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**IMPLEMENTATION OF THE PERFORMANCE-BASED LAND  
DEVELOPMENT GUIDANCE SYSTEM (ZONING) OF CALAMBA CITY: AN  
EVALUATION**

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**Abstract:**

Effective zoning implementation is a critical concern of every Local Government Unit in the Philippines. It is one of the regulatory tools of the LGU to ensure that present and potential uses of land are maximized, regulated, and directed in accordance with the approved Land Use Plan.

In 2000, Calamba City adopted the performance-based Land Development Guidance System (LDGS), which is imbued with flexibility and cognizant of individual property rights while enabling it to readily adapt to changing development and even changing market and economic conditions. After five (5) years, the City continues to confront challenges in the LDGS implementation. In the light of the challenges under consideration, this study was undertaken to address the need for a sustainable approach for effective implementation that ensures attainment of the envisioned outcome of Calamba City's LDGS.

The study primarily looks into the effectiveness of the policy to communicate to its implementers the requirements of the policy, which is the LGDS. It also aims to determine the presence and adequacy of the technological capability of the implementers as well as the effective organization and management aspects of LDGS implementation. After careful analysis, sound measures are recommended to enhance effectiveness of the policy, in particular, and a framework is suggested to bring about a more effective and efficient implementation, in general.

The Descriptive Method of Research was adopted in the study. Purposive sampling was used. All personnel involved in the LDGS implementation are the target respondents of the Study. These respondents were divided into four major groups based on the specific functions they perform in the overall implementation of LDGS. Data collection primarily focused on key informant interviews and content analysis of the 1980 Zoning Ordinance and 2000 LDGS. An interview schedule and questionnaires were utilized to elicit information from the target respondents. Frequencies, cross tabulations, and percentages were used in describing the respondents' general profile and responses made to the interview schedule.

The findings of the study are as follows:

1. Some provisions in the LDGS, specifically those that pertain to performance standards, land use intensity controls and assessment studies are unclear and difficult to understand.

2. Implementers have limited understanding of the land use intensity controls, assessment studies, and performance standards as contained in the LDGS. No appropriate training was provided to the implementers to facilitate deeper understanding and LDGS implementation.
3. In terms of the LGU's organization and management: (i) there is a limited number of personnel and facilities to effectively carry out the day-to-day operation of the LDGS; and there are no organization and functional charts nor a procedural flow diagram for intra- and inter-organizational communication and coordination.

The study concluded that:

1. The LDGS cannot be carried out unless the provisions are stated with sufficient clarity to ensure that implementers are made aware of the standards of performance and the outputs reasonably expected of them. The difficulties faced by the implementers in understanding the provisions and requirements of the LDGS must be addressed to attain the envisioned outcome of the policy.
2. The engine of implementation cannot move if it does not receive the necessary fuel of resources. Adequate number of personnel with appropriate technical skills and the required facilities must be provided for effective implementation of LDGS.
3. Appropriate institutional support to include implementation structure, procedural flow, and intra- and inter-organization communication of departmental service units of the LGU is essential for successful implementation.

Based on the aforementioned findings and conclusions, the study presents a number of recommendations:

1. Provision of detailed description of the land use intensity controls, specific guidelines on the assessment studies, evaluation of applications, and widespread information campaign on the LDGS must be undertaken for a more effective LDGS.
2. Calamba City must embark on the formulation of a comprehensive Human Resource Development Plan for LDGS Implementation to include details on the competencies required, baseline assessment of the current competencies and HRD Program to include trainings, short-term courses and coaching sessions to develop technically competent implementers.
3. For a more effective organization and management, the City must provide adequate personnel and facilities, lobby support for the creation of the Land Use Zoning Committee under the CPDO, formulate LDGS Implementing Guidelines and Institutional Blueprint, and participate in all aspects of LDGS formulation, revision and implementation.
4. It is recommended that further research be undertaken to include: (i) LDGS evaluation from point of view of developers, landowners, and general public to solicit insights and determine levels of satisfaction and confidence in the

administration of the LDGS; (ii) comparative studies to measure success in impact between performance-based zoning and Euclidean zoning; (iii) the applicability of “performance-based/flexibility zoning ordinances” in a rural setting or in fourth and fifth class municipalities; (iv) post study on the effectiveness of the intervention; (v) a more quantitative analysis, such as computing for correlations between socio-demographic and economic characteristics of the LGU and indicators on successful implementation; and (vi) identification of other variables and a deeper exploration of the effectiveness of performance-based/flexible zoning.