

2016

LCP Triennial Accomplishment Report

2019



## Our Vision

An inclusive partnership of Philippine cities that are engines of growth for promoting vibrant communities and best government practices

## Our Mission

### **Voice**

To engage cities for a unified voice and action that will seize opportunities for sustainable development and provide solutions to challenges affecting the effectiveness and efficiency of local government units

### **Bridge**

To serve as the leading bridge between development partners and cities so that cities have access to resources and potential partnerships in the fields of health, education, tourism, livelihood, environmental concerns, spatial form and its infrastructure and governance

### **Capacity Builder**

To help LGUs develop innovative and high performing organizations that better serve the interests of their constituencies

## Our Values

Ethical leadership  
Excellence  
Innovation

Citizen empowerment  
Synergy in leadership

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# Foreword



Three years is so short a time to talk about legacy. Legacies are built over time.

Nonetheless, the three years we have served as President of the League of Cities of the Philippines (LCP) have registered some, may I say, significant achievements that somehow solidified LCP as an influential organization, no longer just an “old boys club.” Further, the LCP has become more proactive in serving the interest of its members and constituencies.

The period 2016-2019 was marked by exciting and challenging developments, both national and international, that impacted much on our organization, all the more underscoring the relevance of the LCP. These include:

- » The ascent to the presidency of a long-time city mayor, whose brand of leadership and local outlook were never seen before;
- » The serious push on decentralization through federalism, an aspiration most of us harbored as such would allow us genuine autonomy;
- » The increasing calls for sustainable and “livable” development as

evidenced by the adoption of three global commitments, namely the UN Sustainable Development Goals, the New Urban Agenda, and the Paris Agreement; and

- » The global attention on the gaps in capacities and finite resources of local governments amidst accelerated urban development.

In the face of all this, we pressed on. And we delivered some substantial results that redound to the benefit of our members. Among them:

- » Internally, we strengthened our organization. We instituted policies that put premium on integrity, accountability and financial management, so that our organization can better serve its members and maintain trust among our partners;
- » We flexed our policy muscle and made ourselves heard on many issues, like the questionable cityhood bills, and conducted and actively participated in discussions on federalism and other policies affecting cities;
- » We provided venues and hosted events for deepened learning and involvement on local and global issues, such as the 3rd

ASEAN Mayors Forum, the 4th International River Summit, among many other activities; and

- » We revitalized our members, and gave a much-needed tribute and recognition to our past leaders for the first time since the inception of the League, during the LCP 30th Anniversary.

Three years, indeed, is a short while for us. In fact, if constitutional reforms be pursued, I would bat for longer terms for local executives, to give us ample time to draw up and implement our programs. I am sure a lot of you will be with me on this.

Nonetheless, the buzzer has sounded. Time is up. It has been an honor and pleasure to have served our member cities as the National President of the LCP (2016-2019). *Mabuhay ang ating Liga! Mabuhay ang ating mga siyudad!*

*Hanggang dito na lamang at maraming salamat po!*



**Mayor Edgardo Pamintuan**  
Angeles City  
LCP National President, 2016-2019

# Chairperson’s Desk



It has been a banner three-year (2016-19) period for the League of Cities of the Philippines (LCP).

Our organization has become more united and active than ever. The feeling of belongingness among our members has been most felt. The relevance of the LCP as both sounding board and active advocate of the concerns and issues of the city mayors has never been as concrete.

In both national and international arena, we made our presence strongly felt.

Which is why I have no hesitation to say I am proud and honored to have been part of the 2016-19 Executive Board as its Chairperson. I would be remiss if I do not mention, and congratulate, our outgoing President Mayor Edgardo D. Pamintuan of Angeles City and all the members of the National Executive Board, and our Secretariat, for the job very well done.

We hope that this report, which details the results of our strategic planning will be useful for the next batch of LCP leaders in sustaining our efforts and in charting new courses in accordance with the directions of the national leadership of our country.

Mabuhay and God bless!



**Mayor Ma. Laarni ‘Lani’ Cayetano**  
Taguig City  
LCP National Chairperson, 2016-2019

# Introduction

The 2016-2019 administration of the League of Cities of the Philippines opened with the adoption of its three-year strategic plan. The socioeconomic development priorities set forth by newly elected President Duterte prompted the organization to examine its capacities for effective alignment of initiatives. At the same time, the espousal of the Strategic Plan was a response to calls to develop a more sustainable plan of action for the League that lays a stronger foundation not only for the current administration, but also for the subsequent changes in the organization's leadership.

A thorough assessment of the League's existing capabilities vis-à-vis its current realities was conducted by the LCP National Executive Board along with the LCP Secretariat during the Strategic Planning Workshop in November 2016. From this exercise emerged the new strategic vision, mission, and shared values of the organization. To achieve these strategic imperatives, objectives were also developed based on four areas of concern that demand immediate attention and action:

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The **stakeholder perspective** focuses on initiatives that aim to increase engagement of members, strengthen their influence on policies that affect cities, maximize their resources, and enhance city-to-city fellowship.

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The **internal perspective** focuses on initiatives that aim to improve communication systems, improve organizational workflow, and motivate staff towards high performance.

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The **financial perspective** focuses on initiatives that aim to improve efficiency in collecting membership dues, generate additional revenues for members, and institutionalize transparency and accountability.

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The **learning and growth perspective** focuses on initiatives that aim to broaden technical training for members and staff, develop capabilities of members, and align organizational culture.

The following pages of this report present an overview of these initiatives undertaken jointly by the League's member cities and its secretariat, as well as the milestones that marked this administration. The abovementioned strategic priorities have guided much of the work of the 2016-2019 administration and thus, it is only fitting to wrap up this leadership by highlighting the gains it made relative to the same.

This administration paved the way for a more focused and functional organization thanks to a strategic plan that positioned member cities central to the League's core functions. It is hoped that this report will encourage succeeding leaderships to build on its gains and continue to strive for the sustainability of the League.

# Stakeholder Perspective

For the 2016-2019 administration, the past three years were about revisiting and delivering on the League’s principal mandate to articulate issues and obtain solutions for the benefit of its primary stakeholders: the member cities. During this period, the League promoted greater involvement and visibility among its member cities—a necessary step towards demonstrating the organization’s collective strength as it championed the welfare of its members. To aid in augmenting the finite resources of cities, it built networks for cooperation with partners from national government agencies (NGAs), foreign local governments, development organizations, and the private sector. In its efforts to deepen the camaraderie among its members, it created venues for inter-city cooperation.

## High Membership Engagement

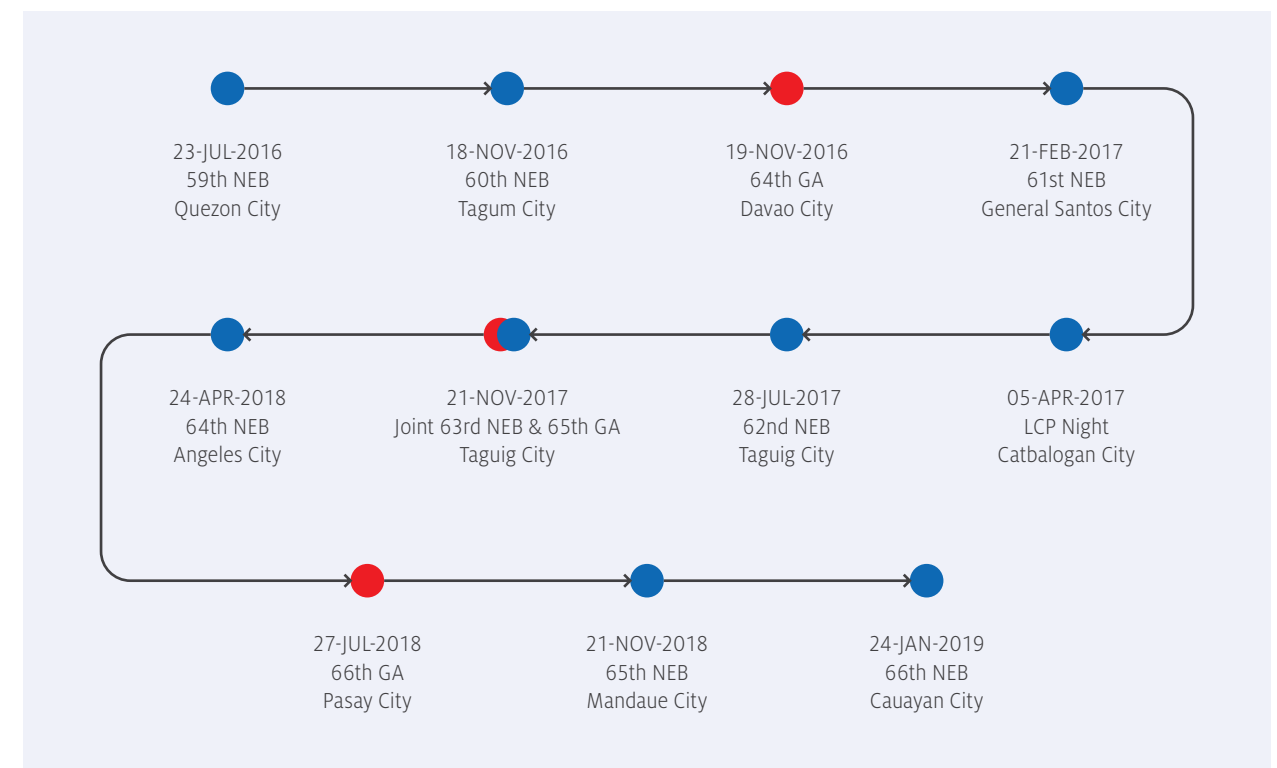
### ENHANCING LCP MEETINGS AND ASSEMBLIES

The LCP National Executive Board (NEB) Meetings and General Assemblies (GAs) have served as the League’s principal venues for convergence of member cities whose participation is an important factor in the success of the said events.

The 2016-2019 administration managed to increase membership engagement by transforming these meetings into opportune networking and learning platforms where city mayors directly interfaced with national government agencies, development organizations, and the private sector. In these occasions, participants exchanged ideas and built consensus on matters related to urbanization and efficient local government administration. Activities such as Partner Dialogues, Partners’ Forums, Best Practices Tours, Fellowship Dinners, and other side meetings have been incorporated in the program to strengthen stakeholder engagement.

As a result of this intentional approach in designing meetings, there has been a 90 percent increase in attendance among member cities since 2016. City mayors and representatives who have taken part in the League’s NEB Meetings and GAs found the topics discussed to be responsive and relevant. Moreover, members have noticed that the program designs enabled them to participate throughout the whole proceedings.

Box 1 - Timeline of board meetings, assemblies, and special meetings of the LCP







**SUPPORTING MALACAÑANG'S SOCIOECONOMIC AGENDA**

As the League ushered in a new administration, it also welcomed the leadership of the 16th President of the Philippines, Rodrigo Roa Duterte. In support of Malacañang's message of change and headstrong governance, the League promoted activities aligned with the socioeconomic advocacies of the national government.

The *Sulong Pilipinas* 2016: Local Governance Dialogues organized by the DILG in cooperation with the LCP and other local government leagues became the leading venue for both the national and local governments to forge collaborative efforts on peace and order and social development. It was during this event where the League gathered baseline data on the infrastructural needs of cities, results of which were published in its Rapid Survey on City Infrastructure Needs report and featured in the 2017 Special Report. The League also presented a statement at the event supporting the campaign against corruption, illegal drugs, and other forms of criminality.

Furthermore, President Duterte led the gathering of city mayors at the LCP 65th General Assembly in Taguig on 21 November 2017. His attendance was a major step towards affirming the crucial role that cities play in nation-building and served as a highlight of the League's strategic partnership with the national government. In his keynote address at the assembly, the President tackled important issues of his administration that are relevant to cities, particularly projects for local economic development and the drive against corruption.



**LCP MILESTONE**

**Stronger Together at 30: Celebrating the League's 30th Founding Anniversary**

City mayors gathered to celebrate the organization's 30th founding anniversary on 27 July 2018 in Pasay City. The event was first time that the League commemorated its storied history since it was officially established on 7 June 1988.

The LCP 30th Anniversary Celebration was a fitting tribute to its members who have committed to making the League a relevant organization and a driving force for nation-building. With the theme "Stronger Together at 30," three major activities were organized for this historic occasion: the LCP 66th General Assembly, LCP Partners' Forum, and the LCP 30th Anniversary Gala Dinner.

At the General Assembly, the League saw the adoption of a resolution declaring the 7th of

June 1988 as the official founding date of the LCP. The resolution also called for the month of June as the Philippine Cities Month in recognition of the role that cities play as partners for socioeconomic development and prime movers of good governance

After the assembly, city mayors convened once again for the 30th Anniversary Gala Dinner. The League invited representatives from foreign embassies, as well as heads of national government agencies and development organizations as a way of extending its gratitude for their support to the organization through the years.

In yet another first for the organization, guests saw the recognition of former chairpersons and presidents of the League since

its establishment in 1988. Among those who personally received the LCP Leadership Award were Brigido Simon, Jr., President from 1988 to 1992; Edward Hagedorn, President from 1998 to 2001 and Chairperson from 2004 to 2007; Cong. Jerry Treñas, President from 2004 to 2007 and Chairperson from 2007 to 2010; Benjamin Abalos, Jr., President from 2007 to 2010; and Francis Tolentino, President from 2001 to 2004.

The event was also an opportunity to recognize employees of the LCP Secretariat who have been working with the League for more than ten years. Recipients of the LCP Employee Service Award include Ma. Veronica Hitois; Ariel Padilla; Ray Paduano; Roberto Bandin, Jr.; Felisa Deogracias; and Roman Llanera, Jr.



## Influencing Policy Decisions Affecting Cities



Urbanization is a key driver of economic growth in the Philippines. Properly planned and guided, it provides enormous potential for job creation, poverty reduction, and narrowing inequality. On the other hand, international experience suggests that congestion, pollution, poverty, inequality, and crime are consequent to unplanned and unmanaged urbanization. Policy decisions made today determine how cities will progress and how effective they will be in the performance of their role in national development.

The League is cognizant of such circumstances and potentials characterizing Philippine cities and the power of policies to shape them. Accordingly, it has stood at the forefront of policymaking as an advocate of comprehensive local autonomy to ensure that cities shall continually take an active part in improving the lives of Filipinos for years to come. It represents cities in Congress and other policymaking bodies and articulates their interest and stance on various issues affecting local government units (LGUs). The past three years have been marked by both challenges and opportunities with regard to LCP's strategic thrust to influence policy decisions that affect cities. This section showcases policy accomplishments of the League in the past three years, highlighting some partnerships forged and renewed along the way.

### Prioritizing amendments to the 1991 Local Government Code (1991 LGC)

Despite the enactment of the LGC in 1991, many local governments lament not having experienced substantial economic growth. Most have remained dependent on the internal revenue allotment (IRA) and support from the national government. The Philippines' banner decentralization policy failed to distribute political and economic powers that have evidently resulted in uneven economic development and public service outcomes. In response, Philippine authorities have started the long-overdue review of the 1991 LGC with the aim of diffusing the concentration of these powers. The 2016-2019 leadership of LCP took heed of the urgency and timeliness of the matter as it focused substantial amounts of effort and resource in securing cities' interests in the review of the 1991 LGC. The League continues to take part in the legislative hearings conducted by Congress to articulate the cities' perspective on the ongoing LGC review.

### Forging partnerships to amplify influence on policy outcomes

In order for the League to amplify its influence on urban policies, the 2016-2019 Strategic Plan also points to active engagement with national government agencies (NGAs), local government associations, and other partner organizations. A few of the highlights of such collaborations under the current administration include that of with the Union of Local Authorities of the Philippines (ULAP) to uphold the collective interest of local governments in the Philippine federalization agenda; National Solid Waste Commission (NWMC) to support the approval of cities' Solid Waste Management Plans; and Joint United Nations Programme on HIV/AIDS or UNAIDS in localizing the new Philippine HIV and AIDS Act. The Strategic Plan also sees the need for the development of committed, determined, and engaged members for the League to have one voice and action on important policy issues. This is to be achieved through frequent communication and feedback mechanisms. Under this thrust, the current administration revived dialogues with NGAs to keep member-cities in touch with the current policies and programs of the central government. At the same time, these dialogues provided a platform for the members to voice out their individual standpoint on national policies. In 2016, the NGA-LCP Dialogue has been incorporated in the program design of National Executive Board Meetings and General Assemblies of the LCP.

## FISCAL AUTONOMY

### Bigger share from national wealth

In 2018, city mayors appeared before the Senate Committee on Local Government to call for the passage of the Bigger Pie, Bigger Slice Bills (SBNs 110, 810, 822, and 843). In an official position submitted to the committee, the LCP contended that the said bills will boost LGU's fiscal autonomy and capacity to provide services by expanding the tax base shareable with the LGUs and increasing the percentage share of IRA from national taxes. SBN 110, in particular, addresses the deviation of Section 284 of the Local Government Code from the 1987 Constitution, which grants local government units a just share in the "national taxes" as opposed to "national internal revenue taxes."

### Judicious situs of taxation

Based on the outcome of the consultation with member cities via referendum in 2017, the League manifested support to SBNs 1771, 222, 782, and 1509 which seek to amend Section 150 of the 1991 LGC or situs of taxation. The bills give

favor to LGUs where the operation, production, or manufacturing activity of the business is located. The measures allow local government units to directly finance public sector undertakings, peace and order, local health, education, public assistance, community development, and family planning. This is imperative for countryside development, especially for localities that are far from Imperial Manila where NGAs are seated.

**Streamlined business taxation**

The League also manifested to the Senate Committee on Local Government support to SBN 1775 that aims to simplify the present tax structure, by implementing a single flat tax rate not exceeding 1.5 percent of their gross receipts/sales regardless of the type of business. Varying categories of firms and tax rates as defined by the 1991 LGC are partly at fault in the inability of LGUs to fully maximize their taxing powers. Such differentiated local business tax structure also tends to incur administrative and compliance costs on the part of LGUs and local businesses.

**Responsive schedule of market values**

There have been legislative proposals seeking to transfer the authority to approve the Schedule of Market Values (SMVs) from the local legislative bodies (i.e., *Sanggunian*) to the Department of Finance (DOF) while retaining the autonomy of provinces and cities to set tax rates and assessment levels. As early as 2014, the League adopted a resolution supporting these bills to depoliticize the determination of SMVs. The 2016-2019 administration also supported the same position. At the public hearing conducted by the House Committee on Local Government in 2018, the League manifested its support to SBN 44 and HBN 8453. Such a position was based on the outcome of the policy dialogue conducted by the League in 2016 where several potential benefits of the said bills were drawn from the discussions.

**INTER-LGU COOPERATION (ILC)**

Delivery of devolved services that imply economies of scale and externalities will benefit from cooperation among local government units. The League thus supported the establishment of legal frameworks which allow for the transformation of ILCs into legal entities. Their lack of legal personality and corporate powers result in restrictions in levying fees and borrowing, which impedes the fulfillment of their purpose. Given these contexts, the League expressed general support on SBN 1786 that allows multiple LGUs to formalize a legal personality for their cooperative undertakings, during the public hearing conducted by the Senate Committee on Local Government in 2018.

**RULE-BASED LOCAL GOVERNMENT SUPERVISION**

**Creation, classification, and conversion of LGUs**

In 2018, the League manifested support to SBNS 234 and 1787 before the Senate Committee on Local Government based on its standing position on the comprehensive amendment of the 1991 LGC. SBN 234 updates the income classification of LGUs and confers with the Department of Finance the legal power to undertake the regular income reclassification. SBN 1787 brings to date the requisites for the creation of municipalities, cities, and provinces to reflect current realities of local governments in the country.



**LCP MILESTONE**

**Adopting Concerted Measures Against Abrupt City Conversion**

LCP adopts concerted measures in its mission to steer national policymaking toward the promotion of city interest and good local governance. Such an approach is not only used to effectuate favorable laws but also to defeat specific legislation deemed detrimental to such causes. Corollary to these efforts are the successes of the current leadership in LCP’s continuing opposition to the so-called “Cityhood Bills.”

These pieces of legislation seek to hasten the graduation of certain municipalities by relaxing the requirements for cityhood, as prescribed by the 1991 LGC. LCP has always abided by the importance of institutionalized benchmarks in ensuring that converting municipalities are ready, viable, and prepared to take on the roles, functions, and responsibilities of a city. On the other hand, the proposed exemptions violated equal protection through arbitrary and unreasonable favoritism that

could have resulted in inequitable fiscal distribution among cities. It could have exacerbated the fiscal imbalance within cities and affected those that needed resources the most. Through different initiatives, the League was successful at preventing the passage of two (2) Cityhood Bills during the 17th Congress.

Senate Bill No. (SBN) 1842 sought to amend the LGC to allow the conversion of a municipality with an average annual income of at least PHP 250,000,000. In response, the League steadily provided Senators with technical information and empirical evidence to bolster its opposition. It also made efforts to influence public opinion by releasing official statements on different media platforms. LCP found an ally in the League of Provinces of the Philippines that issued a resolution upholding LCP’s stand against SBN 1842. Topping these efforts was the strong representation of city mayors

during the Senate plenary session, which tackled SBN 1842, resulting in a decision to remand the bill back to second reading. Senator Sherwin Gatchalian committed to including in his interpellations the objections of the League on the bill. Accordingly, the League provided technical support to the Senator through a simulation study on the impact of SBN 1842 to existing cities.

Similarly, city mayors appeared before the Senate Committee on Local Government to present the potential perils to cities of the proposed bill seeking the cityhood of 27 capitals of city-less provinces. This pending legislation set a dangerous precedent, cause an imbalance on the conversion of LGUs, and compromise the fiscal sustainability of local governments. In response, Committee Chair Senator Sonny Angara decided to discontinue its deliberation.





### Seal of Good Local Governance

In 2018, the League manifested before the Senate Committee on Local Government its support to SBN 1843, which institutionalizes the Seal of Good Local Governance (SGLG). SGLG is an incentive program of the Department of the Interior and Local Government (DILG) to boost local governance performance, which has been in operation since 2014. On the other hand, the League opposed proposed sanctions to non-awardees, which run contradictory to the original rationale of the program. In addition, the League called upon the committee to set different benchmarks according to the income classification of the LGUs, in consideration of the differences in their fiscal capacities. In the House of Representatives, meanwhile, the League called for representation in the technical working group tasked to identify indicators and benchmarks in determining LGU-awardees. The proposal was adopted in the reconciled version of the bill submitted to the Office of the President for ratification.

## HEALTH AND SOCIAL JUSTICE

### Universal health care

The League expressed its support to the Universal Health Care Act, then SBN 1896, in a position paper addressed to the Committee on Health and Demography. Nonetheless, in the same document, the League proposed three (3) major amendments to the bill. Firstly, the administrative and technical supervision of regional and barangay health units must also reside in cities as opposed to only provinces. This especially applies to urban areas where the locus of the population can be found. Secondly, non-health related costs such as transportation, communication, and mobilization should be allowed as legitimate expenses under the Special Health Fund. Thirdly, there must be a chapter in the universal health care act addressing access to health care

### Philippine HIV/AIDS policy

The past year has been a very momentous year for Philippine National Aids Council (PNAC) and its members with the adoption of new HIV AIDS Policy by virtue of Republic Act (RA) 11166 signed by President Duterte in December 2018. As a regular member of the PNAC, the League had been an active voice during the amendatory period of the law and a strong advocate in the strengthening of LGU's role in HIV response. It continues to be such in the formulation of its Implementing Rules and Regulations (IRR). The League

continues to provide technical assistance to member cities on updating their local ordinances in response to the enactment RA 11166. As a member of the Council of the Welfare of Children Committee on Children and HIV/AIDS, meanwhile, the League participated in the formulation of the "Protocol on the Provision of Proxy Consent for HIV Testing Services to Children Vulnerable to and at Risk of HIV".

### Juvenile justice and welfare

As a regular member of the Juvenile Justice and Welfare Council (JJWC), The League continuously articulates during council meetings the LGU experience in the implementation of Republic Act (RA) 9344 or the Juvenile Justice and Welfare Act. The challenges confronting LGUs include the lack of coordination among stakeholders and line agencies and stringent processes in utilizing the General and GAD (Gender and Development) Funds for the implementation of the Juvenile Intervention Program. LCP also represents city governments in ongoing initiatives to revive the National Network on Children in Street Situations (NN-CSS).

## ENVIRONMENTAL GOVERNANCE

### Solid waste management

The 2016-2019 administration ensured the League's active partnership with the National Solid Waste Management Commission (NSWMC). The recently created NSWMC Executive Committee, of which LCP is a member, expeditiously reviewed and deliberated LGUs' 10-year solid waste management (SWM) plans. LCP also provided a local government perspective on several policies issued by the commission. These included guidelines on waste-to-energy facilities; waste analysis and characterization study; disaster waste management; material recovery facilities and transfer stations; residual containment area; and implementation of LGUs' 10-year SWM plans. LCP supported the approval of the 10-year SWM plans of cities by providing technical inputs and exploring potential partnerships with development organizations, together with the other member agencies of NSWMC. As of April 2019, there are 144 who already drafted their 10-year SWM plans. These plans are on different stages of evaluation and approval.

### Cave governance

Under the current administration, LCP became a member of the National Cave Committee, the country's highest policy and advisory body on cave management. Since the body was convened, policy guidelines were issued on different aspects of cave governance such as enhanced cave assessment; use of caves as refuge or shelters in disaster risk reduction; and naming of caves and other similar features among others.

## MORE POLICY STANCES

Aside from the abovementioned key legislative areas, the League also has taken an active part in the ongoing discussion on other policies and legislation that influence different aspects of urban governance in the country. In accordance with the 2016-2019 Strategic Plan, the Secretariat has kept track of the Leagues policy stances that the current National Executive have approved since 2016.



**LCP MILESTONE**

## Federalism and Constitutional Reform

The League continually adheres to the message of change by the Duterte Administration as evidenced by its steadfast support to Philippine Federalism and Constitutional Reform. Through the League, city governments have taken an active part in the ongoing efforts to revise the 1987 Constitution. It continues to provide a local government perspective to the discourses on federalism, fueled by the conviction that local governments represent an appropriate scale for implementing governance reform, making more localized decisions, and conveying government presence at the grassroots through public services.

Cognizant of the stakes for member cities in the Philippine

federalization agenda, LCP's current administration has ensured the organization's continuous contribution to the government's efforts to promote Federalism and Constitutional Reform. In the past three years, this commitment has been fulfilled through own-initiatives and proactive participation in similar activities spearheaded by other organizations and government agencies:

**Supporting resolutions**

LCP's initiatives to further the federalism agenda began in 2016 with the release of a formal declaration of support to President Duterte's call to shift from a presidential to a federal form of government. This was followed by a second resolution in 2018 entitled,

"An Urgent Appeal to Revise the [1987] Constitution through a Constituent Assembly," where the League expressed its convictions that the country is in critical juncture to effect genuine change through a constitutional reform.

**Roundtable discussions**

To keep its members abreast with the ongoing dialogues on Philippine federalization, the League hosted in public discussions major actors in Philippine Federalization. In 2017, LCP conducted its first roundtable discussion on federalism called, "Federalism and the Role of Cities," which focused on the conceptual discussion of the system of government as applied to the Philippine context. This was followed by another forum during

the 64th LCP National Executive Board Meeting in 2018. Participants discussed with resource speakers the progress of the Consultative Committee tasked by President Duterte to review the 1987 Constitution.

**Formal study**

In 2017, the League publicized its own set of proposals on the shift to the federal system entitled, "The League of Cities of the Philippines Proposition on Federalism: The Local Government Perspective." A comprehensive study followed in 2018 entitled, "Securing the Future of Cities in the Philippine Federalization Agenda: A City-Level Examination of the Philippines' Tentative Roadmaps for Federalism." It examined from a

city-perspective House Resolution No. 8 and the PDP-Laban Federal Constitution, two of the proposed roadmaps for Philippine Federalism.

**Proactive participation**

The League convened with other local government organizations in a bid to reach a unified position on the matter of federalism. The discussion, which was organized by the Union of Local Authorities of the Philippines (ULAP), resulted in a consensus that federalization should aim for local governments to obtain the independent capacity to deliver services, self-reliance founded on fiscal autonomy, and standards for efficient and effective local governance. Likewise, the League regularly participates as an active member of the Inter-Agency Task

Force convened by the Department of the Interior of Local Government to review the draft "Bayanihan Federal Constitution."

The League remains steadfast in its affirmative position on Philippine federalization. It maintains a positive outlook toward the federal shift, in terms of providing local governments units direct access to an upper-tier government, extending the impact of economic growth to the grassroots, leveling the economic circumstances of regions, and uniting them under one federal state.



# Maximizing Resources through Partnerships and Networking



City mayors are at the frontline of the rapid urbanization taking place in the country. The burden rests on them to keep up with the increasing demand for the finite resources available in their respective local governments. As such, the League has been working to ensure that it offers opportunities that can somehow augment their local coffers.

Guided by the League's strategy to maximize resources for its member cities, much of this administration's work for the past three years was made possible by capitalizing on partnerships. From 2016 to 2019, the League ventured into three partnership modalities with key stakeholders: partnership agreements, memberships in technical or advisory groups, and networking. In these modalities, the League harnessed the power of collaboration to supplement the resources of its member cities and offer support to their development initiatives.

## FORMAL PARTNERSHIP ARRANGEMENTS

### PLDT Inc.

This administration is fortunate to have partnered with PLDT in various engagements for the past three years. Apart from its generous sponsorship at the 3rd ASEAN Mayors Forum in July 2017, it entered into a partnership agreement with the League to promote its corporate social responsibility (CSR) initiative called, "Gabay Guro (2G) Program,"

which aims to foster the professional development of public school teachers in low income cities towards improving the standard of education in the country. Both parties also signed a memorandum of agreement establishing a "Joint Innovation Team" that will study possible technological solutions to public service operations in cities.

## MEMBERSHIPS IN FUNCTIONAL GROUPS

### Philippine College of Surgeons

In July 2018, the League renewed its partnership with the Philippine College of Surgeons (PCS), which aims to create a coordinated strategy in the conduct of surgical missions in cities. Through this partnership, cities may now request for surgical missions from the PCS to support their local health programs. The PCS shall provide volunteer surgeons to interested cities whose requests shall be facilitated by the LCP.

### Public-Private Partnership Center of the Philippines

In July 2017, the LCP and the Public-Private Partnership Center of the Philippines signed a partnership agreement that seeks to conduct consultative engagements with cities to promote local public-private partnership projects and accelerate local economic development through infrastructure.

### Confucius Institute

In October 2016, the LCP and Confucius Institute of UP Diliman entered into a memorandum of understanding geared towards designing programs that will offer Chinese language and culture learning to city colleges, capacity building programs for teachers, and scholarship grants for students and faculty.

### Guangxi Association of Mayors

At the 4th China-ASEAN Mayors' Forum attended by LCP mayors in September 2018, the League and the Guangxi Association of Mayors entered into a cooperation agreement that aims to promote inter-city collaboration between the Philippines and China towards the realization of the Belt and Road Initiative and the 21st Century Maritime Silk Road.

### ICLEI Southeast Asia

As a member of ICLEI - Local Governments for Sustainability, the League has been active in involving its member cities in various global and regional capacity development and knowledge exchange activities, particularly on climate change and sustainable development.

Currently, its partnership with ICLEI focuses on promoting low-emission development (LED) in cities. The work on climate change mitigation in Philippine cities is currently being carried out through the Ambitious Cities Promises (ACP) Project, a 3.5-year project which aims to support the pilot cities of Marikina, Parañaque, and Pasig in developing their LED strategies and reducing their greenhouse gas emissions.

As a member of the National Project Advisory Group of the ACP, the League supports the project by promoting and disseminating the project's outputs to its member cities and contextualizing concepts, guidelines, and tools related to LED strategies according to local government planning and processes.

### CityNet

Through its continued efforts to represent Philippine cities and register their voice in the global community, the League won a seat in the CityNet Executive Committee for 2018-2021 at the CityNet Congress and General Elections in Colombo, Sri Lanka in November 2017.

The League's win has become an opportunity to encourage





its members to join the global and regional network of cities, participate in various knowledge exchange platforms, and facilitate the decentralization of the network's activities. This was demonstrated through the establishment of the CityNet Philippine Chapter, which aims to widen the breadth of CityNet's membership in the country and further promote CityNet's thrusts and programs for cities. The League is part of the chapter's core group and is currently head of its Membership Committee.

**ASEAN Creative Cities**

As part of the ASEAN Creative Cities Organizing Committee spearheaded by DTI-Design Center of the

Philippines, the League facilitated the participation of its member cities at the ASEAN Creative Cities Forum and Exhibition last April 2017. The event gathered partners from the creative industry and local government representatives from Southeast Asia to share their experiences in utilizing culture and creativity to spur local economic development and urban regeneration.

**PARTICIPATION IN NETWORKING PLATFORMS**

**Canadian Infrastructure Mission**

In partnership with the Trade Commissioner Service of Canada, the League facilitated one-on-one meetings between city mayors and industrial business suppliers from Canada in January 2017. The networking event was an opportunity for the business mission to directly mingle with city mayors and match their products and services with the local infrastructure needs specific to each city.

**Danish Business Mission**

By the invitation of the Royal Danish Embassy, the League presented an overview of the LCP's advocacies before Danish water and energy companies at a roundtable discussion on energy, water, and environmental sustainability in May 2018. It also reported on the results of its Rapid Survey on City Infrastructure Needs to highlight the infrastructure needs of Philippine cities that can be addressed by the capabilities of the Danish business mission.

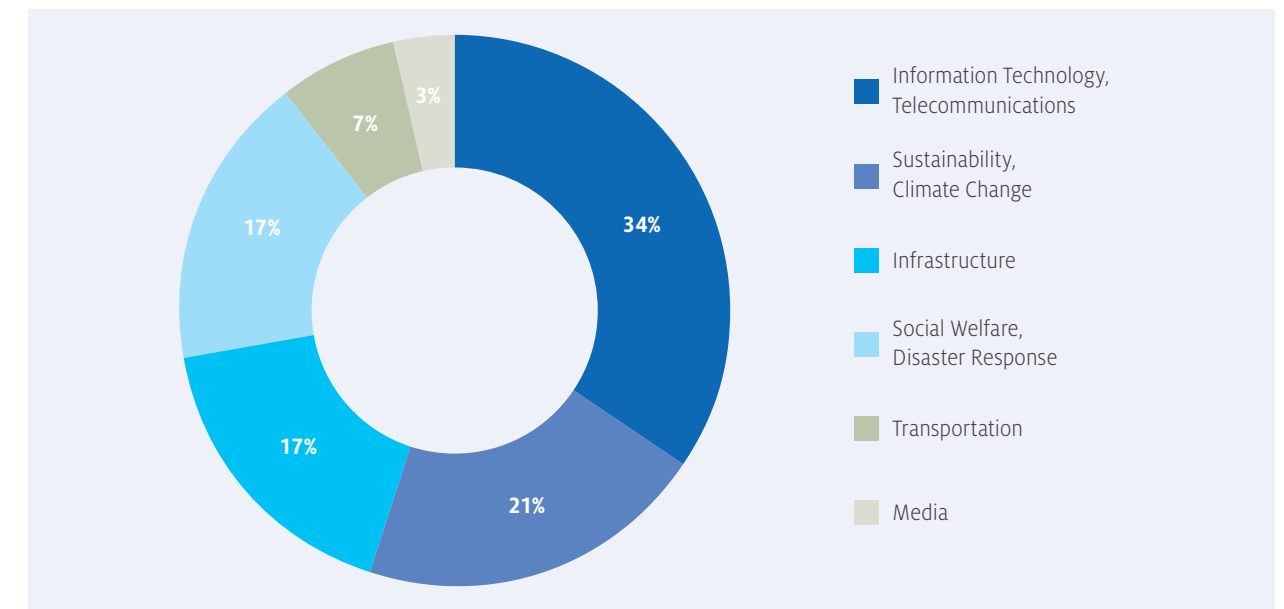
**Networking through forums and exhibitions**

The LCP Partners' Forum is an exhibition platform that takes place during the League's NEB Meetings and GAs. It allows corporate partners and development agencies to offer their development or corporate services at the convenience of city mayors. Members have taken advantage of this platform to exchange ideas, discuss urban issues of common and critical concern, and, more importantly, explore prospects for collaboration.

This administration made sure that exhibitors were responsive to the needs of member cities. For the past three years, invited partners were involved in the following sectors: information technology and telecommunications (ICT), infrastructure and resource management, mobility and transportation, urban and environmental sustainability, and social welfare. Noteworthy, most of the exhibitors that have taken part in the LCP Partners' Forum were from the ICT sector due to the growing interest of members in developing smart city projects.

The conduct of such activities also laid the foundation for a Donors' Forum envisioned in the 2016-2019 Strategic Plan. The LCP Partners Forum held at the 30th anniversary of the organization served as a prototype for the proposed activity.

Box 2 - Thematic distribution of partner exhibitors from 2016 to 2019







#### LCP MILESTONE

## Mediating National and Local Collaborations: the Green, Green, Green Program

LCP's 2016-2019 Strategic Plan upholds the frontline role of member cities in the implementation of development programs at the local level. On the other hand, resource scarcity has been a perennial challenge confronting city governments. Accordingly, maximizing resources from national and international agencies for city-level projects through partnership building has been identified as a key thrust in the strategic plan. One of the current administration's accomplishments quintessential to such undertaking has been the provision of open spaces in

metropolitan areas under the "Green, Green, Green" Program. The program emerged as a viable model for collaboration between the two tiers of government in the Philippines.

The Green, Green, Green Program was borne out of a series of dialogues between the League and the Department of Budget and Management (DBM) to explore how the national government can concretely support cities in the enhancement of their local infrastructure—a complement to the countrywide "Build, Build, Build" initiative. The League

leveraged its role as a conduit between the national and city governments to facilitate opportunities for the latter to make viable, sustainable, and livable areas for the people. The result was an "Assistance to Cities Fund" amounting to PHP 5 billion to enhance public open spaces in urban areas.

The budget for the Green, Green, Green Program, however, had to be cut in half due to equally pressing programs of the national government. In response, the League facilitated an executive dialogue with the DBM to seek

clarifications on the implication of the budget cut to cities and to explore alternative financing options. City governments were able to secure a commitment from DBM for an increased funding and equitable sharing scheme in the succeeding phases of the program. In a matter of months after the program was launched, DBM received a total of 142 project proposals from cities, which consisted of public parks and plazas, waterfronts, streetscapes, institutional open spaces, and mangrove parks. During this process, the League kept the communications open between the

DBM and individual cities and, on numerous occasions, have brokered agreements between the two parties.

On World Habitat Day 2018, the first batch of cities with approved open space projects was celebrated in a recognition event at the National Museum of Natural History. The DBM approximates that among the 77 cities recognized, the country will witness a 2.65 percent average increase in the amount of public open space. The average estimated number of beneficiaries is 55,000 people per site with some projected to reach up to 300,000

people every day. The next phase of the program in 2019 will be marked by equal sharing, increased consultancy services, and other technical support in line with the DBM's commitment to help the cities further enhance their project designs and maximize the impact of the funding available to them.



## Cities Helping Cities



The 2016-2019 administration strongly forged a clear strategic direction to create an inclusive partnership of Philippine cities through proactive participation in all programs and activities. Through its “Cities Helping Cities” initiative, shared experiences and best practices were proven effective in strengthening camaraderie and collaboration among the League’s member cities.

### FINANCIAL ASSISTANCE

While NEB Meetings and General Assemblies of the LCP have provided a fitting venue to share member cities’ concerns, best practices, and resource opportunities, the League has also implemented immediate assistance to cities affected by disasters in these gatherings.

For the past three years, a number of cities have been beset by natural and man-made catastrophes. In its commitment to safeguard the welfare of its members, the 2016-2019 administration was conscientious in encouraging city mayors to lend technical and logistical assistance to their colleagues. In

addition, it granted financial assistance to cities affected by disasters based on their income classification. From 2016 to 2019, a total of PHP 4,120,000 was extended to these cities.

### BANGON MARAWI

The extraordinary catastrophe that shook the Islamic City of Marawi to its very foundation in 2017 has moved several other cities to volunteer further assistance through cash and in-kind contributions. For its part, the League adopted a special resolution to provide financial assistance to the war-torn city amounting to PHP 500,000.

Furthermore, it continued its support for the city’s recovery through technical assistance. It was instrumental in connecting the US Embassy and USAID with the city mayor, which led to the conduct of the Marawi Business Forum and the launch of a water resource assistance project. It also helped the World Bank for its Marawi Stakeholders’ Consultation Series and facilitated meetings between the Asian Development Bank and the city government to explore possible infrastructure projects.

Aside from assisting international development partners, the League also served as conduit between NGAs and the city government for the preparation of the city’s programs, projects, and activities within the framework of the Bangon Marawi Comprehensive Rehabilitation and Recovery Plan.

To extend possible assistance to other cities in Mindanao, the League also forged a memorandum of cooperation with the Mindanao Development Authority (MindDA), through the late Secretary Abul Khayr Alonto at the 3rd ASEAN Mayors Forum in July 2017. Both parties expressed their intention to cooperate and provide assistance in the reconstruction, rehabilitation, and development of the Islamic City of Marawi and other affected cities within their capacities.

### HARNESSING DATA FOR INTER-CITY COOPERATION

Part of the current administration’s strategy for inter-city cooperation is to capture the issues and challenges confronting cities. The League believes a better understanding of the situation in every city encourages the development of intentional and collaborative solutions.

The LCP City Database Project was envisioned to collect pertinent local government data that will aid cities in policy-making and program development. While Philippine cities have different characteristics and contexts, they are on the same footing when it comes to facing issues brought by urbanization. To further assist cities on this issue, best practices and challenges were collected and documented.

The project is also anchored on promoting knowledge sharing among cities. This includes creating enabling environments for promoting city-to-city collaboration and benchmarking initiatives. On a global level, the database project will enable cities to contribute and share their initiatives in international and regional knowledge platforms.





## LCP MILESTONE

# An Amplified Voice for ASEAN Cities

Under the 2016-2019 administration, the League was fortunate to build meaningful networks in Southeast Asia, presenting bigger opportunities for the organization to make good use of its position as a champion of its member cities.

### 3rd ASEAN Mayors Forum

With the Philippines' assumption of Chairmanship of the Association of Southeast Asian Nations (ASEAN) in 2017, the League, together with the United Cities and Local Governments – Asia Pacific (UCLG-ASPAC) and Taguig City,

organized the 3rd ASEAN Mayors Forum (AMF) on 26-28 July 2017. Considered as the biggest event the League has co-organized to date, the forum gathered more than 450 different stakeholders from Southeast Asia, China, and Japan, including city mayors, local and national government officials, representatives from partner institutions, and media.

The three-day forum sought to explore innovative approaches in improving the quality of life and ensuring environmental sustainability in the region within the framework of the ASEAN

Economic Community Blueprint 2025. It concluded with the adoption of the Taguig Action Agenda (TAA), which calls for active participation of ASEAN local governments towards better regional connectivity.

### AMF accreditation

One of the commitments adopted in the TAA is to push for the recognition of the AMF as an official ASEAN entity. Doing so will formally lodge the AMF in the Annex 2 of the ASEAN Charter, making it the first and only association of local governments in Southeast

Asia officially accredited by the organization. The endorsement will open a window for local governments and local authorities in the region to access support and contribute to the activities of the ASEAN, a group known to engage at the level of member states by convention. More importantly, it will pave the way for an amplified voice for ASEAN local chief executives, including members of the LCP.

Through the coordinated efforts of the LCP, Taguig City, and UCLG-ASPAC, this goal was realized on

23 August 2018 when the ASEAN Secretary-General officially granted the request of AMF Chairperson and Taguig City Mayor Ma. Laarni Cayetano to formally recognize the AMF as “an entity associated with ASEAN.”

In order to maintain momentum surrounding this accreditation, the League attended the ASEAN Mayors Forum Stakeholder Consultation and Preparatory Meeting held on the occasion of the 6th Asia-Pacific Forum on Sustainable Development. The meeting provided an opportunity

for stakeholders to discuss the upcoming 5th AMF to be hosted by the Bangkok Metropolitan Government in August 2018. For its part, the League presented the benefits of the AMF's accreditation to the ASEAN and the importance of the AMF in bringing the ASEAN agenda closer to the people.



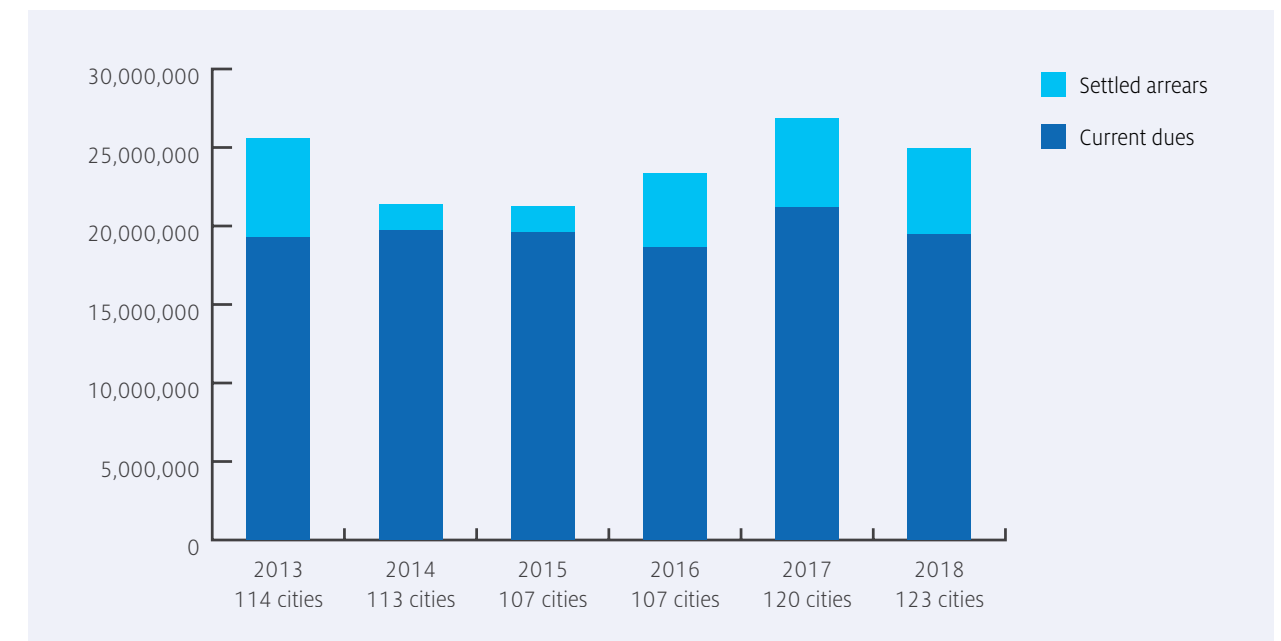
# Financial Perspective

Financial stability provides the solid foundation that supports the League’s undertakings. The organization takes the view that a financially robust organization results to better outcomes for its stakeholder, internal, and growth priorities. With this in mind, the 2016-2019 administration is proud to hand over to the next administration a League that is financially sound, thanks to measures aimed at reinstating accountability and good financial housekeeping. It was consistent in delivering proper and timely financial reports, going back to records as far as 2013 to make sure transactions are secure, accurate, and transparent. Through its marketing efforts, the League boosted its resources to minimize risks and to provide better services to its members.

## Collection Efficiency

In its efforts to sustain the finances of the League, the 2016-2019 administration was consistent in encouraging members to settle their contributions. This meant exhausting all means of reaching out to member cities and posting statements of account in a timely manner through the initiative of the secretariat. As a result, there has been a continuous increase of the number of cities that have settled their dues.

Box 3 - Collected dues and settled arrears from 2013 to 2018



## Transparency and Accountability

Independent auditor’s reports are fundamental in promoting transparency and, more importantly, securing the trust of relevant stakeholders. Thus, under the 2016-2019 administration, the League’s financial reports from 2013 to 2018 underwent a thorough audit procedure by an independent and external firm—a gargantuan task this administration decided to assume head-on.

Moreover, this administration provided timely and relevant financial reports to its members during NEB meetings. It also made sure that established financial accounting systems are in compliance with the Bureau of Internal Revenue, Securities and Exchange Commission, and other generally accepted accounting standards.



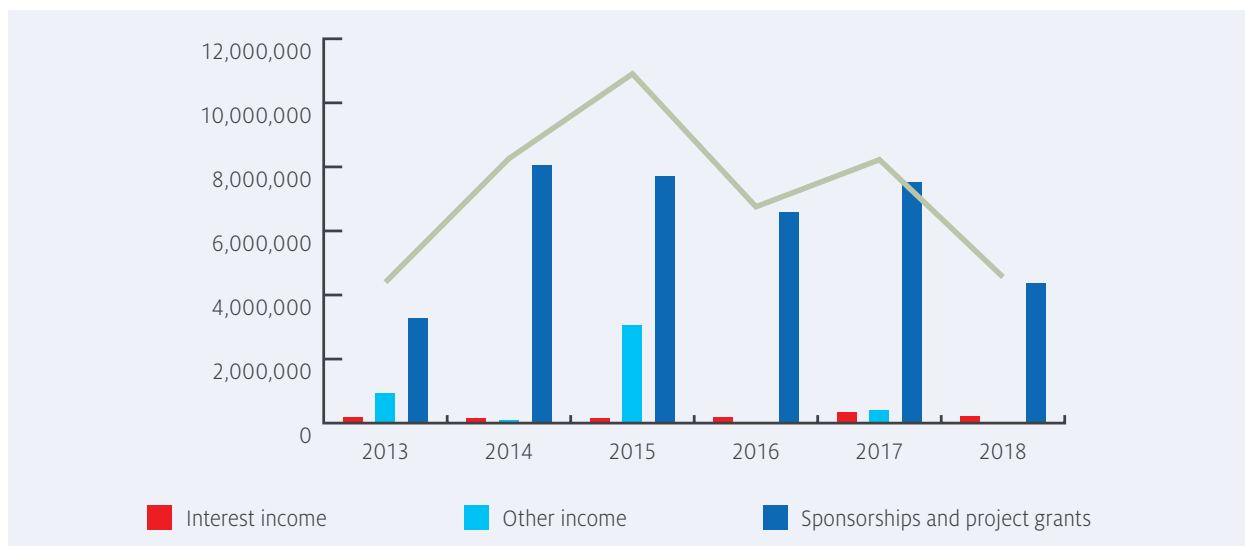
# Other Funds



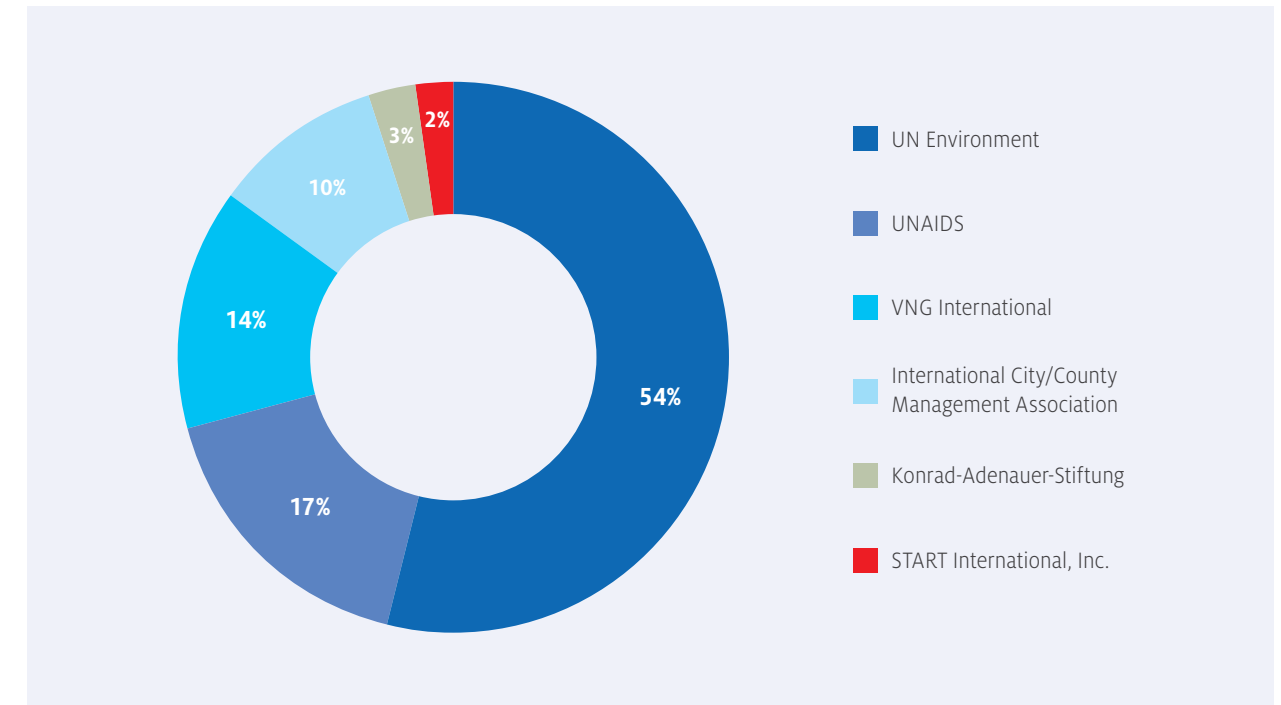
The current administration was diligent in exploring alternative funding opportunities to support the implementation of special activities for its member cities. These efforts are in tandem with this administration's directive to be economical in utilizing the League's budget and to minimize risks involved in pursuing such activities.

The trust and support of development partners and friends from the private sector have made it possible for the League to offer relevant programs and initiatives to member cities. Improvements in the marketing and networking efforts of the organization through focal staff members from the Policy, Programs, and Projects Department of the secretariat have translated to substantial project grants and corporate sponsorships.

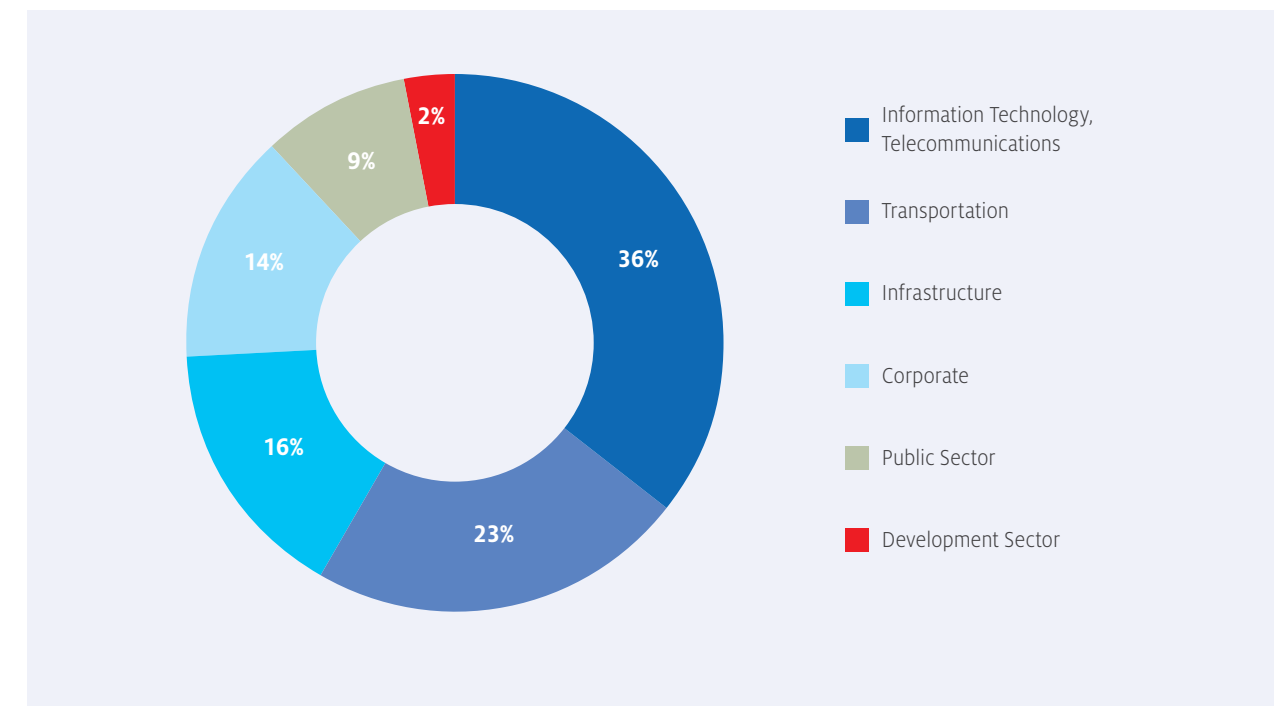
Box 4 - Additional funds from 2013 to 2018



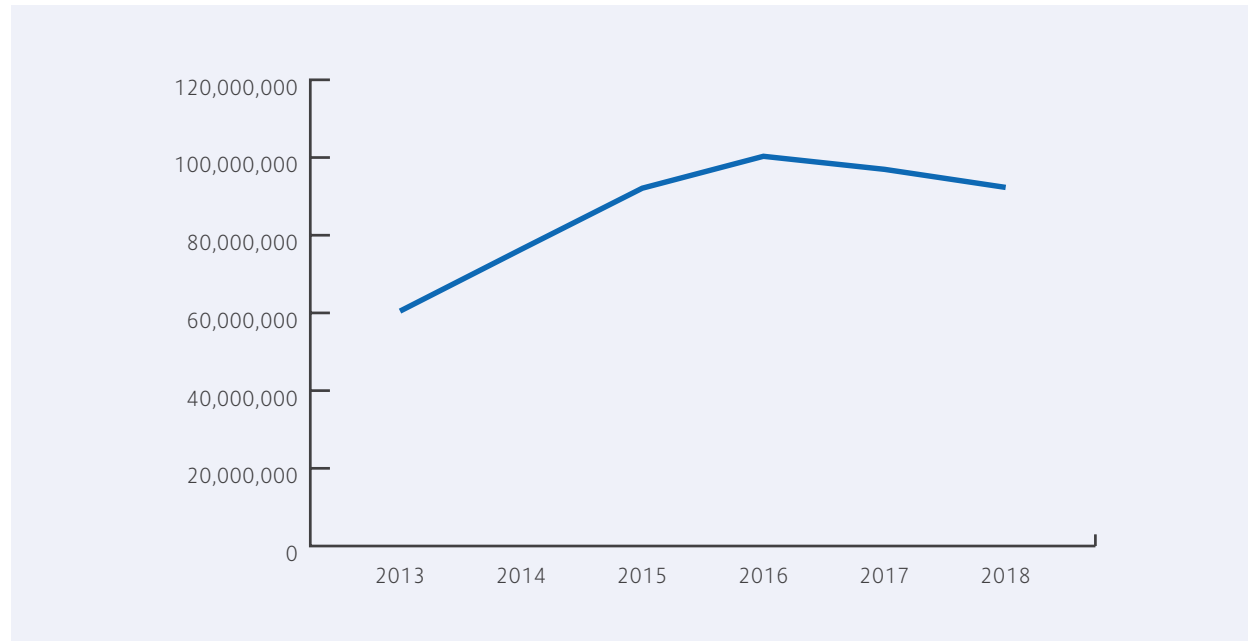
Box 5 - Composition of project grants from 2016 to 2019



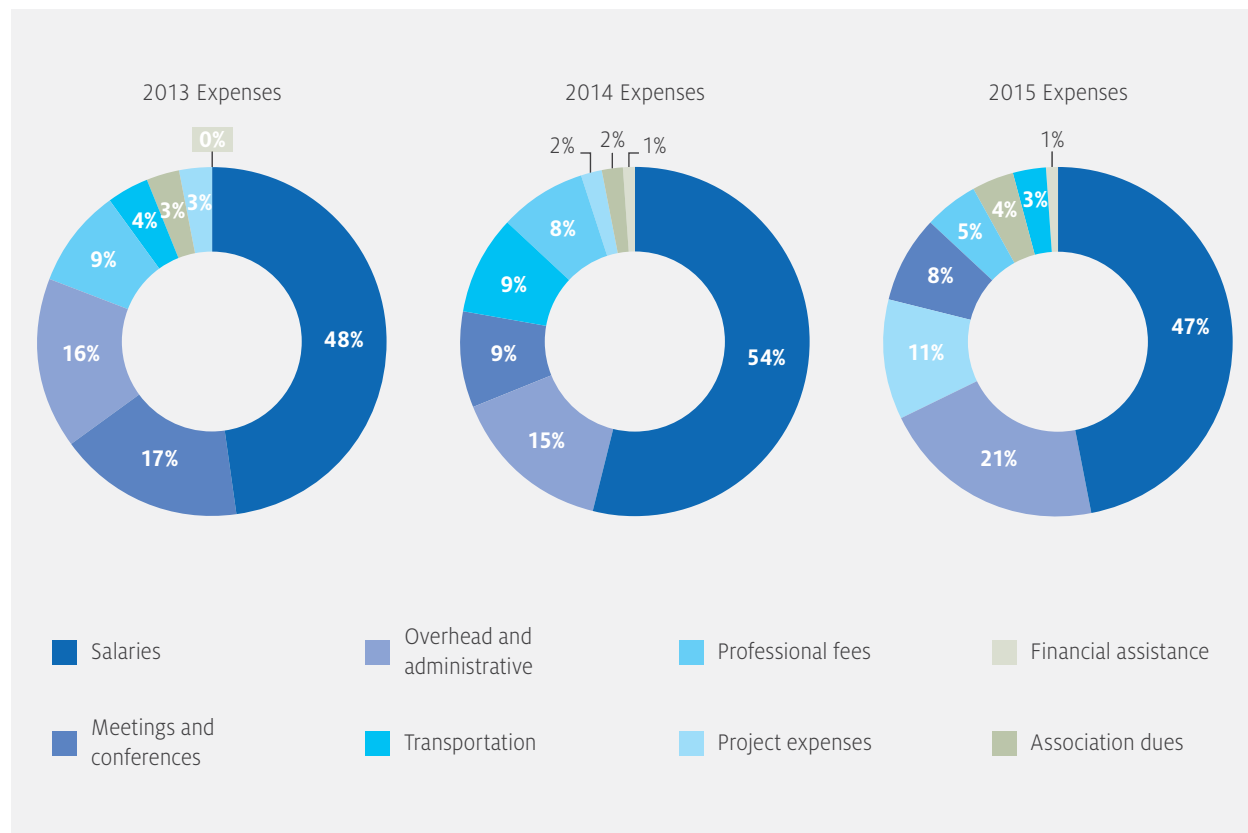
Box 6 - Source of sponsorships per sector from November 2016 to January 2019



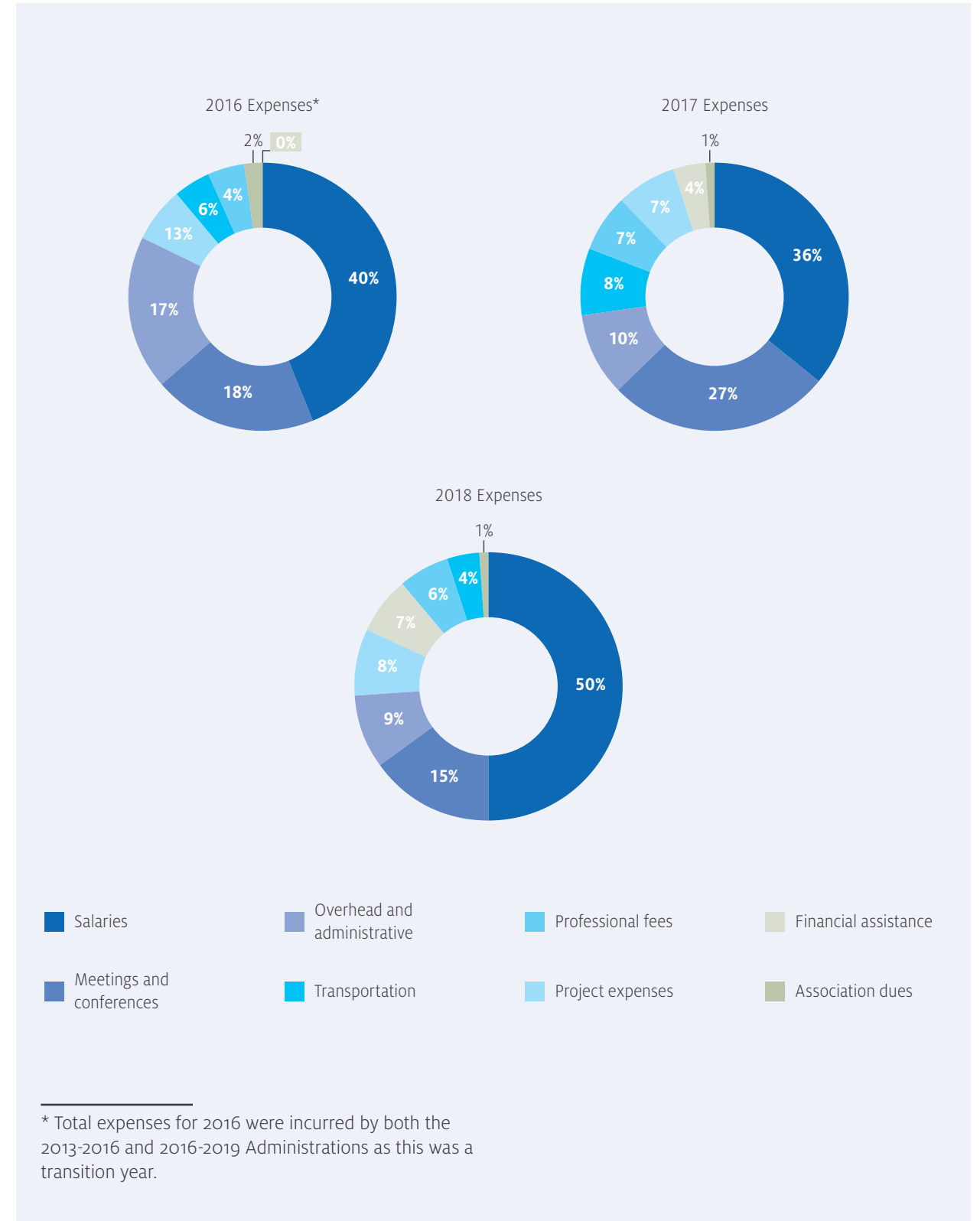
Box 7 - Net assets from 2013 to 2018



Box 8 - Expenses by previous administrations from 2013 to 2015



Box 9 - Expenses from 2016 to 2018



# Internal Processes Perspective

To allow the League to better serve its member cities, the 2016-2019 administration saw the necessity of reforms from within. It gave a marching order to the secretariat to undertake several initiatives aimed at streamlining the organization's workflow, strengthening its communication with cities and other stakeholders, and boosting staff performance. Such measures also sought to future-proof the organization and ensure the sustainability of programs and projects regardless of the changes in leadership. For the past three years, the League adopted far-reaching technologies and revived traditional platforms to engage member cities and the greater public. In addition, internal policies and practices in accounting and human resource management were also updated.

## Improving Communications

The League created a system that delivered information to its members in a timely, secure, and reliable manner. From 2016-2019, the secretariat managed to utilize all available communication channels convenient to its member cities to keep them abreast on the activities of the League, especially when it came to time-sensitive policy matters that required urgent action.

Considering the technological limitations characteristic in most cities, phone calls, email, and SMS have proven to be the most effective means to secure the feedback of members. Through email, the secretariat closely coordinated not only with city liaison officers, but also mayors themselves. With SMS, the League adopted an online tool capable of sending text messages directly and securely to all cities, using contact details shared to the secretariat. This has helped the League send crucial information to local decision makers quick and simple. When it came to validating information, securing the confirmation of members, and personally addressing their concerns, the secretariat was diligent in making phone calls to all city governments across the country.

### MAINTAINING AN ONLINE PRESENCE

The League also took advantage of its official website and Facebook page to share vital information, announcements, and news updates not only to its member cities but also to urban stakeholders and advocates. While both online platforms initially served to validate the authenticity and accuracy of advisories and information sent to member cities in advance, they also shared the achievements, efforts, and good practices of city governments to the public. Constant updates regarding the League's activities, as well as issues that touch on the dynamics between the national and local governments have played a huge role in the increase of followers of the LCP Facebook page.

Box 10 - LCP's online presence at a glance



**REVIVAL OF THE ADVOCATE**

This administration also sought to revitalize The Advocate, LCP’s official newsletter, to keep its members in touch with the affairs of the organization especially when it comes to policy updates, projects, and events. The League came out with three special issues, one for each year, to mark the significant milestones during the 2016-2019 administration: the start of the new LCP leadership, the 3rd ASEAN Mayors Forum, and the LCP 30th Anniversary Celebration. Newsletters published for the past three years were also distributed to partners from the public, private, and development sectors to promote the organization and showcase its portfolio of work.

**THE CITY DATABASE AS A COMMUNICATION PLATFORM**

The League’s City Database Project was a response to the need for cities to have a system that can facilitate efficient and faster city-to-city communication and information transfer. By sending out an in-depth survey questionnaire to all member cities, culling statistical information from NGAs, and identifying basic contact information of city governments, the project consolidated pertinent local government data into an online database for the benefit of the League and its member cities.

# Recalibrating Systems for Efficiency

The ever-changing needs of member cities has prompted the LCP Secretariat to engage competent and qualified staff. Operated by a lean manpower since the League’s establishment, it was important for the secretariat to develop an organizational structure that is competent in achieving the strategic imperatives of every administration, agile in servicing the needs of member cities, and independent in pursuing initiatives greatly beneficial for the organization. It is because of these requirements that the Executive Director of the 2016-2019 administration espoused a management style that ensured employees worked hard and delivered results for member cities.

In light of these organizational changes, both the Finance, Property, and Logistics and Administrative and Human Resource Officers of the League underwent training to improve the League’s administrative functions. Under this administration, the League finally employed electronic-based accounting and payroll systems compliant with standard procedures and regulations such as the TRAIN Law. It also saw the review and update of the organization’s HR manual to comply with current labor standards and to ensure operational efficiency and professionalism.



**LCP MILESTONE**

## Amending the League’s Charter

In line with the 2016-2019 Strategic Plan to streamline the operation of the League through restructuring, the current administration embarked on the amendment of the organization’s Articles of Incorporation (AOI), Constitution, and By-Laws as promulgated in 1988. The purpose was to make the League compliant with the Security and Exchange Commission’s (SEC) regulation requiring all registered entities to keep their records updated. More importantly, the initiative legitimized all the amendments introduced to the original AOI, Constitution, and By-Laws by past and present leadership, with the intent to finetune the operations of LCP.

During the 63rd NEB Meeting in 2016, the Board tasked the Secretariat to conduct a comprehensive review of the League of Cities of the Philippines’

Articles of Incorporation (AOI) and Constitution and By-Laws. Additional amendments/provisions that were put into effect by virtue of being adopted by the General Assembly were considered. The outcome was a few minor changes, which included cleaning up of repetitive language and correct numbering, and more substantial ones such as the introduction of incentives for good-standing members, rationalization of organizational structure, delineation of powers and functions of certain positions in the Board, and streamlining of meetings of geographical clusters among others.

With regard to the AOI, the purpose of the amendment was to allow the League to enjoy the tax exemption under the National Internal Revenue Code. The League as a civic organization is a tax-exempt entity. To be accredited as a tax-

exempt by the Bureau of Internal Revenue (BIR) and, thus, enjoy the tax exemption, the League was specifically distinguished as “not-for-profit” in its AOI.

The changes to the AOI, Constitution, and By-Laws of the League were formally adopted in a resolution signed by the current board members on 27 July 2018 during the commemoration of the LCP’s 30th founding anniversary.

# Learning & Growth Perspective

The past three years became a period of enhanced learning for the League. In affirming its crucial role in developing the capacities of cities, the 2016-2019 administration explored opportunities for growth and opened its doors to all forms of learning engagements that will benefit the organization, member cities and secretariat staff alike. Furthermore, the League has very well established itself in the global community by engaging and bringing in members cities to share their knowledge and experiences to a wider audience and, at the same time, allow them to take stock of learnings that can be applied to their contexts. Recollecting the League's history and legacy for the past 30 years further reaffirmed the organization's role in promoting proactive and innovative local governance.

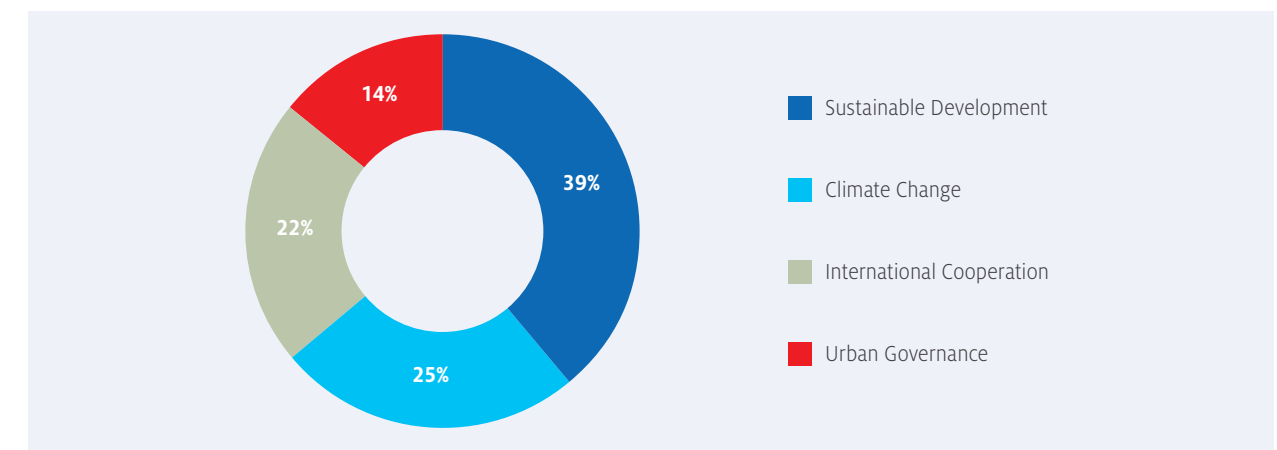
## Broadened Technical Training and Continuing Education

In line with the League's strategies for resource maximization and growth, it has provided platforms for its member cities to learn from the experiences and best practices of local governments across the globe. Allowing city mayors to participate in the exchange of ideas contributes to building their capacities, particularly in achieving sustainability and resilience of their respective communities.

For the past three years, the League brought and exposed city mayors and their technical officers to various international learning events and meetings. Members participated both as resource persons and learners in emerging themes relevant to the current situation of Philippine cities. Most of these events focused on sustainable development, climate change, international cooperation, and governance.

The League supported and facilitated the travel of more than 40 member cities to more than 20 international events and conferences with minimal or no cost to their local governments. In most of these activities, the League negotiated for the organizers to support the full or partial costs of cities' participation.

Box 11 - Thematic distribution of international meetings attended by member cities from 2016 to 2019



### KNOWLEDGE EXCHANGE PLATFORMS

The 2016-2019 administration was consistent in ensuring that city mayors have a platform to share experiences in local governance and articulate common challenges in public administration. As mentioned in the Stakeholder Perspective section, the League has designed its meetings in such a way that members are given a conducive space for such inter-city dialogues.





This administration also included a portion in its meetings where city mayors presented key insights from international learning events they have attended, as well as experiences in implementing innovative yet practical solutions which other cities can replicate.

The League is also grateful for members that have arranged a more experiential form of learning for their peers. A number of meetings have included Best Practices Tours as part of the program. Sponsored by host cities, these exposure trips allowed city mayors to visit impressive local government facilities and public infrastructure from which they can learn.



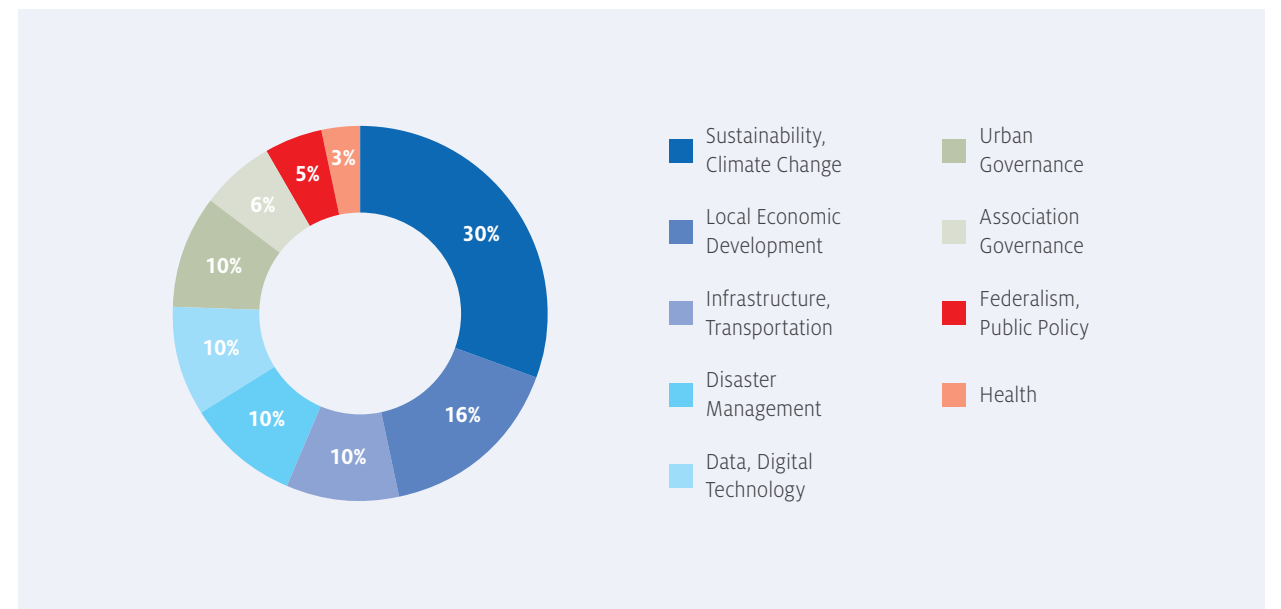
The research greatly benefited not only the cities involved with the research, but also the League's secretariat staff. It helped selected cities identify risk communication strategies compliant with the national framework while, at the same time, allowed the researcher to realize the interconnectivity of environmental issues such as solid waste management, water resources, eco-tourism, urban planning, and housing. The research was also presented at the International Summit of the Urban Environmental Accord in Melaka, Malaysia in 2018.

**TRAINING FOR THE SECRETARIAT STAFF**

Acknowledging the role of the LCP Secretariat as the gatekeeper of the League's affairs and the gateway to opportunities for its member cities, the 2016-2019 administration saw the need to offer learning opportunities to LCP's technical staff. For the past three years, program and policy officers attended a number of trainings geared towards enhancing their leadership capabilities and broadening their capacities in various themes related to sustainable urban development. By building such competencies, staff members of the League have become urban and local government specialists who are well equipped to identify and better serve the needs of member cities.

An example of such training is the League's venture into research through the Pan Asia Risk Reduction Fellowship Program of START International. Under this program, the Environment Unit of the secretariat was sent to Taiwan's National Science and Technology Center for Disaster Reduction to study the country's disaster management program. It was then tasked to develop a research paper on the practices in disaster risk communication of six riverine cities in the Philippines, namely, Iloilo, Mandaue, Tagum, Cotabato, Pasig, and Naga, Camarines Sur.

*Box 12 - Thematic distribution of technical trainings participated by secretariat staff*







## LCP MILESTONE

## Promoting Local Environmental Leadership through the International River Summit

The 2016-2019 administration co-organized two rounds of the International River Summit (IRS), a learning and networking event spearheaded by the League since 2012, in partnership with the Department of Environment and Natural Resources (DENR) and the IRS host cities. The bi-annual event aims to discuss innovative and sustainable approaches in river ecosystem management and governance through highly interactive plenary and breakout sessions and educational visits.

Cagayan de Oro City hosted the 3rd IRS last November 2016 while Mandaue City took the lead in organizing the 4th IRS in November 2018. More than 60 cities, represented by their mayors and local environment officers, took part in each of these events. Participants

learned about strategies that bridged the gaps in policy and program implementation of river basin management. Cities also met with technical experts who shared insights and recommendations on various matters affecting river management.

As a member of the IRS National Core Group and the head of the IRS Secretariat, the League supported both editions of the IRS in various capacities. It assisted host cities in organizing and implementing preparatory programs such as the creation of local organizing boards and meetings with partners. It also conducted visioning and events management workshops for the host cities while providing technical inputs for the content of both events. Moreover, it assisted host cities in securing resources

needed for the event by offering manpower support and promoting the event to partner institutions and development organizations.

At the 4th IRS in Mandaue City, participants saw the launch of the International River Ecosystem Network or IRENET through the signing of a partnership agreement among pioneering organizations, including the DENR, Philippine Water Partnership, and the Philippine League of Local Environment and Natural Resources Officers. The network aims to promote the sustainable, inclusive, and integrated management of river ecosystems by all stakeholders and levels of governance. It is also expected to assist host cities in organizing future editions of the IRS.

## Developing Innovative Capabilities of Members



To help its member cities respond to the growing demands of urbanization, the League is committed to improving their innovative capabilities through capacity building projects. For the past three years, it supported programs and projects implemented by partner institutions by facilitating the access of its members and securing their commitment to these initiatives.

### Piloting resource efficiency

The League engaged the services of Bicol University to assist the pilot city of Sorsogon in identifying key policy and programmatic actions that will address the water requirements of agriculture, commercial, and household sectors in the city. The exercise is part of the project of UN Environment to test the Global Initiative on Resource Efficient Cities (GI-REC) approach in a secondary city in the Philippines, with the end goal of promoting the toolkit to other member cities of the League. The GI-REC is a platform that was put together to operationalize the concept of “urban metabolism” towards efficient use of cities’ resources.

### Supporting the Manila Bay Sustainable Development Plan

Under a partnership agreement with VNG International, the international cooperation agency of the Association of Netherlands Municipalities, the League was tasked to engage cities situated along the coastline of Manila Bay in drafting the Manila Bay Sustainable Development Master Plan, a comprehensive framework for the development of the ecosystem. The development of the masterplan was a result of a scoping mission conducted by VNG International which assessed the situation of the Manila Bay Area in 2015.

### Multi-level governance for low-emission development

Through intensive technical dialogues, the Vertical Integration and Learning for Low-Emission Development (V-LED) Project of UN-Habitat Philippines focused on improved multi-level governance to foster climate resilient and





low-emission development among key sectors involved in climate change actions. As the League was elected Chairperson of the V-LED Project Steering Committee in December 2017, the organization has since participated in local and international workshops to offer perspectives on how local government associations can synergize multi-level governance and inter-local government linkages to address climate change and disaster resilience.

**Incorporating climate resilience in urban planning**

The Building Climate Resilience through Urban Plans Designs (BCRUPD) Project of UN-Habitat Philippines sought to promote climate-responsive and sustainable urban plans among the pilot cities of Angeles, Cagayan de Oro, Legazpi, Ormoc, and Tagum by enhancing their local climate change action plans. As the project was undertaken in conjunction with the V-LED Project, the League was able to take part in workshops that sought to enhance institutional capacities on resilience and adaptation. A key highlight of the project was the participants’ visit to Brisbane, Australia where they learned about city-level and city-managed climate adaptation projects, as well as climate financing schemes and strategies at the local level.

**Knowledge exchange in urban governance**

The League facilitated three rounds of learning exchange programs under the Young Southeast Asian Leaders Initiative – Professional Fellows Program funded by the U.S. Department of State and in partnership with the International City/County Management Association (ICMA). As part of the reciprocal visits, local government officers from the U.S. met with city mayors and city government officers in Dagupan, Dumaguete, Angeles, and Taguig to share innovative practices and exchange perspectives in city management.

**Modernizing public transportation**

In partnership with Clean Air Asia, the League assisted the Department of Transportation (DOTr) in rolling out the “Local Government Survey on Opportunities for Route Rationalization and PUV Modernization” among cities. The survey gathered data related to mobility and local transport from cities to evaluate their capacities to develop local public transport route plans (LPTRPs). Results of the data gathered will be incorporated in the design of capacity building activities to help local governments develop LPTRPs aligned with the guidelines of the DOTr.



**LCP MILESTONE**

**The UNAIDS Fast-Track Cities Project**

Philippine cities are in a strategic position to lead the HIV/AIDS response in the country considering that key populations who are most at risk of infection reside in cities. This is why in 2016, the League adopted a resolution encouraging its member cities to spearhead local actions towards effectively addressing the increasing prevalence of HIV/AIDS incidence in cities.

To strengthen this advocacy, the 2016-2019 administration signed a memorandum of understanding with the Joint United Nations Programme on HIV/AIDS (UNAIDS) in July 2018. The memorandum enjoins cities to take the lead in arresting the epidemic in a more programmatic approach.

By virtue of this partnership, the League spearheaded a program

called, “Expanding Fast Track Cities (FTC) to End AIDS in the Philippines.” Through intensified advocacy work in high-burden cities from the National Capital Region and the Province of Cebu, the project aims to accelerate local AIDS response towards the achievement of the Fast-Track Targets of the UNAIDS and the 2016 UN Political Declaration on Ending AIDS by 2030.

The League met with the mayors of target and secondary cities to secure their participation in the program by signing the Paris Declaration: Ending the AIDS Epidemic. To date, a total of 25 cities across the country have signed the document.

As a result, these meetings reaffirmed the commitment of local chief executives and health

officers to place HIV/AIDS on top of their health agenda. The League also offered technical assistance to these cities to ensure that these commitments are translated to concrete policy and programmatic actions and actual facilities.

Apart from directly coordinating with cities, the League has produced a guidebook that documents the innovative practices of some cities when it comes to education, development of HIV/AIDS facilities, and institutionalizing service delivery networks. It also formulated two ordinance templates in accordance with the Philippine HIV and AIDS Policy Act (RA 11166) signed by President Duterte. These templates have been sent to cities for reference as they create or update their local HIV/AIDS ordinances.



Box 13 - Knowledge products produced from 2016 to 2019

Newsletters		The Advocate, Issue One
		The Advocate, Issue Two
Special publication		LCP 30th Anniversary Commemorative Book The Advocate, Issue Three City Development Profiles
Studies, reports, and guidebooks for cities		Rapid Survey on City Infrastructure Needs
		2017 Special Report
		Risk Communication Strategies: Case of Riverine Communities in Philippine Cities
		Securing the Future of Cities in the Philippine Federalization Agenda: A City-level Examination of the Philippines' Tentative Roadmaps for Federalism

		Sorsogon City Case Report
		<i>Rev up!</i> : City Perspectives in Revolutionizing HIV/AIDS Response in the Philippines
		Philippine Cities Achieving SDGs through the LCP City Database Project
Brochure		Philippine Cities: Engines of growth at the forefront of sustainable development
Forum presentations		Strengthening Urban-Rural Linkages in Sorsogon City, Philippines
		Importance of Multi-Level Partnerships in Climate Change and Ways Forward

## Aligned Organizational Culture



In order to engage stakeholders more effectively and to maintain organizational alignment, the LCP 2016-2019 Strategic Plan gave importance to articulating LCP's distinguishing features and uniqueness as an organization—a move that effectively regards its core identity as a long-term growth strategy.

This has been achieved through a formal document chronicling LCP's historical success and impacts in local governance and leadership. Launching such an initiative could have never been timelier than in 2018 when the League celebrated its 30th founding anniversary. The secretariat embarked on archival research and interviews with the founding members of LCP to come up with a historical account of the organization. The product was entitled, "LCP: Stronger Together at 30" which was featured on a commemorative book for the occasion. The narrative was complemented with a short film presented during the League's 30th anniversary celebration.

The current administration wanted to ensure that the recollection of LCP's history and legacy will be sustained. Accordingly, a board resolution was issued mandating the commemoration of the League's anniversary once every three years. Furthermore, it tasked the Secretariat to continually build on the organization's historical narrative by means of continual research and retrieval, thorough documentation of the League's endeavors, and effective digital records curation and archiving.

In addition, the 2016-2019 administration made the effort of promoting organizational coherence by ensuring its members and partners are constantly aware of the League's strategic imperatives. The League's marketing materials, member correspondences, and presentations to partners include an introduction and historical background on the LCP. Furthermore, as a means of building a collaborative environment that is consistent with the priorities of the League, the secretariat was thoughtful in engaging with corporate partners that align with the League's vision.

### LCP MILESTONE

## The LCP City Database Project

The League has taken part in various initiatives explicitly contributing to the achievement of the UN Sustainable Development Goals (SDGs) since their adoption in 2015. Whether it be through learning platforms or project implementation, these initiatives are largely geared towards helping cities bridge the gap in addressing these global commitments.

However, considering the vastness of these goals and how cities have been quietly working towards their achievement, the 2016-2019 administration saw the necessity of a mechanism that could consolidate and shed light on all local SDG efforts.

An output of the LCP 2016-2019 Strategic Plan, the LCP City

Database Project was initially anticipated to become the League's instrument to gather pertinent local government data and assess how capabilities of cities can be further developed amidst existing best practices and challenges.

With particular attention given to sustainable development, the project has managed to capture cities' best practices in localizing the SDGs. To date, 19 cities have been visited for the project's data validation during which the ongoing initiatives of cities in delivering basic services while contributing to the SDGs were fleshed out and documented.

This exercise also revealed that of the 17 SDGs, four of these are being prioritized by cities. Goals 1, 3, 8,

and 11 turned out to be the most relevant in the context of Philippine cities, putting emphasis on the SDGs which are highly relevant in an urban setting and found to cut across the rest of the SDGs.

The LCP City Database Project affirms the significance of generating evidence-based cases of best practices in achieving the SDGs. To promote the relevance of these best practices and to encourage their replication, they must be shared to other cities.

## Way Forward

If we are to sum up what has been accomplished during the last three years, four points are noticeable:

- » The LCP has become more efficient in its dealings with its members, and in managing its administrative and financial systems.
- » We strengthened the organizational foundations of the League, through amendments in its Constitution and By-Laws, making its functions more defined and its operations more efficient.
- » Our League has become more proactive in its advocacies, engaging even the President in our events and Congress, the Senate specifically, on legislations affecting the viability and development of cities. We hosted the most number of national and international conferences which afforded our members and even staff members opportunities at expanding their knowledge on various issues, as well as expanding our networks and gaining more partners.
- » We now have a reliable cadre of city mayors who can champion our values and principles of good urban government, even as our members now are actively learning from one another, sharing their best practices and experiences.

The 2016-2019 administration is thus turning over the leadership of the League, proud and confident that the new and future leadership of LCP will have stronger foundations from which to build on. We expect the LCP to be more united, much better and bolder in advancing the development and interests of our cities, and ultimately, our country, and people.

## List of Annexes

- Annex 1:** LCP 2016-2019 Strategic Plan
- Annex 2:** LCP Meetings and Assemblies
- Annex 3:** Compilation of LCP's Legislative Positions
- Annex 4:** Financial Assistance to Member Cities
- Annex 5:** Breakdown of Sponsorships
- Annex 6:** Calendar of International Events



## Annex I - LCP 2016-2019 Strategic Plan

A - Attained    O - Partial; ongoing    X - Not developed

### Stakeholder Perspective

OBJECTIVE	STRATEGIC THEME	CODE	INITIATIVES	
High membership engagement	Voice	C-V-01	<ol style="list-style-type: none"> <li>1. Conduct audit, profiling, and network management of members cities</li> <li>2. Review timeliness, relevance, and responsiveness of LCP's governing legal document</li> <li>3. Create a calendar of scheduled events for member cities</li> <li>4. Invite President Duterte during LCP activities</li> <li>5. Foster camaraderie among member cities through consolidation activities</li> <li>6. Link agenda with national priorities</li> <li>7. Create incentives for participating members</li> <li>8. Establish a feedback/grievance mechanism for member cities</li> </ol>	O
Influence on policy decisions that affect cities	Voice	C-V-02	<ol style="list-style-type: none"> <li>1. Articulate and document LCP's distinguishing features</li> <li>2. Send advance notices for meeting and assemblies</li> <li>3. Create quality position papers for federalism</li> <li>4. Design streamlined approval process in soliciting position papers</li> <li>5. Hire a liaison officer to be assigned in the Congress</li> <li>6. Re-establish NGA-LCP dialogues</li> <li>7. Establish functional committees within the General Assembly</li> </ol>	O
Maximization of resources for members	Bridge	C-B-01	<ol style="list-style-type: none"> <li>1. Develop a clear stakeholder map</li> <li>2. Foster networking and partnership</li> <li>3. Access grants and funding assistance from development partners and donor agencies</li> </ol>	O
Cities helping cities	Capacity Builder	C-C-01	<ol style="list-style-type: none"> <li>1. Develop concept note for partnership with other cities</li> <li>2. Organize knowledge sharing and inter-city training where cities come together</li> <li>3. Initiate a space where cities come together to share through knowledge exchange and inter-city trainings and consultations</li> </ol>	O

A - Attained    O - Partial; ongoing    X - Not developed

### Financial Perspective

OBJECTIVE	STRATEGIC THEME	CODE	INITIATIVES	
High collection efficiency	Voice	F-V-01	<ol style="list-style-type: none"> <li>1. Establish effective collection schemes</li> </ol>	A
Transparency and accountability in fund sourcing, allocation, and utilization	Capacity Builder	F-C-01	<ol style="list-style-type: none"> <li>1. Independent Audit Report</li> <li>2. Ensure availability of financial statements and collection reports</li> <li>3. Establish accounting system</li> </ol>	A
Generation of additional revenue streams	Bridge	F-B-01	<ol style="list-style-type: none"> <li>1. Organize donors' forum</li> <li>2. Identify a focal person to pitch funding opportunities</li> <li>3. Forge partnerships with sponsors, donor agencies, and development partners</li> <li>4. Develop a simple annual financial report to help donors, funders, and sponsors appraise the financial health of the LCP</li> </ol>	A

### Internal Processes Perspective

OBJECTIVE	STRATEGIC THEME	CODE	INITIATIVES	
Improved workflow	Voice	I-V-01	<ol style="list-style-type: none"> <li>1. Re-organize and define TORs of LCP entities</li> <li>2. Review previous organizational approaches to complement new corporatist management style for efficiency</li> <li>3. Professionalize the secretariat</li> <li>4. Propose amendments to LCP Constitution and By-Laws, organizational policies, personnel procedures manual, and payroll and HR systems</li> <li>5. Establish guidelines for project implementation of the secretariat</li> <li>6. Establish separate policy units according to different thematic areas</li> <li>7. Cluster member cities according to proximity or thematic areas</li> </ol>	O
Efficiency in project management process	Bridge	I-B-01	<ol style="list-style-type: none"> <li>1. FAC and FPLO to have training in accounting system</li> <li>2. AHRO to undergo training</li> <li>3. Propose amendments to personnel manual, as well as payroll and HR systems</li> <li>4. DEDPPP to support crafting of project management system</li> </ol>	O

A - Attained O - Partial; ongoing X - Not developed

**Internal Processes Perspective (Cont'd.)**

OBJECTIVE	STRATEGIC THEME	CODE	INITIATIVES	
Improved communication systems	Bridge	I-B-02	<ol style="list-style-type: none"> <li>1. Establish communication and marketing plan by hiring a communication specialist</li> <li>2. Optimize the use of email, social media, and other platforms</li> <li>3. Establish in-depth knowledge management and city development database</li> </ol>	O
Appropriate compensation/reward system	Bridge	I-B-03	<ol style="list-style-type: none"> <li>1. Revisit the personnel manual (if there is one)</li> <li>2. Functionality of Personnel Suggestions, Incentives, and Awards Systems</li> </ol>	O

**Learning and Growth Perspective**

OBJECTIVE	STRATEGIC THEME	CODE	INITIATIVES	
Broaden technical training / leadership / management	Capacity Builder	L-C-01	<ol style="list-style-type: none"> <li>1. Conduct training needs assessment of NEB members</li> <li>2. Organize study visits</li> <li>3. Conduct knowledge sharing</li> <li>4. Scout capacity building opportunities for member cities by participating in public fora</li> </ol>	O
Improve capacity of staff in project management	Capacity Builder	L-C-02	<ol style="list-style-type: none"> <li>1. Conduct training needs analysis of secretariat staff</li> <li>2. Develop HR development program</li> <li>3. Enroll staff in training programs</li> <li>4. Organize brown bag sessions every month on various project management topics</li> </ol>	O
Development of innovative capabilities of member cities	Capacity Builder	L-C-03	<ol style="list-style-type: none"> <li>1. Conduct survey on cities' current capacity needs</li> <li>2. Design program for international exchanges</li> <li>3. Establish tie-ups with international organizations for cities</li> </ol>	O
Comprehensive, in-depth knowledge management	Capacity Builder	L-C-04	<ol style="list-style-type: none"> <li>1. Development of knowledge products</li> <li>2. Organized knowledge sharing activities</li> <li>3. Proposal / concept Paper on Comprehensive City Database</li> </ol>	A
Aligned organizational culture	Capacity Builder	L-C-05	<ol style="list-style-type: none"> <li>1. Sharing of V-M-G-V to member cities and in correspondences</li> <li>2. Establishment of personal scorecards</li> <li>3. Establish a culture of leadership, excellence, and innovation</li> </ol>	O

**Annex 2 - LCP Meetings and Assemblies**

NEB - National Executive Board Meeting  
GA - General Assembly

EVENT	LOCATION, HOST CITY	DAY	MONTH	SPONSORS	HIGHLIGHTS
59th NEB	Quezon City	23	Jul-2016	--	<ul style="list-style-type: none"> <li>• 34 represented cities</li> <li>• First National Executive Board Meeting of the 2016-2019 Administration</li> <li>• Held after the 63rd General Assembly and 11th National Election of Officers on 22 July 2016</li> </ul>
60th NEB	Hosted by Tagum City	18	Nov-2016	--	<ul style="list-style-type: none"> <li>• 17 represented cities</li> <li>• Three partners and speakers engaged</li> <li>• Held on the occasion of the LCP 2016-2019 Strategic Planning Workshop</li> <li>• Presentation by Angeles City Mayor Edgardo Pamintuan</li> <li>• Tour of the Tagum City Hall</li> </ul>
64th GA	Davao City	19	Nov-2016	Ayala Corporation; Philips Lighting Phils.; United Asia Automotive Group Inc.	<ul style="list-style-type: none"> <li>• 57 represented cities</li> <li>• Ten partners and speakers engaged</li> <li>• Dialogues with key national government agencies</li> <li>• Fellowship dinner sponsored by Liveable Cities Challenge</li> </ul>
61st NEB	Hosted by General Santos City	21	Feb-2017	PLDT; Highly Succeed Inc.; Envireau Pacific Inc.	<ul style="list-style-type: none"> <li>• 47 represented cities</li> <li>• Eight partners and speakers engaged</li> <li>• Tour of the GSC Fish Port Complex and Philbest Canning Corporation</li> <li>• Kalilangan Festival</li> <li>• Presentations by Vigan City Mayor Carlo Medina; Sorsogon City Mayor Sally Ante-Lee; and Tagum City Mayor Allan Rellon</li> <li>• Mayors' Night and Welcome Dinner hosted by General Santos City</li> <li>• Distribution of 1,000 school kits to elementary and high school students</li> </ul>
LCP Night	Catbalogan City	5	Apr-2017	--	<ul style="list-style-type: none"> <li>• Eight represented cities</li> <li>• Two partners and speakers engaged</li> <li>• Held on the occasion of the First Session of the 2017 UCLG-ASPAC Executive Bureau Meeting</li> <li>• City tour and fellowship dinner hosted by Tacloban City on 4 April 2017</li> <li>• Presentation by Paulo Alcazaren sponsored by Liveable Cities Challenge</li> <li>• Dinner and cultural presentation hosted by the LCP</li> </ul>



**NEB** - National Executive Board Meeting  
**GA** - General Assembly

EVENT	LOCATION, HOST CITY	DAY	MONTH	SPONSORS	HIGHLIGHTS
62nd NEB	Taguig City	28	Jul-2017	--	<ul style="list-style-type: none"> <li>• 47 represented cities</li> <li>• Four partners and speakers engaged</li> <li>• Held on the occasion of the 3rd ASEAN Mayors Forum</li> </ul>
Joint 63rd NEB and 65th GA	Taguig City	21	Nov-2017	Grab	<ul style="list-style-type: none"> <li>• 90 represented cities</li> <li>• 13 partners and speakers engaged</li> <li>• Attendance of President Duterte</li> <li>• Presentation by Gingoog City Mayor Marie Guingona</li> </ul>
64th NEB	Hosted by Angeles City	24	Apr-2018	FINTQnologies, AllCards, OneGlobal Development	<ul style="list-style-type: none"> <li>• 42 represented cities</li> <li>• Seven partners and speakers engaged</li> <li>• Roundtable discussion on federalism</li> <li>• Fellowship dinner hosted by Angeles City</li> <li>• Tour of Ospital ning Angeles, City College of Angeles, Angeles City Public Cemetery, and the Angeles City Heritage District</li> </ul>
66th GA	Hosted by Pasay City	27	Jul-2018	Converge ICT, Microdata, Nissan Philippines, PAGCOR, San Miguel Corporation, Pag-IBIG Fund, Brightscity Solutions, FiberHome, Philips Lighting Phils.	<ul style="list-style-type: none"> <li>• 80 represented cities</li> <li>• Ten partners and speakers engaged</li> <li>• Held on the occasion of LCP's 30th Anniversary Celebration</li> <li>• LCP Partners' Forum as a prototype of the LCP Donors' Forum</li> <li>• LCP 30th Anniversary Gala Dinner</li> </ul>
65th NEB	Mandaue City	21	Nov-2018	FiberHome	<ul style="list-style-type: none"> <li>• 26 represented cities</li> <li>• Eight partners and speakers engaged</li> <li>• Held on the occasion of the 4th International River Summit</li> <li>• Pre-Christmas fellowship dinner hosted by Lapu-Lapu City</li> </ul>
66th NEB	Hosted by Cauayan City	24	Jan-2019	OneGlobal Development	<ul style="list-style-type: none"> <li>• 17 represented cities</li> <li>• Five partners and speakers engaged</li> <li>• Held on the occasion of the Smarter Cities Readiness Challenge Workshop</li> <li>• Tour of Cauayan City's waste-to-energy facility and the City Hall of Santiago</li> <li>• Fellowship dinner hosted by Santiago City</li> </ul>

## Annex 3 - Compilation of LCP's Legislative Positions

### Effective Delivery of Health and Other Social Services

The League recognizes the lead role of cities in local service delivery, given their capacity to be more reflective of jurisdictional needs and interests. At the same time, it is aware of the main challenges to local service delivery such as resource scarcity and the proliferation of unfunded mandates. Thus, in manifesting support or opposition to the following legislation, the League endeavored to strike a balance between allowing the cities to meet the needs of their highly dense population and ensuring that local service delivery is sustainable. With the support of the city governments, the establishment of universal health care, national mental health policy, new HIV-AIDS policy, and wi-fi connectivity have been enacted into laws.

#### SUPPORT

1. Mitigation of Malnutrition and Hunger
2. Instituting Universal Health Care for All Filipinos (**RA 11223**)
3. Amendments to the Philippine AIDS Prevention and Control Act (**RA 11166**)
4. Establishment of a National Mental Health Policy (**RA 11036**)
5. Inclusion of Drug Rehabilitation in Philhealth Coverage
6. Establishing Public Recreational Spaces in All Cities and Municipalities in the Country and its Integration in their Respective Comprehensive Land Use Plans
7. Addressing Traffic Congestion by Granting of Emergency Powers to the President
8. Establishment of Free Wi-Fi Access Across the Country (**RA 10929**)

**OPPOSE:** Resettlement of Informal Settler Families (ISF)/Amendment to the Urban Development Housing Act or RA 7279

### Greater Resource and Fiscal Autonomy

Section 17 of the Local Government Code enjoins cities to be self-reliant in exercising their powers and discharging their duties and functions. However, they often lack the resources to meet these new challenges, putting pressure on their ability to fulfil such responsibilities. Furthermore, some cities could only succeed if the uneven fiscal decentralization is addressed. The League expressed utmost support to the following legislation with the optimism that they will boost LGU's fiscal autonomy and capacity to provide services by expanding the tax base shareable with the LGUs and increasing the percentage share of IRA from national taxes. More liberal interpretation on the utilization of local government funds will also promote subsidiarity, independence, and accountability. Aside from greater resources and fiscal autonomy, delivery of basic services would also benefit from the wider cooperation among LGUs, especially those that imply economies of scale and externalities. Certain types of public goods are delivered more efficiently when city governments work together.

**SUPPORT**

1. Release of the 5% share of Philippine Sports Commission from the Gross Revenue of PAGCOR
2. Liberalizing the Usage of the Special Education Fund, Amending for such purpose the Local Government Code of 1991
3. **Adjustment to the Internal Revenue Allotment (IRA) for the Fiscal Year 2017**
4. Removal of the Internal Revenue Allotment of the Metropolitan Manila Development Authority
5. Instituting Reforms in Real Property Valuation, Reorganizing the Bureau of Local Government Finance, and Appropriating Funds Therefor
6. Simplification of Local Taxes to Enhance Tax Compliance in Local Government Units
7. Reducing the Taxable Base of Head Office and Increasing the Share of Factories, Plantations, Branches, and Sales Outlets and the Like
8. Amendment to the Motor Vehicle User's Charge Law **(RA 11239)**
9. Providing for the Share in the National Taxes (as opposed to National Internal Revenue Taxes) of Local Government Units
10. Increasing the Share of Local Government Units in the National Internal Revenue Taxes
11. Rationalization of the Collection of the Tax on Business under section 143 of the Local Government Code
12. Institutionalization of Inter-LGU Cooperation

**Uphold the Rule of Law in Local Government Supervision**

The League believes that local governments would only flourish if the national government would foster an enabling environment for them with adequate legal frameworks. LCP has always abided by the importance of rule-based local government supervision. This is most pronounced in LCPs continuing opposition to bills seeking exemptions from cityhood requirements as provided by the 1991 Local Government Code. The legal existence of benchmarks ensures that converting municipalities are ready, viable, and prepared to take on the roles, functions, and responsibilities of a city. Meanwhile, exemptions violated equal protection that could have resulted in inequitable fiscal distribution among cities. To be clear, the League welcomes into cityhood municipalities that have successfully met the legal requirements for conversion as demonstrated by its support to the graduation of Sto. Tomas, Batangas. Aside from a legally established system for city conversion, the League has upheld the same for the creation of new LGUs, income classification, and performance monitoring and incentives.

**SUPPORT**

1. Conversion of the Municipality of Sto. Tomas into a Component City of Batangas Province **(RA 11086)**
2. Institutionalizing the Seal of Good Local Governance (SGLG)
3. Institutionalizing the Income Classification of Provinces, Cities, and Municipalities

4. Updating/Rationalizing the Requisites for the Creation of Municipalities, Cities, and Provinces
5. Establishment of the Local Government Finance Website and Local Management Information System

**OPPOSE**

1. Exemption of Cities with Average Local Income of PhP250 million from the Cityhood Requirement of the 1991 Local Government Code (LGC)
2. IRA Portability as a Compromise to the Passage of SBN 1842
3. Exemption of Capital Towns of Provinces Without Cities from the Income Requirement for Cityhood of the 1991 LGC

**Localized Environmental Governance**

During the 17th Congress, the League advocated for legal frameworks that facilitate local autonomy in environmental protection and climate resilience. The League supported legislation that provides for frameworks and resources for improving coastal management at the local level. The League further manifested that coastal management must be integrated into the existing mandated plans of the local governments to ensure holistic, cost-efficient and inclusive planning process as well as implementation.

**SUPPORT**

1. Mandatory Environment Insurance Coverage of Environmentally Critical Businesses
2. Establishing the National Coastal Greenbelt Program
3. Establishment of a Coastal Climate Change Adaptation Program for Coastal Local Government Units
4. Allocation of Funds for the Coastal Management Development Programs of Coastal Cities and Municipalities
5. Adoption of an Integrated Coastal Ecosystem Management

**Participatory Local Governance**

LCP recognizes Filipinos not only as end-users of public services but also partners of local governments in nation-building. Accordingly, the League has advocated more avenues for people's participation in local governance from planning to implementation. Participatory local governance promotes transparency, accountability, and responsiveness to the needs of the people. The League further manifested that coastal management must be integrated into the existing mandated plans of the local governments to ensure holistic, cost-efficient and inclusive planning process as well as implementation.

**SUPPORT**

1. Institutionalizing People's Participation in the Budget Process (i.e., Bottom-up Budgeting)
2. Establishment of a National Volunteerism Framework



## Efficiency in Barangay Administration

Barangays are the basic components of cities. The League, thus, realizes the stakes cities have in promoting efficient barangay administration. Accordingly, it has manifested support to legislation seeking to streamline its structure and to postpone the barangay and *Sangguniang Kabataan* (SK) elections in 2016 and 2017. These proposed laws would save up substantial amounts of money spent on administrative and electoral costs. On the other hand, the League opposed the appointment of officers in charge by the President on legal grounds and on the principles of local autonomy and decentralization. Such a proposal was never adopted in the enacted laws.

### SUPPORT

1. Reduction of the Total Number of Sangguniang Barangay Members and Conversion of the Barangay Election to a First-past-the-post System
2. Postponement of the 2016 Barangay and Sangguniang Kabataan Elections **(RA 10952)**
3. Postponement of the 2017 Barangay and Sangguniang Kabataan Elections **(RA 10923)**

## Specific Policy Issues

### SUPPORT: 100-Day Maternity Leave **(RA 11210)**

The League maintains that maternal function is a social responsibility and hence should be treated as a matter of course. The passage of the bill will keep the country at par with international standards on maternity protection. It will also stand as a testament to the reputation of the country in the world as a trailblazer on gender equality.

### OPPOSE: Removal of Local Chief Executives' Power to Appoint their Chiefs of Police

The League opposed SBN 971 seeking the removal of local chief executives' power to appoint their respective Chief of Police. Such a stance was guided by the outcome of the referendum conducted among member-cities. In addition, the working relationship in maintaining peace and order must be built on trust and confidence between the local chief executive and the police bureau.

## Annex 4 - Financial Assistance to Member Cities

DISASTER/CALAMITY	RECIPIENT CITY	AMOUNT (PHP)
Typhoon Lawin	Tabuk	120,000
Typhoon Nina	Calapan	120,000
	Ligao	120,000
	Iriga	100,000
	Tabaco	100,000
	Legazpi	100,000
Magnitude 6.7 Earthquake	Surigao	100,000
Battle of Marawi	Marawi	500,000
Massive Flooding	Cotabato	100,000
Magnitude 6.5 Earthquake	Ormoc	100,000
Massive Flooding	Zamboanga	100,000
	Borongan	120,000
	Bogo	120,000
	Ormoc	100,000
	Tacloban	100,000
Eruption of Mt. Mayon	Ligao	120,000
	Legazpi	100,000
	Tabaco	100,000
Typhoon Inday	San Carlos, Pangasinan	120,000
	Balanga	120,000
	Alaminos	120,000
	Borongan	120,000
	Dagupan	100,000
	Marikina	100,000
	Bacoor	100,000
Typhoon Ompong	Vigan	120,000
	Naga, Cebu	120,000
	Meycauayan	100,000
	Tuguegarao	100,000
	Iligan	100,000
Typhoon Usman	Ligao	120,000
	Sorsogon	120,000
	Calapan	120,000
	Iriga	120,000

## Annex 5 - Breakdown of Sponsorships

LCP EVENT	PARTNER	AMOUNT (PHP)
64th GA	Ayala Corporation	300,000
	Philips Lighting Phils.	300,000
	United Asia Automotive Group Inc.	300,000
61st NEB	Highly Succeed Inc.	25,000
	Envireau Pacific Inc.	25,000
	PLDT	300,000
3rd ASEAN Mayors Forum	PLDT	2,000,000
	PAGCOR	500,000
	San Miguel Corp	500,000
	Fight IT Movement	500,000
	United Asia Automotive Group Inc.	250,000
	ALRO	250,000
	Konrad-Adenauer-Stiftung	288,103
	Uber	750,000
65th GA	Grab	1,500,000
64th NEB	FINTQnologies	255,000
	OneGlobal Development	100,000
	AllCards	100,000
66th GA	Converge ICT	300,000
	Microdata	300,000
	Nissan Philippines	50,000
	PAGCOR	300,000
	San Miguel Corporation	100,000
	Pag-IBIG Fund	100,000
	Brightscity Solutions	100,000
	FiberHome	100,000
	Philips Lighting Phils.	400,000
65th NEB	FiberHome	150,000
66th NEB	OneGlobal Development	50,000

## Annex 6 - Calendar of International Events

### Sustainable Development

DAY	MONTH	PARTNER/S	EVENT	LOCATION	ACTIVATED CITIES
25-27	Jul-2016	UNEP	3rd Preparatory Committee Meeting of Habitat III	Surabaya, Indonesia	Sorsogon
12-15	Oct-2016	UCLG	World Summit of Local and Regional Leaders	Bogota, Colombia	Angeles, Catbalogan
17-20	Oct-2016	UN-Habitat	United Nations Conference on Housing and Sustainable Urban Development (Habitat III)	Quito, Ecuador	Angeles, Sorsogon, Catbalogan, Naga (Camarines Sur)
23-24	Jan-2017	UN-Habitat	Partners Forum on the New Urban Agenda and SDGs	Bangkok, Thailand	Sorsogon
05-06	Sep-2017	UN-Habitat, HUDCC, DFA-UNIO	High-level Meeting of the General Assembly on the Effective Implementation of the New Urban Agenda and the Positioning of UN-Habitat	New York, USA	Angeles
10-13	Sep-2017	-	2017 Asia Pacific Cities Summit and Mayors Forum	Daejeon, South Korea	Gingoog, Dipolog, Ligao, Masbate, Cauayan
07-13	Feb-2018	UN-Habitat	9th World Urban Forum (WUF 9)	Kuala Lumpur, Malaysia	Angeles, Sorsogon, Dumaguete, Calapan
19-22	Jun-2018	ICLEI	ICLEI World Congress 2018	Montreal, Canada	Catbalogan, Pasig, Muñoz
23	Jul-2018	CityNet	CityNet Regional Clusters Workshop	Kuala Lumpur, Malaysia	Iriga
04-05	Feb-2019	UCLG	Forum on Cities and Regions for Development Cooperation-Local and Regional Partnerships for Sustainable Urban Development	Brussels, Belgium	General Trias
27-29	Mar-2019	UNESCAP	6th Asia Pacific Forum on Sustainable Development	Bangkok, Thailand	Naga (Camarines Sur)

## Climate Change

DAY	MONTH	PARTNER/S	EVENT	LOCATION	ACTIVATED CITIES
01-02	Sep-2016	ICLEI	Seoul Mayors Forum on Climate Change	Seoul, South Korea	Legazpi
29-30	Sep-2017	ICLEI	2017 Climate Change and City Transformation Forum	New Taipei, Taiwan	Tabaco
02-04	Oct-2017	ICLEI	EcoMobility World Congress 2017	Kaohsiung, Taiwan	Angeles, Tabaco, San Jose del Monte, Catbalogan, Cebu
10-17	Nov-2017	UNFCCC	23rd Session of the Conference of the Parties of the UN Framework convention on Climate Change	Bonn, Germany	Legazpi
04-06	Feb-2018	UN-Habitat, UNESCAP, adelphi	Pre-World Urban Forum Workshop on Enhancing National Urban Policies and Multi-level Governance towards Localizing Climate Change	Kuala Lumpur, Malaysia	Angeles
26-28	Apr-2018	ICLEI	Resilient Cities 2018	Bonn, Germany	Cauayan, Zamboanga, Santa Rosa, San Carlos (Negros Occidental)
03-06	Jul-2018	UN-Habitat, HLURB	Learning Event under the Building Climate Resilience through Urban Plans and Designs Project	Brisbane, Australia	Angeles, Ormoc, Tagum, Legazpi, Cagayan de Oro

## International Cooperation

DAY	MONTH	PARTNER/S	EVENT	LOCATION	ACTIVATED CITIES
18-28	Oct-2016	Bank of China, Philippine Chamber of Commerce and Industry	Belt and Road International Financial Exchange and Cooperation Program	Beijing and Shanghai, China	Vigan
09-11	Nov-2016	CPAFFC, CIFCA, Chongqing Municipal Government	China International Friendship Cities Conference 2016	Chongqing, China	Muntinlupa

## International Cooperation (Cont'd.)

DAY	MONTH	PARTNER/S	EVENT	LOCATION	ACTIVATED CITIES
19-20	Apr-2017	CPAFFC, GPAFFC, Philippine Senate Committee on Foreign Relations	Philippines-China Mayors Dialogue	Guangzhou and Shenzhen, China	Angeles, Malolos, Muñoz, Tagbilaran, Taguig, Zamboanga
24-27	Apr-2017	DTI, Design Center of the Philippines	ASEAN Creative Cities Forum & Exhibition	Taguig, Philippines	Vigan, Baguio, Angeles, Muñoz, Bacolod, Tagum, San Fernando (Pampanga), Catbalogan, Tayabas, Zamboanga, Gapan, Iloilo
18	Aug-2017	APEC	APEC Region: Best Practices Sharing of Standards and Conformity Assessment Implementation on Smart Cities	Ho Chi Minh City, Vietnam	Balanga
08-10	Nov-2017	UCLG-ASPAC	2017 UCLG-ASPAC Executive Bureau and Council Meetings and Regional Symposium on Marine Economy and Urban Development	Fuzhou, China	Tangub

## Urban Governance

DAY	MONTH	PARTNER/S	EVENT	LOCATION	ACTIVATED CITIES
09	Dec-2016	UN-Habitat, FEMP, FMDV, Transparency International	Open Government Partnership Summit: Mayors Roundtable	Paris, France	Tagum
06-10	Nov-2017	Singapore Centre for Liveable Cities	2017 Temasek Foundation International Leaders in Urban Governance Programme	Singapore	Balanga
08-09	Sep-2018	China-ASEAN Mayors' Forum	4th China-ASEAN Mayors' Forum 2018	Nanning, China	Ligao, Angeles, Bago, General Trias, Maasin, Victorias, San Pablo
05-06	Nov-2018	DELGOSEA Network	Public Service Delivery in Southeast Asia: 2018 Meeting of the Partnerships for Democratic Governance in Southeast Asia (DELGOSEA)	Singapore	Olongapo



