

CRITICAL STEPS for the First



A GUIDE FOR MUNICIPAL MAYORS



5TH
EDITION

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

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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.


MARJVEL 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
AIP	Annual Investment Plan
ATO	Air Transportation Office
BAC	Bids and Awards Committee
BDRRMC	Barangay Disaster Risk Reduction and Management Committee
BFAR	Bureau of Fisheries and Aquatic Resources
BFP	Bureau of Fire Protection
BJMP	Bureau of Jail Management and Penology
CDA	Cooperative Development Authority
CHED	Commission on Higher Education
COA	Commission on Audit
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
MDC	Municipal Development Council
MDRRMC	Municipal Disaster Risk Reduction and Management Council
MDRRMO	Municipal Disaster Risk Reduction and Management Office
MHB	Municipal Health Board
MLGOO	Municipal Local Government Operations Officer
MOA	Memorandum of Agreement
MPDC	Municipal Planning And Development Coordinator
MPOC	Municipal Peace and Order Council
MScB	Municipal School Board
NAPOLCOM	National Police Commission
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
PAFC	Philippine Council for Agriculture and Fisheries
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PCA	Philippine Coconut Authority
PCG	Philippine Coast Guard

PCIC	Philippine Crop Insurance Corporation
PDCC	Provincial Disaster Coordinating Council
PDRRMC	Provincial Disaster Risk Reduction and Management Council
PHIVOLCS	Philippine Institute of Volcanology and Seismology
PIA	Philippine Information Agency
PLEB	People's Law Enforcement Board
PNP	Philippine National Police
PNRC	Philippine National Red Cross
PO	People's Organization
POC	Peace and Order Council
PPA	Philippine Ports Authority
R.A.	Republic Act
RDRRMC	Regional Disaster Risk Reduction and Management Council
SCP	Save the Children Philippines
SB	Sangguniang Bayan
TESDA	Technical Education and Skills Development Authority

HOW THE GUIDEBOOK WORKS

What can you hope to achieve in your first 100 days in office? You can:

- Initiate the projects and programs that you promised during the elections
- Re-direct development through an action agenda
- Motivate people through a change in culture and processes

You will see that these 100 days are mainly for studying the LGU and applying corrective measures on its various operations, procedures, policies and processes. Definitely you will gain small wins but concrete and major accomplishments are still in the offing since most activities are preparatory. As such, the guidebook is divided into three phases that enable you to achieve your targets.

The first phase is the Transition. This phase covers the proclamation period (end of May), assumption to office (July 1), and the initial weeks of the LGU's operations. Some activities involve logistics or the establishment of a functioning Mayor's Office, administrative supervision over appointments, and institutionalization of decision-making processes. Initially, you will need to define the policy (e.g., goals, principles, and programs) that you wish to pursue. Aside from dealing with the administration platform and personnel, you will also deal with pesos and properties. Most important, the transition period is the time for study, data gathering, and analysis.

The second phase is Mobilization. This occurs primarily between July and August and deals with people. Mobilization is about listening to people to get their feedback and suggestions, meeting people for networking and participation, and interacting with people to show that you are approachable, genuinely concerned, and open-minded. Your focus will be generating the support of the people and activating the local special bodies such as Local School Board, Local Health Board, etc.

The last phase is Planning and Budgeting which starts with the issuance of the Budget Call for the annual budget (on or before 15 July) and organization of the Local Development Council, until 15 October (which is no longer covered in the first 100 days). Here, you will be involved in agenda formulation, programming, budgeting, and performance documentation.

The last two sections of the guidebook do not fall under these 3 phases, but we thought that the Municipal Mayor will benefit in undertaking them when the first 100 days draw to a close.

Transition

1

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

GETTING STARTED: Know what you got yourself into

By virtue of your success in the elections where you offered your services to the people, you committed to taking on a challenging task. As former US President Lyndon Johnson said: 'When the burdens of the presidency seem unusually heavy, I always remind myself it could be worse. I could be a mayor.'

As you will learn in your three years in office, being a municipal mayor is no easy responsibility. And to usher you in smoothly into the job, you should understand your roles and functions as local chief executive. After which, you will have to figure out ways to effectively deliver these functions in terms of operations, processes, and outputs. Knowing these will get you started properly and will give you an idea of what you got yourself into.

To test how much you know at this stage, let us run through a few questions:

- What are the specific duties of a municipal mayor?
- How much authority do you have?
- What do the voters expect of you now?
- What services are your office expected to deliver?
- How will you identify and address the short and long-term problems of your community?

Familiarity with your tasks and deliverables is key to being an effective mayor. In the first place, how are you supposed to accomplish anything if you do not even know what is expected of you. Understanding is not enough, because you need to be able to relate these with local governance principles such as transparency, accountability, participation, equity, efficiency, effectiveness, and development. Any of these principles may be eventually used to define your leadership.

There is no hard and fast rule as to when the familiarizing period should begin. Someone who is born to a political family can unconsciously start as early as childhood. Others do so at a later time when they get exposed to student government or are serving either in government or the private sector.

READ, READ, READ

Be sure to acquaint yourself with the pertinent sections of R.A. 7160 otherwise known as the Local Government Code of 1991 particularly on those that affect municipalities. Care to study memorandum circulars from national government agencies such as the DILG, DBM, NEDA, COA, recent presidential directives and related legal opinions. Ask your MLGOO (Municipal Local Government Operations Officer) for guidance on these.

The basic guide of local government officials is R.A. 7160 (Local Government Code of 1991). It is composed of four (4) books namely (a) Book I – General Provisions covering sections 1-127; (b) Book II– Local Taxation and Fiscal Matters covering sections 128-383; (c) Book III– Local Government Units with sections 384-510; and (d) Book IV – Miscellaneous and Final Provisions from sections 511 to 536.

Chapter 3, Article 1, Section 444 of Book III outlines the powers, duties, functions, and compensation of municipal mayors, including the details of each assignment. In brief, the municipal mayor shall have control and supervision over all program implementation; enforce law and ordinances; maximize resource generation; and ensure basic service delivery.

Aside from the Code, there are other publications that highlight the innovations and best practices pursued across levels of local governments and recognized by reputable award-giving bodies such as the Galing Pook Awards and the Konrad Adenauer Medal of Excellence (KAME). These publications present the experiences of your fellow municipal mayors who dealt with significant challenges upon assumption to office, and their triumphs through good governance and innovative principles and practices. They are meant to inspire you that no matter how serious the challenges are, there are solutions to be found.

Books and publications on local governance, leadership, administration, and management are also good references, and these are available in the bookstores, libraries, and the internet.

To enhance your capacity to contribute to climate change adaptation and disaster risk management, read the following statutes and issuances:

- ◇ **R.A. 10121** otherwise known as the **Philippine Disaster Risk Reduction and Management (DRMM) Act of 2010** mandates the establishment of a Disaster Risks and Management Office (DRRMO) in every province, city and municipality, and a Barangay Risk Reduction and Management Committee (BDRRMC) in every barangay.

Section 11 states that the existing Provincial, City, and Municipal Disaster Coordinating Councils shall henceforth be known as the Provincial, City, and Municipal Disaster Risk Reduction and Management Councils. The Barangay Disaster Coordinating Councils shall cease to exist and its powers and functions shall henceforth be assumed by the existing Barangay Development Councils (BDCs) which shall serve as the LDRRMCs in every barangay. The LDRRMC shall be composed of, but not limited to, the following:

1. *The Local Chief Executives, Chairperson*
2. *The Local Planning and Development Officer, member*
3. *The Head of the LDRRMO, member*
4. *The Head of the Local Social Welfare and Development Office, member*
5. *The Head of the Local Health Office, member*
6. *The Head of the Local Agriculture Office, member*
7. *The Head of the Gender and Development Office, member*
8. *The Head of the Local Engineering Office, member*
9. *The Head of the Local Veterinary Office, member*
10. *The Head of the Local Budget Office, member*
11. *The Division Head/Superintendent of Schools of the DepED, member*
12. *The highest-ranking officer of the Armed Forces of the Philippines (AFP) assigned in the area, member*
13. *The Provincial Director/Municipal Chief of the Philippine National Police (PNP), member*
14. *The Provincial Director/ Municipal Fire Marshall of the Bureau of Fire Protection (BFP), member*
15. *The President of the Liga ng mga Barangays - Municipal Chapter, member*
16. *The Philippine National Red Cross (PNRC), member*

17. *Four (4) accredited CSOs, members*
18. *One (1) private sector representative, member*

The LDRRMCs shall have the following functions:

- (1) Approve, monitor and evaluate the implementation of the LDRRMPs and regularly review and test the plan consistent with other national and local planning programs*
- (2) Ensure the integration of disaster risk reduction and climate change adaptation into local development plans, programs and budgets as a strategy in sustainable development and poverty reduction*
- (3) Recommend the implementation of forced or preemptive evacuation of residents, if necessary*
- (4) Convene the local council once every three (3) months or as needed.*

◇ **R.A. 9729**, otherwise known as the **Climate Change Act of 2009**.

Focus your attention to Section 14 of the Climate Change Act of 2009 which 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 climate change 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 the Sangguniang Bayan, preferably chairperson of either the Committees on Environment or Health, who will be designated by the presiding officer*
- b) President of the Liga ng mga Barangay Municipal Chapter*
- c) Pambayang Pederasyon ng Sangguniang Kabataan*
- 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*
- g) A representative of each concerned government agency possessing relevant technical and marketing expertise as may be determined by the Board."*
- ◇ **R.A. 10831**, otherwise 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.
 - ◇ **DILG Memorandum Circulars No. 2012-35** dated February 21, 2012 on Disaster Response Protocols, 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, while **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).

ATTEND SHORT COURSES ON LOCAL GOVERNANCE

Short courses offer a wide array of topics related to local governance which are organized in condensed/compact mode and short periods suited to your busy schedule. During your first month in office, you may consider attending a basic orientation course to familiarize yourself with the roles and functions of a municipal mayor. You may choose from any of the basic orientation courses offered by various training institutions, or you may commission a customized basic orientation course not only for you but also for your select staff who will join you in the municipal government. The latter option, though, is more expensive. After your first 100 days

in office, you may consider attending specialized courses in different aspects of local governance depending on your needs such as revenue raising, solid waste management, disaster risk reduction management, etc.

PARTICIPATE IN LAKBAY-ARAL ACTIVITIES

Participating in lakbay-aral activities in municipalities that introduced innovative and practical solutions to similar problems you are currently encountering is also instructive of possible approaches you may apply. The visit affords you to witness firsthand how your fellow mayors have responded to the challenges they faced, hindering factors they have to prevail, results of their efforts, and lessons learned from the experience. The interaction with the mayor and his other officials will enable you to find answers to the questions you have in mind, analyze your problems better and define the corresponding solution. What is just as important in this step is looking for the appropriate sites to visit. Thus, gathering information about the latter is the first step before embarking on a lakbay-aral.

BE PARTICULAR IN DEALING OUT YOUR OFFICIAL AND CEREMONIAL FUNCTIONS

Distinguishing between your official and ceremonial roles would help you practically divide your time. You would be bogged with signing documents and contracts, approving or vetoing legislation, issuing executive orders, responding to letters of request, meeting with citizen groups, cutting ribbons and other such social engagements, and hiring and appointing personnel.

You would have to juggle all these and still ensure that you meet deadlines on budget submission, plan preparation, issuance, and furnishing of copies of Executive Orders, vetoing ordinances, program implementation, and the like. A scheduler in the Mayor's Office can help you balance all these engagements (see discussion on organizing the Mayor's Office). Be sure to accommodate many of the invitations, though, such as meeting with the PTA, chamber of commerce, and even officiating in weddings. You may be even encouraged to preside over *kasalang bayan*. This is to steer clear of criticism about the government being too far removed from the people. Also, be sure to learn as much about the people you are meeting before engaging with them.

FORM THE TRANSITION TEAM

As a newly elected official, it is best that you ensure a smooth transition from the old government to your new administration. The basic premise is that you should be ready to govern by the time you assume office. To achieve this, the Transition Team should inform you of the current status of the local government. It should also be able to give you an analysis of the locality's sectoral community concerns, help you organize the bureaucracy and help you form your agenda.

IDENTIFY POSSIBLE MEMBERS AND ORGANIZE THE TEAM

Form your team right after proclamation, within the first two weeks of June perhaps. Three things should not be compromised in your identification of the members of this team. One, they should have the expertise you can draw upon on. Two, they should have access to information on LGU resources, development trends, and current processes. Three, they should be able to pool knowledge, make use of their expertise, and arrive at decisions and recommendations.

Who are to be the members then? The following are our suggested members and their specific roles:

- Your prospective administrator or your Executive Assistant for management concerns
- Legal Adviser for policy and legal concerns
- Trusted financial analysts, who may come from inside or outside the bureaucracy (budget, treasurer, accountant);
- Municipal Engineer for the status of projects; and
- Planning Officer for information about the LGU, its plans, programs, and development directions.

Suggested Composition of the Team

- | | | |
|-------------------------|---|-----------------------------------|
| Chairperson | - | Local Chief Executive |
| Vice-Chairperson | - | to be selected among team members |

Members:

- All Department Heads
- NGO or PO Representative. It is your option to consider other members of your campaign/core staff to be a part of the transition team, as well as representatives from the academe, civil society, and the business sector. You and the team should decide beforehand how to proceed with the team's functions, either working by sectoral groups or as a body. Expected deliverables of the transition team are noted in the last section called analyze and advise.

Advisers:

- DILG Representative
- COA Resident Auditor

GET INFORMATION AND DOCUMENTS

After organizing the team, send an advance party to the LGU by June to acquire information. Some of the documents you may want to consider are the budget and financial reports, program and progress reports, organizational chart and number of employees, planning documents, boundary and facility maps, new ordinances passed, etc.

Getting information may or may not be difficult, that is why it is best if some of the members of the team are from the LGU to facilitate the transaction.

ANALYZE AND ADVISE

What would the team be analyzing and advising on? Note that the level of analysis is just initial since it is not conducted in consultation with other key stakeholders.

1. **Evident community needs, issues and concerns.**

The first thing the transition team should see from the documents and reports is a situationer on the locality. This would be useful in reviewing and formulating your agenda.

2. **Fiscal status of the LGU**

One of the more important areas to look into is the fiscal status of the government. Without resources, the LGU simply cannot operate. This is why there is a need for you, as the newly elected Mayor to have basic skills in financial management. Ask your transition team to assist you in reviewing critical documents such as the statement of income and expenditure in the last three years, revenue projection, revenue plan and expenditure projection, in the ensuing year, statement of expenditure in the last six months, expenditures for the next six months including liabilities and contractual obligations, revenue generated in the last six months, revenue projection in the next 6 months, and statement of assets.

3. **Profile of key players.**

The transition team should help the Mayor identify sources of support by sorting out groups and people into allies, fence-sitters, and opposition. The aim here is not to be vindictive but to determine the initial level of resistance or acceptance, and craft corresponding strategies on generating support.

4. **Personnel inventory and review**

Remind the team to get organizational documents such as the organizational chart, personnel inventory, and roster of employees. They should also observe the work setting to get a feel of the organizational culture.

No matter what the results of the organizational review might be, stop yourself from conducting a total re-organization in your first 100 days both for political and rational reasons. For one, it is not feasible since you first had to inform and consult the Civil Service Commission. Also, it is best not to dislocate the local organization so that you can get their support and enlighten them about the situation instead of antagonizing them at the outset.

What can be done is for the transition team to study the staff competencies parallel with the needs of the organization and align the two. Little by little, adjust the personnel complement to their skills and qualifications. If possible, the transition team can also carry out an evaluative analysis of the personnel complements of the departments and determine the reasonable number and classes of positions needed and accordingly recommend the offices that need to be strengthened with possible creation of new posts. On the other hand, streamlining is good but exercise extra caution as abolishing positions may not be acceptable at the beginning of your term.

5. Administration agenda

When you run for the Mayoralty post, you already had an agenda in mind. But it might be best to let the transition team assist you in the formulation of both your short-term and long-term agenda since they have analyzed the situation in the locality and can thus verify if your initial agenda is achievable or not. The team can also help you in laying out your election promises as the platform for action in your administration.

6. Preparations for the inaugural ceremony

You will give an inaugural address on June 30. For the activity to go smoothly, ask one of the members of the transition team to be the focal person for the event. This is so, so you would not have to look into invitations, venue, food, etc. personally. Let the transition team help you in determining the key points of your inaugural address as well.

Aside from the usual contents of the address such as calling for unity and thanking the electorate, the team may best help you in effectively presenting a clear set of agenda they help you craft with, which will be the centerpiece of your governance for the next three years.

3

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

ORGANIZE YOUR OFFICE

The Office of the Mayor is like a sala to a house. It is where people are directed to or feel the need to go to when going to the Municipal Hall. Showing a chaotic or disorderly condition of this office will make the people think that the Mayor is not able to govern his house properly, much more the municipality.

The Office of the Mayor is an activity hub. Almost daily, it receives mails, telephone calls, inquiries and requests, policy proposals, lobbyists, courtesy calls, paperwork, etc. Dealing with all these, the Office must be organized in such a way that the Mayor can quickly obtain processed information, make judgments, and be able to implement and enforce decisions easily.

A Mayor's typical day is hectic attending to different concerns that do not seem to end. The regular 8-5 office hours are not enough to finish all your business for the day. As a mayor, you are expected to be visible in the locality inspecting ongoing projects, holding public meetings and consultations with your constituents, visiting the barangays, attending public functions, among other things. At the same time, you are expected to be a manager attending to the management and administrative matters in the office. By the sheer demand of your work, you need a select group of trusted and capable men and women who can assist you in fulfilling your job as mayor.

CLARIFY YOUR WORKING STYLE

You must define and communicate your working style. Do you go for a centralized leadership structure where the flow of information and decision is hierarchical or more for a decentralized system where you, as Mayor, can easily be accessed by any of your staff?

Think of it in terms of the functions and decision-making authority you will bestow on your chief-of-staff, administrator or executive assistant. Furthermore, delineate who will assist and give you advice on liaison, community relations or constituent services, personnel appointment, legal advice, correspondence, office management, scheduling, and speechwriting.

Other questions you might want to ask yourself:

- Do you prefer a big staff complement divided into teams or a small core staff handling everything?
- How frequent would the meetings and reporting be?
- Are you comfortable in delegating major tasks and decisions or are you more inclined to manage even the smallest details?

GET PEOPLE FOR YOUR OFFICE

The people who helped you get elected may not be the ones you need to run the municipality. Perhaps some, but not all. Aside from loyalty, another criterion you must give weight to in choosing the executive staff is competency. The skills and positions you must have in the Mayor's Office are:

- **Chief of Staff**, also known as Executive Secretary or Head Executive Assistant whose functions may also be executed by the Administrator. The need for this position may depend on the size of the bureaucracy since its primary functions may include but not limited to: coordinating with the department heads, directing the Mayor's staff and overseeing daily operations of the office, monitoring office procedures and flow of documents including persons responsible, final processing of information before presentation to the Mayor, supervising the Mayor's schedule, communications and correspondence, providing policy advice, and executing the Mayor's decisions.
- **Communications or Information Officer**. As the focal person for tri-media and public relations, this person should be able to write or convey the thoughts and priorities of the Mayor as a leader, manager, and policymaker. He/ she should be able to answer queries and address constituent complaints.

- **Legal Counsel/Consultant.** In the absence of a municipal legal officer, it is advisable to hire a lawyer who can commit time for consultation with full confidentiality.
- **Appointments Officer.** A Human Resource Officer is an optional position, yet right after elections, one of the tedious tasks of the Mayor is accepting or turning down applications for coterminous positions. Appoint a person who will establish the system of attracting competent and eligible nominees and identifying potential employees for the vacancies in the municipality. There may be no problem in getting applications since many may want to be hired by the municipal government on account of their efforts in the recent elections. The more significant challenge for the Appointments Officer is to reject many of the applications tactfully. In this case, the Officer acts like a shock-absorber for the Mayor. In other cases, you can tap a Personnel Selection Board.
- **Personal Assistants.** They will ensure that the Mayor has all the personal effects he/ she needs (e.g., business suit, briefcase), remind the Mayor about his/ her appointments and schedules, manage access to the office, receive messages for the Mayor and relay them to him/ her, and make personal arrangements.

Other functions which may be merged with existing posts, but you can opt to put in place as well are the following:

- Policy and Department Liaison, whose functions can already be taken up by the Chief of Staff or Administrator. This person will process sectoral or portfolio information (e.g., financial, public service) as input to the priority policies of the Mayor. He/ she will also coordinate department activities.
- Legislative Officer, whose tasks can also be subsumed under the functions of the Legal Counsel. This Officer will oversee the development of the mayor's legislative agenda, monitor the status of the executive's priority legislation, and negotiate matters with the Sanggunian.

DEFINE OFFICE PROCEDURES

There should be a clear system of doing things, and the Mayor's Office should define these in terms of scheduling, correspondence, constituent relations, administrative support, and office automation.

- **Scheduling.** You should set your engagement preferences and establish guidelines for meetings, social activities, and public appearances. Your scheduler should list the priority events for your calendar and should have flexibility in accepting or rejecting invitations. It may be possible that in some of the requests, your Information Officer or department heads can attend on your behalf.
- **Correspondence.** Ask your Chief of Staff to make a procedure for handling letters and answering them promptly. Remember that R.A. 6713, known as Code of Conduct and Ethical Standards of Public Officials and Civil Service, requires a response or acknowledgment within 15 calendar days after receipt of a correspondence. You may categorize the mails as personal mail, business mail, issue-oriented mail, complaints mail, invitations/solicitations, and miscellaneous mail. Direct the mail to the departments concerned with instructions to draft replies for the Mayor's signature or answer on his behalf. Be sure that there is a tracking system to monitor the actions taken on a correspondence.
- **Constituent services.** It is imperative for the Mayor's Office to interact directly with the constituents. The Mayor, through the Chief of Staff, should monitor and ensure that responses in these engagements are prompt. Make sure that the constituents do not experience a confusing maze of referrals. At the same time, create a balance between access to the Mayor and the performance of the duties of the office. Usually, subjects of constituent visits are requests for aid or projects, public documents, referrals for employment or hospital discounts, invitation to meetings or celebrations. You can explore other modes of engaging the public, say through toll-free numbers or text messages, airtime in municipal radio programs, and other mechanisms.
- **Administrative support.** This includes answering mail, keeping official records, and meeting the public. Often, there are permanent administrative staff in the Mayor's Office who ensure the continuity of services and government procedures.
- **Office automation.** See if there is a need to upgrade the electronic operating systems and skills of staff, not only to improve but also to expedite the way the office delivers services. If you think that computerizing or applying new technologies can make the office function faster, then, by all means, institute the reform.

4

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

ORGANIZE THE EXECUTIVE BODY

It is common for local government units to exceed the allowed ceiling for personal services because LGUs employ too many casuals, contractuels, and job-orders. What is more frustrating is that before leaving the LGU, some incumbent municipal mayors make midnight appointments of their casuals to permanent positions. What is left to do then?

Your authority to recruit so-called new blood into the Municipal Government is limited because the Local Government Code of 1991 specifies that majority of the local positions from the level of department heads to the rank-and-file have a security of tenure. This means that they can only be removed for cause. Only a few coterminous positions (term ends with the appointing authority) and optional positions (if they have not been created and filled up) are open for new appointments whenever there is a change in leadership. The LGU may pass an ordinance creating additional positions that are needed in the operations of the Municipal Government, provided that the additional personnel services will not cause the municipal government's total annual personnel services to exceed the Codal limit (not to exceed 45% of the total annual income from regular sources for 1st-3rd class and 55% for 4th class or lower) and that the Sangguniang Bayan passes the enabling ordinance.

Under the Local Government Code of 1991, the mandatory positions are the treasurer, assessor, accountant, budget officer, planning and development coordinator, engineer, health officer, and civil registrar. The optional posts are agriculturist, social welfare and development officer, environment and natural resources officer, and architect. The coterminous positions (optional) are administrator, legal officer, and information officer.

CONDUCT A FINAL REVIEW OF PERSONNEL APPOINTMENTS AND PERFORMANCE

The transition team has already conducted an initial personnel inventory and review. What it can do next is to ask from the Human Resource Office the organizational structure, functional chart, plantilla positions, list of casuals and job orders and their assignments, office accomplishment reports, and individual performance evaluation ratings. From these, the team and the HR Office can conduct a personnel inventory to determine the total number of personnel, nature of appointment, vacant positions, number of casuals and job orders, and position description. The team may identify the coterminous employees who were performing and not performing team. It can recommend the rehiring of deserving coterminous employees. It may also determine which vacant positions need to be filled up and which optional or additional positions to create. Of course, the possible effects of the total corresponding personnel services to the Codal limit and the total budget of the Municipal Government must be assessed. Finally the new administration must review the accomplishment reports and individual performance ratings and determine which offices perform well and which need to be monitored closely in the first 100 days.

APPOINT OFFICIALS TO COTERMINOUS AND CONFIDENTIAL POSITIONS

In your first 100 days, it is very likely that you will introduce new faces in the bureaucracy who may either appointed to coterminous or confidential positions. It is understandable that you will want to surround yourself with people you trust. Remember though that competency is still the main consideration so that the people you will choose can assist you in making the municipal government function well.

FILL UP VACANCIES OR CREATE OPTIONAL POSITIONS

The local government will have no problem looking for job applicants. The issue is if it can attract competent and highly qualified people for the vacancies. Be sure to follow the recruitment and selection process—from advertising of open positions, accepting applications, interviewing the applicants, and deliberating on the selection. As for those applicants who will not be selected, the Office of the Mayor,

through his Appointments Officer, can start a program that refers the applicants to other institutions in the municipality.

As for the creation of optional positions, you must remember that the local government must first meet the following conditions: (1) Implementation of the Salary Standardization Law prior to the creation of positions; (2) Prior creation of all mandatory posts; and (3) Compliance with the 45% and 55% personnel services limit.

To prevent loss of lives due to natural and man-made disasters, make sure that your municipality has a Disaster Risk Reduction Management Office (DRRMO) created pursuant to R.A. 10121. The DRRMO, together with the support staff, has to be created through a municipal ordinance, as required in the implementing rules and regulations of RA 10121. This Office will serve as the Secretariat of the Municipal Disaster Risk Reduction and Management Council (MDRRMC). 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.

LIMIT THE NUMBER OF CASUAL AND CONTRACTUAL EMPLOYEES

Be prudent in appointing casual and contractual employees. The guiding idea is to appoint them as needed, and not to reward them for political loyalty.

These employees are to serve the LGU for less than six months (casual) or 1 year (contractual) depending on the nature of the job to be performed. But what happens is that their contract is simply renewed or re-installed continually.

KNOW YOUR LGU'S FISCAL STATUS

How well should you know your municipality's finances? By this time, the transition team has already reviewed the financial status of the LGU. It is essential to understand on your own what the figures from the documents mean. The transition team may have already given you information on (1) how much resources are available to finance your development agenda; (2) the contractual obligations that have to be settled at least in the first 100 days of office and beyond that; (3) the LGU's income profile vis-à-vis the expenditure profile in the last three years; and (4) potential revenue enhancement measures that can be introduced. Are these all you need to know then?

LIST THINGS YOU WOULD LIKE TO KNOW

By listing the financial questions bothering you, you would be able to identify the basic information and their relevance to your job as Municipal Mayor. Some of the questions you may wish to add to your list are:

- What is an audit? Should we get an audit? Why?
- How do we prepare a budget? How does one read and understand a municipal budget?
- Can funds be moved between line items or budget categories?
- Can we invest our short-term cash balances? How?
- What is cash flow and how should we manage it?
- What is petty cash and how should we handle it?
- What are the internal controls needed for cash disbursement? For payroll?
- What is an internal accounting control system and how can we make ours effective?
- What financial statements are we required to issue? Monthly? Quarterly? Annually?
- What are the immediate and long-term effects of grants and loans?
- How will the municipality handle over-expenditures or under-expenditures?
- How do we interpret our financial statements?

- What financial reports or documents should we get to see the fiscal picture of the LGU? What should we look for in each document? How do they relate to each other?

IDENTIFY KEY PLAYERS IN FINANCE AND THE MEANING OF THE REPORTS THEY SUBMIT

The last three questions from the preceding list are some of the most practical, urgent, and critical to ask. But, to whom?

If you do not have an external financial analyst, your questions should be directed to the key players in finance. At the municipal level, they are the members of the Local Finance Committee (LFC) such as the treasurer, budget officer, and municipal planning and development coordinator. In some municipalities, the LFC has been expanded to include the Sangguniang Bayan Chair for Appropriations and the accountant. Some of the documents to be requested from these people are as follows:

DOCUMENT/ REPORT	DESCRIPTION
Statement of Operations	shows the annual income; breakdown of expenditures on personal services, main-tenance and other operating expenses, and capital outlay; and net income
Balance Sheet / Assets and Liabilities	shows the municipal government equity, assets and liabilities
Cash Position	shows availability of cash and is updated on a daily basis
Income and Expenditures	shows income received versus expenditures disbursed (by July 1, period covered by statement is from January – May 30)
Annual Budget	shows appropriations for the year; focus on remaining appropriations for July to December
Expenses and Remaining Balance	shows the amount and percentage of expenses of all offices by object
Cash Flow	shows the cash inflow or col-lections and cash outflow or disbursements

From these documents, you should be able to determine the overall fiscal situation, meaning, whether there is a surplus or a deficit. You may also wish to request documents that show the income generation performance of the Treasury, with specific attention to the collection rate and projection method, and the major sources of income and how income is generated.

Remember that the functions of these three players—Treasurer, Accountant, and Budget Officer, are linked with each another. In the simplest sense, purchase requests come from the Budget Office, which are then sent to the Treasurer for certification of cash availability, and finally to the Accountant for recording of transaction through vouchers. You see that though you rely on the Treasurer for collection, and the Accountant for proper recording, you must also further strengthen the capacities of the Budget Office because he/ she will eventually serve as the stopper when the expenses exceed the resources available.

Though these finance people can be excellent assets to you as a Mayor, you should never forget that it is still you as supervising authority who is accountable.

Mobilization

6

VISIT ALL OFFICES AND FACILITIES AND REQUEST AN AUDIT

There can never be a substitute for firsthand observation. By doing this, you will personally see the working conditions of your employees and the state of the municipality's facilities. The Code notes that the Mayor must ensure the efficient and effective management of supplies and properties. DILG supports this by issuing memorandum circular on local governance transition every election year (see DILG MC 2019-39 for reference) which provides guidelines for proper turnover. A ceremonial turnover of administration is organized. Among the documents prepared for the turnover is an inventory of LGU properties. However, validation and determining the condition of these properties is still essential because there is no clearance that certifies and validates the inventory of properties and determines their condition.

INSPECT THE MUNICIPAL FACILITIES

On your first day in office and after the flag ceremony, you may want to visit the different offices of the municipal government. Since it is your first official working day and you are still trying to establish rapport with the staff, keep the visit light, not so formal, and encourage interaction with them. At the same time, you want to let them know that you mean business on your first day in office.

The visit will enable you to meet with the staff, greet and shake hands with them. The gesture will show that you want to meet up close and know the people you will be working with throughout your term. You can use this opportunity to urge them to put aside partisan politics now that elections are over and buckle down to work for the development of the municipality. You can also assure them that in the meantime and pending review of their performance, you will not be firing people and bring in outsiders to take their place. Further, you can point out that you value their contribution and opinion such that you are open to their feedback and suggestions on how to run the municipal government better. You can use the visit to check firsthand the working conditions in the offices, including the utilities and type of equipment used. You can see for yourself whether the office

environment or condition is conducive to work, repairs and improvements are needed, new equipment should be bought, and new systems and procedures should be introduced. Your visit will show your concern and interest in improving their working conditions, so they work better.

Moreover, you can use the visit as a way of validating the status of government assets as stated in the inventory report so that corrective measures can be done if the report and actual inspection do not match.

The facilities you have to visit and examine, as may be applicable, are the following:

- Municipal building
- Markets and slaughterhouse
- Rainwater collectors and water supply systems
- Solid waste disposal facilities
- Health facilities such as clinics, health centers, botika ng bayan
- Police and fire stations
- Elementary and secondary school buildings
- Municipal jail
- Public cemetery
- Public parks
- Playgrounds and sports facilities
- Communication and transport facilities
- Cultural centers
- Tourism facilities and attraction sites
- Low-cost housing properties

REQUEST FOR AN AUDIT

In your visit of the facilities, you may notice discrepancies in the inventory of assets and the actual facilities. For your peace of mind and to ensure accountability, it would be wise to request for an audit from the Commission on Audit in the first month of your term in office. Ask the resident auditor for the process and documents necessary. If possible, schedule an appointment with the Auditor to brief you on the things that you should know from the reports, as well as their implications. Usually, COA findings highlight the unliquidated cash advances and obligations of the previous administration, so learn more about these. You may also wish to explore if there are issues on the turnover of physical and electronic records.

7

REVIEW THE STATUS OF THE EODB-EGSD ACT OF 2018

By the time you assume your post as mayor, the implementation of the Anti- Red Tape Act of 2007 should already be in place. However, you should take note that a new law has been passed which expanded the coverage of R.A. 9485 or the Anti-Red Tape Act of 2007.

R.A. 11032, Ease of Doing Business and Efficient Government Service Delivery (EODB-EGSD) Act of 2018, 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 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. It 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.

It is, therefore, ideal to check the status of implementation by setting up a meeting 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

Based on the result of the consultation with the task force, and based on information- comments and suggestions from the LGU's clientele, you can now determine how to better improve systems and processes in your municipality. Discuss with the taskforce how to go about the process. Request the MLGOO for information regarding technical assistance being provided by the DILG and other NGAs.

8

MEET YOUR OFFICIAL FAMILY

You are the official and ceremonial leader of the municipal government and its employees are your official family members. The employees expect that you will provide a favorable working atmosphere and opportunities for growth. These may come in the form of training, promotion, installation of systems and procedures, rewards and incentives system. But these expectations are all assumptions until you meet them.

As their leader, you must exert an effort to know them, ease their worries about their jobs (if you do not intend to re-organize), or introduce a re-organization proposal (if there is one). But on the first day in office, the agenda is to meet the department heads individually, then as a group, and then hold a general assembly.

The department heads compose your executive team that is responsible for the delivery of basic services. Holding a series of meetings with them serves a number of purposes: (1) establish rapport with them, (2) get their cooperation, (3) learn the services, accomplishments, issues, concerns and recommendations of each department, (4) discuss your development agenda and how these can be integrated in their functions, (5) explain your management style, (6) monitor the departments' performance, and (7) set inter-department cooperation on cross-cutting services. As discussed in the earlier section, a vast majority of the department heads are carryover from previous administrations. Hence, any incoming municipal mayor has no choice but to work with the existing department heads. It is advisable that by noon on the regular flag raising ceremony on Mondays, you meet briefly with the Department Heads, Chief of Police, BJMA, BFP, and MLGOO for follow-up of pending matters and to give policy directions for the week.

It is good to invest some of your time to know the municipal employees and their jobs. Municipal employees can be powerful allies or, when alienated, may start problems.

RECOMMENDED COURSES OF ACTIONS

1. On the first day of office, you may host a lunch with the department heads to lighten the mood and start establishing rapport with them.
2. Meet with the department heads individually to discuss their accomplishment in the last three years, problems encountered, recommendations and future directions.
3. Ask the department heads, through a memorandum order, to submit a written report on their departments' accomplishments in the last three years, issues and concerns encountered, recommendations and future directions. Also, ask for a written report on the functions of the department, functions of the department head and staff, inventory of personnel appointment including casuals and job order, and inventory of equipment and assets assigned to the department.
4. Ask your core team to process the information contained in the written report and prepare an analysis and summary report.
5. After the submission of the summary report, call a meeting of department heads to discuss the contents of the report. In the same meeting, reiterate your development agenda and proposed strategies. Facilitate a discussion among the department heads on how your development agenda can be adopted as a common municipal development agenda. After the discussion, ask for their cooperation in pursuing the common development agenda. By discussing with them, you are stating that you consider them part of your team and value their contribution.
6. In the department heads meeting, reiterate your management style related to communication flow, direction setting, performance monitoring, and decision-making so that they are guided in the performance of their function.
7. Agree on a regular department heads' meeting.

9

ENGAGE WITH THE LEGISLATURE

Like any other key stakeholder, the Vice Mayor and Sangguniang Bayan members can be your ally or your enemy. Achieving the first would not only be better for you, a harmonious relationship with them would also be for the best interest of the local government.

Under the Local Government Code of 1991, the executive and legislative branches have specific functions. The executive branch takes charge of the management and actual operations of the Municipal Government, while the legislative branch provides the enabling legislation. Without sacrificing the principle of check and balance, these two branches need to cooperate to be able to govern the Municipal Government efficiently and effectively. A supportive and cooperative Sangguniang Bayan will easily pass the priority bills that are needed to raise revenues and provide services. Conversely, if the executive and legislative relations are not handled properly, the ill feelings between them can adversely affect the operations of the Municipal Government and, consequently, the welfare of the people. While it is correct to say that there is separation of powers and functions between the Mayor and the Sangguniang Bayan, the best philosophy, for the common good, would still be complementation of powers.

Often, the main source of conflict between the executive and the legislative officials is the unclear definition of roles and expectations. Some LGUs opt for a compromise where the Mayor grants Sanggunian members program management responsibilities. It is best for you as Mayor not to ignore the local policymaking body and come up with acceptable working arrangements with them instead of dragging the conflict longer. You should meet with them regularly. One way of harmonizing your agenda with theirs and which is a perfect start for a good interaction is to formulate an Executive-Legislative Agenda (ELA). Another way is to agree on the rules of engagement or interaction. Do not be contented with merely complying with the mandates of the Code such as addressing the Sanggunian and presenting your program and priority policies at the opening of their regular session. Go out of your way to meet with them, both formally and informally. It is also advisable to set two or three days of meetings with the Sangguniang Bayan for ELA formulation. You can tap the MLGOO to assist you.

RECOMMENDED COURSES OF ACTION

Preparatory Activities

1. Ask your team and legal consultant to review the existing policies that are applicable to the municipality, both local and national. Find policy support for your thrusts and direction.
2. Finalize the thrusts and direction of your administration (enhanced platform) which you will present during the ELA formulation
3. Strategize beforehand what you think are areas where you may have to compromise given your knowledge of the Sanggunian and its members. Make sure that climate change adaptation and disaster risk reduction and management, and peace and order form part of the ELA.

Executive-Legislative Agenda (ELA) Preparation

1. Seek the assistance of the Municipal Local Government Operations Officer (MLGOO) in the formulation of the ELA.
2. Request the MLGOO to convene the representatives of the executive and legislative branches to a workshop to thresh out their own development agenda, integrate both development agenda, and map out its implementation throughout the three-year term. It is advisable to hold the workshop outside of the municipality so that the participants can concentrate in drafting the ELA.
3. Assign a secretariat, preferably the Municipal Planning and Municipal Coordinator's Office, to prepare the draft ELA and to submit such to you for approval and to the Sangguniang Bayan for adoption via a resolution.

Executive-Legislative Engagement

1. Discuss with the Sanggunian the mechanism for executive-legislative interaction and establish rules of engagement.
2. Ask the MPDC's Office to prepare the draft rules of engagement. The draft will be submitted to both the executive and legislative branches for their review, modification, approval and adoption. If possible, include regular informal meetings and caucuses with the Sanggunian members as part of the rules of engagement s that they would not misconstrue your initiative to meet with them informally as an arm-twisting activity to influence the body. Both the executive and legislative branches should each assign a staff to serve as a liaison between them.

10

MEET THE PUNONG BARANGAY

You are mandated by the Code to exercise general supervision of the barangay and its officials. “Supervision” is defined under the Administrative Code of 1987 as the power of the superior to oversee the subordinate act within the scope of their powers and in accordance with what is prescribed by the law. The basic requirement in meeting this though is a visit at least once every six months in all the barangays. The Punong Barangay and the Sangguniang Barangay Members are the first set of officials that people generally go to seek help, support, assistance, and redress. As such they hold a direct link with the people, know their real problems and development aspirations. In this way, you will have a deeper understanding of the issues and conditions of your people.

Aside from getting to know the officials and calling for their cooperation, meeting them will enable you to: (1) understand better the operations, challenges and development direction of the barangays; (2) present your development agenda; (3) find ways to bring the government closer to the people; (4) gain access to or connect with the people; and 5) discuss projects that may be jointly undertaken by the barangay and the municipality in order to maximize each other’s resources.

The barangays play a crucial role in climate change adaptation and disaster risk management. Do take time to discuss with them how they can be active partners of the municipal government in preventing loss of lives when disaster strikes.

Similarly, barangays also have a critical role in the maintenance of peace and order, and security of the municipality. Try to get their support on this during your meetings.

RECOMMENDED COURSE OF ACTION

1. Ask each barangay to provide a briefing on its functions, accomplishments, issues and concerns, recommendations and future directions.
2. Present your development agenda and ask for the barangays' suggestions or possible collaboration.
3. Discuss possible ways in which the municipal government and barangay can work together to achieve the common development goals.
4. Agree on a regular barangay visitation schedule and tentative agenda and activities during the visit.
5. Explain the systems and procedures that were adopted in responding to the request for projects, emergency assistance for constituents, follow-up on earlier requests, among others.
6. Identify a point person or coordinator in your office or in the municipal government who will take charge of barangay-related concerns.
7. 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 (QAS) for BDRRM Plan. 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.

11

KNOW THE OFFICERS OF NATIONAL GOVERNMENT AGENCIES IN YOUR AREA

Most national government agencies have local offices, and local government units can tap the expertise of these people. You may choose to meet with their officials or request documents on programs and technical know-how they can share with you.

Of more relevance to municipalities though is knowing the officials who are implementing projects in your area. The national government, more often than not, is implementing projects in cooperation with the local government units. As a newly elected Mayor, it would be wise if you take the initiative to meet these people to talk about their programs and projects in the municipality, the problems they have so far encountered, and the areas of support they may need from you. Some of these officials may come from the Department of Agriculture, Department of Environment and Natural Resources, Department of Health, and Department of Social Welfare and Development.

During your first 100 days, there may be the possibility of calamities or disasters in your area, since July to October are rainy months. So do take time to find out what you can and should do before, during, and after a disaster.

Convene the Municipal 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.

MOBILIZE CSOs, PRIVATE SECTOR, AND THE MEDIA

You may have noticed by now that most of your activities in the mobilization phase requires you to meet people from various walks of life. CSOs, the business sector, and the media will play a vital part in your success as a development manager of the locality.

Civil society organizations, which include NGOs and POs, are prime movers of good governance. They tend to create an alternative development agenda and often act as fiscalizers of government actions. Composed of organized groups, their voices and opinions are listened to and may affect the public's perception of the state of your leadership and governance. At times, the criticisms stem from a lack of understanding of your development agenda because this was not communicated well at the beginning. These organizations expect you to provide more democratic space in local government processes, such as planning and project implementation and monitoring.

The business sector, on the other hand, is the major income source of the municipality. Thus it is regarded as the engine of growth. This sector is responsible for the commercial trade of goods and services, employment opportunities, and urbanization. They, through their chamber of commerce, expect that you will be able to head an LGU that facilitates and promotes a favorable climate for economic growth.

The business sector can also be your partner in the implementation of your programs. Many businesses have have projects geared on improving the living conditions of the people where they operate as part of their corporate social responsibility (CSR) program.

Lastly, the media as a public information provider can be critical of the public service delivery and transparency and accountability aspects of the local government. Together with the CSOs, they seek information and data from the local government to cull out the issues and concerns facing the locality.

However, the media can also be your best partner in letting your constituents know about your development agenda and your accomplishments. Thus, it is important to establish good rapport with national, regional and local media.

You should maintain a proper perspective about these groups and view them as partners who can assist you in promoting the development of the municipality. Meeting with them will enable you to (1) explain your development agenda especially as it relates to their interests, (2) interact with them concerning their views about development and priority areas, (3) integrate their suggestions in your development agenda, and (4) identify possible areas of cooperation and collaborative undertakings. Establishing a constructive working relationship with these groups will enable you to focus on your work rather than spending so much time deflecting the criticisms they hurl at your every move.

RECOMMENDED COURSE OF ACTION

1. Assign a point person or coordinator to organize a meeting with these groups or their representatives.
2. Present your development agenda.
3. Assign a facilitator to manage the exchange of views and opinions about the development priorities.
4. Assign a point person or coordinator who will liaise between you and the CSOs, business people, and the media.
5. Identify a mechanism for interaction between you and the CSOs, the private sector, and the media.

RECONSTITUTE AND MEET THE LOCAL SPECIAL BODIES

Going through the Local Government Code, you will see that there are four major LSBs you have to reconstitute. These are the school board, health board, development council, and the peace and order council.

Eighteen years after the implementation of the Code, a large number of memorandum circulars and orders have already been issued calling for the creation of special bodies for various interests such as Ecological and Solid Waste Management Board, Tourism Council, Small and Medium Enterprise Development Council, Price Coordinating Council, Council for Culture and the Arts, Physical Fitness and Sports Development Council, Anti-Drug Abuse Council, and Local Council for Women. Given this lineup, the task is quite daunting and as a newly-elected mayor, we will focus only on the major LSBs because all the other bodies and councils arising from administrative issuances are primarily sectoral.

Your role is to reconstitute the four major local special bodies provided by the Code and ensure that they are functioning according to law. The LSBs are the avenues for people's participation in certain aspects of local governance. If participatory governance is harnessed properly, the LSBs can serve as your capable partners in the delivery of basic services, linking up with the people, mobilizing support from them, and letting them know that your government is working for their benefit and welfare. Hence, reconstituting the LSBs extends beyond complying with the legal mandate as it promotes a higher goal, that is, for the government and the people to work together for a transparent, accountable and effective leadership.

Aside from the four major LSBs mentioned in the Code, the municipalities are also advised to give priority to the organization of the MDRRMC and the Local ADACs. MDRRMC is mandated for the identification, planning, implementation, and monitoring and evaluation of risk-based programs, projects and activities concerning climate change adaptation and disaster risk reduction and management. The ADAC, on the other hand, has a critical role in the coordination and proper monitoring of drug-related incidents, as well as identification of programs and projects that will help eradicate the illegal drug problem in their locality. Take note that the use of illegal drugs has been viewed by the current administration as a major hindrance to development of the community.

RECOMMENDED COURSE OF ACTION

1. One of your initial legislative initiatives is to coordinate directly with the Vice Mayor and the Sangguniang Bayan members to start organizing the accreditation process of CSOs. You may also seek the assistance of the MLGOO, or direct your Administrator or liaison officer to the SB to talk to the latter about organizing the accreditation process.
2. After the accreditation period, ask the MPDC to call for an organizational meeting with the accredited CSOs. During the meeting, they may select their representatives to the different LSBs.
3. After the LSBs are organized, issue an executive order to the department heads to hold the first meeting with their respective LSBs so that they can start formulating their sectoral development agenda. Appoint focal persons for the LSBs when such have not been assigned.
4. Make time to attend the first few meetings of the LSBs to be able to communicate with them your development agenda. Your attendance will also show your interest in their role in your governance. Direct the department heads to coordinate with your appointments secretary so that you can attend the initial meetings. When you are certain that the LSBs are properly settled, you may choose to attend only the essential meetings and delegate your co-chairman or department head sitting in the LSBs to act as presiding officer. If possible though, attend LSB meetings where you are the designated Chairperson. Be sure to participate in the meetings on budget deliberation.
5. Familiarize yourself with the composition and structure of your LGU's Peace and Order Council.

You can start by studying the following legal issuances:

- Executive Order No. 309 dated November 11, 1987. This law provides for the reorganization of the Peace and Order Council at the national, provincial, city, and municipal levels. It specifies the members of the POCs and the functions and duties of the councils. Section 116 of the Local Government Code of 1991 adopted and institutionalized this structure at the local level.

- Executive Orders 317 and 320 in 1988; Executive Order 20 in 1991; Executive Order 366 in 1996; and Executive Order No. 773 in 2009. These issuances are amendments to Executive Order 309.

To help you understand better the evolution of the POC, you can read DILG Memorandum Circular 2008-114. Aside from describing the amendments concerning the composition and functions of the POC, this issuance also directed the creation of the Barangay Peace and Order Committees nationwide. These are the implementing arms of the Municipal and City POC.

6. Meet with your Chief of Police and your punong barangay and request for a briefing on the peace and order situation in the LGU.

From the punong barangay, you can get first-hand information on 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 LGU. This dialogue can also be used as a venue for building or enhancing the partnership between the police and the barangay or community in addressing peace and security problems. You must remember that per Sec. 64 of R.A. 6975 as amended by R.A. 8551, you are the deputized representative of NAPOLCOM in your municipality. As such, you exercise operational control and supervision over the local PNP.

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

Allot at least one day to meet with the POC of the LGU. This is an opportunity for team building as well as a venue to draw out plans and programs designed to improve peace and order and public safety in your jurisdiction. In this forum, it is crucial to get their commitment in peacebuilding as well as delineate the roles and responsibilities of each member. On your part, give them assurance that resources will be generated and allocated for the plans and programs they have formulated. Further, emphasize the need for a regular consultation or meeting with them to keep the POC actively functioning at all times.

Familiarize yourself with one of the national government’s priorities and recent issuances, E.O 70 entitled Institutionalizing the Whole-of-Nation Approach in Attaining Inclusive and Sustainable Peace, Creating a National Task Force to End Local Communist Armed Conflict, and Directing the Adoption of a National Peace Framework. You may request the MLGOO to orient the MPOC on the E.O., too.

Remember that sound peace and order and public safety policies are also key to the progress of your municipality.

LIST OF LOCAL SPECIAL BODIES UNDER THE LOCAL GOVERNMENT CODE

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
1. Local School Board <i>(Sections 98-101 of the Code)</i> At least once a month or as often as necessary	<ul style="list-style-type: none"> - Prepare the annual school board budget based on the Special Education Fund (SEF) - Authorize the municipal treasurer to disburse funds from the SEF - Serve as an advisory committee to the Sanggunian on education - Recommend changes in the names of public schools within the municipality for enactment of the Sanggunian concerned 	Co-Chairpersons 1. Mayor 2. District supervisor of school members 3. SB Chair on Education Committee 4. Municipal Treasurer 5. SK Chairperson 6. Elected President of the Municipal Federation of Parent-Teacher Associations 7. Elected representative of the teachers’ organizations in the municipality 8. Elected representative of the non-academic personnel of public schools in the municipality

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
2. Local Health Board <i>(Sections 102-105 of the Code)</i> At least once a month or as often as necessary	<ul style="list-style-type: none"> - Propose to the Sanggunian the annual budgetary allocations for the MOOE of health facilities and services - Serve as an advisory to the Sanggunian on health - Create committees which shall advise local health agencies on matters such as personnel selection and promotion, bids and awards, grievance and complaints, personnel discipline, budget review, operations review and similar functions 	<i>Chairperson</i> 1. Mayor <i>Vice-Chairperson</i> 2. Municipal Health Officer <i>Members</i> 3. SB Chair on Committee on Health 4. Representative from the private sector or NGOs involved in health services 5. Representative of the DOH in the municipality
3. Local Development Council <i>(Sections 106-115 of the Code)</i> At least once every six months or as often as necessary	<ul style="list-style-type: none"> - Formulate long- term, medium- term and annual socio-economic development plans and policies - Formulate the medium-term and annual public investment programs - Appraise and prioritize socio- economic development programs and projects - Formulate local investment incentives to promote the inflow and direction of private investment capital - Coordinate, monitor, and evaluate the implementation of development programs and projects 	<i>Chairperson</i> 1. Mayor <i>Members</i> 2. All Punong Barangays in the municipality 3. SB Chair of Committee on Appropriations 4. Congressman or his representative 5. Representatives of the NGOs in the municipality who shall constitute not less than one-fourth (1/4) of the fully organized council

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
4. Local Peace and Order Council <i>(Executive Order No. 739, dated August 19, 2008)</i>	<ul style="list-style-type: none"> a. Provide a forum for dialogue and deliberation of major issues and problems affecting peace and order, including insurgency b. Recommend measures which will improve or enhance peace and order and public safety c. Initiate and/ or oversee the convergence and the orchestration of internal security operations efforts of civil authorities and agencies, military and police d. Apply moral suasion to and/ or recommend sanctions against local chief executives who are giving material and political support to the Communist rebels e. Monitor the provision of livelihood and infrastructure development programs and projects in the remote rural and indigenous population areas adopted to isolate them from the Communist rebels' "Agitate/Arouse, Organize and Mobilize" and ideological, political and organizational works f. Perform all other functions assigned by law, the President or the NPOC 	<p><i>Chairperson</i></p> <ul style="list-style-type: none"> 1. Mayor <p><i>Vice Chairperson</i></p> <ul style="list-style-type: none"> 2. Vice Mayor <p><i>Members</i></p> <ul style="list-style-type: none"> 3. SB Representative 4. 3 private sector representatives (academic, civic, religious, youth, labor, legal, business and media) 5. representative from the veterans group 6. representatives of NGAs (from field offices or deputized representatives of agencies e.g. MLGOO, MSWDO, DPWH, DTI, DND, DOJ, NAPOLCOM, NBI, etc.)

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
5. People's Law Enforcement Board <i>(R.A. 6975 and R.A. 8551)</i>	<ul style="list-style-type: none"> - serve as an investigating body to hear and decide citizen's complaints (administrative cases) against erring uniformed PNP personnel <p>Each case shall be decided within sixty (60) days from the time the case was filed with the PLEB</p>	<p><i>Chairperson</i></p> <ul style="list-style-type: none"> • Elected from among the members <p><i>Members</i></p> <ol style="list-style-type: none"> 1. SB representative 2. Representative of Punong Barangays 3. 3 representatives chosen by LPOC members from among members of the community, one of whom is a lawyer or if not available, a college graduate or principal of the central school
6. Local Finance Committee <i>(Section 316 of Code)</i>	<ul style="list-style-type: none"> - Determine income projection for next year - Recommend appropriate tax and revenue measures or borrowings - Recommend the level of annual expenditures and ceilings based on the approved municipal development plan - Recommend the proper allocation of expenditures for each development activity between current operating expenditures and capital outlay - Recommend the amount to be allocated for capital outlay under each development activity or project 	<p><i>Chairperson</i></p> <ol style="list-style-type: none"> 1. Municipal Planning and Development coordinator 2. Municipal Treasurer 3. Municipal Budget Officer

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
	<ul style="list-style-type: none"> - Conduct semi-annual review and general examination of cost and accomplishments against performance standards applied in undertaking in undertaking 	
<p>7. Bids and Awards Committee</p> <p><i>(R.A. 9184 and its IRR)</i></p>	<ul style="list-style-type: none"> - Advertise and/or post the invitation to bid/request for expressions of interest; - Conduct pre-procurement and pre-bid conferences; - Determine the eligibility of prospective bidders - Receive and open bids; - Conduct the evaluation of bids; - Resolve requests for reconsideration; - Recommend award of contracts to the HoPE or his duly authorized representative; - Recommend the imposition of sanctions in accordance with Rule XXIII; - Recommend to the HoPE the use of Alternative Methods of Procurement as provided in Rule XVI hereof; - Conduct any of the Alternative Methods of Procurement; - Conduct periodic assessment of the procurement processes and procedures to streamline procurement activities; 	<p>Shall have at least 5 but not more than 7 members:</p> <p>1 representative from each of the regular office under Office of the Mayor e.g., Administrator's Office, Budget, Engineering, GSO, MPDO</p> <p>Observers from COA, an NGO or private sector can be invited</p> <p>End user office shall always be represented.</p>

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
	<ul style="list-style-type: none"> - Perform such other related functions as may be necessary, including the creation of a Technical Working Group (TWG) from a pool of technical, financial, and/or legal experts to assist the BAC. 	
8. Municipal Board of Assessment Appeals <i>(Section 227 of the Code)</i>	<ul style="list-style-type: none"> - receive and act on filed petitions under oath on appeals over the action of the Municipal Assessor in the assessment of property 	<p><i>Chairperson</i></p> <ol style="list-style-type: none"> 1. Registrar of Deeds Members / Alternative Chairman 2. Municipal Legal Officer or Consultant 3. Municipal Engineer
9. Local Disaster Risk Reduction and Management Committee <i>(R.A. 10121 and its IRR)</i>	<ul style="list-style-type: none"> - Approve, monitor and evaluate the implementation of the LDRRMPs and regularly review and test the plan consistent with other national and local planning programs; - Ensure the integration of disaster risk reduction and climate change adaptation into local development plans, programs and budgets as a strategy in sustainable development and poverty reduction; 	<p>Composition: The LDRRMC shall be composed of, but not limited to, the following:</p> <p>Chairperson: Local Chief Executives</p> <p>Members:</p> <ol style="list-style-type: none"> 1. The Local Planning and Development Officer 2. The Head of the LDRRMO 3. The Head of the Local Social Welfare and Development Office 4. The Head of the Local Health Office 5. The Head of the Local Agriculture Office

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
	<ul style="list-style-type: none"> - Recommend the implementation of forced or preemptive evacuation of local residents, if necessary; and - Convene the local council once every three (3) months or as necessary. 	<ol style="list-style-type: none"> 6. The Head of the Gender and Development Office 7. The Head of the Local Engineering Office, member 8. The President of the Liga ng mga Barangay (LnB) 9. The Head of the Local Veterinary Office 10. The Head of the Local Budget Office 11. The Division Head/ Superintendent of Schools of the DepED 12. The highest-ranking officer of the Armed Forces of the Philippines (AFP) assigned in the area 13. The Provincial Director/City/ Municipal Chief of the Philippine National Police (PNP) 14. The Provincial Director/City/ Municipal Fire Marshall of the Bureau of Fire Protection (BFP) 15. The Philippine National Red Cross (PNRC) 16. Four (4) accredited CSOs; and 17. One (1) private sector representative

Plan & Budget

14 PLAN

In your first few months, it may seem that you are viewed by the public using a specialized lens that sees all your actions. How can you impress them by showing them that you can get things done? How can you effectively work on the present and plan for the future at the same time? You do this by setting targets in your short-term and long-term agenda.

MAKE YOUR SHORT-TERM AGENDA

When you assumed office, half of the year is gone, and you have no idea what happened in those first six months. The municipal government you have taken on is using the plan of the previous administration for its programs and services. Given the demands to prepare the budget, meet people, and install corrective measures in the LGU, it is just not feasible to come up with new plans on such short notice. What can you do then?

1. Review the status of projects being implemented and troubleshoot, if necessary

Reviewing the status of the AIP implementation will enable you to find out which projects indicated in the AIP (1) are implemented following the schedule, cost and quality; (2) are ongoing/continuing and following the approved design; (3) are delayed; and (4) are scheduled for implementation on the second half of the year. While the AIP was formulated before your term, its completion by the end of the year will be seen by the people as your responsibility. Since it is your first year in office, your constituents will look at it as a test of your ability to govern. Projects that are implemented effectively and completed successfully will be credited to your competent management. Conversely, if the projects are experiencing delays, perceived as overpriced and substandard, you will be criticized as weak and incompetent.

In conducting the review, you can:

- (a) Issue a memorandum order calling all department heads to submit monitoring and accomplishment reports about the AIP projects under their jurisdiction.
- (b) Direct the Office of the MPDC to process the information contained in the reports and prepare a summary report.
- (c) For delayed projects, discuss with the department concerned and MPDC the reasons for the delay and the corrective measures that can be introduced.
- (d) For projects earmarked for the second half of the year, discuss the mechanisms to be adopted to ensure implementation according to the approved plan.

2. 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 of competitiveness can also be applied at the local level. How do we know if a local government unit is competitive? In the Philippines, the Asian Institute of Management pioneered the measurement of a city's (or municipality's) competitiveness using several indicators under different categories. These categories or what the Asian Institute of Management calls "drivers" are the following:¹

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

¹ Source: AIM, *Philippine Cities Competitiveness Ranking Project, 2007*

Cost of Doing Business

Under the cost of doing business category, there are four 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 a business permit; (3) effectiveness of the one-stop-shop set up by the city, and (4) existence of informal fees such as 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 included in measuring the city's competitiveness.

Dynamism of Local Economy

Under this category, three areas can be measured by the indicators: (1) firm's growth and performance; (2) access to financing; and (3) voice in the LGU. The indicators for item no. 1 are comparative revenue performance of firms for two consecutive years (e.g., 2008 vs 2009); and number of registered business for the same period. The indicator for item no. 2 is the number of universal and commercial banks and access to commercial and government banks, rural banks, and non-bank financing institutions. The indicator for voice in the LGU is membership in local business chambers or socio-civic groups and any other business groups.

Human Resources and Training

The criteria here are the following: overall quality of present workers; availability of qualified job applicants; the skills enhancement programs for the unemployed or job seekers implemented by the LGU.

Infrastructure

This refers to the physical infrastructure and facilities 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

This pertains to the competencies or strengths of the city or municipal government. These are the performance of the city government in promoting local businesses outside the city; performance of the city government in providing investment incentives; transparency of the city government in its dealings; performance of the city government in simplifying and streamlining business procedures; performance of the city government in crafting new legislation that is responsive to new business needs; leadership of the city mayor in responding to the needs of investors; and performance of the city government in responding to the needs of investors.

Quality of Life

Quality of life includes the physical environment, peace and order situation and health facilities of the city or municipality. The indicators are the quality of the city's or municipality's rest and recreation facilities; overall cleanliness of the city; total time solution efficiency; percentage of population with access to potable water; hospital beds per 100,000 population; and doctors per 100,000 population.

3. Given the above competitiveness indicators, make an initial assessment on how your municipality fares

You can ask yourself whether your municipality has what it takes to be considered competitive. Together with your employees, make an honest assessment of the LGU's competitiveness. Does the LGU have the basic infrastructure or facilities that can attract investments or that can make investors stay in your locality? Does your LGU have the necessary 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 just some of the things you need to address if you plan to become truly competitive.

4. Understand the concept of climate change and disaster resilience and what you must do in your first 100 days.

Disaster risks and climate change posed serious threats to the local economy and safety of the community. Local development frameworks such as Philippine Development Plan 2017-2022, and National Disaster Risk Reduction and Management Framework gears toward ensuring a safer, adaptive and disaster resilient Filipino communities towards sustainable development.

Hence, for you to know what you must do at the minimum before, during, and after a disaster, 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; and
- 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 your Local DRRM Council. Instruct the LDRRMC to conduct a climate and disaster risk assessment and update/develop your local DRRM Plan and LCCAP based on the results of the risk assessments.

In your first 100 days, you may discuss with your barangays, specially the Barangay Disaster Risk Reduction and Management Committee (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. Implement doable commitments

You have to develop initiatives quickly if you are to prove that you can deliver. Your promises in the recent elections should be elevated to your administration's platform then translated into programs. Select among your commitments those that can be implemented in six months. See where and how you can harmonize these commitments with the 2019 AIP if possible. If you promised faster and better services in the municipal hall, you may start on your computerization activities if the budget allows. On the other hand, more traditional options can include the construction of roads, cleanliness of parks, markets and other public places, aid to barangays, etc.

MAKE YOUR THREE-YEAR AGENDA

When you assume office, you bring with you your development agenda. However, it is likely that there is already an existing development vision, mission, and goals that encompass your term and beyond. Reviewing the two sets of development agenda will enable you to assess how close or far apart they are from each other. Specifically, you will be able to determine if the existing development vision is consistent with your own, and hence can be easily integrated, or if the former needs to be reformulated or revised to be in harmony with your own. Essentially, you want to let the people know your development agenda, get it done with the participation of the people, and be known for your development legacy in the municipality.

Your agenda should be readily understandable and one which the people can quickly identify with. Keep it short to about 3-4 priorities. This will keep everything in perspective since you only have to set specific goals in these priorities. The basic idea in agenda-setting is you start with the big picture and work your way through the details to ensure that the day-to-day things you do relate to that big picture.

1. Discuss your plan to revisit the LGU's existing development vision, mission and goals with the: (a) executive team, (b) SB, and (c) NGOs, CSOs, and POs.

2. Form a group with representatives from different sectors that will prepare a plan for a multisectoral consultation. Designate the Office of the MPDC as the secretariat.
3. Once the plan is in place, call for a multisectoral assembly to undertake a strategic planning exercise in preparation for the crafting of a three- year development plan. There can be a series of small group meetings by different sectors to tackle the details of the three-year plan.
4. Designate the Office of the MPDC to prepare the draft three-year development plan from the proceedings and minutes of all the meetings conducted for the purpose.
5. Call for another multisectoral assembly to present the draft three-year development plan.
6. Submit the proposed three-year development plan to the SB for its adoption through a resolution.
7. Sign the resolution adopting the three-year development plan.
8. Submit the three-year development plan to the Provincial Governor for review and integration in the provincial development plan.

Remember, the first step is a situational analysis to cull out local issues and needs. Without reliable data, your plan will not be guided properly, and the resulting perceived issues and needs may not be based on real conditions. After the analysis, you weave your way to visioning, priority-setting, and targeting before defining the programs, strategies, and timelines. These are the key steps that the multisectoral groups will have to undertake to come up with the development plan.

TAKE CHARGE OF THE 2020 BUDGET

One of the critical areas a Mayor deals with is the budget process. The budget conveys a statement of what you intend to do and what the priorities of your administration are. You can view the budget as a plan expressed in financial figures that sets down the operating program for the year. In this case, a budget can show in part the level of services, activities and projects of the municipality and the unit cost of each service. As a background, the budget process is not limited to the submission of budget proposals but is also about revenue estimation since the estimated amount can determine the maximum level of services the LGU can provide, the bulk of resources necessary to deliver each service, and insights on possible arrangements to lower the cost of service through a partnership with the private sector, for example.

The municipal budgeting process is divided into four phases: budget preparation for 2020, budget authorization, budget review, and budget execution. During your first 100 days in office, your focus will be on budget preparation encompassing the formulation of income and expenditure projections, budget proposals per department, and budget document to be submitted to the SB. Before submitting the executive budget to the Sanggunian, see to it that the budget includes adequate funding for climate change adaptation and disaster risk management.

RECOMMENDED COURSES OF ACTION

1. On or before July 15, 2019 and every year after that, the LGU carries out the following steps:
 - 1.1 The LFC recommends to the Mayor the income projection and expenditure ceiling for five major sectoral or functional classification of expenditures for the ensuing year based on the following documents:

- (a) Information about the share of the municipality in the internal revenue allotment and from the national wealth, if any
 - (b) Certification from the municipal treasurer on the following: (1) statement of income and expenditures of the preceding year, (2) actual income and expenditures of the first two quarters of the current year, (3) estimated income and expenditures of the last two quarters of the year.
- 1.2 The Municipal Mayor issues a budget call to the department heads. The budget call is a municipal directive for the department heads to submit their budget proposals by July 15. Since this is usually issued in May or June by the incumbent Mayor at that time, you cannot issue a new budget call but can review the earlier issuance in connection with the development goals you want to be incorporated in the budget for the ensuing year. You can get a copy of the budget call from the Records Office in your office or the Municipal Budget Office.
- 1.3 Each department head shall submit his department's budget proposal to the Municipal Mayor.
- 2. After July 15, the following steps will be carried out:
 - 2.1 The Municipal Budget Officer will review the budget proposals of the different departments following the budgetary guidelines or expenditure ceiling set forth by the Municipal Mayor
 - 2.2 He will discuss with , and recommend to, the concerned department heads the necessary adjustments, modifications, and corrections to be entered.
 - 2.3 The Municipal Mayor schedules budget hearing(s) wherein each department head will present and justify his budget proposal.
 - 2.4 After the budget hearing(s), the Municipal Budget Office shall consolidate all the budget proposals as revised.

3. On or before October 16, the Mayor shall submit the executive budget/budget document to the SB for review and authorization.

In form and content, the executive budget/budget document is divided into two parts: (a) income and (b) total appropriations earmarked for current operating expenditures and capital outlays. It consists of the following components:

- a) Budget message which conveys the significance of the executive budget in relation to the fulfillment of the local development plan
- b) Summary of the functions, projects, and activities needed for the efficient and effective delivery of the basic services provided for by the Local Government Code of 1991
- c) Summary of financial statements encompassing the following:
 - Actual income and expenditures for the preceding year
 - Actual income and expenditures for the first two quarters of the current year and estimated income and expenditures for the last two quarters of the current year
 - Estimate of income for the ensuing fiscal year
 - Estimate of expenditures for the ensuing fiscal year
 - Bonded and other long-term obligations and indebtedness if any
 - Summary statement of all statutory and contractual obligations due
 - Other related financial statements or data that will disclose the fiscal condition of the municipality

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SPREAD THE WORD

You are near the end of this guidebook, and we hope that this step applies to you since you have gone this far in the document already. As you have noticed, there is too much preoccupation in the first 100 days of office that people are expecting to hear of your accomplishments after this short period. If you were able to prepare for your position, mobilize the people, and deliver service, there'll be no need to announce any of your accomplishments; but without a messenger, the message is lost. It is best if people not only see and feel, they should also read and hear about it so that they may share in your happiness and accomplishments.

PREPARE AN ACCOMPLISHMENT REPORT OF YOUR FIRST 100 DAYS IN OFFICE

Accomplishments are hard to identify if not correctly documented. Accomplishments do not simply come in the form of concrete programs such as infrastructure projects; they may also be in the form of the community's level of satisfaction with your service. Indicators are needed though in presenting both soft and hard successes. In preparing an accomplishment report, you should:

1. Request all municipal departments and offices to submit progress and accomplishment reports for the period. You should compare these reports to the office targets.
2. From these documents, come up with a rundown of initiatives and activities per sector (social services, economic services, governance, etc.). Specify the number of beneficiaries, unit cost per service, barangays served, among others. Also, ask the department heads to prepare a short writeup about the programs.

3. If you are confident with your undertakings in the period, take testimonies from key stakeholders such as your partners from the business sectors, CSO groups, and LSB members. Or you can send a short satisfaction survey form to these organizations. Include the testimonies and findings in the report.
4. Instruct your information officer to coordinate with the departments in coming up with the accomplishment report. Finalize it in a slim booklet form that is easy to read and understand.

Disseminate the accomplishment report through the following channels:

- Newsletters highlighting some of the critical programs and benefits, and the improvements in the operations of the municipal government
- Press releases sent to the media (newsprint and local radio stations)
- Posting of a copy of the report on the municipal bulletin board
- Mini-poster highlighting the key points in the report, which will be posted in or near conspicuous places in the locality such as the plaza, colleges and universities, the church
- Sending copies of the booklet accomplishment report to organizations and groups (CSOs, chamber of commerce, vendors' association, barangay councils)

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HAVE A BREAK

If you have reached this part by going through all that preceded it, then congratulations on two things: (1) you have it in you to become a good Mayor because you admitted by reading this document that you do not know everything, and (2) you deserve a break.

Why take a break? The mayoralty post is a 24-hour job both in and outside the municipal hall, though supposedly you are to have office work only from 8 a.m. to 5 p.m. In the first 100 days, you will feel the pressure of proving your worth as the local chief executive. Only after the first few days, no need to wait for the 100 days, you will find that your responsibilities are overwhelming. You may feel that time is running so fast with so much to be done. You have to balance your schedule and balance your life. Your commitment to public office should not negate your personal, mental, and physical well being. You can avoid getting burned out by taking a break.

Your first 100 days may either be a nightmare or a cause for celebration to you. If it is the latter, you should relish it and then gear up for the rest of your term. Do this by nurturing your well-being. Take a short vacation and be with your family. Cutting back on family hours will not make you a better mayor. Schedule a weekend break or a 4-day break, including the weekend, out-of-town.



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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