

# CRITICAL STEPS for the First



A GUIDE FOR CITY MAYORS



5<sup>TH</sup>  
EDITION



# Critical Steps for the First 100 Days A Guide for **City Mayors**

**Critical Steps for the First 100 Days  
A Guide for Municipal Mayors**

5th Edition

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## Message

Being a public servant can be overwhelming. Multi-dimensional issues beset local communities, and urgent needs warrant attention and action simultaneously. Days will be filled with situations that will require you to adapt and will test your resolve. May sincerity and determination be your moral compass as you traverse the many intersections of public service. Stay focused and be steadfast with the priorities you have for your community.

‘Peace and Order’ is a crucial area that has to be embedded and sewn in the fabric of your community. Thus, I appeal to you to continue and intensify the fight against illegal drugs, corruption, and criminality. Equally important, strengthen your community’s resilience by improving disaster preparedness, and by ensuring that you have the systems in place to meet basic needs such as water, shelter, nutrition, and health. Channel your efforts into moving people from the margins into the mainstream by providing opportunities for sustainable livelihood and development.

To support you in your role, we at the Department of the Interior and Local Government through the Local Government Academy, present this material to serve as your guide and strengthen your capacity in public service. We trust that under your leadership will arise peaceful, resilient and capable communities that can help take us a step closer to building a stronger Philippines.

**GEN. EDUARDO M. AÑO (RET.)**

*Secretary*

*Department of the Interior and Local Government*

## Message



First and foremost, let me congratulate you for your win! Secondly, let me express my hope that through your leadership, we could together extend the same congratulations to your constituents who have given you the mandate to lead your respective local governments.

I cannot reiterate enough that the strength of a nation lies in its local government units. Being the closest to the people, you have a better understanding of the plight of your communities. This proximity puts you in the best position to listen and find the most appropriate solutions to the problems in your localities.

Almost three decades ago, the Local Government Code had been passed to pave the way for meaningful local autonomy. It intends to enable LGUs to attain their fullest development as self-reliant, peaceful and secure communities, and transform themselves into active partners in the attainment of national goals. Consequently, being the leader of your community, you have a pivotal role in propelling your LGU towards progress and development.

One of the major thrusts of the Department is to develop the capacities of local governments and its people in order to deliver the expectations of their mandate. The Program for NEOs is one of our undertakings in our commitment to provide harmonized and holistic capacity development mechanisms for LGUs all over the country.

To help you develop an understanding of your duties, responsibilities and accountabilities in your initial months in office, we present this quick reference developed by the Department's training arm, the Local Government Academy. As the title of this book aptly describes, your first 100 Days is the most critical part of your journey as a public servant—as you visualize your dream for your community, may you also find this tool useful in bringing this vision into reality—as you rally everyone around you and turn them into champions of good local governance!

We are behind you as you embark on this enormous and worthwhile undertaking. We are one with you in your actions to improve efficiency and morale in the LGU. Together, let us provide a *matatag, maginhawa at panatag na buhay* for all Filipinos.

  
**MARIVEL C. SACENDONCILLO**  
Undersecretary  
Local Government



## Message

Allow me to extend my sincerest congratulations to you for winning in the 2019 elections. It is not an easy feat as it requires a great deal of passion and determination, two things that you will continually wield in your new post. We, at the Local Government Academy (LGA), stand ready to support you with capacity building programs as you progress into becoming a more competent public servant. The LGA, through its Program for Newly-Elected Officials, provides you with training and development activities on effective local governance.

The LGA also supports you as you prepare your community for ASEAN integration. We have a package of programs to guide you in developing and implementing plans for building a more competitive, inclusive, and sustainable local economy that is ready to compete in the regional playing field.

In line with this, we are pleased to present this material to help you navigate the initial days of your assumption in office. May the subject matter contained herein help you learn the ropes quickly and provide you with guidance in decision and policy making. We wish you well and all the best in your journey in public office.

  
**THELMA T. VECINA**  
*Executive Director*  
*Local Government Academy*

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## ABBREVIATIONS

AFP	Armed Forces of the Philippines
AIM	Asian Institute of Management
ATO	Air Transportation Office
BAC	Bids and Awards Committee
BDC	Barangay Development Council
BFAR	Bureau of Fisheries and Aquatic Resources
BFP	Bureau of Fire Protection
BJMP	Bureau of Jail Management and Penology
C/MDRRMCC	City/Municipal Disaster Risk Reduction and Management Council
CDA	Cooperative Development Authority
CDC	City Development Council
CDRRMC	City Disaster Risk Reduction and Management Council
CHB	City Health Board
CHED	Commission on Higher Education
CLGOO	City Local Government Operations Officer
CScB	City School Board
CSO	Civil Society Organization
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DBM	Department of Budget and Management
DENR	Department of Environment and Natural Resources
DepEd	Department of Education
DILG	Department of the Interior and Local Government
DND	Department of National Defense
DOF	Department of Finance
DOH	Department of Health
DOLE	Department of Labor and Employment
DOST	Department of Science and Technology
DOTr	Department of Transportation
DPWH	Department of Public Works and Highways
DRRM	Disaster Risk Reduction And Management
DRRMO	Disaster Risk Reduction and Management Office
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
E.O.	Executive Order

ELA	Executive-Legislative Agenda
EMB	Environmental Management Bureau
FIDA	Fiber Industry Development Authority
GFI	Global Financial Institution
GSO	General Services Office
HRMO	Human Resources Management Office
INGO	International Nongovernment Organization
LCE	Local Chief Executive
LCWD	Legazpi City Water District
LDRRMC	Local Disaster Risk Reduction and Management Council
LFC	local finance committee
LGC	Local Government Code of 1991
LGU	Local Government Unit
LSB	Local Special Bodies
LWUA	Local Water Utilities Administration
MOA	Memorandum Of Agreement
NCF	National Calamity Fund
NDRRMC	National Disaster Risk Reduction and Management Council
NEDA	National Economic and Development Authority
NFA	National Food Authority
NGA	National Government Agency
NGO	Nongovernment Organization
NIA	National Irrigation Administration
NTC	National Telecommunications Commission
OCD	Office of Civil Defense
PA	Provincial Agriculturist
PAFC	Philippine Council for Agriculture and Fisheries
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PCA	Philippine Coconut Authority
PCDO	Provincial Cooperative and Development Office
PCG	Philippine Coast Guard
PCIC	Philippine Crop Insurance Corporation
PDRRMC	Provincial Disaster Risk Reduction and Management Council
PED	Provincial Education Department

PEO	Provincial Engineering Office
PGA	Partner Government Agency
PGSO	Provincial General Services Office
PHIVOLCS	Philippine Institute of Volcanology and Seismology
PHO	Provincial Health Office
PIA	Philippine Information Agency
PLEB	People's Law Enforcement Board
PNP	Philippine National Police
PNRC	Philippine National Red Cross
POC	Peace and Order Council
PPA	Philippine Ports Authority
PSWDO	Provincial Social Welfare and Development Office
R.A.	Republic Act
RDRRMC	Regional Disaster Risk Reduction and Management Council
SCP	Save the Children Philippines
TESDA	Technical Education and Skills Development Authority



# 1

## KNOW YOUR ROLE

To equip you with the basic knowledge needed in performing your job as the top official of the city, you must know the scope of your role. Your official actions and decisions should be supported by policies.

Though you must have notions of what your job is or what it entails prior to your election into office, it would help if you would review the relevant laws and policies

1. Read the Local Government Code of 1991, the basic guide of local government officials. For a start, you may read Section 455, Article One, Chapter 3, Book III of the Code. This part explains the powers, duties and functions of a local chief executive. You may also read Title V of the Code: Appointive Local Officials Common to All Municipalities, Cities and Provinces. This portion of the Code explains who to appoint and what their qualifications, powers and duties are.<sup>1</sup>
2. Read DILG memorandum circulars and other issuances of national government agencies such as DOF, DBM, NEDA. Read also the presidential directives relevant to your tasks and responsibilities. Request the DILG City Director or City Local Government Operations officer to brief you on the issuances that apply to your functions as a local chief executive.

<sup>1</sup> LGC vs. City Charter. If your city was created prior to the effectivity of the Local Government Code of 1991, then the LGC of 1991 applies to you. This is because the LGC of 1991 repealed all prior city charters. If your city was created after the LGC of 1991, the city charter applies. However, if the city charter does not have a provision on appointments, the LGC of 1991 applies.

3. Know the limits of your power and authority as a mayor, which are based on your powers and functions as specified in the Code (see item 1) or in the city charter if your city was created after the LGC of 1991. For instance, while you have the power to appoint officials and employees whose compensations are drawn from city funds, this appointing power is not absolute and is subject the applicable laws (e.g., civil service rules and regulations, Local Government Code).

You cannot appoint a person who does not possess the required qualifications for a certain post. For example, you cannot appoint a person to the position of city accountant if that person is not a certified public accountant. Also, you have no power to appoint the staff of the Sangguniang Panlungsod because that power resides with the city vice mayor.

4. Know the difference between official and ceremonial roles, for example, document signing, social engagements, appointment of personnel. Time management is the key to a smooth transition so you must endeavor to prioritize your activities as you settle in. Planning and budget meetings take precedence over social engagements such as serving as sponsor in weddings and baptisms, where you can send a proxy to represent you.
5. Attend short courses on local governance. There are universities and training institutions offering courses on local governance. You can ask your staff to inquire about these offerings, or you can inquire from the Local Government Academy of the DILG or the Center for Local and Regional Governance of the University of the Philippines regarding their course offerings. If you cannot go out of town to attend these courses, you may consider hiring a coach who can teach you at a time and place that is convenient to you. The vice mayor and members of the Sangguniang Panlungsod may also be invited to attend the coaching session.

6. Enhance your capacity to help in climate change adaptation and disaster risk reduction management. Read the following statutes and issuances:

- **R.A. 10121** also known as the “Philippine Disaster Risk Reduction and Management Act of 2010” on the role of LGUs in disaster risk reduction and management (DRRM), found in Articles 11 (functions of the LDRRMC chaired by the local chief executive), 12, 13, 15, 16 & 21.

One of the requirements under R.A. 10121 is the formulation of a National Disaster Risk Reduction and Management Plan (NDRRMP). the NDRRMP specify the role of the local chief executive and the LGU in four disaster areas: thematic areas prevention and mitigation, preparedness, response, rehabilitation and recovery.

- **DILG Memorandum Circular No. 2012-35** dated February 21, 2012 on Disaster Response Protocols and the Joint NDRRMC-DBM-DILG
- **Memorandum Circular No. 2013-1** dated March 25, 2013 on the Allocation and Utilization of the Local Disaster Risk Reduction and Management Fund, Joint Memorandum Circular (JMC) 2015-01 issued July 2015 by DBM, CCC, and DILG on revised guidelines for tagging/tracking climate change expenditures in the local budget.
- **NDRRMC Memorandum Circular 2018-01** dated March 2018 on the adoption of the Quality Assurance System for the Barangay Disaster Risk Reduction and Management Plan (BDRRMP) in ensuring the quality of the BDRRMPs, and **NDRRMC Memorandum Circular 2017-147**, and **NDRRMC MC 2018-13** on the guidelines in the conduct of the Local Disaster Risk Reduction and Management Plan (LDRRMP).
- **RA 10831**, or also known as the Children’s Emergency Relief and Protection Act” mandates the provision of emergency relief and protection for children before, during, and after disasters and other emergency situations.
- **R.A. 7160 Section 276**, Book II on condonation or reduction of real property tax and interest in case of calamity.

This section of R.A. 7160 provides that: “In case of a general failure of crops or substantial decrease in the price of agricultural or agribased products, or calamity in any province, city, or municipality, the Sanggunian concerned, by ordinance passed prior to the first (1st) day of January of any year and upon recommendation of the Local Disaster Coordinating Council, may condone or reduce, wholly or partially, the taxes and interest thereon for the succeeding year or years in the city or municipality affected by the calamity.”

- **R.A. 9729**, otherwise known as the Climate Change Act of 2009. Section 14 stipulates that:
  - ◇ “The LGUs shall be the frontline agencies in the formulation, planning and implementation of climate change action plans in their respective areas...”
  - ◇ “Barangays shall be directly involved with municipal and city governments in prioritizing climate change issues and in identifying and implementing best practices and other solutions...”
  - ◇ “Municipal and city governments shall consider climate change adaptation as one of their regular functions...”
  - ◇ “Inter-local government unit collaboration shall be maximized in the conduct of climate- related activities....”
  - ◇ “The LGUs shall furnish the [Climate Change] Commission with copies of their action plans and all subsequent amendments, modifications and revisions thereof, within one (1) month from their adoption...”
  - ◇ “The local chief executive shall appoint the person responsible for the formulation and implementation of the local action plan...”
  - ◇ “The LGU is hereby...authorized to appropriate and use the amount from its Internal Revenue Allotment necessary to implement said local plan effectively...”

- **R.A. 9003**, otherwise known as the Ecological Solid Waste Management Act of 2000.

**Section 12 of R.A. 9003** provides that: “Each city or municipality shall form a City or Municipal Waste Management Board that shall prepare, submit and implement a plan for the safe and sanitary management of solid waste generated in areas under its geographic and political coverage.”

“The City or Municipal Solid Waste Management Board shall be composed of the city or municipal mayor as head with the following as members:

- a) One (1) representative of Sangguniang Panlungsod or the Sangguniang Bayan, preferably chairpersons of either the Committees on Environment or Health, who will be designated by the presiding officer;
- b) President of the Liga ng mga Barangay in the municipality or city;
- c) Chairperson of the Sangguniang Kabataan Federation;
- d) A representative from NGOs whose principal purpose is to promote recycling and the protection of air and water quality;
- e) A representative from the recycling industry;
- f) A representative from the manufacturing or packaging industry; and
- g) A representative of each concerned government agency possessing relevant technical and marketing expertise as may be determined by the Board.”

Most, if not all of these suggested activities, can be done prior to your inauguration in office (assumption of office is at noon of June 30, 2018).



## FORM A TRANSITION TEAM

You cannot do everything on your own. You need a transition team to assist you in assuming your role in the organization. This team serves as your “arms and legs”, and “ears and eyes” as you settle in as new city mayor.

***In forming your team, consider the following actions:***

1. As a form of courtesy, request the outgoing city mayor to recommend staff from the local bureaucracy to serve as members of the transition team.
2. If item no. 1 is not possible, ensure that the LFC or Local Finance Committee (including the Accountant), the outgoing Administrator, incoming Administrator, and Human Resource Management Officer are part of the transition team. The LFC will serve as your advisor on matters pertaining to local government finance.
3. Aside from your campaign and core staff, you may also invite representatives from the academe, civil society, and business sectors, especially when their input will be crucial in formulating your administration agenda.

Ideally, initial planning, strategizing and organizing should happen right after your proclamation as winner in the elections, around mid-May.

***The following are the tasks and functions of your transition team:***

- Assist you in formulating a short- term administration agenda that is good for the first 100 days. The agenda may include your election promises, which can be realistically delivered within your first 100 days.
- Coordinate with the key staff of the city government on all city administration matters.

- Assist you in financial review.
- Assist you in preparing for the inaugural ceremony.
- Perform a personnel inventory.
- Recommend actions regarding staffing.
- Select nominees for core staff and experts who will be appointed for co-terminus positions.

# 3

## ORGANIZE THE OFFICES OF THE CITY MAYOR, CITY ADMINISTRATOR, AND LEGAL OFFICER

The mayor's office is the hub of the city government, hence you should set it up as soon as you assume office at noon of June 30. The administrator is your chief executive officer or your alter ego and the legal officer is the chief legal counsel of the city government. Their services are urgently needed, thus you should set up their offices immediately.

In organizing and staffing, consider the following activities:

1. Review the plantilla positions in your office to check the number of confidential and personal staff you can appoint. This task can be done prior to June 30. If the plantilla has five positions available, you may start with less than five and then assess later if there is a need to fill up the remaining vacancies.

The administrator and legal officer are two mandatory and coterminous positions that you should fill up.<sup>2</sup> From the list of nominees, choose those who meet the minimum qualifications prescribed by the Local Government Code. If you want to retain the services of the administrator and legal officer of the former mayor, you will have to re-appoint them because they are deemed resigned upon expiration of the term of office of the outgoing mayor.

2. Check the qualifications of the personal staff you want to appoint to determine whether they have the capability to perform their functions and tasks effectively and efficiently. Aside from their loyalty to the LGU, they also should be able to function with minimum supervision.
3. Talk to your appointees and get their commitment.

<sup>2</sup>Coterminous means that once the term of office of the appointing officer expires, the term of office of the coterminous official or employee also automatically expires. The new mayor does not need to issue a termination order. Likewise, the coterminous official or employee does not need to submit a resignation letter. However, if the new city mayor opts to retain them, he must issue an order to that effect.

4. Briefly describe and explain the appointees' core functions as well as their remunerations, benefits and other entitlements. You can also ask the Human Resources Management Officer (HRMO) to do this.
5. Ask the HRMO to prepare their appointment papers and have the documents processed.
6. Assess the physical appearance and layout of your office. Determine whether you want to retrofit to suit your working style and management. If you decide to make any changes, consider the comfort of your staff and visitors.
7. Check the status of the equipment and furniture in your office. Determine whether they need to be repaired or replaced. Ask the general services office to attend to this matter. This activity, together with the previous activity, can be done simultaneously with organizing and staffing the offices of the mayor, city administrator, and legal officer.

Your possible appointees are the administrator, legal officer, head executive assistant/chief of staff, executive assistants, secretary to the local chief executive, and security force or personal bodyguards.

# 4

## ANALYZE THE CITY GOVERNMENT'S STAFFING NEEDS

Analyzing the staffing pattern of the city government will give you an idea of whether local offices are overstaffed or understaffed. This will also guide your decision to hire or end the employment of contractual and casual workers. This can also be your guide when adding or reducing personnel in certain offices.

1. Request the HRMO to submit the following documents: (a) personnel inventory; (b) performance evaluation reports of casuals and contractuels; and (c) organization and staffing charts of each department or office in the city government. Based on these documents, do the following tasks:
  - Determine the number of casuals and contractuels per office or per project.
  - Determine the number of regular staff who are assigned in other offices. Determine if there is a need to revoke any detail order if the detail is no longer relevant or is overdue.
  - Review the work history of casuals: have these casuals been with the city government for many years?
  - Determine which offices are understaffed or overstaffed.
2. Assess the need to renew or not to renew contractual/casual workers based on your findings, and make a short list of those you may want to renew and those you will no longer renew.
3. Plan how to address the problem of overstaffing or understaffing in your organization. As an interim measure, you may want to recall the personnel detailed in other offices back to their mother unit or office. For an in-depth evaluation of your organization, you may want an external consultant to do an organization and management study of your city government after your first 100 days. The results of this planned study will guide you in deciding whether you will reorganize or not. Note that reorganization will require an ordinance because it entails the creation and abolition of offices. Reorganization must always be done in good faith.

4. Discuss the plan with the transition team and department heads concerned (i.e., those whose offices are overstaffed or understaffed). Then decide the right time to implement the plan.
5. Be mindful of the limits of your power concerning appointments (refer to 1: Know Your Role), especially when job applications swamp your office.

Be sure to organize a Disaster Risk Reduction and Management Office (DRRMO) to be headed by a City Disaster Risk Reduction and Management Officer.

The DRRMO, together with the support staff, has to be created through a city ordinance, as required in the implementing rules and regulations of R.A. 10121. This office will serve as the Secretariat of the City Disaster Risk Reduction and Management Council (CDRRMC). You may want to check out the National Disaster Preparedness Plan (NDPP) Minimum Standards Volume II, and Operation LISTO Disaster Preparedness Manual for LGUs for reference.

## REVIEW THE FISCAL STATUS OF THE LGU

The fiscal status of the city government indicates its financial health. The level of the city's financial resources serves as your guide in your judicious allocation and spending decisions, particularly within your first 100 days in office.

1. On your first day in office at noon of June 30 or on the first working day of July, get the following financial reports and documents:
  - From the Treasurer, a copy of the Report of Collection for the Period January-June. This report will give you information on how much has been collected for the first two quarters of the year. Further, it will show any increase or decrease in the collections during this period.
  - Also from the Treasurer, a copy of the Report of Cash Transactions and Funds Available as of June 30 or the last working day of June. This will show how much has been disbursed and how much money is available in the treasury when you assumed office.
  - From the Budget Officer, a copy of the current Annual Budget of the city, including the Annual Investment Program and supplemental budgets, if any. The annual city budget document also contains a statement of income and expenditures made by the city government.
  - From the Accountant, a copy of the Balance Sheet for the first two quarters of the year. The balance sheet contains a statement of assets and liabilities of the city government. Note the unliquidated cash advances and obligations of the previous administration and its officers.
  - From the general services office, a Property Inventory Report per office. This document contains information about the type, quantity and condition of the city government's real and personal properties.

2. Meet with the Local Finance Committee. If the City Accountant is not a member of this committee, include him/ her in the meeting. Discuss your impressions and concerns about the information you have gathered from the financial reports and documents. Ask questions on anything you do not understand in the documents. Clarify the technicalities of fiscal administration.
3. Set a regular schedule of meeting with the LFC to discuss plans and measures for revenue mobilization and utilization.
4. To verify the Property Inventory Report, ask a trusted staff to make a physical inventory of the properties.

# 6

## CHECK THE STATUS OF THE BUDGET CALL

Prior to your assumption to office, the budget call for the city budget will have been issued by the previous mayor. Based on the budget calendar for LGUs, the budget call is issued in May. Thus, you cannot issue another budget call. What you should do is check the status of the previously issued one.

*Consider the following actions:*

1. Ask the Budget Officer about the status of the budget call. Have departments and offices submitted their budget proposals? If not, have the Budget Officer request the departments and offices to submit their proposals by June 30.
2. If all budget proposals have been submitted, ask the Budget Officer about their consolidation. Note that the consolidated budget should be submitted to your office on or before September 16. By October 16, you should be ready to submit the Executive Budget to the Sangguniang Panlungsod. See to it that the budget includes appropriate funding for development projects, disaster risk reduction and management, climate change, gender and development, senior citizens and persons with disabilities, local council for the protection of children, anti-illegal drugs, nutrition, and HIV-AIDS. (DBM Local Budget Memorandum No. 78 s. 2019)



# 7

## IDENTIFY SOURCES OF SUPPORT AND RESISTANCE

In any organization, profiling the key players is a smart move. Upon assumption in office or even before that, identify allies and supporters as well as possible obstacles, such as uncooperative civil servants. This step is crucial in promoting collaboration and eventually achieving your goals as a leader. To undertake this particular step, consider the following actions:

1. Appoint a person to spearhead the stakeholder identification. You may personally participate in this activity or create a team to complete it.
2. Through your deputy or team, identify the sources of local support and resistance by using the following matrix. To locate their respective positions, you may talk informally to the staff, or consult a person within the organization who is familiar with the LGU's operations and culture.
3. In addition, you may also estimate the degree of influence that one person has over others. This may be useful in managing resistance in the organization.

### Stakeholder Matrix

Person	Ally	Fence-sitter	Opponent	Degree of Influence*
1				
2				
3				
4				
5				

\* VI (very influential), I (influential), NI (not influential), and U (unknown)

4. Complete this matrix and validate your findings as you complete the succeeding steps.
5. Repeat this activity if you also want to locate the positions of local legislators, barangay heads, and civil society organizations. You or your team may already have firsthand knowledge of their positions based on your experience and observations during the campaign period.

# 8

## CALL FOR COOPERATION IN THE ORGANIZATION

Use your knowledge of the positions of your allies and opponents when you call for cooperation, teamwork, and unity in the LGU, particularly in the city hall. Your performance as a leader will affect the performance of the people under your administration. Hence, to serve your constituents, you must ensure that the employees in your organization are able to translate into concrete actions the organizational goals and pledges you committed to during your campaign. To get the cooperation of the organization, you may consider the following actions:

1. **Visit each office or department in the city hall.** To get to know your staff better and to validate property inventory report, make time to at least drop by each office. You can do this with the help of your transition team, who will coordinate with the department heads.
2. **Know your people.** Get acquainted with their work processes and have firsthand knowledge of their working conditions. Improve the occupational health and safety of each department through enhanced accessibility and ease of mobility of personnel and clients, the use of ergonomic furniture, equipment, work guidelines and requirements. This is one approach in getting their support, as well as in motivating them at work.
3. **Understand their situation.** Be familiar with their challenges and be sensitive to their needs, especially with regard to working conditions. Consider their unique characteristics, such as health condition, cultural or religious background, and sexual orientation. Respect differences.
4. **Create momentum.** Through a memorandum from your office or through the coordination of your transition team, ask each department head to brief you and your team about their performance in the last two or three years, as well as to share their issues, problems, and recommendations.
5. **Build personal credibility.** Present the thrust and direction of your administration, and explain your leadership and management style, including performance checks, protocols, and communication. If it is not too soon, try to reach a consensus between your goals and theirs.

6. **Meet with your department heads regularly** after flag raising ceremony to discuss administrative matters, feedback, and policy guidelines. This will make them feel involved in city issues and concerns, and this will also encourage them to attend the Monday flag raising.

Because July to October are rainy months, calamities or disasters may hit your area during your first 100 days. So do take time to find out what you can and should do before, during, and after a disaster.

Take time to read the latest version of the DILG-LGA's Operation LISTO: Disaster Preparedness Manual for City and Municipal LGUs. The manual provides a checklist of your early preparedness actions and critical preparedness actions before and during emergencies. The Checklist of Early Preparedness Actions discusses the minimum responsibilities and task of the Local Chief Executive on the following:

- Creating and Institutionalizing Structures, Systems, Policies and Plans;
- Building Competencies of your LDRRMC and personnel for DRR-CCA;
- Mobilizing resources for effective emergency response.

The Checklist of Critical Preparedness Actions for Mayors serves as a guide of what the Mayor, together with the LDRRMC, should do when there is an imminent hazard.

Alongside the Operation LISTO Disaster Preparedness Manual, you may also read the content of the National Disaster Preparedness Plan Minimum Standards Volume II. This material also serves as a guide on what preparedness actions the LGUs must undertake, in accordance to the National Disaster Preparedness Plan.

Convene the City Disaster Risk Reduction and Management Council. Meet with the vice chair, members, and action officer of the council, and discuss with them your role and of the members in disaster risk reduction and management as stated in RA 10121, Operation LISTO: Disaster Preparedness Manual, and NDPP Minimum Standards Volume II.

These materials can be accessed through the LGA website at [www.lga.gov.ph](http://www.lga.gov.ph) or ask the DILG City Director or CLGOO at your locality for further inquiry.

## COORDINATE WITH THE LOCAL COUNCIL

While there is a separation of powers and functions between the city mayor (executive) and the vice mayor and Sanggunian members (legislative), both branches have blending of powers. One cannot do without the other. Hence the need to promote harmony between the two. The local council is a source of power that can aid or hamper the realization of some of your programs. A strong professional relationship with the council is important.

1. Visit the legislative office or building. To get to know the legislative staff better and to validate property inventory report, visit them. Understand their situation and attend to the needs of your employees.
2. Align your platform with existing policies. Through your team or through a memo of request to the legislative office and all departments, you may also want to compile the key city ordinances and executive orders of previous administrations. Familiarize yourself with the pertinent policies, especially those that have a significant effect on your program of action.
3. Familiarize yourself with the legislative processes, particularly the approval of ordinances (Section 54, Local Government Code of 1991) and your veto power as city mayor (Section 55), as well as their enforcement and effectivity (Sections 58 and 59).
4. Build a harmonious relationship with the legislative branch. Ask your staff or your transition team to request the office of the city vice mayor for an invitation letter requesting you to be a special guest on their first session. In this event, you may discuss the possible formulation of an Executive-Legislative Agenda (ELA). The ELA is an integrated plan that harmonizes the executive and legislative actions for the delivery of a common set of development priorities for the city. It is an implementing mechanism for the Comprehensive Development Plan. Hence, ELA encompasses the three-year Local Development Investment Plan, current Executive Budget and current Annual Investment Plan. Make sure that

climate change adaptation and disaster risk management are part of the ELA. Through the ELA formulation, the mayor, vice mayor, and members of the Sanggunian can adjust and reconcile their campaign promises and realize them.

## STRENGTHEN THE LINKAGE WITH BARANGAYS

While the barangays are discrete local government units, they are under your jurisdiction. Section 32 of the Local Government Code states that the city mayor shall “exercise general supervision over component barangays to ensure that said barangays act within the scope of their prescribed powers and functions.” The barangay is the basic political unit, where primary planning and implementation of policies are realized. Hence, for the whole city government to be united, its component units should have common or harmonized development goals and vision.

1. **Visit your constituents in the barangays**, regardless of who they supported in the previous election
  - Ask your team to set up an informal dialogue with the barangay heads
  - This is a good opportunity to thank them for their vote and support during the campaign. It is also an opportunity to encourage them to initiate and sustain development efforts.
2. **Listen to them.** Understand their situation and needs. Ask them to brief you about their issues, problems, and suggested courses of action.
3. **Create momentum.** Win their support, if they are not yet active supporters. Present the direction and development priorities of your administration. Ask them, particularly the rural barangays of the city, to become active partners in eradicating poverty. Solicit also the support of the barangays in identifying, planning and implementing viable programs, projects and activities for climate change adaptation and disaster risk management.

4. **Encourage disaster resilient barangays.** Ask them about their existing development plans, specifically their BDRRM Plan. In coordination with the CDRRMO, organize the LDRRMP Review Team of your city, as stated by the NDRRMC MC 2017-147 and 2018-13. Instruct them to discuss with the BDRRMC the Quality Assurance System for BDRRM plan (QAS). The QAS establish and strengthen the capacities of communities to anticipate, cope, and recover from the negative impacts of emergency occurrences and disasters at the local level through quality-based local DRRM planning and budgeting.
5. **Build relationships.** Create a better mechanism for city-barangay interaction, particularly their access to your office and the submission of proposals as a requirement for projects to be included in the Annual Investment Plan.

# 11

## REORGANIZE THE LOCAL SPECIAL BODIES

The participative governance enshrined in the 1987 Constitution is operationalized in Section 34 of the Local Government Code of 1991, which promotes the engagement of civil society organizations, particularly non-government and people's organizations, as active partners in local autonomy and development. These organizations form part of civil society, which is a key partner in planning, implementing and monitoring projects.

Civil society is represented in local governance through the Local Special Bodies (LSBs), which are tasked to formulate policy recommendations to the Sanggunian. These LSBs are the City Development Council (CDC), City Bids and Awards Committee (BAC), City School Board (CScB), City Health Board (CHB), City Peace and Order Council (POC), and the People's Law Enforcement Board (PLEB), the City Disaster Risk Reduction and Management Council (CDRRMC) and others.

- The CDC is the main planning and advisory council that sets the direction of economic and social development. It coordinates development efforts within the city by formulating development plans, policies, and public investment programs.

You are the chair of this body (refer to Local Government Code).

- The City BAC is responsible for pre-procurement and pre-bidding activities, bidding and evaluation of bids, and recommendation of award of all local purchase of goods and services, including infrastructure-related contracts. As head of the procuring entity, you approve the budget for the contract (refer to Republic Act 9184 or Government Procurement Law).

- The CScB and CHB are advisory committees for school and health matters. The CScB authorizes the disbursement of the City Special Education Fund for the operation and maintenance of public schools in the city. The CHB proposes to the Sanggunian the annual budgetary allocations for the operation and maintenance of health facilities and services. You are the chair of the CHB, and a co-chair of the CScB (refer to Local Government Code).
- The City POC formulates plans and recommends measures to improve peace and order, and public safety in the city. It also monitors peace and order programs and projects, counter-insurgency programs, and activities of civilian volunteer organizations.
- The PLEB hears and decides on the administrative complaints of citizens against erring uniformed members of the Philippine National Police. You do not have control over the PLEB, whether direct or indirect (refer to Local Government Code).
- The CDRRMC, as stipulated in section 11 of the RA 10121, approve, monitor, and evaluate the implementation of the Local Disaster Risk Reduction and Management Plan and regularly review and test the plan consistent with other national and local planning programs. It ensures the integration of disaster risk reduction and climate change adaptation into local development plans, programs, and budget as a strategy in sustainable development and poverty reduction.

There is a checklist that needs to be verified and processes that need to be completed when reconstituting and reconvening the LSBs.

1. **Be familiar with the functions, roles and composition of LSBs**, as well as their capability requirements.
2. **Update the CSO database.** Ask your Planning and Development Coordinator to provide you with a list of CSOs in the city. The list should include an updated profile of each organization, as well as a directory and list of accredited groups.
3. **Create partnerships.** Ask your team to arrange a dialogue with the CSOs. The meeting is one way of verifying their status, and is a good avenue for informing them about how CSOs are accredited and selected for inclusion in the LSBs. It is also a platform for discussing common areas of cooperation.
  - a. Maximize this opportunity to present the thrusts and direction of your administration, and their roles in achieving the development priorities.
  - b. Listen to them. Understand their situation and particular needs. Ask them to brief you about their issues, problems, and recommended courses of action.
4. **Be informed.** Ask your team to keep you posted on the accreditation processes and results. Remember that the Sanggunian has exclusive jurisdiction in accrediting organizations for membership in LSBs. Selection of their representative to the LSB, on the other hand, is done internally by and among the official representatives of the accredited groups.
5. Immediately after the selection process, **issue an executive order reconstituting the LSBs.**
6. **Convene the LSBs** consistent with the guidelines of the **Local Government Code and other issuances.**



## PROMOTE PEACE AND ORDER

1. Familiarize yourself with the composition and structure of your city's Peace and Order Council.

*Review the following legal issuances:*

- Executive Order No. 773 dated January 5, 2009. This law provides for the reorganization of the Peace and Order Council at the national, provincial, city, and municipal levels. It identifies the members of the POCs and specifies the functions and duties of these councils. Section 116 of the Local Government Code adopted and institutionalized this structure at the local level.

For information about the evolution of the POC, refer to DILG Memorandum Circular No. 2008-114. Aside from describing the amendments concerning the composition and functions of the POC, this issuance also provides for the creation of the Barangay Peace and Order Committees nationwide. The barangay POCs are the implementing arm of the municipal and city POCs.

2. Meet with your Chief Of Police, DILG City Director or CLGOO, and your punong barangays about the peace and order situation in the city.

You may also set a meeting with DND-AFP and let them brief you on the security situation of the city. Take this time to also discuss the existing Community Support Programs that the AFP have already deployed in your LGU.

You can ask the punong barangays whether their Barangay Peace and Order Committees have been created and functioning. From the chief of police, you can get a general picture of the peace and order situation of the city. You can also use this dialogue to build and enhance the partnership between the police, the barangay, and the community in addressing peace and security issues. Be aware that based on Section 64 of R.A. 6975 as amended by R.A. 8551, you

are the deputized representative of the NAPOLCOM in the city. As such, you exercise operational control and supervision over the local police force. Hence, maintenance of peace and order in your city is your responsibility.

3. Meet with the Security Sector

Engage the members of the LGU's security sector in a dialogue in order to further understand and address issues in the peace and order and public safety situation of the province. Meet with representatives from the Department of Defense, Armed Forces of the Philippines, the Philippine National Police, National Bureau of Investigation, Bureau of Fire Protection, Bureau of Jail Management and Penology, etc. Understand that the cooperation of these agencies will be crucial to ensuring peace and order and public security towards the achievement of your city's development goals.

4. Convene the Peace and Order Council of your city and discuss peace and order and public safety plans and programs.

Allot at least one day to meet with the POC of the city. This is an opportunity for team building as well as a venue to draw out plans and programs for improving peace and order and public safety in your jurisdiction. On public safety, involve the Bureau of Fire Protection and the Bureau of Jail Management and Penology. It is important to get their commitment in peace building as well as to delineate the roles and responsibilities of each member of the council. Assure them that resources will be generated and allocated for the plans and programs they formulated. Further, emphasize the need for a regular consultation or meeting with them to keep the POC active and engaged.

## PROMOTE CITY COMPETITIVENESS

### 1. Understand the concept of competitiveness and how it can be measured.

How a nation manages the totality of its resources and competencies to increase the prosperity of its people is referred to as “competitiveness” (World Competitiveness Yearbook, IMD 2008). This definition or concept of competitiveness can also be applied in local government. How do we know whether an LGU is competitive? In the Philippines, the Asian Institute of Management (AIM) pioneered the measurement of a city’s competitiveness using different categories of indicators. These categories, called “drivers”, are as follows:<sup>2</sup>

- Cost of doing business
- Dynamism of local economy
- Infrastructure
- Human resources and training
- Responsiveness of LGUs to business needs
- Quality of life

#### Cost of Doing Business

Under the cost of doing business category, there are 4 indicators used to measure a city’s or municipality’s competitiveness. These are (1) time to renew business permit; (2) process and procedure of the city government for obtaining or renewing business permit; (3) effectiveness of the one-stop-shop set up by the city, and (4) existence of informal fees (e.g., bribes, fees paid to fixers, or tips given to government officials). In addition to these indicators, the cost of electricity and the cost of water are also factored in in measuring the city’s competitiveness.

<sup>2</sup> Source: AIM, *Philippine Cities Competitiveness Ranking Project*, 2007

## **Dynamism of Local Economy**

There are three areas under this category: (1) the firm's growth and performance; (2) access to financing; and (3) voice in LGUs. The indicators for (1) are: (a) comparative revenue performance of firms for two consecutive years (e.g., 2008 vs. 2009); and (b) number of registered business for the same period. The indicators for (2) are as follows: number of universal/commercial banks and access to commercial/government/rural banks and non-bank financing institutions. The indicators for (3) are membership in local business chamber/socio-civic groups and other business groups.

## **Human Resources and Training**

The criteria are as follows: overall quality of present workers; availability of qualified job applicants; presence of skills enhancement programs for the unemployed or job seekers, which are implemented by the LGU.

## **Infrastructure**

This refers to the physical infrastructure and facilities obtaining in your LGU. The indicators used to measure the LGU's competitiveness under this category are: average travel time to reach the nearest airport or seaport from your office; overall management of transport services; overall reliability of water, electricity, telephone, and internet services; city government's management of environmental services.

## **Responsiveness of LGUs to Business Needs**

The indicators in this area pertain to the competencies or strengths of the city or municipal government. These are (1) performance of the city government in promoting local businesses outside the city; (2) performance of the city government in the provision of investment incentives; (3) transparency of the city government in its dealings; (4) performance of the city government in the simplification and streamlining of business procedures; (5) performance of the city government in crafting new legislation responsive to new business needs;

(6) leadership of the city mayor in responding to the needs of investors; and (7) performance of the city government in responding to the needs of investors.

## Quality of Life

The physical environment, peace and order situation, and health facilities of the city or municipality are the subject of measurement for quality of life. Indicators for the quality of life in the city are: (1) rest and recreation facilities; (2) overall cleanliness of the city; (3) total crime solution efficiency; (4) percentage of population with access to potable water; (5) hospital beds per 100,000 population and doctors per 100,000 population.

## 2. Using the competitiveness indicators, assess how your city fares.

Ask whether your city has what it takes to be considered competitive. Together with your employees, assess the city's competitiveness. Does the city have the basic infrastructure or facilities that can attract investments or make current investors stay in your LGU? Does your city have the basic competency requirements for businesses? For instance, have you streamlined your business permit and licensing process? Is your process investor-friendly? Do you have an Investment Code? These are some of the considerations when planning to make your city truly competitive.



## REVIEW THE IMPLEMENTATION OF THE ANNUAL INVESTMENT PROGRAM

The AIP was prepared by the previous administration. You need to review it to find out the status of projects and address any issues.

*Consider the following activities:*

1. Ask the City Planning and Development Officer to give you an update on the status of the programs and projects funded out of the 20% Development Fund for the current year. For infrastructure projects, ask the engineer to apprise you on their status.
2. Ask all project leaders or implementers to submit a formal monitoring and evaluation report on all projects under the AIP. These reports will help you decide which projects should be continued or terminated.
3. Review the status of implementation of R.A. 11032, Ease of Doing Business and Efficient Government Service Delivery (EODB-EGSD) Act of 2018. The law is based on the declared policy of the State to promote integrity, accountability, proper management of public affairs and public property as well as to establish effective practices for the efficient delivery of government services and the prevention of graft and corruption. It expanded the coverage of R.A. 9485 or the Anti- Red Tape Act of 2007. It applies to all government offices, including LGUs and GOCCs located in the Philippines or abroad that provide business and non-business related transactions and government services.

Your LGU may already be compliant to the Anti- Red Tape Act of 2007. However, the EODB-EGSD directs government offices and LGUs to review existing policies and operations in accordance with the new law and undertake reengineering of systems and procedures if needed.

Meet with the Task Force (if any) or staff in charge of EODB implementation. Check with them the following:

- Posting and dissemination of current and updated Citizen's Charter which should have the following information: (1) checklist of requirements for each type of application or request; (2) procedure to obtain the particular service; (3) maximum time to conclude the process; (4) document/s to be presented by the applicant or requesting party, if necessary; (5) amount of fees, if necessary; and (6) procedure for filing complaints
  - If procedures for the issuance of business licenses, clearances, permits, certifications or authorization are already streamlined according to EODB guidelines which includes the following (Section 11):
    - Use of single or unified business application form, which should also be made available online
    - Establishment of a one- stop business facilitation service also known as the business one- stop shop (BOSS)
    - Automation of business permitting and licensing system
    - Setting the validity of business permits for a period of one year
    - Application, issuance and collection of barangay clearances and permits related to doing business is done at the city
  - If processing time for requested services is already within the standards set by EODB, i.e., three (3) working days in the case of simple transactions and seven (7) working days in the case of complex transactions
  - If the province already implements a zero- contact policy
  - Existence of a feedback mechanism which may be used to improve LGU processes
4. Request your legal officer to review all project contracts, especially infrastructure projects, to determine whether they comply with standards and policies, for example, proper bidding process. If there are spurious contracts, ask the legal officer to take remedial steps. These contracts can be renegotiated, amended or even annulled.

# 15

## IMPLEMENT DOABLE COMMITMENTS

An early victory, big or small, is key to establishing your leadership. To make an immediate impact and gain the trust of the people, an attainment of at least one pledge made during the campaign is an attractive start. This endeavor must be viable as well as effective in creating momentum during your first 100 days in office.

1. Keep track of your commitments. Ask your transition team to develop your platform during the campaign period into a full-blown action plan, one for the next 100 days (short-term) and another for the 1,000 days (full-term).
2. Mobilize your team. Build a task force or ad hoc committee to prioritize commitments, to be ranked according to viability, urgency and impact.
3. Identify sources of funding. Ask the LFC, particularly the Treasurer, whether the city government can finance your small priority projects. If funds are available, supplement your budget through the local Sanggunian. You may also consider other options, such as mobilizing the community to contribute in the spirit of bayanihan, or requesting financial assistance from your congressman or other donor agencies. You can also employ Section 35 of the Local Government Code, which allows LGUs to have a cooperative undertaking with other LGUs. You can ask the punong barangays to identify relevant projects in their locality, for which the city and the barangay can have a cooperative undertaking. Their resources can be pooled to come up with a common infrastructure that will be responsive to the needs of their barangay constituents.
4. Implement. Show commitment and sincerity by fulfilling your promises. Remember, your constituents will make an initial assessment of your administration based on the fulfillment of the promises you made.



## FINALIZE THE EXECUTIVE BUDGET FOR THE NEXT FISCAL YEAR

You are mandated by law to submit your executive budget to the Sangguniang Panlungsod by October 16. The Sanggunian will then deliberate and authorize the budget.

*The following are the activities that you can do:*

1. Ask the Budget Officer to consolidate the budget proposals of offices and departments, and to submit the consolidated budget to your office on or before 16 September.
2. Together with the LFC, review the consolidated budget proposals to determine whether they can be supported by funds budgeted or estimated for the period. Also, make sure that the consolidated budget includes adequate funding for climate change adaptation and disaster risk management.
3. Together with the Planning and Development Coordinator, craft an Annual Investment Program. Consider your campaign promises and the proposed projects of the barangays. Consider as well the programs and projects of the previous administration that are worth continuing.
4. Reiterate your development priorities to the LFC, and request the committee to determine the expenditure and sectoral budget ceilings.
5. With the advice of the LFC, decide where budget cuts and caps can be made in the consolidated budget proposal.
6. Taking all inputs from the preceding activities, finalize the annual executive budget. Submit your budget to the Sanggunian by October 16.



## DOCUMENT, DISSEMINATE AND CELEBRATE SMALL WINS

As you are acting on behalf of the people, place a premium on communicating the message. Always involve and inform the people. This way, you promote transparency and indirectly elicit more support and trust. Make a quick assessment of your performance and document it for public dissemination. Celebrate the achievements of your first 100 days in office.

1. **Document.** Create a team to document the initial successes of your administration within the first 100 days. Make sure the successes are anchored on your promises. Identify the gaps and turn them into actionable agenda.
2. **Disseminate.**
  - a. The small wins will solidify the momentum you created in your administration. Be sure the civil servants, as well as your partners in the barangays, are informed of your administration's early successes. Recognize their trust and support.
  - b. For maximum impact, use all possible media of communication (print, radio, television, internet and face-to-face communication) in communicating successes to civil society organizations, the private sector, and the public. This will help build your credibility to the people, and will likely generate support and recognition from reluctant parties.
  - c. Communicate your development agenda. This is also a good opportunity to tell your constituents what they will expect in the succeeding 1,000 days of your administration.
  - d. A radio program with you and a regular host is a good avenue of informing your constituents.
3. **Celebrate your victories**, big and small. You and your organization are now geared for the remaining 1,000 days in office. Sustain your efforts, fulfill your promises, and deliver services efficiently and effectively. Do not lose focus.



## THE NEO PROGRAM AND ITS LOGO

The PROGRAM FOR NEWLY-ELECTED OFFICIALS (Program for NEOs) is a continuing intervention of the Department of the Interior and Local Government through the Local Government Academy in its commitment to provide a harmonized and holistic capacity development delivery mechanism for local governments all over the country. The Program for NEOs is composed of five (5) components which will be implemented in the span of the local officials' three (3)- year term. The first component, "Ensuring Smooth Transition," provides a venue to facilitate the smooth transition of LGU operations. Next, "Jumpstarting Local Governance" provides the foundation that will help local officials understand and think critically about the organizational, political and constitutional environment of public service while, "Creating the Roadmap for LGU Development" intends to provide support to LGUs in formulating and updating local plans. The third component is "Sharpening the Competencies of LGU Officials and Staff," which provides learning interventions to LGU officials and staff on various governance areas, critical to the enhancement of LGU systems improvement and local government operations. Finally, "LGU Performance Management" will facilitate the assessment and recognition of deserving LGUs, and at the same time, encourage innovations in local governance. The program offers a complete and innovative package of interventions that aims to equip NEOs with the necessary competencies in carrying out their mandates towards building a peaceful, resilient and quality life of the people in the country.

The logo takes its cue from the program's new focus on peace and resilience, articulated visually in the elements that build the lettermark itself. The letter N is an abstraction of two individuals forming a union, which affirms the communal character of peace- and resilience-building that requires a whole-of-nation approach.

Meanwhile, the letter E is a visual metaphor to resilience – for the bamboo will not cease to stand tall and still even when the strongest wind tires itself out. Though often ascribed to how Filipinos bounce back stronger in the context of disasters, the metaphor remains potent in peace-building especially with the grit and indomitable spirit of Filipinos to choose hope during periods of threats and violence.

Lastly, the letter O contains a globe insignia to elicit a global character of excellence being pursued in local leadership and governance through the Program for NEO. It also depicts a pair of hands below the globe to evoke a sense of goodwill, support, and care.



## ABOUT LGA

**The Local Government Academy (LGA)** is an attached agency of the Department of the Interior and Local Government (DILG) that carries its mandate as the agency responsible for human resource development and training of local government officials and the department personnel. LGA brings into its portfolio the 30 years of expertise in local governance development to continuously provide quality capacity development programs for the Local Government Units and the local government sector of DILG in order to improve their services to meet the emerging needs of the public in general.

In the ever changing socio-political climate in the country, LGA positions itself to a knowledge manager role where it maximizes and harmonizes available knowledge resources for the capacity development needs of its clientele. LGA, even at the most challenging times firmly stands in the governance arena as the premier learning institution which sets the standard for local governance capacity development in the Philippines.

With its core values of Commitment, Teamwork, and an unyielding Integrity; LGA has been continuously providing excellent and innovative training solutions, anchored on the principles of transparency, accountability, participatory and responsive local governance. LGA's conformance to global quality management system standards earned its ISO 9001:2015 certification in 2018.

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