67	0.50	<b>0.88</b>
Maribojoc	0.78	1.00	0.50	1.00	1.00	1.00	1.00	0.70	1.00	0.50	1.00	1.00	0.67	0.75	<b>0.82</b>
Jagna	0.56	0.75	1.00	0.67	0.50	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.75	<b>0.81</b>
Alburquerque	0.44	0.50	0.50	1.00	1.00	1.00	1.00	0.90	1.00	0.75	1.00	1.00	0.67	0.75	<b>0.79</b>
Talibon	1.00	1.00	1.00	0.89	1.00	1.00	0.50	0.50	0.00	0.00	0.00	0.50	0.67	0.50	<b>0.70</b>
Duero	0.56	0.25	0.50	0.78	1.00	1.00	1.00	0.70	0.00	0.25	0.00	1.00	0.67	0.25	<b>0.61</b>
San Miguel	1.00	0.50	1.00	NA	NA	NA	NA	0.40	0.00	0.25	0.00	1.00	0.67	0.50	<b>0.60</b>
Panglao	NA	NA	NA	0.44	0.00	1.00	1.00	0.60	1.00	1.00	1.00	0.50	0.00	0.25	<b>0.57</b>
Cortes	0.56	0.50	0.50	0.44	0.00	0.50	1.00	0.80	1.00	0.25	1.00	1.00	0.00	0.50	<b>0.54</b>
Corella	0.33	0.50	0.50	NA	NA	NA	NA	0.50	1.00	0.50	1.00	1.00	0.67	0.50	<b>0.53</b>
Daus	NA	NA	NA	0.67	0.00	0.50	0.50	0.70	0.00	0.00	1.00	1.00	0.33	0.50	<b>0.52</b>
<b>NEGROS ORIENTAL:</b>															
Bayawan City	0.89	0.75	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	1.00	1.00	0.67	0.50	<b>0.89</b>
Dauin	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.80	1.00	0.75	1.00	1.00	0.67	0.50	<b>0.89</b>
San Jose	0.22	0.25	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	1.00	1.00	1.00	0.75	<b>0.79</b>
Tanjay City	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.60	1.00	0.00	0.00	0.50	0.67	0.50	<b>0.77</b>
La Libertad	1.00	1.00	1.00	0.89	0.00	0.75	1.00	0.40	0.00	0.00	0.00	1.00	0.67	0.50	<b>0.67</b>
Sta Catalina	0.56	0.25	0.50	0.78	1.00	1.00	1.00	0.60	1.00	0.50	1.00	1.00	0.67	0.50	<b>0.67</b>
Amlan	0.44	0.25	0.00	0.89	1.00	0.75	1.00	0.60	0.00	0.75	1.00	1.00	0.67	0.75	<b>0.65</b>
Bais City	0.89	1.00	1.00	0.33	0.00	0.25	0.50	0.80	0.00	0.50	1.00	1.00	0.67	0.50	<b>0.63</b>
Pamplona	0.00	0.00	0.50	NA	NA	NA	NA	0.80	1.00	1.00	1.00	0.50	0.33	0.50	<b>0.48</b>

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Worksheet 2: Governance <b>Function</b> -Specific Baseline Indices															
	Forest Management			Coastal Management				Urban Management				LGU Internal Mgmt			Overall LGU
	Plng	Laws	Cros	Plng	Issu	Laws	Cros	Plng	Issu	Laws	Cros	Bdgt	Proc	Cros	
<b>SOUTHERN MINDANAO</b>															
<b>SULTAN KUDARAT:</b>															
Lebak	0.89	0.75	1.00	0.89	1.00	0.50	1.00	0.40	0.00	0.75	1.00	1.00	1.00	0.50	<b>0.74</b>
Kalamansig	0.89	0.50	1.00	0.89	0.50	1.00	1.00	0.30	0.00	0.00	0.00	1.00	0.67	0.50	<b>0.63</b>
Tacurong City	0.11	0.00	0.00	NA	NA	NA	NA	0.80	0.00	0.75	1.00	1.00	0.67	0.50	<b>0.48</b>
Isulan	0.00	0.00	0.00	NA	NA	NA	NA	0.60	1.00	0.50	1.00	1.00	0.67	0.75	<b>0.43</b>
<b>LANAO DEL SUR:</b>															
Wao	1.00	1.00	0.50	NA	NA	NA	NA	0.30	0.00	0.25	0.00	1.00	0.67	0.50	<b>0.60</b>
<b>SARANGANI:</b>															
Kiamba	0.67	0.50	1.00	0.78	1.00	1.00	1.00	0.80	1.00	0.75	1.00	1.00	0.67	1.00	<b>0.81</b>
Maitum	0.78	0.75	0.50	1.00	1.00	0.75	1.00	0.70	0.00	0.75	1.00	1.00	1.00	0.75	<b>0.81</b>
Maasim	1.00	0.25	1.00	0.78	0.50	0.75	1.00	0.30	0.00	0.50	1.00	1.00	0.67	0.75	<b>0.67</b>
<b>MAGUINDANAO:</b>															
Parang	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.30	0.00	0.25	1.00	1.00	0.67	0.50	<b>0.49</b>
Sultan Kudarat	0.11	0.00	0.00	0.33	0.50	0.00	1.00	0.50	0.00	0.50	1.00	1.00	0.00	0.50	<b>0.33</b>
<b>NORTH COTABATO:</b>															
Kidapawan City	0.89	1.00	1.00	NA	NA	NA	NA	0.80	0.00	0.00	1.00	1.00	0.67	0.50	<b>0.73</b>
Makilala	1.00	0.75	1.00	NA	NA	NA	NA	0.50	1.00	0.00	0.00	1.00	0.67	0.25	<b>0.63</b>
<b>SOUTH COTABATO:</b>															
Koronadal City	0.56	0.25	1.00	NA	NA	NA	NA	0.80	1.00	0.50	1.00	1.00	1.00	1.00	<b>0.73</b>
<b>WESTERN MINDANAO</b>															
<b>BASILAN:</b>															
Isabela City	0.56	0.25	1.00	0.22	0.00	0.25	0.50	0.90	1.00	0.50	1.00	0.50	0.67	0.75	<b>0.54</b>
Lamitan	0.78	0.25	0.50	0.00	0.00	0.00	0.00	0.70	1.00	0.00	1.00	0.50	0.33	0.25	<b>0.37</b>
<b>ZAMBOANGA SIBUGAY:</b>															
Tungawan	0.89	0.25	0.50	1.00	1.00	1.00	1.00	0.60	0.00	0.00	0.00	1.00	1.00	1.00	<b>0.74</b>
RT Lim	0.33	0.25	0.00	1.00	1.00	1.00	0.50	0.20	0.00	0.50	0.00	1.00	0.67	0.50	<b>0.53</b>
Naga	0.56	0.25	0.00	0.78	0.50	1.00	1.00	0.20	1.00	0.00	0.00	1.00	0.33	0.25	<b>0.47</b>

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Worksheet 2: Governance <b>Function</b> -Specific Baseline Indices															
	Forest Management			Coastal Management				Urban Management				LGU Internal Mgmt			Overall
	<i>Plng</i>	<i>Laws</i>	<i>Cros</i>	<i>Plng</i>	<i>Issu</i>	<i>Laws</i>	<i>Cros</i>	<i>Plng</i>	<i>Issu</i>	<i>Laws</i>	<i>Cros</i>	<i>Bdgt</i>	<i>Proc</i>	<i>Cros</i>	LGU
Ipil	0.33	0.25	0.00	0.22	1.00	0.25	0.00	0.90	1.00	0.50	1.00	1.00	0.67	0.00	<b>0.46</b>
Buug	0.22	0.00	0.00	0.22	0.00	0.25	0.00	0.80	0.00	0.50	1.00	1.00	0.67	0.75	<b>0.40</b>
Payao	0.00	0.00	0.00	0.67	0.00	0.75	0.50	0.10	0.00	0.00	0.00	1.00	0.67	0.50	<b>0.30</b>
<b>ZAMBOANGA DEL SUR:</b>															
Zamboanga City	0.89	1.00	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	1.00	1.00	1.00	1.00	<b>0.96</b>
Tabina	0.67	0.00	0.50	1.00	1.00	1.00	1.00	0.80	1.00	1.00	1.00	1.00	0.67	1.00	<b>0.81</b>
Pagadian	0.78	0.25	1.00	0.78	1.00	0.75	1.00	0.80	0.00	0.25	1.00	1.00	1.00	0.75	<b>0.74</b>
Dumalinao	0.67	0.50	0.50	0.44	1.00	1.00	1.00	0.50	1.00	0.50	1.00	1.00	0.67	1.00	<b>0.67</b>
Dimataling	0.44	0.00	0.00	0.89	1.00	1.00	1.00	0.60	1.00	0.75	0.00	1.00	0.67	0.75	<b>0.65</b>
Tukuran	0.22	0.25	0.00	1.00	0.50	1.00	0.50	0.60	0.00	0.50	1.00	1.00	0.00	0.75	<b>0.56</b>
Dinas	0.22	0.00	0.00	1.00	1.00	1.00	1.00	0.30	0.00	0.00	0.00	1.00	0.67	1.00	<b>0.53</b>
San Pablo	0.11	0.25	0.00	0.44	1.00	1.00	1.00	0.20	0.00	0.25	1.00	1.00	0.67	1.00	<b>0.46</b>

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Worksheet 3a: Post-Evaluation by Key Informants -- Tally of Quantitative Results																								
	Total Number	Participants per Sector				Informants' Affiliation			Questions Simple & Clear				Qstns Relevant/Accurate				Top Ranked Concern			Qstns Complete/Sufficient				
		FFM	CRM	UEM	LIM	M/C LGU	NGO/PO	Others	VL	L	H	VH	VL	L	H	VH	FFM	CRM	UEM	VL	L	H	VH	
<b>NORTHERN LUZON</b>																								
<b>NUEVA VIZCAYA:</b>																								
Bambang	13	10	NA	4	11	10	3			1	9	3		1	7	4	6	NA	4		3	6	1	
Dupax Norte	14	13	NA	14	12	10	1	2		1	10	2		2	8	2	7	NA	5	2	2	5	2	
Bayombong	14	14	NA	14	12	7	3	4			7	5			6	6	5	NA	9			9	2	
Solano	11	11	NA	11	9	8	3				9				9			NA	8		1	7		
Bagabag	12	12	NA	12	12	12				2	8	1		2	7	1	2	NA	7	1	4	4	1	
Quezon	10	10	NA	10	10	7	1	2	0		6	4	0		6	4	8	NA	2			7	3	
Dupax Sur	19	19	NA	17	19	12	3	4		1	12	5		2	11	4	13	NA	3		7	7	2	
<b>Sub-total</b>	<b>93</b>					<b>66</b>	<b>14</b>	<b>12</b>	<b>0</b>	<b>5</b>	<b>61</b>	<b>20</b>	<b>0</b>	<b>7</b>	<b>54</b>	<b>21</b>	<b>41</b>		<b>38</b>	<b>3</b>	<b>17</b>	<b>45</b>	<b>11</b>	
																		<b>52%</b>	<b>0%</b>	<b>48%</b>				
<b>AURORA:</b>																								
Dinalungan	35	35	30	31	35	18	4	13	1		22	11	0		24	8	28	3	2			26	6	
Baler	14	14	14	14	14	7	3	4			13	1			10	4	1	1			3	8	2	
San Luis	11	11	11	11	11	1	5	5		2	7	2			8	2	4			1	3	4	2	
Ma Aurora	15	15	NA	15	15	9	1	5		2	9	4		4	6	5	4	NA			8	7		
Dipaculao	17	17	17	17	17	8	7	2			9	8			16	1	13		2		4	13		
<b>Sub-total</b>	<b>92</b>					<b>43</b>	<b>20</b>	<b>29</b>	<b>1</b>	<b>4</b>	<b>60</b>	<b>26</b>	<b>0</b>	<b>4</b>	<b>64</b>	<b>20</b>	<b>50</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>18</b>	<b>58</b>	<b>10</b>	
																		<b>86%</b>	<b>7%</b>	<b>7%</b>				
<b>QUIRINO:</b>																								
Diffun	15	12	NA	12	12	6	4	5			13	2		2	10	2	9	NA	4		6	8	1	
Aglipay	10	10	NA	10	10	7	1	2	0	0	9	1	0	1	8	1	10	NA	0	0	4	6	0	
Cabarroguis	9	9	NA	9	9	9					7	1			8	1	3	NA	6		2	7		
Nagtipunan	8	8	NA	8	8	4		4			7		1	1	4		8	NA			7	1		
Maddela	10	10	NA	10	10	10			1	1	5	3	1		7	2	5	NA	5		3	5	1	
<b>Sub-total</b>	<b>52</b>					<b>36</b>	<b>5</b>	<b>11</b>	<b>1</b>	<b>1</b>	<b>41</b>	<b>7</b>	<b>2</b>	<b>4</b>	<b>37</b>	<b>6</b>	<b>35</b>		<b>15</b>	<b>0</b>	<b>22</b>	<b>27</b>	<b>2</b>	
																		<b>70%</b>	<b>0%</b>	<b>30%</b>				
<b>ISABELA:</b>																								
Cauayan City	7	NA	NA	6	6	5	1	1			7				7		NA	NA	3		2	5		
Santiago City	14	NA	NA	14	14	9	1	4	0	0	11	1	0	0	10	1	NA	NA	12	0	3	7	1	
<b>Sub-total</b>	<b>21</b>					<b>14</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>1</b>			<b>15</b>	<b>0</b>	<b>5</b>	<b>12</b>	<b>1</b>	
																		<b>0%</b>	<b>0%</b>	<b>100%</b>				
<b>CENTRAL VISAYAS</b>																								
<b>CEBU:</b>																								
Dalaguete	11	11	11	11	11	10	1			1	7	3		1	9	1	3	2	6		4	5	1	
San Francisco	12	12	10	10	11	8	2	2			12				6	6	1	9	1			2	11	
Compostela	17	15	16	17	15	11		6	0		17			3	11	3	2	14	0	5	11	1		
Toledo City	28	17	18	15	15	19	2	5			22	6		3	17	7	14	4	9		9	16	3	
Alcoy	14	14	11	11	11	10	1	3			14				14							14		
Balamban	24	12	15	14	14	15	6			2	19	2	2	1	13	7	6	4	5		3	16	3	
Pilar	12	NA	11	12	12	6	3	3			10	3		1	9	3	NA	6	1		2	6	1	
Danao City	27	32	9	9	9	17	5	5		10	18	2	1	17	9	1	5	1	3	1	24	3	3	
Poro	16	16	12	13	12	7	2	4		5	5	2		3	8		1	7	4		6	6	1	
Tudela	13	10	11	10	13	9	2	2			12	1		1	7	5	1	2	8		7	4	2	
<b>Sub-total</b>	<b>174</b>					<b>112</b>	<b>24</b>	<b>30</b>	<b>0</b>	<b>18</b>	<b>136</b>	<b>19</b>	<b>3</b>	<b>30</b>	<b>103</b>	<b>33</b>	<b>31</b>	<b>37</b>	<b>51</b>	<b>1</b>	<b>60</b>	<b>83</b>	<b>26</b>	
																		<b>26%</b>	<b>31%</b>	<b>43%</b>				

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y		
<b>Worksheet 3a: Post-Evaluation by Key Informants -- Tally of Quantitative Results</b>																										
	Total Number	Participants per Sector				Informants' Affiliation			Questions Simple & Clear				Gstns Relevant/Accurate				Top Ranked Concern			Gstns Complete/Sufficient						
		FFM	CRM	UEM	LIM	M/C LGU	NGO/PO	Others	VL	L	H	VH	VL	L	H	VH	FFM	CRM	UEM	VL	L	H	VH			
<b>BOHOL:</b>																										
Tagbilaran City	16	12	16	15	14	7	1	5				12	4			7	9			3	7			3	10	3
Maribojoc	13	10	12	10	11	8	2	2				7	6			7	6	2	2	6			4	9		
Jagna	14	12	12	12	11	11	1	2			1	7	6			8	6	5		2			2	10	1	
Alburquerque	11	9	10	10	9	8	2	1	1			6	4	0		7	4			3	8	0	1	6	4	
Talibon	15	14	15	14	14	11	1	3				12	3		1	6	8	1	7	3			3	10	2	
Duero	11	11	11	11	11	8	1	2				9	1		2	6	3	2	1	4			2	8	1	
San Miguel	10	9	NA	10	10	5	1	2			2	7	1		1	8	1	5	NA	2			2	7	1	
Panglao	12	NA	12	7	9	9	1	2				12				11	1	NA	5	5			2	10		
Cortes	14	14	14	14	13	4	9	1				7	6			7	7	1	5	4	1	2	7	5		
Corella	12	10	NA	7	10	6	1	5			2	7	3		2	7	2	3	NA	6			4	6	1	
Dausi	8	NA	8	7	8	6	2					7	1			8		NA	6	1			1	7		
<b>Sub-total</b>	<b>136</b>					<b>83</b>	<b>22</b>	<b>25</b>	<b>1</b>	<b>5</b>	<b>93</b>	<b>35</b>	<b>0</b>	<b>6</b>	<b>82</b>	<b>47</b>	<b>19</b>	<b>32</b>	<b>48</b>	<b>1</b>	<b>26</b>	<b>90</b>	<b>18</b>			
																				19%	32%	48%				
<b>NEGROS ORIENTAL:</b>																										
Bayawan City	13	12	12	12	12	11	2					4	9			7	6	12						11	2	
Dauin	15	13	15	13	13	7	2	6				11	3			12	2	1	1	10			4	7	1	
San Jose	16	14	15	13	14	10	3	3				2	14		1	1	14	7	4	3	0	3	5	7		
Tanjay City	13	12	12	12	13	10	3					8	5			8	5	3	2	8	1	4	5	2		
La Libertad	15	12	11	11	13	6	2	7	1	1		9	4	1		9	5	7	1	6			3	11	1	
Sta Catalina	9	8	9	8	7	7	2		1			5	3			7	2	3	1	3			2	6	1	
Amlan	11	11	11	11	11	10		1				10	1			8	3	3		8			2	9		
Bais City	14	14	14	14	14	12		2				6	7			7	7	8	3	2				11	2	
Pamplona	12	10	NA	10	12	9	3					3	9	2	3	7	11	NA					1	2	8	
<b>Sub-total</b>	<b>118</b>					<b>82</b>	<b>17</b>	<b>19</b>	<b>2</b>	<b>1</b>	<b>58</b>	<b>55</b>	<b>1</b>	<b>3</b>	<b>62</b>	<b>51</b>	<b>55</b>	<b>12</b>	<b>40</b>	<b>1</b>	<b>19</b>	<b>67</b>	<b>24</b>			
																				51%	11%	37%				
<b>SOUTHERN MINDANAO</b>																										
<b>SULTAN KUDARAT:</b>																										
Lebak	22	22	12	10	18	13	2	7				20	2		1	17	4	20					4	18		
Kalamansig	31	27	15	16	26	18	3	10			4	23	2		2	21	5	15	1		1	10	11	3		
Tacurong City	13	12	NA	13	12	8	1	4			1	10	2		1	10	2	1		10				13		
Isulan	9	9		9	9	3	4	2				5	4			3	6	3		3			2	3	3	
<b>Sub-total</b>	<b>75</b>					<b>42</b>	<b>10</b>	<b>23</b>			<b>5</b>	<b>58</b>	<b>10</b>		<b>4</b>	<b>51</b>	<b>17</b>	<b>39</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>16</b>	<b>45</b>	<b>6</b>		
<b>LANAO DEL SUR:</b>																										
Wao	16	14	NA	15	11	9	1	6				9	2			4	10	14	NA	1			3	5	7	
<b>SARANGANI:</b>																										
Kiamba	7	7	7	6	4	5	1	1				7				6	1						2	5		
Maitum	19	13	11	8	8	12	6	1				16	3			13	5	13	2	1			8	11		
Maasim	28	8	6	14	5	13	9	6			3	23	2		4	21	3	14	3	7			8	14	3	
<b>Sub-total</b>	<b>54</b>					<b>30</b>	<b>16</b>	<b>8</b>			<b>3</b>	<b>46</b>	<b>5</b>		<b>4</b>	<b>40</b>	<b>9</b>	<b>27</b>	<b>5</b>	<b>8</b>		<b>18</b>	<b>30</b>	<b>3</b>		
<b>MAGUINDANAO:</b>																										
Parang	21	19	19	15	17	10	2	9			2	18	1			18	3	4	2	7			8	12	1	
Sultan Kudarat	30	28	29	28	26	14		16			1	24	4		2	24	4	4		19			6	19	2	
<b>Sub-total</b>	<b>51</b>					<b>24</b>	<b>2</b>	<b>25</b>			<b>3</b>	<b>42</b>	<b>5</b>		<b>2</b>	<b>42</b>	<b>7</b>	<b>8</b>	<b>2</b>	<b>26</b>		<b>14</b>	<b>31</b>	<b>3</b>		

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
<b>Worksheet 3a: Post-Evaluation by Key Informants -- Tally of Quantitative Results</b>																								
	Total Number	Participants per Sector				Informants' Affiliation			Questions Simple & Clear				Qstns Relevant/Accurate				Top Ranked Concern			Qstns Complete/Sufficient				
		FFM	CRM	UEM	LIM	M/C LGU	NGO/PO	Others	VL	L	H	VH	VL	L	H	VH	FFM	CRM	UEM	VL	L	H	VH	
<b>NORTH COTABATO:</b>																								
Kidapawan City	13	13	NA	12	9	6	1	6			11	2			11	2	7	NA	5		3	9		
Makilala	17	17	NA	15	17	11		6			16	1			12	5	8	NA	5		8	7	1	
<b>Sub-total</b>	<b>30</b>					<b>17</b>	<b>1</b>	<b>12</b>			<b>27</b>	<b>3</b>			<b>23</b>	<b>7</b>	<b>15</b>		<b>10</b>		<b>11</b>	<b>16</b>	<b>1</b>	
<b>SOUTH COTABATO:</b>																								
Koronadal City	22	18		19	20	12	3	7			14	8			1	9	12	4		12	1	1	15	5
<b>WESTERN MINDANAO</b>																								
<b>BASILAN:</b>																								
Isabela	28	22	21	6	14	15	4	9	0	3	20	5	1	5	19	3	12	1	4	1	9	11	2	
Lamitan	33	14	10	5	15	17	1	15	1	5	19	8		2	22	9	19	5	4	1	7	14	6	
<b>Sub-total</b>	<b>61</b>					<b>32</b>	<b>5</b>	<b>24</b>	<b>1</b>	<b>8</b>	<b>39</b>	<b>13</b>	<b>1</b>	<b>7</b>	<b>41</b>	<b>12</b>	<b>31</b>	<b>6</b>	<b>8</b>	<b>2</b>	<b>16</b>	<b>25</b>	<b>8</b>	
						52%	8%	39%	2%	13%	64%	21%	2%	11%	67%	20%	69%	13%	18%	4%	31%	49%	16%	
<b>ZAMBOANGA SIBUGAY:</b>																								
RT Lim	20	20	20	20	19	10	1	9		2	17	1		1	8	11	8	2	3	1	3	11	6	
Ipil	16	10	10	8	9	8	2	6			9	7			12	4	5	5	4		2	12	2	
Tungawan	17	8	9	6	6	12	1	4			17		1	1	13						3	12	1	
Buug	15	3	12	10	9	10	3	2		8	7			7	8		1	6	1		4	9	2	
Naga	16	9	11	9	9	6	1	9		6	7	3		4	7	4	1	6	2	2	5	6	3	
Payao	15	9	10	9	12	10	2	3			9	5		2	10	2	1	11	3		8	6		
<b>Sub-total</b>	<b>99</b>					<b>56</b>	<b>10</b>	<b>33</b>		<b>16</b>	<b>66</b>	<b>16</b>	<b>1</b>	<b>15</b>	<b>58</b>	<b>21</b>	<b>16</b>	<b>30</b>	<b>13</b>	<b>3</b>	<b>25</b>	<b>56</b>	<b>14</b>	
						57%	10%	33%	0%	16%	67%	16%	1%	16%	61%	22%	27%	51%	22%	3%	26%	57%	14%	
<b>ZAMBOANGA DEL SUR:</b>																								
Zamboanga City	12	11	11	11	12	12					6	6			6	6	2	1	9		1	10	1	
Tabina	28	18	23	18	21	25	1	2			5	22			4	23	1	19	2			14	13	
Pagadian	21	15	17	19	11	12	2	7		1	14	5		1	15	5	2	2	16			14	3	
Dumalinao	20	13	14	15	15	10	1	9			12	7		1	10	8	1	1	7		1	11	4	
Dimataling	17	15	16	16	15	13	1	3		2	10	5			6	10	4	1	2		3	9	4	
Tukuran	13	9	12	9	10	9		4		3	7	3	1	1	7	2	3	3	7		4	6	1	
Dinas	20	16	15	16	20	16		4																
San Pablo	12	9	9	9	9	10		2		3	8	1		2	8	1	3	5	0		5	5		
<b>Sub-total</b>	<b>143</b>					<b>107</b>	<b>5</b>	<b>31</b>	<b>0</b>	<b>9</b>	<b>62</b>	<b>49</b>	<b>1</b>	<b>5</b>	<b>56</b>	<b>55</b>	<b>16</b>	<b>32</b>	<b>43</b>	<b>0</b>	<b>14</b>	<b>69</b>	<b>26</b>	
	<b>303</b>					75%	3%	22%	0%	8%	52%	41%	1%	4%	48%	47%	18%	35%	47%	0%	13%	63%	24%	
									1	33	167	78	3	27	155	88				5	55	150	48	
									0%	12%	60%	28%	1%	10%	57%	32%				2%	21%	58%	19%	
<b>GRAND TOTAL</b>	<b>1237</b>					<b>765</b>	<b>157</b>	<b>300</b>	<b>6</b>	<b>78</b>	<b>830</b>	<b>274</b>	<b>9</b>	<b>92</b>	<b>743</b>	<b>329</b>	[summation done by province]				<b>14</b>	<b>285</b>	<b>674</b>	<b>165</b>
						63%	13%	25%	1%	7%	70%	23%	1%	8%	63%	28%				1%	25%	59%	14%	

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	
Worksheet 3b: Post-Evaluation by Key Informants -- Tally of Quantitative Results, Continuation																											
	Total Number	Informants Adequate & Rep				Answers Objective/Impartial				Documents Useful				Docs Difficult to Compile				LGU Adopts Functionality				LGU Adopts Transparency					
		VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH		
<b>NORTHERN LUZON</b>																											
<b>NUEVA VIZCAYA:</b>																											
Bambang	13		2	5			6	1	1	1	5	1			3	4				4	6	1		3	5	2	
Dupax Norte	14		3	7	2		2	9	1		3	8	1		1	3				5	4	1		2	6	1	
Bayombong	14		1	9	2			8	3			4	8			3	3				10	2			10	2	
Solano	11		4	5				8			3	5			1	1				4	5			2	7		
Bagabag	12		5	4			1	6			5	3			1	4	2		2	3	4		1	4	4		
Quezon	10		1	7	2			7	3		1	6	3	2	2	4	1			1	6	3		1	6	3	
Dupax Sur	19	1	5	8	3	1	1	8	5		3	11	2		5	9	1		3	10	4	1		8	6	2	
<b>Sub-total</b>	<b>93</b>	<b>1</b>	<b>21</b>	<b>45</b>	<b>9</b>	<b>1</b>	<b>4</b>	<b>52</b>	<b>13</b>	<b>1</b>	<b>16</b>	<b>42</b>	<b>15</b>	<b>3</b>	<b>16</b>	<b>26</b>	<b>5</b>		<b>5</b>	<b>27</b>	<b>39</b>	<b>8</b>	<b>1</b>	<b>20</b>	<b>44</b>	<b>10</b>	
																				6%	34%	49%	10%	1%	27%	59%	13%
<b>AURORA:</b>																											
Dinalungan	35		7	22	6	1		24	10	0		16	11	1	1	8	4			1	19	13			20	12	
Baler	14		2	11			2	10	1		2	8	3				4		1	7	5			10	4		
San Luis	11	2	2	3	1	1	2	5	2		1	4	4							5	4			6	2	1	
Ma Aurora	15		4	10	1		2	12	1		5	9			1	5	6			8	5			8	6		
Dipaculao	17	1	7	8	1		1	5	11		1	5	11			3	4		2		12	3	1	1	10	5	
<b>Sub-total</b>	<b>92</b>	<b>3</b>	<b>22</b>	<b>54</b>	<b>9</b>	<b>2</b>	<b>7</b>	<b>56</b>	<b>25</b>	<b>0</b>	<b>9</b>	<b>42</b>	<b>29</b>	<b>1</b>	<b>4</b>	<b>16</b>	<b>18</b>		<b>3</b>	<b>21</b>	<b>45</b>	<b>16</b>	<b>1</b>	<b>25</b>	<b>42</b>	<b>18</b>	
																				4%	25%	53%	19%	1%	29%	49%	21%
<b>QUIRINO:</b>																											
Diffun	15		3	8	1		4	9	1		3	9	1		4	7	1			5	7	1		1	10	2	
Aglipay	10	0	2	8	0	0	3	7	0	0	1	6	1	1	0	0	0		0	6	3	0	0	7	1	0	
Cabaroguis	9		8	1			1	8				5	4		5	3			3	6	3		3	6			
Nagtipunan	8		4	4			1	6			3	3	1		1	4				2	6			4	4		
Maddela	10		4	4	1		1	8	1			8	1		2	5			3	5	2		3	4	3		
<b>Sub-total</b>	<b>52</b>	<b>0</b>	<b>21</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>38</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>31</b>	<b>8</b>	<b>1</b>	<b>12</b>	<b>19</b>	<b>1</b>		<b>6</b>	<b>24</b>	<b>18</b>	<b>1</b>	<b>6</b>	<b>22</b>	<b>18</b>	<b>2</b>	
																				12%	49%	37%	2%	13%	46%	38%	4%
<b>ISABELA:</b>																											
Cauayan City	7		1	6				7				7			1	2					6					5	
Santiago City	14	0	3	9	0	0	2	9	0	0	1	7	1	0	2	4	1		0	4	7	0	0	6	5	0	
<b>Sub-total</b>	<b>21</b>	<b>0</b>	<b>4</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>1</b>		<b>0</b>	<b>4</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>10</b>	<b>0</b>	
																				0%	24%	76%	0%	0%	38%	63%	0%
<b>CENTRAL VISAYAS</b>																											
<b>CEBU:</b>																											
Dalaguete	11		4	5	1			8	3		1	5	5		2	1				2	8	1		2	8	1	
San Francisco	12		2	8	2		1	9	1			9	11	1	3					3	9			2	8	2	
Compostela	17	0	6	10	1	0	3	14			1	13	3	0	3	4				7	10			5	11	1	
Toledo City	28		7	20	1		5	19	4		2	15	11		2	9	2			3	21	4	1	5	19	3	
Alcoy	14							14				14															
Balamban	24		4	14	4		2	16	3	2	6	10	2		5	1	2			6	13	1	1	6	13	1	
Pilar	12		2	5			2	4	2		2	4	4		11				1	3	6			3	6		
Danao City	27	2	16	12			17	12			22	7	1	2	18	5			1	21	4	2		15	7	2	
Poro	16		5	7	1		2	10				7	5			3	11			4	9			2	10		
Tudela	13		8	4	1	1	1	8	3			10	3		2	2			3	10				10	3		
<b>Sub-total</b>	<b>174</b>	<b>2</b>	<b>54</b>	<b>85</b>	<b>11</b>	<b>1</b>	<b>33</b>	<b>114</b>	<b>16</b>	<b>2</b>	<b>34</b>	<b>94</b>	<b>45</b>	<b>3</b>	<b>46</b>	<b>25</b>	<b>15</b>		<b>5</b>	<b>59</b>	<b>80</b>	<b>8</b>	<b>2</b>	<b>50</b>	<b>85</b>	<b>10</b>	
																				3%	39%	53%	5%	1%	34%	58%	7%

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA		
Worksheet 3b: Post-Evaluation by Key Informants -- Tally of Quantitative Results, Continuation																												
	Total Number	Informants Adequate & Rep				Answers Objective/Impartial				Documents Useful				Docs Difficult to Compile				LGU Adopts Functionality				LGU Adopts Transparency						
		VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH			
<b>BOHOL:</b>																												
Tagbilaran City	16			13	2	1	1	9	2				12	4	1	1	7	2			3	12	1		2	13	1	
Maribojoc	13		3	9	1			12					5	8		2	8				10	3		1	9	3		
Jagna	14		1	13				1	5	7			7	7		1	2	2			2	9	3		9	5		
Albuquerque	11	0	1	8	2			1	8	2	0		5	5	2					0	1	10		1	7	3		
Talibon	15		10	4	1			2	10	3			9	6		5	6				3	11	1		6	9		
Duero	11		6	5				3	7				7	3		2	1				4	7		1	2	7	1	
San Miguel	10		3	7				9				4	5	1			2				4	5		2	7			
Panglao	12		5	6	1			2	8	1		1	10	1		2	2				5	7		2	6	4		
Cortes	14		12	2	1			2	9	1		1	7	5		3	6	1		1	8	4	1	1	7	5	1	
Corella	12	1	8	3				1	8	2		2	7	3		3	6			1	6	5		1	6	4	1	
Dausi	8		6	1	1			1	6	1		2	6			1	1	1			4	4			5	3		
<b>Sub-total</b>	<b>136</b>	<b>1</b>	<b>55</b>	<b>71</b>	<b>9</b>	<b>1</b>	<b>14</b>	<b>91</b>	<b>19</b>	<b>0</b>	<b>10</b>	<b>80</b>	<b>43</b>	<b>3</b>	<b>20</b>	<b>41</b>	<b>6</b>	<b>2</b>	<b>40</b>	<b>62</b>	<b>84</b>	<b>9</b>	<b>5</b>	<b>38</b>	<b>77</b>	<b>15</b>		
																				1%	30%	62%	7%	4%	28%	57%	11%	
<b>NEGROS ORIENTAL:</b>																												
Bayawan City	13			11	1		1	8	4			4	9	1	4		1				6	7		1	6	6		
Dauin	15		1	11	1			10	4			10	4		1	2	1				1	7	6		1	7	6	
San Jose	16		1	3	6			2	4	10	0	1	4	10	0		1	0	0	0	4	5	7	0	4	6	6	
Tanjan City	13		4	8	1		1	6	5		3		6	2	1	1	1				4	8	1		3	8	2	
La Libertad	15	1	10	4		1	1	11	2		2	8	2		1	3					2	9	2		2	10	1	
Sta Catalina	9		5	3			1	5	3			8	1	2						1	1	7			3	6		
Amlan	11		8	3				8	3			7	3		2	1					2	7	1		2	6	2	
Bais City	14		1	10	1		1	8	5		1	7	4			2					3	8	2		6	5	2	
Pamplona	12		4	8			1	3	8			4	8		2	2					10	2			6	6		
<b>Sub-total</b>	<b>118</b>	<b>1</b>	<b>34</b>	<b>61</b>	<b>10</b>	<b>1</b>	<b>8</b>	<b>63</b>	<b>44</b>	<b>0</b>	<b>7</b>	<b>52</b>	<b>47</b>	<b>5</b>	<b>11</b>	<b>11</b>	<b>3</b>	<b>1</b>	<b>17</b>	<b>67</b>	<b>28</b>	<b>0</b>	<b>28</b>	<b>60</b>	<b>25</b>			
																				1%	15%	59%	25%	0%	25%	53%	22%	
<b>SOUTHERN MINDANAO</b>																												
<b>SULTAN KUDARAT:</b>																												
Lebak	22	1	7	14			2	20				20	2		4	16				1	7	14			3	19		
Kalamansig	31	2	10	16	1		1	7	21			6	21	2	1	4	8	2		1	19	8		4	12	11		
Tacurong City	13		4	9			1	1	11			2	9	2		6	3				2	10	1		4	8	1	
Isulan	9		2	4	2			8				4	4		2	3					5	4			4	4	1	
<b>Sub-total</b>	<b>75</b>	<b>3</b>	<b>23</b>	<b>43</b>	<b>3</b>	<b>2</b>	<b>10</b>	<b>60</b>			<b>8</b>	<b>54</b>	<b>10</b>	<b>1</b>	<b>16</b>	<b>30</b>	<b>2</b>	<b>2</b>	<b>33</b>	<b>36</b>	<b>1</b>	<b>4</b>	<b>23</b>	<b>42</b>	<b>2</b>			
																				3%	46%	50%	1%	6%	32%	59%	3%	
<b>LANAO DEL SUR:</b>																												
Wao	16		8	2				6	10			6	7		1	7	2				2	9	4		3	8	4	
																					0%	13%	60%	27%	0%	20%	53%	27%
<b>SARANGANI:</b>																												
Kiamba	7		1	6			1	5			1	4	2	1	1						1	6			1	6		
Maitum	19		5	13	1		3	13	1		1	11	6	5	7	4					7	9	2		6	9	3	
Maasim	28		1	22			1	4	14	3		3	14	6	1	2	14				7	16	5	1	4	17	5	
<b>Sub-total</b>	<b>54</b>		<b>7</b>	<b>41</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>32</b>	<b>4</b>		<b>5</b>	<b>29</b>	<b>14</b>	<b>7</b>	<b>10</b>	<b>18</b>	<b>1</b>				<b>15</b>	<b>31</b>	<b>7</b>	<b>1</b>	<b>11</b>	<b>32</b>	<b>8</b>	
																					0%	28%	58%	13%	2%	21%	62%	15%
<b>MAGUINDANAO:</b>																												
Parang	21		5	15	1		2	15	1		1	13	2	1	4	10					12	9			10	11		
Sultan Kudarat	30		4	19	3		6	22		1	1	21	2		20	1				1	8	17		1	8	13	1	
<b>Sub-total</b>	<b>51</b>		<b>9</b>	<b>34</b>	<b>4</b>		<b>8</b>	<b>37</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>34</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>30</b>	<b>1</b>	<b>1</b>	<b>20</b>	<b>26</b>			<b>1</b>	<b>18</b>	<b>24</b>	<b>1</b>		
																					2%	43%	55%	0%	2%	41%	55%	2%

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA				
Worksheet 3b: Post-Evaluation by Key Informants -- Tally of Quantitative Results, Continuation																														
	Total Number	Informants Adequate & Rep				Answers Objective/Impartial				Documents Useful				Docs Difficult to Compile				LGU Adopts Functionality				LGU Adopts Transparency								
		VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH					
<b>NORTH COTABATO:</b>																														
Kidapawan City	13			5	7			1	3	8				2	8	3	2	4	4	1			3	10		1		10	2	
Makilala	17			5	9	2				13	3			2	14	1		2	8	1			1	12	4			12	4	
<b>Sub-total</b>	<b>30</b>			<b>10</b>	<b>16</b>	<b>2</b>		<b>1</b>	<b>3</b>	<b>21</b>	<b>3</b>			<b>4</b>	<b>22</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>12</b>	<b>2</b>			<b>4</b>	<b>22</b>	<b>4</b>	<b>1</b>		<b>22</b>	<b>6</b>	
																							0%	13%	73%	13%	3%	0%	76%	21%
<b>SOUTH COTABATO:</b>																														
Koronadal City	22	2	15	3	2	1	1	15	4	2	3	11	4	2	3	9					1	2	19		1	1	19	1		
																						5%	9%	86%	0%	5%	5%	86%	5%	
<b>WESTERN MINDANAO</b>																														
<b>BASILAN:</b>																														
Isabela	28	1	12	12		1	6	14	3	2	4	4	3	1	7	9	1	3	22	3	0	2	16	10	0					
Lamitan	33	3	18	12		1	6	20	6	1	10	11	8	2	7	10	1	6	17	10		7	13	13						
<b>Sub-total</b>	<b>61</b>	<b>4</b>	<b>30</b>	<b>24</b>		<b>2</b>	<b>12</b>	<b>34</b>	<b>9</b>	<b>3</b>	<b>14</b>	<b>15</b>	<b>11</b>	<b>3</b>	<b>14</b>	<b>19</b>	<b>2</b>	<b>9</b>	<b>39</b>	<b>13</b>	<b>0</b>	<b>9</b>	<b>29</b>	<b>23</b>	<b>0</b>					
		7%	52%	41%	0%	4%	21%	60%	16%	7%	33%	35%	26%	8%	37%	50%	5%	15%	64%	21%	0%	15%	48%	38%	0%					
<b>ZAMBOANGA SIBUGAY:</b>																														
RT Lim	20		6	12	3	1	2	16	2		1	7	2	1		5			10	9		2	11	4	2					
Ipil	16		1	12	2			13	3		1	11	4		1	6	2		1	9	5	1		8	7					
Tungawan	17	1	8	6			4	10			1	13	1		1	5			1	7	7	1	1	5	9	1				
Buug	15		4	11			1	11	2		1	3	3		1	1	1	1	3	11		1	1	11	1	1				
Naga	16	2	5	7	2		1	11	4	1	8	1	2		1	1	1	4	8	2	1	3	10	3						
Payao	15		3	2	1		2	11	2		2	10	3		5	7	2		10	5		1	7	6						
<b>Sub-total</b>	<b>99</b>	<b>3</b>	<b>27</b>	<b>50</b>	<b>8</b>	<b>1</b>	<b>10</b>	<b>72</b>	<b>13</b>	<b>1</b>	<b>14</b>	<b>45</b>	<b>15</b>	<b>1</b>	<b>9</b>	<b>25</b>	<b>6</b>	<b>6</b>	<b>47</b>	<b>39</b>	<b>3</b>	<b>8</b>	<b>42</b>	<b>40</b>	<b>4</b>					
		3%	31%	57%	9%	1%	10%	75%	14%	1%	19%	60%	20%	2%	22%	61%	15%	6%	49%	41%	3%	9%	45%	43%	4%					
<b>ZAMBOANGA DEL SUR:</b>																														
Zamboanga City	12		3	9			3	7	2		1	9	2		2	6	2		1	10	1		3	8	1					
Tabina	28		3	11	13		1	12	15		1	7	19	1		8	16		1	11	15		2	7	17					
Pagadian	21	2	1	13	2		1	12	7			10	17	1	5	3			6	12	1		10	8						
Dumalinao	20		1	11	3		1	7	8		3	6	2		13	3		2	4	9		1	2	7	3					
Dimataling	17		2	12	1		3	8	5		2	9	4	1	1	6	1		3	11	1		4	6	5					
Tukuran	13		7	5	1		1	7	5		1	9	3		2	8	1		6	5	2		2	9	2					
Dinas	20																													
San Pablo	12	2	4	5	1	2	4	6			1	8	2		1	1		1	8	3		2	5	4						
<b>Sub-total</b>	<b>143</b>	<b>4</b>	<b>21</b>	<b>66</b>	<b>21</b>	<b>2</b>	<b>14</b>	<b>59</b>	<b>42</b>	<b>0</b>	<b>9</b>	<b>58</b>	<b>49</b>	<b>3</b>	<b>24</b>	<b>32</b>	<b>20</b>	<b>3</b>	<b>29</b>	<b>61</b>	<b>20</b>	<b>3</b>	<b>28</b>	<b>49</b>	<b>28</b>					
		4%	19%	59%	19%	2%	12%	50%	36%	0%	8%	50%	42%	4%	30%	41%	25%	3%	26%	54%	18%	3%	26%	45%	26%					
		11	78	140	29	5	36	165	64	4	37	118	75	7	47	76	28													
		4%	30%	54%	11%	2%	13%	61%	24%	2%	16%	50%	32%	4%	30%	48%	18%													
<b>GRAND TOTAL</b>	<b>1237</b>	<b>24</b>	<b>361</b>	<b>635</b>	<b>91</b>	<b>16</b>	<b>144</b>	<b>766</b>	<b>205</b>	<b>10</b>	<b>143</b>	<b>629</b>	<b>306</b>	<b>36</b>	<b>199</b>	<b>326</b>	<b>85</b>	[summation done by province]				[summation done by province]								
		2%	32%	57%	8%	1%	13%	68%	18%	1%	13%	58%	28%	6%	31%	50%	13%													

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
<b>Worksheet 3c: Post-Evaluation by Key Informants -- Tally of Quantitative Results, Continuation</b>																						
	Total Number	LGU Adopts Accountability				LGU Adopts Participation				LGU Success FFM Concerns				LGU Success CRM Concerns				LGU Success UEM Concerns				
		VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	
<b>NORTHERN LUZON</b>																						
<b>NUEVA VIZCAYA:</b>																						
Bambang	13		2	5	2		4	3	2		5	3	1	NA	NA	NA	NA		1	6		
Dupax Norte	14		2	6	1	1	4	5			2	9		NA	NA	NA	NA		1	10		
Bayombong	14		1	6	5		1	9	2		6	4	1	NA	NA	NA	NA		1	10		1
Solano	11		3	4			3	6			6	2		NA	NA	NA	NA		2	6		
Bagabag	12	2	3	4		1	5	3		2	5	1		NA	NA	NA	NA	1	4	4		
Quezon	10			6	3		1	6	3		2	6	2	NA	NA	NA	NA	1	7	1	1	
Dupax Sur	19	1	10	4	1	2	10	5		4	5	3	3	NA	NA	NA	NA	1	5	3	1	
<b>Sub-total</b>	<b>93</b>	<b>3</b>	<b>21</b>	<b>35</b>	<b>12</b>	<b>4</b>	<b>28</b>	<b>37</b>	<b>7</b>	<b>6</b>	<b>31</b>	<b>28</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>21</b>	<b>40</b>	<b>3</b>	
<b>PERCENTAGES:</b>		<b>4%</b>	<b>30%</b>	<b>49%</b>	<b>17%</b>	<b>6%</b>	<b>37%</b>	<b>49%</b>	<b>9%</b>	<b>8%</b>	<b>43%</b>	<b>39%</b>	<b>10%</b>					<b>4%</b>	<b>31%</b>	<b>60%</b>	<b>4%</b>	
<b>AURORA:</b>																						
Dinalungan	35			20	14		1	19	11		1	26	7				20	15	1	4	23	5
Baler	14	2	4	8		1	8	5		1	9	4				9	5		2	5	7	
San Luis	11		6	2	1	1	3	2	1	1	2	5	1			1	4	1	1		5	
Ma Aurora	15		8	5		1	6	6		2	8	3		NA	NA	NA	NA		8	3		
Dipaculao	17	1	2	11	3	1	5	8	3	1	10	4	1	2		5	10		2	4	11	
<b>Sub-total</b>	<b>92</b>	<b>3</b>	<b>20</b>	<b>46</b>	<b>18</b>	<b>4</b>	<b>23</b>	<b>40</b>	<b>15</b>	<b>5</b>	<b>30</b>	<b>42</b>	<b>9</b>	<b>2</b>	<b>15</b>	<b>39</b>	<b>16</b>	<b>6</b>	<b>21</b>	<b>49</b>	<b>5</b>	
<b>PERCENTAGES:</b>		<b>3%</b>	<b>23%</b>	<b>53%</b>	<b>21%</b>	<b>6%</b>	<b>28%</b>	<b>49%</b>	<b>18%</b>	<b>6%</b>	<b>35%</b>	<b>49%</b>	<b>10%</b>	<b>3%</b>	<b>21%</b>	<b>54%</b>	<b>22%</b>	<b>7%</b>	<b>26%</b>	<b>60%</b>	<b>6%</b>	
<b>QUIRINO:</b>																						
Diffun	15		5	7	1		2	11			6	5	1	NA	NA	NA	NA		4	8	1	
Aglipay	10	0	6	1	0	0	6	1	0	0	6	2	0	NA	NA	NA	NA		0	3	0	0
Cabarroguis	9	1	4	4		3	5	1			7	2		NA	NA	NA	NA	1	6	2		
Nagtipunan	8		5	3			4	3	1		4	3		NA	NA	NA	NA		3	1		
Maddela	10	1	5	3	1	3	3	3	1		1	6	3					1	4	3		
<b>Sub-total</b>	<b>52</b>	<b>2</b>	<b>25</b>	<b>18</b>	<b>2</b>	<b>6</b>	<b>20</b>	<b>19</b>	<b>2</b>	<b>0</b>	<b>24</b>	<b>18</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>20</b>	<b>14</b>	<b>1</b>	
<b>PERCENTAGES:</b>		<b>4%</b>	<b>53%</b>	<b>38%</b>	<b>4%</b>	<b>13%</b>	<b>43%</b>	<b>40%</b>	<b>4%</b>	<b>0%</b>	<b>52%</b>	<b>39%</b>	<b>9%</b>					<b>5%</b>	<b>54%</b>	<b>38%</b>	<b>3%</b>	
<b>ISABELA:</b>																						
Cauayan City	7			5			3	3		NA	NA	NA	NA	NA	NA	NA	NA				6	
Santiago City	14		6	4	1	1	4	6	1	NA	NA	NA	NA	NA	NA	NA	NA		0	3	7	1
<b>Sub-total</b>	<b>21</b>	<b>0</b>	<b>6</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>13</b>	<b>1</b>	
<b>PERCENTAGES:</b>		<b>0%</b>	<b>38%</b>	<b>56%</b>	<b>6%</b>	<b>6%</b>	<b>39%</b>	<b>50%</b>	<b>6%</b>									<b>0%</b>	<b>18%</b>	<b>76%</b>	<b>6%</b>	
<b>CENTRAL VISAYAS</b>																						
<b>CEBU:</b>																						
Dalaguete	11		2	7	2		3	7	1		3	7	1			1	8	2		2	8	1
San Francisco	12		4	7	1	1	3	6	2	1	8	3				6	5	1		2	9	1
Compostela	17	1	7	9		1	10	5	1	5	11	1			14	3			15	2	0	
Toledo City	28		6	17	5		7	19	2	1	3	16				21	5		7	16		
Alcoy	14																					
Balamban	24	1	5	12	1	1	8	10		2	8	8	1	1	5	9	1	1	7	7		
Pilar	12		1	8			3	6						1	3	5		2	3	1		
Danao City	27	1	16	5	2		15	6	2	3	23	2										
Poro	16		3	9			2	10		1	8	3				4	8		2	7	3	
Tudela	13		2	10	1		1	11		6	4	3			5	6	2	1	6	5		
<b>Sub-total</b>	<b>174</b>	<b>3</b>	<b>46</b>	<b>84</b>	<b>12</b>	<b>3</b>	<b>52</b>	<b>80</b>	<b>8</b>	<b>19</b>	<b>68</b>	<b>43</b>	<b>2</b>	<b>2</b>	<b>38</b>	<b>65</b>	<b>11</b>	<b>6</b>	<b>49</b>	<b>51</b>	<b>2</b>	

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
<b>Worksheet 3c: Post-Evaluation by Key Informants -- Tally of Quantitative Results, Continuation</b>																						
	Total Number	LGU Adopts Accountability				LGU Adopts Participation				LGU Success FFM Concerns				LGU Success CRM Concerns				LGU Success UEM Concerns				
		VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	VL	L	H	VH	
		2%	32%	58%	8%	2%	36%	56%	6%	14%	52%	33%	2%	2%	33%	56%	9%	6%	45%	47%	2%	
<b>BOHOL:</b>																						
Tagbilaran City	16		5	10	1		2	13	1	2	12	1				14	2	2	2	12		
Maribojoc	13		2	8	3		2	8	3		5	7	1		1	9	3		4	9		
Jagna	14		1	8	5		1	9	4		4	10			3	8	3		2	8	4	
Alburquerque	11	0		8	3	0		9	2	1	9	1	0		2	3	6		7	4	0	
Talibon	15	1	5	14		2	7	6			5	9			4	11		1	10	3		
Duero	11		3	7	1	1	3	7			1	8	1		1	9			2	8		
San Miguel	10		3	5	1		6	3			4	3		NA	NA	NA	NA		3	4		
Panglao	12		10	2			4	8		NA	NA	NA	NA	1		5	6	1	6	4		
Cortes	14		9	4	1	1	6	5	2	2	10	2				8	5		7	7		
Corella	12		7	2	1	1	7	4		3	4	5		NA	NA	NA	NA		6	5		
Dausi	8		6	2			5	3		NA	NA	NA	NA		1	5			2	4		
<b>Sub-total</b>	<b>136</b>	<b>1</b>	<b>51</b>	<b>70</b>	<b>16</b>	<b>5</b>	<b>43</b>	<b>75</b>	<b>12</b>	<b>8</b>	<b>54</b>	<b>46</b>	<b>2</b>	<b>1</b>	<b>25</b>	<b>70</b>	<b>14</b>	<b>4</b>	<b>51</b>	<b>68</b>	<b>4</b>	
<b>PERCENTAGES:</b>		<b>1%</b>	<b>37%</b>	<b>51%</b>	<b>12%</b>	<b>4%</b>	<b>32%</b>	<b>56%</b>	<b>9%</b>	<b>7%</b>	<b>49%</b>	<b>42%</b>	<b>2%</b>	<b>1%</b>	<b>23%</b>	<b>64%</b>	<b>13%</b>	<b>3%</b>	<b>40%</b>	<b>54%</b>	<b>3%</b>	
<b>NEGROS ORIENTAL:</b>																						
Bayawan City	13			6	7			4	9			11	2			5	8			11	2	
Dauin	15		1	7	6		1	8	5		2	9	3			5	9		5	8	1	
San Jose	16	0	3	5	8	0	4	5	7	2	7	5	2	0	3	4	9	0	1	10	5	
Tanjay City	13		3	8	2		1	7	5		4	7	3		1	6	6	1	5	6	1	
La Libertad	15		2	9	2		4	6	3	2	6	7		2	9	4		4	7	4		
Sta Catalina	9		3	6		1	1	6	1		6	1	1		4	3	1		4	4		
Amlan	11		2	6	2		2	7	1		7	4			1	9	1		1	9	1	
Bais City	14		5	7	1		2	10	1	1	4	8	1	1	5	8			7	7		
Pamplona	12		3	9			3	9		1	9	2		NA	NA	NA	NA		7	5		
<b>Sub-total</b>	<b>118</b>	<b>0</b>	<b>22</b>	<b>63</b>	<b>28</b>	<b>1</b>	<b>18</b>	<b>62</b>	<b>32</b>	<b>6</b>	<b>45</b>	<b>54</b>	<b>12</b>	<b>3</b>	<b>23</b>	<b>44</b>	<b>34</b>	<b>5</b>	<b>37</b>	<b>64</b>	<b>10</b>	
<b>PERCENTAGES:</b>		<b>0%</b>	<b>19%</b>	<b>56%</b>	<b>25%</b>	<b>1%</b>	<b>16%</b>	<b>55%</b>	<b>28%</b>	<b>5%</b>	<b>38%</b>	<b>46%</b>	<b>10%</b>	<b>3%</b>	<b>22%</b>	<b>42%</b>	<b>33%</b>	<b>4%</b>	<b>32%</b>	<b>55%</b>	<b>9%</b>	
<b>SOUTHERN MINDANAO</b>																						
<b>SULTAN KUDARAT:</b>																						
Lebak	22	1	4	17			4	18			7	15			8	14			5	17		
Kalamansig	31	2	17	10		4	11	12		2	18	7		1	14	13		2	15	8		
Tacurong City	13		4	8	1		5	8		7	4	2							2	9	2	
Isulan	9		3	5			4	3	2	3	6								3	5	1	
<b>Sub-total</b>	<b>75</b>	<b>3</b>	<b>28</b>	<b>40</b>	<b>1</b>	<b>4</b>	<b>24</b>	<b>41</b>	<b>2</b>	<b>12</b>	<b>35</b>	<b>24</b>		<b>1</b>	<b>22</b>	<b>27</b>		<b>2</b>	<b>25</b>	<b>39</b>	<b>3</b>	
<b>PERCENTAGES:</b>		<b>4%</b>	<b>39%</b>	<b>56%</b>	<b>1%</b>	<b>6%</b>	<b>34%</b>	<b>58%</b>	<b>3%</b>	<b>17%</b>	<b>49%</b>	<b>34%</b>	<b>0%</b>	<b>2%</b>	<b>44%</b>	<b>54%</b>	<b>0%</b>	<b>3%</b>	<b>36%</b>	<b>57%</b>	<b>4%</b>	
<b>LANAO DEL SUR:</b>																						
Wao	16		5	5	5		6	5	4			12	3	NA	NA	NA	NA		1	8	1	
<b>PERCENTAGES:</b>		<b>0%</b>	<b>33%</b>	<b>33%</b>	<b>33%</b>	<b>0%</b>	<b>40%</b>	<b>33%</b>	<b>27%</b>	<b>0%</b>	<b>0%</b>	<b>80%</b>	<b>20%</b>					<b>0%</b>	<b>10%</b>	<b>80%</b>	<b>10%</b>	
<b>SARANGANI:</b>																						
Kiamba	7		2	5			1	6			2	5			1	4	2		1	4	2	
Maitum	19		5	11	2		5	12	2		8	9	1		6	10	1		7	9	1	
Maasim	28	1	5	17	4	1	7	16	3		5	16	3		6	11	5	1	5	12	5	
<b>Sub-total</b>	<b>54</b>	<b>1</b>	<b>12</b>	<b>33</b>	<b>6</b>	<b>1</b>	<b>13</b>	<b>34</b>	<b>5</b>		<b>15</b>	<b>30</b>	<b>4</b>		<b>13</b>	<b>25</b>	<b>8</b>	<b>1</b>	<b>13</b>	<b>25</b>	<b>8</b>	
<b>PERCENTAGES:</b>		<b>2%</b>	<b>23%</b>	<b>63%</b>	<b>12%</b>	<b>2%</b>	<b>25%</b>	<b>64%</b>	<b>9%</b>	<b>0%</b>	<b>31%</b>	<b>61%</b>	<b>8%</b>	<b>0%</b>	<b>28%</b>	<b>54%</b>	<b>17%</b>	<b>2%</b>	<b>28%</b>	<b>53%</b>	<b>17%</b>	

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
<b>Worksheet 3c: Post-Evaluation by Key Informants -- Tally of Quantitative Results, Continuation</b>																						
	Total Number	LGU Adopts Accountability				LGU Adopts Participation				LGU Success FFM Concerns				LGU Success CRM Concerns				LGU Success UEM Concerns				
		VL	L	H	VH																	
<b>MAGUINDANAO:</b>																						
Parang	21		10	11			10	11		7	13	1			4	12	5	3	14	4		
Sultan Kudarat	30	1	7	16	1	1	5	17		10	11	7		1	9	13			3	15	2	
<b>Sub-total</b>	<b>51</b>	<b>1</b>	<b>17</b>	<b>27</b>	<b>1</b>	<b>1</b>	<b>15</b>	<b>28</b>		<b>17</b>	<b>24</b>	<b>8</b>		<b>1</b>	<b>13</b>	<b>25</b>	<b>5</b>	<b>3</b>	<b>17</b>	<b>19</b>	<b>2</b>	
<b>PERCENTAGES:</b>		<b>2%</b>	<b>37%</b>	<b>59%</b>	<b>2%</b>	<b>2%</b>	<b>34%</b>	<b>64%</b>	<b>0%</b>	<b>35%</b>	<b>49%</b>	<b>16%</b>	<b>0%</b>	<b>2%</b>	<b>30%</b>	<b>57%</b>	<b>11%</b>	<b>7%</b>	<b>41%</b>	<b>46%</b>	<b>5%</b>	
<b>NORTH COTABATO:</b>																						
Kidapawan City	13		5	8			4	7	2		4	7		NA	NA	NA	NA		6	6	62	
Makilala	17		1	12	4		1	12	4			10	6	NA	NA	NA	NA		7	9	83	
<b>Sub-total</b>	<b>30</b>		<b>6</b>	<b>20</b>	<b>4</b>		<b>5</b>	<b>19</b>	<b>6</b>		<b>4</b>	<b>17</b>	<b>6</b>						<b>13</b>	<b>15</b>	<b>145</b>	
<b>PERCENTAGES:</b>		<b>0%</b>	<b>20%</b>	<b>67%</b>	<b>13%</b>	<b>0%</b>	<b>17%</b>	<b>63%</b>	<b>20%</b>	<b>0%</b>	<b>15%</b>	<b>63%</b>	<b>22%</b>					<b>0%</b>	<b>8%</b>	<b>9%</b>	<b>84%</b>	
<b>SOUTH COTABATO:</b>																						
Koronadal City	22	1	2	18	1	1	3	17	1	1	7	14		NA	NA	NA	NA		1	1	20	
<b>PERCENTAGES:</b>		<b>5%</b>	<b>9%</b>	<b>82%</b>	<b>5%</b>	<b>5%</b>	<b>14%</b>	<b>77%</b>	<b>5%</b>	<b>5%</b>	<b>32%</b>	<b>64%</b>	<b>0%</b>					<b>5%</b>	<b>5%</b>	<b>91%</b>	<b>0%</b>	
<b>WESTERN MINDANAO</b>																						
<b>BASILAN:</b>																						
Isabela	28	0	18	9	0	0	17	10	1	1	20	4	0	3	20	3	0	1	4	15	2	
Lamitan	33	6	11	16		6	18	9		1	20	10	2		22	11		3	16	14		
<b>Sub-total</b>	<b>61</b>	<b>6</b>	<b>29</b>	<b>25</b>	<b>0</b>	<b>6</b>	<b>35</b>	<b>19</b>	<b>1</b>	<b>2</b>	<b>40</b>	<b>14</b>	<b>2</b>	<b>3</b>	<b>42</b>	<b>14</b>	<b>0</b>	<b>4</b>	<b>20</b>	<b>29</b>	<b>2</b>	
<b>PERCENTAGES:</b>		<b>10%</b>	<b>48%</b>	<b>42%</b>	<b>0%</b>	<b>10%</b>	<b>57%</b>	<b>31%</b>	<b>2%</b>	<b>3%</b>	<b>69%</b>	<b>24%</b>	<b>3%</b>	<b>5%</b>	<b>71%</b>	<b>24%</b>	<b>0%</b>	<b>7%</b>	<b>36%</b>	<b>53%</b>	<b>4%</b>	
<b>ZAMBOANGA SIBUGAY:</b>																						
RT Lim	20	1	8	8	1		12	5		4	10	3			1	9	7	9	7	1		
Ipil	16	1	8	6		1	6	5	3	1	14	1		1	12	2			5	8		
Tungawan	17	1	6	7	1	1	3	10	1	1	7	5	1		3	9	1		4	6	1	
Buug	15		4	9	1		3	7	4	3	10			2	10	1		1	3	10		
Naga	16	2	11	2		2	8	4		2	12				5	9		4	10			
Payao	15		8	5	1		10	5		3	8	3		1	6	7			7	7		
<b>Sub-total</b>	<b>99</b>	<b>5</b>	<b>45</b>	<b>37</b>	<b>4</b>	<b>4</b>	<b>42</b>	<b>36</b>	<b>8</b>	<b>14</b>	<b>61</b>	<b>12</b>	<b>1</b>	<b>4</b>	<b>37</b>	<b>37</b>	<b>8</b>	<b>14</b>	<b>36</b>	<b>32</b>	<b>1</b>	
<b>PERCENTAGES:</b>		<b>5%</b>	<b>49%</b>	<b>41%</b>	<b>4%</b>	<b>5%</b>	<b>47%</b>	<b>40%</b>	<b>9%</b>	<b>16%</b>	<b>69%</b>	<b>14%</b>	<b>1%</b>	<b>5%</b>	<b>43%</b>	<b>43%</b>	<b>9%</b>	<b>17%</b>	<b>43%</b>	<b>39%</b>	<b>1%</b>	
<b>ZAMBOANGA DEL SUR:</b>																						
Zamboanga City	12		2	8	2	1		9	2		5	7			3	7	2		2	9	1	
Tabina	28		1	11	13			11	16	1	2	10	12			10	16		2	8	16	
Pagadian	21	1	10	8		1	13	5			14	5			12	7			14	4		
Dumalinao	20		4	6	1		5	6	1	2	2	9		1	2	6	1	1	2	3	1	
Dimataling	17		3	7	5		4	8	3	3	9	1			2	4	8		4	9		
Tukuran	13		6	6	1		3	8	2	3	6	3			2	10			8	5		
Dinas	20																					
San Pablo	12	1	4	6		1	6	4		3	7	1			4	8			8	1		
<b>Sub-total</b>	<b>143</b>	<b>2</b>	<b>30</b>	<b>52</b>	<b>22</b>	<b>3</b>	<b>31</b>	<b>51</b>	<b>24</b>	<b>12</b>	<b>45</b>	<b>36</b>	<b>12</b>	<b>1</b>	<b>25</b>	<b>52</b>	<b>27</b>	<b>1</b>	<b>40</b>	<b>39</b>	<b>18</b>	
<b>PERCENTAGES:</b>		<b>2%</b>	<b>28%</b>	<b>49%</b>	<b>21%</b>	<b>4%</b>	<b>28%</b>	<b>47%</b>	<b>22%</b>	<b>11%</b>	<b>43%</b>	<b>34%</b>	<b>11%</b>	<b>1%</b>	<b>24%</b>	<b>50%</b>	<b>26%</b>	<b>1%</b>	<b>41%</b>	<b>40%</b>	<b>18%</b>	
<b>G TOTAL</b>	<b>1237</b>	[summation done by province]																				