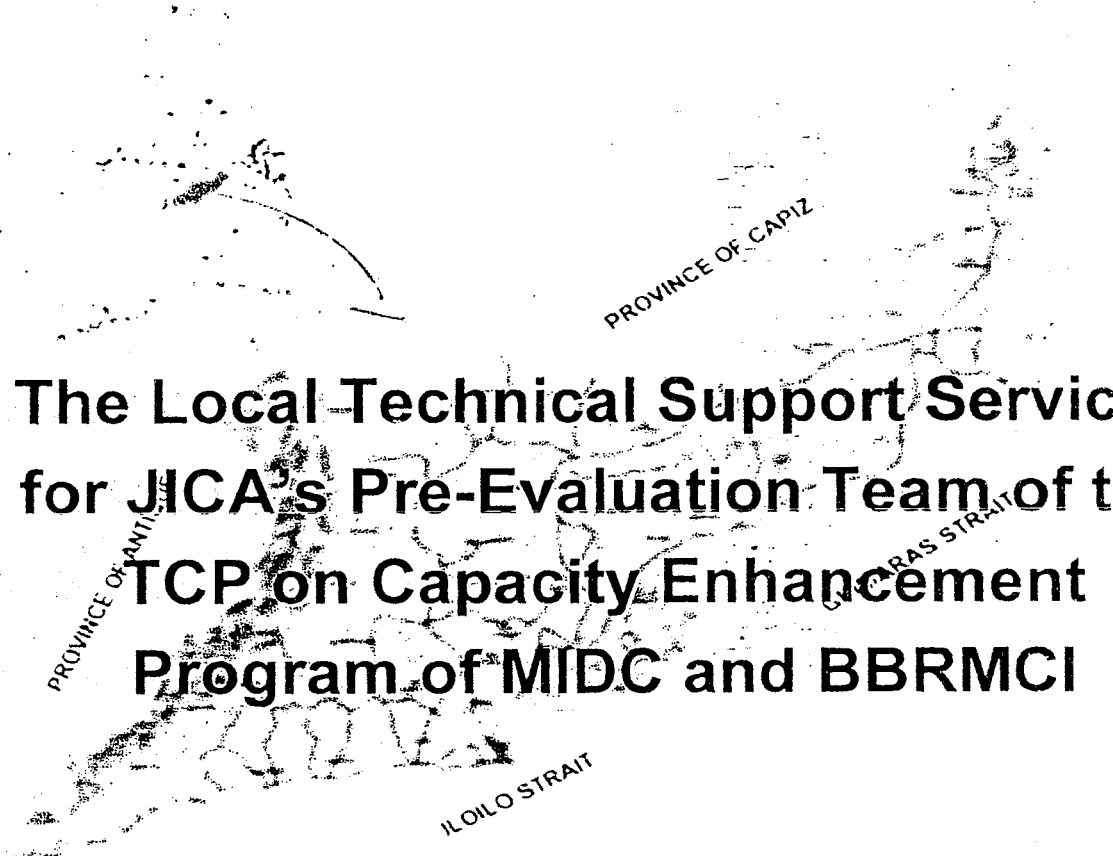


FINAL REPORT



The Local-Technical Support Services
for JICA's Pre-Evaluation Team of the
TCP on Capacity Enhancement
Program of MIDC and BBRMCI

PROVINCE OF ANTIPOLO
PROVINCE OF CAPIZ
ILOILO STRAIT
BORNEO STRAIT

Submitted by:

guru technologies corporation

January 31, 2006

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List of Abbreviations Used

ADT	Average daily traffic
AIP	Annual Investment Plan
BBRMCI	Banate Bay Resource Management Council, Inc.
CDC	City Development Council
CPDO	City Planning and Development Office
DILG	Department of Interior and Local Government
DPWH	Department of Public Works and Highways
EO	Executive Order
GDP	Gross domestic product
GICA	Guimaras-Iloilo City Alliance
GR	Growth rate
GRDP	Gross regional domestic product
LGSP	Local Government Support Program
LGU	Local government unit
LTFRB	Land Transportation Franchising and Regulatory Board
LTO	Land Transportation Office
MDC	Municipal Development Council
MIDC	Metro Iloilo Development Council
MIGEDC	Metro Iloilo-Guimaras Economic Development Council
MPDO	Municipal Planning and Development Office
MTIP	Medium Term Investment Program
NEDA	National Economic Development Authority
ODA	Official development assistance
PDC	Provincial Development Council
PPDO	Provincial Planning and Development Office
PUJ	Public utility jeepney
RDC	Regional Development Council
SDFP	Strategic Development Framework Plan
SP	Sanggunian Panlungsod
TNA	Training needs analysis
TWG	Technical Working Group



EXECUTIVE SUMMARY

Executive Summary

1. Background

The city of Iloilo is facing alarming traffic congestion mainly due to narrow roads, poor planning of road network depriving vehicles of an alternate route, poor traffic management, and weak spatial strategy to sway development in designated new satellite towns and decongest the city proper.

The Government of Iloilo Province, Iloilo City, and the Metro Iloilo-Guimaras Economic Development Council (MIGEDC), sought the assistance from the Government of Japan (GOJ) to strengthen the planning and implementing capability of MIGEDC's Technical Working Committees to undertake transport planning and traffic management program.

In response, the GOJ through the Japan International Cooperation Agency (JICA) organize a preliminary evaluation team to design an appropriate framework for the technical cooperation package. For this purpose, JICA dispatched Japanese consultants and expert from November 2006 to January 2007.

2. Survey Objective and Coverage

The objectives of the survey are:

- Gather data relevant to transport planning and development activities
- Assess the capacity and needs of concern Local Government Units (LGU) to do sectoral planning, implementation and monitoring
- Formulate the project design and development framework for the technical cooperation project

The survey covers the Metro Iloilo-Guimaras complex to include; Iloilo City, municipalities of Oton, San Miguel, Santa Barbara, Pavia, Leganes, and the Province of Guimaras.

3. Highlights of the Survey Findings

3.1 Organizational Profile of MIGEDC

MIGEDC is a work alliance of the City of Iloilo, the municipalities of Oton, San Miguel, Pavia, Leganes, Sta. Barbara, and the Province of Guimaras. It was formally established by President Gloria Macapagal Arroyo through Executive Order No. 559 signed in August 28, 2006.

The MIGEDC evolved from the Metro Iloilo Development Council (MIDC) that was established in February 9, 2001 and the Guimaras-Iloilo City Alliance that was created in May 22, 2005. Through Executive Order No. 559, the two alliance organization were merged as one known as the MIGEDC.

Mandate and Function of MIGEDC

Executive Order 559 mandates MIGEDC to formulate, coordinate and monitor programs, projects and activities to accelerate the economic growth and development in Metro Iloilo-Guimaras. Specifically, the EO outlines the functions and authorities of the Council as follows

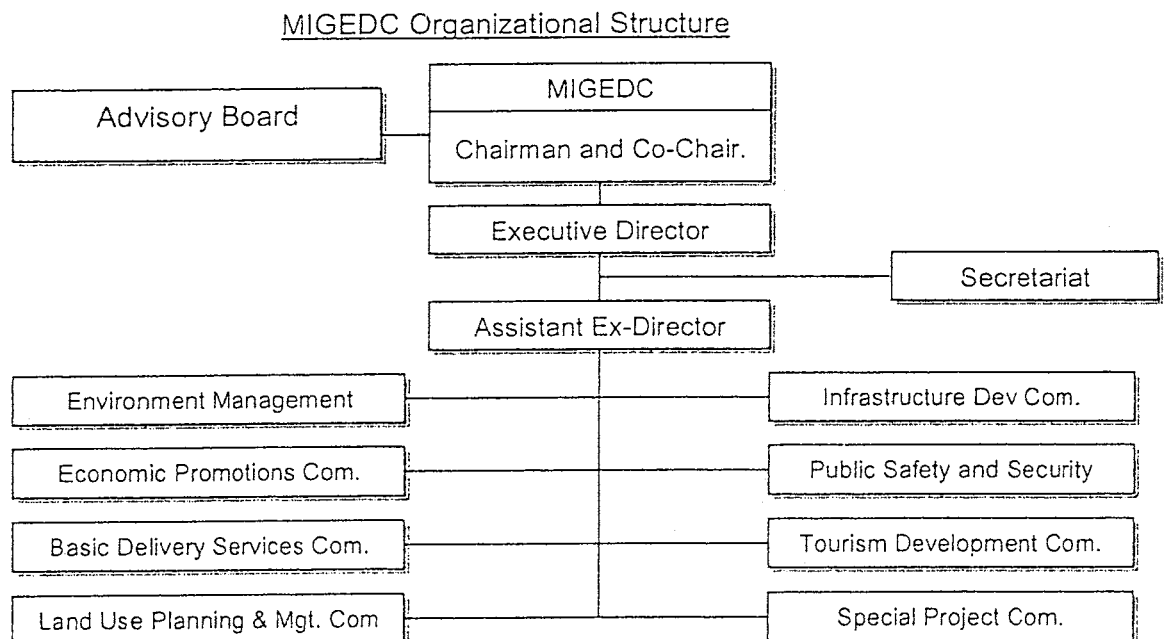
- formulate, implement, coordinate and monitor metro-wide plans and programs that are relative to the identified areas of collaboration
- encourage member LGU and national line agencies to legislate and enforce policies to assure metro-wide complementation of development activities
- facilitate the sharing of manpower, financial and technical resources among MIGEDC members
- receive grants, soft loans, assistance of any kinds, and national governments subsidies to implement its priority development programs and projects
- serve as forum to resolve inter local and national government issues, policies and programs which may arise between and among them

Membership

The membership of MIGEDC includes: Mayor of Iloilo as Chairperson; Provincial Governor, Province of Guimaras as Co-Chairperson; Mayor, Municipality of Pavia, Iloilo; Mayor Municipality of San Miguel, Iloilo; Mayor, Municipality of Oton, Iloilo; Mayor, Municipality of Leganes, Iloilo; Mayor, Municipality of Santa Barbara, Iloilo; President, League of Municipalities, Province of Guimaras

Organizational Structure and Functions

The organizational structure of MIGEDC is shown below. As presented, eight sectoral committees are created to serve as the technical working group of the Council.



3.2 Role of Metro Iloilo-Guimaras in Regional Development

Over the years, Iloilo City has developed as the primary growth center of Western Visayas where the regional government offices and major trading, financial service amenities are stationed. Its well developed air, water, and land transportation network made the city become a major transshipment point of goods and people to and from outlying provinces and cities. Unprocessed agricultural surpluses are easily shipped to the area for processing and distribution.

The effect of agglomeration economies improved production and marketing efficiency enhancing further the comparative advantage of Metro Iloilo-Guimaras as investment destination. Rich in historical background coupled with its proximity to nice beaches and peaceful environment - made Iloilo a haven for tourist. The city likewise, serves as the health, education and convention center of the region.

3.3 Overview of the Land Transport Situation

Major Road Links to Iloilo City Proper

Iloilo City is connected to the south via the municipality of Oton by Jocson Street, to the north via Jaro-La Paz District by Luna Street, and to the northwest via the municipality of Pavia by the Benigno S. Aquino Jr. Avenue. It is linked to the island province of Guimaras via ferryboat crossing Iloilo Strait docking at the ports along Ortiz Street, Parola area, and Muelle Loney. Refer to Annex A for the Major Road Link Map.

Vehicular Traffic Choke Points

Based on the survey conducted, thirteen major and minor vehicular traffic choke points were identified and presented below. Refer to Annex B for the Choke Point Location Map.

- Junction of Mandurriao Airport Road and Benigno Aquino Avenue
- Benigno Aquino Avenue fronting SM Cit
- Intersection of Benigno Aquino Avenue and General Luna Road
- Rotonda fronting Iloilo Provincial Capitol Building
- Lopez-Jaena Road fronting Central Philippine University
- Intersection of Ledesma and Lopez-Jaena Road
- Corner Jalandoni and Luna Road fronting West Visayas University
- Intersection of Luna - Bonifacio - Rizal - Hechanova Road
- Intersection of MV Hechanova - Bughang Road (alternate route to Pavia)
- Mc Arthur Drive fronting North Bus Terminal
- Junction of Jocson - Bonifacio - Avancena Roads (going to Oton)
- Corner Guanaco - Rizal - Iznart Road

Causes of Traffic Congestion

- Topographic limitation and restricted road network - Being an "island city" divided by rivers, the limited number of connecting bridges hampers the smooth flow of traffic. The circuitous road formation prevents direct and

efficient routes. As an old city with narrow roads, widening of existing streets and construction of new ones is extremely difficult.

- Lack of discipline among road users - Based on survey, the indiscriminate loading and unloading of passengers by PUJ drivers anywhere and anytime is one of the leading causes of traffic congestion. Furthermore, the lack of knowledge by commuters on loading and unloading zone coupled with the hesitance of traffic officers to enforce the laws for humanitarian reason slows down the movement of vehicles.
- Road obstruction - The illegal proliferation of vendors along sidewalk and the indiscriminate packing of vehicles along pathways force pedestrian to use the road as sidewalk restricting the passage way of vehicles slowing further the flow of traffic.
- Poor traffic management - Existing traffic laws are outdated and tend not to complement one another resulting to non-improvement of overall traffic condition. This is aggravated by the lack of relevant and accurate information to guide in making sound decision. Several traffic facilities are seen to be inadequate. This include the poorly designed intersection geometry, sidewalk used as parking area, absence of traffic signs, defective and unsynchronized traffic signals, questionable PUJ routes, questionable one way system, non-enforcement of parking area for new buildings, absence of paid on-street or off-street parking, and lack in capacity of traffic officers to manage the traffic.
- Poor cooperation of some government agencies - Some agencies of government lack the genuine interest to participate in the formulation of a comprehensive strategy to resolve traffic congestion. This includes the LTFRB in controlling the issuance of franchise route to public utility vehicles, the LTO in improving their education and information program to educate drivers, and the Traffic Management and Engineering Unit of PNP to strictly enforce traffic laws.
- Lack of coordination - There is a need to review the composition and function of the Infrastructure Committee of MIGEDC to strengthen its planning and coordination function. Special attention should be given to improve the working relation of MIGEDC Infrastructure Committee with the Task Force Traffic of Iloilo City, LTFRB, LTO, and with the various Transportation Development Committees of the Sanguniang Bayan / Panlalawigan of the different LGUs.
- Absence of a sound transportation and traffic management plan - The absence of a Land Transportation and Traffic Plan for Metro Iloilo resulted to uncoordinated and less responsive interventions to resolve short term and long term challenges related to transport and traffic management. As observed during the survey, travel time within the metropolis has doubled increasing cost of travel, decline in commuter productivity and worsening of traffic pollution.

3.4 Organization Profile of Transport Planning Institution

MIGEDC - Infrastructure Development Committee

The Infrastructure Development Committee of MIGEDC is a creation of the Council. Sub sectors under infrastructure include roads and bridges, traffic management, power, water, drainage and flood control, seaport, airport, building, and sea wall protection.

Functions

- Serve as technical arm of MIGEDC with regards to infrastructure development
- Coordinate the formulation of the infrastructure plan for Metro Iloilo-Guimaras
- Coordinate the implementation of Metro wide programs and projects.
- Monitor and evaluate projects with Metro wide impact
- Provide regular progress reports to the MIGEDC of its accomplishments
- Prepare a yearly Work and Financial Plan for the committee

Membership and Structure

Each Sectoral Development Committee is headed by a Local Chief Executive appointed by the Council. Its members are composed of Action Officers or Local Planning Coordinators of member LGU to be appointed by their respective mayors. A member of the Technical Working Group shall take turn to act as secretary.

Task Force Traffic, Traffic Management and Engineering Unit, and Committee on Transportation of the Sangguniang Panlungsod

Transportation planning and formulation of traffic development program in Iloilo City is a task assigned to the Task Force Traffic which is attached under the Office of the City Mayor. This office is created by Executive Order No. 43 series 2004.

The Traffic Management and Engineering Unit is likewise established to serve as the traffic enforcement unit of the city government. This is headed by the chief of the traffic department of the Philippine National Police. Under its supervision are the 290 Traffic Aides under the payroll of the city government.

The legislation of traffic laws and ordinances is reviewed and endorsed by the Transportation and Traffic Committee of the Sangguniang Panlungsod for enactment into law by the Sangguniang Panlungsod Proper.

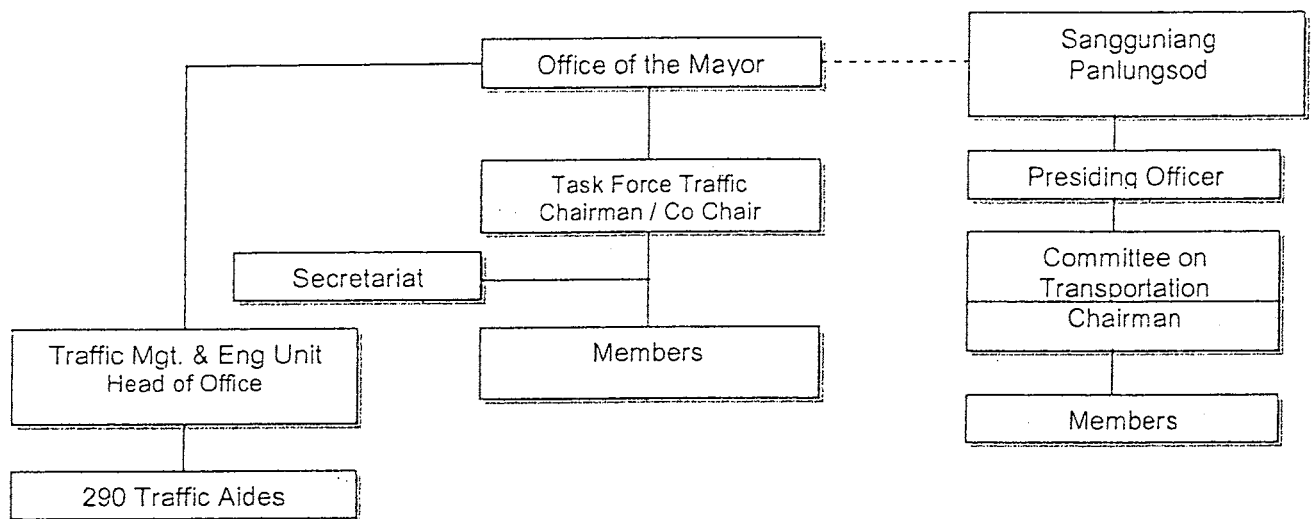
Function of the Task Force Traffic

- Formulate traffic management policies and schemes for approval by City Mayor for implementation. Those found successful as assessed by the Task Force Traffic, shall be forwarded to the Sangguniang Panlungsod for legislation
- coordinate activities of national & local offices involved in traffic management

- monitor and evaluate the implementation of traffic interventions and brief local chief executive on outcomes
- conduct weekly meetings to discuss day-to-day issues

Organizational Structure

Organizational Structure of Task Force Traffic, Traffic Management and Engineering Unit and SP Committee on Transportation



Membership

Task Force Traffic

- City Mayor as Chairman
- Hon Jose S. Espinosa as Vice Chairman
- Non-Government Organization Representative as appointed by the Mayor
- Chief of Traffic Management and Engineering Unit
- LTFRB
- LTO

Sangguniang Panlungsod

- Stakeholders of certain "Bill" being deliberated on Ad Hoc Basis
- Chairman on SP Transportation Committee
- Vice Chairman of the Task Force Traffic

Municipal Level

In general, traffic situation in the municipalities outside Iloilo City is not yet alarming to include the province of Guimaras. Planning activities in these areas are focused on agricultural development, provision of basic services (i.e. health and education), construction of farm to market roads, and the development of potable water supply.

Thus, technical skill on transportation planning and traffic management is not yet in demand in these outlying areas.

Mandate and Membership

With regards to infrastructure development at local level, the Municipal Planning and Development Coordinator and the Municipal Engineer are the core persons that handle project identification, project preparation and investment programming.

Resolution of issues and crafting of laws related to transportation and traffic management is a function of the Sectoral Committee of the Sangguniang Bayan. In the case for the municipalities of Oton and Leganes, transportation and traffic management is made an integral concern of the Trade and Commerce Development Committee. An "ad hoc" committee is organized to resolve specific issues. Resource persons are invited to participate in the deliberation and help in the formulation of solution. The enforcement of traffic laws falls under the responsibility of the PNP stationed in the municipality

3.5 Major Traffic Management Program of Iloilo City

The City of Iloilo has introduced several traffic management schemes to solve its traffic problem. Some of the major ones are as follows:

(1) Creation of Iloilo City Traffic Management and Engineering Commission

The passage of City Ordinance No. 00-107 and amended by Ordinance No. 00-124 dated September 13, 2000, created the Iloilo City Traffic Management and Engineering Commission. The objective of the ordinance is to provide a mechanism for the formulation of an immediate (short term) and long term solution to the traffic problems of Iloilo City. The office shall absorb the function of the Traffic Management and Engineering Unit and the Task Force Traffic.

As proposed, the Commission shall have the following functions:

- Formulate policies, strategies, rules and regulations for the efficient and effective management and implementation of the traffic system in the City of Iloilo
- Propose, design, identify or designate new routes including sites of new roads and roadways, for inclusion in the investment plan of the City.
- Plan and develop new strategies for public parking, routing, traffic rules and regulations, manner of enforcement, and set penalties for violators subject to the approval of the Legislative Body.

Status

Although the resolution has been passed, the Commission is not operational due to lack of funds appropriated for its operation. In addition, based on comment made by the current chairman of the Transportation and Traffic Management Committee of the Sangguniang Panlungsod, there is a need to strengthen the capability of the Traffic Management and Engineering Unit to undertake traffic planning and management.

(2) Establishment of Perimeter Boundaries and Terminals

The establishment of perimeter terminal was recommended by the Iloilo Task Force Traffic chaired by Councilor Jose C. Espinosa III. This was implemented in 2000 as legislated under Ordinance No. 2004-268. The concept is to prevent the entry of buses, mini buses and PUJ originating from the northern towns to critical streets in the city to minimize traffic congestion. These terminals are owned and managed by private individuals. Refer to Annex C for the Perimeter Terminal Location Map.

Status

The terminal seems to have achieved its objective. The City Planning Coordinator of Iloilo City and the Municipal Administrator of Santa Barbara would like learn the experience of other countries and LGU in the country on how they were able to generate revenue to the local government from terminal operation.

(3) Declaring One-Way and Two-Way Streets

Hueriana Street as Two-Way Street

Hueriana Street from Bonifacio Street to Burgos Road was experimented to be converted into a two-way street sometime 2004. This was reverted back to a one-way road in the same year as traffic worsened at the junction of Bonifacio Road and Hueriana Street.

Declaring Certain Streets in Jaro, Iloilo city as One-Way Streets

The whole length of Washington - Democracia Streets from the corner of Commission Civil St. towards the direction of Simon Ledesma Street was declared as one-way streets. Similarly, the whole length of Washington-New IBRD Bridge from the corner of Commission Civil St. was converted from two-way to one-way.

3.6 Summary of Issues Affecting Transport and Traffic Planning

(1) Lack of Capability and Experience

The technical working committee of the MIGEDC is composed of planning officers or action officers of the different LGU whose training and experience are not in traffic management. Transportation Plans of the municipal, city, and provincial are focused in the identification of new roads to be opened and rehabilitation of existing ones. Less attention is given to the resolution of the traffic congestion. This is because most of the outlying LGU are not yet experiencing alarming traffic problem and partly due to the lack of capability of local planners to undertake traffic management planning.

For Iloilo City, the head of the Traffic Management and Engineering Unit is perceived to be lacking in expertise to plan and manage traffic. This resulted to a trial and error approach in resolving traffic related issues. This observation was aired by the Mayor of Iloilo City and by the vice chairman of Task Force Traffic of

the city. The latter is also the current chairman of the Committee on Transportation of the Sanggunian Panlungsod.

(2) Lack of Data

The lack of accurate and updated data relevant to transportation planning and traffic management makes it difficult to undertake a comprehensive and integrated transportation plan. Likewise monitoring the impact of intervention for evaluation purposes is not made possible.

(3) Institutional Weakness

For Iloilo City, there are various offices involved in transport planning and traffic management. The office mandated to formulate traffic related policy and program is the Task Force Traffic. The Traffic Management and Engineering Unit serves as its enforcement arm. Enactment of traffic laws is done by the Committee on Transportation of the Sangguniang Panlungsod. Currently, these offices are not currently involved in the MIGEDC planning activities.

On the other hand, the separation of the land use planning from transportation and traffic management planning may result to less coordinated and integrated development direction. Institutional or procedural adjustment may have to be instituted to assure synchronization of activities between the Committee on Land Use Planning and the Sub-Committee on Transportation and Traffic Management.

(4) Weak Coordination

Road network development in Metro Iloilo-Guimaras is the responsibility of the City Engineering Office for city roads, the four District Engineering Offices of DPWH for national roads, and the Provincial Engineering Office for provincial roads. At present, these institutions have not been involved in the Metro Iloilo-Guimaras transportation planning activities. Some of them are not even aware of the existence of MIGEDC. The Council should take note that Metro Iloilo-Guimaras falls under four different Engineering Districts of DPWH.

On the other hand, some of the Congressmen within the study area do not coordinate with the local chief executive in the planning and implementation of road projects under the Countryside Development Fund Program.

(5) Work Overload

The Technical Working Committee on Infrastructure is tasked to handle several area of concern to include roads and bridges, seaports, airports, water supply, power supply, flood control, drainage, building construction, shoreline protection, among others. Considering the magnitude of the task ahead and taking note that MIDEEDC TWG members are also handling full time job in their mother offices, planning for the transportation and traffic management of Metro Iloilo could not be given adequate attention.

4. Overall Assessment of the Technical Capability of MIGEDC and Component LGU on Road Network and Traffic Management Planning

The MIGEDC Committee on Infrastructure has not done much in transportation planning and traffic management. The committee had only met three times since its creation. So far, the activities undertaken by the Committee were limited only to the following:

- Inventory of major proposed on-going projects undertaken by DPWH with metro-wide impact
- Preparation of monitoring reports in the implementation of the Circumferential Road Development Program.
- Negotiation with the National Center for Transportation Studies of UP Diliman for technical assistance to undertake traffic survey

The committee members apparently are not familiar with the planning process and outline of a short term, medium term and long term transportation and traffic management planning. Further, committee members lack the techniques and necessary skills on identifying data requirement, analyzing data and formulating transportation and traffic management options. Furthermore, the committee members had not been exposed to the techniques usually used in evaluating transportation and traffic management-related interventions.

5. Suggested Project Framework

Considering the foregoing technical limitations of the MIGEDC, the following project framework for a technical assistance is hereby suggested.

5.1 Overall Goal

(1) Objective statement

To improve local governance on traffic within the MIGEDC areas

(2) Indicator/s

Travel time of commuters is reduced by ___ % compared to the base years

5.2 Project Purpose

(1) Objective statement

To enhance MIGEDC capacity on traffic management

(2) Indicator/s

By the end of the project, integrated traffic management plan for Metro Iloilo-Guimaras is formally adopted by MIGEDC and implemented in Iloilo city and adjacent urban centers.

(3) Important assumption

Traffic management remains a priority issue of MIGEDC-member LGUs.

5.3 Outputs

1. Knowledge and skills of target groups on traffic management planning and implementation are upgraded.

Indicator/s:

- 1-1 (#) of LGU technical officers received sufficient trainings related to traffic management based on training needs analysis and training plan
 - 1-2 (#) of LGU officials are sent to study trips related to policy making and execution
 - 1-3 Baseline data related to traffic are maintained and continuously updated and utilized in advocacy and planning activities
 - 1-4 Traffic management master plan is drafted
2. Institutional collaboration among related organizations is strengthened.

Indicator/s:

- 2-1 Existing traffic management-related structures are having regular meetings and resolved at least (#) of traffic issues
 - 2-2 Common policies related to traffic are formulated and adopted
 - 2-3 Traffic management master plan is adopted by local chief executives through local legislative bodies
3. Traffic management-related projects are implemented based on the master plan.

Indicator/s:

- 3-1 Based on sound feasibility study, one way-two way traffic routes are agreed upon, implemented and evaluated
- 3-2 (#) road markings, signage, etc. are established

Important assumption:

Trained counterparts continue working for traffic management.

5.3.1 Main activities of the project

For Output 1:

- 1.1 Conduct Training Needs Analysis (TNA) across levels of target groups
- 1.2 Based on the TNA results, formulate training plan and prepare training designs/modules
- 1.3 Undertake training activities based on training plan
- 1.4 Conduct follow-through coaching and hands-on training to ensure application of learned skills by trainees
- 1.5 Conduct in-depth study on the existing traffic situation
- 1.6 Organize and conduct master planning activities
- 1.7 Establish baseline data
- 1.8 Undertake advocacy activities

For Output 2:

- 2.1 Conduct thorough review of the existing policies and policy-making processes
- 2.2 Facilitate LGU deliberations and adoption of the traffic management plan

For Output 3:

- 3.1 Conduct feasibility studies
- 3.2 Implement planned projects for demonstration
- 3.3 Monitor implementation of demo projects

Important assumption:

Counterpart staff for project coordination and management are identified and organized.

5.3.2 Inputs

(1) Japanese side (GOJ)

- (1-1) Dispatch of long and short-term experts (to be determined at a later time)
- (1-2) Supply of educational and office equipment
- (1-3) Training of counterparts both in Japan and in the Philippines (to be determined at a later time)
- (1-4) Funds for the implementation of demo projects

(2) Philippine side (GOP)

- (2-1) Assignment of counterpart personnel (to be determined at a later time)
- (2-2) Provision of office space
- (2-3) Funds for the implementation of demo projects

MAIN REPORT

Chapter 1. Overview of the Survey

1.1 Introduction

1.1.1 Background

As spelled out in the 2005-2010 Medium Term Regional Development Plan, Western Visayas (Region 6) is pursuing a balance spatial regional development strategy. As envisioned in the plan, urban centers in various parts of the region are encouraged to develop so that they could become a viable alternate business investment destination and in a way dispersed progress and decongest Iloilo City, the primary growth center of Region 6.

The city of Iloilo is currently facing urban related problems like the alarming traffic congestion in the downtown area due to narrow roads, concentration of traffic in key intersection points due to poor planning of the road network depriving vehicles of an alternate route, clogging of traffic in certain points in the city caused by poor traffic management, and weak implementation policies / strategies to sway development in designated new satellite growth points within the city to decongest the central business district.

Cognizant of this, the Government of Iloilo Province, the city of Iloilo, and the Metro Iloilo-Guimaras Economic Development Council (MIGEDC), sought the technical assistance from the Government of Japan (GOJ) to improve the planning and implementing capability of MIGEDC's Technical Working Committees to undertake transport planning and traffic management interventions. In response, the GOJ through the Japan International Cooperation Agency (JICA) decided to organize a preliminary evaluation team for the proposed Technical Cooperation Project (TCP) on Capacity Enhancement Program of Metropolitan Iloilo Development Council (MIDC) and Banate Bay Resource Management Council, Inc. (BBRMCI) to determine the relevance of the proposed project and design an appropriate framework for technical cooperation. For this purpose, JICA dispatched Japanese consultants and expert from November 2006 to January 2007.

In order to facilitate the work of the Japanese Team, JICA hired the services of a Local Consultant to provide technical support in the collection of relevant data and information including conduct of surveys and participatory

meetings aimed at designing a workable framework for technical cooperation.

1.1.2 Objective of the Survey

The objective of the local technical support services is to provide technical assistance to the Team members, especially the member for “planning analysis”, including collection, review and analysis of primary and secondary data, conduct of interview and workshops with project stakeholders and formulating an appropriate framework for the proposed technical cooperation project on capacity enhancement of MIDC member LGUs.

1.1.3 Scope of the Survey

1) Areas covered by the survey

The survey activities of the Local Consultant covered the areas under the jurisdiction of the MIGEDC, namely: Iloilo City, Municipalities of Leganes, Oton, Pavia, San Miguel and Sta. Barbara, (and partially Guimaras province). Surveys were conducted in relevant offices within MIGEDC and its member LGUs, the Provincial Government of Iloilo and national government agencies based in Metro Iloilo such as DILG, DPWH and NEDA.

2) Main activities

a. Data Gathering

Based on the Terms of Reference, the local consultant identified, collected and consolidated relevant data regarding sectoral development planning activities and assessed the capacity of the Local Government Unit (LGU) members of the MIGEDC in urban transportation planning, project implementation and monitoring. This included an inventory and review of local laws, systems and procedure manual and technology level.

b. Needs Assessment

The local consultant clarified the priority needs of the sector focusing in transport planning, project preparation, fund sourcing, implementation, and monitoring of project within the study area. Based on the survey results and discussions with team members, the local consultant assisted in analyzing data gathered to formulate the project design and project development framework.

c. Coordination Support

Based on requests, the local consultant accompanied and assisted the Japanese team members during meetings and interviews for purposes of inputting data and information relevant to the formulation of project framework. The local consultant also helped the study team prepare minutes of meetings and interviews conducted.

d. Follow-Up Data Collection

The consultant conducted supplementary surveys and collected more information as requested by the Japanese mission members in the course of formulating the project framework.

e. Attend meetings organized by JICA

The local consultant attended meetings upon the request of JICA Philippines Office. These included the orientation meeting prior to the start of the survey, meetings with project counterparts and meetings of the JICA study team in Iloilo and Manila.

1.1.4 Duration of the Survey

The JICA study team in close coordination with MIGEDC and its LGU members started the survey in November 22, 2006 and completed its work January 30, 2007. The duration of the assignment of the local consultant was from January 22, 2006 to January 31, 2007.

1.2 Methodology

In consultation with the Japanese mission member, the local consultant used the following methods in performing the tasks of conducting the survey and in providing technical support to Japanese consultants:

- 1.2.1 Data collection including gathering of documents from MIDC and member LGUs, relevant offices of the Iloilo Provincial Government (e.g., Provincial Planning and Development Office), relevant Regional Offices of the national government agencies in Iloilo City
- 1.2.2 Interview with key informants from MIDC and member LGUs, the Iloilo Provincial Government and relevant Regional Offices of national government agencies in Iloilo City

1.2.3 Focus group discussions or participatory workshops with project stakeholders from MIDC and Iloilo Provincial Government.

1.2.4 Close coordination with MIDC staff and Iloilo Provincial Government.

Table 1. Respondents and sources of information

Methods Used	Source of Information / Respondent
<ul style="list-style-type: none"> • Primary & Secondary Data Gathering 	<ul style="list-style-type: none"> • Provincial / City / Municipal Planning and Development Offices • National Economic & Development Authority 6 (NEDA-6) • Department of Public Works and Highways (DPWH) • Land Transportation Franchise and Regulatory Board (LTFRB) • Land Transportation Office (LTO) • City Engineering Office
<ul style="list-style-type: none"> • Interview with Key Informants 	<ul style="list-style-type: none"> • Chairman of MIGEDC • Executive Director & Assistant Executive Director of MIGEDC • Chairman of Infrastructure Committee of MIGEDC • Selected Members of MIGEDC Technical Working Group • Regional Director of NEDA Region 6 • Regional Director of LTO • Assistant Regional Director of LTFRB • City Engineer of Iloilo City • District Engineer of the 1st Engineering District of Iloilo Province • Chairman of the Task Force Traffic of Iloilo City • Chairman of the SP Committee on Transportation • Secretary of the Sangguniang Panlungsod (SP) of Iloilo City • Public Utility Jeepney and Rent a Car Drivers (10) • Commuters (5) • Iloilo City Traffic Aides (3)
<ul style="list-style-type: none"> • Focus Group Discussion 	<ul style="list-style-type: none"> • MIGEDC Executive Director and Secretariat Staff • Provincial Planning and Development Office Staff • Selected Mayors and Sangguniang Bayan (SB) members
<ul style="list-style-type: none"> • Coordination / Collaboration 	<ul style="list-style-type: none"> • MIGEDC • Provincial Government of Iloilo • City Government of Iloilo
Source: Field notes of the Local Consultant	

Chapter 2. Survey Findings

2.1 Socio-economic Profile of the Study Area

2.1.1 Economic Performance of Western Visayas

Among the 17 regions in the Philippines, Western Visayas still remained the 4th largest contributor to the country's total Gross Domestic Product (GDP) in year 2005. This is despite a slow down in its economic growth as measured in terms of Gross Regional Domestic Product (GRDP) from 7.6 percent growth in 2004 to 5.9 percent growth in 2005. The slowdown was mainly due to the weakened performance in agriculture, fishery and forestry sector. The better performance of the Industry and Service Sectors fueled the 5.9 percent growth.

Service sector, which accounted for the biggest share of 47.1 percent of the total region's economy, managed to grow by 6.7 percent. This was propelled by the Trade Sector which grew by 7.1 percent. The industry sector which contributed 25.4 percent of the region's total economic output sustained its momentum at 7.6 percent from 6.5 percent in 2004. The accelerated growth was fuelled by the better performance of food and beverages. A comparison of economic growth between 2004 and 2005 as measured in terms of GRDP is shown below.

Table 2. GRDP Growth by Industrial Origin, West Visayas (at constant 1985 prices)

INDUSTRY	Growth Rate	
	2003-2004	2004-2005
1. AGRI, FISHERY, FORESTRY	7.0	3.2
• Agriculture and Fishery	7.0	3.2
• Forestry	(3.8)	1.8
2. INDUSTRY SECTOR	6.5	7.6
• Mining and Quarrying	15.0	7.4
• Manufacturing	6.2	8.1
• Construction	1.2	5.9
• Electricity and Water	8.0	6.3
3. SERVICE SECTOR	8.6	6.7
• Transport, Communication, Storage	12.1	5.9
• Trade	10.1	7.1
• Finance	10.2	8.7
• Housing and Real Estate	4.4	6.8
• Private Services	8.7	8.0
• Government Services	(0.4)	1.3
GROSS REGIONAL DOMESTIC PRODUCT	7.6	5.9
Value of GRDP (in million pesos at constant 1985 prices)	83,263.309	88,186.673

Source: NEDA Region 6

Agriculture which contributed 27.4 percent of the region's overall economy decelerated its performance from 7.0 percent growth in 2004 to 3.2 in 2005. The dry spell favored the growth of "tungro" and other heat-induced pests in rice caused the lowering in hectareage harvested. The performance of the sector was buoyed up by livestock and poultry, which grew from 4.2 to 7.8 percent. Fishery likewise accelerated by 2.3 percent backed up by aquaculture and municipal fishing.

2.1.2 Functional Role of Metro Iloilo-Guimaras in Regional Development

Iloilo City has developed as the primary growth center of Western Visayas where the regional government offices and major trading, financial, and other service amenities are stationed. Its well-developed air, water, and land transportation system network made the city become a major transshipment point of goods and people to outlying provinces and cities. The city serves as the health, education and convention center in the region.

Unprocessed agricultural surpluses are easily shipped to the area for processing and distribution. The effect of agglomeration economies has contributed towards production and marketing efficiency improving further the comparative advantage of the area as investment destination. Rich in historical background coupled with proximity to nice beaches with good accommodation and entertainment facilities - makes Iloilo a haven for tourist.

2.1.3 Resource Profile of Metro Iloilo-Guimaras

(1) Administrative and Political Boundaries:

Metro Iloilo-Guimaras is strategically located at the center of the Western Visayas Region or Region 6. It is 283 miles southwest of Metro Manila and an hour ride by plane and 21 hours ride by boat. It is composed of Iloilo City, and the municipalities of Leganes, Oton, Pavia, San Miguel, Santa Barbara, and the entire province of Guimaras.

Western Visayas is composed of six provinces to include Iloilo, Guimaras, Capiz, Aklan and Antique sited in the island of Panay, and the province of Negros Occidental located in the Island of Negros. The metropolis is bounded by the municipalities of Zarraga in the north, Cabatuan and New Lucena in the northwest, Leon in

the southwest, Tigbauan in the south, and the Visayan Sea in the east.

Iloilo City has developed over time to become the primary growth center of Region 6. Within the region, Iloilo city is an hour boat ride to Bacolod City (the provincial capital of Negros Occidental), 15 minutes by boat ride to Guimaras Province, 2 hours bus ride to the municipality of San Jose (the provincial capital of Antique, and 3 hour bus ride to Roxas City, the provincial capital of Capiz. Refer to Figure 1 below for the Location Map of the Study Area.

(2) **Land Area:**

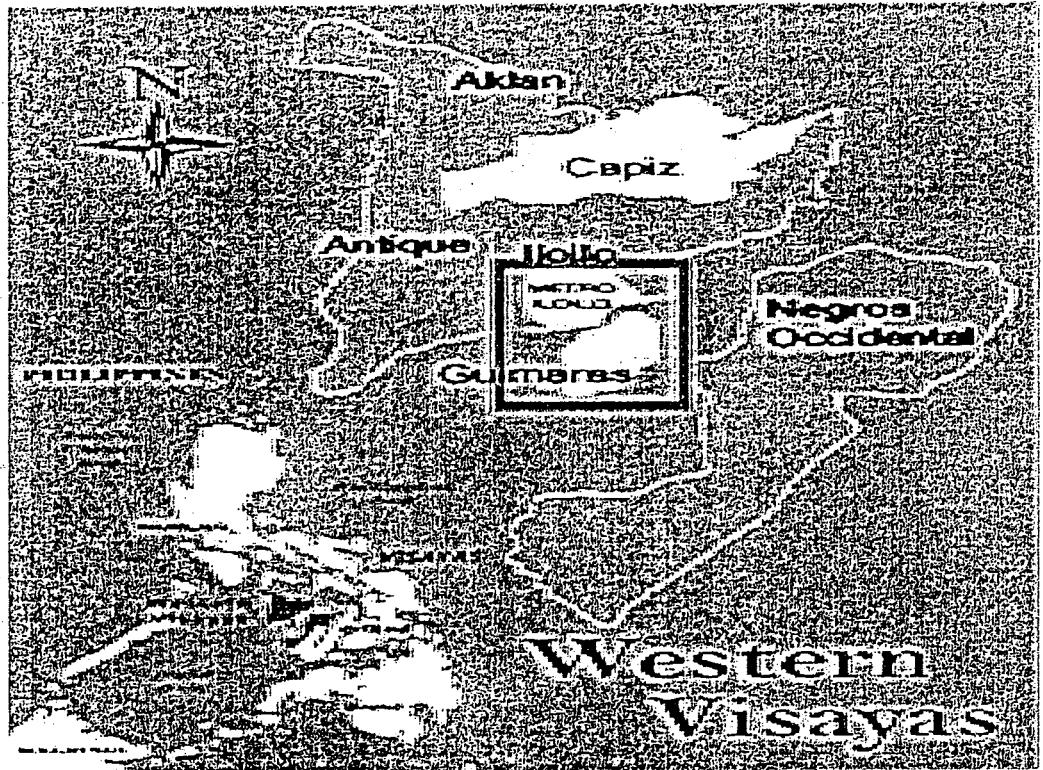
The entire Metro Iloilo-Guimaras has a total land size of 860.90 sq. kilometers or 4.30 % of the total land area of Region 6. Among the component LGU, Guimaras province has the largest land area of 604.57 sq. kilometers. The second largest is Oton with an area of 90.73 sq. kilometers, followed by the city of Iloilo with 70.23 sq. kilometers. (See Table 3)

Table 3. Land Area of Metro Iloilo-Guimaras

LGU	Land Area (in sq. km.)	% Distribution	Distance to Iloilo City (in km.)
Iloilo City	70.23	8.07	N.A.
Oton	90.73	10.43	10.20
Pavia	27.03	3.11	9.60
Leganes	32.18	3.70	10.90
San Miguel	31.97	3.68	17.00
Santa Barbara	13.19	1.52	15.70
Guimaras Province	604.57	69.50	2.40
Total for MIG	869.90	100.00	N.A.
Region 6	20,223.00	4.30	N.A.
Philippines	298,170.00	0.29	453.00

Source: Local Development Plans of Various LGU's

Figure 1. Location Map of Study Area



(3) Topography:

The topography of Metro Iloilo is generally flat with elevation from 0-20 meters above sea level. Low lying areas are in Leganes, Oton, and in certain part of Jaro and La Paz district of Iloilo City - where flooding occurs during heavy rain. Two large river cuts across Iloilo City namely the Jaro River and the Iloilo River.

The island province of Guimaras is separated from Panay by the Iloilo Strait with a distance of 2.6 kilometers. Its terrain varies from flat to steeply slopy with elevation ranging from 0 to 300 meters above sea level.

(4) Population

In year 2000, total population of Metro Iloilo-Guimaras was 691,842 growing by 2.59 % annually over the past five years. This growth is

relatively higher than the regional and national average of 1.56 % and 1.99 % respectively.

Among the component LGU, Iloilo City has the biggest population with 366,391 or 52.96 % of the entire metropolis. This is followed by the province of Guimaras with 141,450 people and the municipality of Oton with 65,374. (See Table 4)

Table 4. Population of Metro Iloilo-Guimaras

LGU	Population (2000)	% Distribution	Annual Growth Rate (1995 - 2000)	Population Density (person/sq.km.)
Iloilo City	366,391	52.96	1.93	5,217
Oton	65,374	9.45	2.27	721
Pavia	32,824	4.74	4.17	1,214
Leganes	23,475	3.39	4.26	729
San Miguel	20,754	3.00	2.12	649
Santa Barbara	41,574	6.01	0.94	3,152
Guimaras Province	141,450	20.45	2.43	234
Total for MIG	691,842	100.00	2.59	795
Region 6	6,208,733	11.14	1.56	307
Philippines	76,498,735	0.90	1.99	257

Source: Local Development Plans of Various LGU's

Table 5: Population by District, Iloilo City

District	Population Size (1995)	% Distribution
Arevalo District	28,237	8.45
City Proper	55,244	16.52
Jaro	87,854	26.27
La Paz	68,729	20.55
Mandurriao	37,786	11.30
Molo	56,689	16.91
Total for Iloilo City	334,539	100.00

Source: 1998-2010 Comprehensive Land Use Development Plans of Iloilo City

(5) Other Socio-Economic Characteristics

Labor Force and Employment

As of the year 2000, Iloilo City has a working age group figure of 244,000 or 67 % of its total population. Labor force participation rate for the same period is estimated at 58.60 %. For the entire province of Iloilo - where Leganes, Oton, Santa Barbara and San Miguel belong, has a working age group figure of 1,017,000 with labor force participation rate of 66 %. Employment rate is estimated at 81 % with unemployment of around 19 %.

For Guimaras province, working age group figure in 2000 was 83,232 or 59% of its total population. Labor force participation rate is estimated at 67%. Employment rate is around 80% with an unemployment rate of 20%. As reflected in the Study on Road Network Improvement for Metro Iloilo conducted by JICA, population of the study area will grow by about 1.4 times from 621,000 in 2000 to 859,000 in 2022. The number of employment (work place base) will increase by about 1.8 times from 281,000 in 2000 to 514,000 in 2022. Iloilo City will absorb about 70 % of employments.

Dependency Ratio

The number of individual aged below 15 or above 64 years or those who are too young or too old to work was 58.12 % of the population in year 2000, a decrease from 62.33 % in 1995. The young dependents are decreasing from 54.91 % in 1995 to 49.89 % in 2000, while old dependents are increasing from 7.82 % to 8.23 % during the same period.

Health

As of 2005, Metro Iloilo (i.e. Iloilo City and the municipalities of Oton, San Miguel, Santa Barbara, and Leganes) has an average crude birth rate of 18.19 per thousand population while Guimaras province has 18.93. Crude death rate for Metro Iloilo is 5.54 per thousand population while Guimaras province has 3.78. Infant mortality rate is 17.71 per thousand live births and 6.78 respectively.

The leading causes of mortality and morbidity for Metro Iloilo-Guimaras complex are: upper respiratory tract infection; influenza; pneumonia; diarrhea; and cardiovascular related diseases.

Education

As of 2005, there are 5 universities in Metro Iloilo-Guimaras and 21 colleges offering academic and vocational courses. Secondary schools total 57 while elementary schools total 248. Average literacy rate of the area is 96.86.

Table 6. Number of Schools, Metro Iloilo-Guimaras Area

Location	Universities	College	High School	Elementary	Literacy Rate
Iloilo City	5	20	25	73	98.40
Oton	none	None	4	17	97.90
Leganes	none	None	3	10	97.10
Pavia	none	None	1	11	97.20
San Miguel	none	None	1	9	97.17
Sta. Barbara	none	None	5	29	97.21
Guimaras	none	1	18	99	94.97
Total	5	21	57	248	97.14

Source: Local Development Plans of Various LGU's

Housing

In 1998, 58% of the Iloilo residents were squatters, 11% rent the land they occupy, and 31% own their housing properties. The shortage of ideal residential lots in the city caused the development of subdivisions in Metro Iloilo.

(6) Transportation-Related Infrastructure

Road Network

As of 2005, the road network for Metro Iloilo-Guimaras total 1,325.648 kilometers. Road distribution by LGU is presented in Table 7 below.

Table 7: Road Network, Metro Iloilo-Guimaras Area

Location	Classification (in kilometers)					Total
	National	Provincial	City	Municipal	Barangay	
Iloilo City	64.770	-	120.800	-	-	185.570
Rest of Metro Iloilo	61.712	84.048	-	149.489	297.108	592.357
Guimaras Province	128.962	120.808	-	98.324	199.627	547.721
Total	255.444	204.856	120.800	247.813	496.735	1,325.648
% Distribution	19.27	15.45	9.11	18.69	37.47	100.00

Source: Local Development Plans of Various LGU's

Final Report

The Local Technical Support Services for JICA's Pre-Evaluation Team of the TCP on Capacity Enhancement Program of MIDC and BBRMCI
Guru Technologies Corporation, January 31, 2006

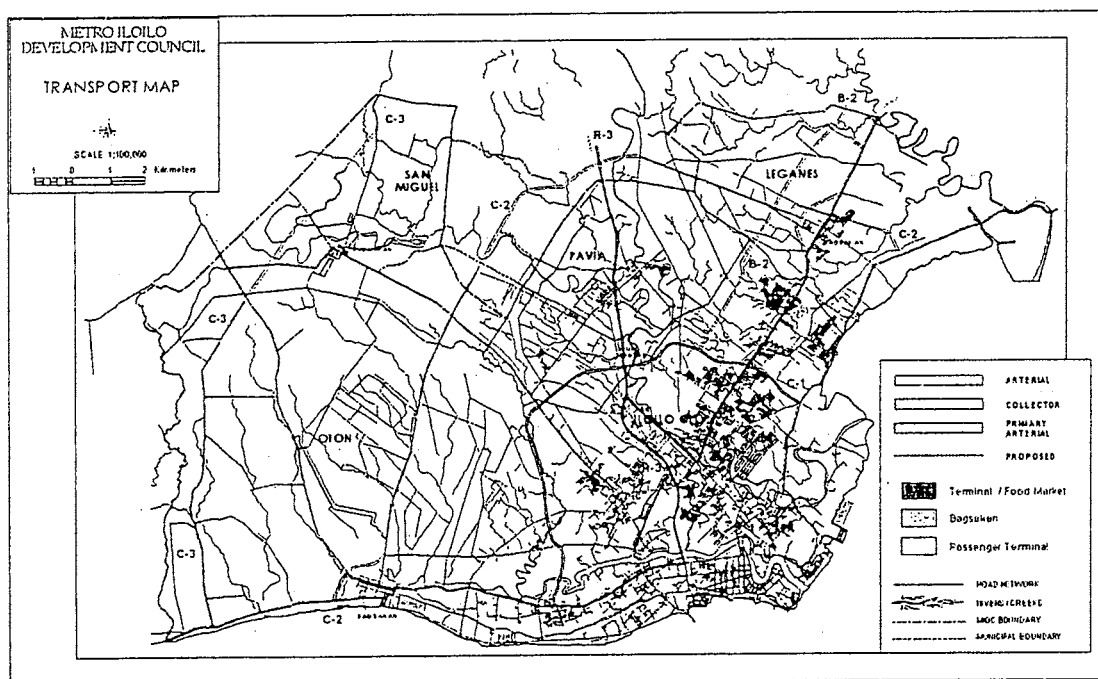
Road to land density expressed in kilometer of road per square kilometer of land is presented in Table 8, below:

Table 8: Road Density, Metro Iloilo-Guimaras Area

Location	Land Area (sq.km)	Road Network (km.)	Density (km of road /sq.km. of land)
Iloilo City	70.23	185.570	2.64
Rest of Metro Iloilo	195.10	592.357	3.04
Province of Guimaras	604.57	547.721	0.91
Total for Iloilo-Guimaras	869.90	1,325.648	1.52

Source: Computed by Consultant

Figure 2. Transport Map



Number of Motor Vehicles

The total number of registered vehicle in Metro Iloilo-Guimaras total 56,716 in 2005. This is an increase of 4.26 percent per annum from year 2000.

Significant increase was experienced in Metro Iloilo registering 11,087 units in a span of five years. This is more pronounced in the public utility vehicles category which increased dramatically from 3,324 in 2000 to 11,292 in 2005.

Table 9: Number of Registered Vehicles, Year 2000 - 2005

Type	Metro Iloilo			Guimaras Province			Metro Iloilo-Guimaras	
	2000	2005	GR	2000	2005	GR	2005 Total	2000-05 GR
Private	37,182	40,632	1.79	3,293	2,906	(2.47)	43,538	1.47
Government	1,266	935	(5.88)	111	123	2.07	1,058	(5.13)
Public Utility	3,324	11,292	27.71	863	828	(0.82)	12,120	23.69
Total	41,772	52,859	4.82	4,267	3,857	(2.00)	56,716	4.26

Source: Land Transportation Office, Region 6

2.2 Organizational Profile of MIGEDC and Component LGUs

2.2.1 Profile of MIGEDC

Historical Background

As the magnitude of urbanization in Iloilo City widens, its ill-effect started to spill out into the adjoining municipalities. If not managed well, the neighboring "suburban" municipalities are bound to suffer what Iloilo City has endured in the past years. Local leaders began to view inter-local government cooperation and collaboration as necessary to resolve issues that cuts across LGU boundaries. Emerging concerns include mounting traffic congestion, inadequate potable water-supply, growing deficiencies in solid waste management, environmental degradation, and flooding.

In 1996, the concept of metropolitan governance was discussed with technical support from the Philippine-Canada Local Government Support Program (LGSP) and Canadian Urban Institute. In April 1999, a participatory strategic planning workshop was held to examine the details of the development issues confronting Iloilo City and the four adjoining municipalities of Oton, San Miguel, Pavia, and Leganes. The output of the workshop was the first draft of the Metro Iloilo Strategic Development Framework Plan. Thereafter, the Metro Iloilo Development Council (MIDC)

was created in February 2001 with the signing of a Memorandum of Agreement (MOA) by the five concerned LGUs that was later amended in July, 2002.

Creation of MIGEDC

With the unveiling of the 6th State of the Nation Address by the President of the Philippines in 2006, a massive investment program of government was launched to sustain economic growth and speed progress to all regions in the Philippines through the MEGA-Region Economic Development Strategy was announced by the President. The strategy stressed that the success of the MEGA-Region Economic Development Strategy will depend highly on the effectiveness of the inter-local government cooperation.

Recognizing the existence of the Metro Iloilo Development Council (MIDC) and the Guimaras-Iloilo City Alliance (GICA) as potent coordinating institutions in Western Visayas, the President of the Philippines signed Executive Order 559 creating the Metro Iloilo-Guimaras Economic Development Council (MIGEDC) merging the two institutions.

Mandate and Function of MIGEDC

Executive Order 559 instructed all departments and instrumentalities of the national government to extend their full assistance to the Council in support to its program, projects and activities. In the discharge of its functions, MIGEDC shall ensure appropriate coordination with the Regional Development Council (RDC) of Region 6 and other relevant local development councils.

As stated in the E.O. 559, the functions of the Council are:

To formulate, coordinate and monitor programs, projects and activities to accelerate the economic growth and development in Metro Iloilo-Guimaras.

Specific functions:

- formulate, implement, coordinate and monitor metro-wide plans and programs that are relative to the identified areas of collaboration on basic services delivery, public safety and security, infrastructure, land use planning, environmental management and economic promotion, tourism, and on such other development concerns that the MIDC Board may identify;

- encourage member LGU and national line agencies to legislate and enforce policies on the metro-wide complementation of programs and projects for the effective and efficient utilization of LGU resources;
- facilitate the sharing of manpower, financial and technical resources among MIGEDC members
- receive grants, soft loans, assistance of any kinds, and national governments subsidies for its priority development programs and projects;
- serve as forum to resolve inter local and national government issues, policies and programs which may arise between and among them.

As mentioned in the current strategic Development Plan as approved by the Council, transportation development and traffic management is one of the concerns to be addressed by the various development actors in Metro Iloilo-Guimaras.

Membership

- Mayor of Iloilo as Chairperson
- Provincial Governor, Province of Guimaras as Co-Chairperson
- Mayor, Municipality of Pavia, Iloilo
- Mayor Municipality of San Miguel, Iloilo
- Mayor, Municipality of Oton, Iloilo
- Mayor, Municipality of Leganes, Iloilo
- Mayor, Municipality of Santa Barbara, Iloilo
- President, League of Municipalities, Province of Guimaras

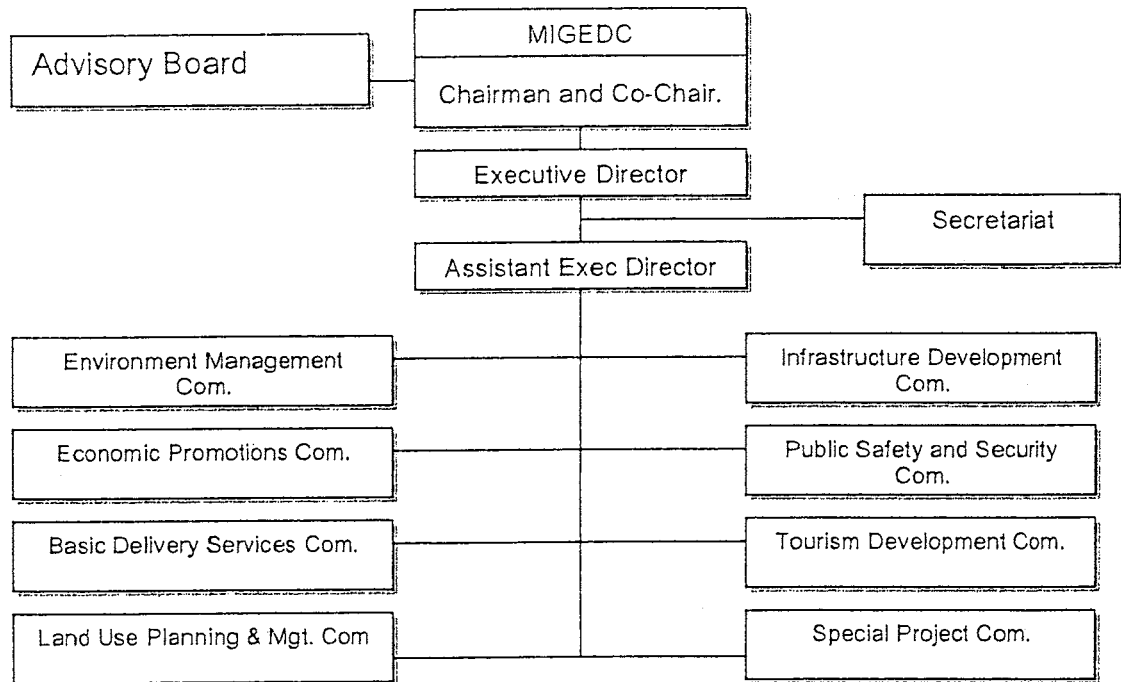
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Guru Technologies Corporation, January 31, 2006

Organizational Structure and Functions

The organizational structure of MIGEDC is shown below. As presented, eight sectoral committees are created to serve as the technical working group of the Council. (Figure 3)

Figure 3. MIGEDC Organizational Structure



Functions:

Advisory Board

As defined in the Operations Manual of MIGEDC, the Council shall be supported by an Advisory Board composed of representatives from the different national agencies and the academe who shall act as a consulting body and provide technical assistance and information.

Executive Director

- oversee the general administration and secretariat support to the Council;
- serve as overall head the technical working committee;

- serve as ex-officio member of the council;
- serve as overall coordinator in the planning and implementation of metro wide impact projects;
- oversee the periodic monitoring of programs and projects implemented.

Sectoral Development Committee

The Sectoral Development Committee or Technical Working Group (TWG) is headed by a member of MIGEDC appointed by the Chairman. Committee member shall be composed of the Action Officers or Planning Coordinator from member LGU. A member shall take turn in acting as secretary to be designated by the committee chairman.

Its duties and responsibilities include:

- prepare and update Metro Iloilo-Guimaras Plans and Investment Program;
- monitor metro wide impact programs and project;
- prepare accomplishments reports for presentation to Council;
- prepare work and financial plan of the sectoral development committees;
- implement priority projects that help demonstrate inter-LGU collaboration.

MIGEDC Secretariat

The MIGEDC Secretariat act as the Council's administrative supports staff to take charge of its day-to-day operation. It is composed of the following staff position with specific functions:

Project Support Staff

- facilitate conduct of meetings and serve as MIGEDC Board secretary;
- coordinate MIDC activities with partners agencies;
- consolidate accomplishment reports of technical working committees;
- maintain and protect project files and documents;
- will also function as Board Secretary to undertake documentation; and recording of all proceedings of the meetings of the Council.

Finance and Administrative Officer

- handle petty cash and prepares disbursements;
- prepare a monthly financial report to the Council;
- prepare the purchases and inventory all office supplies and equipment;
- handle the safekeeping of all financial documents;
- prepare the payroll;
- oversee the maintenance and cleanliness of office;

- handle the daily time record of all personnel;
- ensure the maintenance and safety of all office equipment;
- perform other duties that maybe assigned by immediate superior from time to time.

Bookkeeper

- records the accounts and transactions in the books of accounts;
- maintains all vouchers and books of accounts.

Utility Support

- facilitate the processing of vouchers, resolutions and other documents for signature of Council members;
- deliver all communications;
- assist in the preparation of materials, snacks, and venues for meetings and conferences;
- maintain cleanliness of MIGEDC office;
- perform other duties that maybe assigned by immediate superior.

Fund Sources and Budget

As specified in the MOA, each Council member shall contribute the following amount on a yearly basis:

<u>LGU</u>	<u>Amount (in PhP)</u>
Iloilo City	200,000
Guimaras Province	200,000
Municipality of Oton	100,000
Municipality of San Miguel	100,000
Municipality of Pavia	100,000
Municipality of Santa Barbara	100,000
Municipality of Leganes	100,000

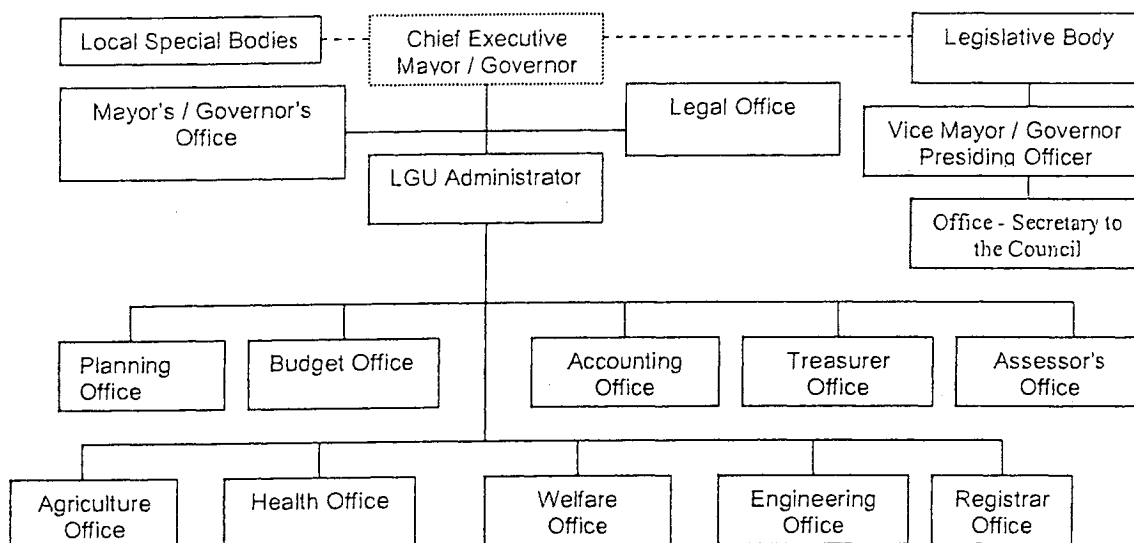
At present, personnel of the Council secretariat are on detailed basis whose salaries are sourced out from budget of their mother offices. Official Development Assistance (ODA) projects that utilize the services of MIGEDC secretariat contribute cash or in-kind for its operation on a voluntary basis. All other expenditures are taken from the contribution of its members.

2.2.2 Institutional Profile of Component LGUs

Organization Structure

Presented below is a typical organizational set-up of a Local Government Unit within the Metro Iloilo-Guimaras complex. (Figure 4)

Figure 4. Typical LGU Organizational Structure



The topmost box in the chart is the Chief Executive of a Local Government Unit. At the same level on the right, is the Legislative Council locally known as the Sanggunian Panlalawigan for province, Sanggunian Panlungsod for City and Sanggunian Bayan for municipality. The Legislative Council is headed by the vice mayor or governor as the case may be. Below the Council is the Council Secretary Office.

The upper left boxes are the Local Special Bodies. These include the Municipal/City/Provincial Development Council, Pre-qualification, Bids and Awards Committee (PBAC) Health Board, School Board, Peace and Order Council, Disaster Control Council, and other task forces headed by the Chief Executive. For Iloilo City a Task Force Traffic is created through an executive order signed by the mayor.

Below the Chief Executive is his/her Office Staff. At the second level of management is the LGU Administrator. Below the administrator are the ten executing offices namely: 1) Planning Office 2) Budget Office 3) Accounting Office 4) Treasurer's Office 5) Assessor's Office 6) Registrars' Office 7) Engineering Office 8) Welfare Office 9) Health Office 10) Agriculture Office

Function of Line Offices

Shown below are the typical functions and activities of the various line offices:

Table 10. Typical Functions and Activities of LGU Offices

Office	Function / Activities
Chief Executive Office	<ul style="list-style-type: none"> • Implement rules and regulations related to personnel matters like appointments, awards and incentives, discipline and retirement • Facilitate request from constituent barangays / municipalities • Handles the Management Information System (MIS) of the LGU • Ensure safety and security of properties • Implement plans and activities related to tourism, trade, industry • Provide specific support services to national government offices based in the area • Provide general support services to its constituents • Provides secretarial support serves to the chief executive
LGU Administrator	<ul style="list-style-type: none"> • Develop plans and strategies relative to the management and administration which the chief executive is empowered to implement • Perform administrative and coordinative functions in running the operation of the local government machinery as delegated by the chief executive • Be in the frontline of the delivery of administrative support services particularly those related to man-made and natural disaster • Establish sound personnel program for the LGU designed to promote career development
Legal Office	<ul style="list-style-type: none"> • Provide legal advice to the chief executive • Draft and review executive orders, ordinances, contracts and other documents involving the interest of the LGU • Investigate any local officials or employees for administrative neglect or misconduct in office, and recommend appropriate action • Be in the frontline of protecting human rights and prosecuting any violations. • Represents the LGU in civil and special proceedings • Formulate measures for consideration by the legislative body
Planning Office	<ul style="list-style-type: none"> • Formulate the local development plan for approval by the local development council

	<ul style="list-style-type: none"> • Coordinate special projects of outside funding institutions • Analyze then income and expenditure patterns, and formulate and recommend fiscal plans and policies for consideration by the finance committee of the LGU • Monitor and evaluate the implementation of the different development programs, projects, and activities • Promote people participation in development planning within the LGU • Serve as secretariat of the local development council
Budget Office	<ul style="list-style-type: none"> • Prepare circulars embodying instructions on budgetary and appropriation matters • Review and consolidate the budget proposals of different offices • Assist the chief executive in preparation of the LGU budget • Study and evaluate budgetary implications of proposed legislation and submit recommendation • Coordinate with the treasurer, accountant , and the planning and development coordinator for the purpose of budgeting
Treasurer's Office	<ul style="list-style-type: none"> • Takes custody and exercise proper management of LGU funds • Maintain and update the tax information system of the LGU • Advice chief executive and other officials in the disposition of funds and other matters relative to public finance • Inspect private commercial and industrial establishment in relation to the implementation of tax ordinances • In the case of provincial treasurer, exercise technical supervision over all treasury offices of component cities and municipalities
Assessor's Office	<ul style="list-style-type: none"> • Ensure that laws and policies governing the appraisal and assessment of real properties for taxation purposes are properly executed • Establish a systematic method of real property assessment • Maintain a system of tax mapping • Prepare a fair market value for the different classes of real properties • Issue, upon request, certified copies of assessment records of real property and all other records relative to its assessment
Civil Registrar's Office	<ul style="list-style-type: none"> • Accept registrable documents and judicial decrees affecting the civil status of persons • Receive application for the issuance of marriage license • File, keep and preserve in a secure place the books required by law • Coordinate with the National Statistic Office in conducting educational campaigns for vital registration
Agriculture Office	<ul style="list-style-type: none"> • Develop plans and implement projects related to crop, livestock and fishery development. • Provide technical assistance to farmers to ensure delivery of basic services relative to agriculture development • Enforce rules and regulations relating to agriculture and aqua-culture • Monitor and evaluate agriculture related programs and projects
Health Office	<ul style="list-style-type: none"> • Take charge of health services and conduct health information campaigns

	<ul style="list-style-type: none"> • Formulate programs and projects, rules and regulations for effective efficient, and economical implementation of health services • Execute and enforce laws and regulations relative to public health and recommends the prosecution of violators of sanitary laws
Social Welfare Office	<ul style="list-style-type: none"> • Ensures the delivery of basic services and provision of adequate facilities relative to social welfare • Ensures the protection of the needy, the disadvantaged and the impoverished groups or individuals to include elders and youths • Facilitate the implementation of welfare program for the disabled, elderly, and victim of drug addiction, the rehabilitation of prisoners, and the prevention of juvenile delinquency
Engineering Office	<ul style="list-style-type: none"> • Initiates, review and recommends changes in policies, programs / projects, technology and procedures in infrastructure development • Administer, coordinate, supervise, and control the construction, maintenance, improvement, and repair of roads, bridges, and other engineering and public works projects of the LGU • Provide engineering services to the LGU including investigation and survey, engineering design, feasibility studies, and project management • Monitor infrastructure projects and advice the chief executive on the status of project implementation

Source: Local Government Code of 1991

Financial and Manpower Resources

Table 11a. Income and Expenditure, Metro Iloilo-Guimaras, 2001 & 2005

LGU	Income (in P '000)		Expenditure (in P '000)	
	2001	2005	2001	2005
Iloilo City	712,300	875,970	659,533	734,334
Oton	41,332	61,515	39,306	57,893
San Miguel	20,565	30,737	19,311	26,976
Santa Barbara	37,574	52,165	38,175	48,242
Pavia	33,327	50,799	30,323	44,511
Leganes	21,655	29,970	20,877	29,892
Province of Guimaras	124,330	186,483	140,130	176,374
Total for Metro Iloilo-Guimaras	991,083	1,287,639	947,655	1,118,222

Source: Department of Finance, Region 6

Table 11b. Manpower Complement of Planning and Engineering Offices, 2006

LGU	Number of personnel (permanent and casual)		
	Planning Office	Engineering Office	Total for LGU
Iloilo City	38	145	1,910
Oton	3	6	175
San Miguel	2	1	75
Santa Barbara	5	3	114
Pavia	7	4	137
Leganes	5	4	137
Guimaras	No data	No data	No data

Source: Human Resource Management Division of various LGUs

Final Report

The Local Technical Support Services for JICA's Pre-Evaluation Team of the TCP on Capacity Enhancement Program of MIDC and BBRMCI
Guru Technologies Corporation, January 31, 2006