

University of the Philippines Manila  
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Department of Social Sciences

**A CRITICAL ANALYSIS OF MAYOR JEJOMAR BINAY'S LONG TERM IN  
OFFICE AND HIS ADMINISTRATION**

In Partial Fulfillment of the Requirements for the  
Degree of Bachelor of Arts Major in Political Science

An Undergraduate Thesis Presented to  
the Faculty of the Department of Social Sciences

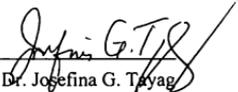
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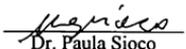
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## APPROVAL SHEET

The thesis attached hereto, entitled “A CRITICAL ANALYSIS OF MAYOR JEJOMAR BINAY’S LONG TERM IN OFFICE AND HIS ADMINISTRATION”, prepared by Djoanivie Jomare A. Junasa in partial fulfillment of the requirements for the degree of Bachelor of Arts Major in Political Science is hereby accepted.

  
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## ABSTRACT

In every community and institution, a leader plays an important role. He or she serves as the epitome of the people and must pursue the community's interests. A leader's qualities corresponded by due actions are important in determining one's prolongation in office and control of power. In the Philippines, political leaders are elected by the people through the electoral process. It has been a part of the Philippine political arena that there are political leaders who stay for more than three terms or nine years in office due to the fact that people continue to vote for them. One of these political leaders is Jejomar C. Binay, the Mayor of Makati City for 17 years. Having this in mind, what are the possible factors which contributed in Mayor Jejomar Binay's long term in office?

Chapter one is basically the introduction of the study conducted. It serves as the introduction of the whole study and its foundation. In this chapter, the study's main objectives, framework, and important information on how the study should be conducted can be seen. The main hypothesis of the study is stated in Chapter one which is, Mayor Jejomar Binay was able to stay in power for a long time primarily because of his charisma accompanied by developmental projects that redound to the people's needs.

Chapter two gives a discussion on what is leadership and the qualities a leader must possess. It also discusses the charismatic theory of Max Weber, a German philosopher. The study focuses on the fourth property of charisma stating that it can fade away if it is not properly maintained through concrete actions. Chapter two also discusses leadership in the Philippine setting and what are the qualities Filipinos are looking for a leader which is based on the conducted study in Camarines Norte.

Chapter three is about the historical background of Makati City. It narrates how the city had developed through time, from being a useless marshland into becoming the richest city in the Philippines. This chapter also discusses how modernization and improvement happened in Makati City with the help of the private land owners who previously bought portions of land in the city. Lastly, it also shows the different barangays found in Makati City and other historical facts.

Chapter four basically discusses the life of Mayor Jejomar Binay. The most important part of this chapter is his political career as Mayor of Makati City. The chapter also consists of the perceptions of the people in Makati City based on the survey conducted by the Social Weather Station (SWS) in 2001. It also provides information regarding the allegations against Mayor Jejomar Binay and his wife, Dr. Elenita Binay from the time he became the city mayor.

Chapter five focuses on the different administrative projects and programs implemented by Mayor Jejomar Binay in Makati City. Among these projects are the Makati Health Program through the Yellow Card Program, the educational program and the senior citizens' benefits through the Blu Card Program. It also shows the infrastructure projects implemented in Makati City. This chapter also discusses other projects initiated concerning security, traffic problems and many more.

Chapter Six shows the statistical data or the result of the survey conducted by the researcher in Makati City. It shows the qualities the people desire and do not desire in a particular leader. Most importantly, this chapter shows the different perceptions of the people regarding Mayor Jejomar Binay's political leadership and his administrative projects.

Chapter Seven consists of the summary, analysis of data and conclusion of the study conducted. In this chapter, the researcher arrived to the conclusion that the main reason why Mayor Jejomar Binay was able to stay in office for 17 years is because of his charisma towards the people which was further strengthened by the implemented projects the people greatly benefit from.

The final chapter, Chapter Eight, is about the evaluation and recommendation formulated by the researcher through the conducted study. It is recommended that in order for a leader to stay . . . long in office, he or she must possess the qualities the people want in a leader in order to gain their trust and accompany these qualities with concrete actions through implementation of projects which greatly benefit the people. These projects would also further improve the community as a whole.

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The past four years of my life had been toxic and nerve-racking but wonderful and exciting at the same time. Thus, I extend my deepest gratitude to the culprits who made my life brilliantly miserable☹

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## Chapter One

### INTRODUCTION

A leader is said to be the person who steers the wheel or drives a vehicle. He or she is the commandant of a group and guides his or her group towards the achievement of a particular goal. A leader plays an essential part in the development and formation of the society. One is looked up to as an epitome of success, bravery and intelligence. It is said that behind every successful state or organization is a leader who serves the needs of the people and promote the interest of the majority. He or she is someone who advocates the promotion of projects and laws which would further develop the society and will redound to people's needs. If a leader would able to manage well his or her constituents, then this would lead to greater success and development of the organization or perhaps a city. This can be perceived in the case of Makati City, one of the highly urbanized and rich cities in the Philippines.

Makati City is known as the business area in the country wherein most of the big companies are located. Its administration launched several programs which aim to help its residents or the citizens living in the area. Among these are the "Yellow Card" or a kind of Medicaid which provides discounts at the Ospital ng Makati, the 20% discount given to handicapped citizens of Makati in transportation which was just recently implemented, the well-facilitated public schools which uplift the education of the less-privileged students of Makati City and the "Blu Card" for the senior citizens. The successful city has been under the leadership of a powerful man, Jejomar Binay, who had served as its mayor for a period of 17 years.

In the Philippines, there are several cases of political dynasty and governmental officials who have been serving their constituents for a very long time. A very good example would be Mayor Jejomar Binay. He has been the mayor of the business center in the Philippines for almost 17 years and even became the chairman of the Metro Manila Development Authority (MMDA) for three years from 1998 to 2001. The fact that he remained in power for a long period made the researcher speculate how Mayor Jejomar Binay was able to do it and what made the people decide to continue voting for him. The study was conducted in order to find out what are the factors which contribute to Mayor Jejomar Binay's long term in office as the Mayor of Makati City. Such factors being considered are: the programs or projects implemented during his terms which addressed the needs of the people, the charisma he possessed, and if there are any negative factors such as guns, goons and bully.

#### Statement of the Problem

The study tried to answer the main question why Mayor Jejomar Binay of Makati City has remained in office for more than three terms.

It also answered the sub questions formulated by the researcher which were:

1. Was his long stay due to the developmental projects that benefit the people?
2. Were there any alternative factors which might have contributed to his long stay?

If yes, what were these?

#### Thesis Statement

The strong charisma and the leadership qualities he possessed accompanied by the different projects/programs promulgated which redound to the people's needs in Makati City particularly the poor sector enabled Mayor Jejomar Binay to stay in power.

### General Objective

To determine the factors which contributed to Mayor Jejomar Binay's long term in office among which could be administration's projects which benefit the people of Makati City, especially the poor and the marginalized.

### Specific Objectives

- To identify the characteristics of a good leader or politicians as per Filipino political culture.
- To give a brief historical background of Makati City and Mayor Jejomar Binay's political career, goals and accomplishments.
- To identify and to assess the projects of Mayor Jejomar Binay during his previous and present administration.
- To study the perceptions of the different sectors in Makati City: the rich and the poor residents, the opposition and other stakeholders, and the key informants on the following: his developmental projects, his style of leadership, reasons given why they continue to vote for him in power.
- To identify the specific factors for Mayor Binay's success in his political career.
- To generate lessons on leadership and how to attain and to maintain power.

### Self-Reflexivity

The researcher became interested in the said topic because first and foremost she is a resident of Makati City and grew up in the said place. In the Philippines, there are several cases of political dynasty and government officials who have been serving their constituents for a very long time. A very good example would be Mayor Jejomar Binay.

The fact that they remained in power for a long period made the researcher wonder how they were able to do it and what made the people decide to continue voting for them.

### Review of Related Literature

Several reading materials focusing on leadership were taken into consideration in the conduct of the study. There were several theories of good leadership that have been written in different books which analyze and explain leadership per se. The vitality of effective leadership in the formation of the society was exemplified in the different reference materials both local and foreign. There were several journals, articles, and even books which discussed Mayor Jejomar Binay and talked about Makati City. These documents showed the history of Makati City, the biography of Mayor Jejomar Binay, and other issues concerning the said city and its mayor.

In Changing Conceptions of Leadership (1986) edited by C.F. Graumann and S. Muscovici, leadership plays an essential role in a specific organization or a community. Being a leader entails a lot of responsibility and expectations. This was seen in the different theories and concepts compiled by the editors from different eras. C.F. Graumann and S. Muscovici showed how the concept of leadership evolved and how the theorists from the different eras explained its importance and the characteristics a leader must possess in order to be an effective one. It also explained that leadership is accompanied by power to influence and decide for a governing body or a community. It involves a relationship between a leader and his followers in order to achieve a particular goal. Leadership was said to be developed through education and experience which are essential tools to help a leader in fulfilling his or her responsibilities and his or her

development. Experiences contribute to the growth of an individual especially in a leader. Through education and experience, learning will occur to enable a leader to be effective.

One of the concepts that C.F. Graumann and S. Muscovici delved into is the Charismatic Theory formulated by Max Weber. Max Weber introduced the concept of Charismatic Leadership in the field of social sciences. Charisma was originally used in the theological perspective. For Max Weber, charisma is a supernatural quality an individual possessed which enable a particular individual to influence other people. He also introduced four properties of charisma which are: 1) the followers have an utter trust or faith in their leader which allows the leader to have full authority over his or her people; 2) the attitude or behavior of a leader is usually accepted by his or her followers; 3) the community, because of the previous two properties, became emotionally attached and bound to its leader due to their devotion with the help of a leader's driving forces, and lastly; 4) a leader must not depend on charisma only but must formulate measures or actions to keep his or her charismatic personality.

The concepts present in the previous book can also be seen in the Political Leadership: Towards a General Analysis (1978) by Jean Bondel. It showed how political leadership of the past differs from the present. Jean Bondel also showed the strong influence of a leader in a community and how a strong individual could greatly affect an institution. It also stated the concept of Max Weber about charisma and how it plays a vital role in the power of a leader to influence his or her constituents. It also discussed that leadership is a process of actions. One must have the capacity to put into effect his or her thoughts or plans that would benefit the community. One must have the power to decide for his constituency especially in the most crucial times.

Max Weber On Charisma and Institution Building (1986) edited by S.N. Eisenstadt was a compilation of selected papers written by Max Weber. It discussed the role of charisma in the different institutions in society. Charisma is present in politics, in religion, in economy, in institution and even in culture. It influences and shapes the social relations of the individuals among the society. Charisma is said to “*know only inner determination and inner restraint*”. It comes from a personal strength. An individual who possesses charisma must use it according to its advantage. However, he or she must not only rely upon this special quality. Weber discussed that charisma is unstable. It can fade away if an individual would not couple it with corresponding actions that would allow him or her to maintain the trust of the people.

Meanwhile, Baranganic Leadership: The Secret of Filipino Leadership (1995) by Mina M. Ramirez and Serafin D. Talisayon explored the concept of leadership in the Philippines. The book primarily dealt with a study conducted in the barangays of Daet, Camarines Norte by the Asian Social Institute in 1993 which discussed the qualities people look for in a leader. According to the study, Filipinos are looking for a leader who is someone close to the people. It also showed the qualities that Filipinos do not like in a leader and why they should be changed. From the results of the conducted survey, qualities concerning educational background, intelligence and “*technical expertise*” were actually not considered by the Filipinos as the qualities a leader should possess. The characteristics Filipinos desire in a leader were more of interpersonal relationship and how leaders relate with the people.

Renato Constantino discussed the qualities a Filipino leader must possess in his book A Leadership for Filipinos (1967). He discussed that a leader must have the world of

ideas and world of experience. The former was his aims of a leader and the latter was about the importance of expertise. If a leader has these qualities, he or she decides and teaches depending on his or her people's needs. Constantino also identified a leader as a product of popular desires in the pursuance of a main goal. He also discussed that a leader must have confidence in his people and must be one of them.

Governance Matters (2005) is a book authored by Mayor Jejomar Binay himself. It is a compilation of Mayor Binay's different speeches in the different assemblies and fora attended by the Mayor. It also concerns and tackles the situation in Makati City and his administration. In the book, Mayor Jejomar Binay discussed about social welfare such as education and other benefits given to Makati City residents. He also discussed his opinion on the different issues concerning the city and also the country.

A special issue 20 Years Jejomar C. Binay (2006) is a compilation of articles written by famous personalities, mostly politicians, who are close to Mayor Binay. This issue was produced in celebration of Mayor Binay's 20<sup>th</sup> year as a politician. It discussed the works of Mayor Binay as a human rights lawyer and an activist even before he became the mayor of Makati City. It also showed Mayor Binay from a different perspective by describing what he is like as a father, a lawyer, a friend, and a fellow resident of Makati City. Mayor Binay was also described as someone who is down-hearted and simple.

An article written by Robert C. Bastillo and Psyche Roxas-Mendoza in the Philippine Graphic Vol. 12 No. 52 (May 27, 2002) which is entitled Makati: A Global City of Contrasts showed the current situation of Makati City and how it has continued to flourish through time. It discussed the different services of Makati City and the city's expenditures in its implementation including other projects. The article also discussed

how the expenditures of Makati City increased through time and where these were allocated. Improvements in the city like the Knowledge Activity Center (K-ACT) were also explained. Basically, the article dealt more on the financial aspects of Makati City and its expenditures.

Robin or the Sheriff? (undated) by Joel Rocamora was about some politicians who take advantage of the poor and use them to maintain power and authority in a particular community. These politicians are called social bandits. Mayor Jejomar Binay, like former President Joseph Estrada, was called a social bandit because he took advantage of his popularity among the poor to promote and to meet his personal gains and interests. He was able to have a strong hold among the poor by providing them with their basic needs such as housing, education, jobs and protection.

An article by Miriam Grace G. Go entitled The Lord of Makati (undated) discussed the political life of Mayor Jejomar Binay and how he was able to gain for self-interests over the years. The article was about the allegations of violation against Republic Act 6713 (RA 6713) which is about a mandatory provision for all public officials to file all their properties, assets and liabilities every year. According to Miriam Go, there were several properties that Mayor Jejomar Binay did not include in his submission of assets and liabilities. Among these were the 280-square meter unit in Rockwell and the 66 hectare farm in Rosario, Batangas which costs Php23 million.

Overall, a leader plays an essential role in a specific organization or a community. Being a leader entails a lot of responsibility and expectations. Several authors agreed that leadership is a wide concept which have not been thoroughly studied and analyzed for a period of time (Graumann and Muscovi, 1986; Bondel, 1987). Leadership is

accompanied by power to influence and to decide for a governing body or a community. It involves a relationship between a leader and his followers in order to achieve a particular goal (Graumann and Muscovici, 1986). It also acknowledges that a leader has a special characteristic which allows him or her to gain the trust of the people. An individual who has charisma makes it easier for him or her to be a leader and enable the existence of a good relationship among the people. However, charisma must be coupled by actions which address the needs of the people. Experience and education is also said to be important for a leader because it helps him or her to lead well.

In the Philippines, people are more focused on the characteristics of a leader than his or her educational background. They want a leader who can reach to his or her people and can defend and protect them. A leader must make the people feel that they are one of them and must allow them to be a part of the community. He must be able to address the aims and interests of the community and protect it. Jejomar Binay, the Mayor of Makati City, is identified as a leader who is pro-people. He is a defender of human rights and led Makati City into the 21<sup>st</sup> Century in becoming a great city (2002). He formulated projects that would address the needs of the people of Makati City. However, there are allegations of graft and corruption against him. Through his 17 years of being a mayor of Makati City, there is a discrepancy in his statement of assets and liabilities (Go, undated). There is also an accusation that Mayor Jejomar Binay uses his popularity among the poor in order to stay in power and prolong his term (Rocamora, undated).

### Theoretical Framework

A leader plays a vital role in the development of a community or a society. In the political field, a leader is looked up to as someone who governs over his constituents and should promote the interest of the people. Different faces have become leaders in this particular field. Some personalities only lasted for a few years while others managed to prolong their power and their term. Leaders who managed to be in a particular position for more than the required term or tenure of service are said to have a strong influence among the individuals of a community. Their charismatic personality is an imperative cause of some leaders' prolonged term in office or in politics per se. Thus, charismatic leadership is said to be the "legitimate domination insofar as the followers believe in the virtues of the leader and the value of his or her leadership" (Graumann and Muscovici, 1986).

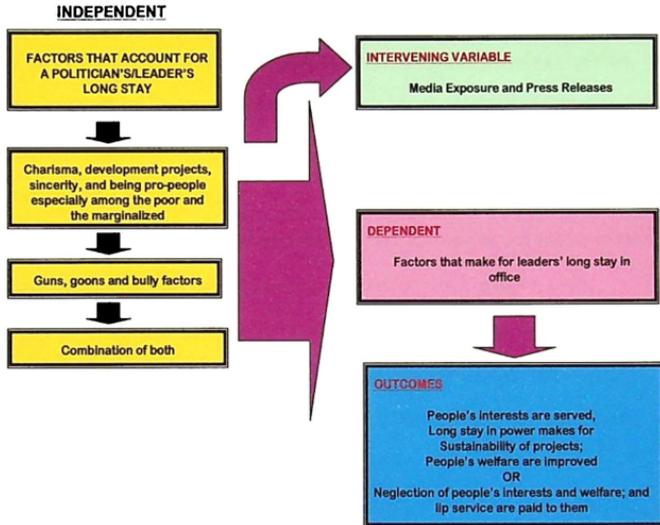
Max Weber, distinguished philosopher, was considered to be the first person who introduced the concept of charisma. His writings on charismatic theory showed how important charisma is and how unstable it is. It can fade away if it is not coupled with corresponding actions. M. Rainer Lepsius also discussed the charismatic theory of Max Weber as a concept related to leadership which was compiled by C.F. Graumann and S. Muscovici. He conceptualized a model which showed the four properties and structure of charismatic social relations. This study focused more on the fourth property which showed that a stipulation is needed to be established as a proof and its success.

Max Weber's fourth property stated that a leader must not rely on his or her charisma or personality. Rather, one must be able to work and to meet the needs of his or her people. Having only charisma is not sufficient for a leader to gain the trust of his or her

people. A leader must couple it with actions that would help achieve the aims and the interests of his or her people and the whole community. The attainment of the community's interest will enable a leader to prolong and to maintain his or her charisma. A leader who has charisma but is not able to serve and to provide the desires of the community will lead to the disappearance of his or her power and authority in the community. Thus, the charisma and the actions of a leader are interrelated.

Charisma also plays a vital role in achieving and in maintaining power. Mina M. Ramirez and Serafin D. Talisayon showed the main characteristics Filipinos are looking for in a leader. In their conducted study, the four main characteristics a leader has to possess are *maka-Diyos*, *maka-tao*, *may kagandahang loob*, and *malakas ang loob* (Ramirez and Talisayon, 1995). These characteristics make people trust a particular individual due to the belief that he or she is one with them. A person who has an appealing personality or charisma is able to reach out to the people. This allows the community to form a bond with a leader. But having charisma is not only the basis of a leader's power and authority. One must promote the interest of the people and work towards its attainment. The people must have a sense of belongingness in the community through active participation in the projects and decision-making process. A leader must be able to see through the needs of the society and understand the environment or culture of the people. One must also have the power to influence his or her members. This would enable a leader to hold on to power and to unify the group in favor of him or her thus making it easier for the promulgation of objectives which would redound to the people's needs.

## Conceptual Framework



There are several factors that may affect a leader's long term in office. A leader's term in office can be prolonged due to the following factors. First, it is hypothesized to include a group of factors namely charisma, development projects, sincerity, being pro-people especially the poor and the marginalized play a vital role in a leader's term in office. These factors are the positive factors since prolongation of a leader's service is because of the good aspects or factors. The combination of all of these positive traits enables people to continue to trust a leader. It is also hypothesized that a negative factor of a leader's long term in office can exist which could also be influential since people tend to

get afraid of the leader due to the danger awaiting them. Lastly, the combination of the positive and negative factors mentioned above can also be used at the same time by a leader in order to prolong his or her term in office.

The intervening variable in the framework are media exposure and press releases. This is because the researcher hypothesized that these also play an important role in building up a leader's image. It can destroy or improve a leader's image which could further influence the people and could later on contribute to the building of trust of the people towards their leader.

If a leader would stay long in office, there are several outcomes that are acknowledged by the researcher. The outcomes are classified into a positive and a negative result. Among the positive outcomes are: people's interests are served, long stay in power makes for sustainability of projects, people's welfare improved, and many more. The negative outcomes, on the other hand, are: the neglect of people's interests and welfare and the lip service that are paid to them.

#### Definition of Terms

1. *Charisma* – As defined by Max Weber: A revolutionary force that deinstitutionalizes social relations and personalizes social structures until the charismatic claim by the leader is abolished by the routinization of charisma and the reinstitution of traditional or rational patterns of action and organization of social communities (cited in Graumann and Muscovici, 1986).
2. *Leadership* – the ability (and potential) to influence decisions and actions of others (followers) and therefore to exercise power over the decision-making

- processes of the community life especially with regard to crucial community issues (Lowry, 1965).
3. *Political Leadership* – the power exercised by one or a few individuals to direct members of the nation towards action (Bondel, 1987).
  4. *Developmental Projects* – projects promulgated that redound to the people's needs which enable the improvement of their lives and the community as a whole.
  5. *Key Informants* – people who are known to have a deep and thorough knowledge in a particular field.
  6. *Poor and Marginalized* – popularly known as the common *tao* or *masa*. It comprises the larger sector of the society or group of people.
  7. *Stakeholders* – people who owns businesses in a particular area and mostly belong to the upper class of the society; generally, who show interest in and have influence over the decision-making process.
  8. *Guns, goons and bully factor* – illegal actions used that contribute to an individual's maintenance of power and of position.
  9. *Media Exposure* – the coverage or the publicity of an individual through television, radio programs, newspapers and the like.
  10. *Long stay in office* – the occupation of a leader in a position for two or more terms (six years and more).

Matrix of Data

DATA NEEDED	SOURCE	METHOD OF OBTAINING DATA	METHOD OF ANALYSIS
1. Makati City's Historical Background	•Secondary materials •Annual reports	•Literature review	•Content analysis
2. Mayor Jejomar Binay's Biography	•Secondary materials •Key informant interview	•Literature review •Key informant interviews	•Coding and content analysis
3. Projects during Mayor Binay's Administration (Yellow Card, Blu Card, Education, etc.)	•Secondary materials •Annual reports •Statistics •Key informant interviews •In depth interviews	•Survey •Key informant interviews •In depth interviews	•Coding and Content analysis
4. Perceptions of the different people (residents, stakeholders, key informants)	•Stakeholders •Common people	•Survey •Key informant interviews •In depth interviews	•Frequencies •Percentages for the survey results
5. Voting turn-outs during the local elections	•Statistics	•Statistics	•Analysis of frequencies and percentage results

Research analysis, interview of key informants and a conduct of survey were the primary methods used in the conduct of the study. The researcher also relied on the qualitative and quantitative data. For the qualitative data, secondary materials such as books, annual reports and articles were used in discussing the history of Makati City, the political biography of Mayor Jejomar Binay and his administration. All the references were used to help answer the objectives of this study. The secondary materials were gathered and collected at the Makati City Library and at the University of the Philippines. Interview on key informants was also of great important source of the study.

The conduct of a survey was an important source of information of the study. The researcher chose one barangay out of the 33 barangays in Makati City through a tamboli system. The barangay chosen was divided into grids or list of streets. A tamboli was used in order to choose which streets in which the survey would be conducted. A random sampling among its residents was conducted in order to identify the people who would participate in the survey. The researcher included every third household in the streets. Qualified voters were the main target population of the researcher since they participate in the electoral process in the locality. If there was no voter in a particular household, the researcher chose the next third household. The survey questionnaire was primarily an open-ended question in order to allow the respondents to freely express their opinion or views on the subject matter. All the answers were later on collated and analyzed.

Finally, the researcher consolidated all the materials gathered. Secondary sources, interview among the key informants and results of the survey were analyzed briefly and critically. From its analysis, a generalization or conclusion was formulated.

#### *Ethical Aspect of the Research*

The conduct of survey, the in-depth and the key informant interviews were essential parts of the research. Through these methods, information was gathered and allowed the researcher to have an insight into the perceptions of the people and of knowledgeable individuals. Thus, the researcher took into consideration the observance of proper ethical research in the conduct of the study.

In the survey questionnaire, an individual had the option to put his or her name. The individual can also use an alias if he or she wanted to. This was to protect the identity of the persons who took part in the survey. The survey questionnaire also contained an

informed consent portion, notifying them about the research topic and its purpose, and asking for their permission. It also contained brief information about the researcher such as the current year level, course and school in order for the people to know. The researcher told them that the data gathered would only be used in the study for the completion of the academic requirement. If the date was to be published, the researcher would keep the respondents' identities a secret. Before an in depth interview of a respondent was conducted, the researcher asked for permission first to tape record the conversation between the researcher and the respondent. The respondent was assured that it would be strictly confidential and that not one would gain access to the record conversation.

In the conduct of key informant interviews, the researcher introduced the study first and its purpose. The key informant was informed of the methods used and was asked if the researcher could record the interview process. The identities of the key informants were strictly confidential especially if they asked that this be so. Instead, an alias was used in order to protect their identities. If the researcher had to quote them, they were requested for their expressed consent. An alias was used for the key informants who did not want to be identified. The researcher was also responsible to show them first the exact quotation that was used in order to know if they would allow it or not. If the key informants would ask for a copy of the study, the researcher would give them an executive summary after the study is finished.

#### Scope and Limitation

The primary focus of the study was on the factors that affect Mayor Jejomar Binay's long term in office. It dealt with its administration focusing on some of its programs and

services particularly education, health service or the Yellow Card and the Blu Card for the senior citizens. It was not necessary to discuss the previous administration in Makati City long before Mayor Jejomar Binay was appointed in 1986 and was elected on his own right in 1988.

In dealing with Makati City and Mayor Jejomar Binay's administration, the researcher included the articles and other reference materials collated in the libraries. However, the materials at hand were insufficient since not all data needed were available. Thus, the researcher had to maximize their use and dealt primarily with them. Other information was provided by the key informants including politicians in Makati City and other key personalities who have expertise and are knowledgeable on the study.

The survey that was conducted was only limited to 100 persons because of time and financial constraints. Due to the strict supervision in Makati City's six exclusive barangays/villages, the researcher decided to use the relatively rich and relatively poor sector in the society.

#### *Relevance of the Study*

This study about the factors that affect Mayor Jejomar Binay's long term in office is relevant to the society particularly Makati City. His 17 years of being a mayor has affected the administration and the people's lives in the city. The informations gathered in the study were important because the people would know why a leader remains in office for a long time. It is also important for Mayor Binay and his Administration to recognize the perceptions of the people regarding the projects implemented and the areas that need improvement. In this way, the Binay Administration would promulgate more projects that would contribute to the development of the city.

Overall, understanding the factors that affect a leader's long term in office would also help the people gain insight on what characteristics a leader must possess. It also shows that people has the power to elect a leader and prolong his or her term in office. It also shows the significant qualities a leader must possess.

## **Chapter Two**

### **ON LEADERSHIP**

Many books have been written and published which discuss the nature of leadership. Each tried to explain the characteristics a leader should possess and how one would rule over his or her constituents effectively. They may vary on the manner they discussed leadership but each author agree that the characteristics a leader possess are vital to one's ruling. They serve as a qualifier of an individual for a particular position. Its importance is vividly exemplified in the political arena.

A leader plays an essential part in every institution. He or she serves as a role model among his or her constituents. Choosing a leader varies through time. During the Medieval Age, the position of becoming a ruler was inherited due to the presence of the monarchical type of government (Steane, 1999). The first son of the king and the queen of a particular nation was chosen to be the next ruler in replacement of his father. The king governed all the citizens of the country and formulated decrees and programs with the help of his advisers. This was best exemplified in European countries like Austria and France.

However, the monarchical type of government did not last long. This type of structure was slowly eradicated with the birth of liberalism and the Modern Era. Although there is still the presence of the monarchy in countries like Great Britain, Japan and Thailand today, it only serves as a symbolic head of state (Bogdanor, 1995). Today, members of the monarchy do not govern a nation and are not involved in politics. Rather, governing the nation is left in the hands of the political leaders heading government.

The birth of liberalism gave way for people to decide who would be their leader through a process known as election. It gave people the right to vote and to choose whomever they wanted to lead them. Thus, those who desired to become political leaders must possess the qualities that the people are looking for.

The characteristics an individual has is indispensable. It would determine one's ability and capability to lead his or her people. Each individual differs on his or her perception regarding the qualities a leader must possess. The characteristics people usually look for in a leader can be classified into two groups: 1) Abilities, and 2) Personality characteristics (Lupdag, 1984). Abilities are the qualities of a leader which correspond to intellectual capability, eloquence and quantitative aptitude (Lupdag, 1984). These can be learned and developed through proper education and continuous training. Leadership training helps an individual to attain and to develop these traits. Personality characteristics, on the other hand, refer to the traits of an individual (Lupdag, 1984). Traits of an individual are vital as well since people tend to focus or rely more on one's traits of goodness when it comes to electing the leader.

A leader that possesses the corresponding abilities and characteristics that are desired by the people would have a high possibility of remaining in power or position for a long time. It is important that a leader is a part of both the world of experience and the world of ideas (Constantino, 1967). This would help one to mold and formulate plans that would further improve the lives of the people and enhance his or her power as a leader. Experience would help a leader to formulate plans pragmatically while the existence of ideas would allow a leader to give high regards to his or her people in the conduct of public affairs. An individual belonging to a world of experience and a world of ideas

would be able to promulgate plans and actions that correspond to the people's needs and desires fulfilling one's purpose (Constantino, 1967).

The presence of charisma is also of great importance in order to maintain power as a leader. Max Weber, a German philosopher, introduced the charismatic theory which discussed how leaders influenced their constituents and how to maintain power. Charisma is a quality of an individual allowing one's followers to believe and to have trust in him/her. It is 'a certain quality of an individual personality by virtue of which he is considered extraordinary and treated as endowed with supernatural, superhuman, or exceptional forces or qualities' (Blondel, 1987). Charisma was first introduced in religious context explaining the relationship between human beings and their god. A classic example would be the relationship of Jesus with the Christians. Jesus' followers submitted themselves to Him due to their belief of His power and authority giving Him an "aura of sacred power". The belief in Jesus' healing power and as the son of God allowed Him to have many followers.

Charisma is very complex and unstable. Max Weber stated that charisma is not dependent on position but on one's capability to maintain legitimacy through sustaining of belief in one's self (Blondel, 1987). Thus, it can wilt away or be preserved. A leader must establish one's proof of accomplishment in order for charisma to be maintained. One must not only rely on his or her charisma and personality in order to continue gaining the trust and the belief of the people. He or she must do corresponding actions that would attain the people's needs and desires. These actions must correspond to the improvement and development of the community. A leader must see to it that the needs of his or her constituents are being attended to properly. One must ensure a healthy and

close relationship among his or her constituents. Allowing the people to take active participation in decision-making process and all the activities being promulgated enables a leader's relationship among his or her people to flourish even better. This will further lead to a strong hold of power and authority. However, if a leader does not act towards the fulfillment of his or her followers' needs, he or she will lose his or her charisma over the people leading to loss of power and authority.

In Philippine politics, charisma is imperative. Renato Constantino stated that one must be a hero in a real sense to become a political leader although he did not refer to this as charisma. He also said that 'a successful political leader is someone who adheres to set of patterns of behavior and carefully shapes their image in accordance with generally accepted concepts' (Constantino, 1967). It means that an individual who wants to be a political leader must be someone who advocates the rights of the people and adheres to their desires and needs. He or she must learn to communicate with people and understand what they really want. Establishing oneness among the people through promoting their interests or desires will facilitate trust and sound relationship. Learning the history of the community, the behavior and the desires of the people will allow a leader to formulate plans and promulgate actions that are believed to be necessary. Thus, this will result to a better community.

In 1993, a study was conducted in a barangay at Daet, Camarines Norte about the qualities Filipinos look for in a particular leader. The study conducted showed that Filipinos are looking for a leader who is *maka-Diyos*, *maka-tao*, has *kagandahang loob* and has *lakas ng loob* (Ramirez, 1995). These are the four qualities that the residents who participated in the survey replied. The first quality is being *Maka-Diyos* which is also

known as someone who is religious. A leader who is religious and God-fearing will have good morals (Ramirez, 1995). The characteristic of being religious is important because Filipinos value their faith and give high regards to it. The people believed that a religious leader should be morally upright and rationally erudite. Second, the people are looking for someone who is *maka-tao* or pro-people. A leader who is pro-people will use his or her ability towards the attainment of the good of the community (Ramirez, 1995). He or she will use the position for the good of the community. Third, a leader must have a *kagandahang-loob* or goodness. He or she must learn the art of *pakikisama* and mingle with the people (Ramirez, 1995). The people want to feel that their leader loves them. Lastly, the Filipinos want a leader that has *lakas ng loob* or brave. They want to feel safe and be assured that their leader will fight for them at all cost (Ramirez, 1995).

Filipinos, at first, give more importance to personality or the charisma a leader possesses rather than his or her ability in terms of intellectual competence as shown in the survey conducted in Daet, Camarines Norte. That is why, as Max Weber stated, one must back up his or her charisma among the people through the formulation of decisions and promulgation of programs which uphold the interests of the people. The people need a leader who will address their needs and not only someone who is charismatic. He or she, through upholding and redounding to the people's needs, will gain the trust of his or her people. A leader must learn to trust them and ensure that in every action and plan, the people are a part of it. The people do not need a leader who intimidates and commands. A leader who intimidates and relentlessly oppresses the people is someone who is tyrant. A tyrant ruler would not be able to foster camaraderie with the people. He or she will only endanger the rights of the people and will abuse the authority and power obtained.

Therefore, in order to avoid tyranny, a leader must respect the rights and needs of his or her people. The people are not looking for a leader who is abusive of power and is not among or with them. They are looking for a leader who will work towards the betterment of the community and will take care of them. The people want a leader who will be of service to them and will help them to have a better life.

## Chapter Three

### MAKATI CITY'S HISTORICAL BACKGORUND

#### Our Vision

*"Makati shall lead the Philippines into the 21<sup>st</sup> Century: its global and national enterprises, leading the creation of a new, responsible and sustainable economy; its citizens, productive, empowered and God-loving."*

#### Our Mission

*"Through breakthrough technologies and enlightened, citizen-centered governance, the city shall promote intense, enhancing and enabling interaction among the members of its community-driving the national and global leadership of its resident enterprises, ensuring richer, fuller and God-centered lives for its citizens."*

*Source: <http://www.makati.gov.ph/>*

Makati City is one of the 14 cities located in the National Capital Region or NCR. It has a total land area of 27.36 sq. km. which is 4.30% of the total land area of NCR. Makati is bounded by Pasig River on the north which separates it from Mandaluyong City, the Municipality of Pateros on the east, Manila on the northwest and Pasay City on the south and southwest respectively (<http://www.makati.gov.ph>). There are many explanations on how and where did Makati get its name from. One of these was when Miguel Lopez de Legaspi asked the datu of the said barangay on what is the name of the place which he first stepped foot on in 1571. The datu thought that he was referring to the condition of the water and answered "*Makati na. Kumakati na*" (Eclevia, 2005). Legaspi was also believed to name the said city San Pedro de Macati in recognition of St. Peter

(Zaragoza, 2005). This name, which was also known as Sampiro, was used until the early 20<sup>th</sup> century which was previously ruled by Lakan Tagkan and his wife Bouan (Zaragoza, 2005). Another theory was that Makati City got its name from a plant life known as “*Iupang kalabaw*” which was abundant in the said city. Lastly, its name was said to connote a “place full of tides” because of the lifestyle of the Malayans along the riverbanks and its importance (<http://www.makati.gov.ph>).

Long before it became the financial capital of the Philippines, Makati City was a marshland and was said to be useless and worthless. It was first occupied by the Malayans around the year 1000 A.D (<http://www.makati.gov.ph>). They primarily resided in the area along the riverbanks of Pasig River because of the importance of water supply and accessibility to commerce and trade. The presence of commerce and trade allowed the establishment of strong ties of the early Makati City with other barangays which led to the formation of barangays due to the increase in population. Each barangay was headed by a datu. The said position was usually inherited or was based on one’s physical strength, intelligence or wealth. The datu, although responsible for all the affairs of the barangay, was still being advised through the elders in terms of decision-making (<http://www.makati.gov.ph>).

The Spanish occupation of Makati City slowly opened it to further development. It became a site of the Our Lady of Grace, one of the oldest churches in the Philippines, which was built on March 1, 1601 (Zaragoza, 2005). The church was built in order to spread Christianity among the residents of Makati City. Our Lady of Grace became one of the popular churches during this time where many people from different parts of the country came to visit and to pray. This led to the buying of lands of the Spanish army

personnel and other influential and affluent people when the lands in the city were put to a public auction. Among the first people who bought lands in Makati City was Captain Pedro de Brito who later donated a portion of it to the Franciscans, a religious order (Zaragoza, 2005). The entire land of Makati was then bought by Don Pedro de Gauraga Marques de Villamediana in 1795 and was later bought by other wealthy and prominent people during the latter part of the Spanish Period. One of these illustrious persons was Domingo Roxas who established a close relationship with the Ayala Family. This was further strengthened because of the marriage of his daughter, Consuelo Roxas, to Enrique Zobel de Ayala in 1901. Thus, this led to the ownership and the development of the Ayala Family in Makati City.

It can be noticed that the public auction conducted by the Spanish Government in the Philippines allowed for the privatization of the lands in Makati City. This inevitably led to the imposition of taxes of the previous inhabitants of the land. They were obliged and forced to be under the rule of the private owners since their lands were already bought by these people belonging to the affluent society. However, through time, it was developed by the owners which gradually opened Makati City to modernization and then to industrialization. The city experienced an overhaul through the establishment of water pipelines, construction of roads, buildings and other establishments. It also became a home to the first commercial airport in the Philippines which was the Nielson Field located at the Ayala Avenue (<http://www.makati.gov.ph/>).

The modernization of Makati City was further enhanced during the Marcos Administration. The construction of new buildings and other commercial establishments gave rise to the city to become the business center of the Philippines. Makati City became

a part of the Metro Manila Commission under Presidential Decree No. 824 (P.D. 824) creating a metropolitan with 13 municipalities and four cities (<http://www.makati.gov.ph/>). The towns and cities included in the said metropolitan city which later became the National Capital Region were: Manila, Pasay, Navotas, Caloocan, Marikina, Quezon City, Parañaque, Makati, Valenzuela, Pateros, Las Piñas, Pasig, Mandaluyong, Taguig, Malabon, Muntinlupa and San Juan.

In 1986, Makati was a witness to the EDSA Revolution or People Power 1 which led to the ouster or removal of former President Ferdinand Marcos in office. Thousands of people went to the Makati business area in order to show their disapproval in him and demand his removal from the presidency. The area was filled with yellow confetti when the 1986 EDSA Revolution succeeded. The ouster of Pres. Marcos led to the appointment of Corazon Aquino, the wife and widow of the late Sen. Benigno Aquino, into presidency.

Corazon Aquino became the first woman to become president of the Philippines. She appointed Jejomar Binay, a human rights lawyer, as Officer in Charge (OIC) of Makati in 1986. In 1988, Jejomar Binay ran for election and won in his own rights.

It was in 1995 that Makati became a city under the Republic Act 7854 signed by former Pres. Fidel V. Ramos on January 2, 1995 (<http://www.makati.gov.ph/>). It soon ratified its charter on February 4, 1995.

At present, Makati City is known as the financial capital and the richest city in the Philippines. It has a 23.4% average growth in revenues from the year 1993 to 2001 (Bastillo and Mendoza, 2002). This led the city's revenues to reach Php5.4 billion and in 1995, the expenses of the city surpassed its income by Php8.3 million (Bastillo and

Mendoza, 2002). It further exceeded by Php2.2 billion in 1998 but declined to Php864 million soon after (Bastillo and Mendoza, 2002). The excess in expenses was primarily due to the modernization and construction of a new city hall of Makati. Still, Makati City continues to improve and develop its place into a more modern and industrial city that would further enhance the lives of its residents and the business sectors.

Makati City was divided into 33 barangays. Six of these are the rich villages known as Forbes Park, San Lorenzo, Dasmariñas Village, Bel-Air, Urdaneta, and Magallanes. The 19 pueblos are Guadalupe Viejo, Guadalupe Nuevo, Bangkal, Pio del Pilar, Tejeros, Carmona, Kasiliwan, La Paz, Singkamas, Santa Cruz, Poblacion, Olympia, Palanan, Rizal, Pinagkaisahan, San Isidro, San Antonio, Pitogo, Valenzuela, Post Proper North Side and Post Proper South Side. Lastly, six settlement areas for the Philippine army were also included names as Cembo, South Cembo, Comembo, Pembo, East Rembo, and West Rembo. These barangays were further divided into two districts; District One and District Two.

Makati City has a total population of 471, 379 as of the year 2000 (<http://www.makati.gov.ph/>). District One had a total population of 210, 782 as of the year 2000 which has a land area of 1,750.901 hectares. On the other hand, District Two had 260, 597 population as of 2000 with a total land area of 544.3796 hectares. Below is a statistical data showing the land area of each barangay and its population in the two districts of Makati City.

Table 3.1

Total Household Population, Number of Households and Household Size per Barangay, 2000

Barangays	Area (Hectares)	Total Population	Household Population	Number of Households	Household Size
<b>District I</b>					
Bangkal	74.4581	22,433	21,401	4,868	4.39
Bel-Air	170.5678	9,330	9,287	2,394	3.88
Carmona	33.8672	3,699	3,699	761	4.86
Dasmariñas	190.4806	5,757	5,750	999	5.76
Forbes Park	252.6642	3,420	3,420	527	6.49
Kasilawan	9.2284	6,224	6,224	1,322	4.71
La Paz	31.8110	8,843	8,756	1,879	4.66
Magallanes	119.8220	7,509	7,509	1,625	4.62
Olympia	44.3766	20,172	20,060	4,374	4.59
Palanan	65.3800	16,614	16,589	4,218	3.93
Pio del Pilar	119.8200	22,495	22,396	5,210	4.30
Poblacion	103.5215	16,697	15,904	3,512	4.53
San Antonio	89.1309	12,226	12,187	2,652	4.60
San Isidro	50.0824	8,686	8,633	1,904	4.53
San Lorenzo	209.3586	6,487	6,487	2,042	3.18
Sta. Cruz	12.5965	6,226	6,226	1,269	4.31
Singkamas	47.3374	7,419	7,419	1,723	4.91
Tejeros	28.6478	16,820	16,820	3,688	4.56
Urdaneta	73.7564	3,817	3,817	890	4.29
Valenzuela	23.9936	5,908	5,908	1,356	4.36
<b>Sub-Total</b>	<b>1,750.901</b>	<b>210,782</b>	<b>208,492</b>	<b>47,213</b>	<b>4.42</b>
<b>District II</b>					
Cembo	21.5000	25,815	25,755	5,887	4.37
Comembo	26.8790	14,174	14,174	3,026	4.68
East Rembo	43.8380	23,902	23,899	5,121	4.67
Guadalupe Nuevo	57.4931	22,493	22,416	4,897	4.58
Guadalupe Viejo	62.0934	13,632	13,521	3,060	4.42
Pembo		35,035	35,035	7,633	
Rizal	123.0850	37,022	36,940	7,811	4.66
Pinagkaisahan	15.8638	6,186	6,164	1,315	4.69
Pitogo	14.0373	13,367	13,367	2,977	4.49
Post Proper N*	45.0000	1,475	1,475	319	4.62
Post Proper S*	60.0000	25,037	24,853	5,437	4.57
South Cembo	19.8749	13,570	13,570	3,064	4.43
West Rembo	54.7151	28,889	28,811	6,221	4.63
<b>Sub-Total</b>	<b>544.3796</b>	<b>260,597</b>	<b>259,980</b>	<b>56,768</b>	<b>4.58</b>
<b>Grand-Total</b>	<b>2,295.2806</b>	<b>471,379</b>	<b>468,472</b>	<b>103,981</b>	<b>4.50</b>

Source: <http://www.makati.gov.ph/portal/index/jsp>

Analyzing the table above, it is noticeable that the population of Makati City was not evenly distributed among its lands and hence, among its barangays. In terms of the land

area, District One is bigger compared to District Two. However, District Two has more population than District One. The posh villages; Bel-Air, Urdaneta, Forbes Park, Dasmariñas Village, Magallanes and San Lorenzo, have a large land area but with a small number of population. These villages are all part of District One which explains why the said district has a bigger land area than the Second District of Makati City. It can also be noticed that the other part of the population of the city is located and congested in 27 barangays located in the two districts. District Two also has a greater number of households as compared to District One. It also follows that the Second District has a greater number of household population than the First District.

Although Makati City is known for being the Central District for Business, it is still an epitome of extremeness among the social status of its population. It serves as a home to the rich sector of the city as well as to the poor sector. This, in turn, led to the inequality in the distribution of lands among its population because the rich sector living in the Makati City's posh villages occupy a greater portion of land even though they only comprise a small portion of the population. But, still, this sector of the society helped in the development and in the modernization of the city. Their profession led to the improvement of Makati City in the former part of its history and helped in the build-up of Makati City's strong foundation in business and in commerce. However, because of the booming of the economy of Makati City people would opt to migrate and live in the said city in search for better job opportunities. This, in turn, led to the congestion and increase in the city's population.

## Chapter Four

### THE MAYOR OF MAKATI CITY FOR 17 YEARS: JEJOMAR C. BINAY

Jejomar “Jojo” Cabauatan Binay was born on November 11, 1942. His parents, Diego Binay and Lourdes Cabauatan, died at his young age forcing him to live with his uncle named Ponciano. Jejomar Binay’s mother died while he was nine years old. His father, on the other hand, died when he was already 16 years old. Jejomar Binay’s lifestyle and social status today were far from what he was during his early years. He grew up in a poor family and had to work in order to survive and to meet the ends. This experience allowed him to dream and to work hard in order to improve his life. At present, Jejomar Binay is married to Elenita Sombillo Binay, a graduate of doctor of medicine who also became a Mayor of Makati City, and already has five children namely: Maria Lourdes Nancy, Marten Abigail, Jejomar Erwin, Marita Angeline, and Joanna Marie Blanca (<http://www.makati.gov.ph>).

Although Jejomar Binay grew up without almost anything, he worked hard to send himself to school. He studied in public schools since it was more affordable. Binay finished his elementary and secondary schooling at Philippine Normal College and University of the Philippines Preparatory High School. He later enrolled and graduated at the University of the Philippines with a bachelor’s degree in Political Science. After earning a bachelor’s degree, Binay studied law at the University of the Philippines and passed the bar in 1968. He worked as a Claims Examiner of the Insular Life Assurance Company in order to pursue a law degree. Binay then worked as a Carlos Loyzaga’s legal counsel, a former councilor of the City of Manila. He also studied for a Master’s degree in Public Administration and law at the University of Sto. Tomas. Binay was able to

manage his work and studies at the same time. He also became a lecturer at the former Philippine College of Commerce (currently Polytechnic University of the Philippines or P.U.P.), Philippine Women's University, St. Catherine's School of Nursing and Midwifery and St. Scholastica's College while giving free legal assistance to the marginalized poor of the society at the same time. Binay also worked at the Deogracias T. Reyes Law Office as an assistant attorney. He then established his own law firm, the Binay, Cueva and Associates Law Office, together with his partners. Binay gave a great importance to his education and still continues to study believing that learning doesn't end at all. He became a senior executive fellow of the John F. Kennedy School of Government at the Harvard University (<http://www.makati.gov.ph/>).

Jejomar Binay has been actively participating in different organizations. He was either one of the founding fathers or members of some of these organizations. During his college days, he became one of the Councilors of the University Student Council headed by Voltaire Garcia in U.P. and a student activist as well. He strongly opposed and joined the protest movement in 1966 against the Vietnam War. He even co-founded the *Lupon ng mga Manananggol ng Bayan* or LUMABAN when he was still teaching at the former Philippine College of Commerce (20 Years, 2006). Jejomar Binay, together with former Senator Jose Diokno and current Sen. Joker Arroyo, organized the Free Legal Assistance Group or FLAG (Saguisag, 2006). The organization was formed in order to give assistance to the families of the political prisoners and victims of Martial law during the said regime. He also co-founded a progressive movement known as the Movement of Attorneys for Brotherhood, Integrity and Nationalism, Inc. or MABINI together with other prominent people namely: current Sen. Joker Arroyo, former Minister Augusto

Sanchez, former Deputy Secretary Fulgencio Factoran, former Presidential Spokesman Rene Saguisag, and MP Egmidio Tanjuatco (20 Years, 2006). MABINI also aimed to help the political prisoners and the marginalized group. Jejomar Binay, as a member of FLAG and MABINI, did not receive any payment or fees for his service (20 Years, 2006). He, just like the other members, helped his clients for free. There were even instances that they even used their own money to travel to the places that were necessary. He was also a member of National Executive Council of BANDILA which aims to help the poor sector of the society as well (20 Years, 2006).

Aside from these local organizations, Jejomar Binay is also a member of other organizations locally and internationally. He is a member of the Rotary Club Makati and the National President of the Boy Scouts of the Philippines. Jejomar Binay is the current Vice President of United Cities and Local Governments-Asia Pacific Chapter. Among his other international organizations are: 1) the World Executive Committee of the International Union of Local Authorities-Asia Pacific (Life Honorary Member and Member); 2) the Network for Local Authorities for the Management of Human Settlement or CITYNET (Member of the Executive Committee from 2006 until 2009); and 3) the World Scout Organization wherein he is a Chairman of the Finance Sub-Committee (<http://www.makati.gov.ph/>).

The strong advocacy and active involvement in various mass organizations and the like enabled Jejomar Binay to experience being detained and imprisoned during the time of former Pres. Ferdinand Marcos. He was a human rights activist who fought against the ill-doings during the Martial Law Period and gave legal service for free among its victims. Even though the judicial system was being controlled by the Marcos

Administration and those who were against the administration were being observed, this did not stop Jejomar Binay from pursuing and continuing his work as a human rights lawyer and activist. Thus, he was detained for five times in five different instances or occasions. His strong will and determination earned him the name “Rambotito” which was derived from the movie Rambo by Sylvester Stallone (20 Years, 2006). Jejomar Binay was first detained and charged of assault to authority in 1968 when he joined a workers’ strike. He then became a member of the People’s Liberation Organization or the PLO (Saguisag, 2006). Jejomar Binay even experienced being detained at Fort Bonifacio and Camp Crame respectively. In 1973, he was arrested once again and was detained this time at ISAFP in Camp Aguinaldo and was later transferred to Camp Bonifacio where he met Nilo Tayag, a former officer of Kabataang Makabayan or KM and Jesus Lava, an ex-HUKBALAHAP leader. Jejomar Binay was also suspected as a member of the Anak Pawis (20 Years, 2006).

Through his years, Jejomar Binay, was able to rise up from poverty and became one of the famous individuals in the Philippines as well as in other parts of the world. His humble beginnings allowed him to strive hard in order to pursue his dreams as well as to help the people who are in need. Jejomar Binay, having experienced what it was like to have nothing, encouraged and urged him to help the other people who are in need. This led to his involvement in various organizations which were fighting for justice and equality. He used his profession as a lawyer and a teacher to promote and to advocate justice, to share his knowledge among the students and to earn income for his family while still offering legal service for free. Jejomar Binay also showed that he gave high regards for education by continuously studying in order to learn more and to expand his

knowledge. His continuous pursuit of education allowed him to formulate decisions which he deemed are necessary and further improved his individuality as a whole. Jejomar Binay's courage or bravery allowed him to be admired and be known by various people which led to the opening of new opportunities for him. One of these greatest opportunities that came his way was being acquainted with former Pres. Corazon Aquino (20 Years, 2006).

In 1983, Jejomar Binay joined another organization known as the August Twenty-One Movement or the ATOM. It was formed after the assassination of the late Sen. Benigno "Ninoy" Aquino shortly after he stepped out of his plane. Jejomar Binay became the legal Counsel and a member of the executive committee of the said organization. He became a part of former Pres. Corazon "Cory" Aquino's election campaign as the campaign manager of the dominant opposition party when she ran for president against former Pres. Ferdinand Marcos. Jejomar Binay primarily focused in the party's electoral campaign at the then Municipality of Makati. Thus, when Cory Aquino became the president of the Philippines, which marked the end of Martial Law, she first appointed Jejomar Binay as the Officer in Charge (OIC) of Makati which took effect on February 27, 1986 (<http://www.makati.gov.ph/>). This launched his political career in the said city (<http://www.makati.gov.ph/>).

#### *Solving the Problems of Makati City*

One of the major problems which Mayor Binay handled as soon as he took charge of the Municipality of Makati in 1986 was its bankruptcy (20 Years, undated). Makati City was left without any budget and had a debt worth Php200 million due to fiscal

mismanagement. In order for Makati to solve its fiscal crisis, Mayor Binay strictly implemented a policy known as fiscal discipline that would allow for the said municipality to recover (Bastillo and Roxas-Mendoza, 2002). He asked for the help of the Makati business community and adopted reforms in tax collection. He also eradicated the problem of ghost employees during that time allowing for the treasury to generate more funds. Mayor Binay also ordered the examination of all contracts conducted by the previous administration and terminated those that were detrimental to the municipality. Thus, the upshot of these implementations was lesser expenditure and more savings for Makati. The municipality was able to recover and managed to save Php30 million by the end of 1986 and yielded a continuous 2 per cent growth annually from then on (Focus Makati, 2006). These revenues were used to provide the basic needs and services of the marginalized poor sector living in Makati.

#### *Binay Vies for the Mayoralty*

In 1988, the first election was held in the Philippines after Martial Law which gave an opportunity for Jejomar Binay to run for mayor of Makati. He then won on his own right to become the first mayor of Makati after Martial Law. Mayor Binay continued what he had started already as an OIC of Makati. He gave great importance to the poor people in the locality since he realized that they greatly needed the help of the local government. Mayor Binay was then re-elected in 1992 and 1995. He became the first head of the new Makati City under Republic Act 7854 or RA 7854. In 1998, Mayor Binay's wife, Dr. Elenita Binay, ran for and won as mayor of Makati. He did not run for election at that point because he already became a mayor for three consecutive terms. Mayor Binay then

became the Chairman of the Metro Manila Development Authority. He ran once again for mayor and won in 1998 and 2001 respectively. At present, he is the incumbent mayor of Makati City and has been a political figure for 20 years already.

### *Charges Filed Against Binay*

In the past 20 years that Mayor Jejomar Binay served as a public servant, numerous allegations and cases had been filed against him. Several articles had been released in the internet and newspapers questioning his properties, assets and liabilities. He had also been accused of graft and corruption by using funds for personal purposes (<http://www.tag.org.ph/>). Dr. Elenita Binay had also been charged with overpricing of furnitures and equipments used in the construction of Ospital ng Makati during his wife's term as mayor. The construction of the new Makati City Hall was questioned as well.

Miriam Grace A. Go wrote an article entitled Lord of Makati which discussed the questionable assets and properties of Mayor Jejomar Binay and his family. The article stated that during the term of Jejomar Binay and his wife, Dr. Elenita Binay, their family was able to accrue real estate properties in Makati and Batangas worth about Php80 million (<http://www.tag.org.ph/>). These properties were never declared in their Statement of Assets and Liabilities (SAL) which is being filed by every political leader annually. Thus, the couple violated Republic Act 6713 or RA 6713 which states that public officials must file and report their properties and its cost every year. Under this law, public officials are mandated to declare all their businesses, cash in hand and in banks, investments and their business connections (<http://www.tag.org.ph/>). The article also stated that the Binay family's statement of assets and liabilities exceeded Php12 million of

declared investments and businesses controlled by dummy corporations. Mayor Binay's 66 hectare farm located in Rosario, Batangas worth Php23 million which was not declared in his and his wife's 1996, 1997 and 1999 SAL (<http://www.tag.org.ph/>). In addition to that, their 1998 SAL was not also presented at the Office of the Ombudsman (<http://www.tag.org.ph/>). Other properties that were not reported are two hidalgo units at Rockwell Center owned by Dr. Binay, his wife, which cost around Php28 million for 280 square meter. The summation of these three properties were about Php79 million (<http://www.tag.org.ph/>).

The assets that were declared by Mayor Binay and Dr. Elenita Binay were: 1) a residential property in Alfonso, Cavite; 2) inherited property in 1951 located at Cabagan, Isabela; 3) undated inherited property in San Pascual, Batangas; and 4) purchased lands located in Alabang- Hills, Muntinlupa (1964), Mariveles, Bataan (1965) and San Antonio Village found in Makati City (1977) (<http://www.tag.org.com/>). It was also reported that the Binay couple owned residential and agricultural properties found in different parts of Luzon namely: Cavite, Makati, Muntinlupa, San Pedro and Calamba Laguna, Bataan, Isabela and Batangas. The first five areas are where the residential properties of the couple are located and the former three are the sites of their agricultural properties. Mayor Binay was not the only one who had been accused of graft and corruption. Dr. Elenita Binay, his wife, was also accused of the same charges during her administration.

In 1999, during his wife's term, Dr. Elenita Binay, the Commission on Audit found anomalies in the reported financial aspect of Makati City. The investigation conducted by Commission on Audit found the following:

Table 4.1

Result of the Investigation Conducted by Commission on Audit

- *There is a Php57.96 million discrepancy between the city's cash in bank and the bank balance recorded by the city government.*
- *Cash advances were granted to people who were not employees of Makati City Hall anymore.*
- *There is a Php33.68 million that needs to be liquidated by officials and employees*
- *The existence of Php10.51 billion in the declared fixed assets cannot be checked. City government has not been conducting annual physical inventory assets.*
- *Disallowed purchases or expenditures already made or approved but later determined by COA to be unallowable-amounted to Php627.8 million.*
- *The city government has no annual procurement program, so supplies and properties were purchased in small volumes, thus forfeiting discounts given on big-volume purchases.*
- *Funds were open to loss or misuse because accountable forms were not kept for check and balance for monitoring.*

*Source: [http://www.tag.org.ph/LocalGovWatch/sReport\\_Binay2.htm](http://www.tag.org.ph/LocalGovWatch/sReport_Binay2.htm)*

There was also an allegation that the then MMDA Chairman Jejomar Binay actually ran the Makati City Government during Dr. Elenita Binay's term as mayor. He still conducted meetings with the heads of the different departments in the Makati City Hall and had a say on what to approve in the different projects of the city. There was also an instance reported that when the people from Brgy. Forbes Park wanted to talk about the rezoning of the McKinley Road, they talked to then Jejomar Binay, who was then the Chairman of MMDA, rather than to his wife, Dr. Elenita Binay, who was the mayor of Makati City (<http://www.tag.org.com/>).

*Binay Answered the Accusations Against Him*

These allegations were answered by Mayor Jejomar Binay through media interviews and press releases. He denied all the allegations and that all of these were entirely false. According to Mayor Jejomar Binay, these accusations were just “trial by publicity”. There were no hard evidences or proofs that could further pin him down and prove that his and his wife’s other properties are ill-gotten wealth. He also reiterated that the properties outside Metro Manila including his Tagaytay property and the piggery inside his farm in Batangas were all included in his Statement of Assets and Liabilities (SAL) (<http://www.tag.org.ph>). Mayor Jejomar Binay also reacted to the issue of Dr. Elenita Binay, his wife, as a surrogate mayor from 1998-2001. He denied the accusation that the reason behind Dr. Binay’s running for election last 1998 was because of him and in order to still be in control of the Makati City’s affairs. Mayor Jejomar Binay also said that his wife had proven herself that she is capable of running the city and did a great job as mayor of Makati. Even Mr. Arturo “Toro” Yabut, Dr. Elenita Binay’s rival in the position for Mayor in the 1998 election, agreed that she did govern Makati City well even though she had no previous experience in any political position.

Mayor Binay also answered another article likening him to Robin Hood (<http://www.tag.org.ph>). In the said article, he was branded as Robin Hood in the sense that he uses his charisma towards the poor to promote his own vested interests. He provided for their needs in order to keep the people’s trust which led to the neglect of the other sectors in the societies. Mayor Binay admitted that he did channel the revenues of the city towards the poor sectors. But he strongly denied that this did not actually mean that he “*stole money from the rich and gave it to the poor*” (<http://www.tag.org.com/>).

He said that although most of the benefits Makati provides are for the poor sectors of its city, it also attends to the needs of the rich sector by providing the best and tightest security in their city in order to lessen the crime rates and for the people to always feel safe and at peace. Mayor Binay firmly believed that these allegations would not at all affect and ruin his credibility and performance. It would not influence the people of Makati in voting against him. He also said that these allegations were made by the people belonging to the rich block who have desired to replace him but have bad motives towards the city.

These allegations which emerged before the election in 2001 did not seem to affect Mayor Binay's chances of winning for 2001 local elections at all. It was evidenced in the survey conducted by the Social Weather Station (SWS) in 2001 a few months before the election. The Makati City Survey conducted by SWS aimed to know the perceptions of the people regarding the performance of the national and local government. It also focused on who the people would vote for in the upcoming May 2001 local elections in Makati City for particular positions. In the said survey, Mayor Binay ranked first among other candidates for Mayor. Below is the statistical data of Makati City's Preferences for Mayor in 2001:

Table 4.2

## Preferences for Mayor

<i>Base: Total registered voters and intending to vote</i>			
	<b><u>TOTAL MAKATI</u></b>	<b><u>DISTRICT I</u></b>	<b><u>DISTRICT II</u></b>
<b><u>LIST A</u></b>			
Jejomar Binay	68%	64%	73%
Solita Monsod	14	19	10
Eduardo Manzano	11	11	11
Vicky Garchitorena	1	1	2
Can't Say/None	5	6	3
<b><u>LIST B</u></b>			
Jejomar Binay	86	84	87
Vicky Garchitorena	7	8	6
Can't Say/none	7	8	7
<b><u>LIST C</u></b>			
Jejomar Binay	79	76	81
Eduardo Manzano	15	16	14
Can't Say/None	6	8	5
<b><u>LIST D</u></b>			
Jejomar Binay	75	71	79
Solita Monsod	21	23	18
Can't Say/None	4	6	3

*Source: SWS January 13 - 19 2001, Makati City Survey*

As can be observed, the figure above showed that Mayor Binay ranked first compared to all other possible candidates for mayoralty. The table also showed the summary of the four lists conducted in the survey of the SWS. In the first list, all the possible candidates for the upcoming May 2001 elections for mayor namely Jejomar Binay, Solita Monsod, Eduardo Manzano and Vicky Garchitorena were compared. Among the four individuals, Jejomar Binay was the most preferred of the people in Makati City with a total of 68 per cent. Sixty-four (64) per cent of the people from District I, which are the richer

barangays, would most likely to have Jejomar Binay to be the mayor and 73 per cent of the residents residing in District II preferred him among other possible individuals.

Below is the breakdown of percentage of the respondents in the List A:

Table 4.3  
Preferences for Mayor: List A

<i>Base: Total registered voters and intending to vote</i>					
	<u><i>Binay</i></u>	<u><i>Monsod</i></u>	<u><i>Manzano</i></u>	<u><i>Garchitorena</i></u>	<u><i>None/Can't</i></u> <u><i>Say</i></u>
<b>Total Makati</b>	68%	14%	11%	1%	5%
District I	64	19	11	1	6
District II	73	10	11	2	3
ABC	53	30	7	4	7
D	74	8	13	0	4
E	73	11	11	2	2
Male	66	16	10	1	6
Female	70	13	12	1	4
18-24	58	8	25	8	0
25-34	76	15	8	0	1
35-44	67	19	9	0	6
45 and above	68	13	11	1	8
Up to 11 years resident	67	20	10	1	1
12-22 years resident	70	15	12	3	0
23-34 years resident	66	16	10	1	7
35 or more years resident	70	7	13	0	10
Yellow Cardholder	73	9	13	0	5
Non-Cardholder	56	30	5	5	4

*Source: SWS January 13 - 19 2001, Makati City Survey*

Table 4.3 showed the results of the preferences for mayor. The respondents were further divided into district location, class structure, sex, age brackets, years of residence in Makati City and yellow Cardholder or not. In all the divisions, Jejomar Binay ranked

first. It can be noticed that the Classes D and E, who are the poor residents of Makati City preferred Binay among other candidates for Mayor. Most of the people ages 45 and above would opt to vote for him as well. This was also evidenced by those who lived in Makati City for 35 years and more. It can be assumed that the people aged 45 and above opted for Jejomar Binay due to the benefits given to them by the administration especially to the senior citizens of Makati City. The same thing can be assumed for those who lived for more than 35 years in the said city. Yellow Cardholder would most likely prefer Jejomar Binay due to the fact that they availed of one of the benefits the Binay Administration had provided them. Thus, this could definitely affect their choice of preference when it comes to who do they think should govern over Makati City and its residents.

Although there were many allegations of corruption and anomaly that erupted before the May 2001 local elections against Mayor Binay and his family, it did not affect at all the competency he possessed and the belief of the people of Makati City towards his leadership style. The SWS survey conducted on the said year also showed why the residents of Makati City still prefer Jejomar Binay to be the mayor among all the candidates. Below is the table showing why the respondents opted for Jejomar Binay:

Table 4.4

## Reason for Choosing Jejomar Binay as Mayor of Makati City

<i>Base: Total who chose Jejomar "Jojo" Binay for Mayor (68%)</i>						
	<b>Total Makati</b>	<b>District</b>		<b>Class</b>		
		<b>I</b>	<b>II</b>	<b>ABC</b>	<b>D</b>	<b>E</b>
<i>Competent</i>	58%	47%	68%	50%	63%	48%
<i>Pro-poor</i>	18	21	15	17	14	36
<i>Good and efficient leader</i>	15	17	12	29	13	3
Good Leader	5	4	5	12	4	0
Maganda and patakaran/pamamalakad	3	4	2	2	4	0
Has good plans for the people	2	2	3	5	2	0
Subok sa gawain/subok na	2	3	1	2	2	0
Heard nothing bad against him	1	1	1	2	1	0
<i>Positive Personal Traits</i>	6	12	1	2	7	9
Approachable easy to get along with	3	6	0	2	2	6
Intelligent/highly knowledgeable	1	2	0	0	1	3
Mabait	1	2	0	0	2	0
<i>Other Reasons</i>	2	1	3	2	2	0

Source: SWS January 13 - 19 2001, Makati City Survey

The showed that 58 per cent of the respondents believed in Jejomar Binay's competency. It also showed that his being a good and efficient leader is far more important than his positive personal traits. In terms of Jejomar Binay's being pro-poor, it can be noticed that Class E, which cultivated the poor residents of Makati City valued this particular quality with 36 per cent. They gave high regards to Jejomar Binay's competency and being pro-poor than the other qualities concerning his positive personal traits and being a good and efficient leader.

Mayor Binay also ranked first among the politicians that the Makati City residents trusted. Among the 18 well-known personalities, mostly politicians, in Makati City and in the National Government, Mayor Binay gained 84 per cent in contrast to its contender for

mayoralty in 2001, Eduardo Manzano, with only 41 per cent. Other prominent personalities included in the said survey conducted by the Social Weather Stations were then Pres. Joseph Estrada with only 31 per cent and former Vice Pres. Gloria Macapagal-Arroyo with only 28 per cent. Below is a table showing the results of the survey conducted by SWS regarding public trust of the Makati residents among the famous people:

Table 4.5  
Public Trust In Specific Prominent Persons

<i>Base: Total Aware</i>					
	<u>Total Aware</u>	<u>Much Trust</u>	<u>Undecided</u>	<u>Little Trust</u>	<u>Net*</u>
Jejomar Binay	100%	84%	5%	11%	+74
Teodoro "Teddy Boy" Locsin	93%	54%	31%	13	+41
Ernesto "Nestor" Mercado	97	59	22	20	+39
Robert Dean "Dean" Barbers	94	48	35	16	+32
Solita "Mareng Winnie" Monsod	91	48	33	18	+30
Agapito "Butz" Aquino	98	46	25	28	+18
Arturo Nemesio "Toro" Yabut	99	42	31	26	+17
Jose "JoeCon" Concepcion	88	41	32	26	+15
Nemesio King "King" Yabut	95	37	36	26	+12
Eduardo "Edu" Manzano	100	41	29	30	+11
Mark "Mike" Joseph	79	32	39	26	+6
Former Pres. Fidel V. Ramos	100	38	22	40	-2
Former Pres. Corazon Aquino	100	35	25	39	-4
Jaime Cardinal Sin	100	38	17	45	-7
Gabriel "Bong" Daza	95	28	36	35	-7
Victoria "Vicky" Garchitorena	74	13	59	26	-13
Pres. Joseph Estrada	100	31	21	47	-16
V.P. Gloria Macapagal Arroyo	100	28	27	45	-18

Source: SWS January 13 - 19 2001, Makati City Survey

Among the 84 per cent that had much trust in Mayor Jejomar Binay, 63 per cent of them answered that the reason that they trusted him was because of his competence. The class that trusted him most was Class D with 90 per cent followed by Class E with 84 per

cent and then finally Classes A, B and C with 71 per cent. Classes A, B and C were primarily composed of the rich people, Class D was the middle sector and the Class E was composed of the poorest residents in Makati City. Below is the table showing the reason why the residents trusted Mayor Binay:

Table 4.6

Reasons for Having Much Trust in Jejomar “Jojo” Binay

<i>Multiple responses allowed</i>						
	<b>Total Makati</b>	<b>District</b>		<b>Class</b>		
		<b>I</b>	<b>II</b>	<b>ABC</b>	<b>D</b>	<b>E</b>
<i>Base: Those with much trust in Binay</i>	84%	83%	86%	71%	90	84%
Competent	63	60	66	67	64	53
Has many accomplishments/achievements	61	59	63	64	62	50
Nagpapagawa ng sports complex	1	1	1	0	1	3
Nagbibigay ng libreng gamot	1	1	1	0	1	0
Others, below 0.51%	1	0	2	4	0	0
Pro-poor	20	20	20	13	19	34
Helpful/helps the poor	18	18	19	13	17	31
Mababang tuition fee para sa kolehiyo	1	1	2	0	2	0
Others, below 0.51%	1	2	0	0	1	3
Good and efficient Leader	16	19	12	18	17	5
Good leader	5	7	3	6	6	3
Nagpagawa ng eskwelahan	2	2	2	2	3	0
Road project pinasemento at nilagyan ng ilaw	2	2	2	0	2	3
Hospitalization program	1	2	0	0	1	0
Have not heard anything bad against him	1	2	0	4	0	0
Subok na	1	1	1	0	1	0
Has good plans for the people	1	0	2	2	1	0
Others, below 0.51%	3	2	3	5	3	0
Positive personal traits	7	10	4	13	6	5
Approachable/easy to get along with	4	7	2	6	4	3
Intelligent/highly knowledgeable	1	1	2	2	1	3
Others, below 0.51%	2	2	1	6	1	0
Other reasons	1	1	2	0	1	3

Source: SWS January 13 - 19 2001, Makati City Survey

The trust of the residents in Mayor Jejomar Binay allowed him to win the 2001 local elections in Makati City for mayoralty. The data above showed that the people believed in his ability as a leader. They believed that Mayor Binay is competent enough to run the government and make Makati City even better. This allowed him to win once again as the mayor of Makati City in the 2004 local elections. In 2006, Mayor Jejomar Binay ranked fourth among the World's Greatest/Best Mayors (<http://www.worldmayor.com/>). He was the only one nominated and included in the Top Ten who came from Asia. The said award was due to his exceptional work as Mayor of Makati City (<http://www.worldmayor.com/>).

## Chapter Five

### ADMINISTRATIVE PROJECTS IN MAKATI CITY

Various programs or projects had been implemented in the City of Makati under the administration of Mayor Jejomar Binay. These programs that were launched aimed to address the needs of the different sectors and classes in the said city. Most of these programs were directed to the poor and marginalized sector of Makati City. Over the 17 years of Mayor Binay's service to the city, he institutionalized programs that were deemed necessary for the basic needs of the people. Until today, the administration continues to propagate and to further improve the quality of their services to its residents. Among these services or programs instituted in Makati City are in line with the following: educational service, health service, senior citizen benefits and infrastructures.

#### *Educational Service*

Makati City is known for providing free education at the pre-school, elementary and secondary levels among its young residents through its Comprehensive Educational Program. At the tertiary or college level, the tuition of students is being subsidized by the local government. Makati City is also known to have the best public schools throughout the country. Aside from public schools, Makati City is also a home to numerous private schools. In 1996, based on the records of Department of Education in Makati City, it has 15 pre-schools, six elementary schools, three secondary, nine schools offering all levels of education, 33 vocational, technical and special schools, and 18 private higher learning institutions (Comprehensive Land Use Plan 2000). Below is the table of schools by level of education in Makati City in 1996:

Table 5.1

## 1996 Distribution of Schools by Level of Education in Makati City

By Level	No. of Public Schools	No. of Private Schools
Pre-School	31	25
Elementary	28	15
High School	5	12
Higher Education Institution	2	18
Vocational, Technical and Special School	1	33

*Source: 2000 Comprehensive Land Use Plan; Urban development Dept.-Makati City*

At present, it has 75 up to date public school buildings composed of nine secondary schools, 28 elementary schools, and 29 pre-schools. All the public schools have modern laboratories and facilities (Makati Citizen's Guide Book). It also offered alternative ways of learning for the residents through different programs such as: open High School System, Non-Formal Education Accreditation and Equivalency (NFE & A), and Makati Alternative Learning thru Improved Community School Interventions or MALICSI (2004 Annual Report).

In the School Year (SY) 1996 – 1997, students studying in public schools were only 7,081 in pre-school, 42,622 in elementary and 18, 655 in secondary (DepEd-Makati). But this increased in the year SY 2004-2005 wherein the students in pre-school reached 5,237; elementary had 49, 198; and secondary level had 28, 074 (Annual Report 2004). The increase in the number of students studying in the public schools was said to be the effect of the economic downfall which the country experienced and the continuous increase in the tuition fee in private schools.

In the School Year 2004 – 2005, University of Makati or UMAK, the city's only state university had a total of 9,253 students. In the said university, a student who is a Makati

City resident pays Php1000 only per semester (Makati Citizen's Guide Book). A non-Makati City resident on the other hand, pays Php3000 per semester (Makati Citizen's Guide Book). UMAK has nine Colleges or Institutes namely: Business Administration, Education, Arts and Sciences, Computer Science, Technology Management, Local Government Management, Performing and Digital Arts, Nursing, and Physical Education (Annual Report 2004). UMAK, formerly known as Makati College and Makati Polytechnic Community College, was founded on July 10, 1972. It became a University on December 19, 1991 by virtue of Municipal Ordinance No. 433 aiming to provide a high quality of education among its residents at an affordable cost (Makati Citizen's Guide Book).

The students in the public schools in Makati City have a significant high rate of performance. Makati City managed to have a 99.3 literacy rate. Its education statistics in the SY 2003 – 2004 also showed a high number of completion rate and a low number of drop out students. Below is a table showing the statistical data of education in Makati City in the SY 2003 – 2004:

Table 5.2

SY 2003 – 2004 Statistics on Education of Makati City

	Elementary (%)	High School (%)
<b>NUMBER OF STUDENTS</b>	<b>48, 598</b>	<b>27, 115</b>
A. Completion Rate	84.57	78.37
B. Drop-out Rate	0.2	4.83
C. Graduation Rate	97.61	95.32
D. Participation Rate	88.39	76.03
E. Promotion Rate	98.54	97.99
F. Retention Rate	94.47	91.24
G. Survival Rate	86.64	82.22
H. Transition Rate	98.82	91.92
I. Repetition Rate	1.46	1.4

Source: Makati City 2004 Annual Report

The government of Makati City spent Php725 million in 2005 for the construction of four new schools namely: Pitogo Elementary School, Pitogo High School, Bangkal High School and Cembo Elementary School to address the continuous increase in the number of students enrolling and studying in city's public schools (Lopez, 2006). In 2006, Makati City allotted Php322 million for the edifice of two latest school buildings, education centers and auditorium (Lopez, 2006). The construction of the new building for the Department of Education in Makati (DepEd-Makati) was also included in the said budget. Other soon to be constructed buildings included in the allotted 2006 budget were the Phase I and Phase II of the Makati High School Technology and Livelihood Education Center and the Phase I of the Special Education Center. These new school buildings were planned to have innovative modern science and speech laboratories, audio-visual rooms, brand new computers and free internet access (Lopez, 2006). An amount of Php339 million was also allotted for the acquisition of books, school supplies, bags and shirts for the students in public schools (Lopez, 2006). These items were all given for free by the Makati City Government. The allotment of budget for acquisition of books allowed the city to have a 1:1 student and book ratio.

The Makati City Government also launched other programs to promote its educational program. The students were given additional benefits through the implementation of health programs to its students in public schools. In order to safeguard the health of the students in the different public schools the Makati City Government tied up with the DepEd-Makati, the city's Health Department and the Confederation of Parents, Teachers Association of Makati or CPTAM in launching a nutrition program for students who were undernourished. The nutrition program was entitled Project Food to Enhance

Education and Development or Project Feed which was launched in October 2005 with a budget of Php12 million (Lopez, 2006). Project Feed chose undernourished elementary students from the different public schools in Makati City and put them on a feeding program for 180 days (Lopez, 2006). The nutritionists of Makati City were responsible in preparing the lunches of the children and made sure that they get the adequate nutrition their body needed. About 3,065 students were the first beneficiaries of Project Feed for six months (Lopez, 2006). These students' performance in school further improved after the intensive program. Makati City not only launched Project Feed but it also supplied and installed water purifying system and water fountains in the different public schools to ensure that the students were drinking safe water.

### *Health Service*

One of the well-known benefits the residents of Makati are receiving is the Yellow Card Program which was named as the Best Practice in terms of Medical and Health Service by the United Nations – Habitat or UN-Habitat in 2002. Makati Health Program, popularly known as the Yellow Card, was launched in order to help the poor residents of Makati City in their hospitalization and other medical expenses. Among the residents who qualify for this benefits are: those residents whose monthly income is Php8000 and below, the senior citizens, and the government officials in the city.

The Makati Health Program or MHP started in May 1986 with the launching of Yellow Card due to the high percentage of residents, which was 80 per cent, who could not afford to avail medical services in the said city (unknown, 2004). It is a tie-up between the Makati City Government and the Makati Medical Center in order to assert

the Yellow Card for the destitute residents in order to avail a high quality of medication at a low cost. This is made possible because the City Government subsidized the medical expenses of the Yellow Card holders who availed and want to avail the program.

Different sectors, five of them, are actively involved in the implementation of this program in the course of providing medical and manpower needs and in the expenses as well. These five sectors are: the Makati City Government, the Makati Medical Center, the Ospital ng Makati, the Ospital ng Makati Foundation, and the Bagong Ina ng Bayan (unknown, 2004).

The Makati City Government's main task is to give funds and to manage the program. Makati Medical Center, a private hospital, is responsible in providing medical services to the beneficiaries or Yellow Card holders. The said hospital allotted 75 beds for its patients with Yellow Card. If there are no vacancies in Makati Medical Center, other Yellow Card holders are treated at the Ospital ng Makati which is the hospital owned by the City Government. Ospital ng Makati is also responsible for ensuring that medical supplies are being properly provided to the beneficiaries. Lastly, Bagong Ina ng Bayan, a Non-Governmental Organization (NGO), ensures that the residents who are availing the program are the ones who are in dire need of it. It is also responsible for the screening and the evaluating of the applicants of the Yellow Card Program.

*a. The Makati Health Program Bracket System*

Makati Health Program established a bracket system wherein each beneficiary is classified according to his or her monthly income. The bracket system is divided into three levels with corresponding medical or hospital benefits that a beneficiary should

receive. Below is a table showing the different levels and the corresponding benefits or expenses a Yellow Card holder should pay.

Table 5.3

Makati Health Program Levels and Respective Benefits

MHP Levels	MHP I	MHP II	MHP III
Monthly Family Income	below Php2000	Php2000 to Php2999	Php3000 to Php10000
Services Fee	Php1000 for medical, Php800 for obstetrics and Php1200 for any surgery	Php1100 for medical, Php900 for obstetrics and Php1200 for surgery	Php1200 for medical, Php1000 for obstetrics and Php1600 for surgery

*Source: Quality Health Care: The Makati Experience (February 12-14 2004)*

The medical services that Yellow Card holders can avail of are the following: surgery, pediatrics, obstetrics, medicine, ear, nose and throat (ENT) and ophthalmology (unknown, 2004). The beneficiaries also get a 20 per cent discount in CT scan and other medical cases like Medico-legal, open-heart surgery and the like are also covered by the program (unknown, 2004). However, there are medical cases that the MHP do not cover such as: highly communicable diseases, angiogram, angioplasty, magnetic resource imaging, nuclear cardiac imaging studies, and the like (unknown, 2004). An ambulance for MHP patients is available for 24 hours in case of emergency like transporting the patient to another hospital. Each month, the Makati Medical Center submits documents to the Makati City Government pertaining to the medical expenses inculcated by the Yellow Card holders which in turn would be analyzed in order to further improve and develop

the said program (unknown, 1996-2002). The contract between both parties is renewed annually.

*b. Effects of the Makati Health Program*

The implementation of the Makati Health Program or the Yellow Card contributed to the low percentage of poverty incidence in Makati City which was only 1.67 per cent. It allowed the program's beneficiaries to spend less on medical and hospital bills and save more or allot the money to other expenses of the family.

According to a regional seminar event entitled "Quality Health Care: The Makati City Experience" which was conducted in February 2004, the Makati Medical Center was able to treat 47,093 which consisted of 3,918 in-patients and 43,175 out-patients in the year 2002 amounting to Php214.52 million. Only eight per cent of the said amount, which was P19.85 million, was shouldered by the patients (unknown, 2004).

The Makati City Government paid Php120 million which was 49.7 per cent while the Makati Medical Center bore the 42.07 per cent or Php101.58 million of the total bills (unknown, 2004). In 2004, the medical bills in Makati Medical Center totaled Php210.6 million. Fifty-seven (57) per cent of which was paid by the Makati City Government, 33 per cent by the Makati Medical Center and only ten per cent was the patients' basic fee. There was also a decrease in the number of patients treated at the Makati Medical Center. Below is a statistical data of the patients treated at the Makati Medical Center in 2004:

Table 5.4

## Patients Treated at Makati Medical Center, 2004

Particulars	Number/Amount
Number of patients treated	30,235
In-patients	3,345
Out-patients	26,890
Hospitalization Bill	Php 210.6 million
City Government of Makati	120.0 million
Makati Medical Center	69.5 million
Patients basic fees	21.1 million
Average Expenditure per patient	
By City Government of Makati	Php 3,969
By Makati Medical Center	2,298
By Each Patient	698

Source: 2004 Makati City Annual Report

However, the City Government owned hospital, Ospital ng Makati, had an increased in its number of patients from 2002 to 2004. This was primarily due to the fact that only 75 beds were reserved to Yellow Card holders in the Makati Medical Center and those that could not be admitted were advised to go to Ospital ng Makati. Another reason was the limited services provided for the beneficiaries in the City's private hospital. Below is a data showing the number of patients admitted at the Ospital ng Makati from the year 2002 up to 2004:

Table 5.5

## Patients Admitted at Ospital ng Makati, 2002-2004

Services/Department	2002	2003	2004
In-patient	10,364	13,557	14,416
Out-patient	63,425	59,954	58,736
Emergency	28,431	34,826	37,001

Source: 2004 Makati City Annual Report

To further improve the quality of health services Makati City gives to its citizens principally the indigent ones, it provided medical insurance through the Philippine Health Insurance Corporation or Philhealth. Philhealth, a government owned medial insurance agency, allowed the residents of the city to be treated and to be admitted in other hospitals and clinics in the Philippines. As of the year 2004, the Makati City Government was able to provide 41,669 Philhealth memberships to various families (unknown, 2004). This allowed the city to further enhance its health program and to have the lowest infant mortality rate and malnutrition prevalence rate throughout the country. Below is the health statistical data of the city in 2004:

Table 5.6

2004 Makati City Health Statistics

A. Crude Birth Rate (per 1,000 population)	30.39
B. Crude Death Rate (per 1,000 population)	6.47
C. Child Mortality Rate (per 1,000 population)	0.8
D. Infant Mortality Rate (per 1,000 population)	8.5*
E. Maternal Mortality Rate (per 1,000 live births)	0.07
F. Fetal Mortality Rate (per 1,000 live births)	2.9
* - Makati Residents only	

Source: 2004 Makati City Annual Report

However, the Makati Health Program is still experiencing problems in its service. Some patients were not admitted at the Makati Medical Center because there were no more rooms or beds available for the patients. It must be remembered that MMC only provides 75 beds for the Yellow Card holders which are not enough for the many poor residents of Makati City. It could also be possible that the reason for the said limitation is in order to avoid the influx of the Yellow Card holders in the said private hospital that

would further increase the expenses inculcated by the Makati City Government. However, it does not ensure that equal facilities and treatment are being given to the beneficiaries between those who were able to be served at the MMC and those who were at the Ospital ng Makati. Thus, Ospital ng Makati, although is a public hospital, must ensure that it would be able to provide the kind of treatment the Makati Medical Center provides to its patients. The increase in prices of medicines made possible the existence of insufficient medicines that could be provided among the patients. However, a solution was formed through the creation of Ospital ng Makati Foundation by assisting those who greatly needs the medicines (Makati City, unknown). The continuous increase in the prices of medicines would further increase the expenses of the Makati City Government which constantly adjust its annual budget in order to address the needs of the patients.

#### *Senior Citizen Benefits*

Makati City also provides benefits to its senior citizens through the Makati Blu Card Program. It began in the year 2002 upon the recognition that the population of senior citizens or the elderly in Makati City was increasing. In 1990, the city had only 18,400 senior citizens which increased in number in 1995 and 2000 to 21,983 and 26,067 populations respectively. Makati Blu Card program was also launched to address such need. The enacted law of the national government which was Republic Act 7432, the Senior Citizens Act, grants benefits and special privileges to the elderly. Three institutions are responsible for the implementation of this program namely: the Makati Social Welfare Department (MSWD), the Makati Health Department (MHD) and the Office of the Senior Citizens Affairs (OSCA) (Mirror Focus, 2006).

During its initial launch, the Blu Card only provided burial assistance to its members which made it uninviting to the senior citizens of Makati City. It only had 9,874 members then (unknown, 2006). Thus, Mayor Jejomar Binay founded other benefits to be given among the Blu Card holders which resulted to an increase in number of its members. The program had 23,725 members as of February 2004 and at present has already 35,148 members (unknown, 2006). In 2004, 428 families were able to receive burial assistance through the Blu Card Program. The Blu Card holders are bona fide residents of Makati City with at least two years of residency, a registered voter of the said city and must be 60 years and above.

There are various benefits being given to the senior citizens of Makati City. Aside from the burial assistance amounting to Php3000 the Blu Card holders' family will be receiving, the beneficiaries were able to buy medicines and avail medical services at discounted prices or low cost (Zaragoza, 2005). They are also receiving allowances in cash worth Php1000 during the months of June and December every year (Daily Tribune, 2004). The senior citizens are also being given cakes during their birthday and can go to other places for free under the "Lakbay Saya" Program of Makati City. The "Lakbay Saya" Program allows the senior citizens of Makati City to visit other places such as provinces, museums and the like in the country for free. The senior citizens were able to visit provinces like Baguio and the Bicol Region (Zaragoza, 2005). Another benefit a Blu Card holder is entitled to avail is the "Libre Sine" program wherein senior citizens can watch movies for free in the different cinemas or movie houses within Makati City. In 2004, 197,422 movie tickets were issued amounting to Php4, 861,169 to senior citizens (Mirror Focus, 2005). All the expenses were paid by the Makati City Government to

various movies houses in the city namely: the Ayala Cinema, the SM Cinema, which is the operator of the ABC Tri-Cinema and the Rockwell (Mirror Focus, 2005).

The budget allocated for the Blu Card Program had a registered increase of 108.5 per cent from 2002 – 2004. This was due to the increase in its members and the implementation of the cash allowances in 2003 which yielded to a 238 per cent growth rate (unknown, 2006). In 2004, though, the budget for the Blu Card program was cut backed causing a decrease of 21.2 per cent in its budget allocation (unknown, 2006). An amount of Php45 million was allotted for the Blu Card and cash allowances of the senior citizens in 2002 and in 2003 but was decreased to Php33 million in 2004 (unknown, 2006). However, in 2006, the Makati City Government increased its budget for the Blu Card program by seven million pesos thus it had a budget of Php40 million (Mirror Focus, 2006).

### *Infrastructures*

Makati City, as the Central Business District of the Philippines, has been continuously modernized through the construction of new buildings and reconstruction of its old buildings. The Makati City Government had built and planned to build other state of the art public institutions in order to further enhance and improve its services to the people. These public establishments involved, health care centers, schools, parks and the like. Aside from the construction of new public infrastructures, the Makati City Government also implemented programs to improve the drainage systems of the city and the concreting of the streets in the different areas of the city.

In 2004, 124 projects were completed by the Makati City Government. Fifty-six (56) of which were on land improvement, 50 were public schools, 15 were public buildings and three were other infrastructures (Annual Report 2004). The City Government spent Php1, 176.07 million. An amount of Php572.08 was spent in the construction of public schools, Php342.77 for land improvement, Php241.08 for public buildings, and Php24.14 was spent for other projects (Annual Report 2004). However, there were still ten ongoing projects, 9 of which was public buildings and one public school, amounting to Php192.15 million. From 1986 until 2004, 227 infrastructure projects were completed by the Makati City Government. Below is the brief summary of completed projects during this period:

Table 5.7

Completed Infrastructure Projects, 1986 - 2004

Type of Projects	Number
Public School Buildings	66
Public Buildings	
Multi-Purpose Hall/Barangay Hall/City Hall	29
Health Center/ Lying-In Clinic	6
Hospital	2
Sports facilities	24
Police/Fire Stations	7
Tenement Housing	2
Day Care / Livelihood Centers	7
MAPSA HQ/Tanod Post	10
Stage/Waiting Sheds	7
Talipapa	3
Others (Youth Center, Mortuary, etc.)	7
Bridges/Foot Bridges	6
Parks and Playgrounds	2
Deep wells	50

Source: 2004 Makati City Annual Report

In 2006, eight infrastructure projects were opened and completed. Among these infrastructures were the new Makati Central Police Station, the Makati Aqua Sports Center and refurbishment of the Magallanes interchange (Mirror Focus 2006). Several barangays such as Pitogo, Bangkal, Palanan and Guadalupe Nuevo were able to have new school buildings and complexes. The Makati City Government spent Php190 million in the renovation of the Makati Central Police Station at the Ayala Avenue Extension. It is outfitted with high technologies and facilities in order to further improve its service to the city's residents (Mirror Focus 2006). The police station is linked with the Makati Command, Control and Communication Center in order to respond more quickly or faster in case of emergency (Mirror Focus 2006). On the other hand, Php67 million were spent for the construction of the Makati Aqua Sports Center which has an Olympic sized pool and other smaller pools. The said center has a lot area of 4,000 square meters and is located at Brgy. West Rembo, Makati City (Mirror Focus 2006). The Pitogo Integrated School was added to the number of public schools in Makati City. Its construction was due to the increasing number of students enrolling in the public schools. As the newest addition to the city's public schools, Pitogo Integrated School was furnished with state of the art facilities and even known as one of the best public schools of the city.

#### *Other Services*

Aside from the four major services and program promulgated in Makati City under the leadership of Mayor Jejomar Binay, the City Government also implemented other projects to address other areas of responsibility. In 2004, the City Government enacted 80 ordinances and 253 legislations which included the *Makati City Vehicle Emission Control*

*Code and the Moratorium on the construction and/or installation of billboards in Makati City and providing penalty for violation thereof* (Annual Report 2004).

Makati City Government had also strictly complied with the Waste Segregation Scheme through the Environmental Management Plan (EMP) under the assistance of the Department of Environmental and Natural Resources (DENR) (Annual Report 2004). The strict implementation of the said program allowed for gradual reduction of the volume of garbage being collected in the city. In 2002, Makati City's volume of garbage was 1,158 million which was further reduced in 2004 amounting only to 1,005 million. Aside from the EMP, an Anti-Smoke Belching Campaign was implemented in the Makati City's main roads like the Ayala Avenue and EDSA by arresting the violators of the said campaign (Annual Report 2004). The City Government also encouraged the vehicle owners to submit their vehicles for test emission in order to avoid the problem of smoke belching. It also enacted a law prohibiting smoking inside public vehicles and other public areas. Violators of the said act, if caught, would be sanctioned and would pay a fine depending on how many times he or she had been caught or depending upon the degree of violation. The City Government also enacted an ordinance prohibiting the burning of garbage and other materials like leaves and the like in order to prevent the continuous worsening of air pollution. Violators of this ordinance would also be apprehended and would pay a fine if the act was committed again.

In the area of crime prevention, Makati City's Makati Police was named "Best Crime Response" in the 2004 Patrol 117 Award in the region and "Best Police Station" in the whole country (Annual Report 2004). The city established the Makati Anti-Drug Abuse Council or MADAC in order to address the drug related crimes and cases. This branch of

the police district's main responsibility is the eradication and the decrease of drug cases in Makati City. MADAC was also awarded as the best in the region by the Philippine National Police in 2004 due to its extensive fight against drugs. Makati City Government also established the Local Government Academy or LGA for the treatment and rehabilitation of the drug dependents in the city. Due to the strong implementation of the city's programs related to crime, the number of cases in the city had decreased from 2002 to 2004. Below is a table showing the crime statistics in the city from 2002 to 2004:

Table 5.8  
Crime Statistics 2002 - 2004

Particulars	2002	2003	2004
Crime Volume	843	792	582
Average Monthly Crime Rate	14.9	14.0	10.2
Crime Solution Efficiency	94.40%	94.1%	92.60%

Source: 2004 Makati City Annual Report

Other services and projects implemented in Makati City was the computerization of the government processes for a faster service. The City Government implemented the Computerized Tax Payment in different barangays for the convenience of the taxpayers. It also introduced computer literacy programs for its residents benefiting the students, the out of school youths and the like.

Makati City's Fire Department has been active in inspecting different establishments as to their compliance with the Fire Code. It also conducted lectures, training program and fire drills to further enhance and to enable the citizens to be aware of what to do in case of fire. Thus, this enabled the Makati City's Fire Department to win the "Best Fire

Station in NCR” for ten times (Annual Report 2004). Lastly, Makati City also enacted the Makati Traffic Code to improve the traffic situation and to lessen traffic related problems in the city.

#### *Summary and Assessment*

Makati City administration has launched programs that would help address the needs of its residents. It tried to answer or at least help alleviate the burden of expenses of the Makati City residents by providing benefit programs like in health care and education.

In education, the city’s administration constructed additional school buildings to answer the increasing number of students enrolling and studying in public schools. It also provides free textbooks and other school supplies to the public school students which are of great help in lessening the educational expenses of every student’s family. Aside from that, the Makati City administration continues to improve and to modernize the school buildings for the students’ learning purposes.

In health service, Makati City continues to implement its Yellow Card program with the help of Makati Medical Center and other sectors. At present, each district has its own public hospital to make it more accessible among the residents. The city’s administration makes sure that the beneficiaries of this program are those who are qualified and belong to the poor and the marginalized sector of the society.

The senior citizens of Makati City are also well-taken care of by providing discounts in medicine, free watching of movies in the Makati City establishments and other incentives. Mayor Binay made it more inviting to the senior citizens by providing

allowances in the form of cash to the senior citizens which are given every 6<sup>th</sup> and 12<sup>th</sup> month of the year.

Makati City's infrastructures have also improved a lot and it continues to improve its other services like security and beautification projects to protect and to address the interests of the people in the city. The crime rate in Makati City continues to decrease. In connection to this, the city reconstructed the Makati Police Station and launched the Dial 168 program in order for the police and the firemen to respond faster in times of trouble.

The city has improved tremendously through time. The continuous modernization and improvement serve as evidence of how progressive the city is. The programs promulgated allowed the city to provide the needs of the people and to give aid to its residents especially the poor and the marginalized one. These programs help the citizens in lessening their expenses.

However, due to these improvement and modernization programs, it may also result in negative aspects. It is highly plausible that people from other parts of the country would opt to live or to reside in Makati City due to the benefits the city provides to its citizens. This would result to increase in population. Thus, the city should ensure that the needs of the increasing population must be addressed. The increasing population would also result to congestion of families. Another possible thing is that because of the increasing number of people availing the programs of Makati City, the city might not be able to provide adequate budget or finance all the projects. This may result to bankruptcy and the stoppage of projects.

## Chapter Six

### RESULTS OF THE SURVEY QUESTIONNAIRES

The conduct of a survey in one of the barangays in Makati City served as a main part of this study. It was meant to get the perception of the people of Makati City regarding leadership per se and Mayor Jejomar Binay's political leadership and administration. Barangay X was chosen among the 33 barangays in Makati City through a tamblo system. The same procedure was done in choosing the streets where the survey should be conducted. There were 100 households selected wherein one of the members of each household participated and answered the survey questionnaires. Every third household in the various streets of Barangay X was chosen. In the absence of a voter in the chosen household, another third household was chosen. These 100 respondents were all residents and registered voters of Makati City in the upcoming May 2007 elections.

The survey questionnaire was divided into two parts. The first part is composed of five questions pertaining to the respondents' perception of living in Makati City. It essentially answered the reasons why respondents opted to live in the said city. Three of these four questions were followed with an open-ended question due to the recognition that the answer of every respondent may vary and in order for them to express themselves freely. The second part focused primarily on the characteristics the respondents look for in a leader and what they did not like in a particular leader. It is also composed of questions pertaining to what the people think about Mayor Jejomar Binay and his administration principally his programs or project that were promulgated over the past 17 years of his service. The second part of the survey questionnaire is composed of 11 main questions, all of them, open-ended in order not to limit the respondents' answers. All survey

questionnaires were in Filipino in order for the respondents to comprehend the questions with no trouble.

The researcher ensured that the ethical aspects of the research were properly observed. In the aspect of the key informants' interview, the researcher wrote and submitted a formal letter to their respective office or address attached with the possible questions that would be asked of them regarding the said study. Written in the letter was the name of the researcher and a brief introduction of the study being conducted. The researcher also asked permission to tape record the interview process. The researcher also ensured that their identities would be strictly confidential if they wanted to. If they would be cited in the course of the study, their consent was asked first if they would agree to be named.

The respondents chosen had various reactions when asked regarding the survey questionnaire and their respective opinions. Before conducting the proper interview among the respondents, the researcher introduced herself and briefly explained what the study is all about. These were also written in the survey questionnaires. When the respondents agreed to be a part of the study, the researcher asked their permission to record with the use of tape recorder the interview. If a respondent refused, as some did, the researcher wrote the important points a respondent was able to say in the course of the interview. Among the 100 respondents, five of them refused to have the conduct of survey to be recorded for various reasons unknown to the researcher. There were respondents, 35 of them, who refused to give their names as well. The respondents also requested to remain anonymous which the researcher assured them of. During the conduct of the survey, the researcher took down notes and used the voice recorder upon

the respondents' approval. This allowed the researcher to take note of the details and the information that were not been able to write.

There were various reactions from the respondents when asked to be a part of the survey for the said study. One of the female respondents refused to answer the survey but in the end answered the questions the researcher asked her regarding leadership and Mayor Binay per se. There were respondents who were hesitant at first and asked if the researcher was a pro-Binay or an anti-Binay before answering the survey questionnaires. But the researcher was also able to encounter residents who gladly took part in the conduct of survey without any hesitance.

The 100 respondents were composed of 49 women and 51 men, all of whom are members of Barangay X. Barangay X is located in District Two of Makati City. Its residents were composed of relatively rich and relatively poor sectors. The relatively rich sector was primarily living in the first four streets where the survey was conducted. They were located in the middle section of Barangay X. The relatively poor sector of the barangay was located in the lower area and in the farther part of the barangay.

Table 6.a

Age Distribution of the respondents based on Sex

		Sex of Respondent			
		Male		Female	
Age of respondent	18 - 27 years old	24	24%	17	17%
	28 - 37 years old	10	10%	5	5%
	38 - 47 years old	7	7%	14	14%
	48 - 57 years old	8	8%	9	9%
	58 years old and above	2	2%	4	4%
Total		51	51%	49	49%

Table 6.a above shows the distribution of male and female respondents based on their ages. The age bracket was divided into five brackets. Forty-one (41) per cent of the respondents belonged to the first age bracket which is 18 years old up to 27 years old which is the highest among the age brackets of the respondents. Twenty-one (21) per cent of the respondents were ages 38 years old up to 47 years old. Seventeen (17) per cent belonged to fourth age bracket while 15 per cent belonged to the second age bracket. Lastly, the age bracket with the lowest number of respondents were ages 58 years old and above.

In the table above, it can be noticed that most of the respondents belonged to the younger bracket at ages 18-27. The respondents were also predominantly male which comprised 51 per cent of the total number of respondents while the female population was only 49 per cent.

Table 6.b

Occupation of Respondents based on Sex

		Sex of Respondent			
		Male		Female	
Occupation of respondent	blue collar	19	19%	7	7%
	white collar	11	11%	14	14%
	None	19	19%	22	22%
	No answer	2	2%	6	6%
	Total:	51	51%	49	49%

Table 6.b shows the occupation of respondents based on sex. Based on the respondents' occupation, 41 per cent of the respondents are not currently employed due to various reasons. Twenty-two (22) per cent of which were female while 19 per cent of

which were male. Twenty-six (26) of the 100 respondents were working on blue collar jobs such as service crew, government employee and the like. On the other hand, 25 of the 100 respondents are employed in white collar jobs as managers, supervisors, store owners and the like.

Table 6.c

Distribution of Age of Respondents Based on Occupation

		Occupation of respondent			
		blue collar	white collar	none	no answer
Age of respondent	18 - 27 years old	11 - 11%	4 - 4%	23 - 23%	3 - 3%
	28 - 37 years old	4 - 4%	7 - 7%	1 - 1%	3 - 3%
	38 - 47 years old	4 - 4%	8 - 8%	7 - 7%	2 - 2%
	48 - 57 years old	7 - 7%	4 - 4%	6 - 6%	
	58 years old and above		2 - 2%	4 - 4%	
	Total	26 - 26%	25 - 25%	41 - 41%	8 - 8%

In Table 6.c, 23 of the 41 respondents who are not working came from the first age bracket which is 18 – 27 years old. The two main reasons to this were because some are still studying while others are still looking for a job. Eleven (11) of the 26 blue collar workers also belong to the first age bracket. The second and third age brackets have four blue collar workers each and the seven left belong to the fourth age bracket. In the white collar workers, eight of them are in the third age brackets, seven from the second age bracket, four from first and fourth age bracket and two belong to the fifth age bracket.

It is noticeable that 41 per cent of the respondents were not currently employed. They relied on the other members of the family for income and for their survival. But 51 per cent of the respondents were employed right now in various companies, establishments and the like. The problem of unemployment is vividly seen in the table above. Most of the unemployed belonged to the lower bracket system. There were two reasons why the younger bracket system comprised the most number of unemployment. These were they were wither a students or were currently looking for a job right now.

Table 6.d

Distribution of Household Monthly Income of Respondents based on Sex

		Sex of Respondent	
		Male	Female
Household monthly income of respondent	5000 and below	14 - 14%	7 - 7%
	5,001-10,000	7 - 7%	8 - 8%
	10,001-15,000	5 - 5%	10 - 10%
	15,001-20,000	5 - 5%	7 - 7%
	20,001-25,000	4 - 4%	3 - 3%
	26,000-30,000	2 - 2%	1 - 1%
	30,001 and above	6 - 6%	4 - 4%
	No answer	8 - 8%	9 - 9%
Total		51 - 51%	49 - 49%

Table 6.d shows the distribution of household monthly income of respondents based on sex. In terms of monthly family income, 21 per cent of the respondents, 14 of which is male and seven are female, are earning Php5000 and below. Fifteen (15) respondents are earning between Php5001 to Php1000 which has the same number of respondents earning between Php10, 001 to Php15, 000. Twelve (12) of the 100 respondents earn Php15, 001 to Php20, 000 a month while seven respondents earn Php20, 001 to Php25, 000. Lastly, only three respondents have a monthly family income between Php26, 000 to Php30, 000.

In the table, it can be seen that most of the respondents' income were relatively low. Twenty-one (21) per cent of the respondents had a very small monthly income which would leave one to wonder how they would survive in their daily living. According to the respondents belonging to this bracket, they often borrowed money from other people in order to buy food and other necessities they need. The result was related to the previous result wherein 23 per cent of the unemployed respondents came from the younger bracket. Thus, the people who are unemployed had lower monthly income.

Table 6.e

Distribution of Years of Residency Based on Sex

		Sex of Respondent	
		Male	Female
Years of Residency of respondent	less than 5 years		1 - 1%
	5-10 years	4 - 4%	6 - 6%
	10-15 years	4 - 4%	2 - 2%
	more than 15 years	43 - 43%	40 - 40%
	No answer		
Total		51 - 51%	49 - 49%

In the first part of the survey questionnaires, the respondents answered the first question which showed how long they have been living in Makati City. Among the 100 respondents, 83 of them (which is 83 per cent of the total sample population) have been living in Makati City for 15 years or more. Eight of the respondents have lived in the said city for five to ten years; the other six for ten to 15 years and only one of the respondents have been living in the city for less than five years. This was shown in table 6.e above.

Based on the table above, this showed that the respondents have been living for a long time in Makati City. They are adapted to the lifestyle of the city and are probably aware

of the various projects and programs that were promulgated. This also showed that the respondents are familiar with how Mayor Jejomar Binay runs Makati City and his way of leadership.

Table 6.f

Why the Respondents opted to live in Makati City?

		Sex of Respondent	
		Male	Female
Bakit pinili na tumira sa Makati	Mapayapa (peaceful)	21 - 21%	16 - 16%
	malapit sa pinagtatrabahuhan (near place of work)	12 - 12%	5 - 5%
	maayos ang naturang siyudad (orderly)	9 - 9%	17 - 17%
	malapit sa kamag-anak (near our relatives)	1 - 1%	3 - 3%
	Malinis (clean)	1 - 1%	
	iba pa (others)	7 - 7%	7 - 7%
	No answer		1 - 1%
	Total:	51 - 51%	49 - 49%

The reason regarding the span of time the respondents are living in Makati City was answered by the second question which was "*Why they chose to live in Makati City?*" In table 6.f, among the 100 respondents, 37 of them answered that they find Makati City a peaceful place to live in. A male respondent answered that he opted to live in Makati City because there is a low crime rate and he feels that it is a place wherein he can ensure that his family is safe. Twenty-six (26) of the respondents said that they decided to live in Makati City because of its orderliness. The orderliness of the city is evident in its being the center of commerce and financing. Seventeen (17) of the sample population said that

they decided to live in Makati City because it is nearer to their workplace. As mentioned in the previous chapter of this study, Makati City is home to numerous business establishments, corporations, and even international offices like embassies and consulates. Thus, thousands of people are working and employed in the different offices in Makati City. Living in the said city is more convenient for these workers since it is easier for them to go to their workplace. Fourteen (14) respondents have a different reason for living in Makati City. Most of these 14 respondents lived in Makati City because of the housing program for the military personnel. They are either children or relatives of the military personnel that were able to be granted a lot in Barangay X as a benefit. Lastly, four of the 100 respondents answered that they decided to live in Makati City because they are closer to their relatives. One of the female respondents who chose to live in Makati City because of her relatives said that the feeling is different and comforting if you know that your relatives and parents are living close to you. She even stated that "*Kapag may kailangan ka kasi sa pamilya mo, andiyan lang sila at madaling lapitan*".

Table 6.g

Improvement of life after/while living in Makati City

		Sex of Respondent	
		Male	Female
Bumuti ba ang buhay	oo	46 - 46%	47 - 47%
	Hindi	3 - 3%	1 - 1%
	No answer	2 - 2%	1 - 1%
	Total	51 - 51%	49 - 49%

Table 6.g above shows the number of male and female respondents answer on the third question which is "*Bumuti ba ang buhay ninyo nang kayo ay tumira sa Makati?*" (Did your life improve when you lived in Makati City?). The question was then followed with an explanation by the respondents of their answers. Ninety-three (93) among the 100 respondents, 46 are male and 47 are female, answered yes, their life had improved when they began to live in Makati City. There are several reasons why they said so. First, the improvement in their life was due to the free housing project given to their family while the others were able to buy a land or a house in the said barangay. These reasons enabled the family's respondents not to rent a house which would be of additional cost to their household expenses. Free housing and lot given to the military personnel also enabled them not to move from one place to another. Second reason was due to the benefits which Makati City has for its citizens. These benefits allowed them to spend more for other necessities due to the discounts the city provides in health services, education and the like. Lastly, respondents answered that their life became easier for them because of the accessibility of the location to their job offices or work and the like. Four of the respondents said that their life did not improve at all while residing in Makati City primarily because they believed that life is difficult nowadays wherever you are. However, three of the respondents did not have any answer on the said question.

Table 6.h

Have the Makati City Programs Contributed to the Improvement of their lives?

		Sex of Respondent	
		Male	Female
Nakatulong ba sa iyong buhay ang mga programa ng Makati	oo	43 - 43%	43 - 43%
	Hindi	7 - 7%	5 - 5%
	No answer	1 - 1%	1 - 1%
	Total	51 - 51%	49 - 49%

The third question in the first part of the survey is "*Nakatulong po ba sa pagpapaganda ng inyong buhay ang mga programa ng Makati? Ipaliwanag ang inyong sagot.*" (Did the programs/projects in Makati City help in making your life easier? Please Explain.). In the table 6.h above, only 98 of the 100 respondents answered the said question. Among the 98 respondents, 86 of them answered yes and only 12 of them said no as shown in table 6.h. The main reason for the 86 respondents answering yes was due to the fact that the programs in Makati City helped in lessening their daily living expenses. Example, Mr. D, one of the respondents, said that the free education in the Makati City public schools including the benefits and incentives its students are receiving encouraged him to enroll his four children in one of the public schools in the area. Enrolling his children in public schools enabled his family to save more and use the money for other purposes such as establishing a business and renovating his home.

The main reason why 12 respondents answered no was they did not avail the programs or benefits Makati City is offering to them. One of the respondents even narrated that the reason why he/she did not avail the programs or benefits being offered by the Makati City Administration was because of political reasons. He/she even stated that those who

are benefiting from the programs being promulgated by the Binay Administration are only being given or are only prioritizing those who are pro-Binay or *maka-Binay*. Being an anti-Binay, the respondent has no intentions of availing of any of the programs. Aside from that even though he/she did not intend to avail of any of the benefits, the respondent encountered a difficulty in the processing of his/her papers in the local government due to the belief that he/she intends to avail of the program. Another respondent also narrated that the programs of Makati City are helpful to its beneficiaries in a way but it is still not enough.

Table 6.i

Interest of the Respondents to Live in another Place If Given a Chance

		Sex of Respondent	
		Male	Female
Kung bibigyan ng pagkakataon, nanaisin pa bang lumipat ng tirahan	Oo	13 - 13%	2 - 2%
	Hindi	35 - 35%	47 - 47%
	No Answer	3 - 3%	
	Total	51 - 51%	49 - 49%

The fourth and final question which is, "*Kung bibigyan ng pagkakataon, nanaisin niyo po ba na lumipat ng lugar? Ipaliwanag ang sagot.*" (If given a chance, would you like to move/live in another place? Explain) showed that 82 of the 100 respondents chose not to move to another place. Their major explanation was they are already contented with their life here in Makati City. Another reason of the respondents saying "no" is that there is no assurance that their life would be better or improved if they would live in another place. The 15 respondents who answered "yes" reasoned out that they would

definitely move to another place if their life will improve in that place. Three respondents, however, did not answer the question. Table 6.i above shows that statistical date of the answer of the male and female respondents regarding the fourth question.

Table 6.j

Qualities the Respondents Want in a Leader

		Sex of Respondent	
		Male	Female
Katangian na gusto sa isang pinuno?	Abilities	20 – 20%	16 – 16%
	Personal characteristics	31 – 31%	33 – 33%
	No answer		
	Total	51 – 51%	49 – 49%

The first two questions in the second part of the survey focused primarily on the perception of the respondents on the qualities a leader must and must not possess per se. The qualities of a leader were divided into two major categories: abilities and personal characteristics. Although the questions were open-ended, the results of the survey questionnaires made the researcher categorized the responses. These categories are: 1.) abilities, which pertain to educational background, leadership skills and experience; and 2.) personal characteristics, which is about the innate attitudes or personalities of a leader or an individual. The first question, “*Anu-anong mga katangian ang inyong hinahanap sa isang pinuno*” (What are the qualities you are looking for in a leader?), showed that 64 per cent of the total sample population’s qualities they are looking for in a leader fell under the category of personal characteristics. Only 36 per cent of the total number of

respondents was into the abilities of a leader. The result of the said question is shown in table 6.j above.

Table 6.k  
Abilities Respondents Desire in a Leader

		Sex of Respondent	
		Male	Female
Abilities of a leader	good educational background	11 - 11%	4 - 4%
	good leadership skills	6 - 6%	11 - 11%
	with experience	3 - 3%	1 - 1%
	No answer	31 - 31%	33 - 33%
Total		51 - 51%	49 - 49%

Table 6.k above shows that 17 among the 36 respondents whose qualities they are looking for a leader fell under the category of abilities because they believed that possessing good leadership skill is necessary. Having the good leadership skill can be learned and be trained for. Mr. X, one of the respondents, believed that an individual with good leadership skills would enable him or her to formulate programs that are deemed necessary for the people. Having good leadership skills would allow a leader to govern his or her people fairly and justly. Fifteen (15) of the respondents, however, answered that having a good educational background together with being intelligent is also essential for a leader. Having a good educational background would help the leader in the decision making processes. Lastly, four of the respondents believed that a leader should have experience in order to perform the functions well. It is also important for a leader to have experience because this would enable him or her to know what one ought to do in a particular situation or policies.

Table 6.1

## Personal Characteristics Respondents Desire in a Leader

		Sex of Respondent	
		Male	Female
Personal Characteristics of a leader	Maka-Diyos	2 - 2%	2 - 2%
	Maka-tao	7 - 7%	17 - 17%
	Matapat (honest)	13 - 13%	9 - 9%
	Others	9 - 9%	5 - 5%
	No answer	20 - 20%	16 - 16%
Total		51 - 51%	49 - 49%

In the category of personal characteristics, 24 among the 64 respondents believed that a leader should be *Maka-tao* or pro-people. The feeling that the leader is one of them is of great importance to these respondents. A leader who is pro-people can be approached easily and can make decisions that are favorable to the people. Table 6.1 above shows that 22 of the 64 respondents answered that a leader should be *matapat* or honest. According to one of the respondents, honesty should be of high regard because this would enable the people to trust and to believe in their leader. Four of the respondents, on the other hand, believed that a leader should be religious or *Maka-Diyos*. A respondent who is deeply religious said that "*Ang pagiging malapit ng isang pinuno sa Diyos ay mahalaga kasi alam mo na mabuti siya.*" (A leader who is close to God is important because you know that he or she is a good person). The rest, 14 of them, answered on the various personal characteristics that they are looking for a leader. Among their answers were a leader should be brave, responsible and energetic.

Table 6.m

## Qualities Respondents Do Not Want in a Leader

		Sex of Respondent	
		Male	Female
Katangian na ayaw sa isang pinuno	Abilities	10 - 10%	2 - 2%
	Personal characteristics	41 - 41%	47 - 47%
	No answer		
	Total	51 - 51%	49 - 49%

In the second question, "*Anu-anong mga katangian na ayaw ninyo sa isang pinuno*" (What qualities do you not like in a leader?), qualities pertaining to personal characteristics were still given greater number and priority garnering 88 per cent of the total number of respondents. Only 12 per cent answered qualities under the category of ability which they do not like (see table 6.m above).

Table 6.n

## Abilities Respondents Do Not Like in a Leader

* BASED ON THOSE WHO ANSWERED ABILITIES		Sex of Respondent	
		Male	Female
Abilities of a leader	Lack educational background	3 - 25%	
	Lack good leadership skills	5 - 41.66%	2 - 16.67%
	Lack experience	2 - 16.67%	
	Total	10 - 83.33%	2 - 16.67%

In table 6.n above, it is shown that seven of the 12 respondents answered that they do not like a leader who lacks good leadership skills. This was because leadership skills are

essential in governing and running a particular institution especially in politics. Three of the respondents answered that they do not like a leader who lacks a good educational background while the other two respondents answered that a leader should not lack experience in administrating his or her people.

Table 6.o

Personal Characteristics Respondents Do Not Want in a Leader

* <i>BASED ON THOSE WHO ANSWERED PERSONAL CHARACTERISTICS</i>		Sex of Respondent	
		Male	Female
Personal Characteristics of a leader	hindi Maka-tao	4 - 4.5%	6 - 6.8%
	kurakot/hindi matapat	31 - 35.2%	31 - 35.2%
	Others	6 - 6.8%	10 - 11.5%
	Total	41 - 46.5%	47 - 53.5%

In the category of personal characteristics the respondents do not like in the leader, 62 among the 88 respondents answered that they do not like a leader who is *kurakot* or corrupt as shown in table 6.o. A leader who is corrupt is also disingenuous in his or her service to the people and uses his or her position for self-interest. Ten of the respondents do not like a leader who is anti-people. They do not like a leader who do not intend or look for ways to reach out to the people and would only approach people during elections. Lastly, 17 of the respondents answered other personal characteristics they do not like in a leader such as being arrogant, selfish, and lethargic.

Table 6.p

Respondents Who Voted For/Against Mayor Jejomar Binay in the 2004 Elections

		Sex of Respondent	
		Male	Female
Ibinoto mo ba si Binay	Oo	37 – 37%	36 - 36%
	Hindi	9 - 9%	5 - 5%
	hindi na matandaan	5 - 5%	6 - 6%
	No answer		2 - 2%
	Total	51 - 51%	49 - 49%

The third question in the second part which was, "*Ibinoto niyo ba si Jejomar Binay bilang mayor noong nakaraang 2004 election? Bakit oo? Bakit hindi?*" (Did you vote Jejomar Binay as Mayor last 2004 election? Why or Why not?), showed that 73 per cent of the respondents, 37 males and 36 females, voted for him in the last May 2004 elections. Fourteen (14) of the 100 respondents voted against him and 11 could not remember if they voted Jejomar Binay. It must be remembered that in the last 2004 election, Jejomar Binay was running as a re-electionist and was seeking a second term as the Mayor of Makati City. Table 6.p showed the number of respondents who voted for, those who voted against and the respondents who could not remember if they voted Jejomar Binay for mayor.

Table 6.q

## Age of the Respondents Who Voted For/Against Mayor Jejomar Binay

		Ibinoto mo ba si Binay			No answer
		oo	hindi	hindi na matandaan	
Age of respondent	18 - 27 years old	26 – 26%	9 – 9%	4 - 4%	2 - 2%
	28 - 37 years old	14 – 14%		1 - 1%	
	38 - 47 years old	13 – 13%	3 - 3%	5 - 5%	
	48 - 57 years old	15 – 15%	2 - 2%		
	58 years old and above	5 - 5%		1 - 1%	
	Total	73 – 73%	14 – 14%	11 – 11%	2 - 2%

Table 6.q, on the other hand, showed the number of respondents who voted for, who voted against, and who could not remember if they voted for Jejomar Binay as mayor in the 2004 elections based on their ages. It showed that the age bracket with the most number of respondents who voted for Jejomar Binay as mayor in 2004 came from the first bracket which is ages 18 – 27 years old. Nine of the 41 respondents under the age bracket 1 did not vote for him, four could not remember and two of the age bracket 1 respondents did not answer the said question. In the age bracket 2, 14 of the 15 respondents under this age level voted for him and only one could not remember. Thirteen (13) among the 21 respondents whose ages are between 38 – 47 years old (age bracket 3) voted for Mayor Binay in the 2004 elections. Four of the 21 respondents did not vote for him and five could not remember at all. In the fourth age bracket level, 15 among the 17 respondents under this age level voted for him and only two did not.

Finally, five among the six respondents whose ages fall under the fifth age bracket voted for Jejomar Binay while the other one could not also remember.

Each respondent who voted for Mayor Binay in the May 2004 elections had their own reasons why they did so. However, the answer of each respondent was similar to another respondent in one way or another. There are three main reasons why the respondents voted for Mayor Binay in the last 2004 elections even though he had served Makati City for 14 years already as its mayor. First, respondents voted for him due to the projects and programs promulgated by his administration in the past years since he started running the Makati City Government. One of the key informants for this study believed that many things had changed since Jejomar Binay became the mayor of Makati City. The projects implemented were made certain to address the needs of the people and improve the city itself. A female respondent, when asked why she voted for Jejomar Binay, said, "*Kasi iyong mga programa niya ay napapakinabangan naming, ng pamilya ko, at ng ibang mahihirap.*" (It's because his programs are beneficial to us, my family and the other poor people.). Respondents also perceived that most of the projects promulgated catered to the basic needs of the people and are deemed necessary. The projects or programs implemented during the past terms of Jejomar Binay as the Makati City's mayor had helped them in their daily living which made them vote for Jejomar Binay in the 2004 elections. Another reason given by the respondents was these were the characteristics of Jejomar Binay. A young, male respondent reasoned out that he voted for him in the 2004 elections because he is intelligent, a great leader and most of all because he is approachable. The respondents said that Jejomar Binay's being pro-people enabled them to trust him as their leader. The third and last reason of the respondents in voting for

Jejomar Binay as mayor in 2004 was there were no other candidates for mayoralty who was far better than him.

Table 6.r

Is Mayor Jejomar Binay a Good Leader?

		Sex of Respondent	
		Male	Female
Magaling bang	oo	48	46
pinuno si Binay	hindi	2	2

Table 6.s

Age of Respondents Who Answered Yes/No

		Magaling bang pinuno si Binay	
		oo	hindi
Age of respondent	18 - 27 years old	41	
	28 - 37 years old	15	
	38 - 47 years old	19	2
	48 - 57 years old	14	2
	58 years old and above	5	

In the next question, “*Para sayo, Magaling bang pinuno si Mayor Binay? Bakit oo? Bakit hindi?*” (For you, is Mayor Binay a good leader? Why or Why not?), 94 of the 100 respondents answered yes, four answered no while two of the total number of respondents did not answer the question (See table 6.r above for the statistical data). Forty-one (41) among the 94 respondents who said that Mayor Jejomar Binay is a good leader came from the first age bracket, 19 came from the third age bracket, 15 from the second, 14 from the fourth and five came from the last age bracket. Two respondents whose age is between 38 – 47 years and two from the fourth bracket, ages 48 – 57 years

old, said that Mayor Binay is not a good leader. Table 6.s above shows the statistical data of the respondents who answered yes and no in relation to their ages.

Table 6.s showed that the younger age brackets believed that Mayor Jejomar Binay had greatly influenced the younger brackets which enabled them to trust him. This was also noticeable in the last age bracket. The four respondents who answered that they do not believe Mayor Jejomar Binay is a good leader came from bracket three and bracket four but it was not sufficient enough to say that the said brackets do not have any belief in him.

The main reason given by the respondents who find Mayor Jejomar Binay a good leader was his qualities in relation to his achievements as the mayor of Makati City. According to the respondents, he is a good leader because he was able to make Makati City a productive and progressive city. One of the oldest respondents also said that Mayor Binay's being a good leader is evidently seen in what is Makati City right now. This statement was agreed upon by the key informants interviewed. They also said that Makati City has changed a lot since Mayor Binay run the office and that the economy of the city recovered because of him after the 1986 EDSA Revolution when the city was left bankrupt and with a big debt.

On the other hand, the main reason of the four respondents who said that Mayor Jejomar Binay is not a good leader was primarily because of his being hungry for power and position. A female respondent also shared the thought that although Mayor Binay may seem to be a good leader but in reality he is just like the other dirty politicians who do not want to step down from power and allow other people to have the chance for the position. Other respondents also felt that what makes him look so bad was because of the

political dynasty occurring in the city. Another respondent felt that it seems like Mayor Binay is manipulating the local government because when his wife, Dr. Elenita Binay, became mayor and now his son is a councilor as well. The same respondent also said that the projects implemented by the Binay Administration were not enough and just served those in favor of him.

Table 6.t

Qualities the Respondents Liked in Mayor Jejomar Binay

		Sex of Respondent	
		Male	Female
Anu-ano ang katangian na nagustuhan ninyo kay Mayor Binay bilang isang pinuno	Abilities	15 – 15%	12 – 12%
	Personal characteristics	31 – 31%	31 – 31%
	None	1 - 1%	2 - 2%
	No answer	4 - 4%	4 - 4%
	Total	51 – 51%	49 – 49%

In the next question, “*Anu-ano ang mga katangian na nagustuhan ninyo kay Mayor Binay bilang isang pinuno?*” (What are the qualities you have liked in Mayor Binay as a leader?), table 6.t shows that 62 respondents of the total sample population gave qualities they liked in Mayor Binay which fell under the category of personal characteristics. 27 of the respondents gave qualities pertaining to his abilities; three said none; and the rest, eight of them, did not answer the question.

Table 6.1a

## Personal Characteristics the Respondents Liked in Mayor Jejomar Binay

* <i>BASED ON THOSE WHO ANSWERED</i> <i>PERSONAL CHARACTERISTICS</i>		Sex of Respondent	
		Male	Female
Personal Characteristics of Binay	Maka-tao (pro-people)	19 – 30%	18 – 29%
	Matapat (honest)	3 – 5%	9 – 15%
	Others	9 – 15%	4 – 6%
	Total	31 – 50%	31 – 50%

Table 6.1a showed that 59 per cent of the respondents who answered personal characteristics saw Mayor Jejomar Binay as someone who is pro-people or *maka-tao*. His being pro-people was because of the administrative projects and programs implemented which catered to the needs of the people. The respondents also said that Mayor Binay is a helpful and an approachable person. They also acknowledged that he is a brave or courageous person and has integrity.

Table 6.tb

## Abilities the Respondents Liked in Mayor Jejomar Binay

* <i>BASED ON THOSE WHO ANSWERED</i> <i>ABILITIES</i>		Sex of Respondent	
		Male	Female
abilities of Binay	good educational background	4 – 15%	4 – 15%
	good leadership skills with experience	11 – 41%	7 – 25%
	Total	15 – 56%	12 – 44%

In terms of abilities, the 27 respondents answered that the qualities they like in Mayor Binay is his being an intelligent person, having a good educational background, having experience and good leadership skills. This was shown in table 6.tb above wherein 18 of

the 27 respondents believed that Mayor Binay possessed a good leadership skills. One of the respondents believed that this ability contributed to the Makati City's main leader to promulgate plans and to decide matters concerning the city in a just way. The other respondents believed that Mayor Binay's good leadership skills enabled him to formulate programs that are suitable to the needs of his constituents.

Table 6.u

Qualities the Respondents Do Not Like in Mayor Jejomar Binay

		Sex of Respondent	
		Male	Female
Anu-ano ang katangian na ayaw ninyo kay Mayor Binay bilang isang pinuno	Personal characteristics	8 - 8%	8 - 8%
	None	36 - 36%	33 - 33%
	Others	3 - 3%	4 - 4%
	No answer	4 - 4%	4 - 4%
	Total	51 - 51%	49 - 49%

Table 6.u above shows the qualities Mayor Jejomar Binay possessed which the respondents do not like. Among the 100 respondents, 69 of them answered that there were no qualities the mayor have that they did not like. However, 16 respondents did not like certain characteristics of Mayor Binay which are under the category of personal characteristics; seven respondents had other reasons; and eight of the respondents did not answer the question. The respondents believed that although Mayor Binay is a good leader and had done projects that are beneficial to the people, they also believed that he is also involved in corruption just like other politicians. A female respondent said that it seems inevitable for every politician to be involved in corruption. Another negative

characteristic that they pointed out was the strong inclination of Mayor Binay to remain in power in the sense that he would not give up his position and allow other people to govern over the city. The last negative characteristic mentioned was Mayor Binay's being a *kunsintidor* or tolerating the ill-doings of his constituents or colleagues.

It can be noticed that majority of the respondents did not find any negative qualities in Mayor Jejomar Binay. They gave various reasons for saying this. One, the respondents could not find any negative qualities in Mayor Binay at all because they believed that he is a good person and a leader. The second and the major reason given by the respondents was that they could not think of any negative qualities of Mayor Jejomar Binay at the moment. However, they still believed that he has negative qualities just like any other person and politician but knows how to hide it.

Table 6.v

Respondents Who Favor or Not Favor Mayor Jejomar Binay's Projects

		Sex of Respondent	
		Male	Female
Pabor ba kayo sa mga programa na inilunsad ni Mayor Binay	oo	46 - 46%	48 - 48%
	Hindi	4 - 4%	1 - 1%
	No answer	1 - 1%	
	Total	51 - 51%	49 - 49%

In question number seven of the second part of the questionnaire which was "*Pabor ba kayo sa mga programa na inilunsad ni Mayor Binay? Bakit oo? Bakit hindi?*" (Are you in favor of the programs launched by Mayor Binay? Why or Why not?), 94 per cent of the total number of respondents answered yes; five per cent answered no; and one per

cent did not have an answer. This is shown in table 6.v above. The main reason for the 94 respondents to be in favor of the programs launched and promulgated by Mayor Binay was that all the programs are beneficial to them and helped them in one way or another. These respondents were unanimous in saying that the benefits provided in availing the programs of the Makati City Administration helped lessen their expenses especially since their family income is not sufficient to have a decent living. On the other hand, there were two main reasons for those who were not in favor of the Mayor Binay's programs during his past and current administrations. One is the lack in promulgating these programs. One of the male respondents narrated that although there is the presence of Yellow Card, there is still insufficient discounted medicines being provided and they would have to buy in the registered drugstore outlets. Another is the inability of the Binay Administration to formulate and create new programs.

Table 6.w

Projects Launched the Respondents Liked

		Sex of Respondent	
		Male	Female
Anu-ano ang mga programa na gusto ninyo na inilunsad o isinagawa ni Mayor Binay?	a. programa ukol sa edukasyon (i.e. libre/murang tuition fee)	12 - 12%	15 - 15%
	b. Senior Citizen benefits e.g. Blue Card	2 - 2%	2 - 2%
	c. Yellow Card / Hospitalization Discounts	25 - 25%	20 - 20%
	d. infrastructures	3 - 3%	4 - 4%
	e. others	8 - 8%	7 - 7%
	f. none	1 - 1%	1 - 1%
	g. No answer		
Total		51 - 51%	49 - 49%

The respondents were then asked about what are the programs that Mayor Binay launched and promulgated that they like and why ("*Anu-ano ang mga programa na gusto ninyo na inilunsad o isinagawa ni Mayor Binay? Bakit*). Of the 100 respondents, 45 answered the Health Program or Yellow Card Program; 27 answered the educational program; four were in favor of the Senior Citizen benefits; seven liked the infrastructures; 15 had other programs they like; two did not like any of the programs; and five did not give their answer. Table 6.w shows the statistical data in the question above.

The main reason of these respondents answer was basically the programs helped lessen their daily expenses in one way or another. Those who answered that they like the Health Program, popularly known as the Yellow Card, enabled them not to worry of big expenses if they would get ill. For the 27 respondents who answered the educational program, the free books and other schools supplies allowed them to save money which is the same for those who answered the Senior Citizen benefits. Programs concerning infrastructures, according to the respondents who like it, made Makati City even more beautiful. Other projects mentioned were the projects related to anti-drugs, the clean and green projects, and the like.

Table 6.x

## Projects Launched the Respondents Do Not Like

		Sex of Respondent	
		Male	Female
Anu-ano ang mga programa na ayaw ninyo na inilunsad ni Mayor Binay?	infrastructures	1 - 1%	
	Others	8 - 8%	4 - 4%
	None	39 - 39%	40 - 40%
	No Answer	3 - 3%	5 - 5%
	Total	51 - 51%	49 - 49%

The respondents were also asked about the projects that they did not like ("*Anu-ano ang mga programa na ayaw ninyo na inilunsad o isinagawa ni Mayor Binay? At Bakit?*"). Seventy-nine (79) respondents answered none at all; 12 answered other projects; one disliked the infrastructure projects; and eight did not answer the question (See table 6.x). The respondent who answered infrastructure projects said that although they beautified Makati City, some of the infrastructures were easily damaged just like what happened when a super typhoon hit the city last 2006. One of the other projects mentioned by the respondents that they do not like was too much fees that are needed to pay for filing their corresponding papers in the city.

Table 6.y

## Projects the Respondents Want to be launched

		Sex of Respondent	
		Male	Female
Mga proyekto na nais pang mainlunsad	housing project for the poor	2 - 2%	6 - 6%
	more benefits	2 - 2%	2 - 2%
	Intensive projects for youth development	4 - 4%	2 - 2%
	programs concerning education	3 - 3%	3 - 3%
	work for the jobless people	4 - 4%	1 - 1%
	others	11 - 11%	8 - 8%
	None	25 - 25%	27 - 27%
	No answer		
Total		51 - 51%	49 - 49%

Table 6.y shows the result in the next question which was, “*Anong mga programa ang nais po ninyong mainlunsad pa ni Mayor Binay?*” Fifty-two (52) of the 100 respondents said that the projects implemented by the Binay Administration are already enough. What they wanted to happen was to further improve these programs. Nineteen (19) respondents had various answers regarding the programs they wanted to be promulgated by the local government of the city. Among these programs were to devise ways of decreasing taxes, to formulate measures helping the small-scale businesses, to intensify the anti-drug programs and to launch more environmental programs for the city. Eight respondents hoped that the Binay Administration would launch housing programs for the poor sectors of Makati City. The free housing program, if implemented, would help lessen their expenses and they would not rent a house any more. Six respondents wanted the city to have intensive projects for the youth and another six of the 100 respondents would like

for promulgation of projects concerning education such as more scholarships and ensuring that the public school teachers were all highly competitive. Five respondents would like the local government of Makati City to help them in looking for jobs while the four respondents left would like to have programs which will provide more benefits for the residents.

Table 6.z

Number of Respondents Who Would Vote/Not Vote for Mayor Jejomar Binay in the Upcoming 2007 Local Election

		Sex of Respondent	
		Male	Female
Kung tatakbo ulit si Mayor Binay sa susunod na eleksyon, iboboto ninyo pa rin ba siya?	Oo	42 - 42%	44 - 44%
	Hindi	8 - 8%	3 - 3%
	Hindi sigurado	1 - 1%	2 - 2%
	Total	51 - 52%	49 - 49%

Table 6.z shows the statistical data of the answers of the male and the female sector in the final question which was "Kung tatakbo ulit si Mayor Binay sa susunod na eleksyon, iboboto ninyo pa rin ba siya? Bakit oo? Bakit hindi?" (If Mayor Binay would run again in the coming election, will you still vote for him? Why or Why not?), showed that 86 percent of the respondents would still vote for him; 11 would not; and three were not yet sure if they would vote for him. The main reason for the respondents to vote for him again in the upcoming election if Mayor Binay would run again was they believed in his qualities making him a good leader. According to the respondents, he is a good leader because he was able to address the needs of the residents of Makati City particularly the poor sectors. Mayor Binay's programs or projects were all beneficial to them and helped the city to become progressive. These explanations were all agreed upon by the key

informants as well. Eleven (11) respondents would not vote for him because they all wanted to allow another individual to be in the position of mayor. The respondents felt that Mayor Binay had already governed for a long time and it was time to have a new leader. One of the female respondents acknowledged that Mayor Binay is intelligent, but that he had been too selfish already. Three of the 100 respondents were not yet sure if they would vote for him in the upcoming local election. These respondents decision to vote for him would still depend upon who are the personalities who will run for mayor in Makati City aside from Mayor Binay.

#### *Summary of the Conducted Survey*

In the conducted survey, the respondents were asked several questions regarding their perception on leadership, Mayor Jejomar Binay and his administrative projects. One hundred (100) respondents took part wherein 51 of who were men and 49 were women. All of them were residing at Barangay X, a barangay composed of relatively rich and relatively poor people. Of the 100 respondents, only 51 per cent were working in different establishments and companies. Forty-One (41) per cent of the respondents were aged 18 – 27 years old and only six per cent were aged 58 years old and above. It was noticed that 21 per cent of the respondents had a monthly income of Php5000 and below which was not sufficient for their living expenses while 20 per cent of the respondents were earning Php20, 000 and above.

Eighty-three (83) out of the 100 respondents had been living in Makati City for more than 15 years. These respondents were able to buy land in the barangay or their family was a beneficiary of the free-housing project. The respondents, when asked why they

opted to live in Makati City, answered that the city was a peaceful place (33 per cent), orderly (26 per cent), near their workplace (17 per cent) and others. Ninety-three (93) of the respondents also answered that their life became better while living in the said city. Eighty-six (86) of them answered that the programs in Makati City helped them and 82 of the total respondents did not want to live in another place.

In the first part of the survey, the respondents were asked about what the qualities they desire and do not desire in a leader. The results of the survey showed that 64 per cent of the respondents desired qualities of a leader that pertained on one's personal characteristics and 36 per cent of who were more into the abilities. Forty-four (44) of the 64 respondents answered personal characteristics desired a leader who is pro-people (24 per cent) and honest (22 per cent). In terms of abilities, 17 out of 36 respondents answered that good leadership skills is an important quality a leader must possess. When the respondents were asked about the qualities they did not like in a leader, 88 per cent of them answered personal characteristics while only 12 per cent answered abilities. Of the 88 respondents who answered personal characteristics, 62 of who did not want a corrupt leader or *kurakot*.

The survey result also showed that majority of the respondents, 73 out of 100 respondents, voted Mayor Binay in the last 2004 elections. Of the 73 respondents who voted for him, the youngest age bracket which was 18-27 years old had the most number who voted for him with 26 respondents. Forty-one (41) of the 100 respondents who believed that Mayor Binay is a good leader also came from the said age bracket. When asked about the qualities they liked in Mayor Binay, 62 of the 100 respondents said qualities that fell under the category of personal characteristics and only 27 of them

answered qualities that pertained to abilities. Thirty-seven (37) of the 62 respondents whose answer fell under the category of personal characteristics said that Mayor Binay was a pro-people person. This was because of the projects implemented which redound to their needs and helped compensate their expenses. Whereas, 18 of the 27 respondents whose answer fell under the category of abilities said that Mayor Binay had a good leadership skills which they liked. The result of the survey also showed that 69 of the total respondents did not have any qualities of Mayor Binay that were not likeable; 16 respondents gave an answer which pertained to personal characteristics such as selfish and corrupt; and seven respondents had other answers.

The respondents were also asked about their opinion regarding the projects or programs implemented by the Binay Administration. Ninety-four (94) per cent were in favor of the projects promulgated by Mayor Binay because they redounded to their needs. The programs that respondents liked the most were the Yellow Card program, with 45 respondents, and educational program, with 27 respondents. The respondents were also asked the projects implemented that they did not like and 79 of them answered none. In connection with this, the respondents were also asked about the projects they wanted to be implemented. Fifty-two (52) of the 100 respondents also said none and instead they wanted the Binay Administration to just focus on strengthening the projects being implemented at the moment.

Lastly, the respondents were asked if they would or would still vote for Mayor Binay in the upcoming May 2007 local election. Eighty-six (86) per cent of the respondents said yes, 11 per cent said no and three were not yet sure. According to the 86 respondents, they would or would still vote for Mayor Binay in the upcoming election because he had

done beneficial projects and made Makati City a developed and productive city. The respondents also believed that the city would not be as rich and as beautiful as it is today if Mayor Binay did not become its mayor. On the other hand, the 11 respondents did not want to vote for Mayor Binay in the upcoming May 2007 election because they felt that it is time for change and allow someone new to govern the city. The three respondents who were not yet sure if they would vote for Mayor Binay said that their voting for him would depend upon who will be the other candidates for mayoralty in the upcoming election.

#### *Analysis of the Conducted Survey*

The survey conducted showed that the population of Makati City is composed of people belonging to different classes of society. The poor and marginalized sector greatly comprised the city's population although it was known to be where the richest people in the Philippines opt to live. In the conducted survey, it was showed that the respondents opt to give more importance to personal characteristics of an individual. They based their voting attitude or in choosing a leader on one's personal characteristics. The respondents want a leader who is pro-people, honest, God-fearing and with good morals. These characteristics the respondents gave were similar to the findings of a survey conducted in Daet, Camarines Norte. Thus, a leader who has these personal characteristics would most likely to be chosen as a leader just like in the case of Mayor Jejomar Binay.

Mayor Jejomar Binay was able to establish a strong bond or connection with the people. The people from the different age brackets believed that he is a good leader. It can also be noticed that the qualities the respondents are looking for in a leader were the qualities they saw in Mayor Jejomar Binay. The respondents believed that he is pro-

people, honest and brave. These characteristics were able to be justified because of the projects promulgated that helped the people of Makati City particularly the poor and marginalized sector. The implementation of projects that benefit the people leaves a notion that a leader is a pro-people person because he or she is upholding the interest of the people and shows concern for them. Mayor Jejomar Binay was perceived to be brave and honest because of his profession as a human rights lawyer and his integrity. His being a human rights lawyer and being known for helping the poor people also contributed to Mayor Jejomar Binay's popularity among the people. This, in turn, allowed the people to trust him and to vote for him again as mayor in the 2001 election.

However, the respondents believed that just like any other politician, Mayor Jejomar Binay, has negative qualities. There were respondents who said that he is corrupt because it is inevitable in every politician. There were also respondents who said that they could not think or know any negative qualities of Mayor Jejomar Binay. A possible explanation for this is because the projects he initiated greatly helped Mayor Jejomar Binay to hide his negative qualities in order for the people not to notice it. The projects or programs implemented made the people not to take notice of the possible ill-doings and his negative qualities. This shows that the main thrust of the people's belief in a leader is measured on the concrete changes that would or had occurred in a particular community during his or her term. These concrete evidences should show that the community has improved during his or her ruling and that the projects or programs implemented benefited the people. If the people could see the improvement in the community, they would less likely to notice the possible ill-doings and negative qualities of a leader. Although the people believed that Mayor Jejomar Binay still has negative qualities, they

still voted for him in the 2001 election, planned to vote for him in the upcoming 2007 election and liked the projects or programs he initiated. This could justify the saying "*Choose the lesser evil*".

The attitude of choosing the lesser evil could be alarming. It is because of the people would tend to tolerate the ill-doings of a leader as long as he or she would be able to provide the needs of the community. At first, it is possible that the leader would uphold the interests of the people and promulgate projects that would redound to their needs. He or she would initiate programs that would improve the community per se. But in the long run, the interests of the people would no longer be upheld and be promoted. It would be possible that the programs implemented would just stay as it is and would not be further improved. The leader would also developed a sense of greediness and a notion that it is acceptable to use his or her position to promote one self's interest as long as he or she initiates programs for the people. If the ill-doings and negative qualities of a leader would be tolerated the revenues or budget of a particular community could be improperly allocated. It is also possible that the budget of a particular community could be used for the personal interest of the leader and would not use it for the benefit of the community. In the end, this would lead to the diminishing of the people's trust and confidence in their leader.

Overall, the respondents believed in Mayor Jejomar Binay as a good leader. At first, the respondents based their belief in him because of the qualities, most especially personal characteristics, in determining if he is a good leader or not. The projects or programs Mayor Jejomar Binay implemented served as strong and concrete proofs. The people were able to feel its usefulness and benefits. These further strengthened the trust

of the people in him and enabled them to vote for him again as their mayor in 2001. Thus, due to the improvement seen in the life of the people and in Makati City per se because of the helpful programs implemented, Mayor Jejomar Binay gained and managed to strengthen and maintain the trust of the people in him enabling him to stay long in power.

## Chapter Seven

### SUMMARY, ANALYSIS AND CONCLUSION

#### *Summary and Analysis*

Choosing a leader is not as easy as what it seems to look like. This is also the same for those individuals who are aspiring to become a leader. There are several factors that are needed to be considered. One must bear in mind that becoming a leader needs a lot of guts. It is an arduous task that needs to be endured. Being a leader does not necessarily mean that you are the boss and have the power to command the people. Its fundamental nature is that a leader should serve the people through the pursuit of the group's interests. In every field, whether it is in the business area or political area, a leader is of great importance. He or she has a great responsibility that must be upheld to at all times.

Due to the big obligation that the position of a leader entails, one who aspires to become one must possess the qualities that the people are looking for. Qualities can be characterized into two kinds; abilities and personal characteristics. These two are both essential in gaining the trust of the people in a particular institution or community. The abilities and the personal characteristics of a leader are also important because these would help one in governing over his or her constituencies, in formulating programs or projects, and in deciding the actions that are to be undertaken.

Gaining and winning the trust of the people under a certain community or institution is an intricate process or thing to do. An individual who desires to be a leader should have this quality in order for the people to believe in him or her and to follow his or her leadership. But a leader should not only rely on his or her charisma through looking for ways to maintain it. In Max Weber's Charismatic Theory, charisma can fade away if it

would not be accompanied by words and, more importantly, by actions. An individual's charisma towards the people would be validated if one would not only rely in it but would devise ways that would help maintain it. This could be best exemplified in the religious organizations like Jesus Christ of the Roman Catholic Church. Jesus Christ's strong charisma allowed him to have millions of followers and believers. But He did not only rely on this specific quality. Instead, Jesus Christ performed numerous miracles and healed many people. His ability to perform miracles and to heal sick and wounded people allowed him to gain the trust of the people particularly his followers. This is also the same with the super heroes in the comic books, in television shows, and in movie films. The people believed in them because they fought crimes, saved people who are in danger, and help those who are in need. People would not believe in them at all if they only rely on their looks, costumes and the like.

In the political arena, charisma is also very important. Individuals who desire to be political leaders must have the ability to perform or to do something extraordinary that would allow the people to believe in them and eventually, vote for them. The political leaders should not only rely on their ability to speak well but they also must be able to reach out to the people. The people would like someone who has good personal characteristics particularly being a pro-people leader. They want to make sure that the person whom they will choose as their leader is someone who will pursue the interests of the people and devise programs that would redound to the people's needs. The formulation and promulgation of programs that would help the people would serve as a strong evidence of a leader's good leadership.

Thus, for an individual who desires to be a leader and who wants to stay long in office, particularly in the political arena, he or she must be able to know how to use and to maintain his or her charisma towards the people. Abilities and personal characteristics are both important qualities that a leader must possess. These qualities would enable a leader to form a strong relationship towards the people and to gain their trust. These would allow him or her in the decision making process and ensure that the every decision made is for the interest of his or her constituents. However, a leader must also ensure that the people will continue to believe in him or her and eventually develop a deeper relationship for the people. In order for the people to continue believing in their leader, he or she must formulate strong, evidential and valid proofs of their leadership by initiating actions, projects or programs that redound to the people's needs. This would enable the people to see that their leader is indeed pursuing their interest and is serving them. Thus, a leader who is pursuing the needs of the people through his actions, projects or programs would enable the people to continue believing in him and allow him to maintain and to stay long in power. This will also lead to the improvement of the community as a whole. A good example would be Makati City which has been under the leadership of Mayor Jejomar Binay for about 17 years.

Makati City had improved through time. It was a former marshland and now one of the richest cities in the Philippines. The selling and owning of the rich people of lands in Makati City opened it to improvement and modernization. It had undergone modernization in the early years which enabled it to become a business center. The construction of roads, water pipelines and the like made the city inviting to the business sector which led to the establishment of various commercial buildings and the like. Since

its improvement, Makati City has continued to improve and to develop through time. It is now a home to many international and local companies, business establishments, consulates and embassies.

However, Makati City experienced difficulty before it became the center of business and commerce in the Philippines. It had experienced bankruptcy and its financial aspect was left in ruins after the Martial Law. In 1986, former Pres. Corazon Aquino appointed Jejomar Binay as the Officer-in-Charge (OIC) of Makati City. In order to solve the financial crisis, he formulated and implemented strict fiscal policy programs. All the transactions made by the previous local administration were reviewed and those that were questionable were scrapped. The problem of ghost employees at the municipal hall was also address. Due to the strict implementation of fiscal reforms formulated by Mayor Jejomar Binay, Makati City was able to solve its financial problem. This also contributed to Jejomar Binay's winning in 1988 as the mayor of Makati City which was still a municipality then. From then on, Makati City has continuously undergone improvements and modernization making it more viable for the people as well as the owners of the different companies and businesses. It became a city in 1995 under Republic Act 7854 (RA 7854). Mayor Jejomar Binay, on the other hand, allowed him to rule over Makati City and its people for a long period of time.

Mayor Jejomar Binay, a well-known human rights lawyer, has been ruling Makati City for about 17 years already. He has been in the political arena for 20 years. After finishing his three consecutive terms in 1998, he again vied for mayoralty in the 2001 election and won. At present, he is serving for his fifth term as mayor and will be running again for the said position in the upcoming 2007 election. This would make one speculate

on how and why he stayed in the position of mayor for a long time. The conducted survey of the Social Weather Station in the year 2001 in Makati City showed that the residents of the city trusted him the most among all the politicians in the local and in the national political arena. A survey was also conducted by the researcher to identify the perception of the people regarding leadership, Mayor Jejomar Binay and his administration. Both studies showed that the people of Makati City believed in his leadership and his qualities. It was further strengthened because of the administrative projects implemented which redound to the people's needs making it possible for him to stay long in power.

The study conducted showed that people give high regards and more importance on the personal characteristics of a leader. It also showed that although abilities are necessary as well and are a plus factor for a leader, an individual's personal characteristics are the main basis for the people to trust and to choose him or her as their leader. The possible reason for giving more importance to personal characteristics than the abilities is because personal characteristics are difficult to change whereas abilities can be learned and be trained. Personal characteristics speak more of the attitude of an individual and these are usually seen by the people. Another main reason for this is because the people could easily identify and relate themselves with a leader who has the same characteristics. Although abilities, on the other hand, are also important since they can contribute to effective leadership and decision-making process, these qualities are not given high regard because possessing the best abilities do not necessarily mean that they would be able to connect with or to form good relationship with the people. The people want a leader who is *maka-tao* or pro-people, trust-worthy, brave and with integrity. Among the personal qualities mentioned, the quality of being *maka-tao* or pro-people is

the most important for the people. A leader who is pro-people would always think of the welfare of the people first before others. He or she would formulate projects or programs that would redound to the needs of the people. This personal characteristic allows the people to trust their leader because they know that the leader's every decision would be for the benefit of the people. Someone who is trustworthy or honest is also essential because it would help foster a good relationship between the leader and the people. The importance of being religious showed how deep the faith of the people is and the difference it will make if a leader is known to be a religious person. The people believed that a person who is deeply devoted to his or her religion possesses good morals that would make him or her a good leader. Integrity and bravery are also two of the characteristics a leader must possess because of the notion that the people wanted to be led by someone who will protect them and their interest at all cost.

In the case of the leadership of Jejomar Binay, the Mayor of Makati City, three main factors contributed to his long term in office. One is his personal characteristics which were given greater importance by the people and were the main reason why the residents of Makati City trust and believe in him. Mayor Jejomar Binay knows how to relate and communicate with his constituents from all social classes of the society as evident in his program called *Ugnayan*. His capability to form a strong bond with the people and to make the people see his personal characteristics gained him their trust. Another factor which contributed to his strong ruling and power is his abilities. Although Mayor Jejomar Binay's abilities were recognized but were not the main reason why the people voted for him and chose him as their leader, these contributed to his successful leadership in Makati City and eventually his long term in office which he had occupied for 17 years

now. His good leadership skills, ability to speak well, and good educational background allowed him to formulate and to decide matters which would be for the benefit of the majority. These abilities enabled Mayor Jejomar Binay to lead Makati City and its residents well. It had contributed to the development and the rising up of the city after the 1986 EDSA Revolution wherein he was appointed as the Officer-in-Charge (OIC). The strong enforcement of Mayor Binay Administration's economic policy plans allowed the advancement of its economy and become the premier financial center of Makati City. Finally, the formulation and the promulgation of programs or projects which redound to the needs of the Makati City residents, particularly the poor and the marginalized sectors allowed Mayor Jejomar Binay to have a stronghold of the highest position in the local government of Makati City.

However, Mayor Jejomar Binay is also said to have negative qualities that are undesirable for a leader. These negative qualities were mostly personal characteristics like being corrupt. Among these accusations of corruption were the non-declaration of his other properties in the Statement of Assets and Liabilities (SAL) form and the ghost employees working at the Makati City Hall. Another allegation is the political dynasty in Makati City wherein Mayor Binay has been running the city for almost two decades and the other members of his family are in the local politics as well. The possible monopoly of Mayor Binay and his allies is also a factor. The key informants, however, said that there is no monopolization that is happening in the Binay Administration. Everyone is given an equal opportunity and chance to formulate and to participate in the decision making process of the administration. Whether you are an opposition, an independent or an ally, for Mayor Jejomar Binay, each of the local politicians in Makati City should be

of equal footing. These allegations against Mayor Jejomar Binay did not affect his popularity among the people, neither is the negative publicity. He always gave his side and answers to all the negative publicities being bombarded against him in the newspapers and other programs.

Amidst the negative publicities and allegations against Mayor Binay, he was still able to make the people trust and believe in him. One of the greatest factors for this is he was able to launch projects or programs which cater to the needs of the people. The implementation of projects or programs which redound to the needs of the people of Makati City is a great factor for the maintenance of Mayor Jejomar Binay's power and authority in Makati City. He was able to provide the best security for the rich sector of Makati City and provided benefits for the poor sector of the city. Addressing the needs of the both sides allowed the people to continue supporting and believing in him. These programs implemented became the strong foundation of his leadership including the massive improvement or development of Makati City which made it become the premier city. Mayor Binay's personal characteristics and abilities are of no value if he did not initiate and implement any projects that would be beneficial to the people. He would not be able to stay in power for a long time if he was not able to address and to provide the basic needs of the residents of Makati City. The people were able to see valid proof or evidences of Mayor Binay being a good leader which made the people believe in his qualities and accept him as their leader. Thus, he has managed to stay in power for a long time.

## *Conclusion*

There were several factors on how a leader was able to maintain one's power and authority that were hypothesized before the conduct of the study. These factors were: 1) the charismatic factors together with the developmental projects implemented which redound to the people's needs; 2) the presence of guns, goons, and bull factor, or; 3) the combination of both. Media exposure and other kinds of publicity also helped in determining if a leader would stay long in power or not. The publicity in favor of a leader would greatly affect the people's perception towards him. They would further believe and trust their leader which would lead them to vote or choose him or her again. On the other hand, negative publicity would ruin a leader's credibility and would eventually lead to the distrust of the people in him or her. A long term in office would lead to various results such as sustainability of projects or the existence of lip service.

The study conducted showed that in the case of Mayor Binay, the reason why he remained in office for a long time was primarily because of his charisma and the developmental projects he had implemented. These projects redound to the people's needs especially the poor and the marginalized sector of Makati City. It also showed that Mayor Binay's charisma were due to his personal characteristics such as being pro-people. This helped him gain the trust of the Makati City residents. But he did not only rely on his personal characteristics. Instead, Mayor Binay was able to implement and to decide on matters that would further pursue the interests of the people in Makati City and improve the said city. However, the researcher was not able to find any presence of guns, goons and bully factors which would have contributed to Mayor Binay's long term in office.

Media exposure and other forms of publicity also contributed to Mayor Binay's success in the Makati City's political arena. Although there were occurrences of negative publicities against him, these did not affect the people's perception of him in Makati City. Mayor Binay also used media to answer all the allegations against him. The media also served as an instrument in propagandizing the improvements in Makati City as well as the projects or programs implemented in the city by the Binay Administration. Thus, the concrete evidences of all the projects implemented by Mayor Binay in his current and previous administration enabled the people to still trust him amidst all the allegations and negative publicities.

Finally, the long term in office of Mayor Binay had positive results. It allowed for the sustainability of projects implemented. The projects or programs were maintained and further improved to cater the needs of the people. It also showed that since Mayor Binay had been in office for 17 years, the experience he had allowed him to formulate projects or programs which were deemed necessary for the development and betterment of Makati City. His long term in service allowed him to have knowledge on what the people of the city need and what are the things that should be improved for the betterment of the whole community.

In the end, the researcher was able to conclude that the reason why Mayor Binay stayed long in office for a period of 17 years was because of his charisma towards the people in the form of his personal characteristics accompanied by the developmental projects implemented which redound to the people's needs. At first, the people voted for him because of his personal characteristics. The people perceived Mayor Binay as someone who is pro-people or *maka-tao* and brave because of his active involvement in

mass organizations and his being a human rights lawyer. To add to that, his being a pro-people person was reflected in the administrative projects initiated which redound to the people's needs. Mayor Binay did not only rely on his personal characteristics in order to gain the trust of the people in Makati City. Instead, he further strengthened it by using his abilities in formulating and implementing projects that would redound and address the needs of the people especially the poor and the marginalized sector of Makati City. Mayor Jejomar Binay was able to make changes which helped the development of the whole community of Makati City.

## Chapter Eight

### RECOMMENDATIONS

The study conducted showed how a leader is able to maintain and to prolong his or her power as well as his or her term in office. There are several factors which led to the success of Mayor Jejomar Binay's long term in office as the highest leader of Makati City. These factors would serve as recommendations and lessons regarding leadership which will be helpful for the aspiring leaders as well as those who are already leaders.

First, charisma, through personal characteristics and abilities, is very important in each individual who wants to be a leader. It served as an individual's bond among the people. The charismatic personality of an individual would allow the people to believe in him or her and eventually, gain their trust. Thus, for an individual who aspires to be a leader, he or she must possess the qualities the people are looking for. One must give importance on personal characteristics through fostering the people's needs and interests. An individual who aspires to be a leader must be aware of the possible ways on how the people would know that he or she has the qualities they are looking for. One must be active in helping other people in need and actively participate and communicate with them. This would be possible through the dynamic involvement in different organizations in the community. In this way, it would leave an idea that an individual is pro-people. Mingling with the people would let them know the qualities of a particular leader or those who are aspiring to become one possess. If the people know an individual well and was able to form an attachment with them, there is a big possibility that he or she would be chosen as the leader. Once he or she becomes a leader, strong attachment with the people should still be safeguarded.

Second, a leader must ensure that he or she constantly communicates with the citizens and mingle with them. This is because they are looking for someone who listens to them and knows what their interests are. A leader should be familiar with the kind of people his or her community have and what are their interests and needs. One must bear in mind that there should be a constant assembly with the different kinds of people in the community. Through this gathering, the community's citizens would have a venue to voice out their sentiments, needs and the like to their leader. The leader, in turn, would also have the opportunity to know what problems to be addressed and what projects are to be initiated in order to uphold the interests of the people and the community per se.

But a leader must not only give importance to his or her personal characteristics. It is also important for a leader to possess the abilities needed in order to govern properly the people and the community. These abilities would help a leader in the decision making process. It would aid him or her in governing over the community and the people as a whole. Abilities could be learned through continuous education process. They could be gained through participating in leadership trainings, seminars, pursuing a higher education and the like. Through the abilities a leader possesses, he or she would know how to mingle with the different kinds of people and how to handle the various situations that would come along the way. A leader would also be able to know how to solve the problems in a community through formulating possible solutions.

Third, a leader must bear in mind that having charisma is not enough. The people tend to rely on one's charisma or qualities at first when deciding who they want to lead them. But, in the long run, the people are looking for concrete evidences that would further strengthen the people's belief in their leader. Thus, it must be remembered that a leader,

at all cost, should implement programs or projects that would redound to the people's needs. He or she must be able to enforce changes in the community. One must make sure that the promulgated laws and programs or projects are known to the public and strictly enforced. These must be for the improvement and the betterment of the whole community. The initiated programs or projects must pursue the interests of the people. A leader must be able to help alleviate the problems or sufferings his or her constituencies are experiencing in order to improve their lives.

Fourth, in planning and initiating programs or projects, a leader must first know the needs of the community. This is connected with the third recommendation. The awareness of the people's needs would help one in deciding what programs or projects should be implemented. The most effective programs or projects are those which gratify the basic needs of the people. These basic needs could be education, health care and other medical benefits, housing, security and the like. They are most effective because they directly answer the people's needs and help ease their financial burden. Aside from that, projects or programs catering to their vital needs are more inviting and benefit a greater number of the population. A leader must also not forget that the programs being implemented should be seen and be felt by the people. He or she must make sure that there would be an immense change and improvement in the whole community.

Finally, a leader must also learn how to use the media and other forms of publicity to his or her advantage. These can indeed affect a leader's ruling and are also important in his or her prolongation of power. It can either ruin or strengthen one's position in office. Through the media, a leader could discuss and explain his or her programs for the community. The broadcasting or publishing of all the accomplished projects and

programs showing how these helped the people allowed them to have a notion that their leader is a pro-people person and upholds their interests. In case of negative publicities, a leader could still use the media by answering all the allegations against him or her. One must bear in mind that it would be better for a leader to answer these allegations than to keep silent. Facing these allegations would help answer and remove the doubts of the people.

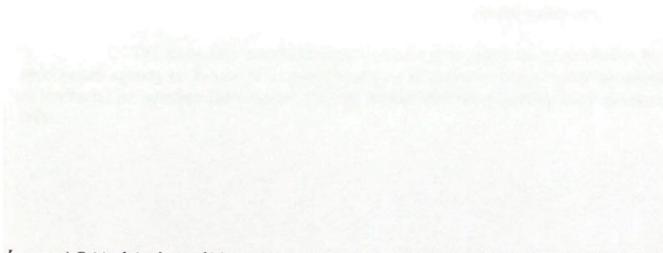
However, it must be remembered as well that these negative publicities would not affect a leader at all if he or she is able to improve the community through the administrative programs or projects initiated which redound to the people's needs. Case in point, Mayor Jejomar Binay's negative publicities such as allegations of graft and corruption did not affect his popularity and his ruling at all because he was able to initiate and implement concrete programs that redound to the people's basic needs. He was able to promulgate a law and made it known. This allowed him to still win the trust and the support of the people amidst all the accusations against him. Even though there are still people who believe that it is possible that Mayor Jejomar Binay is still involved in corruption, this did not affect their voting for him at all because he was able to formulate programs that are beneficial to the people. Thus, in essence, in order for a leader's charisma towards the people not to be affected by the negative publicities or media exposures, he or she must be able to show oneness with the people by addressing their needs and pursuing their interests. He or she should also make sure that all the actions and the decisions being made are for the continuous development and improvement of the community as well as the people.

A good leader is not only someone who is charismatic. He or she does not only possess the abilities and personal characteristics the people are looking for. A good leader is someone who does not only rely on his charisma but also devises ways or measures on how to maintain it through upholding the interests of the people in the community in all the decisions being made and projects or programs being implemented. Thus, for a leader to stay long in power, he or she must possess the charisma through the right personal characteristics and abilities and improve the community per se through the implementation of tangible administrative programs and projects which redound to the people's needs.

## Appendices

*Junasa: A Critical Analysis of Mayor Jejomar Binay's Long Term in Office and His Administration*

## Appendix A



*Junasa: A Critical Analysis of Mayor Jejomar Binay's Long Term in Office and His Administration*



**HOUSE OF REPRESENTATIVES**

H. No. 12240

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INTRODUCED BY HONORABLE ARROYO, ALFELOR, ROLDAN, LEVISTE, DY, JR., CAPPLEMAN, GARCIA (P.), LORETO, TY, ECLEO, GARIN, BADELLES, SR., JAVIER (E.), MARTINEZ, JR., CABILAO, DAMASING, ANDAYA, JR., PANES, CEZAR, MAMBA, RECTO, ERMITA, DATUMANONG, VENEGAS, CARMONA, AUMENTADO, FAJARDO, LOPEZ, (E.), OCAMPO, PAREDES, JR., ABINES, FUA, TINGZON, BAKUNAWA, MONTEMAYOR, TAGLE, AND VERCELES (E.), PER COMMITTEE REPORT NO. 536

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AN ACT CONVERTING THE MUNICIPALITY OF MAKATI INTO A HIGHLY URBANIZED CITY TO BE KNOWN AS THE CITY OF MAKATI

*Be it enacted by the Senate and House of Representatives of the Philippines in Congress assembled:*

ARTICLE I. GENERAL PROVISIONS

SECTION 1. *Title.* - This Act shall be known as the Charter of the City of Makati.

SECTION 2. *The City of Makati.* - The Municipality of Makati shall be converted into a highly urbanized city to be known as the City of Makati, hereinafter referred to as the City, which shall comprise the present territory of the Municipality of Makati in Metropolitan Manila Area over which it has jurisdiction bounded on the northeast by Pasig River and beyond the City of Mandaluyong and the Municipality of Pasig; on the southeast by the municipalities of Pateros and Taguig; and, on the northwest, by the City of Manila.

The foregoing provision shall be without prejudice to the resolution by the appropriate agency or forum of existing boundary disputes or cases involving questions of territorial jurisdiction between the City of Makati and the adjoining local government units.

SECTION 3. *Corporate Powers of the City* – The City constitutes a political body corporate and as such is endowed with the attribute of perpetual succession and possessed of the powers which pertain to a municipal corporation, to be exercised in conformity with the provisions of this Charter. The City shall have the following corporate powers:

- (a) To have a continuous succession in its corporate name;
- (b) To sue and be sued;
- (c) To have and use a corporate seal;
- (d) To acquire and convey real or personal property;
- (e) To enter into contracts; and
- (f) To exercise such other powers as are granted to corporations, subject to the limitations provided by this Act and other laws.

SECTION 4. *General Powers of the City* – The City shall have a common seal and may alter the same at pleasure. It shall exercise the powers to levy taxes and close roads, streets, alleys, parks or squares. It may take, purchase, receive hold, lease, convey, and dispose of real and personal property for the general interest of the City, condemn private property for public use, contract and be contracted with, sue and be sued, prosecute and defend to final judgment and execution suits wherein said City is a party, and exercise all the powers as are granted to corporations and/or hereinafter conferred.

SECTION 5. *Liability of Damages* – The City and its officials shall not be liable for death or injury to persons or damage to property done or caused as a consequence or result of discharge or performance of official functions within the scope of their duties.

SECTION 6. *Jurisdiction of the City* – The jurisdiction of the City of Makati, for police purposes only, shall be coextensive, and for the purpose of protecting and insuring the purity of the water supply of the City, such police jurisdiction shall also extend over all territory within the drainage area of such water supply, or within one hundred meters (100 m.) of any reservoir, conduit, canal, aqueduct, or pumping station used in connection with the city water service. The city court of the City shall have concurrent jurisdiction with the city or municipal court of the adjoining municipalities or cities, to try crimes and misdemeanors committed within said drainage area, or within said spaces of one hundred meters (100m.). The court first taking cognizance of such an offense shall have jurisdiction to try said cases to the exclusion of others. The police force of the several municipalities and cities concerned shall have concurrent jurisdiction with the police force of the City for the maintenance of good order and the enforcement of ordinances throughout said zone, area, or spaces. But any license that may be issued within said zone, area, or spaces shall be granted by the proper authorities of the city or municipality concerned, and the fees arising there from shall accrue to the treasury of the said city or municipality concerned and not the city.

## ARTICLE II. CITY OFFICIALS IN GENERAL

SECTION 7. *The Officials of the City of Makati* – (a) There shall be in the City of Makati a city mayor, a vice-mayor, sangguniang panlungsod members, a secretary, to the sangguniang panlungsod, a city treasurer and an assistant city treasurer, a city assessor and an assistant city assessor, a city accountant, a city budget officer, a city urban development officer, a city engineer, a city health officer, a city civil registrar, a city administrator, a city legal officer, a city social welfare and social development officer, and a city general services officer.

(b) In addition thereto, the city mayor may appoint a city architect, a city information officer, a city population officer, a city environmental and natural resources officer, a city public safety officer, a city youth and sports development officer, a city veterinarian, and a city cooperatives officer.

(c) The City of Makati shall maintain a city fire station to be headed by a city fire marshall and a city jail to be headed by a city jail warden.

(d) The City of Makati may:

- (1) Maintain existing offices not mentioned in subsections (a) and (b) hereof;
- (2) Create such other offices as may be necessary to carry out the purposes of the City; or
- (3) Consolidate the functions of any office with those of another in the interest of efficiency and economy;

(e) Unless otherwise provided herein, all appointive city officials of the City shall be appointed by the city mayor with the concurrence of the majority of all the sangguniang panlungsod members, subject to civil service law, rules and regulations. The sangguniang panlungsod shall act on the appointment within fifteen (15) days from the date of its submission otherwise the same shall be deemed confirmed.

## ARTICLE III. THE CITY MAYOR AND VICE-MAYOR

SECTION 8. *The City Mayor* – The city mayor shall be the chief executive of the city. He shall be elected at large by the qualified voters of the city. No person shall be eligible for the position of the city mayor unless at the time of the election he is at least twenty three (23) years of age, an actual resident of the city for at least one (1) year prior to his election, and a qualified voter therein. He shall hold office for three (3) years, unless sooner removed, and shall receive a minimum monthly compensation corresponding to salary grade thirty (30) as prescribed under Republic Act No. 6758 and the implementing guidelines issued pursuant thereto.

The city mayor, as the chief executive of the city government, shall exercise such powers and perform such duties and functions as provided herein:

- (a) Exercise those powers expressly granted to him by law, those necessarily implied therefrom, as well as powers necessary, appropriate, or incidental for the efficient and effective governance of the City, and those which are essential to the promotion of general welfare:
  - (1) Determine the guidelines of city policies and be responsible for the sangguniang panlungsod for the program of government;
  - (2) Direct the formulation of the city development plan, with the assistance of the city development council, and upon approval thereof by the sangguniang panlungsod, implement the same;
  - (3) Present the program of government and propose policies and projects for the consideration of the sangguniang panlungsod at the opening of the regular session of the sangguniang panlungsod every calendar year and as often as may be deemed necessary as the general welfare of the inhabitants and the needs of the city government may require;
  - (4) Initiate and propose legislative measures to the sangguniang panlungsod and as often as may be deemed necessary, provide such information and data needed or requested by said sanggunian in the performance of its legislative functions;
  - (5) Appoint all officials and employees whose salaries and wages wholly or mainly paid out of city funds and whose appointments are not otherwise provided for in this Act, as well as those he may be authorized by law to appoint;
  - (6) Represent the City in all its business transactions and sign on its behalf all bonds, contracts, and obligations, and such other documents upon authority of the sangguniang panlungsod or pursuant to law or ordinance;
  - (7) Carry out such emergency measures as may be necessary during and in the aftermath of man-made and natural disasters and calamities;
  - (8) Determine the time, manner, and place of payment of salaries or wages of the officials and employees of the City, in accordance with law or ordinance;
  - (9) Allocate and assign office space to the City and other officials and employees who, by law or ordinance, are entitled to such space in the city hall and other buildings owned and leased by the city government;

- (10) Ensure that all executive officials and employees of the City faithfully discharge their duties and functions as provided by law and this Act, and cause to be instituted administrative or judicial proceedings against any official or employee of the City who may have committed an offense in the performance of his official duties;
- (11) Examine the books, records, and other documents of all offices, officials, agents or employees of the City and, in aid of his executive powers and authority require all national officials and employees stationed in or assigned in the City to make available to him such books, records, and other documents in their custody, except those classified by law as confidential;
- (12) Furnish copies of executive orders issued by him to the Office of the President and the Metropolitan Authority Council chairman within seventy-two (72) hours after their issuance;
- (13) Visit component barangays of the City at least once every six (6) months to deepen his understanding of problems and conditions, listen and give appropriate counsel to local officials and inhabitants of general laws and ordinances which especially concern them, and otherwise conduct visits and inspections to ensure that the governance of the City will improve the quality of life of the inhabitants;
- (14) Act on leave applications of officials and employees appointed by him and the commutation of the monetary value of their leave credits in accordance with law;
- (15) Authorize official trips of city officials and employees outside of the City for a period not exceeding thirty (30) days;

*Provided*, That the trips abroad or for a longer period may be authorized in accordance with the Local Government Code;

- (16) Call upon any national official employee stationed in or assigned in the City to advise him on matters affecting the City and to make recommendations thereon; coordinate with said officials or employees in the formulation and implementation of plans, programs, and projects; and when appropriate, initiate any administrative or judicial action against a national government official or employee who may have committed an offense in the performance of his official duties while stationed in or assigned to the City;
- (17) Authorize payment for medical care, necessary transportation, subsistence, hospital or medical fees of city officials and employees who are injured while in the performance of their official duties and functions, subject to availability of funds;

- (18) Solemnize marriages, any provision of law to the contrary notwithstanding;
- (19) Conduct an annual palaring panlungsod, which shall feature traditional sports and disciplines included in national and international games, in coordination with the Department of Education, Culture and Sports; and
- (20) Submit to the respective Metropolitan Authority Council chairmen and to the Office of the President the following reports: (i) an annual report containing a summary of all matters pertinent to the management, administration, and development of the City and all information and data relative to its political, social and economic conditions; and (ii) supplemental reports when unexpected events and situations arise at any time during the year, particularly when man-made or natural disasters or calamities affect the general welfare of the City;
- (b) Enforce all laws and ordinances relative to the governance of the City and in the exercise of its appropriate corporate powers, as well as implement all approved policies, programs, projects, services, and activities of the City;
- (1) Ensure that the acts of the City's component barangays and its officials and employees are within the scope of their prescribed powers, duties, and functions;
- (2) Call conventions, conferences, seminars, or meetings of elective and appropriate officials of the City, including national officials and employees stationed in or assigned to the City, at such time and place and on such subject as he may deem important for the promotion of the general welfare of the local government unit and its inhabitants;
- (3) Issue such executive orders for the faithful and appropriate enforcement and execution of laws and ordinances;
- (4) Be entitled to carry necessary firearm within his territorial jurisdiction;
- (5) Act as the deputized representative to the National Police Commission, formulate the peace and order plan of the City and upon its approval, implement the same; and as such, exercise general and operational control and supervision over the local police forces in the City, in accordance with Republic Act No. 6975; and
- (6) Call upon the appropriate law enforcement agencies to suppress disorder, riot, lawless violence, rebellion or sedition, or to apprehend violators of the law when public interest so requires and the City police forces are inadequate to cope with the situation of the violators;

- (c) Initiate and maximize the generation of resources and revenues, and apply the same to the implementation of development plans, programs, objectives and priorities, particularly those resources and revenues programmed for agro-industrial development and countryside growth and progress;
- (1) Require each head of an office or department to prepare and submit an estimate of appropriations for the ensuing calendar year, in accordance with the budget preparation process in accordance with the provisions of the Local Government Code;
  - (2) Prepare and submit to the sanggunian for approval the executive and supplemental budgets of the City for the ensuing calendar year in the manner provided for under the Local Government Code;
  - (3) Ensure that all taxes and other revenues of the City are collected, and that city funds are applied to the payment of expenses and settlement of obligations of the City in accordance with law or ordinance;
  - (4) Issue licenses and permits and suspend or revoke the same for any violation of the conditions upon which said licenses or permits had been issued, pursuant to law or ordinance;
  - (5) Issue permits, without need of approval therefore from any national agency, for the holding of activities for any charitable or welfare purpose, excluding prohibited games of chance or shows contrary to law, public policy and public morals;
  - (6) Require owners of illegally constructed houses, buildings or other structures to obtain the necessary permit, subject to such fines and penalties as may be imposed by law or ordinance, or to make necessary changes in the construction of the same when said construction violates any law or ordinance, or to order the demolition or removal of said house, building or structure within the period prescribed by law or ordinance;
  - (7) Adopt the adequate measures to safeguard and conserve land, mineral, marine, forest and other resources of the City;
  - (8) Provide efficient and effective property and supply management in the City; and protect the funds, credits, rights and other properties of the City; and
  - (9) Institute or cause to be instituted administrative or judicial proceedings for violation of ordinances in the collection of taxes, fees or charges, and for the recovery of funds and property; and cause the City to be defended against all suits to ensure that its interests, resources, and rights shall be adequately protected.

- (d) Ensure the delivery of basic services and the provision of adequate facilities and, in addition thereto:
  - (1) Ensure that the construction and repair of roads and highways funded by the national government shall be, as far as practicable, carried out in spatially contiguous manner and in coordination with the construction and repair of the roads and bridges of the City;
  - (2) Coordinate the implementation of technical services, including public works and infrastructure programs, rendered by national offices;
- (e) Perform such other duties and functions and exercise such other powers, as provided for under Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

SECTION 9. *The City Vice-Mayor* – There shall be a Vice-Mayor who shall be elected in the same manner as the city mayor and shall at the time of his election possess the same qualifications as the city mayor. He shall hold office for three (3) years, unless sooner removed, and shall receive a monthly compensation corresponding to salary grade twenty-eight (28) as prescribed under Republic Act No. 6758 and the implementing guidelines pursuant thereto:

The vice-mayor shall:

- (a) Act as presiding officer of the sangguniang panlungsod and sign all warrants drawn on the city treasury for all expenditures appropriated for the operation of the sangguniang panlungsod;
- (b) Subject to civil service law, rules and regulations, appoint all officials and employees of the sangguniang panlungsod, except those whose manner of appointment is specifically provided for under existing laws;
- (c) Assume the office of the city mayor for the unexpired term of the latter in the event of permanent vacancy;
- (d) Exercise the powers and perform the duties and functions of the city mayor in cases of temporary vacancy; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

#### ARTICLE IV. THE SANGGUNIANG PANLUNGSOD

SECTION 10. *The Sangguniang Panlungsod* – The sangguniang panlungsod, the legislative body of the City, shall be composed of the city vice-mayor as presiding

officer, the regular sanggunian members, the president of the city chapter of the liga ng mga barangay, the president of the panlungsod na pederasyon ng mga sangguniang kabataan, and the sectoral representatives, as members.

In addition thereto, there shall be three (3) sectoral representatives: one (1) from the women; and, as shall be determined by the sangguniang panlungsod within ninety (90) days prior to the holding of the local elections, one (1) from the industrial workers; and one (1) from other sectors, including the urban poor or disabled persons.

The regular members of the sangguniang panlungsod and the sectoral representatives shall be elected in the manner as may be provided for by law. The elective members of the sangguniang panlungsod shall possess the same qualifications as that of the city mayor and vice-mayor.

They shall receive such compensation, emoluments, and allowances as may be determined by law.

The sangguniang panlungsod shall:

- (a) Approve ordinances and pass resolutions necessary for an efficient and effective government and, in this connection shall:
  - (1) Review all ordinances approved by the sangguniang barangay and executive orders issued by the punong barangay to determine whether these are within the scope of the prescribed powers of the sanggunian and the punong barangay;
  - (2) Maintain peace and order by enacting measures to prevent and suppress lawlessness, disorder, riot, violence, rebellion or sedition and impose penalties for the violation of said ordinance;
  - (3) Approve ordinances imposing a fine not exceeding Five thousand pesos (P 5,000.00) or an imprisonment for a period not exceeding one (1) year, or both at the discretion of the court, for the violation of a city ordinance;
  - (4) Adopt measures to protect the inhabitants of the City from the harmful effects of man-made or natural disasters and calamities, and to provide relief services and assistance for victims during and in the aftermath of said disasters or calamities and in their return to productive livelihood following said events;
  - (5) Enact ordinances intended to prevent, suppress and impose appropriate penalties for habitual drunkenness in public places. Vagrancy, mendicancy, prostitution, establishment and maintenance of houses of ill repute, gambling and other prohibited games of chance, fraudulent devices and ways to obtain money or property, drug addiction, maintenance of drug dens, drug pushing,

juvenile delinquency, the printing, distribution or exhibition of obscene or pornographic materials or publications, and such other activities inimical to the welfare and morals of the inhabitants of the City;

(6) Protect the environment and impose appropriate penalties for acts which endanger the environment and such other activities which result in pollution, acceleration of eutrophication of rivers or of ecological imbalance;

(7) Subject to the provisions of the Local Government Code and pertinent laws, determine the powers and duties of officials and employees of the City;

(8) Determine the positions and the salaries, wages, allowances and other emoluments and benefits of officials and employees paid wholly or mainly from city funds and provide for expenditure necessary for the proper conduct of programs, projects, services, and activities of the city government;

(9) Authorize the payment of compensation to a qualified person not in the government service who fills up a temporary vacancy or grant honorarium to any qualified official or employee designated to fill a temporary vacancy in a concurrent capacity at the rate authorized by law;

(10) Provide a mechanism and the appropriate funds therefore, to ensure the safety and protection of all city government property, public documents, or records such as those relating to property inventory, land ownership, records of births, marriages, deaths, assessments, taxation accounts, business permits, and such other records and documents of public interest in the offices and departments of the city government;

(11) When the finances of the city government allow, provide for additional allowances and other benefits to judges, prosecutors, public elementary and high school teachers, and other national government officials stationed in or assigned to the City;

(12) Provide legal assistance to barangay officials who, in the performance of their official duties or on the occasion thereof, have to initiate judicial proceedings or defend themselves against legal action; and

(13) Provide for group insurance or additional insurance coverage for all barangay officials, including members of barangay tanod brigades and other service units, with public or private insurance companies: when the finances of the city government allow said coverage;

(b) Generate and maximize the use of resources and revenues for the development plans, program objectives, and priorities of the City, with particular attention to agro-industrial development and city-wide growth and progress:

- (1) Approve the annual and supplemental budgets of the city government and appropriate funds for specific programs, projects, services, and activities of the City, or for other purposes not contrary to law, in order to promote the general welfare of the City and its inhabitants;
- (2) Subject to the provisions of Book II of the Local Government Code and applicable laws and upon the majority vote of all the members of the sangguniang panlungsod, enact ordinances levying taxes, fees and charges, prescribing the rate thereof for general and specific purposes, and granting tax exemptions, incentives or reliefs;
- (3) Subject to the provisions of Book OO of the Local government Code and upon the majority vote of all the members of the sangguniang panlungsod, authorize the city mayor to negotiate and contract loans and other forms of indebtedness;
- (4) Subject to the provisions of Book II of the Local Government Code and applicable laws and upon the majority vote of all the members of the sangguniang panlungsod, enact ordinances authorizing the floating of bonds or other instruments of indebtedness, for the purpose of raising funds to finance development projects;
- (5) Appropriate funds for the construction and maintenance or the rental of buildings for the use of the City and, upon the majority vote of all the members of the sangguniang panlungsod, authorize the city mayor to lease to private parties such public buildings held in a proprietary capacity, subject to existing laws, rules and regulations;
- (6) Prescribe reasonable limits and restraints on the use of property within the jurisdiction of the City;
- (7) Adopt a comprehensive land use for the City;
- (8) Reclassify land within the jurisdiction of the City, subject to the pertinent provisions of the Local Government Code;
- (9) Enact integrated zoning ordinances in consonance with the approved comprehensive land use plan, subject to existing laws, rules and regulations; establish fire limits or zones, particularly in populous centers; and regulate the construction, repair or modifications of buildings within said fire limits or zones in accordance with the provisions of the Fire Code;
- (10) Subject to national law, process and approve subdivision plans for residential, commercial, or industrial purposes and other development purposes, and to collect processing fees and other charges, the proceeds of

which shall accrue entirely to the City; provided, however, That where approval of a national agency or office is required, said approval shall not be withheld for more than thirty (30) days from receipt of the application. Failure to act on the application within the period stated above shall be deemed as approval thereof;

(11) Subject to the provisions of Book II of the Local Government Code, control fishing and related activities within the City rivers and waters;

(12) With the concurrence of at least two-thirds (2/3) of all the members of the sangguniang panlungsod, grant tax exemptions, incentives or reliefs to entities engaged in community growth-inducing industries, subject to the provisions of the Local Government Code;

(13) Grant loans or provide grants to other local government units or to national, provincial, and city charitable, benevolent or educational institutions: Provided, That said institutions are operated and maintained within the City;

(14) Regulate the numbering of residential, commercial, and other buildings; and

(15) Regulate the inspection, weighing and measuring of article of commerce;

(c) Subject to the provisions of the Local Government Code of 1991, enact ordinances granting franchises and authorizing the issuance of permits or licenses, upon such conditions and for such purposes intended to promote the general welfare of the inhabitants of the City and, pursuant to this legislative authority, shall:

(1) Fix and impose reasonable fees and charges for all services rendered by the city government to private persons or entities;

(2) Regulate or fix licenses fees for any business or practice of profession within the City and the conditions under which the license for said business or practice of profession may be revoked and enact ordinances levying taxes thereon;

(3) Provide for and set the terms and conditions under which public utilities owned by the City shall be operated by the city government, and prescribe the conditions under which the same may be leased to private persons or entities, preferably cooperatives;

(4) Regulate the display of and fix the license fees for signs, signboards, or bill boards at the place or places where the profession or business advertised thereby is, in whole or in part, conducted;

(5) Any law to the contrary notwithstanding, authorize and license the establishment, operation, and maintenance of cockpits, and regulate cockfighting and commercial breeding of gamecocks:

*Provided.* That the existing rights should not be prejudiced;

(6) Subject to the guidelines, prescribed by the Department of Transportation and Communication, regulate the operation of tricycles and grant franchises for the operation thereof within the territorial jurisdiction of the City; and

(7) Upon approval by a majority vote of all the members of the sangguniang panlungsod, grant a franchise to any person, partnership, corporation, or cooperative to do business within the City; establish, construct, operate, and maintain ferries, wharves, markets or slaughterhouses; or undertake such other activities within the City as may be allowed by existing laws: *Provided,* That cooperatives shall be given preferences in the grant of such franchise;

(d) Regulate the activities relative to the use of land, buildings and structures within the City in order to promote the general welfare and, for said purpose, shall:

(1) Declare, prevent, or abate any nuisance;

(2) Require that buildings and the premises thereof and any land within the City be kept and maintained in a sanitary condition; impose penalties for any violation thereof; or, upon failure to comply with said requirement, have the work done at the expense of the owner, administrator or tenant concerned; or require the filling up of any land premises to a grade necessary for the proper sanitation;

(3) Regulate the disposal of clinical and other wastes from hospitals, clinics, and other similar establishments;

(4) Regulate the establishment, operation, and maintenance of cafes, restaurants, beerhouses, hotels, motels, inns, pension houses, lodging houses, and other similar establishments, including tourist guides and transports;

(5) Regulate the sale, giving away or dispensing any intoxicating malt, vino, mixed, or fermented liquors at any retail outlet;

(6) Regulate the establishment and provide for the inspection of steam boilers or any heating device in buildings and the storage of inflammable and highly combustible materials within the City;

(7) Regulate the establishment, operation, and maintenance of any entertainment or amusement facilities, including the theatrical performances.

circuses, billiard pools, public dancing schools, public dance halls, sauna baths, massage parlors, and other places for entertainment or amusement; regulate such other events or activities for amusement or entertainment, particularly those which tend to disturb the community or annoy the inhabitants, or require the suspension or suppression of the same; or prohibit certain forms of amusement or entertainment in order to protect the social and moral welfare of the community;

(8) Provide for the impounding of stray animals; regulate the keeping of animals in homes or as part of business and the slaughter, sale or disposition of the same; and adopt measures to prevent and penalize cruelty to animals; and

(9) Regulate the establishment, operation, and maintenance of funeral parlors and the burial or cremation of the dead, subject to existing laws, rules and regulations;

(e) Approve ordinances which shall ensure the efficient and effective delivery of the basic services and facilities as provided for under the Local Government Code and, in addition to said services and facilities, shall:

(1) Provide the establishment, maintenance, protection, and conservation of tree parks and green belts;

(2) Establish markets, slaughterhouses or animal corrals and authorize the operation thereof by the city government; and regulate the construction and operation of private markets, talipapas or other similar buildings and structures;

(3) Authorize the establishment, maintenance and operation by the city government of ferries, wharves, and other structures intended to accelerate productivity related to marine life and the preservation thereof;

(4) Regulate the preparation and sale of meat, poultry, fish, vegetables, fruits, fresh dairy products, and other foodstuffs for public consumption;

(5) Regulate the use of streets, avenues, alleys, sidewalks, bridges, parks and other public places and approve construction, improvement, repair and maintenance of the same; establish bus and vehicle stops and terminals or regulate the use of the same by privately-owned vehicles which serve the public; regulate garages and the operation of conveyances for hire; designate stands to be occupied by public vehicles when not in use; regulate the putting up of signs, signposts, awnings and awning posts on the streets; and provide for the lighting, cleaning and sprinkling of streets and public places;

(6) Regulate traffic on all streets and bridges; prohibit encroachments or obstacles thereon and, when necessary in the interest of public welfare, authorize the removal of encroachments and illegal constructions in public places;

(7) Subject to existing laws, establish and provide for the maintenance, repair and operation of an efficient waterworks system to supply water for the inhabitants and to purify the source of the water supply; regulate the construction, maintenance, repair and use of hydrants, pumps, cisterns and reservoirs; protect the purity and quantity of the water supply of the City and, for this purpose, extend the coverage of appropriate ordinances over all territory within the drainage area of solid water supply and within one hundred meter (100 m.) of the reservoir, conduit, canal, aqueduct, pumping station, or watershed used in connection with the water service; and regulate the consumption, use or wastage of water and fix and collect charges therefore;

(8) Regulate the drilling and excavation of the ground for the laying of water, gas, sewer, and other pipes and the construction, repair and maintenance of public drains, sewers, cesspools, tunnels and similar structures, regulate the placing of poles and the use of crosswalks, curbs, and gutters; adopt measures to ensure public safety against open canals, manholes, live wires and other similar hazards to life and property; and regulate the construction and user of private water closets, privies, and other similar structures in buildings and homes;

(9) Regulate the placing, stringing, attaching, installing, repair and construction of all gas mains, electric, telegraph and telephone wires, conduits, meters and other apparatus; and provide for the correction, condemnation or removal of the same when found to be dangerous, defective or otherwise hazardous to the welfare of the inhabitants;

(10) Subject to the availability of funds and to existing laws, rules and regulations, establish and provide for the operation of vocational and technical schools and similar post-secondary institutions and, with the approval of the Department of Education, Culture and Sports and subject to existing law on tuition fees, fix and collect reasonable tuition fees and other school charges in educational institutions supported by the city government;

(11) Establish a scholarship fund for poor but deserving students in schools located within its jurisdiction or for students residing within the City;

(12) Approve measures and adopt quarantine regulations to prevent the introduction and spread of diseases;

- (13) Provide for an efficient and effective system of solid waste and garbage collection and prohibit littering and placing or throwing of garbage, refuse and other filth and wastes;
- (14) Provide for the care of disabled persons, paupers, the aged, sick, persons of unsound mind, abandoned minors, juvenile delinquents, drug dependents, abused children and youth below eighteen (18) years of age; and, subject to the availability of funds, establish and provide for the operation of centers and facilities for said needy and disadvantaged persons;
- (15) Establish and provide for the maintenance and improvement of jails and detention centers, institute a sound jail management program and appropriate funds for the subsistence of detainees and convicted prisoners in the City;
- (16) Establish a city council whose purpose is the promotion of culture and the arts, coordinate with government agencies and nongovernmental organization and, subject to the availability of funds, appropriate funds for the support and development of the same; and
- (17) Establish a city council for the elderly and senior citizens which shall formulate policies and adopt measures mutually beneficial to the elderly and to the community; provide incentives for nongovernmental agencies and entities and, subject to the availability of funds, appropriate funds to support programs and projects for the benefit of the elderly; and
- (f) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

#### ARTICLE V. PROCESS OF LEGISLATION

SECTION 11. *Internal Rules of Procedure.* – On the first regular session following the election of its members and within ninety (90) days thereafter, the sangguniang panlungsod shall adopt or update its existing rules of procedure.

The rules of procedure shall provide the following:

- (a) The organization of the sanggunian and the election of its officers as well as the creation of standing committees which shall include, but shall not be limited to, the committees on appropriations, revenues, engineering and public works, education and health, women and family, human rights, youth and sports development, environmental protection, peace and order and traffic, and cooperatives; the general jurisdiction of each committee; and the election of the chairman and members of each committee;

- (b) The order and calendar of business for each session;
- (c) The legislative process;
- (d) The parliamentary procedures which include the conduct of members during sessions;
- (e) The discipline of members for disorderly behavior and absences without justifiable cause for four (4) consecutive sessions, for which they may be censured, reprimanded, or excluded from the session, suspended for not more than sixty (60) days, or expelled: *Provided*, That the penalty of suspension or expulsion shall require the concurrence of at least two-thirds (2/3) vote of all the sanggunian members: *Provided, further*, That a member convicted by final judgment to imprisonment of at least one (1) year for any crime involving moral turpitude shall be automatically expelled from the sanggunian; and
- (f) Such other rules as the sanggunian may adopt.

SECTION 12. *Full Disclosure of Financial and Business Interest of Sangguniang Panlungsod Member.* - Every sangguniang panlungsod member shall, upon assumption to office, make a full disclosure of his business and financial interest. He shall also disclose any business, financial, or professional relationship or any relation by affinity or consanguinity within the fourth civil degree, which he may have with any person, firm or entity affected by any ordinance or resolution under consideration by the sanggunian of which he is a member, which relationship may result in conflict of interest. Such relationship shall include:

- (a) Ownership of stock or capital, or investment, in the entity or firm to which the ordinance or resolution may apply; and
- (b) Contracts or agreements with any person or entity which the ordinance or resolution under consideration may affect.

In the absence of a specific constitutional or statutory provision applicable to this situation, "conflict of interest" refers in general to one where it may be reasonably deduced that a member of a sanggunian may not act in the public interest due to some private, pecuniary, or other personal considerations that may tend to affect his judgment to the prejudice of the service or the public.

The disclosure required under this Act shall be made in writing and submitted to the secretary of the sanggunian or the secretary of the committee of which he is a member. The disclosure shall, in all cases, form part of the record of the proceedings and shall be made in the following manner:

- (1) Disclosure shall be made before the member participates in the deliberations on the ordinance or resolution under consideration: *Provided*, That if the member

did not participate during the deliberations, the disclosure shall be made before voting on the ordinance or resolution on second and third readings: and

(2) Disclosure shall be made when a member takes a position or makes a privilege speech on a matter that may affect the business interest, financial connection, or professional relationship described herein.

**SECTION 13. Sessions.** – On the first day of the session immediately following the election of its members, the sangguniang panlungsod shall, by resolution, fix the day, time, and place of its regular sessions. The minimum number of regular sessions shall be once a week for the sangguniang panlungsod, and twice a month for the sangguniang barangay.

When public interest so demands, special sessions may be called by the city mayor or by a majority of the members of the sanggunian.

All sanggunian sessions shall be open to the public unless a closed-door session is ordered by an affirmative vote of a majority of the members present, there being a quorum, in the public interest or for reasons of security, decency, or morality. No two (2) sessions, regular or special, may be held in a single day.

In the case of special sessions of the sanggunian, a written notice to the members shall be served personally at the member's usual place of residence at least twenty-four (24) hours before the special session is held.

Unless concurred in by two-thirds (2/3) vote of the sanggunian members present, there being a quorum, no other matters may be considered at a special session except those stated in the notice.

The sanggunian shall keep a journal and record of its proceedings which may be published upon resolution of the sangguniang panlungsod.

**SECTION 14. Quorum.** – A majority of all the members of the sanggunian who have been elected and qualified shall constitute a quorum to transact official business. Should a question of quorum be raised during a session, the presiding officer shall immediately proceed to call the roll of the members and thereafter announce the results.

Where there is no quorum, the presiding officer may declare a recess until such time as a quorum is constituted, or a majority of the members present may adjourn from day to day and may compel the immediate attendance of any member absent without justifiable cause by designating a member of the sanggunian, to be assisted by a member or members of the police force assigned in the territorial jurisdiction of the City of Makati, to arrest the absent member and present him at the session.

If there is still no quorum despite the enforcement of the immediately preceding subsection, no business shall be transacted. The presiding officer, upon proper motion

duly approved by the members present, shall then declare the session adjourned for lack of quorum.

SECTION 15. *Approval of Ordinances.* – Every ordinance enacted by the sangguniang panlungsod shall be presented to the city mayor. If the city mayor approves the same, he shall affix his signature on each and every page thereof; otherwise, he shall veto it and return the same with his objections to the sanggunian, which may proceed to reconsider the same. The sanggunian may override the veto of the city mayor by two-thirds (2/3) vote of all its members, thereby making the ordinance or resolution effective for all legal intents and purposes.

The veto shall be communicated by the city mayor to the sanggunian within ten (10) days; otherwise, the ordinance shall be deemed approved as if he had signed it.

SECTION 16. *Veto Power of the City Mayor.* – The city mayor may veto any ordinance of the sangguniang panlungsod on the ground that it is *ultra vires* or prejudicial to the public welfare, stating his reasons therefore in writing.

The city mayor shall have the power to veto any particular item or items of an appropriation ordinance, an ordinance of resolution adopting a local development plan and public investment program, or an ordinance directing the payment of money or creating liability. In such a case, the veto shall not affect the item or items which are not objected to. The vetoed item or items shall not take effect unless the sangguniang panlungsod overrides the veto in the manner herein provided; otherwise, the item or items in the appropriations ordinance of the previous year corresponding to those vetoed, if any, shall be deemed reenacted.

The city mayor may veto an ordinance or resolution only once. The sanggunian may override the veto of the city mayor by two-thirds (2/3) vote of all its members, thereby making the ordinance effective even without the approval of the city mayor.

SECTION 17. *Review of Barangay Ordinances by the Sangguniang Panlungsod.* – Within ten (10) days after its enactment, the sangguniang barangay shall furnish copies of all barangay ordinances to the sangguniang panlungsod for review as to whether the ordinance is consistent with law and city ordinance.

If the sangguniang panlungsod fails to take action on barangay ordinances within thirty (30) days from receipt thereof, the same shall be deemed approved.

If the sangguniang panlungsod finds the barangay ordinances inconsistent with law or city ordinances, the sangguniang panlungsod shall, within thirty (30) days from receipt thereof, return the same with its comments and recommendations to the sangguniang barangay concerned for adjustment, amendment, or modification; in which case, the effectivity of the barangay ordinance is suspended until such time as the revision called for is effected.

SECTION 18. *Enforcement of Disapproved Ordinances or Resolutions.* Any attempt to enforce any ordinance or any resolution approving the local development plan and public investment program after the disapproval thereof, shall be sufficient ground for the suspension or dismissal of the official or employee concerned.

SECTION 19. *Effectivity of Ordinances or Resolutions.* – Unless otherwise stated in the ordinance or the resolution approving the local development plan and public investment program, the same shall take effect after ten (10) days from the date a copy thereof is posted in a bulletin board at the entrance of the city hall of Makati, and in at least two (2) other conspicuous places in the City of Makati.

The secretary of the sangguniang panlungsod shall cause the posting of an ordinance or resolution in the bulletin board at the entrance of the city hall of Makati and in at least two (2) conspicuous places in the City of Makati not later than five (5) days after approval thereof.

The text of the ordinance or resolution shall be disseminated and posted in Filipino or English and the secretary of the sangguniang panlungsod shall record such fact in a book kept for the purpose, stating the dates of approval and posting.

The main features of the ordinance or resolution duly enacted or adopted shall, in addition to being posted, be published once in a local newspaper of general circulation within the City: *Provided*, That in the absence thereof the ordinance or resolution shall be published in any newspaper of general circulation: *Provided, further*, That the gist of all ordinances with penal sanctions shall also be published in a newspaper of general circulation.

#### ARTICLE VI. DISQUALIFICATION AND SUCCESSION OF ELECTIVE CITY OFFICIALS

SECTION 20. *Disqualification for Elective Public City Officials* - The following persons are disqualified from running for any elective position in the City:

- (a) Those sentenced by the final judgment for an offense involving moral turpitude or for an offense punishable by one (1) year or more of imprisonment, within two (2) years after serving sentence;
- (b) Those removed from offices as a result of an administrative case;
- (c) Those convicted by the final judgment for violating the oath of allegiance to the Republic of the Philippines;
- (d) Those with dual citizenship;
- (e) Fugitives from justice in criminal or non political cases here and abroad;

- (f) Permanent residents in a foreign country or those who have acquired the right to reside abroad and continue to avail of the same right after the effectivity of the Local Government Code; and
- (g) The insane or feeble-minded.

SECTION 21. *Permanent Vacancy in the Office of the City Mayor and Vice-Mayor.*

If a permanent vacancy occurs in the office of the city mayor, the city vice-mayor concerned shall become the city mayor. If a permanent vacancy occurs in the vice-mayor, the highest ranking sangguniang panlungsod member or, in case of his permanent incapacity, the second highest ranking sangguniang panlungsod member shall become the city mayor or city vice-mayor, as the case may be. Subsequent vacancies in the said offices shall be filled automatically by the other sanggunian members according to their ranking as defined herein.

A tie between or among the highest ranking sangguniang panlungsod members shall be resolved by the drawing of lots. The successor as defined herein shall serve only the unexpired terms of their predecessors. For purpose of this Act, a permanent vacancy arises when an elective local official fills a higher vacant office, refuses to assume office, fails to qualify, dies, is removed from offices, voluntarily resigns or otherwise permanently incapacitated to discharge the function of his office. For purposes of succession as provided in this Act, ranking in the sanggunian shall be determined on the basis of the proportion of votes obtained by each winning candidates to the total number of registered voters in the city in the immediately preceding local election.

SECTION 22. *Permanent Vacancy in the Sanggunian*

Permanent vacancies in the sangguniang panlungsod where automatic succession as provided above does not apply shall be filled by appointment in the following manner:

- (a) The President, through the Executive Secretary, shall make the aforesaid appointment;
- (b) Only the nominee of the political party under which the sanggunian member concerned had been elected shall be appointed in the manner herein provided. The appointee shall come from the same political party as that of the sanggunian member who caused the vacancy and shall serve the unexpired term of the vacant office. In the appointment herein mentioned, a nomination and a certificate of membership of the appointee from the highest official of the political party concerned are conditions *sine qua non*, and any appointment without such nomination and certification shall be null and void *ab initio* and shall be a ground for administrative action against the official responsible therefore;

- (c) In case the permanent vacancy is caused by a sanggunian member who does not belong to any political party, the city mayor shall, upon recommendation of the sangguniang panlungsod, appoint a qualified person to fill the vacancy; and
- (d) In case of vacancy in the representation of the youth and the barangay in the sangguniang panlungsod, said vacancy shall be filled automatically by the official next in the rank of the organization concerned.

**SECTION 23 *Temporary Vacancy in the Office of the City Mayor.***

- (a) When the mayor is temporarily incapacitated to perform his duties for physical or legal reasons such as, but not limited to, leave of absence, travel abroad, and suspension from office, the city vice-mayor, or the highest ranking sangguniang panlungsod member shall automatically exercise the powers and performs the duties and function of the city mayor, except the power to appoint, suspend, or dismiss employees which can only be exercised if the period of temporary incapacity exceeds thirty (30) working days.
- (b) Said temporary incapacity shall terminate upon submission to the sangguniang panlungsod of written declaration by the city mayor that he has reported back to office. In cases where the temporary incapacity is due to legal causes, the city mayor shall also submit necessary documents showing that said legal causes no longer exist.
- (c) When the city mayor is traveling within the country but outside his territorial jurisdiction for a period not exceeding three (3) consecutive days, he may designate in writing the officer-in-charge of his office. Such authorization shall specify the power and functions that the local official concerned shall exercise in the absence of the city mayor except the power to appoint, suspend, or dismiss employees.
- (d) In the event, however, that the city mayor fails or refuses to issue such authorization, the city vice-mayor, or the highest ranking sangguniang panlungsod member, as the case may be, shall have the right to assume the powers, duties and function of the said office on the fourth day of his absence of the city mayor, subject to the limitation provided in subsection (c) hereof.
- (e) Except as provided above, the city mayor shall in no case authorize any local official to assume the powers, duties, and functions of the office, other than city vice-mayor, or the highest ranking member of the sangguniang panlungsod, as the case may be.

## ARTICLE VII. CITY OFFICES IN GENERAL

SECTION 24. *City Offices.* – There shall be established in the government of the City of Makati the following offices for its elective officials:

- (a) The office of the city mayor;
- (b) The office of the city vice-mayor; and
- (c) The individual offices of the members of the sangguniang panlungsod.

The City shall likewise establish the following offices:

- (1) The office of the city administrator;
- (2) The finance department;
- (3) The engineering and public service department;
- (4) The law department;
- (5) The health department;
- (6) The assessment department;
- (7) The budget department;
- (8) The urban development department;
- (9) The international relations department;
- (10) The social welfare department;
- (11) The community relations department;
- (12) The youth and sports development department;
- (13) The education department;
- (14) The environmental services department; and
- (15) The public safety department.

The city mayor, as the chief executive of the City, shall have the power to designate the heads of the aforementioned departments, subject to the approval of the members of the sangguniang panlungsod.

## ARTICLE VIII. THE APPOINTIVE OFFICIALS OF THE CITY: THEIR QUALIFICATIONS, POWER AND DUTIES

SECTION 25. *The Secretary to the Sangguniang Panlungsod* - There shall be a secretary to the sangguniang panlungsod with the rank and salary equal to ahead of department or office, who shall be appointed by the city mayor.

No person shall be appointed secretary to the sangguniang panlungsod unless he is citizen of the Philippines, a resident of the City of Makati of good moral character, a holder of a college degree preferably in law, commerce or public administration from a recognized college or university, and a first grade civil service eligible or its equivalent.

The term of the secretary to the sangguniang panlungsod is coterminous with that of the appointing authority.

The secretary to the sangguniang panlungsod shall take charge of the office of the sangguniang panlungsod and shall:

- (a) Attend meetings of the sangguniang panlungsod and keep a journal of its proceedings;
- (b) Keep the seal of the City and affix the same with his signature to all ordinances, resolutions, and other official acts of the sangguniang panlungsod and present the same to the presiding officer for his signature.
- (c) Forward to the city mayor, for approval, copies of the ordinances enacted by the sangguniang panlungsod and to the sangguniang panlungsod and duly certified by the presiding officer;
- (d) Furnish, upon request of any interested party, certified copies of records of public character in his custody, upon payment to the city treasurer of such fees as may be prescribed by ordinance;
- (e) Record in a book kept for the purpose, all ordinances and resolutions enacted or adopted by the sangguniang panlungsod, with the dates of passage and publication thereof;
- (f) Keep his office and non-confidential records therein open to the public during the usual business hours;
- (g) Translate into the dialect used by the majority of the inhabitants all ordinances and resolutions immediately after their approval, and cause the publication of the same together with the original version in the manner provided under the Local Government Code;
- (h) Take custody of the local archives and, where applicable, the local library and annually account for the same; and
- (i) Perform such other duties and functions and exercise such other powers as provided for under Republic Act. No. 7160, otherwise known as Local Government Code of 1991, and those that are prescribed by law or ordinance.

SECTION 26. *The City Treasurer.* - The city treasurer shall be appointed by the Secretary of Finance from a list of at least three (3) ranking eligible recommended of the city mayor, subject to civil service law, rules and regulations.

The city treasurer shall be under the administrative supervision of the city mayor, to whom he shall report regularly on the tax collection efforts of the City.

No person shall be appointed treasurer unless he is a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree

preferably in commerce, public administration or law from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in treasury or accounting service for at least five (5) years in the case of the city treasurer.

The city treasurer shall receive such compensation, emoluments, and allowances as may be determined by law.

The city treasurer shall take charge of the treasury office and shall:

- (a) Advise the city mayor, the sangguniang panlungsod, and other local government and national officials concerned regarding disposition of local government funds and on such other matters relative to public finance;
- (b) Take custody and exercise proper management of the funds of the City;
- (c) Take charge of the disbursement of all funds of the City and such other funds the custody of which may be entrusted to him by law or other competent authority;
- (d) Inspect private commercial and industrial establishments within the jurisdiction of the City in relation to the implementation of tax ordinances, pursuant to the provisions of the Local Government Code.
- (e) Maintain and update the tax information system of the City; and
- (f) Perform such other duties and functions and exercise such other powers as provided for under Republic Act. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

SECTION 27. *The Assistant City Treasurer* – The assistant city treasurer may be appointed by the Secretary of Finance from a list of at least three (3) ranking eligible recommendees of the city mayor, subject to civil service law, rules and regulations.

No person shall be appointed assistant city treasurer unless he is a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree preferably in commerce, public administration, or law from a recognized college or university, and a first grade civil service eligible or its equivalent.

He must have acquired at least five (5) years experience in treasury or accounting.

The assistant city treasurer shall receive such compensation, emoluments, and allowances as may be determined by law.

The assistant city treasurer shall assist the city treasurer and perform such other duties as the latter may assign to him. He shall have authority to administer oaths concerning notices and notifications to those delinquent in the payment of the real

property tax concerning official matter relating to the accounts of the city treasurer and the city assessor.

SECTION 28. *The City Assessor* - The city assessor must be a citizen of the Philippines, a resident of the City of Makati, of good character, a holder of college degree preferably in civil or mechanical engineering, commerce, or any other related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in real property assessment work or in any related field for at least five (5) years immediately preceding the day of his appointment.

The city assessor shall receive such compensation, emoluments and allowances as may be determined by law.

The city assessor shall take charge of the city assessor's office, and shall:

- (a) Ensure that all laws and policies governing the appraisal and assessment of real properties for taxation purposes are properly executed;
- (b) Initiate, review and recommend changes in policies and objectives, plans and programs, techniques, procedures and practices in the valuation and assessment of real properties for taxation purposes;
- (c) Establish a systematic method of real property assessment;
- (d) Install and maintain a real property identification and accounting system;
- (e) Prepare, install, and maintain a system of tax mapping, showing graphically all properties subject to assessment and gather all data concerning the same;
- (f) Conduct frequent physical surveys to verify and determine whether all real properties within the City are properly listed in the assessment rolls;
- (g) Exercise the functions of appraisal and assessment primarily for taxation purposes of all real properties in the City;
- (h) Prepare a schedule of the fair market value of the different classes of real properties in accordance with the provisions of the Local Government Code;
- (i) Issue, upon request of any interested party, certified copies of assessment records of all real property and all other records relative to its assessment, upon payment of a service charge or fee to the city treasurer.
- (j) Submit every semester a report of all assessments, as well as cancellations and modifications of assessments, to the city mayor and the *sangguniang panlungsod*; and

- (k) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160, otherwise known as the Local Government code of 1991, and those that are prescribed by law or ordinance.

SECTION 27. *The Assistant City Assessor.* – The assistant city assessor must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of college degree preferably in civil or mechanical engineering, commerce, or any related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in assessment or in any related field for at least three (3) years immediately proceeding the day of his appointment.

The assistant city assessor shall receive such compensation, emoluments, and allowances as may be determined by law.

The assistant city assessor shall assist the city assessor and perform such other duties as the latter may assign to him as the latter may assign to him. He shall have the authority to administer oaths on all declarations of real property for purposes of assessment.

SECTION 30. *The City Accountant* – The city accountant must be a citizen of the Philippines, a resident of City of Makati, of good moral character, and a certified public accountant. He must have acquired experience in the treasury or accounting service for at least five (5) years immediately proceeding the day of his appointment.

The city accountant shall receive such compensation, emoluments, and allowances as may be determined by law.

The city accountant shall take charge of both the office on accounting and internal audit services and shall:

- (a) Install and maintain an internal audit system in the City;
- (b) Prepare and submit financial statements to the city mayor, and to the sangguniang panlungsod;
- (c) Apprise the sangguniang panlungsod and other officials on the financial condition and operations of the City;
- (d) Certify the availability of budgetary allotment of which expenditures and obligations may be properly charged;
- (e) Review supporting documents before preparation of vouchers to determine completeness of requirements;
- (f) Prepare statements of cash advances, liquidation, salaries, allowances, reimbursements, and remittances pertaining to the City;
- (g) Post individual disbursements to the subsidiary ledger and index cards;
- (h) Maintain individual ledgers for officials and employees of the City pertaining to payrolls and deductions;
- (i) Record and post in index cards details of purchased furniture, fixtures, and equipment, including disposal thereof, if any;

- (j) Account for all issued requests for obligations and maintain and keep all records and reports related thereto;
- (k) Prepare journals and the analysis of obligations and maintain and keep all records and reports related thereto; and
- (l) Perform such other duties and functions and exercise such other powers as provided for under Republic Act NO. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

SECTION 31. *The City Budget Officer* - The city budget officer must a citizen of the Philippines , a resident of the City of Makati, of good moral character, a holder of a college degree preferably in accounting, economics, public administration, or any related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in government budgeting or in any related field for at least five (5) years immediately preceding the date of his appointment.

The city budget officer shall receive such compensation, emoluments, and allowances as may be determined by law.

The city budget officer shall take charge of the city budget office and shall:

- (a) Prepare forms, orders, and circulars embodying instructions on budgetary and appropriation matters for the signature of the city mayor;
- (b) Review and consolidate the budget proposals of different departments and offices of the City;
- (c) Assist the city mayor, in preparation of the budget and during budget hearings;
- (d) Study and evaluate budgetary reports implications of proposed legislation and submit comments and recommendations thereon;
- (e) Submit periodic budgetary reports to the Department of Budget and Management;
- (f) Coordinate with the city treasurer, the city accountant, and the city planning and developments coordinator for the purpose of budgeting;
- (g) Assist the *sangguniang panlungsod* in the reviewing the approved budgets of components of the City;
- (h) Coordinate with the city planning and development coordinator in the formulation of the development plan of the City; and
- (i) Perform such other duties and functions and exercise such other powers as provided for under Republic Act 7160, other wise known as the Local Government Coe of 1991, and those that are prescribed by law or ordinance.

SECTION 32. *The City Planning and Development Coordinator* – The city planning and development coordinator must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree preferably in urban planning, development studies, economics, public administration, or any related course

from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in development planning or in any related field for at least five (5) years immediately preceding the date of his appointment.

The city planning and development coordinator shall receive such compensation, emoluments, and allowances as maybe determined by law.

The city planning and development coordinator shall take charge of the city planning and development office and shall:

- (a) Formulate integrated economic, social, physical, and other development plans and policies for consideration of the City;
- (b) Conduct continuing studies, researches, and training programs necessary to evolve plans and programs for implementation;
- (c) Integrate and coordinate all sectoral plans and studies undertaken by the different functional groups of agencies;
- (d) Monitor and evaluate the implementation of the different development programs, projects, and activities in the City in accordance with the approved development plan;
- (e) Prepare comprehensive plans and other development planning documents for the consideration of the local development council;
- (f) Analyze the income and expenditure patterns, and formulate and recommend fiscal plans and policies for consideration of the finance committee of the sangguniang panlungsod;
- (g) Promote people participation in development planning within the city; and
- (h) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

**SECTION 33. *The City Planning Engineer.*** – The city engineer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, and a licensed engineer. He must have acquired experience in the practice of his profession for at least five (5) years immediately preceding the date of his appointment.

The city engineer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city engineer shall take charge of the city engineering office and shall:

- (a) Initiate, review and recommend changes in policies and objectives, plans and programs, techniques, procedures, and practices in infrastructure development and public works in general of the City;

- (b) Advise the city mayor in infrastructure, public works, and other engineering matters;
- (c) Administer, coordinate, supervise, and control the construction, maintenance, improvement, and repair of roads, bridges, and other engineering and public works projects of the City;
- (d) Provide engineering services to the City, including investigation and survey, engineering designs, feasibility studies, and project management; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

SECTION 34. *The Health Officer.* – The city health officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, and a licensed medical practitioner. He must have acquired experience in the practice of his profession for at least five (5) years immediately preceding the date of his appointment.

The city health officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city health officer shall take charge of the office of the city health services and shall:

- (a) Supervise the personnel and staff of said office, formulate program implementation guidelines and rules and regulation for the operation of the said office for the approval of the city mayor, in order to assist him in the efficient, effective, and economical implementation of a health services program geared to implementation of health-related projects and activities.
- (b) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the mayor, in carrying out activities to ensure the delivery of basic services and provision of adequate facilities relative to health services;
- (c) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with health programs and projects which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;
- (d) Be in the frontline of the delivery of health services, particularly during in and the aftermath of man-made and natural disasters and calamities; and

- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 35. *The City Civil Registrar.* – The city civil registrar must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in civil registry work for at least five (5) years immediately preceding the date of his appointment.

The city civil registrar shall receive such compensations, emoluments, and allowances as may be determined by law.

The city civil registrar shall be responsible for the civil registration program in the City of Makati, pursuant to the civil registry law, the civil code, and other pertinent laws, rules and regulations issued to implement them.

The city civil registrar shall take charge of the office of the city civil registry and shall:

- (a) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with civil registry programs and projects which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide; and
- (b) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 36. *The City Administrator.* – The city administrator must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, holding a degree preferably in public administration, law, or any related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired management and administration work for at least five (5) years immediately preceding the date of his appointment.

The city administrator shall receive such compensations, emoluments, and allowances as may be determined by law.

The city administrator shall take charge of the office of the city administrator and shall:

- (a) Develop plans and strategies and upon approval thereof by the city mayor, implement the same particularly those which have to do with the management and administration-related programs and projects which the

city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;

- (b) Be in the frontline of the delivery of administrative support services, particularly those related to the situations during in and aftermath of man-made and natural disasters and calamities;
- (c) Recommend to the sangguniang panlungsod and advise the city mayor on all matters relative to the management and administration of the City; and
- (d) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 37. *The City Legal Officer.* – The city legal officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, and a member of the Philippine bar. He must have practiced his profession for at least (5) years immediately preceding the date of his appointment.

The city legal officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city legal officer, the chief legal counsel of the City, shall take charge of the office for legal services and shall take charge of the office for legal services and shall:

- (a) Formulate measures for the consideration of the sangguniang panlungsod and provide legal assistance and support to the city mayor in carrying out the delivery of basic services and provisions of adequate facilities;
- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have something to do with programs and projects related to legal services which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;
- (c) Recommend measures to the sangguniang panlungsod and advise the city mayor on all matters related to upholding the rule of law;
- (d) Be in the frontline of protecting human rights and prosecuting any violation thereof, particularly those which occur during and in the aftermath of man-made and natural disasters and calamities; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local

Government Code of 1991, and those that are prescribed by the law or ordinance.

SEC. 38. *The City Social Welfare and Development Officer.* – The city social welfare and development officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a duly licensed social worker or a holder of degree preferably in sociology or any related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have practiced his profession for at least (5) years immediately preceding the date of his appointment.

The city social welfare and development officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city social welfare and development officer shall take charge of the office and social welfare and development and shall:

- (a) Formulate measures for the approval of the sangguniang panlungsod and provide technical assistance and support to the city mayor in carrying out measures to ensure the delivery of basic services and provision of adequate facilities relative to social welfare and development services;
- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with social welfare programs and projects which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;
- (c) Be in the frontline of service delivery, particularly those which have to do with immediate relief during in and in assistance in the aftermath of man-made and natural disasters and calamities;
- (d) Recommend the sangguniang panlungsod and advise the city mayor on all other matters related to social welfare and development services which will improve the livelihood and living condition of the inhabitants;
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 39. *The City Environment and Natural Resources Officer.* – The city environment and natural resources officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of degree preferably in environment, forestry, agriculture or any related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have practiced his profession for at least (5) years immediately preceding the date of his appointment.

The city environment and natural resources officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city environment and natural resources officer shall take charge of the office on environment and natural resources and shall:

- (a) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the city mayor in carrying out measures to ensure the delivery of basic services and provision of adequate facilities relative to environment and natural resources services;
- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have something to do with programs and projects related to environment and natural resources which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;
- (c) Be in the frontline of delivery of services concerning the environment and natural resources, particularly in the renewal and rehabilitation of the environment during and in the aftermath of man-made and natural disasters and calamities;
- (d) Recommend to the sangguniang panlungsod and advise the city mayor on all matters relative to the protection, conservation, maximum utilization, application of appropriate technology and other matters related to the environment and natural resources; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 40. *The City Architect.* – The city architect must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, and a duly licensed architect. He must have practiced his profession for at least (5) years immediately preceding the date of his appointment.

The city architect shall receive such compensations, emoluments, and allowances as may be determined by law.

The city architect shall take charge of the office on architectural planning and design and shall:

- (a) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the city

mayor in carrying out measures to ensure the delivery of basic services and provision of adequate facilities relative to architectural planning and design;

- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with architectural planning and design programs and projects which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;
- (c) Be in the frontline of service delivery, particularly those which have to do with redesigning of spatial distribution of basic facilities and physical structures during in and in assistance in the aftermath of man-made and natural disasters and calamities;
- (d) Recommend to the sangguniang panlungsod and advise the city mayor on all other matters relative to architectural planning and design as it relates to the total socioeconomic development of the City; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 41. *The City Information and Community Relations Officer.* – The city information and community relations officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of degree preferably in journalism, mass communication or any other related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have experience in writing articles and research papers, or in writing for at least (5) years immediately preceding the date of his appointment.

The city information and community relations officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city information and community relations officer shall take charge of the office on public information and shall:

- (a) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the city mayor in providing the information and research data required for the delivery of basic services and provision of adequate facilities so that public becomes aware of said services and may fully avail the same;
- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with public information and research data to support programs and projects

which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;

- (c) Be in the frontline in providing information during and in the aftermath of man-made and natural disasters and calamities with special attention to the victims thereof, to help minimizing injuries and casualties during and after the emergency, and to accelerate relief and rehabilitation;
- (d) Recommend to the sangguniang panlungsod and advise the city mayor on all other matters relative to public information and research data as it relates to the total socioeconomic development of the City; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 42. *The City Cooperative Officer.* – The city information and community relations officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of degree preferably in business administration with special training in cooperatives or any other related course from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have experience in cooperatives organization and management for at least (5) years immediately preceding the date of his appointment.

The city information and community relations officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city cooperative officer shall take charge of the office for the development of cooperatives and shall:

- (a) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the city mayor in carrying out measures to ensure the delivery of basic services and provision of adequate facilities through the development of cooperatives, and in providing access to such service and facilities;
- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with the integration of cooperative principles and methods in programs and projects which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;
- (c) Be in the frontline of cooperative organization, rehabilitation or viability-enhancement, particularly during and in the aftermath of man-made and

natural calamities and disasters, to aid in their survival and, if necessary, subsequent rehabilitation;

- (d) Recommend to the sangguniang panlungsod and advise the city mayor on all other matters relative to cooperatives development and viability-enhancement which will improve the livelihood and quality of life of inhabitants; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 43. *The City Population Officer.* – The city population officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of degree with specialized training in population development from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have experience in the implementation of programs on population development or responsible parenthood for at least three (3) years immediately preceding the date of his appointment.

The city population officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city population officer shall take charge of the office on population development and shall:

- (a) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the city mayor in carrying out measures to ensure the delivery of basic services and provision of adequate facilities relative to the integration of the population development, principles and in providing access to said services and facilities;
- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with the integration of population development principles and methods in programs and projects which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide; and
- (c) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 44. *The City Veterinarian.* – The city veterinarian must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, and a licensed doctor of veterinary medicine. He must have practiced his profession for at least three (3) years immediately preceding the date of his appointment.

The city veterinarian shall receive such compensations, emoluments, and allowances as may be determined by law.

The city veterinarian shall take charge of the office of veterinary services and shall:

- (a) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the city mayor in carrying out measures to ensure the delivery of basic services and provision of adequate facilities;
- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with veterinary related activities which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide;
- (c) Be in the frontline of veterinary related activities, such as the outbreak of highly-contagious diseases and in situations resulting in the depletion of animals for work and human consumption, particularly during and in the aftermath of man-made and natural disasters and calamities;
- (d) Recommend to the sangguniang panlungsod and advise the city mayor on all other matters relative to veterinary services which will increase the number and improve the quality of livestock, poultry and other domestic animals used for work and human consumption; and
- (e) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160 otherwise known as the Local Government Code of 1991, and those that are prescribed by the law or ordinance.

SECTION 45. *The City General Services Officer.* – The city general services officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of degree on public administration and management from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in general services, including management of supply, property, solid waste disposal, and general sanitation for at least five (5) years immediately preceding the date of his appointment.

The city general services officer shall receive such compensations, emoluments, and allowances as may be determined by law.

The city veterinarian shall take charge of the office on general services and shall:

Formulate measures for the consideration sangguniang panlungsod and provide technical assistance and support to the city mayor in carrying out measures to ensure the delivery of services and provision of adequate facilities which require general services expertise and technical support services;

- (b) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with general services supportive of the welfare of the inhabitants of the City which the city mayor is empowered to provide;
- (c) Take custody of and be accountable for all properties, real or personal, owned by the City, and those granted to it in the form of donation, reparation, assistance, and counterpart of joint projects;
- (d) Be in the frontline of general services related activities, such as the possible or imminent destruction or damage to records, supplies, properties, and structure materials or debris, particularly during and in the aftermath of man-made and natural disasters and calamities;
- (e) Recommend to the sangguniang panlungsod and advise the city mayor on all other matters relative to general services; and
- (f) Perform such other duties and functions and exercise such other powers as provided for under Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and those that are prescribed by law or ordinance.

**SECTION. 46 *Other City Officials.*** – In addition to the officials enumerated above, the City of Makati shall also have the following officials with the corresponding qualifications, duties, functions, and compensation:

- (a) The City Education Officer – The city education officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree in education or any other related course from a recognized college or university and a first grade civil service eligible or its equivalent. He must have practiced his profession for at least five (5) years immediately preceding the date of his appointment.

The city education officer shall receive such compensation, emoluments, and allowances as may be determined by law.

The city education officer shall take charge of the office on education and shall:

- (1) Formulate measures for the consideration of the sangguniang panlungsod and provide technical assistance and support to the city mayor in carrying out measures to ensure the delivery of basic services and provision of adequate facilities relative to education;
  - (2) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with education supportive of the welfare of the inhabitants of the City which the city mayor is empowered to provide;
  - (3) Liaison with teachers and principals assigned in the city as well as sit as additional member of the local school board of the City;
  - (4) Study, evaluate, and recommend the allocation of the Special Education Fund (SEF); and
  - (5) Perform such other duties and functions and exercise such other powers as may be prescribed by law or ordinance.
- (b) The City Youth and Sports Development Officer – The city youth and sports development officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in sports development or in any related field for at least five (5) years immediately preceding the date of his appointment. The city youth and sports development officer shall receive such compensation, emoluments, and allowances as may be determined by law.

The city youth and sports development officer shall take charge of the youth and development office and shall:

- (1) Develop plans and strategies and upon the approval thereof of the city mayor, implement the same, particularly those which have to do with youth and sports programs and projects which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide; and
- (2) Perform such other duties and functions, and exercise such other powers as may be prescribed by law or ordinance.
- (c) The City International Relations Officer – The city international relations officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree

from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in international relations or in any related field for at least five (5) years immediately preceding the date of his appointment.

The city international relations officer shall receive such compensation, emoluments, and allowances as may be determined by law.

The city international relations officer shall take charge of the office of the international relations and shall:

- (1) Develop plans and strategies and upon approval thereof by the city mayor, implement the same, particularly those which have to do with providing trade opportunities and liaison with embassies in connection with securing foreign grants and loans from foreign sources; and
- (2) Perform such other duties and functions, and exercise such other powers as may be prescribed by law or ordinance.
- (d) The City Public Safety Officer – The city public safety officer must be a citizen of the Philippines, a resident of the City of Makati, of good moral character, a holder of a college degree from a recognized college or university, and a first grade civil service eligible or its equivalent. He must have acquired experience in public safety management for at least five (5) years immediately preceding the date of his appointment.

The city public safety officer shall receive such compensation, emoluments, and allowances as may be determined by law.

The city public safety officer shall take charge of the public and safety office and shall:

- (1) Develop plans and strategies and upon the approval thereof of the city mayor, implement the same, particularly those relating to public safety which the city mayor is empowered to implement and which the sangguniang panlungsod is empowered to provide; and
- (2) Perform such other duties and functions, and exercise such other powers as may be prescribed by law or ordinance.

#### ARTICLE IX. THE CITY FIRE STATION SERVICE AND THE CITY JAIL SERVICE

SECTION. 47. *The City Fire Station Service.* - There shall be established in the City at least one (1) fire station with adequate personnel, firefighting facilities and equipment,

subject to the standards, rules and regulations as may be promulgated by the Department of the Interior and Local Government. The City shall provide the necessary land or site of the station.

The city fire station service shall be headed by a city fire marshal whose qualifications shall be as those provided for under Republic Act No. 6975, otherwise known as the Philippine National Police Law.

The city fire station service shall be responsible for the fire protection and various emergency services such as rescue and evacuation of injured people at fire-related incidents and, in general, all fire prevention and suppression measures to secure the safety of life and property of the citizenry.

**SECTION 48. *The City Jail Service.*** There shall be established and maintained in the City a secured, cleaned, adequately equipped, and sanitary jail for the custody and safekeeping of prisoners, any fugitive from justice, or person detained, awaiting investigation or trial and / or transfer to the national penitentiary, and / or violent mentally-ill person who endangers himself or the safety of others, duly certified as such by the proper medical health officer, pending the transfer to a mental institution.

The city jail service shall be headed by a city jail warden who must be a graduate of a four-year course in psychology, psychiatry, sociology, nursing, social work or criminology who shall assist in the immediate rehabilitation of individuals or detention of prisoners. Great care must be exercised so that the human rights of these prisoners are respected and protected, and their spiritual and physical well-being are properly and promptly attended to.

#### ARTICLE X. TRANSITORY AND FINAL PROVISIONS

**SEC. 49. *Municipal Ordinances Existing at the Time of the Approval of this Act.*** – All municipal ordinances of the Municipality of Makati existing at the time of the approval of this Act shall continue to be in force within the City of Makati until the sangguniang panlungsod shall, by ordinance, provide otherwise.

**SEC. 50. *Plebiscite.*** – The City of Makati shall acquire corporate existence upon the ratification of its creation by a majority of the votes cast by the qualified voters in a plebiscite to be conducted in the present Municipality of Makati within sixty (60) days from the approval of this Act. The expenses for such plebiscite shall be borne by the Municipality of Makati. The Commission on Elections shall conduct and supervise such plebiscite.

**SEC. 51. *Officials of the city of Makati.*** – The present elective officials of the Municipality of Makati shall continue as the officials of the City of Makati and shall exercise their powers and functions until such time that a new election is held and the duly-elected officials shall have already qualified and assumed their offices. The limitations under Section 8, Article X of the Constitution shall apply and commence upon the conversion of Makati from a municipality to a city. The appointive officials and

employees of the City shall likewise continue exercising their functions and duties and they shall be automatically absorbed by the city government of the City of Makati.

SEC. 52. *Legislative Districts.* – Upon its conversion into a highly-urbanized city, Makati shall thereafter have at least two (2) legislative districts that shall initially correspond to the two (2) existing districts created under Section 3(a) of Republic Act No. 7166 as implemented by the commission on Elections to commence at the next national elections to be held after the effectivity of the Act. Henceforth barangays Magallanes, Dasmariñas, and Forbes shall be with the first district, in lieu of Barangay Guadalupe-Viejo which shall form part of the second district.

SEC. 53. *Applicability of Laws.* – The provisions of Republic Act No. 7160, otherwise known as the Local Government Code of 1991, Presidential Decree No. 824, and other laws pertaining to Metropolitan Manila and such laws as are applicable to highly-urbanized cities shall govern the City of Makati insofar as they are not inconsistent with the provisions of the Act.

SEC. 54. *Reservation.* Nothing herein contained shall preclude the determination by the appropriate agency or forum of boundary disputes or cases involving questions of territorial jurisdiction between the City of Makati and any of the adjoining local government units even after the effectivity of this Act.

SEC. 55. *Effectivity Clause.* This Act shall take effect upon its approval.

Appendix B

*Junasa: A Critical Analysis of Mayor Jejomar Binay's Long Term in Office and His Administration*

MAKATI MAYORS (from 1901 - present)

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**Jejomar Binay**  
(2001-present)



**Elenita Binay**  
(1998-2001)



**Jejomar Binay**  
(1986-1998)



**Nemesio Yabut**  
(1972-1986)



**Cesar Alzona**  
(1971)



**Jose Luciano**  
(1969-1971)



**Maximo Estrella**  
(1956-1969)



**Bernardo Umali**  
(1954)



**Ignacio Babasa**  
(1954)



**Jose Villena**  
(1948-1954)



**Pablo Cortez**  
(1945-1947)



**Jose Villena**  
(1935-1941)



**Nicanor Garcia**  
(1922-1934)



**Igmidio Flores**  
(1920-1922)



**Ricardo Arpilleda**  
(1919-1920)



**Pedro Domingo**  
(1917-1919)



**Jose Magsaysay**  
(1913-1916)



**Urbano Navarro**  
(1911-1913)



**Hermogenes Santos**  
(1908-1911)

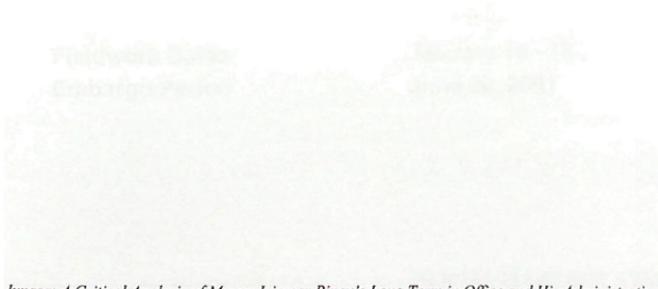


**Eusebio Arpilleda**  
(1903-1908)



**Marcelino Magsaysay**  
(1901-1903)

## Appendix C



*Junasa: A Critical Analysis of Mayor Jejomar Binay's Long Term in Office and His Administration*



## SWS SURVEY IN MAKATI CITY

### ALLOCATION OF SURVEY SAMPLE: (CON'T)

<u>City/ Municipality</u>	<u>Number of Spots</u>	<u>Number of Respondents</u>
DISTRICT II		
N. Cembo	3	15
Comembo	2	10
Dasmarinas	1	5
Forbes Park (North)	1	5
Guadalupe Nuevo	3	15
Magallanes	1	5
Pembo	4	20
Pinagkaisahan	1	5
Pitogo	2	10
Post Proper South	1	5
South Cembo	2	10
West Rembo	3	15
Rizal	3	15
East Rembo	3	15
<b>TOTAL</b>	<b>30</b>	<b>150</b>

Fieldwork Dates

January 16 –19 , 2001

Embargo Period

June 30, 2001



## PREFERENCES FOR MAYOR

SWS January 13-19, 2001 Makati City Survey

Base: Total registered voters and intending to vote

	<u>TOTAL MAKATI</u>	<u>DISTRICT I</u>	<u>DISTRICT II</u>
<u>LIST A</u>			
Jejomar Binay	68%	64%	73%
Solita Monsod	14	19	10
Eduardo Manzano	11	11	11
Vicky Garchitorena	1	1	2
Can't say/None	5	6	3
<u>LIST B</u>			
Jejomar Binay	86	84	87
Vicky Garchitorena	7	8	6
Can't say/None	7	8	7
<u>LIST C</u>			
Jejomar Binay	79	76	81
Eduardo Manzano	15	16	14
Can't say/None	6	8	5
<u>LIST D</u>			
Jejomar Binay	75	71	79
Solita Monsod	21	23	18
Can't say/None	4	6	3

Question: Sa mga sumusunod na pangalan sa listahang ito, sino po ang inyong iboboto bilang ALKALDE/MEYOR ng Makati City? (SHOW LIST)



## PREFERENCES FOR MAYOR: LIST A

SWS January 16-19, 2001 Makati City Survey (*Row percentages*)

*Base: Total registered voters and intending to vote*

	<i>Binay</i>	<i>Monsod</i>	<i>Manzano</i>	<i>Garchitorena</i>	<i>None Can't say</i>
Total Makati	68%	14%	11%	1%	5%
District I	64	19	11	1	6
District II	73	10	11	2	3
ABC	53	30	7	4	7
D	74	8	13	0	4
E	73	11	11	2	2
Male	66	16	10	1	6
Female	70	13	12	1	4
18-24	58	8	25	8	0
25-34	76	15	8	0	1
35-44	67	19	9	0	6
45 and above	68	13	11	1	8
Up to 11 years resident	67	20	10	1	1
12-22 years resident	70	15	12	3	0
23-34 years resident	66	16	10	1	7
35 or more years resident	70	7	13	0	10
Yellow Cardholder	73	9	13	0	5
Non-Cardholder	56	30	5	5	4
Pro-conviction of Erap	58	22	11	2	7
Pro-acquittal of Erap	82	2	12	2	2
Don't know enough	74	12	12	0	2

*Q10: Sa mga sumusunod na pangalan sa listahang ito, sino po ang inyong iboboto bilang ALKALDE/MEYOR ng Makati City? (show LIST A)*

- Jejomar "Jojo" Binay
- Victoria "Vicky" Garchitorena
- Eduardo "Edu" Manzano
- Solita "Mareng Winnie" Monsod



## FIRMNESS OF CHOICE FOR MAYOR, BY PREFERENCE FOR MAYOR: LIST A

SWS January 16-19, 2001 Makati City Survey (*Column percentages*)

Base: Total registered voters and intending to vote

	<i>Total Makati (100%)</i>	<i>Binay (68%)</i>	<i>Monsod (14%)</i>	<i>Manzano (11%)</i>	<i>Garchitorena (1%)</i>
Definitely can change	5%	4%	7%	6%	0%
Probably can change	26	21	42	42	49
Probably not change	18	20	14	18	51
Definitely not change	47	55	38	34	0

Note: Don't know and Refused responses are not shown.

Q6: Ano po ang posibilidad na magbago pa ang isip ninyo kung sino ang kandidatong pipiliin ninyo bilang Meyor ng Makati City sa darating na halalan sa Mayo 14, 2001? Masasabi ba ninyo na ang pinili ninyo ay...(SHOWCARD)

- TALAGANG MAGBABAGO PA
- MALAMANG NA MAGBAGO PA
- MALAMANG HINDI NA MAGBAGO
- HINDI NA TALAGANG MAGBABAGO



## FIRMNESS OF CHOICE FOR MAYOR

SWS January 16-19, 2001 Makati City Survey (Row percentages)

Base: Total registered voters and intending to vote

	<u>Definitely Can Change</u>	<u>Probably Can Change</u>	<u>Probably Not Change</u>	<u>Definitely Not Change</u>
Total Makati	4%	26%	18%	47%
District I	5	27	19	44
District II	4	25	17	50
ABC	10	24	26	33
D	2	31	14	49
E				
Male	6	26	20	43
Female	4	27	16	51
18-24	0	33	31	36
25-34	7	31	27	35
35-44	4	30	9	52
45 and above	5	17	14	56
Up to 11 years resident	3	30	29	37
12-22 years resident	5	32	13	49
23-34 years resident	6	16	17	55
35 or more years resident	4	27	13	46
Yellow Cardholder	5	23	20	47
Non-Cardholder	8	31	17	40
Pro-conviction of Erap	4	26	20	42
Pro-acquittal of Erap	4	19	11	65
Don't know enough	6	33	19	40

Note: Don't know and Refused responses are not shown.

Q6: Ano po ang posibilidad na magbago pa ang isip ninyo kung sino ang kandidatong pipiliin ninyo bilang Meyor ng Makati City sa darating na halalan sa Mayo 14, 2001? Masasabi ba ninyo na ang pinili ninyo ay...(SHOWCARD)

- TALAGANG MAGBABAGO PA
- MALAMANG NA MAGBAGO PA
- MALAMANG HINDI NA MAGBAGO
- HINDI NA TALAGANG MAGBABAGO



## PUBLIC SATISFACTION OF DISTRICT II WITH THE MAKATI CITY GOVERNMENT ON SPECIFIC ISSUES

SWS January 16-19, 2001 Makati City Survey (*Row percentages*)

*Base: Total respondents of District II*

	<u>Satisfied</u>	<u>Undecided</u>	<u>Dissatisfied</u>	<u>Net*</u>
Implementing Educational Programs	86%	7%	6%	+80
Lighting the Streets	90	1	9	+81
Maintaining Health Centers	81	9	10	+71
Maintenance of City Roads	84	5	11	+73
Promoting Sports and Recreation Programs	78	11	11	+67
Helping the Elderly	76	12	11	+65
Making Sure that the Drinking Water is Safe and Clean	69	15	17	+52
Setting a Good Example of Morality in Public Office	62	21	16	+47
Helping Abused Children and Women	61	25	14	+47
Fighting Crimes that Victimize Ordinary Citizens	48	19	33	+15
Managing traffic	49	15	35	+14
Developing Housing Programs	44	33	23	+21
Flood Control	50	13	37	+13
Fighting Prostitution	23	41	35	-13
Solving the Squatter Problem	29	35	36	-7
Developing Jobs	29	23	48	-19
Fighting Jueteng and other Forms of Illegal Gambling	21	23	56	-35
Eradicating Graft and Corruption	19	28	51	-32
Fighting Drug Addiction	19	15	67	-48
Managing Garbage/waste	11	6	83	-73

*\*Net ratings (% Satisfied minus % Dissatisfied) are computed before figures are rounded off.*

## REASON FOR CHOOSING JEJOMAR "JOJO" BINAY AS MAYOR OF MAKATI CITY

SWS January 16-19, 2001 Makati City Survey (Column percentages)

Base: Total who chose Jejomar "Jojo" Binay for Mayor (68%)

	<i>Total Makati</i>	<i>District</i>		<i>Class</i>		
		<i>I</i>	<i>II</i>	<i>ABC</i>	<i>D</i>	<i>E</i>
<i>Competent</i>	58%	47%	68%	50%	63%	48%
<i>Pro-poor</i>	18	21	15	17	14	36
<i>Good and efficient leader</i>	15	17	12	29	13	3
Good leader	5	4	5	12	4	0
Maganda ang patakaran/pamamalakad	3	4	2	2	4	0
Has good plans for the people	2	2	3	5	2	0
Subok sa mga gawain/subok na	2	3	1	2	2	0
Heard nothing bad against him	1	1	1	2	1	0
<i>Positive personal traits</i>	6	12	1	2	7	9
Approachable easy to get along with	3	6	0	2	2	6
Intelligent/highly knowledgeable	1	2	0	0	1	3
Mabait	1	2	0	0	2	0
<i>Other reasons</i>	2	1	3	2	2	0

Figures below 1% not included

15: Ano po ang pangunahing dahilan kung bakit ninyo iboboto si (answer in Q4)  
 niang alkalde/blse-meyor ng Makati City? (ONE SPECIFIC ANSWER ONLY)



## PREFERENCES FOR MAYOR: LIST B

SWS January 13-19, 2001 Makati City Survey (*Row percentages*)

*Base: Total registered voters and intending to vote*

	<u>Binay</u>	<u>Garchitorena</u>	<u>Can't say/None</u>
Total Makati	86%	7%	7%
District I	84	8	8
District II	87	6	7
ABC	74	20	5
D	92	2	6
E	80	4	16
Male	87	4	9
Female	84	10	6
18-24	78	16	5
25-34	91	4	5
35-44	81	7	11
45 and above	88	5	6
Up to 11 years resident	80	12	8
12-22 years resident	88	8	4
23-34 years resident	84	7	9
35 or more years resident	90	1	9
Yellow Cardholder	87	4	8
Non-Cardholder	81	14	5
Pro-conviction of Erap	80	9	10
Pro-acquittal of Erap	91	5	4
Don't know enough	89	5	6

Q7: *Paano naman kung sina (SHOWCARD) lang ang kakandidato sa pagka meyor ng Makati City at ang eleksyon ay gaganapin ngayon, sino po ang inyong iboboto? (show LIST B)*

- *Jejomar "Jojo" Binay*
- *Victoria "Vicky" Garchitorena*



## PREFERENCES FOR MAYOR: LIST C

SWS January 13-19, 2001 Makati City Survey (*Row percentages*)

*Base: Total registered voters and intending to vote*

	<u>Binay</u>	<u>Manzano</u>	<u>Can't say/None</u>
Total Makati	79%	15%	6%
District I	76	16	8
District II	81	14	5
ABC	74	18	8
D	81	14	4
E	75	13	11
Male	81	11	8
Female	76	19	5
18-24	75	25	0
25-34	85	11	4
35-44	71	16	10
45 and above	81	14	5
Up to 11 years resident	79	14	7
12-22 years resident	80	15	5
23-34 years resident	77	17	6
35 or more years resident	79	14	7
Yellow Cardholder	78	16	6
Non-Cardholder	81	13	6
Pro-conviction of Erap	74	16	10
Pro-acquittal of Erap	86	14	0
Don't know enough	80	15	5

Q8: *Paano naman kung sina (SHOWCARD) lang ang kakandidato sa pagka meyor ng Makati City at ang eleksyon ay gaganapin ngayon, sino po ang inyong iboboto? (show LIST C)*

- *Jejomar "Jojo" Binay*
- *Eduardo "Edu" Manzano*



## PREFERENCES FOR MAYOR: LIST D

SWS January 13-19, 2001 Makati City Survey (*Row percentages*)

*Base: Total registered voters and intending to vote*

	<u>Binay</u>	<u>Monsod</u>	<u>Can't say/None</u>
Total Makati	75%	21%	4%
District I	71	23	6
District II	79	18	3
ABC	55	39	6
D	83	13	3
E	78	18	4
Male	72	22	6
Female	78	20	2
18-24	75	22	3
25-34	76	20	4
35-44	73	24	4
45 and above	76	18	5
Up to 11 years resident	70	27	3
12-22 years resident	78	22	0
23-34 years resident	69	24	7
35 or more years resident	83	10	7
Yellow Cardholder	82	13	5
Non-Cardholder	57	41	3
Pro-conviction of Erap	64	30	7
Pro-acquittal of Erap	91	7	2
Don't know enough	81	17	2

Q9: *Paano naman kung sina (SHOWCARD) lang ang kakandidato sa pagka meyor ng Makati City at ang eleksyon ay gaganapin ngayon, sino po ang inyong iboboto? (show LIST B)*

- *Jejomar "Jojo" Binay*
- *Solita "Mareng Winnie" Monsod*



## SATISFACTION WITH THE NATIONAL ADMINISTRATION, THE CITY GOVERNMENT, AND MAYOR ELENITA BINAY

SWS December 2000 National and January 2001 Makati City Surveys  
 (Column percentages)

	Dec 8-17, 2000		Jan 16-19, 2001		
	Total RP	NCR	Total Makati	1st Dist.	2nd Dist.
<b>NATIONAL ADMINISTRATION</b>					
Satisfied	38%	32%	25%	21%	30%
Undecided	26	21	17	21	12
Dissatisfied	36	46	58	58	58
Net *	+ 2	-14	-33	-37	-28
<b>MAKATI CITY GOVERNMENT</b>					
Satisfied			78	77	80
Undecided			8	9	8
Dissatisfied			13	15	12
Net *			+65	+62	+68
<b>Makati Mayor ELENITA BINAY</b>					
Satisfied			73	69	77
Undecided			12	14	11
Dissatisfied			15	17	13
Net *			+58	+53	+64

\* For greater precision, net satisfaction (% Satisfied minus % Dissatisfied) are first computed before figures are rounded off. Don't Know and Refused figures are not shown.

Q22-23: Sa pangkalahatan, gaano po kayo nasisiyahan o hindi nasisiyahan sa kasalukuyang (PAMAHALAANG NASYONAL/PAMAHALAANG PANGLUNGSOD)? Kayo po ba ay...? [LUBOS NA NASISIYAHAN, MEDYO NASISIYAHAN, HINDI TIYAK KUNG NASISIYAHAN O HINDI, MEDYO HINDI NASISIYAHAN, LUBOS NA HINDI NASISIYAHAN]

Q24: Gaano po kayo nasisiyahan o hindi nasisiyahan sa pagganap ng tungkulin ni ELENITA BINAY bilang Mayor ng Makati City? Kayo po ba ay...? [LUBOS NA NASISIYAHAN, MEDYO NASISIYAHAN, HINDI TIYAK KUNG NASISIYAHAN O HINDI, MEDYO HINDI NASISIYAHAN, LUBOS NA HINDI NASISIYAHAN]

## SATISFACTION WITH THE MAKATI CITY GOVERNMENT

SWS January 16-19, 2001 Makati City Survey (Column percentages)

	<u>Satisfied</u>	<u>Undecided</u>	<u>Dissatisfied</u>	<u>Net *</u>
Total Makati	78%	8%	13%	+65
District I	77	9	15	+62
District II	80	8	12	+68
ABC	74	14	12	+63
D	81	6	12	+69
E	73	7	20	+53
Male	79	9	12	+67
Female	78	7	15	+63
18-24	78	5	16	+62
25-34	79	10	11	+67
35-44	76	8	16	+60
45 and above	80	8	11	+69
Up to 11 years resident	79	9	12	+67
12-22 years resident	80	8	13	+67
23-34 years resident	75	12	12	+63
23-34 years resident	79	4	17	+62
Yellow Cardholder	82	6	12	+70
Non-Cardholder	69	14	17	+52
Pro-conviction of Erap	70	10	20	+50
Pro-acquittal of Erap	90	2	9	+81
Don't know enough	83	11	7	+76

*For greater precision, net satisfaction (% Satisfied minus % Dissatisfied) are first computed before figures are rounded off. Don't Know and Refused figures are not shown.*

Q23: Sa pangkalahatan, gaano po kayo nasisiyahan o hindi nasisiyahan sa kasalukuyang PAMAHALAANG PANGLUNGSOD? Kayo po ba ay...? [LUBOS NA NASISIYAHAN, MEDYO NASISIYAHAN, HINDI TIYAK KUNG NASISIYAHAN O HINDI, MEDYO HINDI NASISIYAHAN, LUBOS NA HINDI NASISIYAHAN]



## MOST IMPORTANT PROBLEM IN MAKATI THAT THE MAYOR SHOULD ADDRESS

SWS January 16-19, 2001 Makati City Survey (Column percentages; Open-ended)

	<i>Total Makati</i>	<i>Dist. I</i>	<i>Dist. II</i>
<i>Uncollected garbage</i>	68%	63%	73%
<i>Crime and public safety</i>	11	13	9
Drug addiction	9	10	9
Criminalities	0.7	1	0
Lack of barangay patrol	0.3	0.7	0
Jueteng and illegal gambling	0.3	0.7	0
Mga kabataan na dayo, magulo	0.3	0	0.7
<i>Infrastructure and public utilities</i>	9	11	7
Flooding/Drainage system	3	4	1
Traffic	2	2	3
Lack of housing/Squatters	2	2	1
School facilities	0.7	0.7	0.7
Water supply	0.3	0.7	0
Medical/Health facilities	0.3	0.7	0
Lack of schools	0.3	0.7	0
Health benefit	0.3	0.0	0.7
<i>Governance</i>	3	3	3
Red tape	0.3	0.7	0
Corruption	0.3	0.7	0
Mahirap hanapin ang nakaupo sa Makati	0.3	0.7	0
Disagreement among local officials	0.3	0.7	0
Politicking	0.3	0.0	0.7
'Palakasan' system	0.3	0.0	0.7
Pinipili ang bibigyan ng biyaya	0.3	0.0	0.7
Kinatatamaran ng Brgy. Tanod ang tungkulin	0.3	0.0	0.7
<i>Economic</i>	2	4	0
Unemployment	1	2	0
Poverty	0.7	1	0
High prices of commodities	0.3	0.7	0
<i>Other concerns</i>	1	0.7	2
Air pollution	0.7	0.0	1
Hindi ibinigay ang Christmas gift sa pamilya	0.3	0.7	0
Parking, nakakaabala sa daan	0.3	0.0	0.7
<i>Don't know/Can't say/None</i>	6	7	6

Q25: *Ano sa palagay ninyo ang pinakamabigat ng problema sa Makati City na kailangang tugunin ng inyong Alkalde/Meyor? (Open-ended, one specific response only)*



## **MOST IMPORTANT PROBLEM OF THE FAMILY THAT NEEDS ASSISTANCE FROM MAKATI GOVERNMENT**

SWS January 16-19, 2001 Makati City Survey (*Column percentages; Open-ended*)

	<i>Total Makati</i>	<i>Dist. I</i>	<i>Dist. II</i>
<i>Unemployment</i>	19%	21%	17%
<i>Medical services</i>	9	11	8
Hospital/Medical services when one is sick	4	5	3
Medicines	3	3	2
Health benefits	3	2	3
<i>Economic</i>	6	6	6
Financial	4	4	3
High prices of commodity	0.7	0.0	1
Low salary	0.3	0.7	0
Mahina ang negosyo	0.3	0.7	0
High rentals	0.3	0.7	0
Kulang ang gamit-eskuwela ng anak	0.3	0	0.7
Poverty	0.3	0	0.7
<i>Housing and amenities</i>	3	3	3
No permanent residence/Housing	2	1	3
Garbage collection	0.7	1	0
Electricity	0.3	0.7	0
<i>Other concerns</i>	3	3	2
Drug addiction	0.7	0.7	0.7
Lack of free education for children	0.7	0.7	0.7
Flood	0.3	0.7	0
Delayed salary	0.3	0.7	0
Mga asong gala	0.3	0.7	0
Jeep na nasa bayaw ko, gusto kong kunin	0.3	0	0.7
<i>None</i>	60	56	64

*Q26: Sa inyong palagay, ano po ang pinakamabigat ng problema ng inyong pamilya na nangangailangan ng tulong mula sa pamahalaang lungsod ng Makati City?  
(Open-ended, one specific response only)*



## NET\* SATISFACTION WITH THE MAKATI CITY GOVERNMENT ON SPECIFIC ISSUES

SWS January 16-19, 2001 Makati City Survey

	<u>Total Makati</u>	<u>District I</u>	<u>District II</u>
Implementing Educational Programs	+72	+64	+80
Lighting the Streets	+72	+65	+81
Maintaining Health Centers	+65	+60	+71
Maintenance of City Roads	+64	+56	+73
Promoting Sports and Recreation Programs	+60	+53	+67
Helping the Elderly	+60	+55	+65
Making Sure that the Drinking Water is Safe and Clean	+42	+33	+52
Setting a Good Example of Morality In Public Office	+40	+33	+47
Helping Abused Children and Women	+39	+32	+47
Fighting Crimes that Victimize Ordinary Citizens	+11	+ 7	+15
Managing traffic	+10	+ 5	+14
Developing Housing Programs	+ 6	- 8	+21
Flood Control	+ 4	- 4	+13
Fighting Prostitution	- 16	- 19	-13
Solving the Squatter Problem	- 19	- 31	- 7
Developing Jobs	- 22	- 25	- 19
Fighting Jueteng and other Forms of Illegal Gambling	- 31	- 27	- 35
Eradicating Graft and Corruption	- 37	- 41	- 32
Fighting Drug Addiction	- 45	- 43	- 48
Managing Garbage/waste	- 59	- 47	- 73

*\*Net ratings (% Satisfied minus % Dissatisfied) are computed before figures are rounded off.*



## PUBLIC SATISFACTION WITH THE MAKATI CITY GOVERNMENT ON SPECIFIC ISSUES

SWS January 16-19, 2001 Makati City Survey (Row percentages)

	<u>Satisfied</u>	<u>Undecided</u>	<u>Dissatisfied</u>	<u>Net*</u>
Implementing Educational Programs	81%	9%	9%	+72
Lighting the Streets	84	4	11	+72
Maintaining Health Centers	79	7	13	+65
Maintenance of City Roads	79	7	14	+64
Promoting Sports and Recreation Programs	73	14	12	+60
Helping the Elderly	72	16	11	+60
Making Sure that the Drinking Water is Safe and Clean	63	16	21	+42
Setting a Good Example of Morality In Public Office	59	22	19	+40
Helping Abused Children and Women	58	23	19	+39
Fighting Crimes that Victimize Ordinary Citizens	46	19	35	+11
Managing traffic	48	14	38	+10
Developing Housing Programs	36	33	30	+ 6
Flood Control	44	16	40	+ 4
Fighting Prostitution	25	32	41	-16
Solving the Squatter Problem	27	27	46	-19
Developing Jobs	27	24	49	-22
Fighting Jueteng and other Forms of Illegal Gambling	22	24	53	-31
Eradicating Graft and Corruption	18	27	55	-37
Fighting Drug Addiction	20	14	65	-45
Managing Garbage/waste	17	6	76	-59

\*Net ratings (% Satisfied minus % Dissatisfied) are computed before figures are rounded off.



## PUBLIC SATISFACTION OF DISTRICT I WITH THE MAKATI CITY GOVERNMENT ON SPECIFIC ISSUES

SWS January 16-19, 2001 Makati City Survey (Row percentages)

Base: Total respondents of District I

	<u>Satisfied</u>	<u>Undecided</u>	<u>Dissatisfied</u>	<u>Net*</u>
Implementing Educational Programs	76%	10%	12%	+64
Lighting the Streets	78	8	13	+65
Maintaining Health Centers	77	6	17	+60
Maintenance of City Roads	73	9	17	+56
Promoting Sports and Recreation Programs	67	18	14	+53
Helping the Elderly	67	20	12	+55
Making Sure that the Drinking Water is Safe and Clean	58	17	25	+33
Setting a Good Example of Morality In Public Office	55	24	21	+33
Helping Abused Children and Women	55	21	23	+32
Fighting Crimes that Victimize Ordinary Citizens	43	20	36	+ 7
Managing traffic	46	13	41	+ 5
Developing Housing Programs	29	34	37	- 8
Flood Control	39	19	43	- 4
Fighting Prostitution	28	24	47	-19
Solving the Squatter Problem	25	19	56	-31
Developing Jobs	25	24	50	-25
Fighting Jueteng and other Forms of Illegal Gambling	23	25	51	-27
Eradicating Graft and Corruption	17	25	58	-41
Fighting Drug Addiction	21	14	64	-43
Managing Garbage/waste	23	7	70	-47

\*Net ratings (% Satisfied minus % Dissatisfied) are computed before figures are rounded off.



**NET\* PUBLIC TRUST IN SPECIFIC PROMINENT PERSONS**  
SWS January 16-19, 2001 Makati City Survey (*Row percentages*)  
*Base: Total aware of personality*

	<u>Total Makati</u>	<u>District I</u>	<u>District II</u>
Jejomar "Jojo" Binay	+74	+72	+75
Teodoro "Teddy boy" Locsin	+41	+48	+34
Ernesto "Nestor" Mercado	+39	+36	+42
Robert Dean "Dean" Barbers	+32	+35	+29
Solita "Mareng Winnie" Monsod	+30	+35	+25
Agapito "Butz" Aquino	+18	0	+37
Arturo Nemesio "Toro" Yabut	+17	+ 8	+26
Jose "JoeCon" Concepcion	+15	+21	+10
Nemesio King "King" Yabut	+12	- 1	+25
Eduardo "Edu" Manzano	+11	+ 5	+17
Mark "Mike" Joseph	+ 6	+21	- 15
Former Pres. Fidel Ramos	- 2	+ 7	- 11
Former Pres. Corazon Aquino	- 4	+ 9	- 18
Jaime Cardinal Sin	- 7	+ 3	- 17
Gabriel "Bong" Daza	- 7	- 4	- 11
Victoria "Vicky" Garchitorena	- 13	- 22	- 4
Pres. Joseph Estrada	- 16	- 29	- 2
V.P. Gloria Macapagal-Arroyo	- 18	- 11	- 24

\* *Net ratings (% very much/much trust minus % little/very little trust) are computed before figures are rounded off.*



## PUBLIC TRUST IN SPECIFIC PROMINENT PERSONS

SWS January 16-19, 2001 Makati City Survey (*Row percentages*)

	<u>Total Aware</u>	<i>Base: Total aware</i>			
		<u>Much Trust</u>	<u>Undecided</u>	<u>Little trust</u>	<u>Net*</u>
Jejomar "Jojo" Binay	100%	84%	5%	11%	+74
Teodoro "Teddy boy" Locsin	93	54	31	13	+41
Ernesto "Nestor" Mercado	97	59	22	20	+39
Robert Dean "Dean" Barbers	94	48	35	16	+32
Polita "Mareng Winnie" Monsod	91	48	33	18	+30
Magapito "Butz" Aquino	98	46	25	28	+18
Arturo Nemesio "Toro" Yabut	99	42	31	26	+17
Rose "JoeCon" Concepcion	88	41	32	26	+15
Artemio King "King" Yabut	95	37	36	26	+12
Edgardo "Edu" Manzano	100	41	29	30	+11
Mark "Mike" Joseph	79	32	39	26	+ 6
Former Pres. Fidel Ramos	100	38	22	40	- 2
Former Pres. Corazon Aquino	100	35	25	39	- 4
Jaime Cardinal Sin	100	38	17	45	- 7
Gabriel "Bong" Daza	95	28	36	35	- 7
Victoria "Vicky" Garchitorea	74	13	59	26	-13
Pres. Joseph Estrada	100	31	21	47	-16
P. Gloria Macapagal-Arroyo	100	28	27	45	-18

*Net ratings (% very much/much trust minus % little/very little trust) are computed before figures are rounded off.*



**PUBLIC TRUST OF DISTRICT I IN SPECIFIC PROMINENT PERSONS**  
SWS January 16-19, 2001 Makati City Survey (*Row percentages*)  
Base: Total respondents of District I

	<i>Total Aware</i>	<i>Base: Total aware</i>			
		<i>Much Trust</i>	<i>Undecided</i>	<i>Little trust</i>	<i>Net*</i>
Jejomar "Jojo" Binay	100%	83%	7%	11%	+72
Teodoro "Teddy boy" Locsin	93	59	29	11	+48
Ernesto "Nestor" Mercado	97	57	22	21	+36
Robert Dean "Dean" Barbers	96	49	36	15	+35
Solita "Mareng Winnie" Monsod	91	54	28	18	+35
Agapito "Butz" Aquino	97	36	28	36	0
Arturo Nemesio "Toro" Yabut	99	39	28	31	+ 8
Jose "JoeCon" Concepcion	87	46	28	25	+21
Nemesio King "King" Yabut	94	31	34	33	- 1
Eduardo "Edu" Manzano	99	36	33	31	+ 5
Mark "Mike" Joseph	91	43	33	22	+21
Former Pres. Fidel Ramos	100	44	18	37	+ 7
Former Pres. Corazon Aquino	100	42	24	33	+ 9
Jaime Cardinal Sin	100	45	13	42	+ 3
Gabriel "Bong" Daza	97	31	34	35	- 4
Victoria "Vicky" Garchitorena	77	10	57	32	-22
Pres. Joseph Estrada	100	25	22	53	-29
V.P. Gloria Macapagal-Arroyo	100	32	25	43	-11

\*Net ratings (% very much/much trust minus % little/very little trust) are computed before figures are rounded off.



## REASONS FOR HAVING MUCH TRUST IN JEJOMAR "JOJO" BINAY

SWS January 16-19, 2001 Makati City Survey (*Column percentages*)  
*Multiple responses allowed*

	<i>Total Makati</i>	<u>District</u>		<u>Class</u>		
		<i>I</i>	<i>II</i>	<i>ABC</i>	<i>D</i>	<i>E</i>
<i>Base: Those with much trust in Binay</i>	<b>84%</b>	<b>83%</b>	<b>86%</b>	<b>71%</b>	<b>90%</b>	<b>84%</b>
Competent	63	60	66	67	64	53
Has many accomplishments/achievements	61	59	63	64	62	50
Nagpagawa ng sports complex	1	1	1	0	1	3
Nagbigay ng libreng gamot	1	1	1	0	1	0
Others, below 0.51%	1	0	2	4	0	0
Pro-poor	20	20	20	13	19	34
Helpful/Helps the poor	18	18	19	13	17	31
Mababang tuition fee para sa kolehiyo	1	1	2	0	2	0
Others, below 0.51%	1	2	0	0	1	3
Good and efficient leader	16	19	12	18	17	5
Good leader	5	7	3	6	6	3
Nagpagawa ng ekuwelahan	2	2	2	2	3	0
Road project pinasemento at nilagyan ng ilaw	2	2	2	0	2	3
Hospitalization program	1	2	0	0	1	0
Have not heard anything bad against him	1	2	0	4	0	0
Subok na	1	1	1	0	1	0
Has good plans for the people	1	0	2	2	1	0
Others, below 0.51%	3	2	3	5	3	0
Positive personal traits	7	10	4	13	6	5
Approachable/Easy to get along with	4	7	2	6	4	3
Intelligent/Highly knowledgeable	1	1	2	2	1	3
Others, below 0.51%	2	2	1	6	1	0
Other reasons	1	1	2	0	1	3

*Note: Don't know and Refused responses are not shown.*

*Q78a: Bakit po ninyo nasabi na kayo ay NAPAKALAKI/MEDYO MALAKI ang tiwala kay Jejomar "Jojo" Binay? Bakit pa po?*

SOCIAL WEATHER STATIONS



## REASONS FOR HAVING LITTLE TRUST IN JEJOMAR "JOJO" BINAY

SWS January 16-19, 2001 Makati City Survey (*Column percentages*)

*Multiple responses allowed*

	<i>Total Makati</i>	<i>District</i>		<i>Class</i>		
		<i>I</i>	<i>II</i>	<i>ABC</i>	<i>D</i>	<i>E</i>
<i>Base: Those with little trust in Binay</i>	<i>11%</i>	<i>11%</i>	<i>11%</i>	<i>22%</i>	<i>7%</i>	<i>7%</i>
Poor performer/leader	34	31	38	41	17	67
Not good in doing his work	25	19	31	41	8	0
Hindi nakukuha ang basura	3	6	0	0	0	34
Hindi matulungin	3	6	0	0	8	0
They have stayed long dapat palitan na ng iba	3	0	6	0	0	33
Negative personal traits	16	12	19	12	25	0
Umaabuso pati tauhan	3	6	0	0	8	0
He tries to control all aspect of Makati	3	6	0	6	0	0
Hindi pantay ang pagtingin sa tao	3	0	6	0	8	0
Trapo	3	0	6	0	8	0
Isnabero	3	0	6	6	0	0
Not aware of any of his accomplishments	13	25	0	18	8	0
Lacks experience	9	6	13	6	17	0
Other reasons	25	25	25	18	33	33
Nakakasawa na siya, subukan naman ang iba	9	6	13	6	17	0
Not well-known	3	0	6	0	0	33
Para maiba naman	3	6	0	0	8	0
Puro Estrada/Wala na akong tiwala sa kanya	3	6	0	6	0	0
Para magbago ang patakaran sa Makati	3	6	0	0	8	0
Hindi ko gusto yung taong nakapaligid sa kanya	3	0	6	6	0	0

*Note: Don't know and Refused responses are not shown.*

*Q78c: Bakit po ninyo nasabi na kayo ay MEDYO MALIIT/NAPAKALIIT ang tiwala kay Jejomar "Jojo" Binay? Bakit pa po?*



## SWS SURVEY IN MAKATI CITY

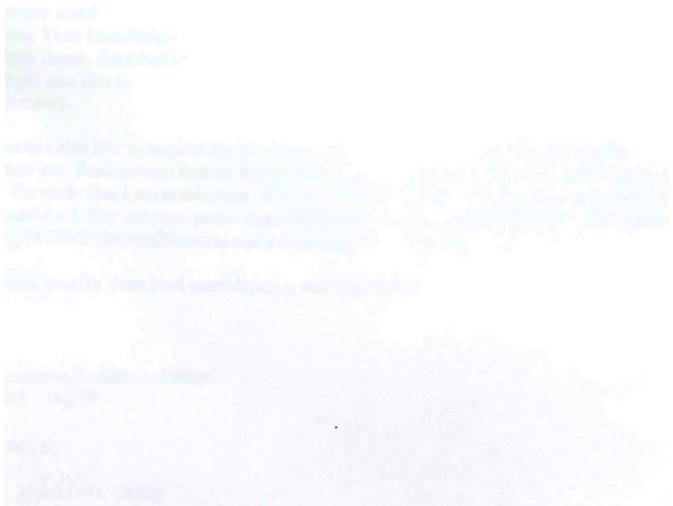
### TECHNICAL DETAILS

Geographical Coverage	Makati City
Type of Respondents	Registered Voters
Sample Size	300 Respondents
Error Margin	± 6%

### ALLOCATION OF SURVEY SAMPLE:

<u>City/ Municipality</u>	<u>Number of Spots</u>	<u>Number of Respondents</u>
DISTRICT I		
Bangkal	3	15
Bel-Air	1	5
Carmona	1	5
Guadalupe Viejo	2	10
Kasilawan	1	5
La Paz	1	5
Olympia	3	15
Palanan	2	10
Pio del Pilar	4	20
Poblacion	3	15
San Antonio	2	10
San Isidro	1	5
San Lorenzo	1	5
Santa Cruz	1	5
Singkamas	1	5
Tejeros	2	10
Valenzuela	1	5
<b>TOTAL</b>	<b>30</b>	<b>150</b>

## Appendix D



*Junasa: A Critical Analysis of Mayor Jejomar Binay's Long Term in Office and His Administration*



**UNIVERSITY OF THE PHILIPPINES MANILA**  
**DEPARTMENT OF SOCIAL SCIENCES**  
College of Arts and Sciences  
Padre Faura Street, Ermita, Manila

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear \_\_\_\_\_,

Good Day!

I am Djoanivie Jomare A. Junasa, a BA Political Science graduating student at the University of the Philippines Manila. I am currently conducting my thesis which is entitled "*A Critical Analysis of Mayor Jejomar Binay's Long Term in Office and His Administration*". The study aims to analyze the political leadership of Mayor Jejomar Binay and the factors that may have affected his long term in office.

In this light, may I request for an interview with you in order to know your perspective or opinion about Mayor Binay's Administration and why he stayed in office for about 17 years. Your knowledge and information would help me gain more insight in the conduct of my thesis. Attached is a list of questions that would be asked in the said interview. I would also like to ask your permission to ask additional questions that may seem necessary.

I would also like to request for your permission to use voice recorder during the interview. Rest assured that all the informations you are going to relate will only be used in the study that I am conducting. If it is necessary to include your name in the said study, I would ask first for your permission. Please feel free to contact me at 09213727558 or (02)7577245 for confirmation and scheduling of the interview.

Thank you for your kind consideration and God bless!

Cordially Yours,

Djoanivie Jomare A. Junasa  
2003 – 06597

Noted By:

  
Dr. Josefina G. Tayag  
Thesis Adviser

Here is the list of the possible questions to be asked during the interview. The researcher would ask more questions which may be necessary.

1. Can you describe Makati City?
2. What do you think are the qualities a leader must possess?
3. Do you find these qualities in Mayor Binay?
4. Do you believe in his ruling over Makati City? Why or Why not?
5. How do you find the leadership of Mayor Jejomar Binay in the said city?
6. What do you think is/are the reasons which made Mayor Binay stay long in office?
7. During his service, did you find any improvement in Makati?
8. Did mayor Binay's programs during his term help improve the situation in Makati?
  - a. If yes, what are the programs his administration initiated which you think help developed the community?
  - b. If no, why not?
9. What are the programs you deemed necessary that should be promulgated in order to further improve the city?
10. How do you find the negative publicity regarding the Binay Administration?
  - a. Did the accusations of graft and corruption including the recent case concerning ghost employees at the Makati City Hall greatly affects your belief in Mayor Binay's leadership?
  - b. Do you believe in the said accusations? Why or Why not?

## Appendix E



*Junasa: A Critical Analysis of Mayor Jejomar Binay's Long Term in Office and His Administration*

Magandang Araw Po! Ako po si **Djoanivie Jomare "Dianne" A. Junasa**, nasa ika-apat na taon sa Unibersidad ng Pilipinas-Lungsod ng Maynila at kumukuba ng kursong Agham Pampolitika (BA Political Science). Kasalukuyan po akong gumugawa ng thesis tungkol kay Mayor Jejomar Binay na pinamagatang **"A Critical Analysis Of Mayor Jejomar Binay's Long Term In Office and His Administration"**. Layunin po ng naturang pag-aaral na malaman kung ano-ano ang mga dahilan ng pagtagal ng watawat ng Pununo ng Makati sa kanyang posisyon bilang alkalde at ano ang naging epekto nito sa naturang lungsod. Sa eaditong kadahilanan, ang inyong lingkod ay nagsasagawa ng survey sa mga residente ng lungsod particular sa mga botante upang malaman ang inyong pananaw o mga opinion. Ang inyong sagot ay malaking tulong sa naturang pag-aaral. Umasa po kayo na lahat ng nilalaman nito ay pananatilihin lihim at sa pag-aaral lamang gagamitin. Maraming Salamat Po!

Pangalan (optional o pwede rin ang alias): \_\_\_\_\_

Edad: \_\_\_\_\_

Kasarian: \_\_\_\_\_

Okupasyon: \_\_\_\_\_

Educational Background:

di-nakapag-aral: \_\_\_\_\_

elementarya ngunit hindi tapos: \_\_\_\_\_

nakapagtapos ng elementarya: \_\_\_\_\_

nakapagtapos ng high-school: \_\_\_\_\_

hindi nakapagtapos ng highschool: \_\_\_\_\_

nakapagtapos ng kolehiyo: \_\_\_\_\_

hindi nakapagtapos ng kolehiyo: \_\_\_\_\_

others (bokasyonal, PhD, Md, etc): \_\_\_\_\_

Kita sa isang buwan (monthly family income): pakisaad lamang po

Tumtayang Php5,000 pababa: \_\_\_\_\_ 20,001-25,000: \_\_\_\_\_

5,001-10,000: \_\_\_\_\_ 26,000-30,000: \_\_\_\_\_

10,001-15,000: \_\_\_\_\_ 30,001 pataas: \_\_\_\_\_

15,001-20,000: \_\_\_\_\_

A. Paki-tsek lamang po ang inyong sa sagot sa mga sumusunod na tanong. Maari po kayong sumagot ng higit sa isa sa ibang mga tanong na nakasaad sa bahaging ito.

1. Ilang taon na po kayong naninirahan sa Lungsod ng Makati?

Wala pang limang taon \_\_\_\_\_ 5-10 taon na \_\_\_\_\_  
10-15 taon \_\_\_\_\_ mahigit 15 taon na \_\_\_\_\_

2. Bakit po ninyo pinili na tumira sa Makati?

\_\_\_\_ Mapayapa  
\_\_\_\_ Malapit sa pinagtatrabahuhan  
\_\_\_\_ Maayos ang naturang siyudad  
\_\_\_\_ Malapit sa mga kamag-anak  
\_\_\_\_ Malinis  
\_\_\_\_ iba pa: (Pakisaad) \_\_\_\_\_

3. Bumuti po ba ang inyong buhay nang kayo ay tumira dito sa Makati?

Oo \_\_\_\_\_ Hindi \_\_\_\_\_  
Maari po bang ipaliwanag ang inyong sagot sa naturang katanungan?

4. Nakatulong po ba sa pagpapaganda ng inyong buhay ang mga programa ng Makati?  
Oo \_\_\_\_\_ Hindi \_\_\_\_\_

Maari po bang ipaliwanag ang inyong sagot?

---

4. Kung kayo ay bibigyan ng pagkakataon, nanaisin niyo po bang lumipat ng lugar?  
Oo \_\_\_\_\_ Hindi \_\_\_\_\_

Maari po bang ipaliwanag ang inyong sagot?

---

B. Ang susunod na bahagi ay tungkol sa pamumuno ng isang pinuno, partikular kay Mayor Jejomar Binay.

1. Anu-anong mga katangian ang inyong hinahanap sa isang pinuno?

---

---

2. Anu-ano naman ang mga katangian na ayaw ninyo sa isang pinuno?

---

---

3. Ibinoto ninyo po ba si Jejomar Binay bilang Mayor noong nakaraang 2004 eleksyon?  
Oo \_\_\_\_\_ Hindi \_\_\_\_\_ Hindi na matandaan \_\_\_\_\_

Kung oo, bakit po siya ang inyong pinili?:

---

Kung hindi, bakit po hindi ninyo siya pinili?

---

4. Para sayo, magaling bang pinuno si Mayor Binay?

Oo \_\_\_\_\_ Hindi \_\_\_\_\_

4.1 Kung oo, bakit po naniniwala kayo na magaling na pinuno sa Mayor Binay?

---

---

4.2 Kung hindi, bakit po naniniwala kayo na hindi magaling na pinuno si Mayor Binay?

---

---

5. Anu-ano ang mga katangian na nagustuhan ninyo kay Mayor Binay bilang isang pinuno?

---

---

6. Anu-ano ang mga katangian na ayaw ninyo kay Mayor Binay bilang isang pinuno?

---

7. Pabor ba kayo sa mga programa na inilunsad ni Mayor Binay?

Oo \_\_\_\_\_ Hindi \_\_\_\_\_

7.1 Kung oo, bakit po kayo pabor sa mga programa na inilunsad ni Mayor Binay?

---

7.2 Kung hindi, bakit po hindi kayo pabor sa mga programa na inilunsad ni Mayor Binay?

---

8. Anu-ano ang mga programa na gusto ninyo na inilunsad o isinagawa ni Mayor Binay? At Bakit?

---

9. Anu-ano ang mga programa na ayaw ninyo na inilunsad o isinagawa ni Mayor Binay? At Bakit?

---

10. Anong mga programa ang nais po ninyong mainlunsad pa ni Mayor Binay?

---

11. Kung tatakbo muli si Mayor Binay sa darating na eleksyon, iboboto ninyo pa rin ba siya?

Oo \_\_\_\_\_ Hindi \_\_\_\_\_

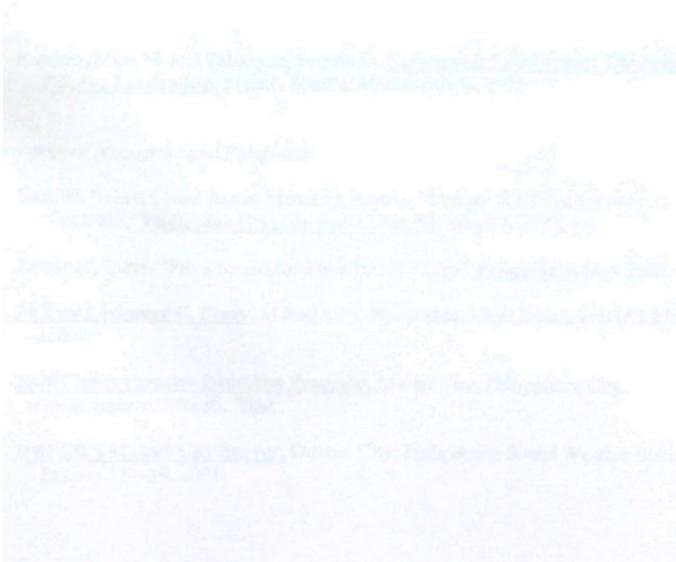
11.1 Kung oo, bakit ninyo siya iboboto?

---

11.2 Kung hindi, bakit ninyo siya hindi iboboto?

---

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