

Updated City Development Strategy Report for Roxas City 9 Mar 2009

City Development Strategies in the Philippines: An Enabling
Platform for Good Governance and Improving Service Delivery

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CDS 2008

Roxas City

CAPIZ, PHILIPPINES

**CITY DEVELOPMENT
STRATEGIES IN
THE PHILIPPINES**

*An Enabling Platform
for Good Governance and
improving Service Delivery*



CITY DEVELOPMENT STRATEGIES REPORT

CITY DEVELOPMENT STRATEGIES IN THE PHILIPPINES: AN ENABLING PLATFORM FOR GOOD GOVERNANCE AND IMPROVING SERVICE DELIVERY

The CDS3 Project is a technical assistance grant funded by Cities Alliance and supported by the Asian Development Bank, Japan International Cooperation Agency, UN-Habitat, and the World Bank. The CDS project was developed in response to the need to introduce an integrated, comprehensive, and participatory approach to urban management. Founded on the principles of livability, bankability, competitiveness and good governance, the CDS process guides the cities in the preparation of comprehensive, long-term development strategies, where the city government involves local stakeholders in the entire strategic planning process—assessment, visioning, strategy formulation and project prioritization and capital investment planning—through a series of consultations.

The World Bank implemented the pilot phase in the 1999 with 7 cities. Since then, the League of Cities of the Philippines, carried out 2 succeeding phases, which expanded the program to 58 cities in all. In 2001, the Up-scaling Poverty Focused City Development Strategies (CDS2) covered 31 new cities. In 2006, the project CDS in the Philippines: An Enabling Platform for Good Governance and Improving Service Delivery (CDS3) added 15 new cities to the roster of CDS cities in the Philippines. Under the preparation grant for the City Development and Investment Project, the League also carried out CDS for 5 new cities. As of 2008, 64 of 120 cities have participated in the CDS program, including 3 cities assisted by ADB under the Cities without Slums Project (Caloocan, Quezon and Taguig), and the 3 cities that participated in the Local Environmental Planning and Management Project of the UN Habitat (Lipa, Cagayan de Oro and Tagbilaran).

For more information on CDS, you may visit <http://www.cdsea.org>

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PREFACE

The City of Roxas is one of the seven cities that were piloted under the first phase of the City Development Strategy (CDS), when the grant program started in 1999. Being a pilot, the City was caught in the excitement of generating new knowledge from the best practitioners in different dimensions of local governance. At the same time, the City was anxious to demonstrate a positive outcome, to both the development partners who were assisting the grant program and to the rest of the Philippine cities which were eagerly awaiting the results of the CDS exercise.

Many years after the participation of the City, we must admit that the results have been uneven. We have achieved many of the goals we set out to do, but everyday is a struggle towards achieving the target vision and development outcomes. After all, there are many factors over which the City does not have control. But what the CDS has imparted to us is to be able to draw on the strengths of our stakeholders and to ensure that good governance is in place. These are the solid foundations upon which we are building our vision.

In 2007, the City was given the opportunity, along with nine other cities, to update the CDS reports. The City revisited the development strategies that were identified in 1999 and which guided efforts towards achieving the city vision and development thrusts. The review and assessment are very timely considering that a new set of officials have been sworn in.

The City convened the major sectoral representatives and stakeholders to a three-day workshop in order to come up with the updated version of the City Strategic Plan. With the appreciation of the review and assessment of the CDS report, it was a unanimous decision of the convened group to modify the city vision and craft an updated Strategic Plan and CDS Report. The city, through the help of its major stakeholders, crafted a modified vision that not only retains the brand of the City as “Seafood Capital of the Country” but envisions the city as prime economic centre. Anchored on our Development Framework SULONG, it is our hope that we can do more and deliver the best public service to our constituents.

It is with utmost gratitude that we thank the CDS Project Team led by Ms. Bebet Gozun, Ms. Anna Marie Gonzales, Ms Vickie Antonio and Mr. Tony Avila for the support and technical assistance they extended to the city.

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SELECTED URBAN KARTE INDICATORS

INDICATORS		2002	2006
A1	Total Population	11,553	118,148
A2	Population Growth Rate	No data	No data
A11	Administrative Land Area (Km ²)	187.25 Km ²	187.25 Km ²
A7	Urban Population	51,358	54,042
A15	Number of Households	24,456	26,241
A17	Estimated Employment by Industry Sector		
A	Primary (agriculture, fishery, forestry)	22.00%	20.40% (2003)
B	Secondary (manufacturing, mining, processing)	7.00%	7.15% (2003)
C	Tertiary (services, banking, insurance, wholesale/retail)	28.84%	25.21% (2003)
A18	What are the City's geographical advantages?		
A	Regional/provincial center	Yes	Yes
B	Accessibility to an airport of international standards	150 kms Clark Air Field	150 kms, Clark Air Field
C	Accessibility to a port of international standards	76kms Dingalan Sea Port	76 kms, Dingalan Sea Port
L1	% of HH with access to piped water (level 3)	18.13%	20.79%
L11	Cohort survival rate for elementary	53%	49%
L14	Cohort survival rate for high school	76%	73%
L30	Infant mortality rate	14.38%	16.44%
L41	Crime solution efficiency rate	91.33%	95.6%
L45	Number of HH living in informal settlements	No data	No data
C18	Building permits issued within the last 5 years		
A	Residential	334	296
B	Commercial	21	12
C	Special	4	6
D	Institutional	9	25
C29	Unemployment rate	10.16 (2001)	15.24 (2003)
C32	% population with undergraduate degree	83% (2000)	90.00% (2003)
B3	% Total Debt Servicing Needs to Total Regular Income	6.36%	10.21%
B4	% of savings to expenditures	7.45%	9.25%
FP2 - B	Per Capita Allocation to Health Services	126.81	143.31
FP2 - D	Per Capita Allocation to Education Sector	No data	No data

SELECTED URBAN KARTE INDICATORS

INDICATORS		2002	2006
G2	Average Number of days to issue a NEW business license (w/ complete documents)	1 day	2-6 hours
G2	Average Number of days to RENEW business license (w/ complete documents)	1 day	2-6 hours
G7	% of local revenue/total revenue	19.94%	19.14%
G11	Frequency of meetings of the Local Development Council (LDC)	2 times a year	3-4 times a year
ADDITIONAL DATA (from the survey)			
1	Poverty Incidence	43% (2001)	40.78% (2003)
2	Performance of elementary children in NAT	No data	54.45%
3	Performance of high school children in NAT	No data	No data
4	Percentage of participation of Local Special Bodies (LSBs) in public hearings conducted	90%	90%
5	Presence of ELA (if yes, proceed to questions 6 and 7; if no, proceed to question 8)	NO data	Yes
6	Percentage of Projects implemented from ELA derived from CLUP	No data	No data
7	Percentage of Projects implemented from AIP derived from ELA	No data	No data
8	No. of registered small and medium industries (2001 vs. latest for all types)	2,567 (2001)	2,753
9	Number of barangays practicing segregation at source and served by an MRF	None	None
10	Percent of waste generated diverted from disposal	No data	80%
11	Presence of sanitary landfill	None	None

INTRODUCTION

Roxas City is the capital of the province of Capiz and is one of the 16 cities in Region VI or Western Visayas. It is a part of Panay Island where Miguel Lopez de Legaspi landed when he arrived from Cebu. Once known as the Municipality of Capiz, it became a city on 12 May 1951 by virtue of Republic Act No. 603, otherwise known as the City Charter. It was named in honor of its most illustrious son, the first president of the Republic of the Philippines, President Manuel Acuña Roxas. It is situated at the northeastern tip of the Panay island. It is accessible via intermodal transport. Travel time to Manila is 45 minutes by plane and 18 hours by boat. The world-renowned Boracay is approximately 5 hours by land trip.

The City is the centre of commerce, trading and education. By location, the City serves as the gateway to northern Panay and Western Visayas. It is the service and commercial center not only for the province of Capiz but also for the municipalities of northern Iloilo, Romblon and Masbate. It also serves as the entry and exit point of goods and services to and from Manila and other parts of Luzon since the City has an airport and a commercial port. The City is approximately 125 kilometers from the Iloilo airport of international standard and the Iloilo International Port.

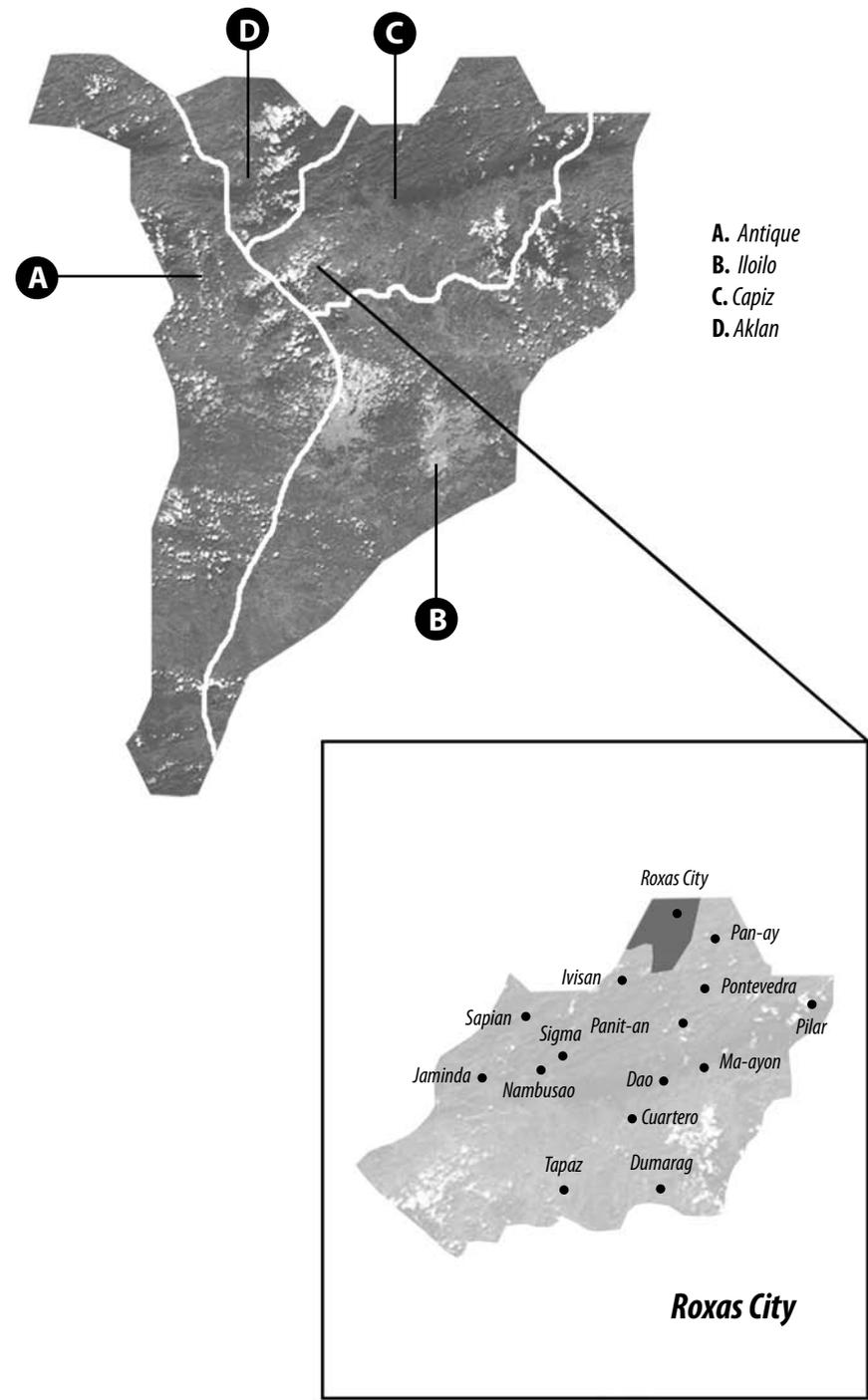
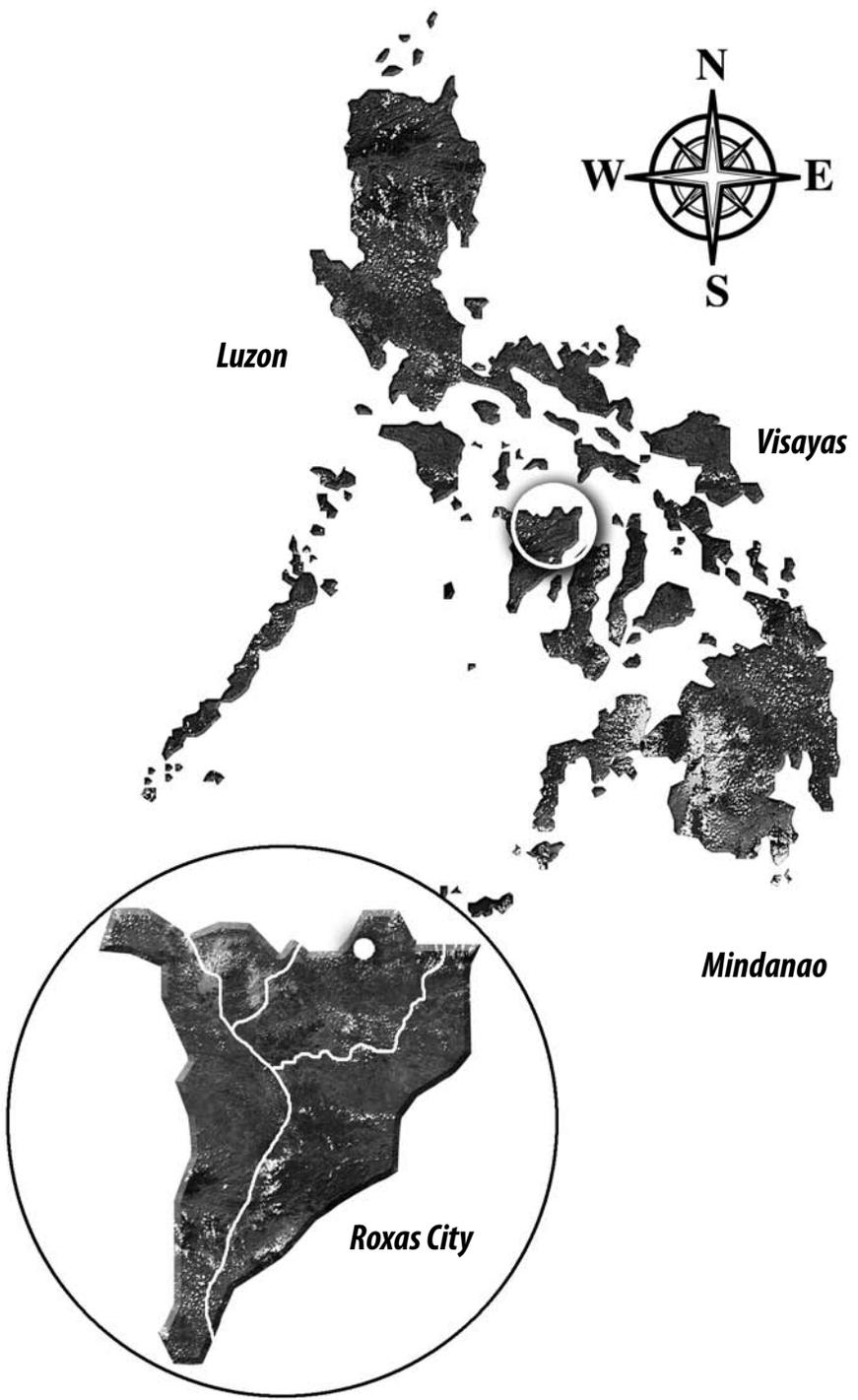
Roxas is classified as a second class component city. It belongs to the first political district of the Province of Capiz along with the Municipalities of Maayon, Pan-ay, Panitan, Pilar, Pontevedra, and President Roxas. It is comprised of 47 barangays; of which ten are coastal.

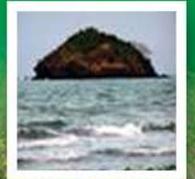
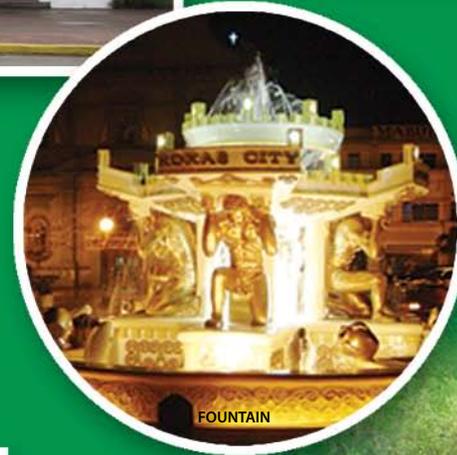
The City has a total administrative land area of 10,196 hectares or 101.96 square kilometers. More than 70 percent of the total land area is devoted to residential and agricultural uses. The rest are distributed to commercial and industrial uses. The City has a flat terrain from the north to the central part and a rolling terrain which undulates to steep slopes at the south and southwest. Many barangays are prone to natural hazards, like severe erosion, flooding and tsunami. The barangays of Bolo, Lanot, Lawaan, Dinginan, Sibaguan, Balijuagan, Lonoy and Cabugao, which are located in hilly and steep slopes are prone to severe erosion; the barangays of Bago, Lanot, Loctugan, and Adlawan to flooding; and the coastal areas to possible tsunami from the Visayas Sea, based on the assessment undertaken by the Philippine Volcanology and Seismology.

The residents of Roxas City are hospitable, and peace- and God-loving people. Majority of the local population are Hiligaynon-speaking and are Roman Catholics. Population in the City was pegged at 147,738 and

density at 1,554 per square kilometer, according to the 2007 data of the National Statistical Coordination Board. It is interesting to note that around 62 percent of the constituents are young people who fall within the age bracket of 0 – 29 years old. While the main livelihood of the people is still farming and fishing, many of the younger people are shifting towards the service sector, albeit there is no official data to support this observation. Labor force participation rate is 57.38 percent of the working age population, while age dependency ratio is 71 dependent persons per 100 working persons.

The City envisions a development that is anchored on the growth of the tourism and agriculture sectors. It wants to harness the natural resources that are abound in the locality, particularly its marine resources. Roxas would like to be enhance its role as the “Seafood Capital.” In parallel, the City is also trying to create an environment that is conducive to commercial and industrial development to become an “Economic Gateway” in the central Philippines.





SITUATION ANALYSIS

In assessing the condition of the City, it adopted the set of indicators known as "Urban Karte." This set of tools allows the comparison between the previous and current conditions of the City, using objectively verifiable data. The results correspond to the four principles of livability, competitiveness, bankability and governance.

Livability

There are three important areas to assess the livability of a city. The indicators are: (a) access to basic urban services, such as water supply, electricity, toilet facilities, wastewater treatment, drainage system, primary and secondary education, health workers and health facilities, solid waste services; (b) quality of health and well-being, such as incidence of malnutrition, causes of morbidity & mortality, incidence of infant mortality, waste disposal facility, air quality; and (c) safety and security, such as the incidence of car accidents, presence of sidewalk for people, houses damaged by flood in the last 5 years, value of crops damaged by flood in the last 5 years, incidence of fire, ratio of policemen to the population and the efficiency rate of solving crime.

The delivery of adequate basic services to its constituents is not only one of the objectives of the City Government but is also one of the mandates under the Local Government Code of 2001.

The Metro Roxas Water District serves as the main provider of safe drinking water in the City. The water is sourced from Paslang Junction of the Panay River, 37 kilometers away from the City. Over the years, the number of households that have access to Level III water supply or piped water has increased. Access improved from 23,746 in 2000 to 26,508 in 2006, which respectively translates to 94.51 percent to 97.86 percent of the total households. Meanwhile, the households which are still fetching water from Level I source (i.e., dug wells or wells with hand pumps) have dramatically decreased from 2,438 to 529 within the same period.

Another basic need is electricity. The City and the Province of Capiz are served by the Capiz Electric Cooperative, which sources its power from the Panay Power Grid in Dingle, Iloilo Province. Power, in turn, generated from Palimpinon, Leyte through a power barge stationed in Iloilo. The local electric cooperative has recently acquired two diesel-fired generator sets to serve as standby power in times of outage or slippage from the power grid in Dingle. Level of energization in the City is high with 96.05 percent of its households having access to electricity.

For households with toilet facilities, it has been established that the number of households that have toilet facilities has been increasing over the six-year period. In 2000, 25,837 households were reported to have toilet facilities, this figure increased to 27,309 in 2006, representing a six percent improvement.

One of the eight Millennium Development Goals is to achieve universal access to primary education. Indeed, education is one of the basic social services that a local government unit provides its constituents. Available educational facilities in the City total to 62; of which 49 are government schools. At the tertiary level, the figure is broken down to five colleges, two universities and four vocational schools.

Results from the review of enrolment at the elementary level reveal a more erratic pattern of increasing and decreasing enrolment over the years. Hence, there is a need to revisit and rectify the data. Even if the trend were correct, the reasons behind this pattern have not been established. However, comparing enrolment in school year 2000-2001 of 22,891 with the 2006-2007 enrolment of 22,070, a slight drop could be noted. Further, if the existing figures will be compared with the estimated population of school-aged children, then the participation rate would have been more than 100 percent.

At the secondary level, the five-year record shows that there has been a steady increase from school year 2000-2001 to 2004-2005 in both public and private schools. Enrolment decreased in school year 2005-2006 but it increased again in school year 2006-2007. Compared with the estimated population of children aged 13-16 years, then it can be assumed that the participation rate is more than 100 percent for each year. This figure attests to the fact that Roxas is considered an education center in this part of the Visayas and thus attracts students from nearby areas.

In terms of cohort survival, the rate for the elementary level for both the public and private schools in 2006-2007 is 73.74 percent. In the same school year, the cohort survival rate for the secondary level for both the public and private schools is 73.93 percent. Compared to the previous years performance, the cohort survival at the elementary level deteriorated by 5.25 percent, while the rate for high school improved by 5.74 percent.

Health services in the City are provided by a cadre of medical and health practitioners from public and private institutions. There are four hospitals in the City, and only one of which is run by the government. The ratio of hospital bed to population is three beds per 1,000 persons, which is

higher than the national standard. Community volunteer health workers, numbering to around 1,129 augment the services extended by the City Health medical personnel. The City has one health center and seven barangay health stations that extend primary services to the residents.

The leading cause of morbidity for the past six years is Acute Respiratory Infection, while Hypertensive Cardio Vascular Disorders and Coronary Artery Disease for mortality. Pneumonia is also figuring on the list, especially in the latter years. These illnesses could be attributed to deteriorating environment, food intake, and lifestyle.

On the aspect of environment, the City conducted an intensive information and education campaign on the segregation of solid waste at source. However, success level is still very low as well as the percentage of households which have access to solid waste collection. The City has estimated that 70 percent of the total households have access to this service.

In response to this situation, the City has already acquired a 25-hectare land for its Sanitary Landfill but no development has been started. To develop and prepare the project, assistance from the German Technical Cooperation Agency has been extended. Supplemental technical support from the World Bank under the CDS program has likewise been secured to ensure the implementation of the project. The City also acquired 10 electric rotary drums, a hammermill/shredder, and rotary screener for the Materials Recovery Facility and Eco-Waste Centre at the City Market. From this, the City is now converting biodegradable market wastes into organic fertilizer which are sold to farmers, vegetable and flower growers. The City Eco-Waste Centre processes 38.44 percent of the total daily market waste. Total waste generated in the city is 73 metric tons per day of which 63 percent is biodegradable.

Unlike other cities, Roxas has not been blessed with many rich natural attractions. There are interesting historical sites that can be improved though, such as the ancestral house of President Roxas, *Ang Panublion* Museum which used to be a water tank built in 1910, and the Roxas City Metropolitan Cathedral which is a Jubilee church. The main attraction of the City is the 13-kilometer stretch of beach which is now lined with various tourism-related establishments. There are a numbers of accommodation facilities in the City that range from pension inns to hotels and resorts. Two shopping malls operate in the City aside from the various smaller grocery and shopping establishments. For those who are fond of dining out, the City offers many eating places that prepare varied cuisines and a variety of seafood dish.

The major mode of transportation within and around the city is the tricycle. As of 2006, there are 3,151 registered tricycle units resulting in a ratio of 23 units per 1,000 population. To regulate the number, the City has set a maximum of 3,500 units for franchise.

Main Development Challenges

High cost of piped water. The major reasons that deter a household from availing piped water are the exorbitant cost of having the connection and the monthly water rate. For a consumption of 10 cubic meters in a month, the minimum water rate is Php172.00 or an average rate of Php17.20 per cubic meter. Compared with other water district rates, the rate of the local water district is higher. The households which could not afford this cost, settle for Level I connections instead.

According to the water district operator, the high rate can be attributed to factors, such as the cost of distribution from the source to the service areas; the leakage in the distribution lines accounting for high non-revenue water; and the cost of chlorination to make the water safe for drinking since the source is a surface water that is exposed to contaminants from the upstream of the river.

High cost of electricity. Like water, it is said that electricity rate in the city is relatively expensive. The average cost of electricity per kilowatt hour is Php6.5005. One of the reasons cited by electric cooperative is the cost of distribution and system loss incurred along the way from the grid in Dingle.

Undeterminable number of families with toilet facilities. The data that came from the Sanitation Personnel of the City Health Office show that households with toilet facilities exceed the total number of households in the City. It therefore appears that errors transpired in the gathering of data. The actual condition has yet to be ascertained by the City.

Lack of wastewater treatment facilities. Despite the fact that majority of the households have access to sanitary toilet facilities, the City does not have a wastewater treatment facility. The current administration plans to install this facility to prevent the drainage systems to empty into the various bodies of water, which are the source of the delectable seafood. According to the City Engineer's Office, the existing drainage system has a total length of 429 lineal meters. This system is designed more for the storm drain and water run-off from the streets. There is a growing concern on the effluents that is drained from the sewage or septic vaults of households and other establishments which discharge pollutants into

the water bodies. The establishment of wastewater treatment facilities not only by the City but also by the private establishments is necessary to deter further contamination of these water bodies. Big establishments like shopping malls and subdivision projects, as well as hospitals are required to establish their own wastewater treatment facility. Compliance though remains low.

Statistical and data problems. It has been noted that many of the data that came from the various offices of the City Government need to be reviewed and eventually rectified. For example, the data gathered from the Sanitation Personnel of the City Health Office show that the households with toilet facilities exceed the total number of households in the City. As such, the information that these data convey has to be fully validated.

Deteriorating quality of education. Taking into consideration the results of the National Achievement Test, it is sad to note that the City had one of the lowest achievement rates for both the elementary and high school levels at 36.22 percent and 38.69 percent, respectively.

Insufficient number of medical personnel. There are gaps in the number of medical health workers in the City to meet the desired ratio of one per 20,000 population. Considering the population of 136,913 in 2006, then the City still needs additional doctors and dentists. Moreover, the City caters not just to the health needs of its constituents. There are many patients from neighboring localities who go to the City for hospital services. Even the ratio of hospital beds to population would not be enough considering this factor. In the absence of their own city hospital, the constituents would then have to compete for medical attention.

Lack of environmental pollution monitoring. The City does not have a system that allows monitoring of pollution of the various facets of the environment, particularly air and water. There are no available data to determine the quality of air is already affected by the emissions of various vehicles especially the tricycles.

Moreover, the quality of water in the river systems and other water bodies in the City is not being regularly monitored, particularly as regards the Biological Oxygen Demand levels. There were occasions when the water quality was tested, but this effort was not sustained. Only the monitoring of red tide infestation is undertaken for public safety purposes, by the Provincial Agriculture Office. Fortunately enough, the City has not been infested, which could seriously affect the demand for its marine products. The City is trying to work with the national government under the Coastal Resources Management Program to clean up the river system and estuarine

areas of illegal fishing gears that cause siltation and destruction of marine habitat.

Declining crime solution efficiency. Roxas City is known for being a peaceful and tranquil city. It has still retained its rustic ambience amidst the emergence of a bustling city life. The current crime incidence of 0.95 percent is lower compared to the 2000 rate of 1.37 percent. However, this trend is undermined by the declining Crime Solution Efficiency Rate. The efficiency rate decreased from its 2000 figure of 95.45 percent to the present rate of 87.69 percent and the number of policemen per 1000 population also decreased from 0.88 to 0.71. Most of the crimes that occur in the city are categorized as non-indexed crimes.

Informal settlements. Based on the survey of the City Social Welfare and Development Office in 2006, 10,386 households are living in informal settlements in the city comprising. This number represents 38.34 percent of the total households in the City. The City has noted only modest improvements in the percentage of households that have security of tenure, from 59.17 percent in 2000 to 61.66 percent in 2006.

Competitiveness

Under the principle of competitiveness, the City's condition is measured through the assessment of its local economic structure in terms of the primary, secondary, and tertiary sector activities. These sectors give a picture as to the type of industries that operate in the City and to the type of livelihood activities in which the constituents are engaged.

Roxas City has predominantly an agricultural economy. The major source of livelihood of its marginalized sector is farming and fishing. Major crop produced are rice; corn; coconut; high value crops like mongo, camote, cassava, ubi, arrowroot, watermelon; fruit trees such as mango, banana, citrus (calamansi and pomelo), pineapple; copra; and plantation crops like coffee and cacao.

In recent years, the highest record in rice productivity was noted in 2003 and 2004 with a production of 8.115 metric tons. The current number of 1,916 farmers who engage in rice farming has decreased compared to the 2001 total of 2,620. In addition, land devoted to cultivation of rice has been gradually decreasing over the years. In fact, as of 2006, the land size has shrunk to only 1,826 hectares, which is way below the 3,572 hectares set aside for agriculture in the updated Comprehensive Land Use Plan to sustain food production. This decreasing trend may be attributed to the

changing times. Many farm or lot owners have started converting their farmlands into residential and other uses.

On livestock production, the main animal raised for commercial purpose is the hog. Other animals being raised by farmers are cattle, goat and carabao. From 2001, there has been a decreasing trend in the hog population but in 2006 the number of hogs raised increased. The population of the other animals in 2006 decreased compared to their 2001 population. For poultry production, there are only two types – chicken and duck. The data for the six-year period show that production increased in one year and decreased in the next year for both the chicken and duck population. For chicken, there has been a 7.8 percent decrease of the 2006 population compared with the 2001 figure. Duck population decreased by 27.49 percent from the the 2001 population. There are two (2) big commercial poultry raisers in the city.

Fishing is another primary sector industry that is also a major source of livelihood for the City residents especially for those who live in the 10 coastal barangays. Fish catch from municipal fishing is 4,397 metric tons; 9,862.349 metric tons from commercial fishing; and 4,745 metric tons from aquaculture or fishpond. Average catch per fishing effort of municipal fishermen is 10 kilos per fisherman.

There are no logging concessionaires or tree farmers operating in the area. While the City has a delineated forest zone based on land use, there are no commercial operators logging in the City.

As to the presence of small and medium industries, a total of 525 and 592 establishments were recorded by the Department of Trade and Industry for 2005 and 2006, respectively. These figures, though, are not disaggregated into the specific industry type.

The current average cost of electricity per kilowatt hour is Php6.5005 while the average cost of piped water per cubic meter is Php17.20. Electricity rate has increased three times and water rate has increased two times since 2001. As previously mentioned, utility rates in the City can be considered as one of the highest in the region. The regional average for electric rate is Php5.74 per kilowatt hour while for water it is Php15.78 per cubic meter. Since the sources of power and water supply are not directly located in the City, the utility operators claim additional costs paid by consumers can be attributed to system loss incurred from distributing the services from source.

As of 2006, only 11.70 percent of the households have telephone connections, which represent a decline from the 16.80 percent level in 2001. This can be attributed to the development of mobile phones which are more convenient alternatives to the traditional land line phones. At the same time, internet-based businesses have been booming with more than 32 registrations in 2006.

The City Tourism Office has been tasked to take charge of tourism promotion. Based on their records, the latest number of annual tourist arrival in the City is 3,088. The highest ever achieved by the City was in 2002 when the number reached 3,710.

The different modes of public transportation that are available in the City are airport, seaport, and roll on-roll off port. Meanwhile commercial facilities include wet markets, food processing plants, warehouses, and an ice plant and cold storage. Apart from the single wet market owned and operated by the City, the rest are privately owned. Banking and financial facilities are located in various parts of the city. There are 18 banks of varied type from a rural bank to a commercial/universal bank and 44 pawnshops.

The latest available data of National Statistics Office on total labor force was taken during the 2000 Census of Population & Housing. Working age population aged 15-64 years old constitutes by 60.06 percent of the population. Those employed, as reported in the 2000 Census, represent 55.77 percent of the working population. The City has one of those with a high literacy rate of 95.40 percent.

Main Development Challenges

Inactive investment facilitation office. The City has passed and enacted the Local Investment Code which paved the creation of the City of Roxas Investment Board. However, the Board has been inactive for the past four years. The business sector is lobbying for the reactivation of the Board and the implementation of the Incentive Code.

Bankability

Measuring a City's bankability involves assessing its financial capacity in terms of local income, internal revenue allotment, expenditures, the loans incurred, and borrowing capacity.

Roxas City is classified as a second class component city. The City has been rather conservative in managing its resources, considering that it has not incurred any loan for the past five years. Its source of income is categorized into two: tax revenue and non-tax revenue. Tax revenue refers to real property tax and local taxes while non-tax revenue covers operating and services income and government business operations. The City's major source of income is the tax revenue which comprises 65.59 percent of its local income.

Since 2001, there has been a notable improvement on the issuance or renewal of business permits or license by the decrease in the number of days of processing the permits. From 30 days in 2001, it is 14 days now. The current 14-day time element can be further reduced by streamlining the requirements and the procedures.

Around 61.51 percent of the City's expenditure goes to Personnel Services to pay the wages and benefits of the local workforce, composed of 693 regular employees and 578 casual or job order employees. In 2006, health services got the highest budgetary allocation, yielding a per capita of 213.45. Prior to this, infrastructure has received the higher allocation in the past five years. The 2006 per capita allocation for infrastructure is 141.25. Education has a per capita allocation of 63.61 while agriculture has 59.76. The other two sectoral expenditures are protection services and environmental services which have per capita allocation of 7.61 and 21.91, respectively.

In 2005, the ratio of local revenues comprising of tax, fees, and permits to total income was 34.14 percent. It is therefore desirable that the City implements measures in increasing its local revenue and in prioritizing items for expenditure to generate savings. For the past three years (2003-2005), the City incurred an average savings of Php16,081,849.80. There were 22 banks in the City in 2000 but this number decreased to 18 in 2001 and further decreased to 17 in 2005. In 2006, it went up again to 18.

Main Development Challenges

Dependence on national government transfers. The City relies heavily on the Internal Revenue Allotment, which accounts for 63.91 percent of its total income. While the figure represents a decline from 76.82 percent level in 2000, this fiscal dependence is still very pronounced. There is clearly a need to improve on its local revenue generation. Among the measures that are being undertaken by the City Treasurer's Office are the intensification of tax collection efficiency and the computerization of the financial management

system. There is also a need to review and update Local Tax Revenue Code and broaden the City's tax base.

Good Governance

The City Government has a total workforce of 693 regular and 578 non-regular employees, wherein the proportion of the regular to non-regular employees is almost the same. It should be pointed out that the proportion of non-regular employees was higher than the regular personnel. Through streamlining and fiscal reforms, a leaner bureaucracy has been achieved. The City had a decreasing trend in the number of regular employees from 2001 to 2005. While the number of regular employees increased in 2006, the present number of 693 is lesser compared to its number of 715 in 2001. This resulted in a reduced expenditure on personnel services which currently eats up 61.51% or more than half of its budget. It should be noted, though, that despite the decrease, the nominal value of the wages spent for the employees increased due to the increase in the salary rate and other fringe benefits. In terms of casual or job order employees, the highest number was in 2003. Their number exceeded that of the regular employees by 161. From the 2003 number of 846, the 2006 number of 578 is 31.68% less.

More than 30 Non-Government Organizations (NGO) and/or community organizations have been accredited by the *Sangguniang Panlungsod*. Of these, 14 actively participate in city affairs through membership in the City Development Council, which meets at least twice a year. The other NGO became members of the other Local Special Bodies such as the Local Health Board, Local School Board, People's Law Enforcement Board, and the Peace and Order Council. The City Government is able to meet the minimum number of NGOs in each of these special bodies.

In order to inform the city residents of the programs and projects being implemented by the City Government, it has a weekly program on the radio and the local cable channel. Copies of ordinances or resolutions passed by the Sangguniang Panlungsod, as well as the job opportunities and placements are posted at the lobby of the City Hall. The City also publishes a newsletter which is distributed to the various barangays and to all city employees. For complaints or commendations on the delivery of service to the public, a complaint desk has been established.

VISION AND CITY BRAND

The vision of the City is to become “the Seafood Capital” of the country that serves as Economic Gateway in Northern Panay; frequented by tourists for its scenic and healthy coastal environment which is sustainably managed by empowered, globally competitive Kapisonns under divine guidance and provision.”

After revisiting the City vision crafted in 1998, all unanimously agreed to restate and modify the vision but to retain the city brand of “Seafood Capital”. To sustain the city brand there is a need to give priority attention to the state of the coastal especially in terms of having “scenic and healthy coastal environment”. The efforts under the Coastal Resource Management Program will have to be sustained and enhanced in terms leading to complete clean up of the river system and estuarine areas of illegal structures and fishing implements. There is also a need to strictly enforce regulatory measures on illegal and over-fishing.

As an “Economic Gateway,” there is a need for a strong partnership and collaboration between the government and the private sector in creating a conducive environment for investment. As such, improvement of infrastructure support facilities will be given high priority.

The City aims to invest in its human resources through the provision of basic education and training, livelihood and job opportunities to make them “empowered and globally competitive” citizens.

STRATEGIES

To achieve the goals and attain its vision, the City Government plans to implement the identified programs and projects the development framework called SULONG, which stands for:

S – service improvement refers to a strategy of establishing a client-oriented, effective and efficient delivery of basic services.

U – urban management intends to provide comprehensive support services and regulatory policies responsive to the rising requirements of rapid urbanization.

L – livelihood generation refers to opening doors for alternative sources of income for the marginalized and transforming them into bankable entrepreneurs.

O – organizational development seeks to transforming the bureaucracy into a financially stable, efficient and effective organization.

N - new

G - governance refers to a paradigm shift into a consultative, enabling and participatory local government administration.

This development framework shall be applied to the following Key Result Areas:

H – EALTH AND HOUSING

E – DUCATION

A – AGRI-FISHERY/ENVIRONMENTAL MANAGEMENT

T – OURISM

H – HUB FOR ECONOMIC DEVELOPMENT

Priority Programs and Projects

Name of program/ project	Estimated cost	Proposed Funding source
Roxas City Circumferential Road	Php 704M	National Govt./Foreign Bank like JBIC
Reclamation Project	Php 750M	National Govt
Resettlement & Housing Program		
1 Site Development	Php 15M	National Govt./Local Govt
2 Housing Construction	Php 130M	National Govt./Local Govt/ Gawad Kalinga
Coastal Habitat Rehabilitation & Development	Php 7M	National & Local Govt
River Rehabilitation & Development	Php 10M	National Govt./Local Govt
Establishment of Coastal Database	Php 1.5M	Local Govt
Establishment of Post Harvest Facilities		
1 Food Terminal	Php 1M	Local Govt
2 Livestock Market	Php 1M	Local Govt
3 Slaughterhouse Improvement & Rehabilitation	Php 20M	ASEF/Local Govt

Level of priority	Program/project Status
High	Endorsed by RDC VI & is listed in the Medium Term Plan of DPWH
High	Documents for the proclamation of the 15-ha site as reclamation area are underway.
High	Documents for the proclamation of the reclamation site are underway.
High	Partial implementation is underway
High	
High	
High	Underway



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