

**A CRITICAL ANALYSIS ON THE NATURE, PATTERN AND STYLE OF
POLITICAL LEADERSHIP IN THE CITY OF MUNTINLUPA:
THE MAGIC OF THE BUNYE-FRESNEDI TANDEM**

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CHAPTER I

INTRODUCTION

The study is a product of a grade school memory. When the researcher was in grade two, her adviser one time asked the class, "Sino ba ang iboboto ng nanay at tatay ninyo sa pagka-mayor? Sabihin n'yo si Bunye na lang!" those persuading words haunted her for a long time. And now, the researcher is on her way to finish her college education, Atty. Ignacio R. Bunye and Atty. Jaime R. Fresnedi remain to be the top political personalities in the city of Muntinlupa.

This study attempts to explain the phenomenon of the leaders' maintenance to power since 1986 up to the present. Simultaneously, it will try to describe the nature, pattern and style of the leaders who have seemed to portray the most notable role as the pioneers of the dramatic transition in the history of the city. Moreover, it is geared towards the identification of political leadership in the contemporary Muntinlupa. Finally, the researcher hopes to identify the impact of recent political happenings to the plight of governance.

The success of these two leaders is noteworthy. Their partnership as mayor and vice-mayor in 1988 and at present as congressman and mayor respectively is critical to the political, social and economic development in the city which used to be a municipality before 1995. Cityhood and the establishment of business and educational institutions and various infrastructures are fruits of the tandem's administration. This reality prompts

the researcher to describe and explain the political leadership in the city at least during their initial stint in 1986 up to the present.

Statement of the Problem

The researcher hopes to find answers to the following questions which are the main concerns of the study.

1. What factors contributed to the political victory of the tandem from 1988 up to the present?
2. What is the emerging concept of effective political leadership in the contemporary Muntinlupa?
3. What is the nature, pattern and style of leadership being displayed by these leaders for the past twelve years?
4. What is the impact of recent political events to the political stability in the city?

a. cityhood of Muntinlupa in 1995

b. acquittal of these leaders in graft charges filed in Sandigangbayan in 1989

5. Is there a relationship that exists between the following variables?

a. political victory and socio-economic Status

b. effective political leadership and qualities of a leader

c. nature, pattern and style of leadership and political development

- d. political stability and credibility of leaders
- e. satisfaction and accomplishment of governmental projects

Statement of the Objectives

The following are the objectives of the study, which the researcher attempts to meet.

1. To identify and analyze the factors that contributed to the "magic" of the Bunye- Fresnedi tandem.
2. To determine the emerging concept of effective political leadership in the contemporary Muntinlupa.
3. To describe the nature, pattern and style of leadership being displayed by these leaders.
4. To identify the impact of recent political events to the state of political stability in the city.
5. To discover if there is a relationship the exists between the following variables:
 - a. political victory and socio-economic status.
 - b. effective political leadership and qualities of a leader.
 - c. nature, patterns and style of leadership and political development.
 - d. political stability and credibility of leaders
 - e. satisfaction and accomplishment of governmental projects.

Assumptions

Based from the available literature reviewed for the study, the researcher assumes that:

1. Socio-economic factors including age, educational attainment and occupation are the contributory factors that explain the political victory of these leaders.
2. Effective political leadership as a concept is related to the desired qualities of a leader.
3. The leaders have displayed an effective style of leadership.
4. Political events mentioned enhanced the political stability in the city.
5. There is a significant relationship that exists between these variables as related works suggest.
 - a. political victory and socio-economic status
 - b. effective political leadership and qualities of a leader
 - c. nature, patterns and style of leadership and political development.
 - d. political stability and credibility of leaders
 - e. satisfaction and accomplishment of governmental projects

Scope and Limitations of the Study

The research was confined with a survey of factors that would explain the political success of Congressman Bunye and Mayor Fresnedi. In addition,

political qualities, nature, pattern and style of leadership and effects of certain political events were also included.

A total of 100 respondents was the original target for the purpose of the study. However, due to some inevitable circumstances, only 96 questionnaires returned. Nevertheless, the researcher was able to distribute the original 100 questionnaires to all of the 9 barangays of Muntinlupa, namely Tunasan, which was assigned 12 respondents, Poblacion, Putatan, Bayanan, Alabang, Cupang, Buli, Sucat and new Alabang which were all assigned 11 respondents each. The number of returns for each barangay is discussed in chapter V.

The study was limited to only 5 months including the process of data gathering, data analysis and the formulation of conclusion. The subjects were exclusive to 18 years old and above, both male and female who participated in the last local elections of May 1998. The purpose was to initially get subjects who had imposed their democratic will in choosing their leaders who were also presumed to have chosen the leaders under study. In case that they did not, their responses would still be relevant in determining the concept of effective leadership in the city.

The researcher had difficulties in beating the deadline of finishing the study, finding available materials on Muntinlupa's political history and availability of political leaders under study and financial constraints including the transportation and typing purposes.

Theoretical Framework

The researcher finds the "organismic model" under the elite studies appropriate in this research which proceeds from the organismic image of man.

"The organismic image of man goes back at least to Plato whose carefully described republic was highly integrated system. In this ideal society, just as in the properly human psyche, each unit would perform its natural function as part of a unified, organic whole. Since integration facilitates communication and control, the Republic's elite-mass relationship could be controlled by a cohesive group of philosopher kings." ¹

In the organismic model an emphasis to "interdependence" is linked to the characteristic of the relationship of the components. And there are two levels by which the inter-relatedness of the components can be employed. One is the elite-elite level and the elite-mass level on the other side. Under the elite-elite level, C. Wright Mills, employing the positional method of elite identification found out that corporation executives, military leaders and weaker political leaders dominate the American decision-making process. Meanwhile, Suzanne Keller's model of an integrated elite is an integration of functions more than the personalities. On the other hand, the elite-mass relationship as expressed

¹ Donald Searing, "Models and Images of Man and Society in Leadership Theory, in Political Leadership: Readings for an Emerging Field, ed. by Glan Paige (New York: The Free Press, 1972), p.663.

by William Kornhauses finds that the major attributes of the mass society are homogeneity and integration.²

Another characteristic of the organismic model is the role played by socio-economic factors such as in the case of American society where property is determinant of power according to Mills. In addition, social experiences of elite as in the case of Keller's strategic elite (who are functionally specific and dependent) and Mills' decision-makers serve as determinants of attitudes and behavior.³

The concept of elite recruitment is also relevant in this study. According to Lester G. Seligman, elite recruitment is the process whereby political roles are defined, filled and vacated in any political system.⁴

"The political recruitment function takes up where the general political socialization function leaves off. It recruits numbers of the particular subcultures-religious communities, statuses, classes, ethnic communities and the like, and inducts them into the specialized roles of the political system."⁵

As a dependent variable, elite recruitment reflects the society as it expresses the value system of the society, degree of consistency and

² Ibid., 34-36.

³ Ibid., 36.

⁴ Lester Seligman, "Elite Recruitment and Political Development," in Political Development and Social Change, ed. by Jason L. Finkle (New York: John Wiley and Sons Inc., 1971), p.240.

⁵ Ibid.

contradictions, degree and type of representatives of the system, basis of social stratification and the structure and change in political roles.⁶

Thus, elite recruitment as a dependent variable is an effect of the factors mentioned above.

Meanwhile, as an independent variable, it determines avenues for political participation and status, influences the kind of policies enacted, either accelerate or retard changes, effect the distribution of status and prestige, and influence the stability of the system.⁷

Therefore, elite recruitment as an independent variable is a determinant of change and development.

Conceptual Framework

The researcher would like to use the conceptual framework partially derived from the works of various authors in Glenn D. Paige' book.⁸ It was partially used because the researcher added some independent variables relevant to the research. Moreover, the framework used in the book was explaining a general subject as in the case of political behavior while the researcher considered the variables as determinants of specific dependent variable such as political success. In addition, the researcher's version of conceptual framework was made complex as other variables were considered.

⁷ Ibid.

The summary of the conceptual framework is outlined below in figure1.

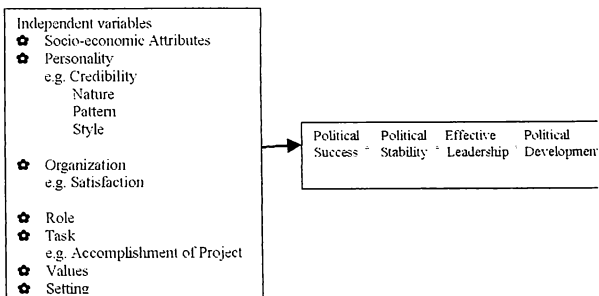


Fig. 1 Conceptual Framework

The following independent variables are defined from the book of Paige except for the socio-economic attributes, which were derived from another source.

1. **Socio-economic attributes.** In Remigio Agpalo's The Political Elite and the People (1972), he included age, sex, religion, mother tongue, education, house, radio ownership, income, occupation and holdings.⁸ However, since these attributes were applied by Agpalo in the rural setting, the researcher only considered the education, occupation and the leaders' political experience.
2. **Personality.** This refers to the sum total of the characteristics that identify an individual human being or characteristics shared with others.

⁸ Paige, Political Leadership, p. 69-81.

⁹ Remigio Agpalo, The Political Elite and the People (Manila: UP-CPA, 1972), p. 71-98.

3. **Role.** A set of socially defined expectations of behavior independent of personality.
4. **Organization.** The interpersonal interaction system both direct and mediated, by which the individual is related to human society.
5. **Task.** Objective requirements for decisions to be made, problems to be solved, or things to be done.
6. **Values.** Ideas about desirable states of affairs and desired means for attaining them.
7. **Setting.** The physical, technological, economic, social and cultural features of the environment of behavior. The dependent variable (political success) is operationalized by the researcher below including other variables subsumed under the independent variable the conceptual framework and other terms related to the study.
8. **Political success.** For the purpose of the study, the researcher defines political success as " the continuous and extended possession of legal power, meaning, the authority, vested to the political elite as a result of democratic elections. It is also equated to terms such as political stability and effective political leadership.
9. **Political elite.** Again for the purpose of the study, this term will refer only to the present congressman and mayor of Muntinlupa.
10. **Political development.** This was not equated to political success, political stability and effective political leadership because the researcher although recognizes their synonymity, considered this term

more as an effect. It is operationalized by the participation of the masses to governmental projects.

11. **Style.** The researcher borrowed the definition of Paige, which states that it is a collection of habitual action patterns in meeting role demands. If you look at it from outside, it is the observed quality and characteristic of one's performance. From the inside, it is one's bundle of strategies for adapting, protecting and enhancing self-esteem. Nature and patterns were subsumed in this usage.
12. **Political leaders.** The usage was made similar to that of political elite and leaders.
13. **Political victory.** Equated to political success for the sole purpose of the study.

Review of Related Literature

A thesis presented to the Department of Political Science and College of Social Science and Philosophy in the University of the Philippines, Diliman by Joaquin B. Buenviaje in 1991 entitled "Perceptions on Effective Political Leadership in the Philippines" proves to be useful in this research. Buenviaje pointed out in his survey of related works that the three qualities usually linked by people to the concept of political leadership include the ability to unite people, commitment to progress and intelligence in order to maximize the efforts for the benefit of the majority of the people, the mass.¹⁰

¹⁰ Joaquin Buenviaje, "An Analysis of Effective Political leadership in the Philippines" (Unpublished Masters thesis, University of the Philippines, 1991), p. 47.

In his studies, it emerged that the ability to unite the people is the most desired characteristic by the respondents. The scholars and the respondents were both saying that if the people are united, any leadership can build the nation. It also turned out that the concept of effective leadership is greatly related to the high level of education and that the knowledge and expertise of the leaders would allow them to solve the crisis in the society. Sex was not a consideration as well as age when it comes to assessing the effectiveness of leadership.

Having included "political stability" in this research which is used to mean effective political leadership and political success, Buenviaje suggested that its attainment can be possible by following the programs of leaders like Claro M. Recto in 1957 when Buenviaje considered the reputation of the country as the Pearl of the Orient.¹¹

In Renato Constantino's A Leadership for Filipinos, the author provided what a genuine leader ought to be using Recto as an example of a leader whose works led to the escalated level of nationalist consciousness at least during his time until his demise.¹² This could be the reason why Buenviaje in summing up his paper advised his readers to adopt Recto's programs.

Constantino also included in his discussion that people are limited to voting in terms of participation and that after it transpired, they will be marginalized again in the affairs of the society. The more they become

¹¹ Ibid., 49.

¹² Renato Constantino, A Leadership for Filipinos (Makaya Books, 1967), p.5.

alienated, the more they ignore and leave the important activities that they themselves should be concerned with. A sense of participation, according to Constantino is what a leader must give to its people.¹³ The discussion does not only provide an idea of effective political leadership but is also relevant in emphasizing participation which the researcher herself included in the operationlization of political development.

Another work that sheds light on the research regarding the concept of effective political leadership which the investigator equated to political success and political stability is Remigio Agpalo's The Political Elite and the People.¹⁴ Specifically, the portion on socio-economic attributes and their relationship to political leadership. The attributes such as age, sex, religion, mother tongue, education, house, radio, income, occupation and landholding were included since his work was confined in Occidental Mindoro. This part is relevant in assessing the relationship between socio-economic attributes and political victory in Muntinlupa City, an urban area compared to Occidental Mindoro which is a rural area.

With the employment of elite studies in this investigation, the work of Mary R. Hollnsteiner entitled The Dynamics of Power in a Philippine Municipality confirms the role of elite in a social system. The term elite was defined by another author(Amitai Etzione) as a reference term used for the

¹³ Ibid., 8.

¹⁴ Agpalo, Political Elite.

roles of collectivities in initiating, directing or regulating the activities in each sub-system.¹⁵

The same author who defined the term 'elite' believed in another author's (Talcott Parsons) idea that "when a society is a low level of complexity, elite positions are multi-functional in the sense that the same role bearers will initiate and control action in all major areas of activities and at a more complex levels, elite roles and elite groups become differentiated into four universal functions (1) adaptive elite-specialists and experts; (2) goal attainment elite-politicians and managers; (3) integrative elite-social leaders;(4) normative elite-cultural such as philosophers and religious leaders.¹⁶

This work of Hollnsteiner would be relevant to this research since major changes in the area of concern have been occurring which would mean a more differentiated functions for the elites.

Significance of the Study

In pursuit of the objectives of this study, the researcher has three ideas in mind which emphasize the relevance of this research.

First, that this research hopes to provide a pioneering work on the nature of political leadership in the City of Muntinlupa which has guided the constituents for almost twelve years. Second, as it seeks to explain the nature,

¹⁵ Mary Hollsteiner, "The Dynamics of Power in a Philippine Municipality," in The Functional Differentiation of Elite in the Kibbutz, ed. by Amitai Etzioni (The American Journal of Sociology, vol.4 no.5, March 1959), p.177.

pattern and style of the leadership, it reflects the relationship that exists between the leaders and their constituents which would define the political development in the city which specifically meant active and mass participation of the people. Third, that the study reveals the very own ideas of the people of Muntinlupa regarding the concept of effective political leadership which might be helpful to either the present leaders or future ones in winning the trust of the majority to lead the city in realizing its visions.

These ideas are the potent force which motivates the researcher to choose and undertake the study.

Research Methodology

Descriptive study is the research design which the researcher found to be appropriate to use since the investigation covers a case of political leadership which is under the salient point of politics. In addition, it made use of survey research as the primary means of gathering information with the use of questionnaires and interview schedules and dealing with its subject. Special interviews proved to be essential as these amplified the limited information regarding the background of the subject matter.

Special interview with Mayor Fresnedi was conducted last January 25 of this year in his office at the Cityhall of Muntinlupa while that of Cong. Bunye was conducted last February 10 also in his office located at Batasan Pambansa Complex. The use of a tape recorder was necessary considering that the leaders were sharing their own experiences regarding their political career.

¹⁴ Ibid., 87.

The researcher is fortunate enough to be permitted in recording the interviews. Formal letter of request was prepared ensuring academic and professional character of the study.

Questionnaire distribution was one of the hardest tasks in conducting the study. Since the purpose is to spread the subjects among the 9 barangays, the researcher herself aside from personally distributing the questionnaires had to contact people who could guide her in different areas not familiar to her. In addition, among the barangays, it was in New Alabang, where the researcher had the least number of respondents considering that most is if not all of its residents belong to the upper middle or elite class.

Organization of the Study

The research is divided into seven parts. The first chapter includes the introduction, statement of the problem, statement of the objectives, assumptions, scope and limitations of the study, theoretical framework, conceptual framework, review of related literature, significance of the study and research methodology.

The second chapter covers the historical background of Muntinlupa during the Spanish era until the time it turned into a city and its present affairs. This is important because the course of events would define the setting, which is one of the factors that will be used in analyzing the nature, pattern and style of leadership.

Special interviews with both these officials is reserved to chapter III while chapter IV is devoted to a discussion on specific political events, which are under study. Chapter V presents the socio-economic profile of respondents, which provides the basis for the analysis of responses.

Chapter VI analyzes to the results and analysis of the survey study. The last chapter discusses the conclusions and recommendations of the research study.

CHAPTER II

BRIEF HISTORY OF MUNTINLUPA

There has been a meager collection of writings with regards to the historical evolution of the city. The researcher had to depend on limited resources such as the concise article in "Ang Bagong Lingkod Bayan", the city's weekly released periodical.

The name "Muntinlupa" evolved from three versions. The first version associates the name Muntinlupa with the thin top soil in the area, thus the name "munting lupa". The second version states that its name was originally "Monte sa Lupa" when a group of men playing a card game was asked by the Spaniards about the name of the place, having mistaken that the question was on the game they were playing. The last version is a description of the topographical character of the area in which the word "Monte" which means mountain was expanded to "muntinlupa" or mountain land. In the long run, the versions of "Monte sa Lupa" and "munting lupa" ended up as Muntinlupa through either spelling or mispronunciation.¹⁷

Early accounts reveal that Muntinlupa was inhabited by settlers from Borneo and Indonesia long before the Spaniards came to the Philippines. Agriculture, livestock and poultry were the primary sources of income.

By 1601, it was the Augustinians who supervised Muntinlupa. Its natives were assigned to be religiously instructed in the convent of Guadalupe Sanctuary

¹⁷ Allan A. Cuevas, "Tracing Muntinlupa's Origin," *Ang Bagong Lingkod Bayan*, V, IX (March 1, 1999), p.11.

until a certain Quijano Bustamante purchased from the natives the land of Muntinlupa. In 1869, with the desire of Spanish government to have a tighter control over the sitios of Alabang, Tunasancillo, Sucat and Cupang, the municipality of Muntinlupa was finally created.¹⁸

Natives of Muntinlupa were also silent heroes of the 1896 Revolution as the town folks particularly those from Cupang battled against the Spanish troops headed by Gov. Gen. Polavieja. And together with Gen. Emilio Aguinaldo and his men, they fought Spanish soldiers in the battle of Zapote Bridge.¹⁹

Under the American regime, Muntinlupa became one of the districts of Morong through Act 137 of the Philippine Commission only after two years. Muntinlupa joined Pateros and Taguig by virtue of Act 924 by the Philippine Commission with Pateros as the center of power. And on November 25, 1903, the municipality was included within the boundary of Laguna under Biñan together with San Pedro. However, a protest headed by a certain Marcelo Fresnedi was filed and presented to the Governor which demanded the return of the municipality to Rizal province. On March 22, 1905, the petition was heard and granted that it became a barrio of Taguig.²⁰

Another petition, this time for independence, was successfully granted under Executive Order No. 108 on December 19, 1917 by Gov. Gen. Francis Burton Harrison which took effect on January 1, 1918. Vidal Joaquin, a native of

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Ibid.

Alabang, served as the first appointed mayor in 1918, while Melencio Espeleta became the first elected mayor.²¹

During the Japanese occupation, a garrison named Kamatchutay was established in Bayanan, one of Muntinlupa's sitios. It was already during this period when Don Pedro Diaz, the town's mayor, was killed. Just like in 1896 Revolution, the town's men specially those from Cupang and Alabang participated actively in the movement against the Japanese army.²²

Muntinlupa underwent various stages of development after the 1945 World war. Under the leadership of Mayor Francisco de Mesa, the first municipal hall was constructed. An increase in the rise of residential housing, factories and business establishment were notable. Road widening and development projects were also part of the changes. When the Metropolitan Manila Commission was created, Muntinlupa was proclaimed as one of the 17 municipalities and cities of Metro Manila area in November 7, 1975. By this time, under the Loresca and Argana administration, education was considered of primary importance.²³

The name Ignacio Bunye came into the picture after the EDSA Revolution when former President Corazon Aquino appointed him mayor of Muntinlupa. Together with the then vice mayor Jimmy Fresnedi, their tandem undertook various projects which contributed into the conversion of Muntinlupa from being a mere municipality to a progressive town far South.²⁴

²¹ Ibid.

²² Ibid.

²³ Ibid.

With the ratification of the 1986 Constitution, Muntinlupa joined Las Piñas to form a single political district. Muntinlupa was divided into two districts. District I included the barangays of Tunasan, Poblacion, Putatan and Bayanan while District II is comprised of Barangay Alabang, Cupang, Buli, Sucat, and New Alabang.

It was during Bunye's governance when Muntinlupa signed a sisterhood pact with Gunma, Japan which established bilateral relations between the two municipalities. The covenant was signed on March 1994. Also during Bunye's administration, House Bill No. 14401 converting the municipality of Muntinlupa into a highly urbanized city was approved by the House of Representatives. Former President Fidel V. Ramos signed Republic Act 7926 which proclaimed Muntinlupa as a city, making Bunye as the first representative of Muntinlupa City in Congress.²⁵

At present, the tandem of Bunye-Fresnedi in running the affairs of Muntinlupa continues with greater tasks these two leaders are yet to accomplish.

²⁴ Ibid.

²⁵ Ibid.

CHAPTER III

THE MAGIC OF THE BUNYE-FRESNEDI TANDEM

Personal interview is one method employed by the researcher in order to gather necessary information particularly from the leaders who are the subjects of the study. On January 25 and February 10 of this year, two isolated interviews were conducted. The former was with Muntinlupa City Mayor Jaime R. Fresnedi and the latter with Muntinlupa Representative Ignacio R. Bunye. From the said interviews, the following informations were revealed.

The Start of the Bunye- Fresnedi Tandem

Mayor Fresnedi started his political career in 1986 when he was appointed as a legal officer in the municipality of Muntinlupa. The following year, he was then appointed as OIC Vice-Mayor until 1988 when he and Atty. Bunye, a colleague in the Kiwanis Club of Muntinlupa decided to run as vice-mayor and mayor respectively.

Cong. Bunye on the other hand was working in private sectors, including Bank of the Philippine Islands and development foundations and had no plans of pursuing politics since he had a negative perception of it. His first venture occurred in 1986 when former Pres. Corazon C. Aquino had to replace incumbent leaders with new ones by virtue of appointment and among the four candidates he won the former presidents admiration.

The year 1988, therefore was the official start of the Bunye- Fresnedi tandem when Atty. Bunye asked Atty. Fresnedi to be his official partner in the 1988 election. The two leaders first ran as mayor and vice-mayor respectively.

The Painstaking Stint to Politics

Financial difficulty was the major problem encountered by Mayor Fresnedi. However, this was only during his first attempt in 1988. Having anticipated the financial implications of being in politics, the mayor prepared financially for his second and third term. Initially, he made early preparations by saving some of his salary as an anticipation to this problem.

Meanwhile, it was the sudden shift from being a private person to being a public figure which was the immediate dilemma of Congressman Bunye. His very first task was to solemnize a marriage, which he had to learn from a judge. Another was the style on how to handle government problems because he had been sued of problems equally shared by the executives in his former work. It took him almost two months to adjust by believing that the people who would always chase him in the office or even in his residence believed that he could help in their problem and that the official is their only hope. The management training which he imbibed from the private sector and his sincerity to help the people merged together to make his work as public servant easier.

The Tandem in Focus

The apt description given by Mayor Fresnedi to the tandem is the word "unique". He thinks so because his relationship with Congressman Bunye did not start from politics but rather in a civic organization of the Kiwanis of Muntinlupa where he is a businessman and Atty. Bunye as an entity in the private sector. He added that their main concern has been public service with the belief that it is a privilege to serve in the local government and so both of them tried their best in their respective duties as mayor and vice-mayor and now as congressman and mayor.

It was as if the researcher was again talking to Atty. Fresnedi as Congressman Bunye described their tandem the way Atty. Fresnedi did. According to him, his style and that of the mayor complement each other. He described Mayor Fresnedi to be very supportive when he was still the vice-mayor and that he never encroached the way other vice-mayors did. With Atty. Fresnedi, Atty. Bunye was quite comfortable and knew that he could count on him. In fact, the congressman was envied by his colleagues in the Association of Mayors of Metro Manila when it comes to the ease of leaving the country for official purposes because he could rest assured that his position as the mayor would not be subject to jeopardy by the ambitious agenda of his vice-mayor, which is usually the case of other local governments.

The Tandem's Magic

The reason behind the tandem's success can be attributed to the trust extended by the leader to each other which enabled them to complement projects which they both believed to be beneficial and correct. In addition, the congressman believes that it could be to the fact that the people of Muntinlupa appreciate their long-term plans. He mentioned the Integrated Development Plan of Muntinlupa where he and his partners in the local government identified areas of development as in the case of Alabang Stockfarm. The said plan was drafted in consultation with the stockholders from which he asked support by giving them a certain degree of tenure in order to implement the plans.

He also mentioned of their humble accomplishments as confirmed by the "balik-bayan" of the locality who easily noticed the constant change in the place. Some of these accomplishments include the award received by Muntinlupa from the Catholic Bishops' Conference for good public service. Muntinlupa is also known for being able to renew business taxes within 30 to 40 minutes compared to 2 to 3 days in other local governments. A speed record was also established by the city when it comes to realty tax payments. This was possible through a grant of P2 M which Atty. Bunye got when he was still the mayor, from the Department of Finance. From the said budget, Atty. Bunye bought a lot of computers and software and had the employees trained. Because of this system, the City of Muntinlupa ranks first in the whole Philippines in terms of tax collection with 95% rate. In addition, the employees learned how to properly attend to the needs of the people regardless of their social and economic status.

Another area which the congressman considered to be a contributory factor was his effort to uplift the self-esteem of his workforce. This effort includes his contribution and encouragement of the technique he calls "self-affirmation" which he himself used to get away with his irritations as mayor whenever people would visit him at home to ask for help. In addition, he made use of reinforcement like seminars intended to enhance their personality and motivations like good salaries, benefits, and recognition. Lastly, he adapted legal and constitutional means with the help of the municipal council due to his intentions of changing the image of Muntinlupa.

Nature, Pattern and Style of Leadership

Individually speaking, Mayor Fresnedi shared that he is a leader who leads by example although he is very well aware that some people could not really understand his way of decisions because for him, if a suggestion is correct, he does not mind whether it emanates from the opposing side or if people would disagree. In dealing with his subordinates, he does not mind summoning a person and that no one is preferred over the others by virtue of being influential or close to him.

Cong. Bunye's personal style involves his ability to connect to people, which he meant being able to attune one's self to the kind of culture present in the workplace (government in his case), the use of traditional management skills like planning, evaluation, adjustment, and feedback. He gets feedback from different walks of life at all levels, such as his wife, children, and even his barber. Lastly, it

is surprising that style for him is also leadership by example. Generally, the tandem is founded on respect and trust with each other.

The Secret of Effective Leadership

Mayor Fresnedi described himself as a "hands-on" leader while Cong. Bunye, from the previous discussion, puts a high premium on the ability to connect to people, traditional management skills like planning, evaluation, adjustment and feedback which only shows his being a broad-minded, enthusiastic and organized leader.

The Impact of Cityhood and Acquittal of 1999

The Cityhood of 1995 and the acquittal of the leaders in 1999 generally have positive effects on their leadership. The first event, the cityhood, brought apprehensions to the constituents, particularly the poor and was even exploited by political opponents of Mayor Fresnedi and Cong. Bunye, but still, majority of them took the word of their leaders.

The same thing applies to the graft charges filed against these leaders, which was used as a black propaganda to discredit them. However, with their acquittal, which served as a relief, their names were finally cleared. The only thing that made Cong. Bunye's happiness incomplete was the way the media handled the good news, because he thought that the news seemed to be buried in the inside pages of the newspapers. Nevertheless, their acquittal bolstered their innocence as

confirmed by the part of the Supreme Court's decision which stated that: "Instead of being charged, they should have been commended".

Political Development and Effective Political Leadership in the Minds of the Leaders

The concept of political development for Mayor Fresnedi is somewhat comprehensive. For him, political development should embrace the total idea of progress in the areas of politics, society, and economics. Meanwhile, he considers a leadership to be effective if the needs of the people are satisfied.

On the other hand, Cong. Bunye's idea of political development meant a critical analysis of the people whom we are to entrust our votes, not merely basing choices from personality but rather from the ability to serve. He also expressed that he does not know how to correct this phenomenon because even the "media" promotes superficiality by setting aside the informative aspect of its programs. Instead, he suggested that we must learn to take advantage of these powerful tools in order to educate the people. It appears therefore that "education" is the great equalizer which can serve this problem although he also recognizes "poverty" as the fundamental problem.

The prevalence of fraud during elections was an example he used to emphasize the need for political development which he also equated to "honest election" in order to uphold the true will of people. Aside from education, he also encouraged "individual change".

Finally, his idea of effective political leadership is the possession and performance of the qualities and activities he already mentioned in the first portion of this interview.

CHAPTER IV

SPECIAL POLITICAL EVENTS: CITYHOOD OF 1995 AND ACQUITTAL ON GRAFT CHARGES OF 1999

It is an essential portion of this study to discuss two of the most recent political event in Muntinlupa-the cityhood of 1995 and the acquittal of these two leaders in graft charges as decided by the supreme Court in May 1999. As the study involves the nature, pattern and style of leadership particularly the factors which contributed to the success of the tandem, the researcher is in need of determining the impact of events mentioned for the political stability of the city in order to analyze the link between the environment of behavior and the response of the subjects.

A. Cityhood of 1995

The journey of Muntinlupa's conversion to a highly urbanized city began during a budget hearing in October 1993, when Atty. Ignacio Bunye (municipal mayor by this time) requested the council to study the implications of such conversion. In a report submitted to the mayor, the council informed the mayor that there is everything to gain and nothing to lose in converting Muntinlupa into a highly urbanized city, as provided by the New Local Government Code of 1991.²⁶

The said code requires a municipality applying for cityhood to have a minimum population of 200,000 as certified by the national Statistics Office

²⁶Raul R. Corro, "How Muntinlupa Became a City", "Ang Bagong Lingkod Bayan", V, IX (March 1, 1999), 9.

and earn at least P50 million, based on the 1991 constant prices as certified by the Department of Finance. These two requirements were actually surpassed by Muntinlupa even before the code took effect in 1992, but its enactment was the primary reason or pushing the conversion the soonest possible time.²⁷

Additional income and services were the fundamental reasons mentioned by the council in order to justify the move to convert the municipality into a city. Other than these reasons, the council also paid attention to the following: a) greater local autonomy enjoyed by a city compared to a municipality; b) being a city meant being entitled to one legislative district in Congress which further meant getting in full all the benefits such as that of the countrywide development fund; c) cityhood would enhance Muntinlupa's prestige both locally and internationally considering that there are only 21 highly-urbanized cities in the country by this time; d) cityhood would attract more investors both locally and internationally, which would also mean more investments, job opportunities and economic activities.²⁸

On May 23, 1994, Muntinlupa-Las Piñas Rep. Manuel Villar filed House Bill No. 12772 which sought the conversion of Muntinlupa into a highly urbanized city. On August 1, 1994, it was Sen. Raul Roco who sponsored Senate Bill No. 1821, the counterpart of House Bill No. 12772. Because of this sponsorship, Sen. Roco became the "Adopted Son of Muntinlupa" The first Congressional hearing was held on November 4, 1994 with Representative

²⁷ Ibid.

²⁸ Ibid.

Elias Lopez of Davao City who moved for the immediate approval of the bill.²⁹

The public hearing by the House Committee on Local Government held on November 22, 1994 in Muntinlupa Elementary School spelled the success of the initiative of the council.. It was again Rep. Lopez who expressed his desire to help Muntinlupa through his motion to wrap up the public hearing and submit for second reading the Committee report based on the success of the hearing. On January 18, 1995, House Bill No. 12772 was replaced by House Bill No. 14401 and was approved on the second reading.³⁰

During the Senate Committee hearing, mayor Bunye asserted the reinsertion of the provision which entitles Muntinlupa to one legislative district citing the Congressional precedent in San Juan and Mandaluyong and the Supreme Court's decision to uphold the creation of new Congressional districts for newly converted cities. The said provision was reinserted by Senator Sotto who also approved the report and requested Sen. Alberto Romulo to place the bill in the second reading. On the other hand, Sen. Neptali Gonzalez having been a former congressman and vice-governor of Rizal province of which Muntinlupa used to be a part of, delivered his sponsorship speech with enough eloquence to win the support of his colleagues in the Senate for the approval of the bill.³¹

²⁹ Ibid.

³⁰ Ibid.

³¹ Ibid., 9-10.

It was February 15, 1995 when the Senate finally approved the bill on third and final reading. And on March 1, 1995, Pres. Ramos signed Republic Act 7926 into a law. The people of Muntinlupa ratified cityhood in a plebiscite which was held simultaneously with the May 8, 1995 elections.

B. Acquittal on Graft Charges

On August 20, 1998, a violation of Anti-Graft and Corrupt Practices Act was filed against Bunye, Fresnedi and six others by Amado Perez, general manager for the operation of Muntinlupa public market in Alabang. The issue was rooted when Mayor Bunye and the municipal council headed by Vice-Mayor approved Kapasyahan Bilang 45 which invalidated a contract between former Mayor Santiago Carlos Jr. and the Kilusang Bayan ng mga Maglilingkod sa Bagong Pamilyang Bayan ng Muntinlupa, Inc. (KBMBPM) headed by Perez.³²

The contract which did not open for public bidding states that the lease would cover until 25 years and again renewable by another 25 years. It also states that KBMBPM would only pay P35,000 monthly to the municipal government of Muntinlupa. This 25-year contract violated Sec. 149 of the old Local Government Code which states that a market owned by the government can be leased with maximum of five years.³³

³² Jonathan M. Hicap, "Acquitted" *Ang Bagong Lingkod Bayan*, VI, XVIII (May 10-16, 1991) 1 and 6

³³ *Ibid.*

In view of this violation, Mayor Bunye reported the contract to the Commission on Audit (COA) and Metro Manila Commission (MMC) for evaluation. The latter advised the municipal council to invalidate the contract. And on August 1, 1988, in a public hearing, Kapasyahan Blg. 45 was approved and on August 19, Alabang market was managed by an Interim Market Commission with half of its members coming from the municipal government and the other half from KBMBPM.³⁴

On August 22, 1988, KBMBPM filed a case of "breach of contract with prayer for a preliminary injunction at the Makati-RTC. However, the tribunal declared Kapayahan Blg. 45 as a valid exercise of police power. At the same time, Makati-RTC dismissed the petition for a preliminary injunction.³⁵

The decision of Makati-RTC was appealed at the Court of Appeals which issued the same judgment. On August 26, 1988, another case was filed by Perez, including oppression, harassment, abuse of authority and violation of the Anti-Graft and Corrupt Practices Act. The case was filed in Sandiganbayan on January 10, 1989.³⁶

On July 27, 1995, Sandiganbayan issued its decision giving the accused a guilty judgment with 6 to 10 years of penalty in jail with P13.5 million payment to KBMBPM. It was appealed by the council at the highest tribunal (SC) which issued acquittal on May 5, 1999 with this statement: Indeed, the

³⁴ Ibid.

³⁵ Ibid

³⁶ Ibid.

rescinded lease contract was grossly disadvantageous to the Municipality of Muntinlupa." ³⁷

³⁷ Ibid.

CHAPTER V

SOCIO-ECONOMIC PROFILE

This chapter is a description of the age, sex, religion, occupation, educational attainment and annual family income of the 96 respondents who were chosen at random. This portion gives us an idea of how the 96 respondents were scattered among the nine barangays, the six age-brackets identified, different religions, income brackets and educational attainments and how many are male and female, providing for their socio-economic characteristics.

The following tables reveal the profile of respondents in different areas mentioned above.

TABLE 1
FREQUENCY AND PERCENTAGE OF RESPONDENTS IN EACH OF THE 9
BARANGAYS IN THE CITY OF MUNTINLUPA

Barangays in Muntinlupa	Frequency(f)	Percent(%)
1. Alabang	11	11.5
2. Bayanan	11	11.5
3. Tunasan	12	12.5
4. Poblacion	11	11.5
5. Putatan	11	11.5
6. Sucat	10	10.4
7. Cupang	11	11.5
8. Buli	11	11.5
9. New Alabang	8	8.3
TOTAL	96	100.2

Table 1 shows that among the 9 barangays, Bgy. Tunasan had the largest share of respondents with 12.5%. The remaining 8 barangays were initially assigned 11 respondents each to complete a total of 100 respondents. Bgy. Tunasan was assigned the highest number of respondents because among the 9

barangays, it was the one picked by the researcher in a random sampling technique performed before the distribution of the questionnaires. However, only 8 and 10 respondents answered the questionnaires in New Alabang and Sucat which resulted to only a total of 96 respondents. Second in rank in terms of the share of respondents are the barangays of Alabang, Bayanan, Poblacion, Putatan, Cupang, and Buli, all with 11.5% each. Third in rank is the barangay of Sucat with 10.4% and finally, Bgy. New Alabang with the least number of respondents, as revealed by 8.3% share. The reason behind this is the fact that Bgy. New Alabang is an elite community and that it was difficult for the researcher to find access in distributing all the 11 questionnaires. The researcher had few contacts in the area and most of these contacts were very busy in their respective fields.

TABLE 2
FREQUENCY AND PERCENTAGE OF RESPONDENTS IN EACH OF THE SIX AGE BRACKETS

Age Bracket	Frequency	Percent (%)
18-25	31	32.3
26-33	21	21.9
34 -41	8	8.3
42-49	20	20.8
50-57	9	9.4
58-65	2	2.1
No account	5	5.21
Total	96	100

Table 2 reveals that majority of the respondents, translated to 32.3% come from the age bracket of 18-25. The remaining respondents are either 26-33 years old (21.9%), 42- 49% years of age (20.8%), 50-57 years old (9.4%) 34-41 years of age or 58-65 years old (2.1%) of which the latest is the age group of the minority

of respondents. However, it should be noted also that 5.21% of the respondents did not indicate their age bracket which is even higher than 2.1 % of those who belong to age group of 58-65.

TABLE 3
FREQUENCY AND PERCENTAGE OF RESPONDENTS WHO ARE
MALE OR FEMALE

Sex	Frequency	Percent
Male	27	28.1
Female	67	69.8
No Account	2	2.1
Total	96	100.1

From the above table, it can be inferred that most of the respondents are female, as confirmed by 69.8 % share compared to only 28.1 % of the males. Nevertheless, 2.1% still did not disclose their sex group.

TABLE 4
FREQUENCY AND PERCENTAGE OF RESPONDENTS
FROM DIFFERENT RELIGION

Religion	Frequency	Percent (%)
Roman Catholic	82	85.4 %
Protestant	1	1
Muslim	1	1
Baptist	0	0
Seventh Day Adventist	0	0
Jehovah's witness	0	0
Iglesia ni Cristo	1	1
Born Again	2	2.2
Christian	6	6.3
No Account	3	3.2
Total	96	99.9

Table 4 shows that 85.4 % of the respondents are Roman Catholic. The remaining are either Born Again (2.1%), Iglesia Ni Cristo (1 %), Muslim (1%), or Protestant (1%). There are 6.3% who indicated that they are Christian without specifying their religious affiliation while 3.2 % did not indicate any.

TABLE 5
FREQUENCY AND PERCENTAGE OF RESPONDENTS
OF DIFFERENT OCCUPATIONS

Occupation	Frequency	Percent (%)
Not employed (e.g. housewife, student)	23	24 %
Self-employed (e.g. businessman / businesswoman Entrepreneur, landlady etc.)	4	4.2 %
Managerial & Executive position (e.g. company Branch manager, production manager, chairman Woman, commissioner, director, senator, Judge, Congressman, cabinet member, General, Colonel, Planning Supervisor, Acctg. Executive, etc.)	4	4.2 %
Chemist, Engineer, Teacher, Researcher, Lawyer Midwife, Dentist, Architect, Physical Therapist, Medical Therapist, Nurse, Flight attendant, hotel Employee, etc.	17	17.7 %
Plain law enforcer, policeman, government employee, prison guard, etc.	10	10.4 %
Clerical position, (e.g. cashier, secretary, salesman, Accounting clerk, etc.)	1	1.0 %
Farmer, Fisherman, Domestic Helper, Waiter, Barber, Beautician, Driver, Production Operator Factory worker	11	11.5 %
Utilityman/woman, janitor/janitress, production operator, etc.		
Transport Operator, Laborers, Foreman, carpenter, Plumber, construction worker, mason, etc.	3	3.12 %
No Account	23	23.95 %
Total	96	100.1 %

As revealed by Table 5, majority of the respondents are not employed which is composed of housewives and students with 24 %. The group of chemists, engineer, teacher, lawyers, nurses, and other degree holders ranks 2nd with 17.7 %. This is followed by the group of fisherman , farmers, domestic helper, waiter, and those who belong to vocational courses like beautician, barbers with a total share of 11.5%. Meanwhile, the group of government employees such as policemen and prison guards ranks 4th with 10.4%. The fifth rank is shared by the group of managers and the self-employed with 4.2% apiece. On the otherhand, 3.1% comprised the group of transport operators, laborers, firemen, carpenters, plumbers, masons and construction workers which ranks 6th. The group with the lowest percentage is the group of clerical positions such as typists, cashiers, and secretaries with only 1%.

It should be noted that almost one-fourth of the total number of respondents failed to disclose their jobs which is 24%.

TABLE 6
FREQUENCY AND PERCENTAGE OF RESPONDENTS OF
DIFFERENT EDUCATIONAL ATTAINMENT

Educational Attainment	Frequency	Percent
Elementary	2	2
Highschool	23	24
College	59	62
Post Graduate	2	2
No Account	10	10
TOTAL	96	100

Table 6 evidently shows that majority of the respondents reached college level with 62%. This is followed by 24% of respondents who reached high school. Meanwhile, only 2% reached the elementary level which is equal to the percentage received by those who reached a post graduate education. Nevertheless, 10% failed to indicate their educational attainment which is five times greater than those who reached elementary and post graduate education.

TABLE 7
FREQUENCY AND PERCENTAGE OF RESPONDENTS IN EACH OF THE SIX INCOME BRACKETS

Annual Family Income	Frequency	Percent
10,000-75,000	17	17.7
76,000-150,000	14	14.6
151,000-225,000	4	4.2
226,000-300,000	2	2.1
300000-1000000	7	7.3
Greater than 1,000,000	1	1.0
No Account	51	53.1
TOTAL	96	100

As shown in table 7, majority of the respondents who indicated their annual income belong to 10 000- 75 000 to income bracket. This is followed by the 76 000- 150 000income bracket with 14.6% of respondents. Third in rank is income bracket 300 000-1 000 000 with 7.3% . The remaining respondents who indicated their annual income are divided among those whose income bracket fall within 151 000-225 000 with 4.2% . 226 000-300 000 with 2.1% and greater than 1,000,000 with 1%. However, it should be noted that 53.1% of the respondents refused to indicate their annual income which is greater than half of the total respondents.

CHAPTER VI

THE DYNAMICS OF POLITICAL LEADERSHIP IN THE CITY OF MUNTINLUPA

This chapter is divided into two parts. The first part is a presentation of the results of the survey made by the researcher regarding ten questions. The other part is reserved for the statistical analysis of the variables

I. THE CONSTITUENTS OF MUNTINLUPA AND THEIR RESPONSES

TABLE 8
FREQUENCY AND PERCENTAGE OF RESPONDENT WHO VOTED AND
DID NOT VOTE FOR CONG. BUNYE IN THE LAST MAY 1998 ELECTION

	Frequency	Percent
Yes	77	80
No	12	13
No comment	7	7
Total	96	100

From the above table, it can be inferred that out of 96 respondent, there were 77 who voted for Cong. Bunye in the last 1998 election. When translated to its percent equivalent, it covers 80 % of the total respondents. Those who did not cover 13% only or 12% respondents. On the other hand, 7% of the total population answered No Comment.

TABLE 9 - A

FREQUENCY AND PERCENTAGE OF RESPONDENT
FOR EVERY REASON PROVIDED BY THOSE WHO VOTED FOR CONG.
BUNYE

Reason	Frequency	Percent (%)
a. He has been in public service for a long time and is therefore an experienced political leader	71	92.2
b. he possesses the characteristics desired for a political leader	61	79.2
c. he met the expectations of the people during his past administration.	58	75.3
d. he made major changes/development in the city (or even before)	58	75.3
e. he fulfilled his duties well during his past administration	55	71.4
f. he displayed desirable values to which most people agree .	55	71.4
g. he is a lawyer	53	68.8

h. he could easily persuade people to participate actively in government projects.	50	64.9
i. he comes from a well-known family in the city	37	48.1
j. other reasons e.g. presence of new agencies devotions programs	3	4.9

Table 9-A reveals that majority of those respondents who voted Cong. Bunye did so because "he has been in public service for a long time and is therefore an experienced political leader" with a total of 92.2 %. The second usual reason is that " he possesses the characteristics desired for a political reason which registered 79.2 % and the third common reason of why they voted him is either "he me the expectations of the people during his past administration " or " he made major changes : development in the city or even before Muntinlupa became a city" with 75.3 %.

It should be noted that reasons like " he is a lawyer: " and that "he comes from a well-known family in the city" only ranks 5th and 7th with a total of 68.8 % and 48.1 % respectively. The 4th rank is shared by the reason that he performed his duties well during his past administration "and that" he displayed desirable values to which most people agree "with a total of 71.4 % each. The 6th ranks goes to the reason that "he could easily persuade people to participate actively in

governmental projects" with 64.9 % share which when compared to rank 5th is just 4.7 % away from the former, and 16.8 % greater than the 7th reason in rank.

These numbers seem to show that those who voted for Cong. Bunye were considering his socio-economic status (e.g. his profession and popularity) but were more concerned with his experience as a public servant, credentials and accomplishments.

TABLE 9 - B

FREQUENCY AND PERCENTAGE OF RESPONDENT FOR EVERY
REASON PROVIDED BY THOSE WHO DID NOT VOTE FOR CONG.
BUNYE

Reasons	Frequency	Percent (%)
a. not well known (e.g. appointed)	1	8.3
b. not that good	1	8.3
c. voted for another candidate	2	16.7
Total	4	33.3

In the above table, a total of 33.3% indicated their reasons for not voting Cong. Bunye. 8.3% said that Cong. Bunye " is not a well-known personality" while another 8.3% said that he is " not that good". Meanwhile, a total of 16.7% reasoned that they " voted " for another candidate.

governmental projects" with 64.9 % share which when compared to rank 5th is just 4.7 % away from the former, and 16.8 % greater than the 7th reason in rank.

These numbers seem to show that those who voted for Cong. Bunye were considering his socio-economic status (e.g. his profession and popularity) but were more concerned with his experience as a public servant, credentials and accomplishments.

TABLE 9 - B

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REASON PROVIDED BY THOSE WHO DID NOT VOTE FOR CONG.
BUNYE

Reasons	Frequency	Percent (%)
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In the above table, a total of 33.3% indicated their reasons for not voting Cong. Bunye. 8.3% said that Cong. Bunye " is not a well-known personality" while another 8.3% said that he is " not that good". Meanwhile, a total of 16.7% reasoned that they " voted " for another candidate.

TABLE 10
FREQUENCY AND PERCENTAGE OF RESPONDENTS WHO VOTED AND
DID NOT VOTE FOR MAYOR FRESNEDI IN TH LAST MAY 1998
ELECTION

Reasons	Frequency	Percent (%)
Yes	80	83.3
No	11	11.5
No Comment	5	5.2
Total	96	100%

Table 10 shows that out of 96 respondents 80 of them voted for Mayor Fresnedi, which is 83.3 % of the total share. Only 11 or 11.5 % did not vote for him while the remaining 5.2 % opted to answer No Comment.

TABLE 11 - A
FREQUENCY AND PERCENTAGE OF RESPONDENTS FOR EVERY
REASON PROVIDED BY THOSE WHO VOTED FOR MAYOR FRESNEDI

Reason	Frequency	Percent (%)

a. he has been in public service for a long time and is therefore an experienced political leader	73	91.3
b. he possesses the characteristics desired for a political leader	61	79.2
c. he is a lawyer	54	67.5
d. he met the expectations of the people during his past administration	53	66.3
e. he displayed desirable values to which most people agree	53	66.3
f. he fulfilled his duties well during his past administration	51	63.8
g. he made major changes development in the city (or even before)	50	62.5

h. he could easily persuade the people to participate actively in governmental projects	49	61.3
i. he comes from a well-known family in the city	33	41.3
j. other reasons e.g. presence of new agencies devotion programs	4	5

Table 11 - A shows that the primary reason of those who voted for mayor Fresnedi is that "he has been in public service for a long time and is therefore an experienced political leader" with 91.3 %. This is followed by the reason that "he is a lawyer" with 67.5 % share. The third rank is distributed to 3 reasons such as "he possesses the characteristics desired for a political leader", "he met the expectations of the people during his past administration" and the reason that "he displayed desirable values to which most people agree" each garnering 66.3 %. It is important to note that the reason which ranks 2nd (he is a lawyer) is only 1.2 % away from the reasons enumerated in the 3rd rank.

The fourth common reason for voting Mayor Fresnedi is that "he fulfilled his duties well during his past administration" with a share of 63.8 % which when compared to the reasons in rank three is only 2.5 % less. The same interpretation

can be made with reasons in rank 4 and 5 (he made major changes development in the city or before Muntinlupa became a city) in which a difference of only 1.3 % separates them in rank. In the same manner, reason in the 6th rank (he could easily persuade the people to participate actively in government projects) is only 1.2 % away from the reason in 5th rank.

It should be noted that only 41.3 % or 33 out of the 80 respondents who voted for Mayor Fresnedi reasoned that that "he comes from a well-known family in the city" although there were other reasons mentioned such as "he comes from a good family", existence of new offices", "influences of others" and "programs" which all in all comprise 5 %. This is still small composed to the first few reasons mentioned that belong to ranks 1 to 8.

TABLE 11 - B
FREQUENCY AND PERCENTAGE OF RESPONDENT FOR EVERY
REASON PROVIDED BY THOSE WHO DID NOT VOTE FOR MAYOR
FRESNEDI IN MAY 1998 ELECTION

Reason	Frequency	Percent (%)
Not ideal	1	9.1

Table 11-B shows that among those respondents who did not vote for Mayor Fresnedi, one reason raised is because "he is not ideal" but the figure goes to show that only 9.1 % or only 1 person indicated this reason, considering that there were 11 of them who did not vote Mayor Fresnedi. (See table 10).

TABLE 12

FREQUENCY AND PERCENTAGE OF RESPONDENTS FOR EVERY IDEA
OF EFFECTIVE POLITICAL LEADERSHIP

Idea of Effective Political Leadership	Frequency	Percent
a. Possession of personal traits / qualities relative to one's self	31	32.3
1. honesty and good intentions	9	9.4
2. responsibility and dedication	4	4.2
3. intellectuality	3	3.1
4. concern and compassion	2	2.1
5. humanity (one who's humane)	2	2.1
6. integrity	2	2.1
7. religiousness (god fearing)	2	2.1
8. responsiveness	1	1.0
9. approachability	1	1.0
10. competence	1	1.0
11. humility	1	1.0
12. good fellowship	1	1.0
13. self-discipline	1	1.0
14. authoritarian rule	1	1.0
b. with good morals, attitude and character	11	11.5
c. does not made promises but acts and satisfies their needs / does duties	7	7.3

d. can encourage people to participate in projects / good motivator	6	6.3
e. promotes desired changes / can uplift the status of the people (e.g. peace and order, economic development)	5	5.2
f. upholds and implements constitutional laws and good policies	4	4.2
g. can serve different sectors	3	3.1
h. can listen, consult and understand the needs of the people (can communicate)	3	3.1
i. mass oriented	3	3.1
j. can gain respect	3	3.1
k. united leadership	3	3.1
l. experienced / serves for a long time	2	2.1

Table 12 reveals that the most common idea of effective political leadership is the "possession of personal traits relative to one's self" which makes up a total of 32.3 %. This is sub-divided among the various qualities identified by

the respondent who indicated their ideas of effective political leadership. Among these qualities, "honesty and good intentions" rank first with 9.4 % share, followed by "responsibility and dedication" with 4.2 % and "intellectuality" with 3.1 %.

The second most common answer to the question of effective political leadership is that it can listen, consult and understand the needs of the people" or in short, a political leadership can be considered effective if it can communicate with the people, which got 13.5 %. The third most frequent answer is that an effective political leadership is a leaderships" with good morals, attitude and character" with 11.5 % share.

The respondents indicated other answers, but with these 3 top answers, it only shows that the most predominant concept of effective political leadership is somewhat related to the qualities, desired by people from their leaders.

TABLE 13
FREQUENCY AND PERCENTAGE OF RESPONDENTS FOR
EACH QUALITY THAT WILL MAKE A POLITICAL LEADER EFFECTIVE

Qualities	Frequency	Percent (%)
a. honesty	86	89.6
b. intelligence	81	84.4
c. God fearing / religiousness	80	83.3
d. Integrity	74	77.1

e. humility	71	74.0
f. industry	70	72.9
g. others e.g. a public servant	1	1.0
➤ approachable	2	2.1
➤ flexible in dealing with people	1	1.0
➤ resourceful	1	1.0
➤ lawful	1	1.0
➤ with vision	1	1.0
➤ true to words	1	1.0
➤ open minded	1	1.0

Table 13 suggests that most of the respondents desire a leader who is honest with a total of 89.6 %. The second most desired quality of the respondents is "intelligence" garnering a total of 84.4 % while the third frequently desired is "religiousness" or "God-fearfulness" which in turn received a total of 83.3 %.

Also, the respondents manifested that they also desired leaders who have integrity, humility and industry which received 77 %, 74 % and 72.9 %

respectively. Other qualities also surfaced, but for the purpose of the study, we would focus on the most common qualities desired by the people.

TABLE 14 - A
FREQUENCY AND PERCENTAGE OF RESPONDENTS FOR EVERY
POSITIVE DESCRIPTION OF THE NATURE, PATTERN AND STYLE OF
LEADERSHIP DISPLAYED BY THE BUNYE-FRESNEDI TANDEM FOR
ALMOST 12 YEARS (1988 - 2000)

Positive Description	Frequency	Percent (%)
1. successful, effective, efficient excellent, big difference	13	13.5
2. with unity and cooperation / teamwork	7	7.3
3. with common interest and willingness to serve / compatible	6	6.3
4. progressive, innovative (e.g. major development, with vision of development)	4	4.2
5. with desirable characteristics, values and good attitude	4	4.2

6. with trust with one another / give and take relationship	3	3.1
7. concerned with youth, employment and education	3	3.1
8. motivates people to join and participate	2	2.1
9. strong	3	3.1
11. commendable	1	1.0
12. hands-on	1	1.0
13. honest	1	1.0
14. concerned to people	1	1.0
15. democratic	1	1.0
16. with respect to one another	1	1.0
17. a "buddy" relationship	1	1.0
18. impartial	1	1.0
19. with division of labor	1	1.0
20. humane	1	1.0

21. pro-"masa"	1	1.0
22. godly	1	1.0
23. vocal and active on issues	1	1.0

From Table 14 - 1, it can be inferred that the usual positive description of the nations, pattern and style of leadership of the Bunye-Fresnedi Tandem is its "being "successful, effective, efficient, excellent, perfect or with a big difference" which received a total of 13.5 % . "Teamwork" or the "presence of unity and cooperation" ranks second, with 7.3 % while the third common impression of the tandem is the "presence of common interest and willingness to serve" or "compatibility" which in turn got a share of 6.3 %. Usually, only top 3 answers are mentioned, but in this case, positive descriptions ranking fourth should be mentioned, not only because this portion of the survey question was one of those which was answered the least by the respondents but also because there is a very small margin separating rank 3 and 4. The 4th rank is shared by the positive description that it is "progressive and innovative" and another is the "presence of desirable characteristics, values and good attitude" each of which got 4.2 %.

TABLE 14 - B

FREQUENCY AND PERCENTAGE OF RESPONDENTS FOR EVERY
NEGATIVE DESCRIPTION OF THE NATURE, PATTERN AND STYLE OF
LEADERSHIP DISPLAYED BY THE BUNYE - FRESNEDI TANDEM FOR
ALMOST 12 YEARS

Negative Description	Frequency	Percent (%)
1. unpopular	2	2.1
2. clannish	1	1.0
3. no change	1	1.0
4. some are good	1	1.0

Among the respondents who described the tandem negatively, as shown by Table 14 - B, "unpopularity" is the description which ranks first with 2.1 %. Other negative descriptions include "clannish" tandem, "no change" and "some are good some are not" identification.

It should be made clear that from a total of 96 respondents, only 4 of them indicated their negative impression of the tandem which is equivalent to only 4.2 % of the total respondents, with 2 of these 4 respondents having a common description of "unpopularity".

TABLE 15 - A

FREQUENCY AND PERCENTAGE OF RESPONDENT FOR EACH
OF THE IDENTIFIED EFFECTS OF CITYHOOD TO THE POLITICAL
LEADERSHIP IN THE CITY

Effects of Cityhood	Frequency	Percent (%)
a. greater participation of the people / constituents in the projects of the local government	67	69.8
b. more effective delivery	57	59.4
c. it enhanced the credibility of these leaders	49	51
d. it decreased participation on the part of the people	14	14.6
e. less effective ineffective delivery of services	12	12.5
f. it decreased the credibility of these leaders	7	7.3
f. other reasons e.g. no change	1	1.0

Table 15 - A shows that the immediate effect of cityhood of Muntinlupa in 1995 to the political leadership of the leaders is "greater participation of the people / constituents in the projects of the local government" which received a total of 69.8 % as indicated by 67 respondents. Compared to its contrary that "it decreased participation on the part of the people", only 14 respondents considered this as an effect, which only got 14.6 %.

The second most agreed impact of cityhood is "more effective delivery of services" with 59.4 % as mentioned by 57 respondents. Its contrary "less effective ineffective delivery of services only got 12.5 % as indicated by 12 respondents.

The third most agreed impact of cityhood is "it enhanced the credibility of these leaders" which got 51 % as indicated by 49 respondents. Its contrary on the other hand which is the "decreased credibility of these leaders" received 7.3 % as 7 respondents agreed. Meanwhile, 1 % went to the answer that there is "no change at all".

From these figures, it can be deduced that most of the respondents if not all believed that cityhood brought positive effects to the political leadership in the city.

TABLE 15 - B

FREQUENCY AND PERCENTAGE OF RESPONDENTS FOR EACH OF THE IDENTIFIED EFFECTS OF THE ACQUITTAL OF ATTY. BUNYE AND ATTY. FRESNEDI IN GRAFT CHARGES FILED IN SANDIGAN BAYAN IN 1998 TO THE POLITICAL LEADERSHIP IN THE CITY

Effects of Acquittal	Frequency	Percent (%)
a. it enhanced the credibility of these leaders	57	59.4
b. more effective delivery of services	32	33.3
c. greater participation of the people / constituents in the projects of the local government	30	31.3
d. it decreased the participation on the part of the people	15	15.6

e. it decreased the credibility of these leaders	14	14.6
f. less effective / ineffective delivery of services	9	9.4
g. other reasons e.g no change	0	0

As shown in Table 15 - B, the immediate effect of the acquittal of Atty. Bunye and Atty. Fresnedi is that "it enhanced the credibility of these leaders" with 59.4 % share as 57 respondents indicated. When compared to its contrary (it decreased the credibility of these leaders), which received only 14.6 % as indicated by 14 respondents, it is clear that in terms of credibility of the leaders, the acquittal of the leaders had helped.

More effective delivery of service" with 33.3 % or 32 respondents followed as the second immediate impact of the acquittal of the leaders. This figure, (33.3 %) in 23.9 % bigger than 9.4 % garnered by the effect that the acquittal led to a "less effective / ineffective delivery of services".

The third immediate effect of the acquittal is "greater participation of the constituents" with a total of 31.3 % as indicated by 30 respondents. Meanwhile, its

Fresnedi tandem even when the figures received by No and No Comment are combined.

TABLE 16 - B
FREQUENCY AND PERCENTAGE OF RESPONDENTS WHO RATED
THEIR SATISFACTION FROM A SCALE OF 1 - 10

Scale	Frequency	Percent (%)
10	7	9.6
9	11	15.1
8	18	24.7
7	19	26.0
6	5	6.8
5	4	5.5
4	0	0
3	0	0
2	0	0
1	0	0
No Account	9	12.3
Total	73	100

Table 16 - B reveals that majority of those respondents who indicated a satisfaction rating gave their leaders grade of 7 in a scale of 1 to 10, with 10 as the highest. This majority registered a total of 26 %. However, 24.7% of the respondents gave a grade of 8, which is only 1.3 % less than the majority.

It is important to note that there were 7 respondents or 9.6 % who gave a perfect grade of 10 to the leaders and that none of the respondents gave a grade lower than 5. However, 9 respondents or 12.3 % did not give any grade.

TABLE 16 - C
FREQUENCY AND PERCENTAGE OF RESPONDENTS WHO RATED
THEIR DISSATISFACTION FROM A SCALE OF 1 TO 10

Scale	Frequency	Percent (%)
10	7	0
9	2	25
8	1	12.5
6	1	12.5
5	1	12.5
4	1	12.5
3	0	0

2	0	0
1	0	0
No Account	0	100
Total	8	100

From the above table, it can be inferred that 2 out of 8 respondents who are not satisfied with the leadership of their present leaders gave 9 as grade of dissatisfaction, which in turn meant a strong disagreement or dissatisfaction. The remaining 6 respondents are distributed to scales of 8,7,6,5,4 and 3 or 12.5 % each.

Note that none of those who are dissatisfied gave a grade of 2 or 1. All of the eight dissatisfied respondents graded their leaders.

TABLE 17
FREQUENCY AND PERCENTAGE OF RESPONDENTS FOR EACH OF THE
IDENTIFIED FACTORS THAT AFFECT THEIR SATISFACTION
DISSATISFACTION RATING ON THEIR LEADERS

Factors	Frequency	Percent (%)
a. Accomplishment of government projects	59	61.5

b. nature, pattern and style of leadership	53	55.2
c. credibility and other qualities	49	51.0
d. other reasons e.g. promises and love for constitution	2	2.1
e. No comment	15	15.6

Table 17 shows that factor which was mostly considered of the respondent in giving their rating of satisfaction dissatisfaction is the "accomplishment of governmental projects" with 61.5 % share among them. "nature, pattern and style of leadership" got a share 55.2 % emerged as the second consideration or factor which affected their rating. The third consideration is "credibility and other qualities" with 51 %.

There were other factors mentioned such as "promises and love for constituents "but only 2.1 % did so. However, 15.6 % or 15 respondents indicated No comment.

II. Chi-Square Test for the Relationship Between Socio-economic Factors (Relative to Leaders) and Political Victory

Since the focus of the study is to explain the “magic” behind the Bunye-Fresnedi tandem and that the researcher theorized that socio-economic factors play a decisive role behind its success, Chi-Square test is used to confirm this relationship.

Socio-economic factors were expressed in three ways occupation, educational attainment and age, occupation and educational attainment were operationally defined by the characteristic of the leaders as a lawyer. Age on the other hand was operationally defined based on the length of experience as political leaders. The other was the leader’s characteristic as leaders who come from well-known families to represent their social status. Meanwhile, political victory was operationalized in terms of the “Yes votes” received by Cong. Bunye and Mayor Fresnedi .

The researcher determined the existence of relationship between other variables mentioned in the assumptions based on the results of the frequencies and percentages in the survey.

The formula for Chi-Square is expressed as:

$$X^2 = \frac{(O - E)^2}{E} \quad \text{when df is not equal to 1}$$

Where

O -- is the observed value

E - is the expected value computed by multiplying the total value of the columns to the total value of rows corresponding to each cell and then dividing

the product by the grand total of the rows which is equivalent to the grand total of the columns.

The table below shows the Chi-Square test for the primary assumption of the study that socio-economic factors are significantly related to the political victory of Cong. Bunyi and Mayor Fresnedi.

TABLE 18
CHI-SQUARE COMPUTATION FOR THE RELATIONSHIP BETWEEN
SOCIO-ECONOMIC
FACTORS AND POLITICAL VICTORY OF THE LEADERS.

Socio-Economic Factor	Congressman Bunye	Mayor Fresnedi	Total
• He is a lawyer	a. 53	d. 54	107
• He comes from a well known family	b. 37	e. 33	70
• An experienced political leader	c. 71	f. 73	144
TOTAL	161	160	321

Cell	Observed	Expected	O - E	$(O - E)^2$	$(O - E)^2 / E$
A	53	53.7	-0.7	.49	.009
B	37	35.1	1.9	3.61	.103
C	71	72.2	-1.2	1.44	.020
D	54	53.3	0.7	.49	.009
E	33	34.9	-1.9	3.61	.103
F	73	71.8	1.2	1.44	.020
				χ^2	$X = 0.26$

- a.) H_0 = there is no significant relation between socio-economic factor and political victory.
 b.) H_a = there is a significant relation between socio-economic factor and political victory

$$c.) L = .05$$

$$d.) C : X^2_{.05}(2) = 5.99$$

$$e.) X^2 = \frac{(O-E)^2}{E} = X^2 = 0.264$$

$$\begin{aligned} df &= (r-1)(c-1) \\ &= (3-1)(2-1) \\ &= (2)(1) \\ &= 2 \end{aligned}$$

f.) $X^2 < c$: accept H_0

∴ There is no significant relationship between socio-economic and political victory

From the above statistical test is the fact that the political victory of the Bunye-Fresnedi is not dependent on their socio-economic status. Although majority of those who voted for Cong. Bunye reasoned that they voted for him because “he has been in public service for a long time” which the researcher used to represent Cong. Bunye’s social status. The next most dominant reason is that “he possesses the characteristics desired for a political leader”. It should also be considered that the third most common reason, which is not very far from the second most dominant reason, is that “he met the expectations of the people during his past administrations”.

The same thing applies for Mayor Fresnedi’s case. Figures in Table 11-A shows that his being in public service for a long time and his lengthy experience which represents his social status is the major reason for his political victory. In addition, the next most dominant reason is his being a lawyer. Notwithstanding this is the fact that the third most dominant reason which is “his possession of the desired characteristics for a political leader” is only 1.2 % away from the second and is very near from the fourth and fifth reasons which state that Mayor Fresnedi “has fulfilled his duties well during his past administration” and that “he made

major changes / development in the city or even before Muntinlupa became a city”
respectively.

CHAPTER VII

SUMMARY, CONCLUSION AND RECOMMENDATIONS

After the painstaking collection of data and analysis the researcher summarizes the results of the study as follows:

- 1.) That the socio-economic factors including the age, educational attainment and occupation of Cong. Bunye and Mayor Fresnedi are not the main considerations of why their tandem has remained successful.
- 2.) That the reasons behind their political victory include the possession of desired characteristics for a political leader, ability to meet the expectations of the people, ability to fulfill duties, being able to persuade people to participate actively and accomplishment of development projects.
- 3.) That the primary concept of effective political leadership is the possession of desired characteristics for a political leader.
- 4.) That the three top qualities that they believe will make their leaders effective include honesty, intelligence, and religiousness.
- 5.) That the Bunye-Fresnedi tandem has displayed a type of leadership which is effective, united with cooperation and compatibility and was followed the style of "leadership by example".

- 6.) That the cityhood of Muntinlupa in 1995 had positively affected the leadership of Cong. Bunye and Mayor Fresnedi by increasing the degree of peoples participation in the local government's projects, rendering the delivery of services effective and enhancing the leader's credibility.
- 7.) That the acquittal of Cong. Bunye and Mayor Fresnedi in 1999 on graft and corruption filed against them had positively affected their leadership by (a) enhancing the leader's credibility, (b) rendering the delivery of services effective and (c) by increasing the degree of participation in the local government's projects.
- 8.) That majority of the respondents constituents of Muntinlupa are satisfied with the leadership of the Bunye-Fresnedi tandem with majority of them rating their leaders a grade of 7 in scale of 1-10 with 10 as the highest.
- 9.) That the satisfaction rating given by the constituents to their leader is basically based on the accomplishment of government projects followed by the nature pattern and lifestyle of leadership and the qualities including their credibility.

In view of the limitations faced by the researcher in conducting the study, she would like to make the following suggestions:

- a.) To conduct another study which focuses on the success of the leader in their political careers in an individual perspective.

- b.) To make a classification of the different sectors which will serve as the categories of respondents in political victory of the leaders under study.
- c.) To do a Chi-Square test regarding the relationship of the respondents profile and their "yes votes" to the leaders under study which the researcher failed to do due to time constraint.
- d.) To incorporate the employees of the cityhall as respondents to determine their views of Mayor Fresnedi since they have worked closely with each other.
- e.) To incorporate the staff of Cong. Bunye as respondents to determine their views of Cong. Bunye as a leader.

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APPENDICES

February 1, 2000

Atty. Ignacio R. Bunye
Congressman
City of Muntinlupa

Dear Sir:


Good day!

I, Grace D. Beral, a fourth year Political Science student from the University of the Philippines-Manila, and a bonafide resident of Alabang, Muntinlupa City would like to ask your permission for an interview. This is in connection with the fulfillment of my undergraduate thesis entitled "A Critical Analysis on the Nature, Pattern and Style of Political Leadership in the City of Muntinlupa: The Magic of Bunye-Fresnedo Tandem."


Should you heed this request, I am submitting myself to proper guidelines and instructions that you may deem necessary. Attached is a copy of the interview questions.

Thank you very much in advance and God bless.

Respectfully yours,


Grace D. Beral

Noted:


Dr. Lourdes E. Abadigo
Thesis Adviser, UP Manila

1. How did your political journey start?
 - a. What conditions were present that made you a
 - b. What were the difficulties you encountered?
2. How did the Bonye Etesneshi come out?
 - a. Describe your tandem
 - b. What is the mission/vision of the tandem?
3. What factors made the tandem effective or winnable to the public?
4. Describe the nature, pattern and style of your leadership for the past thirteen years.
 - a. individually
 - b. as a tandem
5. Do you consider yourself an effective leader? If yes, what qualities made you effective?
6. How did the following political events affect your leadership?
 - a. cityhood of 1995
 - b. acquittal on graft charges
7. How did these political events affect the perception of the people on your leadership?
8. What is your idea of the following concepts and how do you attain/establish them?
 - a. political development
 - b. effective political leadership

Dear respondent:

I, Grace D. Baral, a 4th- year Political Science student from the University of the Philippines-Manila is presently conducting a survey on political leadership in the City of Muntinlupa. This is in connection with the fulfillment of my undergraduate thesis entitled "The Nature, Pattern and Style of Political Leadership in the City of Muntinlupa: The Magic of Bunye-Fresnedi Tandem". Your honest-to-goodness response to the questions will be of great importance to the success of this study. Rest assured that you will not be identified and confidentiality will be maintained.

Thank you very much in advance and God bless.

Sincerely Yours,

Grace D. Baral
Grace D. Baral

A. Basic Information

Name: (optional) _____ Barangay: _____
Age: _____ Sex: _____
Religion: _____ Occupation: _____
Highest educational attainment: _____
Estimated Annual Family Income: _____

B. Question Proper

1. Did you vote for Congressman Ignacio "Toting" R. Bunye in the last May 1998 election?

a. Yes b. No c. No Comment

2. What are your reasons for having such an answer? (If your answer in #1 is YES, choose among the list given and/or write other answers. If NO, state your own reasons. If NO COMMENT, please write NOT APPLICABLE.)

	YES	NO	NO COMMENT
a. he is a lawyer	_____	_____	_____
b. he comes from a well-known family in the city	_____	_____	_____
c. he has been in public service for a long time and is therefore an experienced political leader	_____	_____	_____
d. he possesses the characteristics desired for a political leader	_____	_____	_____
e. he met the expectations of the people during his past administration	_____	_____	_____
f. he fulfilled his duties well during his past administration	_____	_____	_____
g. he could easily persuade the people to participate actively in governmental projects	_____	_____	_____
h. he displayed desirable values to which most of people agree	_____	_____	_____
i. he made major changes/developments in the city (or even before Muntinlupa became a city)	_____	_____	_____
j. others (please specify)	_____	_____	_____

3. Did you vote for Major Jaime "Jimmy" R. Fresnedi in the last May 1998 election?

a. Yes b. No c. No comment

4. What are your reasons for having such an answer? (If your answer in #3 is YES, choose among the list given and/or write other answers. If NO, state your reasons. If NO COMMENT, please write NOT APPLICABLE)

- a. he is a lawyer _____
- b. he comes from a well-known family in the city _____
- c. he has been in public service for a long time and is therefore an experienced political leader _____
- d. he possesses the characteristics desired for a political leader _____
- e. he met the expectations of the people during his past administration _____
- f. he fulfilled his duties well during his past administration _____
- g. he could easily persuade the people to participate actively in governmental projects _____
- h. he displayed desirable values to which most people agree _____
- i. he made major changes/developments in the city or even before Muntinlupa became a city _____
- j. others (please specify) _____

5. What is your idea of an "effective political leadership"? (Freely state your opinion)

6. What qualities will make a political leader effective? (Check among the list and/or write additional answers if necessary.)

- | | |
|-------------------------------------------------------|--------------------------------------------------|
| <input type="checkbox"/> honesty | <input type="checkbox"/> humility |
| <input type="checkbox"/> industry (being industrious) | <input type="checkbox"/> integrity |
| <input type="checkbox"/> God-fearing/religious | <input type="checkbox"/> others (please specify) |
| <input type="checkbox"/> intelligence | |

7. Describe the nature, pattern and style of leadership displayed by the Bunye-Fresnedi tandem for almost 13 years now. (Freely state your opinion)

8. What is/are the effect(s) of these 2 political events in the political leadership of the city? (Check among the choices and/or write other answers if necessary.)

- a. Cityhood of Muntinlupa in 1995 under the Bunye-Fresnedi tandem
 - it enhanced the credibility of these leaders
 - greater participation of the people/constituents in the projects of the local government
 - more effective delivery of services
 - it decreased the credibility of these leaders
 - decreased participation on the part of the people
 - less effective/ineffective delivery of services
 - others (please specify) _____

- b. Acquittal of Atty. Bunye and Atty. Fresno in graft charges filed against them in Sandiganbayan in 1998
- it enhanced the credibility of these leaders
 - greater participation of the people/constituents in the projects of the local government
 - more effective delivery of services
 - it decreased the credibility of these leaders
 - decreased participation on the part of the people
 - less effective/ineffective delivery of services
 - others (please specify) _____

9. Are you satisfied with the leadership of your incumbent leaders?

a. Yes

b. No

c. No comment

Note: If your answer is YES, please indicate the degree of your satisfaction in a scale of 1-10, with 10 as the highest and 1 as the lowest. If your answer is NO, please indicate the degree of your dissatisfaction, with 10 as the highest and 1 as the lowest.


*YES 1 2 3 4 5 6 7 8 9 10

*NO 1 2 3 4 5 6 7 8 9 10

10. What factors affect your satisfaction rating on your leaders? (Check among the list and/or write additional answers if necessary)

- accomplishment of government projects
- nature, pattern and style of leadership
- credibility and other qualities
- others (please specify) _____

Thank You Very Much.


Grace D. Ebral