

Chapter 6. Local Institutional Capability

Local Government Structure

The latest election was conducted last May 2016 and their term would last until June 30, 2019. The following table shows the current elected officials of the Province of Cavite.

Table 6.1 List of Elected Provincial Officials, Province of Cavite, July 1, 2016 – June 30, 2019.

Position	Name
Governor	Hon. Jesus Crispin C. Remulla
Vice Governor	Hon. Ramon Jolo B. Revilla, III
Sangguniang Panlalawigan Members:	
First District	Hon. Gilbert V. Gandia Hon. Ryan R. Enriquez
Second District	Hon. Edralin G. Gawaran Hon. Reynaldo M. Fabian
Third District	Hon. Homer T. Saquilayan Hon. Larry Boy S. Nato
Fourth District	Hon. Teofilo B. Lara Hon. Valeriano S. Encabo
Fifth District	Hon. Marcos C. Amutan Hon. Ivey Jayne A. Reyes
Sixth District	Hon. Raymundo A. del Rosario Hon. Felix A. Grepo
Seventh District	Hon. Rainer A. Ambion Hon. Reinalyn V. Varias
President, Liga ng mga Barangay	Hon. Francisco Paolo P. Crisostomo
President, Cavite Councilors'	Hon. Kerby J. Salazar



Governor Jesus Crispin C. Remulla (left)

Vice Governor Ramon Jolo B. Revilla, III (right)

Image source: www.cavite.gov.ph

Provincial Government Employees

The workforce of the Provincial Government Employees is classified according to the status of employment such as elected, permanent, temporary, co-terminus, contractual, casual and job orders. For this year, job orders were not included in the inventory considering that they actually don't have employee-employer relations.

According to the Human Resource Management Office, for the last three years, the workforce of PGC is stable at 2,600. The bulk of the employees are having permanent status. This means that they are holding positions that are approved as under plantilla. The next bulk of employees are casual (837). 136 employees are co-terminus. They are those that automatically ends employment contract when the political term of the officials also ends.

Table 6.2 Provincial Government Employees by Status of Employment, Province of Cavite: 2011-2017.

Status of Employment	2011	2012	2013	2014	2015	2016	2017
Elected	19	19	19	18	18	18	18
Permanent	1,562	1,565	1,580	1,594	1,629	1,619	1,625
Temporary	27	33	48	3	0	6	5
Co-terminus	172	153	112	139	141	138	136
Contractual	24	24	23	22	22	25	24
Casual	877	915	867	870	841	861	837
Job Orders	1,905	2,295	1,811				
Total	4,586	5,004	4,460	2,646	2,650	2,667	2,645

Provincial Government Offices

The Provincial Government of Cavite has been very innovative in its organizational structure, creating new offices in order to cope up with the current needs of the province. Currently, there are 21 provincial offices headed by department heads, nine of which are considered as units and nine (9) provincial satellite hospitals. These satellite hospitals have designated Chiefs of Hospital.

The Administration Office is divided into three areas such as, internal affairs, external affairs and community affairs. Each department was assigned to a group according to the nature of their operation. This system made the monitoring easier. The PGC also established optional departments which are not existent in other provinces such as the Provincial Cooperative, Livelihood and Entrepreneurial Department, the Cavite Office of Public Safety, the Provincial Information and Communications Technology Office and the Cavite Quality Management Office.

Administrative Governance Offices

Office of the Provincial Governor

The Chief Executive of the province exercises powers and performs duties and functions for the efficient, effective and economical governance for the general welfare of the province and its inhabitants.

Office of the Provincial Administrator

The office supervises and coordinates all activities of the various offices in the province including planning directions and control administrative functions of the different offices under the Office of the Provincial Governor.

Office of the Provincial Accountant

The office is responsible for accounting and internal audit services of the provincial government. They are also mandated to apprise the Chief Executive and the Sangguniang Panlalawigan on the financial status of the LGU through the submission of financial statements. The office is also responsible for overseeing that the financial resources of the provincial government are spent on a cost-effective way.

Internal Audit Services Unit

The Internal Audit Unit is mandated for the evaluation of management controls and operations performance and the determination of degree of

compliance with laws, regulations, managerial policies, accountability measures, ethical standards and contractual obligations.

Office of the Provincial Assessor

Headed by the Provincial Assessor, this office has the following functions: Issues tax declaration of real properties, keeps record of all transactions affecting transfer of land ownership, leases, mortgages and real property rentals; inspects and reassesses properties under protest or appeal and prepares schedule of values for taxation purposes; updates property tax maps and reappraisal of different municipalities; compiles deed of sale transaction; and establishes systematic method of property indexing and record keeping.

Provincial Budget Office (PBO)

The Office is responsible for inter-office coordination and assistance on budget preparation, budget integration and reports preparation for consideration of the local chief executive and the Sangguniang Panlalawigan. It also sought techniques and mechanism of control over budget execution to ensure that the local government's resources are properly allocated.

Provincial General Services Office (PGSO)

The office performs supply and property procurement and maintenance functions, including non-personal service of the provincial government. It takes custody of and accountability for all properties, real or personal owned by the provincial government and those extended to it in the form of donations, operations, assistance and counterpart of joint projects. It maintains and supervises janitorial, security, landscaping and other related services in all provincial public buildings and other real properties whether owned or leased by the provincial government. It enforces policies and records management relative to records creation and maintenance. It performs disposal action on disposable records of the provincial government.

Provincial Information and Community Affairs Department (PICAD)

This office is tasked to provide correct information on the thrusts and projects of the provincial government through broadcast and print media. Through them, the public is made aware of all the activities and transactions of the LGU. It also coordinates and assists in the implementation of programs and projects of both national and local government units.

Provincial Legal Services Office

The Provincial Attorney acts as the legal counsel of the province. He represents the province in civil cases wherein the province or any office in his official capacity is a party. He also conducts investigation or hearing of administrative case assigned by the Governor and acts as legal adviser of the provincial and municipal government under its jurisdiction.

Provincial Planning and Development Office (PPDO)

The PPDO is in charge of the formulation of comprehensive development plans and policies for the consideration of the Provincial Development Council (PDC). It conducts studies and researches and training programs to support plan formulation, and promotes people participation in its planning activities. Likewise, it integrates and coordinates sectoral plans and studies undertaken by different functional groups or agencies and monitors and evaluates the implementation of development programs, projects and activities. The office is composed of five (5) divisions to wit: Administrative Staff; Plans and Programs Division; Research, Statistics, Monitoring and Evaluation Division and Special Projects Division. The office is also responsible for providing technical assistance to municipalities and cities within the province and serves as the technical arm of the provincial governor.

Office of the Sangguniang Panlalawigan

Enacts such ordinances as maybe necessary to carry into effect and discharge the responsibilities conferred upon it by law and such as be necessary and proper to provide for health, safety and convenience, maintain peace and order, improve public morals and promote the prosperity

and general welfare of the province and inhabitants. The Office of the Provincial Board Secretary is responsible for the provision of a secretariat and maintenance of provincial archives.

Provincial Treasurer's Office (PTO)

The office is responsible for collection of taxes throughout the province including national, provincial and municipal taxes and other revenues authorized by law. It improves and stabilizes the finances of the province and the municipalities. It delivers a continuous program of improved local revenues collection efficiency and management of financial resources. It also provides the province and municipalities with an efficient and progressive organization for fiscal administration particularly in the collection and disbursement of funds, local taxation and other related auxiliary services. It acts as the custodian of all funds of the provincial government.

OPG- Human Resource and Management Office (HRMO)

The HRMO is responsible for the human resource development in the Provincial Government, as well as the implementation of all laws governing recruitment, transfer, discipline, promotion, separation and compensation/benefits of all personnel; and maintain and updates personnel management and information system and processes payroll accurately and efficiently.

Provincial Information and Communications Technology Office (PICTO)

The office acts as lead agency in the evaluation and implementation of information and communication technology and other convergence on ICT in the Province. It handles the network and hardware administration and maintenance, which provides technical support within and outside of the provincial government. The Cavite Computer Center is part of PICTO that provides free and quality computer education on basic and advance computer and information technology courses for all Caviteños, most particularly the out-of-school youth.

Social Governance

Provincial Health Office (PHO)

The primary function of the Provincial Health Office is to ensure the efficient, effective economical delivery of medical, hospital and other support health services which include primary, secondary and tertiary health facilities as provided under Section 17 of the Local Government Code of 1991. It formulates and implements policies, rules and regulations, plans, programs, and projects, to strengthen the operation of the office and to promote the health of the people in consideration of the Sanggunian and upon approval of the Governor.

The Office is responsible for the formulation of policy direction on health services, program development and implementation, sanitary inspection, health information and education, health administration, inter-agency coordination on health policies and programs for both government offices and non-governmental organization. It also has a general field supervision function over rural health units of the province.

The four (4) medicare hospitals serve as the primary health care resource in the locality with emphasis on health promotion, disease prevention and provision of a wide range of medical and health related activities.

Provincial Population Office

The office assists the local chief executive in the implementation of the constitutional mandate relative to population development and responsible parenting through the promotion of concepts designed to raise the awareness on population issues as they relate to development strategies.

Cavite Office of Public Safety

By virtue of Sangguniang Panlalawigan Resolution No. 139, Series of 2010, this office is tasked to implement good governance and deliver efficient public services through provision of public safety and civil security services, road safety and traffic management programs, disaster risk management services and rescue and emergency assistance during calamities and man-made disasters.

OPG-Provincial Housing Development and Management Office

By virtue of Sangguniang Panlalawigan Resolution No. 139, Series of 2010, this office is tasked to implement good governance and deliver efficient public services through provision of public safety and civil security services, road safety and traffic management programs, disaster risk management services and rescue and emergency assistance during calamities and man-made disasters.

Responsible in the formulation of a plan to provide decent shelter to the underprivileged, homeless families as well as government and private employees who have formal income in the province for consideration of the Local Chief Executive and Sangguniang Panlalawigan.

OPG-Provincial Jail

The Provincial Warden keeps, operates and maintains the provincial jail where convicted provincial prisoners can serve their sentence and detention prisoners could be held provisionally pending the final disposition of their cases. The office is also in-charge of developing plans to rehabilitate the prisoner under custody.

OPG-Youth and Sports Development Office

This office is tasked to institute programs, projects and activities related to youth and sports development by promoting and protecting not only the physical, but also the moral, spiritual, intellectual and social well-being of the Cavite Youth and recognizing the vital role in nation-building by strengthening youth organizations in the province through networking and partnership with various NGOs, POs and GOs for resources augmentation.

Provincial Social Welfare and Development Office (PSWDO)

The office is responsible for social welfare development plans, programs and project. It adopts policies to encourage effective implementation; promotes, supports and coordinates the establishment, expansion and maintenance of social welfare development; promotes, builds and strengthen people's organization for empowerment towards effective social welfare development system of the province; promotes, supports and coordinates network and facilities for identification and delivery of appropriate intervention to its constituents; and coordinates related activities in the province through sustained information, education, communication program and the maintenance of viable structures.

Economic Governance

Provincial Agriculture Office

The office is responsible for social welfare development plans, programs and project. It adopts policies to encourage effective implementation; promotes, supports and coordinates the establishment, expansion and maintenance of social welfare development; promotes, builds and strengthen people's organization for empowerment towards effective social welfare development system of the province; promotes, supports and coordinates network and facilities for identification and delivery of appropriate intervention to its constituents; and coordinates related activities in the province through sustained information, education, communication program and the maintenance of viable structures.

Provincial Cooperative, Livelihood and Entrepreneurship Development Office (PCLEDO)

This office is mandated to provide technical support to the Provincial Governor in carrying out measures to ensure the delivery of basic services and provision of facilities through the development of new economic enterprises, cooperatives and provision of alternative sources of income through livelihood projects, so as to improve the economic and social conditions of its constituents.

Table 6.3 Provincial Department Heads, Provincial Government of Cavite: 2017.

Department Head	Office	Location
Engr. Renato A. Abutan	Provincial Administrator - Internal Affairs	Ground Floor, Capitol Building
Engr. Efren C. Nazareno	Provincial Administrator - External Affairs	Ground Floor, Capitol Building
Engr. Redel John B. Dionisio	Provincial Administrator - Community Affairs	Ground Floor, Capitol Building
Mr. Lauro D. Monzon	Provincial Accounting Office	Provincial Finance Building
Ms. Lolita C. Pereña	Provincial Agriculture's Office	OPA Compound
Mr. Raymundo D. Salazar	Provincial Assessor's Office	Provincial Finance Building
Ms. Leonor R. Villalobos	Provincial Budget Office	Provincial Finance Building
Mr. Alvin S. Mojica	Provincial Cooperative, Livelihood and Entrepreneurial Development Office	CaCoDec Building
Engr. Enrico M. Alvarez	Provincial Engineering Office	PEO Compound
Engr. Ernesto Cenizal	PG-Environment and Natural Resources Office	PEO Compound
Mr. Ferdinand A. Belamide	Provincial General Services Office	General Services Building
Dr. Gilberto P. Ilog	Provincial Health Office – Public Health/Technical Services	Gen. Emilio Aguinaldo Memorial Hospital
Dr. Aldous S. Angeles	Provincial Health Office – Hospital Services	Korea-Philippines Friendship Hospital
Ms. Jo-Ann Nazareno-Loyola	Provincial Information and Community Affairs Department	2 nd Floor, Capitol Building
Ms. Camille Lauren V. Del Rosario	Provincial Information and Communication Technology Office	2 nd Floor, Capitol Building
Atty. Gerardo P. Sirios	Provincial Legal Office	Ground Floor, Capitol Building
Mr. Jesus I. Barrera	Provincial Planning and Development Office	2 nd Floor, Capitol Building
Ms. Lorena R. Cron	Provincial Population Office	Capitol Compound
Ms. Cecilia D. Miranda	Cavite Office of Public Safety	3 rd Floor, Capitol Building
Ms. Michelle F. Alcid	Provincial Board Secretary - Sangguniang Panlalawigan	Legislative Building
Ms. Felipa G. Servañez	Provincial Social Welfare and Development Office	National Government Center
Ms. Marciana L. Joya	Provincial Treasurer's Office	Provincial Finance Building
Dr. Gloria C. Digma	Office of the Provincial Veterinarian	National Government Center

Table 6.4 Provincial Unit Heads, Provincial Government of Cavite: 2017.

Department Head	Office	Location
Ms. Lourdes G. Camero	Human Resource Management Office	Ground Floor, Capitol Building
Dr. Eva R. De Fiesta, Ph.D.	Public Employment Service Office / CIPAG	2 nd Floor, Capitol Building
Ms. Concepcion P. Villanueva	Provincial Library	Legislative Building
Ms. Ma. Karen B. Camañag-Tupas	Provincial Housing Development and Management Office	Ground Floor, Capitol Building
Ms. Elinia Imelda Rozelle S. Sangalang	Tourism Development Division	2 nd Floor, Capitol Building
Mr. Reynaldo G. Bayot, Jr.	Provincial Jail Office	Brgy. Lapidario, Trece Martires City
Mr. Rolando Alvaran	OPG – Road Safety Division	City of Imus, Cavite

National Government Agencies in Cavite

National Government Agencies (NGAs) are permanent or semi-permanent organizations in the machinery of government responsible for the oversight and advertisement and administration of specific functions. Below is the list of NGAs present in Cavite.

Table 6.5 National Government Agencies; Province of Cavite, 2017.

Agency	Head	Location
Bureau of Internal Revenue	Ms. Editha Calipusan	BIR Building, Trece Martires City
	Ms. Leida G. Buscaino	Revenue District Office, Rosario, North, Cavite
Bureau of Treasury	Ms. Nancy E. Bernales	City of Imus, Cavite
Commission on Audit	Ms. Vianne L. Mamalateo	Trece Martires City
Commission on Elections	Atty. Juanito V. Ravanzo, Jr.	Trece Martires City
Civil Service Commission	Dir. Charity F. Arevalo	Trece Martires City
Registry of Deeds	Atty. Edgar Santos	Capitol Compound, Trece Martires City
Philippine Information Agency	Mr. Ruel B. Francisco	Trece Martires City
Philippine Statistics Authority	Ms. Lucia Iraida A. Soneja	Government Center Building, Trece Martires City
Department of Science and Technology	Engr. Raul D. Castañeda	Trece Martires City
Philippine Atmospheric, Geophysical and Astronomical Services Administration	Ms. Paz Rusiana	Sangley Point, Cavite City
Philippine Institute of Volcanology and Seismology	Mr. Alex C. Cabrera	PHILVOLCS Tagaytay Seismic Station, Kaybagal South, Tagaytay City

Agency	Head	Location
Department of Interior and Local Government	Mr. Allan V. Benitez	Government Center Building, Trece Martires City
Department of Labor and Employment	Engr. Ignacio S. Sanqui, Jr.	Hugo Perez, Trece Martires City
National Housing Authority	Arch. Susana V. Nonato	Southville, Trece Martires City
Philippine Health Insurance Corporation	Mr. Gerlon Joseph R. Magpantay	Governor Drive, Hugo Perez, Trece Martires City
Philippine National Police	PSSUPT William Mongas Segun	Camp Pantaleon Garcia, City of Imus, Cavite
Bureau of Fire Protection	Supt. Armando B. Custodio	Palico, City of Imus, Cavite
Department of Education	Dr. Cherrylou D. De Mesa	Trece Martires City (Division of Cavite)
	Dr. Rosemarie D. Torres	Division of Cavite City
	Dr. Manuela S. Tolentino	Division of City of Dasmariñas
	Ms. Ruth L. Fuentes	Division of City of Bacoor
Technical Education and Skills Development Authority	Mr. Pascual R. Arriola	TESDA Building, Trece Martires City
Department of Agrarian Reform	Mr. James Arthur T. Dubongco	Government Center Building, Trece Martires City
National Food Authority	Ms. Myrna R. Domingo	Pasong Kawayn II, Gen. Trias, Cavite
National Irrigation Administration	Engr. Charlie D. Ibarola	Naic, Cavite
Philippine Coconut Authority	Mr. Jaime C. Gamier	
Department of Environment and Natural Resources	Provincial : Mr. Raymundo D. Crisostomo	Government Center Building, Trece Martires City
	Community : Mr. Eleuterio Recile	
Cooperative Development Authority	Mr. Jose Domingo Jr.	CaCoDec Building, Trece Martires City
Department of Public Works and Highways	Engr. Oscar U. Dela Cruz	Cavite I District Engineering Office, Trece Martires City
	Engr. Arthur D. Pascual Jr.	
	Engr. Teofilo A. Ayon	Cavite II District Engineering Office, Tagaytay City
		Cavite Sub-District Engineering Office, Carmona
Department of Trade and Industry	Mr. Noly D. Guevara	Government Center Building, Trece Martires City
National Telecommunications Commission	Engr. Milagros P. Bersamina	City of Imus, Cavite

Local Fiscal Management

2017 Resource Endowments

The income of the province sustained its increasing trend having a Php674,112,165.60 or 20.47% increase as compared to previous year. The increase is primarily brought about by the augmentation of shares, grants and donations accounts which boomed by Php10,757,819.59. A trade off was also observed in the service and business income that resulted to a total income decrease amounting to Php6,127,951.86. Internal Revenue Allotment (IRA) increase was brought about by the increase in population as determined by the latest Census of Population of 2015. Tax campaigns of the province is proven effective by the Php116,315,853.90 increase in local taxes.

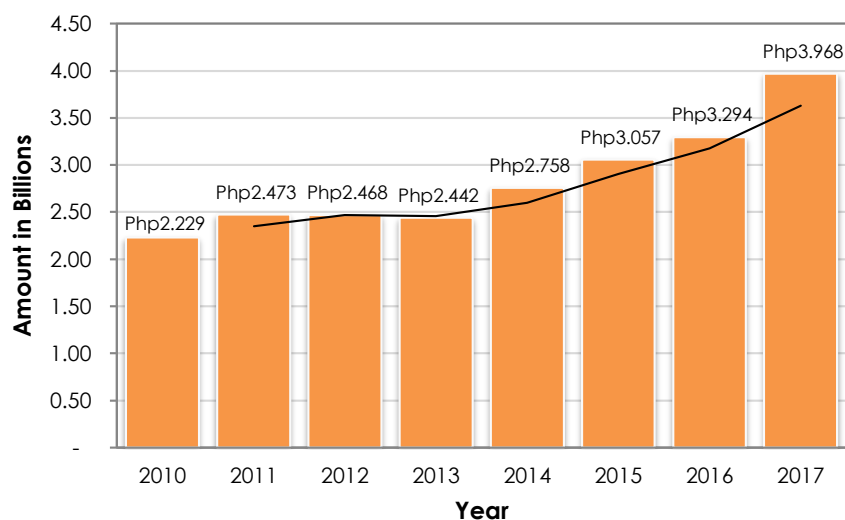
Table 6.6 Provincial Financial Structure, Province of Cavite: 2017.

Items	2017 General Fund	2017 Special Education Fund	2016 Total	2017 Total	% Inc/(Dec)
INCOME					
Tax Revenue (Local Taxes)	444, 479,600.90	291,975,376.39	620,139,123.40	736,454,977.29	18.75
<i>General Income Accounts</i>					
Internal Revenue Allotment	3,111,613,312.00		2,558,176,868.00	3,111,613,312.00	21.63
Service and Business Income	107,565,371.90	122,755.01	113,816,078.77	107,688,126.91	(5.38)
Shares, Grants and Donations	12,122,090.62		1,634,271.03	12,122,090.62	641.74
Total Revenue	3,675,780,375.42	292,098,131.40	3,293,766,341.20	3,967,878,506.82	20.47

Provincial Operating Income

The provincial income is sourced from internal revenue allotment, tax revenues, both from local taxes and property taxes, operating and miscellaneous revenues and other income. The total income for 2017 have reached its all-time high of three billion nine hundred sixty-seven million eight hundred seventy-eight thousand five hundred six pesos and eighty-two cents (Php3,967,878,506.82). The increase was primarily brought about by the increase in internal revenue allotment and local taxes. The income appreciation is pegged at 20.47% from 2016 to 2017.

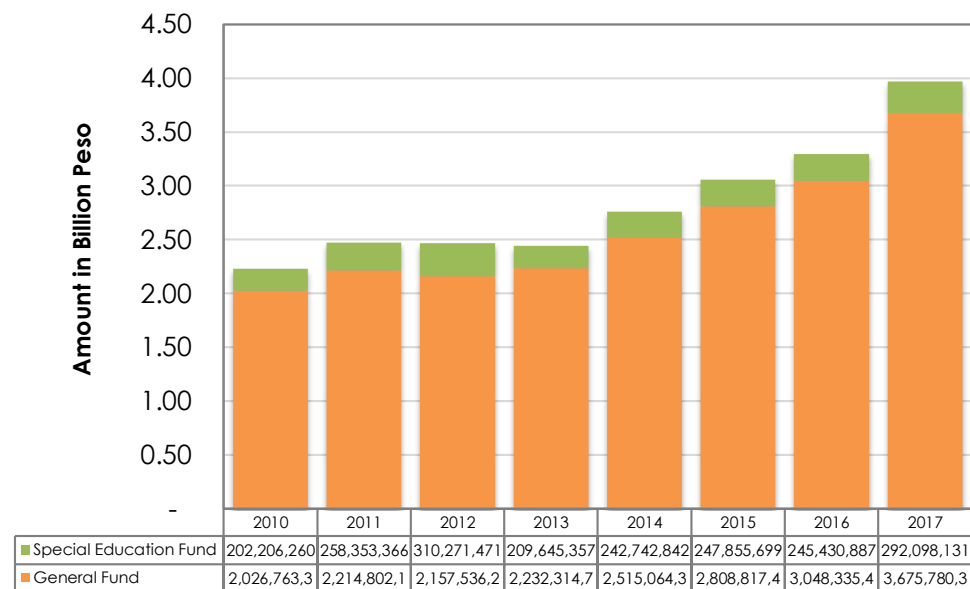
Figure 6.1 Income by year, Provincial Government of Cavite: 2010 to 2017.



Financial management in the provincial government involves the classification of budget into two categories, the General Fund and the Special Education Fund. General funds are those that are being spent for the general expenses of the province like infrastructure projects, social services, economic services and everything other than education related programs which budgets are being drawn from the special education fund. Certain amount of budget is allocated under the special education fund in order to support the national government in the delivery of educational services. Special education fund on the other hand is being used to supplement teachers under the Local School Board, classroom construction and purchase of educational materials

among other education related expenditures. For the year 2017, 92.64% of the provincial revenue is classified under the General Fund and only 7.36% is Special Education Fund.

Figure 6.2 Income by year and fund category, Provincial Government of Cavite: 2010 to 2017.

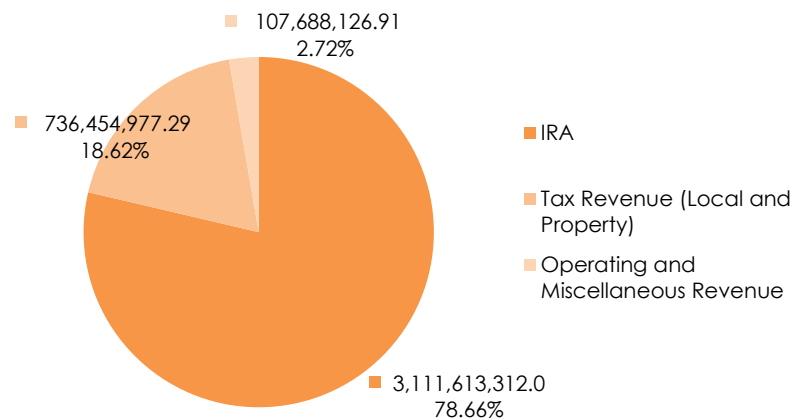


Sources of Income

The financial autonomy of a province says a lot on the quality of management the provincial government is rendering in managing the finances of the province. The more financial autonomous a local government unit is, the better because it signifies the financial independence of the locality which also gauge its capability to run the government unit regardless of support from the national government in terms of internal revenue allotment or more commonly termed as IRA. For the year 2017, the IRA dependency rate of the province is at 78.66%. It is a bit higher to that of 2016 at 77.67%. The goal is to reduce the IRA dependency of the province while increasing the local earnings to support the provincial government operations.

The tax revenues have a share of 18.62%. This is lower than last year which is 18.83%. However, the amount of local and property tax collections increased from Php620,139,123.40 in 2016 to Php736,454,977.29 in 2017. It is a remarkable increase of 18.76% through the efforts of the assessors of the province and the collecting office.

Figure 6.3 Sources of Income, Provincial Government of Cavite: 2017.



Provincial Operating Expenses

The bottom figure of the provincial expenses is at Php2,409,152,090.49. The operating expenses of the province can be classified into four such as personnel expenses (40.57%), maintenance and other operating expenses (46.70%), non-cash expenses (12.12%) and financial expenses (0.62%). Further adjustments amounted to Php102,333,505.99. The total expenses accounts for 63.30% of the total income.

The operating expenses are also all-time high for this year at Php2.41B. It showed a generally increasing trend from 2010 with a minimal depression on 2014.

The operating expense is divided into two fund classification such as the Special Education Fund and General Fund. The expenses under the SEF amounted to Php237,238,464.55 that is equivalent to 9.85% of the total

expenses. The general fund expenses on the other hand amounted to Php2,171,913,625.94 equivalent to 90.15% of the total operating expense.

The general fund was used-up up to 59.09% while the special education was used-up at 81.22%. The total fund utilization is pegged at 63.30%.

Figure 6.4 Expenses by Year, Provincial Government of Cavite: 2010 to 2017.

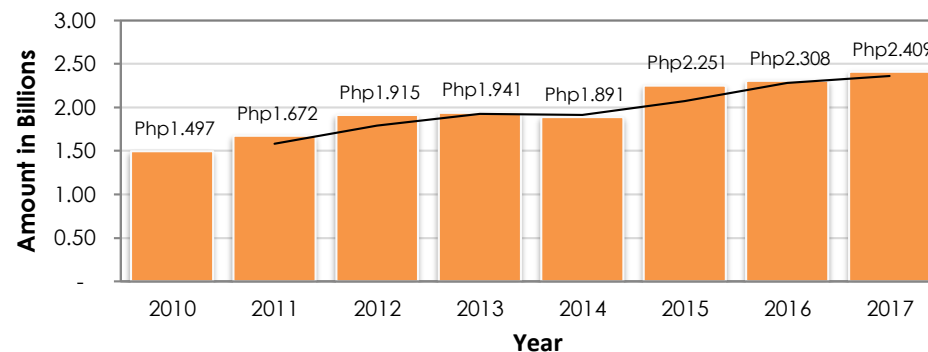
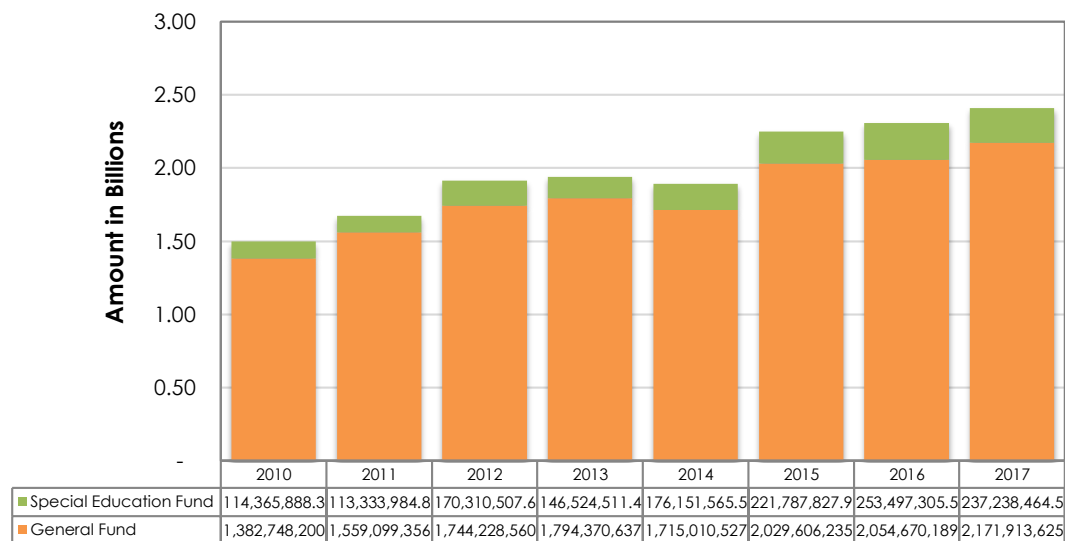


Figure 6.5 Expenses by Fund Category, Provincial Government of Cavite: 2010 to 2017.



Gross Income, Expenses and Net Income

Underspending is a major flaw in budget execution, according to Budget Secretary Benjamin Diokno. It is a financial management inefficiency that needs to be avoided in the government operation. Underspending means that the government is not utilizing the budget in accordance to the allotted time frame. For the year 2017, the province pegged a 36.70% Underspending.

For the year 2017, the province has a net income of Php1,456,392,910.34. The net income of the province generally had an increasing trend from 2010 up to 2017. It is highest in the year 2017 at 36.70% savings rate. The net income presented in the financial statements however cannot be determined whether as direct savings or unutilized funds.

Figure 6.6 Comparative Gross Income, Expenditure and Net Income by Year, Province of Cavite: 2010 to 2017.

