

NAUJAN

State of
Local
Governance
Report



2012

Republic of the Philippines
Province of Oriental Mindoro
Municipality of Naujan



Office of the Municipal Mayor

April 23, 2013

ENGR. SAMUEL D. BORJA JR.
DILG PROVINCIAL DIRECTOR
CALAPAN CITY, ORIENTAL MINDORO

Sir:

In compliance to Article 189, Rule XXIV of the IRR of RA 7160, we are submitting herewith our State of Local Governance Report as prescribed in DILG Memorandum Circular No. 2007 – 24 for your information and guidance.

Thank you.

Very truly yours,

MARIA ANGELES CARANZO – CASUBUAN
Municipal Mayor

Copy furnished:

*The MLGOO
Naujan, Oriental Mindoro*

*The Provincial Director
DILG, Calapan City*

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Message

It is with great honor that I extend my warmest felicitations and sincerest appreciations to all officials and functionaries of the Municipal Government of Naujan for coming up with the 2012 State of Local Governance Report (SLGR).

The SLGR explains the performance of the Local Government Unit in terms of Local Governance, Financial Management and Health Performance level. Through this report, all the stakeholders of a particular LGU were provided with better appreciation of the strengths and weaknesses in service delivery such as administrative, social, economic and environmental areas of governance. With the cited priority areas for improvement, the appropriate strategies and action plan were identified also.

Considering the level of performance we have in 2012 and the agreed strategies and plans, I enjoined everyone in the Municipal Government of Naujan same as with other stakeholders like the Civil Society Organizations and the Private Sector Organizations to work hand-in hand and move together from **Vision to Reality**.

MARIA ANGELES CARANZO-CASUBUAN
Municipal Mayor

INTRODUCTION

The conceptualization of the **Local Productivity and Performance Measurement System (LPPMS)** in 1982 signified the start of using productivity and performance measurements in the Philippines. The system was introduced by the then Ministry of Local Government, through the defunct Bureau of Local Government. The LPPM was able to generate information benchmark on service delivery capabilities and limitations, as well as budgetary prioritization and allocations of provincial, city and municipal governments, including issues or concerns that were beyond their authority and competence to address. The LPPMS was fully implemented from 1984 until it was discontinued in 1986 due to the belief that its value was already recognized in the local government decision-making process.

The revival of LPPMS in its enhanced version in 1998 was triggered by the increasing clamor from DILG Regional and Sub-Regional Offices in the importance of using such general supervision tools.

Another tool was designed in 2000 as a sequel to the LPPMS. This was the **Citizens' Satisfaction Index System (CSIS)** designed to gauge client views on the reach and quality of basic and essential socio-economic and environmental management services. The CSIS was field-tested in several cities and municipalities nationwide.

Complementing the above-mentioned tools is the **Local Development Watch System (LDWS)**, which was designed a year later with funding assistance from the Australian Agency for International Development. Since sustainable development was the focus of DevWatch, the indicators crafted were mainly concerned with social well-being, economic prosperity and environmental health. This was field-tested in 36 cities and municipalities. It was implemented in selected local governments for quite sometime. There are at least two significant lessons that can be drawn from the experiences in the application of the LPPMS. First, information was basically limited to service delivery capabilities and limitations. It did not have the ability to make available information on overall administrative capabilities and development conditions obtaining in a local government unit. Second, it did not address the imperatives of effectively managing the information for development and change at the local level.

Considering the lessons learned, and aware of the evolving notion of governance, the **Local Governance Performance Management System**, or LGPMS, was developed. With the Bureau of Local Government Supervision taking the lead, stakeholders from various sectors shared time, effort and resources to evolve a pioneering tool

which is developmental in nature and strategic in purpose. Significant events in the implementation of LGPMS are as follows:

- ❖ *February to October 2004*: Field-testing in 113 local governments with technical and financial assistance from the United Nations Development Programme and the Philippines-Canada Local Government Support Programme
- ❖ *October 2004*: National Launch in Manila, and Regional Launches in the Cities of Iloilo, Cagayan de Oro and Davao, with financial support from LGSP
- ❖ *August – December 2005*: National Roll-Out covering 79 provinces, 117 cities and 1,501 municipalities (with the first three clusters funded by the Asian Development Bank through the Intensive Capacity Building for Champion LGUs and 42 clusters funded out of Lot 5 of the Local Government Unit Information Portal Project); participated in by technical personnel from local government Planning and Development Offices and organizational units
- ❖ *September – November 2006*: LGPMS Enhancement Training covering 90% of local governments nationwide funded out of Lot 5 of the LGUIP Project; participated in by technical personnel from local government Planning and Development Offices and organizational units
- ❖ Various activities to capacitate DILG personnel at the central, regional and sub-regional offices who are engaged in the implementation of the LGPMS

After a couple of years of LGPMS implementation, flaws on system (indicators, implementation process and on-line database) were observed and experienced. These flaws were used by the LGPMS Management Team as it aims to continuously enhance the system. About a year was dedicated in redevelopment and testing. Now, the LGPMS on-line is reborn and is ready to serve the users, especially the local government units.

The LGPMS, as enhanced, is now dubbed as LGPMS Version 2. The enhanced version maintains its uses as a self-assessment management tool for local governments. It is a web-based system that has the ability to produce information on the state of local governance performance, and the state of local development, using governance and development indicators.

What are new in this version? In general terms, revisions are made on the following:

1. LGPMS Characteristics
2. Conceptual Framework
3. Indicator Structure, Benchmark and Calculation
4. LGPMS Online Reports: Reporting Framework and Interpretation Guide
5. The LGPMS Website

The specific changes are contained in the succeeding sections.

Highlights of changes on the operational issues in the old LGPMS version are:

- 1. Unavailability of Data** - most of the LGUs suffer from dearth of “exact” information, especially on numerical values that the indicators require. The issue on unavailability of data distorts the information that the LGPMS should be producing.

Improvement in the LGPMS Version 2

Except for financial indicators which ask for exact percentage values, the revised LGPMS no longer asks for exact values but instead asks on where the LGU fits on a range of values or description. In this manner, the respondent can provide estimated but educated information. It is better to have an estimated information from an LGU expert rather than no information at all.

- 2. Validity of Data** - In the old LGPMS, there is no specific validation instrument to attest to the validity of data.

Improvement in the LGPMS Version 2

In the revised LGPMS, the LGU respondents are required to affix their signatures in the Certification Page which is attached to the Data Capture Form as a means of testifying the validity of information provided.

- 3. Data Capture Form** - In the old LGPMS, the Data Capture Form is separated from the Technical Notes. The users need to look at the two documents to understand the indicators. Combining the two documents, the total number of pages reaches to about 200. This has implication on the printing cost and immediate understanding of indicators by the LGU users.

Improvement in the LGPMS Version 2

- **Reduced number of pages.** In the revised LGPMS, the Data Capture Forms and the Technical Notes are contained in one document. The number of pages is reduced from 200 to about 25-50 pages.
- **Simpler and more user-friendly.** The indicators are translated into questions or statements that are easily understood by the respondents.

Example:

Old LGPMS	Revised LGPMS
1. Real Property Tax Accomplishment Rate	1. How much is your actual collection from Real Property Tax (RPT) out of the RPT collectibles (in %)?

I. Revisiting the LGPMS: A Shift from Performance Measurement to Performance Management

"There is a distinct difference Performance Measurement and Performance Management. Performance *Measurement* is the science of collecting data, analyzing variances, and reporting results. Performance *Management* is the art of defining the appropriate measures, collecting and analyzing data, indentifying gaps, and developing action plans to close or exploit those gaps."

Performance measure is futile if not linked to desirable results. Valuing performance management means bringing out the sense of responsibility and accountability to the people. Development-oriented public servants find merit to performance management as a development tool -- which provides information, guides decisions, and influences national and local actions towards better governance and continuing socio-economic and environmental development.

The LGPMS is not a Performance Measurement but a *Performance Management* tool. It does not end in collecting data and reporting results. More importantly it helps identify development gaps and further guides local government units to develop executive and legislative actions to address such gaps.

As a Self-Assessment Tool

The LGPMS has the ability to assess performance and state of development using a set of indicators which are stated as questions. It is a self-assessment tool since respondents are local government officials and functionaries themselves. An artificial intelligence on the

interpretation of results is embedded in the system. A benchmark and scaling system are used to gauge performance and state of development. External and Internal Benchmarks are used. External Benchmark is utilized to compare and appraise local government performance and state of development based on standards, national average or targets. Internal Benchmarks is used to evaluate current year performance as compared to performance in previous years.

As a Survey Tool

This new feature of the system is intended to gather raw data from local governments with the analysis done manually. This means that no analysis or artificial intelligence is integrated in the system for a particular survey or purpose. This opens a venue where other required data of the DILG or of other national government agencies such as the Department of Health and the Department of Tourism, not being covered by the LGPMS, can be gathered through the LGPMS web-database.

II. RATIONALE

The LGPMS serves as a robust on-line national information system on local governments. It generates information that is useful in policy and program development, both at the local and national government levels. LGPMS is for:

1. **LGUs** – to monitor their performance and to assess their state of development for the purpose of influencing local and national decisions or actions essential in the provision of quality basic services to the constituents, and in addressing development gaps in the locality.
2. **DILG** - to link the information generated from the system to Department plans and programs that impact on local governments as it pursues its mandate of supporting the capacity development of LGU's towards self-governance, and development and its administrative oversight role in advancing in the interest of public accountability .
3. **Other Users**, i.e., other national government agencies, development institutions, investors, NGOs, academe and the general public - to facilitate research and the pulling of information about local governments as inputs to development studies, policy or project development.

III. OBJECTIVES OF THE REPORT

The old LGPMS was founded on input-output-outcome indicator-relationship in determining the performance of a particular LGU. There was a strong argument that outcome or development conditions cannot be solely attributed to the performance of LGUs since there are many players and factors in the society that influence the state of development of a particular locality -- which includes national policies, geographical, environmental, or political attributes, among others. Recognizing the merit of this argument, and considering the intention of LGPMS in providing the LGUs, particularly the Local Chief Executives, with information that enable them to effectively manage their local government units by improving their LGU performance, the revised LGPMS conceptual framework was developed.

The revised LGPMS conceptual framework looks into the state of local governance performance which is measured using governance indicators, either input or output, and the state of local development which is measured using development or outcome indicators. This is to emphasize that governance indicators used to measure the State of Local Governance Performance are based on the LGU's key responsibilities or on those areas which the local government unit has direct control. On the other hand, the development indicators used to measure the state of local development are not necessarily within the control of the LGU but are utilized to determine development gaps where the local government, national government and other sectors of the society can work together in addressing development backlogs. Information on the State of Local Governance Performance and the State of Local Development are equally important inputs in managing LGU performance in local governance.

IV. SIGNIFICANCE OF THE REPORT

Suggested Areas for Improvement and Core Development Challenges as presented in the electronic reports are the priority areas that need to be looked into. Again, all these information are useless if not linked to desirable actions towards improving local government administration and uplifting local socio-economic development conditions. Linking LGPMS Information to meaningful action simply means:

- ***In Planning and Budgeting*** - the LGPMS results are inputs when:
 - revisiting or preparing the Comprehensive Development Plan or the Executive and Legislative Agenda (if CDP is not yet prepared).
 - preparing the Annual Investment Plan and the Annual Budget, especially when prioritizing programs and projects. For provincial, regional and national governments, the LGPMS results are

important inputs in identifying LGUs that need more assistance and on the type of assistance necessary.

- ***In Strengthening Institutional Capacity*** – LGPMS results are useful in identifying institutional capacity development gaps. Results find utility in the formulation of the Capacity Development Agenda (which is a component of the CDP).
- ***In Project Development*** - LGPMS results are inputs in the preparation of project proposals and concept papers, for funding from local or external sources.
- ***In Policy Development*** – LGPMS results are inputs in the review or in the formulation of sound policy interventions at the local or national government level.
- ***In Reporting to the Public*** – LGPMS results are inputs to reports to the public, highlighting on the strengths of the LGU and on the development gaps that need to be addressed.
- ***In Performance Monitoring*** – through access to the on-line LGPMS, key accountable officials such as the Local Chief Executive are informed of: (a) performance or the lack of it, either of the local government machinery as a whole or of administrative offices or of those offices created and funded to deliver frontline services; and (b) obtaining development conditions. In the case of a head of a local government, decisions and actions are thus better informed and the desired results in the exercise of executive management, direction and control are better assured of support, commitment and success.

EXECUTIVE SUMMARY

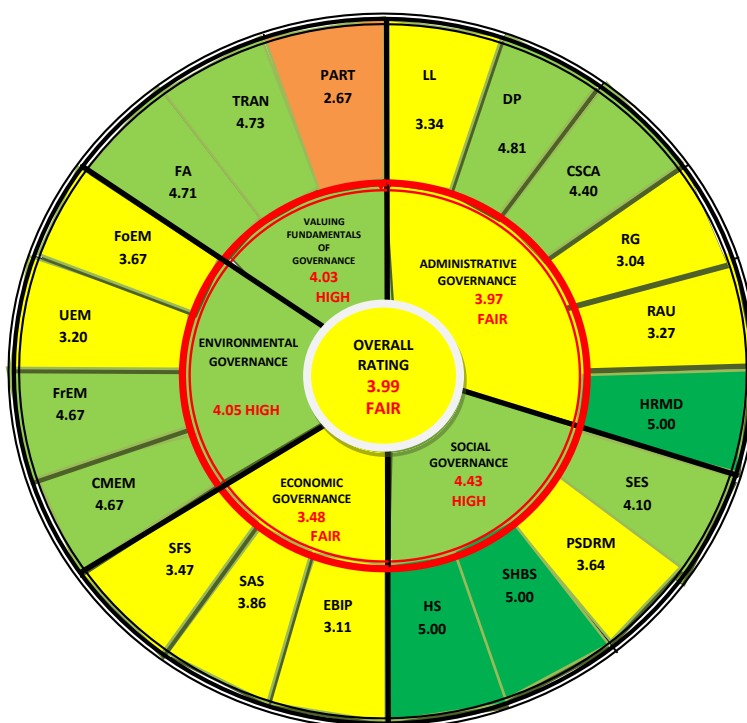
Considering the five – point scaling system, areas of strength and areas for improvement were identified. The scaling systems were as follows:

Performance Scale

1	2	3	4	5
Very Low	Low	Fair	High	Excellent

A perfect score of 5 denotes excellent performance or very high development while scales of 1-4 indicate areas for improvement. Although scales of 3-4 are relatively high, there are areas which can still be improved on. It is to note that ratings on Financial Performance were gauged based on benchmarking with respect to the financial performance of the same LGU type and income class and also with respect to the national average. It is also to note that the Development Indices manifest the results of the actions and inactions of national government and other stakeholders, sectors and individuals, and should not be regarded solely as the result of LGU performance.

State of Local Governance Performance



LEGEND:

LL RAU CSCA HRMD DP RG	ADMINISTRATIVE GOVERNANCE Local Legislation Revenue Allocation and Utilization Customer Service-Civil Application Human Resource Management and Development Development Planning Revenue Generation	SAS SFS EBIP	ECONOMIC GOVERNANCE Support to Agriculture Sector Support to Fishery Services Entrepreneurship, Business and Industry Promotion
HS SES SHBU PSDM	SOCIAL GOVERNANCE Health Services Support to Education Services Support to Housing and Basic Utilities Peace, Security and Disaster Management	FoEM FrEM CMEM UEM	ENVIRONMENTAL GOVERNANCE Forest Ecosystem Management Freshwater Ecosystem Management Coastal Marine Ecosystem Management Urban Ecosystem Management
		Part Trans FA	VALUING FUNDAMENTALS OF GOOD GOVERNANCE Participation Transparency Financial Accountability

The Municipality of Naujan obtained a **HIGH** overall Performance Rating of **4.10** for the Year 2010. This can be attributed to the twin High ratings on Social Governance (**4.53**) and Environmental Governance (**4.00**), complemented by the Fair ratings on Administrative Governance (**3.98**), Economic Governance (**3.52**), and Valuing Fundamentals of Good Governance (**3.37**). It is worthy to note that none from among the five performance areas gained low or very low ratings.

On Social Governance, the High rating of (**4.53**) was due to the Excellent ratings on the service areas of support to Housing and Basic Utilities (**5.0**), as well as High rating on the service areas of Health Services (**4.92**), Peace, Security and Disaster Management (**4.11**) and Support to Education Services (**4.10**).

Another performance area which gained a High Rating is Environmental Governance (**4.69**). This can be attributed to the excellent ratings (**5.0**) on the service areas of Forest Ecosystem Management, Freshwater Ecosystem Management and Coastal Marine Ecosystem Management as well as Fair ratings of Urban Ecosystem Management (**3.78**).

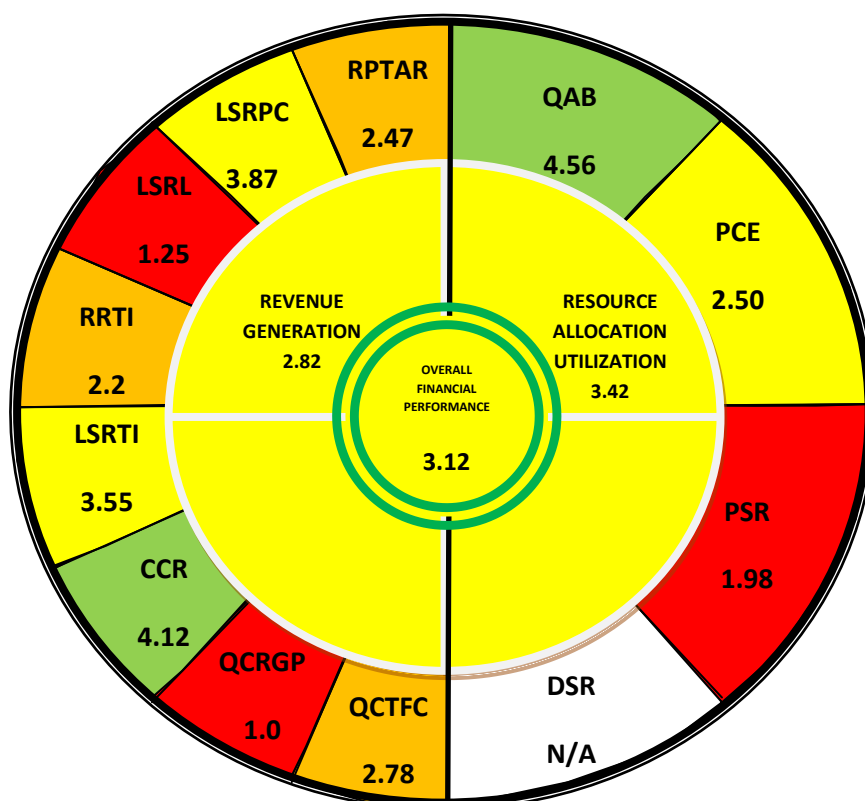
The three other performance areas gained Fair ratings. These include Administrative Governance (**3.98**), Valuing Fundamentals of Governance (**3.77**) and Economic Governance (**3.52**).

On Administrative Governance, Human Resource Management and Development got an Excellent rating while three service areas including Revenue Allocation and Utilization (**4.88**), Customer Service – Civil Application (**4.40**) and Development Planning (**4.14**) got High ratings. The only service area with Low rating is Local Legislation (**2.97**).

On Valuing Fundamentals of Governance, both service areas of Transparency and Financial Accountability obtained High rating of (**4.6**) and (**4.39**) respectively while Participation Rate gained a low rating of (**2.33**).

On Economic Governance, areas of Support to Agricultural Sector and Support to Fishery Services obtained a Fair rating of **(3.9)** and **(3.85)** respectively while service area of Entrepreneurship, Business and Industry Promotion got a low rating of **(2.81)**.

FINANCIAL PERFORMANCE



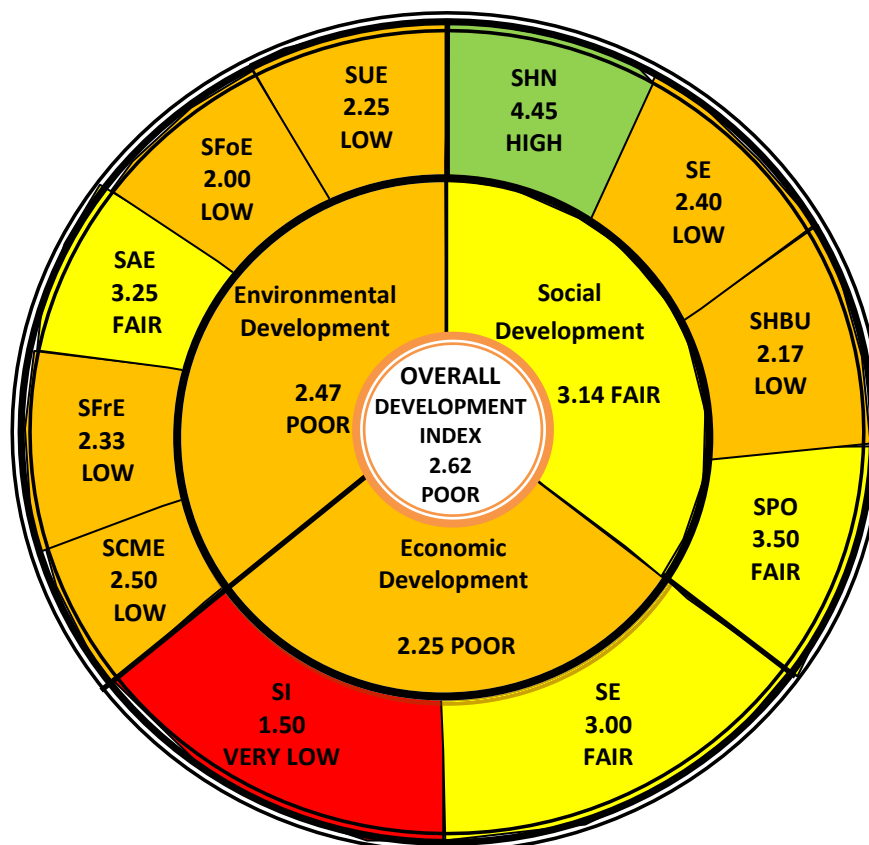
LEGEND:

REVENUE GENERATION		RESOURCE ALLOCATION AND UTILIZATION	
QCTFC	Quality of Collection of Tax, Fees, & Charges	QAB	Quality of Annual Budget
QCRGP	Quality of Comprehensive Revenue Gen. Plan	PCE	Per Capita Expenditure
CCR	Cost to Collect Revenues	PSR	Personal Services Ratio
LSRTI	Locally-sourced Revenue to Total Income	DSR	Debt Service Ratio
RRTI	Regular Revenue to Total Income		
LSRL	Locally-sourced Revenue Level		
LSRPC	Locally-sourced Revenue per Capita		
RPTAR	Real Property Tax Accomplishment Rate		

The LGU obtained a Low Financial Performance Rating of **(2.76)** for the Year 2010. Wherein, both the Revenue Generation and Resource Allocation and Utilization obtained the same Low rating of **(2.96)** and **(2.55)** respectively.

While Debt and Service Ratio is not applicable in the LGU because of the absence of loans, only one out of eleven indicators got an Excellent rating of **(5.0)**, Regular Revenue to Total Income, Three indicators got a High Ratings, Quality of Annual Budget **(4.38)**, Real Property Tax

Accomplishment Rate **(4.0)** and Cost to Collect Revenues (CCR). Only one indicator, Per Capita Expenditure obtained Fair rating **(3.5)** while the remaining six indicators got a Low rating, Quality of Collections of Tax, Fees and charges **(2.76)**, Locally-Sourced Revenues Per Capita **(1.5)** Personal Services Ratio **(1.0)**, Locally-Sourced Revenue to Total Income **(1.0)** and Quality of Comprehensive Revenue Generation Plan **(1.0)**.



KEY AREAS FOR STRATEGIC DECISIONS AND ACTIONS TO ADDRESS GAPS, ISSUES, AND CHALLENGES

The following initiatives shall be considered by the LGU:

Local Legislation

- ❖ Enactment of Local Investment and Incentive Code
- ❖ Enactment of Market Code
- ❖ Enactment of Health and Sanitation Code
- ❖ Institutionalization of a tracking system on local legislation through the availment of the Sanggunian Information System (SIS) of the e-LOG program of the DILG.
- ❖ Capability building program for legislative staff competence.
- ❖ Use or resort to research – based agenda development, legislative tracking, backstopping committee and legislative performance.

Development Planning

- ❖ Regular updating of database for development planning specifically institutional data.
- ❖ Acquisition of Geographic Information System for development planning.

Revenue Generation

- ❖ Institutionalization of computer-based operations that interlinks with the Offices of Assessor, Business Permits and Licensing Officer and the Treasurer
- ❖ Update the Revenue Code
- ❖ Formulate Revenue Generation Plan
- ❖ Strict enforcement of civil remedies to tax delinquents
- ❖ Update Real Property Tax Maps
- ❖ Establishment of Revenue Databank

Resource Allocation and Utilization

- ❖ Strict compliance to statutory requirements in the preparation of the Annual Budget

Human Resource Management and Development

- ❖ Formulation of Human Resource Development Plan.
- ❖ Revisit the Capacity Development Agenda.
- ❖ Implement ARTA
- ❖ Review of the staffing pattern/organizational structure.

Customer Service – Civil Applications

- ❖ Application system needs to be transformed into a seamless transactional process.

Health Services

- ❖ Mobilized the Local Health Board

Support to Education Services

- ❖ Mobilized the Local School Board.
- ❖ Invest the Special Education Fund for construction, repair and maintenance of School Building and Facilities Extension Classes and Extension Teachers and Educational Research.
- ❖ Establish a Scholarship Fund.

Peace, Security and Disaster Risk Management

- ❖ Strengthening the Peace and Order Council.
- ❖ Strengthening of the Local Council for the Protection of Children
- ❖ Ensure an Annual Financial Allocation for Katarungang Pambarangay.
- ❖ Strengthening the Local Disaster Risk Reduction Management Council.
- ❖ Enhance the Local Government readiness to manage the risk of disasters, including relief, other associated services and rehabilitation.

Support to Agriculture Sector

- ❖ Improvement of infrastructure such as communal irrigation system, farm -to- market roads, post-harvest facilities
- ❖ Improvement of credit facilitation services to farmers
- ❖ Extension of adequate production support such as planting materials, fertilizer and laboratory services such as soil testing and similar services
- ❖ Provide assistance to research and development such as techno-demo cooperators and research institutes.
- ❖ Improve market development services such as trade fairs, exhibits, missions and congresses.
- ❖ Reach more farming- households beneficiaries.

Support to Fishery Services

- ❖ Improvement of infrastructure support for the fishery sector.
- ❖ Improvement of credit facilitation services for fisherfolks.
- ❖ Extend adequate production support services.
- ❖ Provide assistance to research and development services.
- ❖ Improvement of market development services to fishery sector
- ❖ Reach more fishing-household beneficiaries.

Entrepreneurship, Business and Industry Promotion

- ❖ Improve the quality of permitting or licensing.
- ❖ Establish an administrative support body to take the lead in marketing the investment potentials of the local government.

- ❖ Provide or cause the provision of direct support services to business, particularly those categorized as micro, small and medium enterprises.

Forest Ecosystem Management

- ❖ Creation of office/body to conduct a comprehensive planning relative to forest management
- ❖ Continuously tie up with NGOs, POs and the community for programs and projects for a sustainable protection and rehabilitation of forest ecosystem.

Urban Ecosystem Management

- ❖ Enforce pollution control measures.
- ❖ Strengthen the Solid Waste Management Plan.
- ❖ Update the Municipal Solid Waste Management Plan.
- ❖ Ensure that every barangay has a Material Recovery Facility
- ❖ Improve Solid Waste collection practices.
- ❖ Improve the Sanitary Landfill as final disposal facility.
- ❖ Strict compliance with R.A. 9003
- ❖ Establishment of Municipal Environmental and Natural Resource Office.

Transparency

- ❖ Maximize communication channels like Bulletin Board, Public Information Office or desk, the print or broadcast media, a website and public forum.
- ❖ Strict compliance with RA 9485 (ARTA of 2007)

Participation

- ❖ Institutionalized the NGOs, POs and Private Sector desk which will ensure the involvement of NGOs, POs and Private Sector in the implementation of LGU development projects.

Financial Accountability

- ❖ Strengthen administrative capacity to ensure observance of guidelines relative to accounting, internal control, procurement and financial transaction.
- ❖ Setting-up of a database of all actions taken on COA audit findings and recommendation.

STATE OF LOCAL GOVERNANCE PERFORMANCE

The State of Local Governance Performance are based on the LGU's key responsibilities or on those areas which the local government unit has direct control.

Highlighted in this report is the performance of the municipality of Naujan in four (4) areas of governance: (1) Administrative Governance, (2) Social Governance, (3) Economic Governance, and (4) Environmental Governance. A special report is included to determine how the fundamentals of good governance such as Participation, Transparency, and Financial Accountability are valued in the LGU.

A 5-point Performance Scale and color codes is used to identify areas with excellent performance and areas for improvement. A perfect scale of 5 denotes excellent performance while performance scales of 1-4 indicate areas for improvement. Although scales of 3 and 4 are relatively high, there are areas which can still be improved on.

1	2	3	4	5
Very Low	Low	Fair	High	Excellent

On Administrative Governance

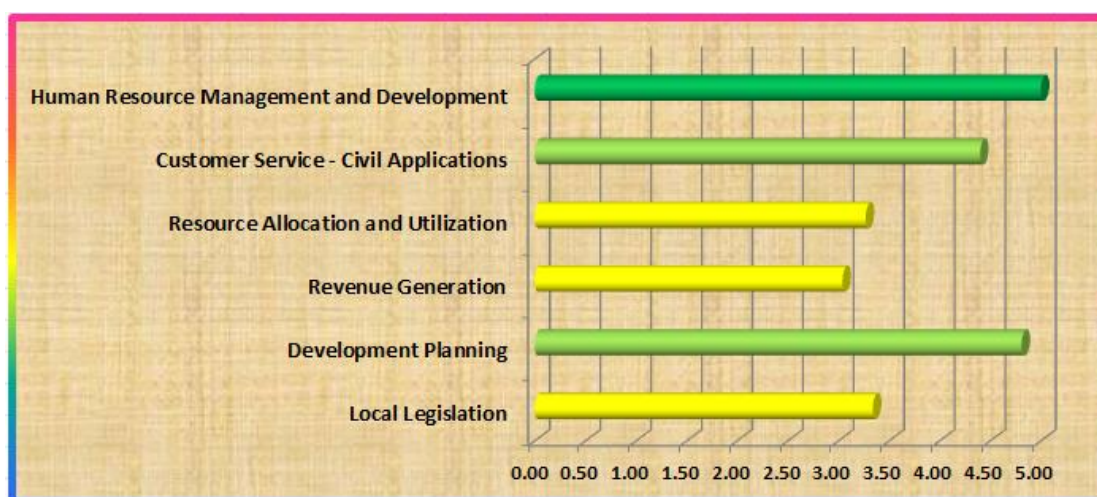
Administrative Governance looks into the following areas:

- **Local Legislation** measures the administrative capacity of the LGU's legislative body in complementing the executive priorities through proper and efficient legislative action;
- **Development Planning** measures the administrative readiness of the LGU to properly analyze and develop appropriate sectoral development strategies;
- **Revenue Generation** measures the administrative ability and readiness of the LGU to provide for the financial requirements and needs of the LGU;
- **Resource Allocation** measures LGU administrative capacity to comply with the required financial allocation standards and processes;

- **Customer Service** measures the administrative capacity of the LGU in providing quality and fast service to customers in processing civil registry documents in terms of database management, implementation steps and transaction time; and
- **Human Resource Management and Development** measures the administrative capacity of the LGU in managing and developing its human resources.


The performance of Municipality of Naujan in each area of Administrative Governance is plotted in the graph below.

Administrative Governance looks in to six areas, Local Legislation, Development Planning, Revenue Generation, Resource Allocations and Utilization, Customer Service and Human Resource Management and Development. The performance of the Municipality of Naujan on the said areas is plotted in the graph below.



Among the six service areas, one (1) garnered excellent performance which is the Human Resource Management with a rating of **5.00**. Two (2) service areas got a high rating these are Development Planning and Customer Service Civil Application with a rating of **4.81**, **4.40** respectively. Local Legislation, Resource Allocation Utilization and Revenue Generation area got a fair rating at the scale of **3.34**, **3.27**, and **3.04** respectively.


AREA(S) WITH EXCELLENT PERFORMANCE


Area(s) with Excellent Performance	Performance Description	Interpretation
Human Resource Management and Development	5.00 Excellent 	Managing the human resource is glared towards a desired end which is


		“desirable organizations performance and productivity”
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
AREA(S) FOR IMPROVEMENT


The areas for improvement are listed by priority, starting from the area which gets the highest performance scale followed by areas which get lowest performance scales, respectively.

Priority Area(s) for Action	Performance Description	Interpretation
Development Planning	4.81 High but not Excellent 	Improvements in the following areas are underscored: (a) organizational performance; (b) consultation process; and (c) management of planning database. These areas are instrumental in quality land use and development planning, or lack of it.
Suggested Action(s) to Take		
➤ Regularly update database for development planning		

Priority Area(s) for Action	Performance Description	Interpretation
Customer Service Civil Application	4.40 High but not Excellent 	The civil application system needs to be transformed into a seamless transactional process. After all, the inherent motivation of putting up such a system is to ensure the ease of obtaining civil registry and real property documents.
Suggested Action(s) to Take		
➤ Institutionalize computerized processing procedure for civil registry and real property documents		

Priority Area(s) for Action	Performance Description	Interpretation
Resource Allocation and Utilization	3.27 Fair 	Management and coordination processes for budgeting and accounting are in place. However, these processes need to be revisited and improved. They are guarantees to an effective allocation and optimum utilization of financial resources.
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Compliance to statutory requirements in the preparation of the Annual Budget specifically the inclusion of budget for the monitoring or surveillance of the magnitude of AIDS in the locality, strengthening and implementation of the Local Council for the protection of children, Gender and Development Projects and activities. ➤ Review staffing patterns; minimize the hiring of casuals and maximize the present manpower of the LGU. 		

Priority Area(s) for Action	Performance Description	Interpretation
Local Legislation	3.34 Fair 	The imperatives of quality legislation have to looked into. This might mean looking into legislative staff competence and the greater use of legislative tools such agenda development, legislative tracking, backstopping committee and legislative performance.
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Institutionalize a tracking system on local legislation through the availment of the Sanggunian Information System (SIS) of the e-LOG program of the DILG. ➤ Enactment of Local Investment and Incentive Code, Market Code and Health and Sanitation Code. 		

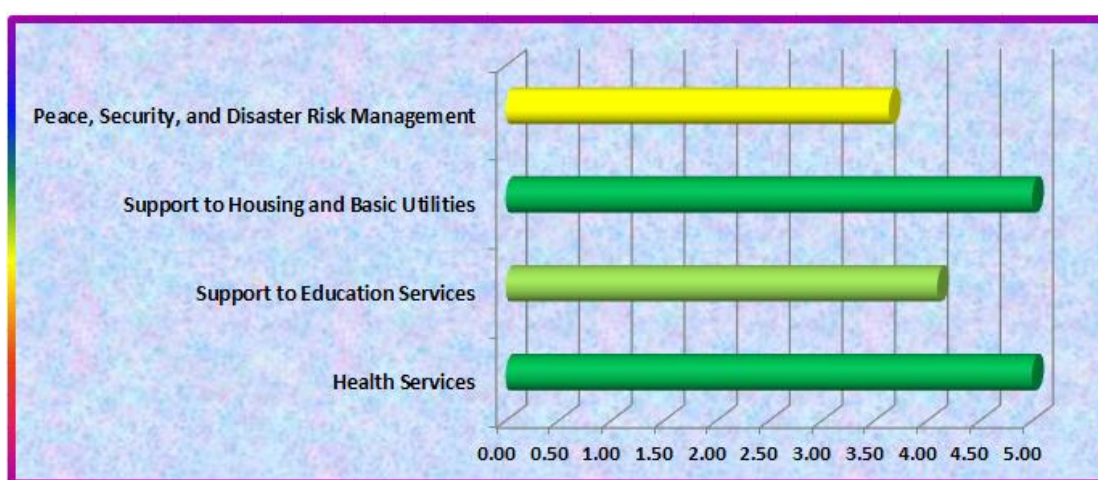
Priority Area(s) for Action	Performance Description	Interpretation
Revenue Generation	3.04 Fair 	Weak measures for local revenue generation. Revisit and strengthen such measures to maximize revenue generation potentials.
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Institutionalize computer-based operations that interlinks with the Offices of Assessor, Business Permits and Licensing Officer and the Treasurer. ➤ Establish incentive schemes that would promote efficiency in the collection of real property tax like granting of tax incentives and tax amnesty. ➤ Update the Local Revenue Code ➤ Update Real Property Tax Maps. ➤ Conduct of business tax mapping and establishment of a revenue databank ➤ Formulate an Annual Comprehensive Revenue Generation Plan. ➤ Strict enforcement of civil remedies to tax delinquents. 		

On Social Governance

Social Governance looks into the following areas:

- **Health Services** measures the capacity, availability and coverage of quality health services in the LGU;
- **Support to Education** measures the extent and level of priority of the LGU in supporting national government in providing education services;
- **Support to Housing and Basic Utilities** measures the presence and availability of basic LGU investment in housing services;
- **Peace, Security and Disaster Risk Management** measures the LGUs administrative capacity to organize and operationalize basic local structure that would support peace, security and disaster management preparedness

The LGU performance in each area of Social Governance is plotted in the graph below.



The Municipality of Naujan is doing an excellent performance in 2 out of 4 sub-areas of Social Governance. Sustain Performance in this area:


Area(s) with Excellent Performance


Area(s) with Excellent Performance	Interpretation
Support to Housing and Basic Utilities	An administrative mechanism dedicated to addressing the multiple requirements of housing services is in place. Mass housing project and donation of lots for socialized housing are twin-response to the housing backlog.

Priority Area(s) for Action	Interpretation
Health Services	The overall quality of the local health system deserves a second look. This is so because performance falls short in certain aspects. The principal support system on this matter is the Local Health Board. It might have to do more.

Area(s) for Improvement

The areas for improvement are listed by priority, starting from the area which gets the lowest performance scale followed by areas which get higher performance scales, respectively.

Priority Area for Improvement	Performance Description	Interpretation
Support to Education	4.10 High but not Excellent 	A certain level of support to basic education is extended. However, further assistance to matters such as the following is encouraged. The Local School Board might have to do more to advance the cause of those in need of quality education.
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Mobilize the Local School Board ➤ Invest the Special Education Fund in actions that improve the quality of the human capital such as (a) construction, repair or maintenance of school buildings and facilities, (b) extension classes and extension teachers, and (c) educational research. Be reminded that sports competition, whether at the district level or local government-wide, is the mandate of another agency, and definitely not of the Department of Education or of the LGU. ➤ Establish a Scholarship Fund for the poor but qualified. It is the essence of public service. 		

Priority Area(s) for Action	Performance Description	Interpretation
Peace, Security and Disaster Risk Management	3.64 Fair 	Efforts are made to ensure Peace, Security and Disaster Risk Management. But much more need to be done. Factors that have the ability to improve performance in this area have to be considered.
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Strengthen the Peace and Order Council and the Local Council for the Protection of Children. There a lot of creative ways to achieve such status. For a start, ensure the provision of annual 		

financial support to peace and order, and public safety initiatives

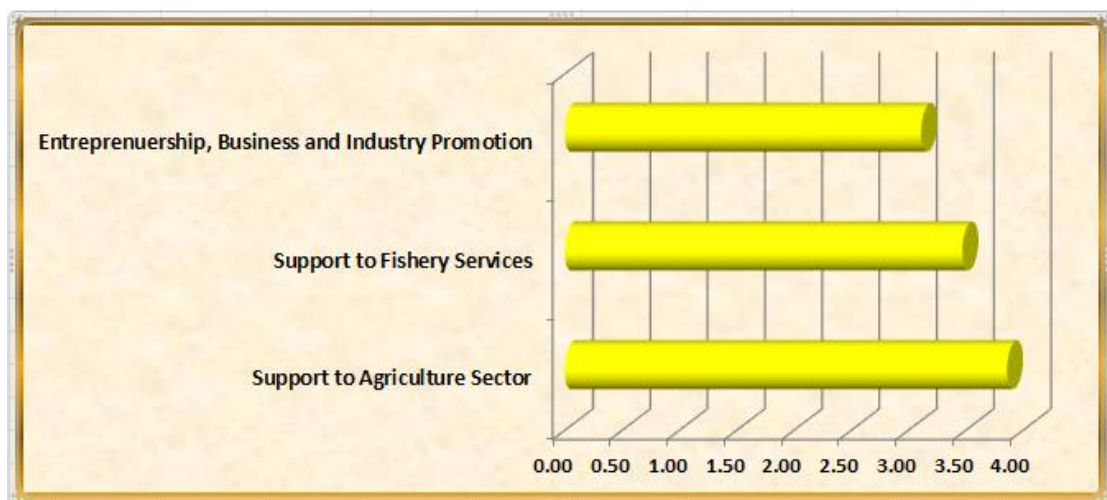
- Ensure an annual financial allocation to the Katarungang Pambarangay. The Local Government Code mandates it. Let us be reminded that this village justice system is principal in the promotion of community peace, harmony and solidarity.
- Strengthen the Local Disaster Risk Reduction Management Council. There are a lot of creative ways to achieve it.
- Enhance local government readiness to manage the risks of disasters, including relief, other associated services and rehabilitation.

On Economic Governance

Economic governance looks into the following areas:

- **Support to Agriculture Sector** measures the initiatives of the LGU in providing localized support to agriculture services delivery;
- **Support to Fishery Services** measures the initiatives of the LGU in providing localized support to fishery sector services delivery
- **Entrepreneurship, Business and Industry Promotion** measures the ability of the LGU in providing quality support services to business, enterprise and industry development

The report varies according to the nature of economic activities in the locality. Support to agriculture or fishery services are filtered out if not applicable. The Municipality of Naujan performance in this area is plotted in the graph below





Area(s) with Excellent Performance

None of the 3 areas in *Economic Governance* marked "excellent performance" so far. Meantime, dedicate more time and effort on the areas for improvement.


Area(s) for Improvement

The areas for improvement are listed by priority, starting from the area which gets the lowest performance scale followed by areas which get higher performance scales, respectively.

Priority Area(s) for Action	Performance Description	Interpretation
Support to Fishery Services	3.47 Fair 	Support is extended to Fishery Services. However, more focused intervention and sustained engagement are important..
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Mobilize the Fisheries and Resource Aquatic Council to help protect and manage municipal waters, and see to it that it does its mandated tasks. ➤ Improve infrastructure support for the fishery sector, e.g., mariculture parks, fish ports, seaweeds village ecozones, sea cages, among others. ➤ Improve credit facilitation services to the fisherfolks ➤ Extend adequate production support services, e.g. fingerlings ➤ Provide assistance to research and development services, e.g., techno-demo cooperators ➤ Improve market development services for the fishery sector ➤ Reach more fishing-household beneficiaries. 		

Priority Area(s) for Action	Performance Description	Interpretation
Entrepreneurship, Business and Industry Promotion	3.11 Fair 	More need to be done to institutionalize a business-friendly environment. Factors such as the following need to be looked into:
Suggested Action(s) to Take		

- Improve the quality of permitting or licensing
- Establish an administrative support body to take the lead in marketing the investment potentials of the local government
- Provide, or cause the provision of, direct support services to business, particularly those categorized as micro, small and medium enterprises. Support services may come in the form of tax incentives, product labeling, product packaging, training, job fairs and trade fairs

Priority Area(s) for Action	Performance Description	Interpretation
Support to Agriculture Sector	3.86 Fair 	Local government support is extended to the Agriculture Sector. But greater intervention is necessary.
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Improve infrastructure support, e.g., communal irrigation system, farm-to-market roads, post-harvest facilities ➤ Improve credit facilitation services to farmers ➤ Extend adequate production support, e.g., planting materials, fertilizers, and laboratory services such as soil testing ➤ Provide assistance to research and development, e.g., techno-demo cooperators, and research institutes ➤ Improve market development services, e.g., trade fairs, exhibits, missions and congresses 		

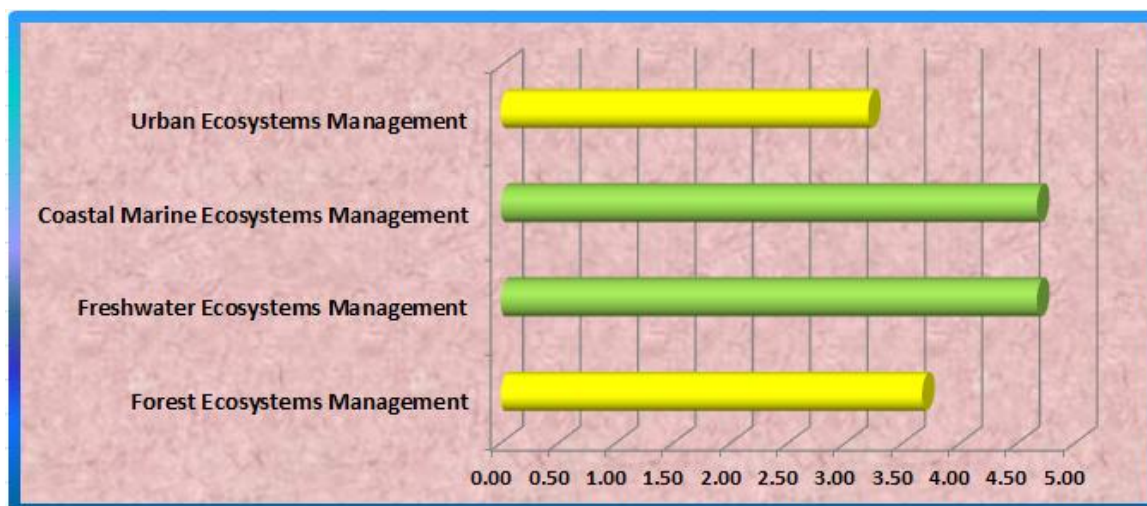
ON ENVIRONMENTAL GOVERNANCE

Environmental governance looks into the following areas:

- **Forest Ecosystem Management** measures the LGU's technical and administrative capacity to support the forest ecosystem management;
- **Freshwater Ecosystem Management** measures the LGU's technical and administrative capacity to support the fresh water ecosystem management;
- **Coastal Marine Ecosystem Management** measures the LGU's technical and administrative capacity to support the Coastal Marine ecosystem management; and,

- **Urban Ecosystem Management** measures the LGU's technical and administrative capacity to properly support the management of its urban ecosystem particularly on pollution control and solid waste management

The report varies according to local ecosystems. Ecosystems which are not related to the LGU are filtered out. The Municipality of Naujan performance in this area is plotted in the graph below.




Area(s) with Excellent Performance


Municipality of Naujan is doing an excellent performance in 2 out of 4 sub-areas of Environmental Governance. Sustain Performance in this area:

Area(s) with Excellent Performance	Interpretation
Coastal Marine Ecosystems Management	Coastal marine ecosystem management is a core concern of the LGU. Long-term planning is practiced. CSOs and citizens are engaged in coastal marine protection and rehabilitation. Areas for rehabilitation and protection are set, and that target areas for rehabilitation and protection are met.
Freshwater	Freshwater ecosystem management is of

Ecosystems Management	importance to the LGU. Long-term planning is valued. CSO and citizen participation are recognized and are mobilized in fresh water protection and rehabilitation. Areas for rehabilitation and protection are set, and that target areas for rehabilitation and protection are met.
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Area(s) for Improvement

Priority Area(s) for Action	Performance Description	Interpretation
Forest Ecosystems Management	3.67 Fair 	Forest ecosystem management is central to the concerns of the LGU. Long-term planning is paramount. CSOs and citizens are mobilized in forest protection. Areas for reforestation and protection are set, and that target areas for reforestation and protection are met.
Suggested Action(s) to Take		
➤ Consider long-term planning on forest management		

Priority Area(s) for Action	Performance Description	Interpretation
Urban Ecosystems Management	3.20 Fair 	Minimal effort or low capacity in pollution control and solid waste management. As urbanization creeps in, so do the challenges. That is a truism. The better part of leadership is to anticipate, prepare, and to take action.
Suggested Action(s) to Take		
<ul style="list-style-type: none"> ➤ Consider long-term planning on pollution control. ➤ Enforce pollution control measures ➤ Strengthen the Solid Waste Management Board ➤ Prepare if none has been formulated, or improved the quality of, the Solid Waste Management Plan ➤ Ensure that every barangay has a Material Recovery Facility 		

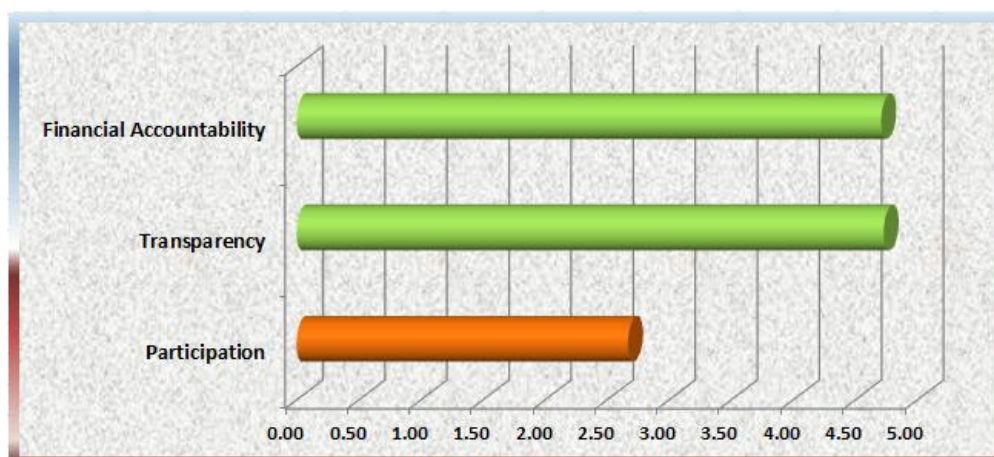
- Improve solid waste collection practices
- Move from Open Dumpsite Facility to Controlled Dumpsite Facility to a Sanitary Landfill as the Final disposal facility. It makes sense. At the very least, inaction has legal implication. But more telling are the health and environmental imperatives.

On Valuing Fundamentals of Good Governance

Valuing Fundamentals of Good Governance looks into the following areas:

- **Transparency** measures the basic LGU ideals for promoting access to and sharing of LGU information. In LGPMS, a transparent local government results into a meaningful participation of citizens in local governance. Transparent governance reduces the risk of corruption.
- **Participation** measures the readiness of LGU to actively engage and involve NGOs and community organizations in policy making and project/ program implementation. A functional participatory local government enables citizens to be actively involved and not merely an object of local development processes.
- **Financial Accountability** measures how the LGU value the fundamentals of public accountability by introducing initiatives and obliging to legally established norms in public financial management. Accountable local government represents a highly responsible local government organization.

This section of the report describes how Municipality of Naujan values and maintains good governance in the context of Transparency, Participation, and Financial Accountability.





Area(s) with Excellent Performance


None of the 3 areas in Valuing Fundamentals of Governance marked "excellent performance" so far. Meantime, dedicate more time and effort on the areas for improvement.

Area(s) for Improvement

The areas for improvement are listed by priority, starting from the area which gets the lowest performance scale followed by areas which get higher performance scales, respectively

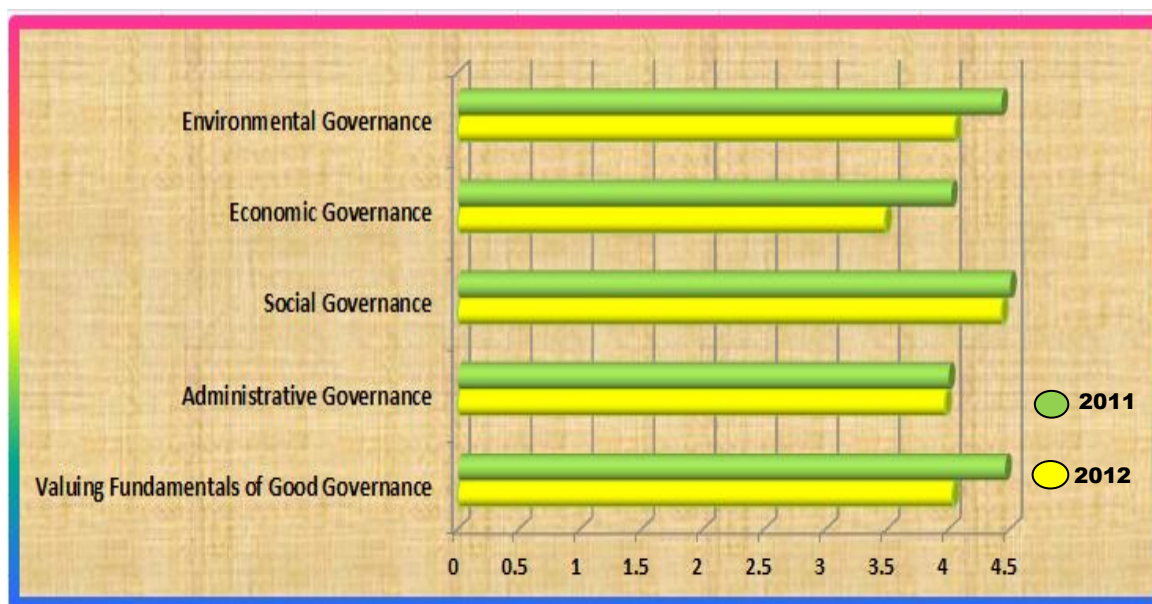
Priority Area for Improvement	Performance Description	Interpretation
Participation	2.67 Low 	Strengthening CSO participation in Local Special Bodies and the Citizen Feedback system, including the maximization of CSO engagement in development projects is a MUST action. There are merits to it. In addition to the principal of participation, other desirable governance values like transparency, accountability and consensus-influenced decisions are reinforced.

Priority Area for Improvement	Performance Description	Interpretation
Financial Accountability	4.71 High but not Excellent 	Efforts to improve financial accountability are acknowledged. However, administrative capacity to ensure observance of guidelines relative to accounting, internal control, procurement and financial transactions need to be strengthened.

Priority Area for Improvement	Performance Description	Interpretation
Transparency	4.73 High but not Excellent 	Promoting transparency in governmental transactions and practicing it require a certain degree of urgency. Communicating information which the public should know or should be aware of such as plans, programs, services and special events is a step in the right direction. Maximizing communication channels like a Bulletin Board, a Public Information Office or Desk, the print or broadcast media, a website and public forum is desired. After all, good local governance is synonymous to transparent governance.

Performance Areas	2011	2012
Valuing Fundamentals of Good Governance	4.46 High	4.03 High
Administrative Governance	4.00 High	3.97 Fair
Social Governance	4.50 High	4.43 High
Economic Governance	4.02 High	3.48 Fair
Environmental Governance	4.43 High	4.05 High
OVER –ALL RATING	4.28 High	3.99 Fair

The table shows comparative ratings of performances of the Municipality of Naujan in five (5) performance areas. Compare to 2011, all performance areas not improved, Economic Governance, and Administrative Governance needs improvement compare to last year while the remaining three (3) performance areas, Social Governance, Environmental Governance and Valuing Fundamentals of Good Governance performed high but lower than compared to 2011 due to some unattended factors. But in general, all areas need improvement and a converted effort of all the stakeholders with the Municipal Government of Naujan as the key player is so vital. Suggested actions to take were identified already and considering the said suggestions will read to the attainment of an excellent performance in all the areas of local governance.



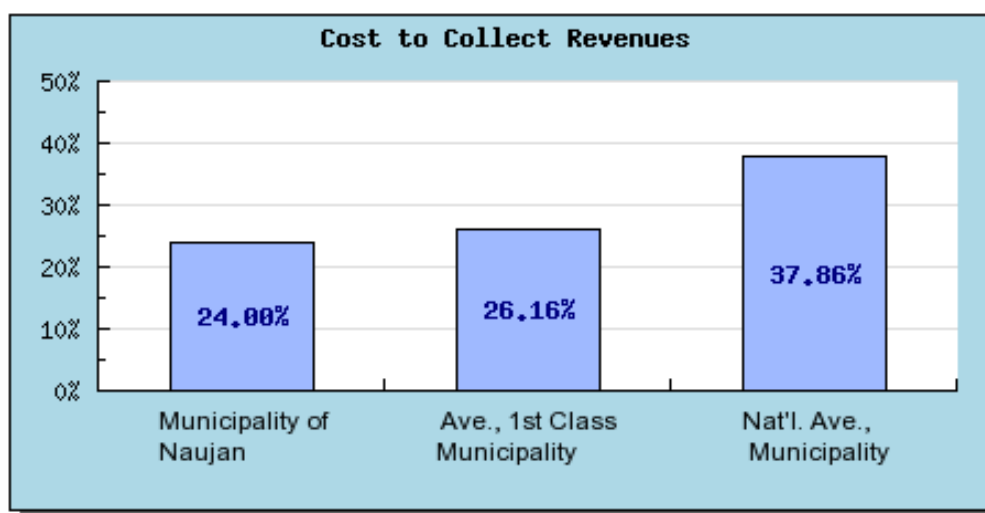
The graph shows the 2012 performance of LGU - Naujan, Oriental Mindoro in five (5) performance areas compared with that of the 2011 performance. It can be noted that FAIR performance in two (2) areas, namely Economic Governance and Administrative Governance, while the rest of the performance areas has lower than that of its 2011 performance. However,. All of these results were due to some identified hindering and reinforcing factors cited in the previous discussion which became the bases for suggested actions to take towards the attainment of excellent performance in local governance of this municipality.

Part II. Financial Performance

This Report shows the financial performance of the Municipality of Naujan for the profile year 2012. It is a very convenient tool in measuring LGU's financial performance as compared to the financial performance of all LGUs within the same LGU type and income class. This report is composed of two major parts: (1) Revenue Generation, and (2) Resource Allocation and Utilization. The information presented here gives the status of the LGU whether it is financially ahead or lagging behind among its counterparts. It also provides a financial picture of the LGU which is imperative in planning, goal setting, and adopting measures to give its fiscal policy a make-over.

Revenue Generation

➤ **Cost to Collect Revenues**

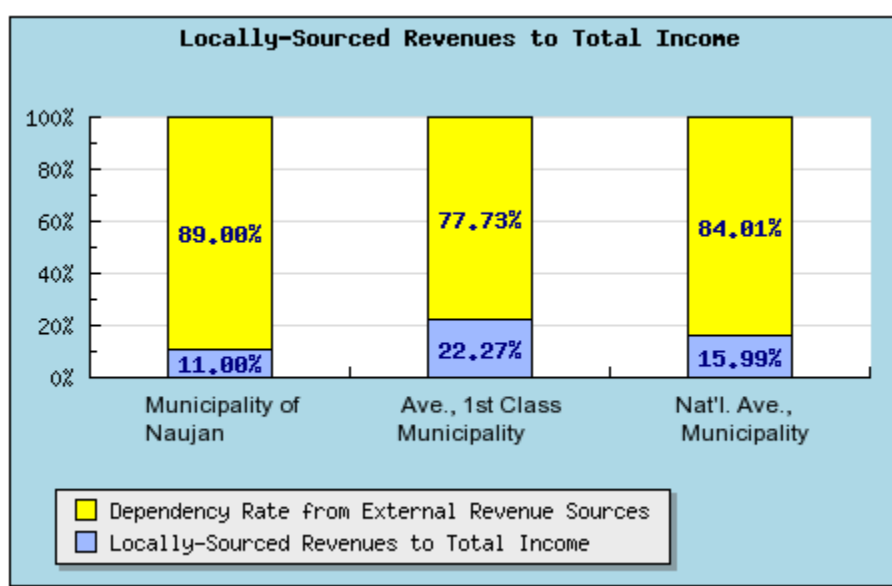


The graph above shows the local revenue collection efficiency of the Municipality of Naujan which was derived by comparing the cost of collecting revenues with the total local revenues collected. Since the percentage garnered by Naujan is lower than that of the average of first class municipality, Naujan was not able to obtain the desired

performance, though the collection efficiency rate was lower compared with the national average of the same LGU type regardless of income class.

With this performance, the Municipality of Naujan should strategize in terms of collection efficiency to be able to meet an exceptional performance level-lower in both conditions.

➤ **Locally-Sourced Revenues to Total Income**



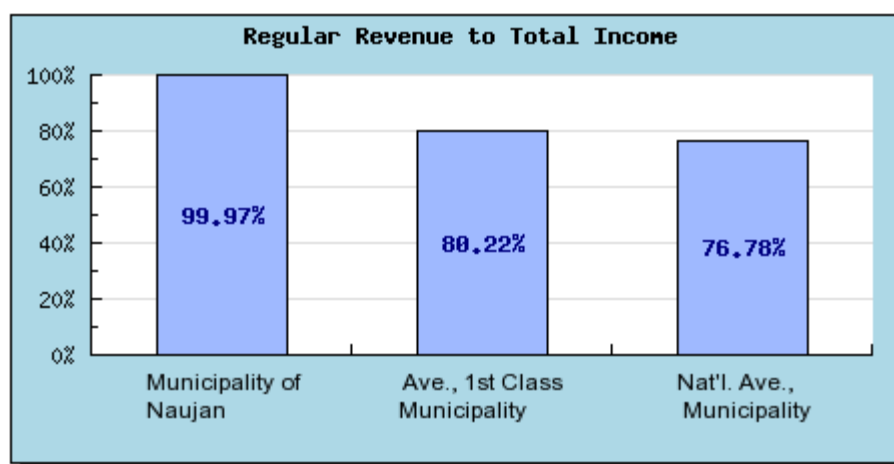
For the year 2012, Municipality of Naujan maintained its high level of dependency on revenues from the external source. Compared to the average of 1st class municipality, dependency rate from external revenue sources is higher same as with that of the national average of the same LGU type regardless of income class.

In 2011, the percentage of locally sourced revenues total income is 10.00% while for 2012, it became 11%.

In order to decrease dependency rate on external revenue sources particularly IRA, the Municipality of Naujan must intensify its revenue – generating efforts to improve its financial performance through the suggested actions listed on the table below:

Priority Area(s) for Action	Interpretation	Suggested Action(s) to Take
Locally-Sourced Revenues to Total Income	Locally-sourced revenues are too low compared with the average 1 st class municipality and the national average. The LGU is highly dependent on external revenue sources especially the IRA.	<ul style="list-style-type: none"> • Enactment of the following: <ul style="list-style-type: none"> - Local Investment and Incentive Code - Market Code - Health and Sanitation Code • Update the Local Revenue Code

➤ **Regular Revenue to Total Income**



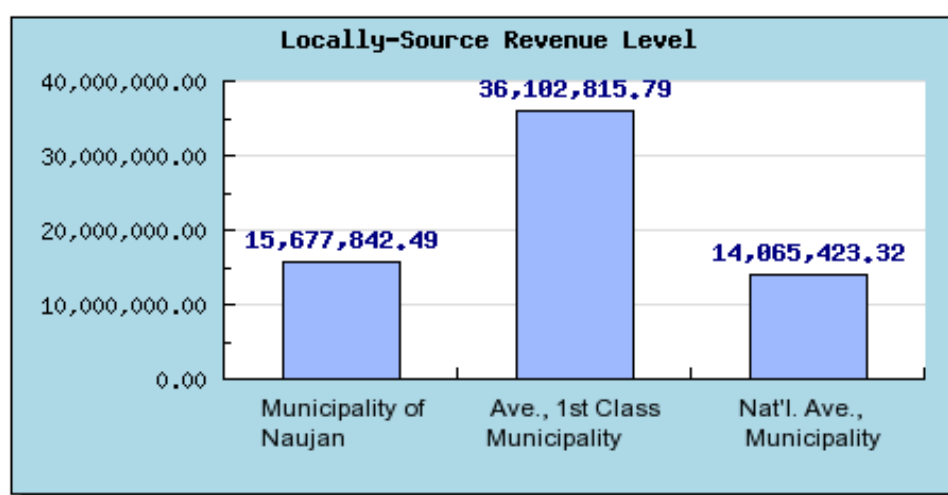
As presented by the graph above, the regular revenues of the Municipality of Naujan accounted for 99.97% of its total income which is significantly higher than the average first class municipality which is 80.22% and the national average which is 76.78%.

The regular revenue of an LGU is composed of the locally-sourced revenue and the IRA. Although the municipality has higher regular revenues compared to the average first class municipality and the national average, the LGU is still too dependent on its IRA share.

In order to decrease its dependency on the IRA, the following actions on the table below is strongly suggested.

Priority Area(s) for Action	Interpretation	Suggested Action(s) to Take
Regular Revenue to Total Income	The regular revenue of the LGU is higher than the average 1 st class municipality and the national average. However, the LGU needs to increase the proportion of locally-sourced revenues in order to lessen its dependency on the IRA.	<ul style="list-style-type: none"> ✓ Update the Local Revenue Code ✓ Enactment of the following: ✓ Local Investment and Incentive Code ✓ Market Code ✓ Health and Sanitation Code

➤ **Locally-Sourced Revenue Level**



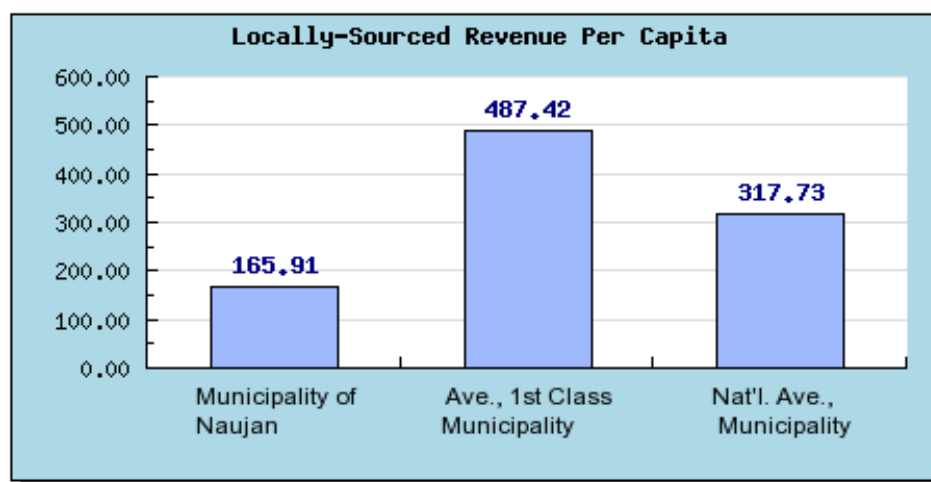
The graph above shows the national average level of locally-sourced revenue for municipalities which is Fourteen Million Sixty Five Thousand Four Hundred Twenty Three Pesos and 32/100 (Php 14,065,423.32). The Municipality of Naujan meet the said standard by having Fifteen Million Six Hundred Seventy Seven Thousand Eight Hundred Forty Two Pesos and 49/100 (Php 15,677,842.49) locally-sourced revenue. Although, the municipality is too far from the average locally-sourced revenue of first municipalities which is Thirty

Six Million One Hundred Two Thousand Eight Hundred Fifteen Pesos & 79/100 (36,102,815.79).

Considering the locally- sourced revenue gap between the LGU and the average of LGU's by LGU type and income class, the municipality needs to undertake measures to improve its revenue collections. The suggested actions shown at the table below could help the LGU in its financial performance.

Priority Area(s) for Action	Interpretation	Suggested Action(s) to Take
Locally-Sourced Revenue Level	There is a wide income disparity between the LGU and the average 1 st class municipality in terms of the level of locally-sourced revenue.	<ul style="list-style-type: none"> ✓ Update the Local Revenue Code ✓ Enactment of the following: ✓ Local Investment and Incentive Code ✓ Market Code ✓ Health and Sanitation Code

➤ **Locally-Sourced Revenue Per Capita**



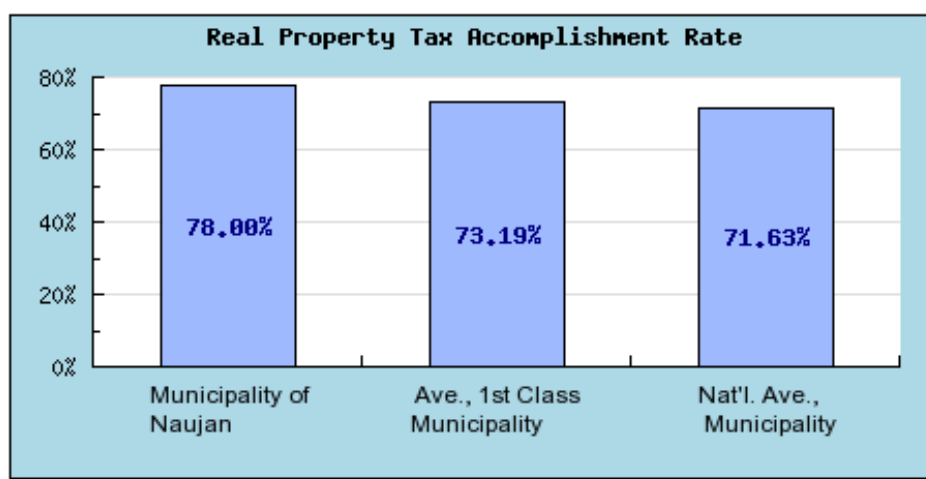
The graph above shows the locally-sourced revenue per capita in the performance year 2012. From an individual taxpayer, the Municipality of Naujan was able to collect One Hundred Sixty Five Pesos & 691/100 (Php 165.91). Considering the average of first class

municipality and the national average, the locally-sourced revenue level per capita of the Municipality of Naujan was too low or very far from the desired performance.

The Municipality of Naujan needs to exert more effort on policy improvements in order to get even with the level of locally-sourced revenue among the first class municipality and with the national average level. The table below suggests coping mechanisms to increase revenue per capita.

Priority Area(s) for Action	Interpretation	Suggested Action(s) to Take
Locally-Sourced Revenue Per Capita	The locally-sourced revenue per capita of the LGU is too low compared with the average for 1st class municipality and the national average.	<ul style="list-style-type: none"> ✓ Enactment of the following: ✓ Local Investment and Incentive Code ✓ Market Code ✓ Health and Sanitation Code ✓ Update the Local Revenue Code

➤ **Real Property Tax Accomplishment Rate**



Real Property Tax is one of the major sources of income of LGU in general. The Real Property Tax Accomplishment Rate determines

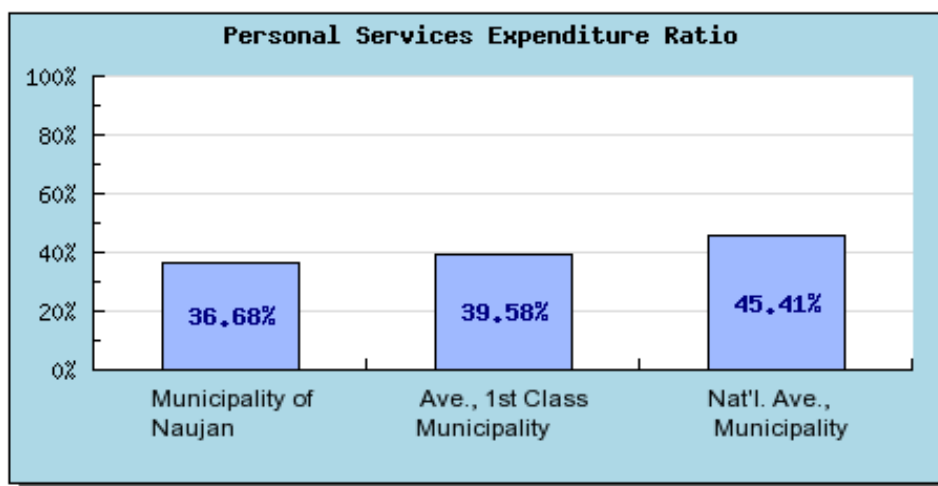
the local revenue collection effort on RPT. On the above graph, it was shown that there is a 78.00 % Real Property Tax Accomplishment Rate which means that the Municipality of Naujan is efficient in its real property tax collection efforts. This performance is very much higher with that of the average of the same LGU type regardless of income class.

This significant accomplishment in Real Property Tax Collection can be sustained through the suggested actions as presented on the table below.

Priority Area(s) for Action	Interpretation	Suggested Action(s) to Take
Real Property Tax Accomplishment Rate	The Real Property Tax Accomplishment Rate of the LGU is much higher than the average 1 st class municipality and the national average.	Maintain Real Property Assessment and Collection through computerized system and regularly update the real property tax maps for property identification.

Resource Allocation and Utilization

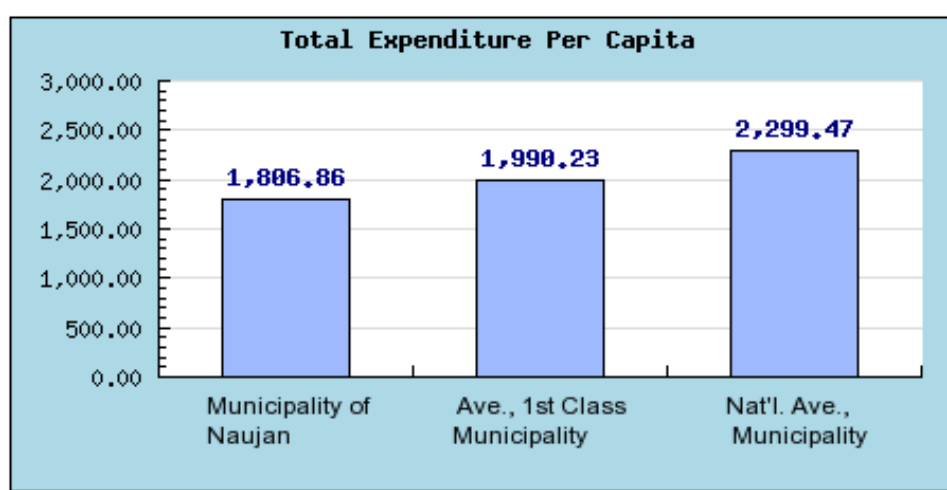
➤ Personnel Services Expenditure Ratio



The Personal Services Expenditure Ratio determines the biases of the local government unit in terms of budget allocation. The Municipality of Naujan garnering a ratio of 36.68% appeared to be lower than the average of 1st class LGUs lower than the national average of LGUs with same LGU type regardless of income class and did not exceed the 45-55 ceiling for PS. These results showed that Naujan has an exceptional performance on Personal Expenditure Ratio in 2012. However, the municipality still needs to employ necessary measure in order to address the difference and the suggested action that can be taken is shown on the table below.

Priority Area(s) for Action	Interpretation	Suggested Action(s) to Take
Personal Services Expenditure Ratio	The Personal Services Ratio of the LGU is higher than the average first municipality but is lower than the national average.	<ul style="list-style-type: none"> Review staffing patterns; minimize the hiring of casual employees; and maximize the present manpower of the LGU.

➤ **Total Expenditure Per Capita**



The total expenditure per capita of the Municipality of Naujan is Php 1,806.86. This is the value that the LGU spends in order to

deliver its basic goods and services to its constituents. Compared with the average total expenditure per capita for 1st class municipalities and the national average of Php 2,299.47, the cost of service delivery for the Municipality of Naujan is slightly low.

The LGU has to watch its spending and should ensure that the basic goods and services needed by the constituents are properly provided. Below are the suggested actions that the LGU may undertake.

Priority Area(s) for Action	Interpretation	Suggested Action(s) to Take
Total Expenditure Per Capita	The LGU is spending 1,828.58 pesos per capita in the delivery of basic goods and services which is lower than the average 1 st class municipality and the national average.	<ul style="list-style-type: none"> • Ensure adequacy of fund intended for Social Services to provide the basic essential needs of the constituents.

PART III

PRIORITY STRATEGIES FOR IMPLEMENTATION

The Municipality of Naujan's results in the five LGPMS Performance Areas provide insights on attention areas that the municipality together with other stakeholders can collectively look into to support the development management and to improve the delivery of services of the LGUs.

In order to address the gaps to further improve the state of governance performance and state of development, the following initiatives need to be undertaken:

SERVICE AREA	PPAS
Local Legislation	<ul style="list-style-type: none"> ❖ Enactment of Local Investment and Incentive Code ❖ Enactment of Market Code ❖ Enactment of Health and Sanitation Code ❖ Institutionalization of a tracking system on local legislation through the availment of the Sanggunian Information System (SIS) of the e-LOG program of the DILG. ❖ Capability building program for legislative staff competence. ❖ Use or resort to research – based agenda development, legislative tracking, backstopping committee and legislative performance.
Development Planning	<ul style="list-style-type: none"> ❖ Regular updating of database for development planning specifically institutional data.
Revenue Generation	<ul style="list-style-type: none"> ❖ Institutionalization of computer-based operations that interlinks with the Offices of Assessor, Business Permits and Licensing Officer and the Treasurer ❖ Update the Municipal Revenue Code ❖ Formulate Revenue Generation Plan ❖ Strict enforcement of civil remedies to tax delinquents ❖ Update Real Property Tax Maps ❖ Establishment of Revenue Databank
Resource Allocation and Utilization	<ul style="list-style-type: none"> ❖ Strict compliance to statutory requirements in the preparation of the Annual Budget

Human Resource Management and Development	<ul style="list-style-type: none"> ❖ Formulation of Human Resource Development Plan. ❖ Revisit the Capacity Development Agenda. ❖ Review of the staffing pattern/organizational structure.
Health Services	<ul style="list-style-type: none"> ❖ Mobilize Local Health Board
Customer Service – Civil Application	<ul style="list-style-type: none"> ❖ Application system needs to be transformed into a seamless transactional process.
Support to Education Services	<ul style="list-style-type: none"> ❖ Mobilize the Local School Board. ❖ Invest the Special Education Fund for construction, repair and maintenance of School Building and Facilities Extension Classes and Extension Teachers and Educational Research. ❖ Establish a Scholarship Fund.
Peace, Security and Disaster Risk Management	<ul style="list-style-type: none"> ❖ Strengthening the Peace and Order Council. ❖ Strengthening of the Local Council for the Protection of Children ❖ Ensure an Annual Financial Allocation for Katarungang Pambarangay. ❖ Strengthening the Local Disaster Risk Reduction Management Council. ❖ Enhance the Local Government readiness to manage the risk of disasters, including relief, other associated services and rehabilitation. ❖ Create MDRMO with 4 required staff
Support to Agriculture Sector	<ul style="list-style-type: none"> ❖ Improvement of infrastructure such as communal irrigation system, farm -to- market roads, post-harvest facilities ❖ Improvement of credit facilitation services to farmers ❖ Extension of adequate production support such as planting materials, fertilizer and laboratory services such as soil testing and similar services ❖ Provide assistance to research and development such as techno-demo cooperators and research institutes. ❖ Improve market development services such as trade fairs, exhibits, missions and congresses. ❖ Reach more farming- households beneficiaries.

Support to Fishery Services	<ul style="list-style-type: none"> ❖ Improvement of infrastructure support for the fishery sector. ❖ Improvement of credit facilitation services for fisherfolks. ❖ Extend adequate production support services. ❖ Provide assistance to research and development services. ❖ Improvement of market development services to fishery sector ❖ Reach more fishing-household beneficiaries.
Entrepreneurship, Business and Industry Promotion	<ul style="list-style-type: none"> ❖ Improve the quality of permitting or licensing. ❖ Establish an administrative support body to take the lead in marketing the investment potentials of the local government. ❖ Provide or cause the provision of direct support services to business, particularly those categorized as micro, small and medium enterprises. ❖ Institutionalized Livelihood Enterprise & Incentive Promotion Office.
Forest Ecosystem Management	<ul style="list-style-type: none"> ❖ Creation of office/body to conduct a comprehensive planning relative to forest management ❖ Continuously tie up with NGOs, POs and the community for programs and projects for a sustainable protection and rehabilitation of forest ecosystem.
Urban Ecosystem Management	<ul style="list-style-type: none"> ❖ Enforce pollution control measures. ❖ Strengthen the Solid Waste Management Board. ❖ Update the Municipal Solid Waste Management Plan. ❖ Ensure that every barangay has a Material Recovery Facility ❖ Improve Solid Waste collection practices. ❖ Improve the Sanitary Landfill as final disposal facility. ❖ Strict compliance with R.A. 9003 ❖ Establishment of Municipal Environmental and Natural Resource Office.
Transparency	<ul style="list-style-type: none"> ❖ Maximize communication channels like Bulletin Board, Public Information Office or desk, the print or broadcast media, a website and public forum. ❖ Strict compliance with RA 9485 (ARTA of 2007)

Participation	<ul style="list-style-type: none"> ❖ Institutionalized the NGOs, POs and Private Sector desk which will ensure the involvement of NGOs, POs and Private Sector in the implementation of LGU development projects.
Financial Accountability	<ul style="list-style-type: none"> ❖ Strengthen administrative capacity to ensure observance of guidelines relative to accounting, internal control, procurement and financial transaction. ❖ Setting-up of a database of all actions taken on COA audit findings and recommendation.

Part IV. ACTION PLAN

SERVICE AREA	PROGRAMS/PROJECTS/ACTIVITIES	TARGET DATE OF IMPLEMENTATION	RESPONSIBLE OFFICE	BUDGETARY REQUIREMENTS
Local Legislation	<ul style="list-style-type: none"> ❖ Enactment of Local Investment and Incentive Code ❖ Enactment of Market Code ❖ Enactment of Health and Sanitation Code ❖ Availment Sanggunian Information System (SIS) of the e-LOG program of the DILG. 	July - December 2013	Sangguniang Bayan	500,000.00
Development Planning	❖ Updating of database for development planning .	June - December 2013	Municipal Planning & Development Office	50,000.00
Revenue Generation	<ul style="list-style-type: none"> ❖ Update the Revenue Code ❖ Formulate Revenue Generation Plan ❖ Secure Cadastral Maps ❖ Update Real Property Tax Maps ❖ Establishing of Revenue Databank 	July - December 2013 October - December 2013	Local Finance Committee Sangguniang Bayan Municipal Assessor License & Permits Division	150,000.00 50,000.00 200,000.00 200,000.00
Resource Allocation and Utilization	❖ Compliance to statutory requirements in the preparation of the Annual Budget	July - October 2013	Municipal Budget Office	50,000.00
Human Resource Management and Development	<ul style="list-style-type: none"> ❖ Formulation of Human Resource Development Plan. ❖ Revisit the Capacity Development Agenda. 	October - December 2013 July 2013	Human Resource Management Unit	100,000.00 10,000.00

SERVICE AREA	PROGRAMS/PROJECTS/ACTIVITIES	TARGET DATE OF IMPLEMENTATION	RESPONSIBLE OFFICE	BUDGETARY REQUIREMENTS
Health Services	❖ Mobilized the Local Health Board	January - December 2013	Municipal Health Office	20,000.00
Customer Service – Civil Application	❖ Implement Seamless transactional process.	January - December 2013	Municipal Civil Registrar	100,000.00
Support to Education Services	❖ Mobilized the Local School Board.	January - December 2013	Mayor's Office	20,000.00
	❖ Establish a Scholarship Fund.		Local School Board	200,000.00
Peace, Security and Disaster Risk Management	❖ Strengthening the Peace and Order Council.	July - December 2013	Philippine National Police	20,000.00
	❖ Strengthening of the Local Council for the Protection of Children	September - December 2013	Municipal Social Welfare & Development Office	20,000.00
	❖ Strengthening the Municipal Disaster Risk Reduction Management Council.	May - December 2013	Municipal Disaster Risk Reduction Management Office (MDRRMO)	30,000.00
	❖ Institutionalize the Municipal Disaster Risk Reduction Management Office.	May 2013		500,000.00
Support to Agriculture Sector	❖ Improvement of farm -to- market roads	January - December 2013	Municipal Agriculture Office / Municipal Engineering Office	10,000,000.00
	❖ Acquisition of post-harvest facilities	July - December 2013		5,000,000.00
	❖ Extension delivery service program	January - December 2013		
	❖ Conduct of trade fairs, exhibits.	September - December 2013		200,000.00

SERVICE AREA	PROGRAMS/PROJECTS/ACTIVITIES	TARGET DATE OF IMPLEMENTATION	RESPONSIBLE OFFICE	BUDGETARY REQUIREMENTS
Support to Fishery Services	❖ Installations of infrastructure support to fishery sector. ❖ Extension delivery service program	July - December 2013 January - December 2013	Municipal Agriculture Office	500,000.00 500,000.00
Entrepreneurship, Business and Industry Promotion	❖ Strengthen , small -medium and enterprises development council. ❖ Update database of permittee and licensed establishment.	August - December 2013 October - December 2013	License & Permits Division	20,000.00 50,000.00
Urban Ecosystem Management	❖ Update the Municipal Solid Waste Management Plan. ❖ Strengthen the Solid Waste Management Board.	July - December 2013	Municipal Environment & Natural Resources Office / Municipal Planning & Development Office / Municipal Engineering Office	200,000.00 20,000.00
	❖ Installation of Material Recovery Facility for every barangay. ❖ Improvement of Sanitary Landfill Site. ❖ Establishment of Municipal Environmental and Natural Resource Office.	August 2012 - December 2013 January - December 2013 July 2013	Municipal Environment & Natural Resources Office	1,000,000.00 1,000,000.00 1,500,000.00
Transparency	❖ Maximize communication channels like Bulletin Board, Public Information Office or desk, the print or broadcast media, a website and public forum.	January - December 2013	Mayor's Office / Municipal Accounting Office	500,000.00

SERVICE AREA	PROGRAMS/PROJECTS/ACTIVITIES	TARGET DATE OF IMPLEMENTATION	RESPONSIBLE OFFICE	BUDGETARY REQUIREMENTS
Participation	❖ Institutionalized the NGOs, POs and Private Sector desk .	June - December 2013	Mayor's Office	100,000.00
Financial Accountability	❖ Setting-up of a database of all actions taken on COA audit findings and recommendation.	August - October 2013	Municipal Accounting Office / Mayor's Office	50,000.00

Development Vision

By 2020, Naujan shall be a progressive, self-sufficient and peaceful community of God-loving, healthy, educated and empowered citizenry, focused on agricultural and agro-industrial development and active commerce and tourism moving towards the achievement of a sustainable and ecologically balanced development

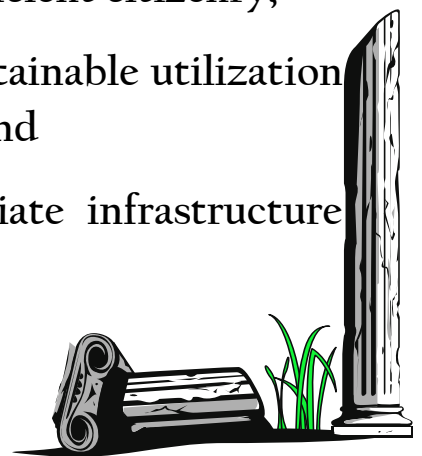




MISSION

Following are the Mission Statements of Naujan:

- 1) To work supportively towards the improvement of the quality of life and the attainment of a healthy well being of our citizenry thru the provision of quality basic services, equitable distribution of wealth, people empowerment, balanced ecosystem, promotion of morals and values consistent with humane living;
- 2) To promote the social, health and education well-being of people, transforming them into an empowered and self-reliant citizenry;
- 3) To promote a program of sustainable development that would help ensure a balance environment for its people and a more permanent settlement for its indigenous tribe assuring a healthy and self-sufficient citizenry;
- 4) To put maximum economic and sustainable utilization of all the municipality's resources; and
- 5) To provide adequate and appropriate infrastructure facilities.





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**Republic of the Philippines
Province of Oriental Mindoro
MUNICIPALITY OF NAUJAN**



MUNICIPAL DEVELOPMENT ROLE IN THE PROVINCE

Naujan is the largest municipality in the Province of Oriental Mindoro. It covers a total land area of 52,800.15 hectares which is about 12% of the total land area of province. Its 70 barangays were categorized in to the following: five (5) minority barangays, eleven (11) coastal barangays, five (5) lakeside barangays and the remaining classified as low-lying barangays.

In the PFP, **Naujan's** role and level in the hierarchy of urban center in the province is that of Small Town, along with the municipalities of Bongabong, Victoria, Bulalacao, Gloria, Mansalay, Socorro, Bansud and Puerto Galera. Along with this hierarchy is the identified role on small agro-processing and services and an indicator functions of secondary health and education services, full range of convenience shops and extension services.

Considering the cited roles, Naujan was identified as the Rice Granary in Oriental Mindoro. Thus, there is a huge potential in supplying rice requirements of CALABARZON and Metro Manila. With the presence of Naujan Lake, islets, coastal ecosystems, falls, hot springs and historical sites, PFP has also identified Naujan as one of the sites best suitable for eco-tourism. This is an opportunity for positioning the municipality as a major amenity center focusing on eco-tourism oriented facilities.

Since, MIMAROPA Region considered Naujan along with Calapan City in terms of Hierarchy of Settlements. The municipality's role on commercialization and variety of economic functions should also be considered.

DEVELOPMENT PERSPECTIVE

To guide the sustainable development of Naujan, that is responsive to the needs and aspirations of the people.

GENERAL DEVELOPMENT OBJECTIVES

A. To Enhance Agricultural Productivity

- ❖ Intensify the over-all development of the agricultural sector and attend to its existing weaknesses through the recommendation of appropriate measures and techniques to achieve higher returns;
- ❖ Strengthen farmer support such as adequate irrigation system, farm-to-market roads, credit facilities, and marketing assistance;
- ❖ Develop the fisheries and aquatic resources through adequate support mechanism; and
- ❖ Promote the use of better agriculture technology through farm classes and information drives.

B. To Develop Eco-Tourism Potential

- ❖ Market eco-tourism potential through the enhancement of existing sites, adoption of tourism marketing strategies and the provision of adequate infrastructure and visitor facilities.

C. To Encourage the Growth of Commercial Activities

- ❖ Optimize commercial potentials to boost the economy and increase employment opportunities;

- ❖ Encourage inward investments through the identification of market opportunities;
- ❖ Strengthen market linkages and enhance infrastructures facilities to support economic activities; and
- ❖ Focus on strategies and policies that will encourage the development of commercial establishments.

D. To Provide For an Effective Delivery of Social Services

- ❖ Attend to the needs of the population through the improvement in the general delivery of social services (i.e. better sanitation, community and medical facilities, political stability, etc.);
- ❖ Improve the delivery and provision of health, social welfare, education, housing and protective services to all sectors of the community;
- ❖ Enhance the accessibility of social services throughout the municipality through the establishment of adequate service centers; and
- ❖ Develop efficient manpower for service delivery through constant training.

E. To Ensure Ecological Sustainability

- ❖ Emphasize the sustainable use of natural resources;
- ❖ Employ appropriate environmental management approaches to support the population and maintain the eco-system;
- ❖ Promote environmental awareness, proper sanitation and appropriate waste disposal methods;
- ❖ Adopt a stricter enforcement of environmental laws and standards and develop the law enforcement capability of the municipal government; and

- ❖ Espouse appropriate land use strategies to conserve environmentally sensitive areas but at the same time maximize development opportunity areas.

F. To Ensure Effective Disaster Risk Reduction Management

- ❖ Develop specific mechanism to encourage the active participation and ownership of relevant stakeholders including communities in disaster risk reduction and management activities.

G. To Provide Adequate Infrastructures and Utilities

- ❖ Provide adequate support facilities and utilities to achieve the envisioned development; and
- ❖ Determine priority areas and identify the basic support necessary to encourage investments.