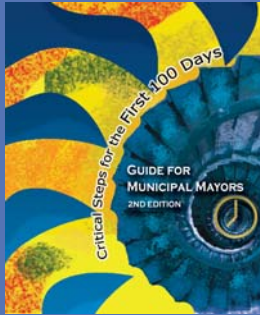




Critical Steps for the First 100 Days

**GUIDE FOR
MUNICIPAL MAYORS**
2ND EDITION



Cover Design:
IRIS ALEGRO-IGROBAY

About our cover...

Critical Steps for the first 100 days

This is our Gift for Good Governance to you. The cover depicts our bright hopes for the local government officials and the eternal flame that keeps them working as catalysts for development. It also illustrates the enduring climb that local leaders must commit themselves to in achieving far-reaching goals for the good of the community. Despite the challenges posed by meager time and resources, the lomography inspired cover presents our brightest aspirations in bringing about excellence in local governance via substantive capacity-building interventions.

*Critical Steps for
the first 100 days*

Guide for Municipal Mayors

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MESSAGE OF THE SECRETARY

The pursuit of excellence in local governance starts with a clear vision among our local leaders for a governance of truth, development and service. It is of utmost importance that our local chief executives nurture in them the dedication and commitment in carrying out their responsibilities and be of service to the people.

Alongside with this is the need for them to be knowledgeable of their defined tasks and be capacitated in their managerial skills to help them become effective leaders as well as catalysts for change towards peace and progress.

We in the Department of the Interior and Local Government are pleased to offer this tool on the critical steps for the first 100 days to our local officials. The DILG recognizes the crucial role of our leaders. It is our aim that this guidebook will be of support to our local officials as they engage themselves in the early stage of their work in managing the affairs of the LGUs.

The manual provides the readers with practical steps and insights on various processes in local governance. It is a handy guide and reference material for our local officials as they craft their local development agenda.

We congratulate our new local leaders for the opportunity provided to them to serve our country and we hope that this study handbook will be genuinely useful to them, as they map out their plans and actions to attain the vision and aspirations they so desire for their LGUs.



Austere A. Panadero
Undersecretary for Local Government

MESSAGE OF THE LGA DIRECTOR

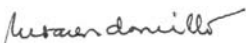
Congratulations! You have been given that privilege to serve our country, and in your possession is the learning material on “Critical Steps for the First 100 Days”.

The essence of effective leadership stems from the fact that leaders have the capacity to translate visions into actions. Central to this is their ability to make sound decisions and manage with efficiency the work of a civil servant as they partner with various stakeholders. It is the kind of leadership that builds and cultivates on learnings, good governance, partnership and service. They value the participation of institutions and communities to link together for the common good of the people and country.

The Local Government Academy is always motivated to seek the best among the local officials as we provide them with capacity development interventions for their growth and advancement. The Academy sees the crucial role our leaders have to perform to attain the desired vision of the LGUs. With that, the LGA is therefore pleased to hand over this handbook to you as a gift and as our contribution to help empower our local governments.

This manual offers in practical terms the needed governance actions, as well as key processes that provide directions to our local officials in crafting their development agenda. It is user-friendly and at the same time a good source of information on various facets of local governance.

It is our hope that this guidebook will motivate you to strive forward as you fulfill your leadership role in the LGUs, thus obtaining the desired goal of a better life for the constituents.



Marivel C. Sacendoncillo
Executive Director

Congratulations! Your pursuit of election to public office has paid off but it's now time for a reality check. You may have won your way through promises, confrontation, and rhetoric but would these be of much use to you in the management of the organization you sought out?

The moment you take on the role of the local chief executive, you'll realize that winning is not all that matters. You'd have to meet the expectations of the people who voted for you instead of your opponents. You'd have to positively disappoint your rivals by performing well and doing the locality good. And to do these, it will dawn on you that you might need a different set of skills and understandings. You may need to review the ideas and convictions you held on to when you entered the campaign. You may also want to ask yourself – have I thought about the things I will do in my first 100 days in office? What can I actually hope to accomplish in this limited time?

This document will try to answer exactly these questions or at least point you in the proper direction.

Have a great **start**.

HOW THE GUIDEBOOK WORKS

What can you hope to achieve in your first 100 days in office? The following answers surface:

- Initiate the implementation of projects and programs promised during the elections
- Re-direct development through the formulation of an action agenda, and
- Motivate people through change in culture and processes.

Action Taken

You could 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 in nature. As such, the guidebook is divided into three phases that enable you to achieve your targets.

The first phase is the *Transition* phase. 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 viable Mayor’s Office, administrative supervision over appointments, and institutionalization of decision making processes. Initially, you will need to define the policy (i.e. the goals, principles, and programs) you wish to pursue. Aside from dealing with the administration platform and personnel, you will also need to deal with pesos and properties. Most importantly, the transition period is the time for study, data gathering and analysis.



The second phase is for *Mobilization*. This occurs primarily between July and August and basically deals with people. Mobilization is about listening to people to get feedback and suggestions, meeting people for networking and participation, and interacting with people to show that you are approachable, genuinely concerned, and open-minded. Activities are mainly concentrated on generating the support of the people and activating the local special bodies.

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

The last two sections of the guidebook actually do not fall under these 3 phases, but we thought that the Municipal Mayor will benefit in undertaking them when the first 100 days is nearing its end.

Transition

1 GETTING STARTED : KNOW WHAT YOU GOT YOURSELF INTO

By virtue of your success in the democratic process (a.k.a. elections), you volunteered to take on a very difficult task. As former US President Lyndon Johnson was heard to have 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 ease in smoothly into the job, your first goal should be the familiarization of your roles and functions as local chief executive. After which, you’ll have to figure out ways to effectively deliver these functions in terms of operations, processes, and outputs. Knowing these will get you properly started since then you’ll have an idea what you got yourself into.

Just to test how much you know at this stage, let’s rundown 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 are you going to 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 don’t even know what is expected of you. Merely understanding these would not even be enough, for you need to be able to relate these with local governance buzzwords like transparency, accountability, participation, equity, efficiency, effectiveness, and development. Any of

these terms may be eventually used to define your leadership, unless you failed at all counts.

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 at least the sections of RA 7160 relevant to municipalities and the amendments thereto. Care to study memorandum circulars from national government agencies like the DILG, DBM, NEDA and recent presidential directives. Ask your MLGOO (Municipal Local Government Operations Officer) for guidance on these.

The basic guide of local government officials is RA 7160 (Local Government Code of 1991). It is composed of 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.

Action Taken

Chapter 3, Article 1, Section 444 of Book III lengthily outlines the powers, duties, functions, and compensation of the local chief executive including the nitty-gritty details of each duty. In brief, the municipal mayor shall supervise program implementation; enforce law and ordinances; maximize resource generation; and ensure basic service delivery.

Aside from the Code, there are other publications which 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, Konrad Adenauer Medal of Excellence (KAME), among others. These publications present the experiences of your fellow municipal mayors who have been confronted with major challenges upon assumption to office, and their triumphs in being able to surpass them all 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 had.

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

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

- **Presidential Decree No. 1566** - on strengthening of the Philippine disaster control capability and establishing a community disaster preparedness program nationwide.

Take note of the provisions of Section 4.c, which have been simplified and updated by the National Disaster Coordinating Council (NDCC) as follows:

A Municipal Disaster Coordinating Council (...MDCC) shall be composed of the Municipal Mayor as Chairman, the Chief of Police of the PNP as Vice-Chairman and all organic municipal officials, as well as all national officials working at the municipal level, as members. The Municipal Civil Defense Deputized Coordinator shall act as action officer of the council (Source: NDCC, March 2008, <http://ndcc.gov.ph/home>).

- **Section 276, Book II of R.A. 7160** – on condonation or reduction of real property tax and Interest in case of calamity.

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

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

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 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 in geographic and political coverage.”*

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

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

ATTEND SHORT COURSE ON LOCAL GOVERNANCE

Short courses offer a wide array of topics related to local governance which are organized in condensed/compact mode and in short periods suited to your busy schedule. During your first month in office, you may consider attending a basic orientation course just to familiarize yourself with the roles and functions of a municipal mayor. You may choose from any of the basic orientation courses being 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.

PARTICIPATE IN LAKBAY-ARAL ACTIVITIES

Participating in lakbay aral activities to municipalities which have 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 first-hand how your fellow mayors have actually responded to the challenges they have encountered, hindering factors they have to prevail, results of their efforts, and lessons learned from the experience. The interaction with the mayor and his/her 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 important in this step is look for the appropriate sites to visit. Thus gathering information about the latter is the first step prior to actually embarking on a lakbay aral.

Action Taken



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'd 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, like meeting with the PTA, chamber of commerce, and even officiating in weddings. 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're meeting before engaging with them.

2 FORM THE TRANSITION TEAM AND GET TO WORK

As a newly elected official, it is best if you ensure that there'll be 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 Team should inform you of the current status of the local government. They 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

You should think of forming your team right after proclamation, within the first 2 weeks of June perhaps. Three things should not be compromised in your identification of the members of this team. One, they should have 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 information, make use of their expertise, and arrive at decisions and recommendations.

Action Taken

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

- Administrator or your Executive Assistant for management concerns



- Legal Adviser for policy and legal concerns
- Trusted financial analysts officer, who may come from inside or outside the bureaucracy (budget, treasurer, accountant);
- Municipal Engineer for status of projects and
- Planning Officer for his/her wealth of information about the LGU, its plans, programs, and development directions.

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 at the last section called analyze and advise.

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's 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: like 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 6 months, expenditures for the next 6 months including liabilities and contractual obligations, revenue generated in the last 6 months, and revenue projection in the next 6 months, and statement of assets.

Action Taken

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 like 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 simply 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.

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 grounded on reality 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 you wouldn't have to personally look into invitations, venue, food, etc. 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 like calling for unity and thanking the electorate, the team may best help you in effectively presenting the agenda they help you craft with.

Action Taken



3 ORGANIZE YOUR OFFICE

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 easily obtain processed information, make judgments, and be able to easily implement and enforce decisions.

A Mayor's typical day is basically very busy attending to different concerns that do not seem to end. The normal 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 work 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?

Administrator. The need for this position may depend on the size of the bureaucracy since primary functions include: coordinating with the department heads; directing the Mayor's staff and overseeing daily operations of the office, monitoring office procedures, final processing of information before presentation to the Mayor, supervising the Mayor's schedule and communications, providing policy advice, and executing the Mayor's decisions.

- **Communications or Information Officer.** As the focal person for media and public relations, this person should be able to convey the thoughts and priorities of the Mayor as 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, you may want to hire a lawyer who would commit some of his/her 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 job applications. It is then practical to appoint a person that would concentrate on establishing the system of attracting eligible nominees and securing potential employees for the vacancies in the municipality. There may be no problem in getting applications since many would hope to be hired by the municipal government because of their efforts in the recent elections. The bigger challenge for the Appointments Officer is to tactfully reject many of the applications. In this case, the Officer acts like a shock-absorber for the Mayor.

- **Personal Assistant(s)**, who will be responsible for ensuring that the Mayor has all the personal effects he needs (e.g. business suit, briefcase), remind the Mayor about his schedule, control access to the immediate office, receive and relay messages to and from the Mayor, and make personal arrangements.

Other functions which may be merged with already existing ones but you can opt to put in place as well are:

- **Policy and Department Liaison**, whose functions can already be taken up by the Chief of Staff or Administrator. This person will primarily process sectoral or portfolio information (e.g. financial, public service) as input to the priority policies of the Mayor and 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 status of the executive's priority legislation, and negotiate issues with the legislature. He/she will also advise the Mayor whether to sign or veto legislation.

Action Taken



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 important events for priority inclusion in your calendar and must be given a level of flexibility in accepting or rejecting invitations. It may be possible that in some of the requests, your Information Officer or department heads can come in your behalf.
- **Correspondence.** Ask your Chief of Staff to ensure that there is a procedure for handling letters and answering them promptly. Remember, Civil Service rules require a response or acknowledgement within 15 calendar days after receipt of 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 in his/her behalf.
- **Constituent services.** It is imperative for the Mayor's Office to directly interact with the constituents. The Mayor, through the Chief of Staff, should monitor and ensure that responses to these engagements are prompt. Make sure as well that the constituents would not have to experience a confusing maze of referrals while at the same time access to the Mayor is regulated to the extent that it enables him/her to perform all his/her functions. Usually, subjects of constituent visits are requests for:

aid or projects, public documents, referrals for employment or hospital discounts, presence at meetings or celebrations. You can explore other modes of engaging the public say thru toll-free numbers or text messages, airtime in municipal radio programs, and other mechanisms.

- **Administrative support.** This comes in tasks like answering mail, keeping official records, and meeting the public. Oftentimes, there are permanent administrative staffs already under the Mayor's Office that ensures 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 to improve the delivery of services of the office. If you think that computerizing or applying new technologies can make the office function faster, then by all means institute the reform.

Action Taken



4 PUT TO ORDER THE EXECUTIVE BRANCH

It is common for local government units to exceed the allowed ceiling for personal services because of the employment of too many casuals, contractuels, and job-orders. What is more frustrating is if before leaving the LGU, the incumbent municipal mayor acted on many midnight appointments (ensured the processing of the appointment of many of his appointed casuals to permanent positions). What is left to do then?

Your authority to recruit so-called new blood into the Municipal Government is limited since the Local Government Code of 1991 has specified that majority of the local positions from the department heads level to the rank-and-file are tenured such that the appointees can only be removed for cause. Only a few co-terminus positions (term ends with the appointing authority) and optional positions (if they have not been created and filled up yet) are open for new appointments whenever there is a change in leadership. You can create additional positions which you deem necessary to the operations of the Municipal Government provided that the additional personal services will not cause the municipal government's total annual personal 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 positions are agriculturist, social welfare and development officer, environment and natural resources officer, architect, population officer, veterinarian, general services officer, cooperatives officer, and human resource officer. The optional and co-terminus positions 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 together with the HR Office must 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. Only then can the team determine which vacant positions are needed to be filled up and which optional/additional positions to create. Of course, the possible effects of the total corresponding personal services to the Codal limit and the total budget of the Municipal Government must be assessed. Critically, the new administration must review the accomplishment reports and individual performance ratings and determine which offices are doing well and which need to be monitored closely in the first 100 days.

Action Taken



APPOINT OFFICIALS TO CO-TERMINUS/CONFIDENTIAL POSITIONS

In your first 100 days, it is very likely that you will be introducing to the bureaucracy new faces that may either be appointed to co-terminus or confidential positions. It is understandable that you would want to be surrounded by people you trust and you are intimate with.

Remember though that competency is still needed for them to help you make the government function well.

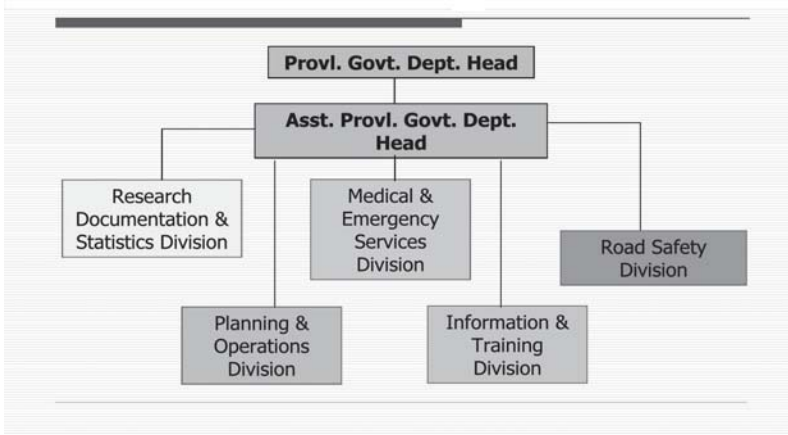
FILL UP VACANCIES AND/OR CREATE OPTIONAL POSITIONS

The local government would face no problem in looking for job applicants, The issue, though, is if it is able to attract the right people (competent and highly qualified) for the vacancies. Be sure to follow the recruitment and selection process- from advertising of open positions, accepting applications, interviewing the applicants, and deliberating over the selection. As for the rest of the applicants, the Office of the Mayor, through his Appointments Officer can start a program that refers the applicants and facilitates their employment 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 positions have been created, and (3) compliance with the 45 percent and 55 percent PS limitation.

To prevent loss of lives due to natural and man-made disasters, make sure that your municipality has a **Disaster Risk Management Office (DRMO)** similar to the **Albay Public Safety and Emergency Management Office (APSEMO)**, which also serves as the Secretariat of the Disaster Coordinating Council. The organizational structure of APSEMO is shown below. A more detailed discussion of Albay's disaster risk management strategies is provided in the last section of this guidebook.

Organizational Structure of



(Source: <http://www.un.org.ph/response/mayon/keyDocs/>)

LIMIT THE NUMBER OF CASUALS AND CONTRACTUALS

Another favorite pastime of local chief executives is the appointment of casuals and contractuels. Though this is a political reality, the Mayor should know when to stop adding people to the bureaucracy lest he/she be tagged as a 'trapo.' Unlike permanent employees, casuals and contractuels do not have security of tenure. They are not even considered inherently part of the organizational structure because of their temporary, short-term tenure. Supposedly, these employees are to serve the LGU for less than 6 months (casual) or 1 year (contractual) depending on the nature of the job to be performed. But what happens is that they are renewed or re-installed time and again depending on who won in the recent elections.

The Mayor should make a clear statement that the local government is where the best of the best should work.

Action Taken

5 FAMILIARIZE YOURSELF WITH FISCAL DOCUMENTS TO DETERMINE LGU'S FISCAL STATUS

How well should you know your municipality's finances?

In the initial parts of this guidebook, your transition team already conducted a review of the fiscal status of the LGU. What this part of the guidebook is trying to stress this time is the necessity of your understanding, on your own, what the figures from the fiscal 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 in the long term, (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'D LIKE TO KNOW

By listing financial questions bothering you, you would be able to identify fundamental 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 internal controls are 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 or under-expenditures?
- How do we interpret our financial statements?
- What fiscal reports or documents should you request to see the fiscal picture of the LGU? What should you look for in each document? How are they related 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 don't have an outsider 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 on Appropriations and accountant. Some of the documents to be requested from these people are:

Action Taken

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



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

Remember that the functions of these three players - Treasurer, Accountant and Budget Officer are linked. 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 thru vouchers. Clearly, 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 it will eventually serve as the stopper if it seems that expenses are already far ahead from the resources available.

Though these finance people can be wonderful assets to you as Mayor, you should never give them all the liberty in studying and managing the municipality's finances. Else, things might go awry and it's still you who's mainly accountable as the supervising authority.

Action Taken

Mobilization

6 VISIT ALL OFFICES AND FACILITIES AND REQUEST FOR AUDIT

There can never be a substitute for first-hand observation. By doing this, you will personally see the working conditions of your employees and the probably deteriorating status of the municipality's facilities. It is noted in the Code that the Mayor must ensure the efficient and effective management of supplies and properties yet there's no formal turnover of municipal properties and assets from the incumbent to the newly elected Mayor. There's no form of a clearance that certifies and validates the inventory of properties and even determines their conditions.

ACQUAINT YOURSELF WITH 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 some interaction with them. On the other hand, you want to let them know that you mean business even 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 instead 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 being used. You can see for yourself whether the office environment or condition is conducive to work, repairs and improvements are needed, new equipment to be bought, and new systems and procedures to 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'd have to visit and examine, as maybe applicable, are the:

- Municipal building
- Markets and abattoirs
- Rainwater collectors and water supply systems
- Solid waste disposal facilities
- Health facilities like clinics, health centers, botika ng bayan
- Police and fire stations
- Elementary and secondary school buildings
- Municipal jail
- Public cemetery

Action Taken

- Public parks
- playgrounds and sports facilities
- communication and transport facilities
- traffic signals and road signs
- cultural centers
- tourism facilities and attraction sites
- low-cost housing properties initiated

REQUEST FOR AUDIT

In your visit of the facilities, you may not have noticed blatant discrepancies in the inventory of assets to the actual facilities. But 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 significance. 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 transfer of both physical and electronic records.

7 REVIEW STATUS OR PROGRESS OF ANTI-RED TAPE LAW IMPLEMENTATION

By the time you assume your post as mayor, the implementation of the Anti-Red Tape Act of 2007 is already under way. Enacted as Republic Act No. 9485, this law intends to cut red tape in government, prevent graft and corruption and at the same time, improve the efficiency of public service delivery. To achieve these objectives, each local government unit is mandated formulate a Citizen's Charter containing among others, the

LGU's vision and mission, services provided and a description of the step-by-step procedure for availing each type of government service (e.g. issuance of permits and licenses, provision of health care service etc). DILG Memorandum Circulars 2008-164 and 2009-110 mandate the strict implementation of this law in local government units.

The 2008 memorandum directed the LCE to constitute a Task Force to take charge of the law's implementation including the including the reengineering of the LGU's systems and procedures, adoption of appropriate mechanisms for uninterrupted delivery of frontline services, establishment of assistance or complaints desk, institution of hotline numbers for the LGU's clients, and institution of one-stop-shop or walk-in service counter for special clients like pregnant women, senior citizens and persons with disabilities.

In the 2009 memorandum, the allocation of at least one-half of one percent (1/2 of 1%) of the LGU's 2009 MOOE budget was allowed to be used exclusively for anti-red tape programs and projects. This document also directed the LGUs to submit to the Civil Service Commission Regional Offices, their proposed anti-red tape programs and projects for review.

Action Taken

With this brief background of the Anti-Red Tape Law, you can start reviewing the progress of its implementation. You can meet with the Task Force (if any) or staff in charge of the Anti-Red Tape Law implementation. Check with them the following among others:

- Presence of Citizen's Charter (in the form of a written publication like a book or booklet or tarpaulins)
- Existence of public assistance or complaints desk
- Presence of hotline number/s or text messaging service for feedbacking
- Presence of dedicated lanes for senior citizens, pregnant women, persons with disabilities for frontline services
- Expenditures for Anti-Red Tape Programs and Projects in 2009
- 2010 MOOE Budget allocation for continuing Anti-Red Tape Programs and Projects

If there are feedbacks from the LGU's clientele, use these as one basis for improving your current implementation of the Anti-Red Tape Law.

For more information about the Anti-Red Tape Act you can read its primer available at the website of DILG and LGA. You can also ask the Local Government Operations Officer in your LGU to give you an update on the matter.

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 be able to provide a favorable working atmosphere and opportunities for growth. These may come in terms of training, promotion, installation of systems and procedures, rewards and incentives system. But these expectations are all just unverified assumptions until you meet them.

As their leader, you must exert an effort in knowing them and straightforwardly quashing their worries for their jobs (if you don't intend to re-organize) or easing in a re-organization proposal (if you intend to). But on the first day in office, the agenda really is to meet the department heads individually then as a group, and then hold a general assembly.

The department heads compose your executive team primarily responsible for the delivery of basic services. Holding a series of meetings with them serves a number of reasons: (1) establish rapport with them, (2) seek their cooperation, (3) learn the services, accomplishments, issues and 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 large 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 good to invest some of your time to knowing the municipal employees and their jobs. Municipal employees can be powerful allies or, when estranged, can start problems.

Action Taken

RECOMMENDED COURSE OF ACTION

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 his/her department's 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 his/her department's accomplishment in the last three years, issues and concerns encountered, recommendations and future directions. In addition, ask for a written report on the functions of the department, functions of the department head and staff, inventory of personnel appointment including casual 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 department heads meeting to discuss the contents of the report. On the same occasion, 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 holding a discussion 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 properly guided in the performance of their function.
7. Agree on a regular department heads' meeting.



9 BEFRIEND THE LEGISLATURE

Like any other key stakeholder, the Sangguniang Bayan 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 are co-equal and assigned specific functions with the executive branch taking charge of management and actual operations of the Municipal Government and the legislative branch providing enabling legislation. Without sacrificing the principle of check and balance, these two branches need to cooperate with each other to be able to govern the Municipal Government efficiently and effectively. A supportive and cooperative Sangguniang Bayan will easily pass priority bills 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.

Action Taken

Oftentimes, the main source of conflict between the executive and the legislative officials is the unclear delineation of roles and expectations. Some LGUs have opted for a compromise where the Mayor granted Sanggunian members program management responsibilities. It is best for

you as Mayor not to ignore the local policymaking body and come up with acceptable compromises with them instead of dragging the conflict longer. You should meet with them regularly, if possible. One way of harmonizing your agenda with theirs and which is a very good start to 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 like addressing the Sanggunian and presenting your program and priority policies at the opening of their regular session. Go out of your way to meet both formally and informally with them.

RECOMMENDED COURSES OF ACTION

Preparatory Activities

1. Ask your team and/or legal consultant to review existing policies applicable to the municipality, both local and national. Find policy support to your thrusts and direction.
2. Finalize the thrusts and direction of your administration (enhanced platform) which you would present in the ELA formulation
3. Strategize beforehand what you think are areas where you would have to compromise given your knowledge of the Sanggunian and its members. Make sure that climate change adaptation and disaster risk management 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 respective 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 and approval/adoption. If possible, include regular informal meetings and caucuses with the Sanggunian members as part of the rules of engagement so 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 liaison between them.

Action Taken

10 MEET THE BARANGAY CAPTAINS

You are mandated by the Code to exercise general supervision over barangays. The basic requirement in meeting this though is a visit at least once every 6 months in all the barangays. The barangay chairs and officials are the first set of officials that people generally go to seek 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 problems 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; and (4) gain access to or link up with the people.

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.

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 their suggestions.

- 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 adopted in attending to request for projects, emergency assistance for constituents, follow-up on earlier requests, among others.
- 6. Identify a point person/coordinator in your office or in the municipal government who will take charge of barangay-related concerns.

Action Taken

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 may 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.

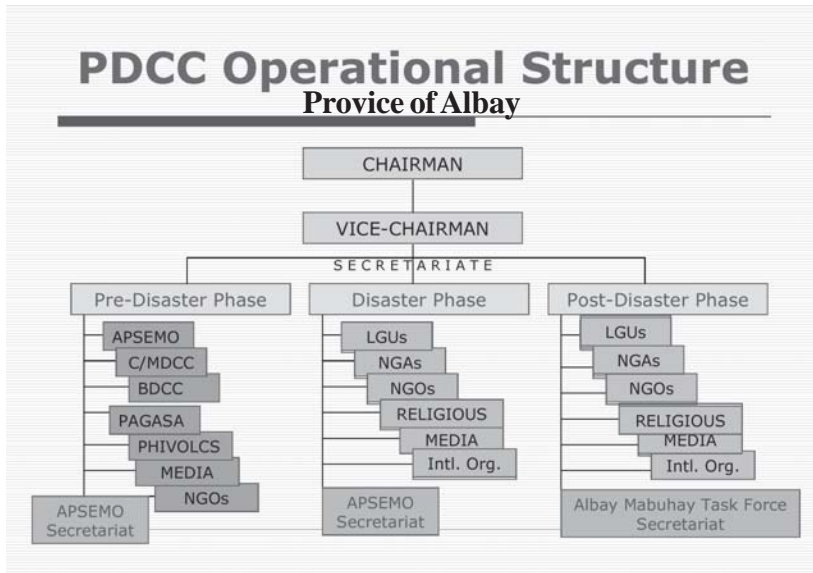
So do take time to find out what you can and should do when disaster strikes.

Action Taken



Convene the *Municipal Disaster Coordinating Council (MDCC)* so that you can have a detailed discussion with the Vice-Chairman (i.e., the Chief of Police), the members (i.e., all organic municipal officials, as well as all national officials working at the municipal level), and the action officer of the council (i.e., the Municipal Civil Defense Deputy Coordinator) who can ably brief you on your role in disaster risk management.

To promote effectiveness and efficiency of disaster risk management, advocate the adoption of an *MDCC* operational structure that is similar to that of the province of Albay (see chart below). A more detailed discussion of Albay's PDCC operational structure is provided in the last section of this guidebook.



(Source: <http://www.un.org.ph/response/mayon/keyDocs/>)

12 MOBILIZE OTHER STAKEHOLDERS: CSOs/ NGOs, BUSINESS SECTOR AND 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. The people we have identified here are the groups that would play a vital part in your success as a development manager of the locality. These key stakeholders are the CSOs and NGOs, the business sector, and the media.

Civil society organizations and non-government organizations are two of the prime-movers of good governance. They have the tendency to create an alternative development agenda and an inclination to act as fiscalizers of government's actions. Composed of organized, educated sometimes moneyed 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 lack of understanding of your development agenda because this was not communicated thoroughly at the beginning. These organizations expect you to provide more democratic space in local government processes like planning and project implementation and monitoring.

The *business sector*, on the other hand, are the major income sources of the municipality, thus they are regarded as the engine of growth. This sector is responsible for the commercial trade of goods and services, creation of employment opportunities and promotion of urbanization of the municipality. They, through their chamber of commerce, expect that you'd be able to head an LGU that facilitates and promotes a favorable climate for economic growth.

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

You should maintain a good perspective about these groups and view them as partners who can assist you in promoting the development of the city. Meeting with them will enable you to (1) lay down your development agenda especially as it relates to their interests, (2) interact with them concerning their views on 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.

Also inform these groups of your intention to adopt an MDCC operational structure that is similar to that of the province of Albay wherein the CSOs, NGOs, business sector and the media assume a crucial role in all phases of disaster risk management.

Action Taken

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 on the development priorities.
4. Assign a point person/coordinator who will liaise between you and the CSOs, NGOs, business people and media.
5. Identify a mechanism for interaction between you and the CSOs, NGOs, business people and media.

13 RECONSTITUTE AND MEET THE LOCAL SPECIAL BODIES (LSBs)

Going through the Local Government Code, you'll see that there are 4 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 been issued calling for the creation of special bodies for various interests such as Ecological Solid Waste Board, Tourism Council, Small and Medium Enterprise Dev't Council, Price Coordinating Council, Council for Culture and the Arts, Physical Fitness and Sports Dev't Council, Anti-Drug Abuse Council, and Local Council for Women, among others. Given this lineup, the task is quite daunting and as a newly (re)elected mayor we will just focus on the major LSBs since all the other bodies and councils arising from administrative issuances are primarily sectoral in nature. Anyway, your role is to reconstitute the 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 effective 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 actually promotes a higher goal, that is, for the government and people to work together for a transparent, accountable and effective leadership.

Take note that the Municipal Development Council (MDC), Municipal School Board (MScB), Municipal Health Board (MHB) and Municipal Peace and Order Council (MPOC) are among the LSBs that can be mobilized for the identification, planning and implementation of viable programs, projects and activities concerning climate change adaptation and disaster risk management. You are the chair of the MDC, MHB and MPOC, and a co-chair of the MScB – in tandem with the district supervisor of schools.

Action Taken

RECOMMENDED COURSE OF ACTION

1. If you have a good working relationship with the SB, you may coordinate directly with the Vice Mayor to start organizing the accreditation process of NGOs, CSOs, and POs. 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 NGOs, CSOs, and POs. During the meeting, they may select their representatives to the different LSBs.
3. After the LSBs are organized, issue an executive order to the particular department heads to hold the first meeting with their respective LSBs so that they can start formulating their sectoral development agenda. Appoint focal persons to LSBs when the point person still remains unclear.
4. Make time to attend the first few meetings of the different 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 concerned 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 important 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 attend meetings on budget deliberation specifically.
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, municipal levels. It provides for the members of the POCs and contains the functions and duties of these 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, and Executive Order 366 in 1996. 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. Initially meet your Chief of Police and your barangay chairmen/ women and request for a briefing on the peace and order situation in the LGU.

From the chairmen/women, you can get first hand information on whether their Barangay Peace and Order Committees have already been created and or functioning. From the Chief of Police, a general picture of the peace and order situation of the LGU can be generated. This dialogue can also be used as a venue to build or enhance police and barangay/community partnership in addressing peace and security problems.

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 important to get their commitment in peace building 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.

LIST OF LOCAL SPECIAL BODIES UNDER THE CODE

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
<p>1. Local School Board</p> <p>(Sections 98-101 of the Code)</p> <p>At least once a month or as often as necessary</p>	<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 	<p>Co-Chairmen</p> <ol style="list-style-type: none"> 1. Mayor 2. District supervisor of school <p>Members</p> <ol style="list-style-type: none"> 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
<p>2. Local Health Board</p> <p>(Sections 102-105 of the Code)</p> <p>At least once a month or as often as necessary</p>	<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 	<p>Chairman</p> <ol style="list-style-type: none"> 1. Mayor <p>Vice-Chairman</p> <ol style="list-style-type: none"> 2. Municipal Health Officer <p>Members</p> <ol style="list-style-type: none"> 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

LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
<p>3. Local Development Council</p> <p>(Sections 106-115 of the Code)</p> <p>At least once every six months or as often as necessary</p>	<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 	<p>Chairman</p> <p>1. Mayor</p> <p>Members</p> <p>2. All Punong Barangays in the municipality</p> <p>3. SB Chair of Committee on Appropriations</p> <p>4. Congressman or his/her representative</p> <p>5. Representatives of the NGOs in the municipality who shall constitute not less than one-fourth (1/4) of the fully organized council</p>



LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
<p>4. Local Peace and Order Council</p> <p>(Executive Order No. 739, dated August 19, 2008)</p>	<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 	<p>Chairman</p> <ul style="list-style-type: none"> 1. Mayor <p>Vice Chairman</p> <ul style="list-style-type: none"> 2. Vice Mayor <p>Members</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
	<p>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</p> <p>f. Perform all other functions assigned by law, the President or the NPOC</p>	
<p>5. People's Law Enforcement Board</p> <p>(RA 6975 and RA 8551)</p>	<p>- serve as an investigating body to hear and decide people's complaints or cases against erring PNP officers and employees</p> <p>Each case shall be decided within sixty (60) days from the time the case has been filed with the PLEB</p>	<p>Chairman</p> <ul style="list-style-type: none"> • Elected from among the members <p>Members</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



LOCAL SPECIAL BODY/ MEETINGS	FUNCTIONS	COMPOSITION/ ROLE OF MAYOR
<p>6. Local Finance Committee</p> <p>(Section 316 of Code)</p>	<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 	<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 development projects 	
<p>7. Bids and Awards Committee</p> <p>(RA 9184 and its IRR)</p>	<ul style="list-style-type: none"> - Advertise and/or post the invitation bid - Conduct pre-procurement and pre-bid conferences - Determine the eligibility and prospective bidders - Receive, conduct and evaluate bids - Undertake post qualification proceedings - Resolve motions for reconsideration - Recommend award of contracts 	<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"> - Recommend the imposition of sanctions - Recommend use of alternative methods of Procurement - Invite observers to sit in its proceedings, which shall be composed of representatives from COA, an NGO and a recognized private group in a sector or discipline relevant to the procurement at hand 	
<p>8. Municipal Board of Assessment Appeals</p> <p>(Section 227 of the Code)</p>	<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>Chairman</p> <ol style="list-style-type: none"> 1. Registrar of Deeds Members / Alternative Chairman 2. Municipal Legal Officer or Consultant 3. Municipal Engineer

Plan & Budget

14 PLAN FOR NOW AND LATER

In your first few months, it may seem that you're viewed by the public using a specialized lens that sees all your actions. How can you impress them by showing 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.

WORK ON YOUR SHORT TERM AGENDA

When you assumed office, half of the year is gone and you simply have no idea what happened in those first 6 months. The municipal government you've 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 fresh 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 2010 AIP implementation will enable you to find out which of the projects indicated in 2010 AIP (1) has been implemented according to set time, cost and quality, (2) which has been ongoing/continuing and if the implementation follows the approved design, (3) which has been delayed, reasons for delay and corrective measures to be instituted, and (4) which has been scheduled for implementation on the second half of the year. While the AIP was formulated before your term, its completion by the end of 2010 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 running on the ground 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 on AIP-indicated projects falling 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 delay and corrective measures that can be introduced.
- (d) For projects earmarked for the second half of the year, discuss certain mechanisms to be adopted to ensure implementation according to the approved plan.

Action Taken

- 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 or concept 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 competitiveness using a number of indicators under seven categories. These categories or what the Asian Institute of Management calls as 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

Cost of Doing Business

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

Dynamism of Local Economy

Under this category there are three areas that can be measured by indicators: (1) firm's growth and performance, (2) access to financing, and (3) voice in LGUs. The indicators for number (1) are:

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

(a) comparative revenue performance of firms for two consecutive years (e.g. 2008 vs 2009) and (b) number of registered business for the same period. The indicators for number (2) are as follows: number of universal/commercial banks and access to commercial/ government/rural banks and non-bank financing institutions. Voice in the lgu indicators (no. 3) are membership to local business chamber/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; presence of skills enhancement programs for the unemployed or job seekers being implemented by the LGU.

Infrastructure

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

Responsiveness of LGUs to Business Needs

All the indicators here pertain to the competencies/strengths of the city/municipal government. These are : performance of the city government in promoting local businesses outside the city; performance of the city government in the provision of investment incentives; transparency of the city government in its dealings; performance of the city government in the simplification and streamlining of business procedures; performance of the city government in crafting of new legislation responsive to new business needs; leadership of the city mayor in responding to the

needs of investors; performance of the city government in responding to the needs of investors;

Quality of Life

The physical environment, peace and order situation and health facilities of the city or municipality are the subject of measurement in the aspect of quality of life. 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; doctors per 100,000 population are the indicators used to measure quality of life in the city or municipality.

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

You can ask yourself if 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 could attract investments or that could make existing investors stay in your jurisdiction? Does your LGU have the basic competency requirements for businesses? For instance, have you already streamlined you business permit and licensing process? Is your process investor-friendly? Do you have an Investment Code? These area just some of the things you need to address if you plan to become truly competitive.

4. 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 6 months. See where and how you can harmonize these commitments with the 2010 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.

CRAFT YOUR THREE-YEAR AGENDA

Upon assumption to office, you bring with you your own development agenda. On the other hand, there might be 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 of your development agenda, get it done with the participation of the people, and be known as your legacy to the municipality.

Your agenda should be readily understandable and one where the people can easily identify with. If possible, keep it short to about 3 to four 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 back to that big picture.

1. Discuss your plan to revisit the LGU's existing development vision, mission and goals to 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 multi-sectoral consultation. Designate the Office of the MPDC as the secretariat.
3. Once the plan is in place, call for a multi-sectoral 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 multi-sectoral 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.

Action Taken	

Remember, planning the first step is situational analysis to cull out the 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. You then weave your way to visioning, priority-setting, and targeting before defining the programs, strategies and timelines. These are the key steps the multi-sectoral groups will have to undertake to come up with the municipality's agenda.

15 TAKE CHARGE OF THE 2011 BUDGET

One of the critical areas a Mayor would deal 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, if needed. 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 thru partnership with the private sector, for example.

The municipal budgeting process is divided into four phases: budget preparation, 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, the following steps will be carried out:

1.1 The LFC recommends to the Mayor the income projection and expenditure ceiling for five major sectoral/functional classification of expenditures for the ensuing year based on the following documents:

- (a) information on the share of the municipality in the internal revenue allotment and from national wealth, if any,
- (b) certification from the Municipal Treasurer on the following: (1) statement on 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.

Action Taken

1.2 The Municipal Mayor issues a budget call to the department heads. The budget call is a municipal directive issued by the municipal mayor to the department heads directing them 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 from the Municipal Budget Office.

- 1.3 Each department head shall submit his/her 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 in accordance with the budgetary guidelines or expenditure ceiling set forth by the Municipal Mayor
- 2.2 He/She 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/her 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 basically 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 with the fulfillment of the local development plan

- b) Brief 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:
- 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.

Action Taken

16 SPREAD THE WORD

You are near the end of this guidebook and we hope that this step is applicable to you since you have gone this far in the document already. As you've 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 ACCOMPLISHMENT REPORT FOR YOUR FIRST 100 DAYS IN OFFICE

Accomplishments are hard to identify if not properly documented.

Accomplishments do not simply come in the form of concrete programs like 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) detailing the number of beneficiaries and total volume of people who benefited, unit cost per service, barangays served, among others. Also, ask the department heads to prepare a short writeup on the programs.

3. If you are confident with your undertakings in the period, take testimonies from key stakeholders like your partners from the business sectors, CSO groups, and LSBs 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 easily read and understood.

Action Taken

**PREPARE ACCOMPLISHMENT
 REPORT FOR YOUR FIRST 100 DAYS
 IN OFFICE**

After drawing the accomplishment report, you have to disseminate through:

- Newsletters highlighting some of the key 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 like 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)

17 HAVE A BREAK

If you have reached this part by going through and religiously reading all that precedes 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 don't know everything, (we can only hope that you learned at least one thing from it), and (2) you definitely deserve a break.

Why take a break? The mayoralty post is actually a 24-hour job both in and outside the municipal hall though supposedly you are to work only from 8am to 5pm. In the first 100 days, you will definitely 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'll find that your responsibilities are overwhelming. You may feel that time is running so fast with so much to be accomplished. 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 could 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's 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 won't make you a better mayor. Schedule a weekend break or a 4-day break (including the weekend, out-of-town).

BUT BEFORE TAKING A BREAK, MAKE SURE THAT YOUR LGU IS ALREADY PREPARED TO RESPOND TO DISASTERS

All LGUs at the provincial, city and municipal levels are encouraged to replicate the experience of Albay in disaster risk management. Below are some of the most crucial steps in replicating Albay's experience.

- **Reorganize the local Disaster Coordinating Councils (DCCs).** Redefine the roles and responsibilities of local DCCs as well as the DCC operational protocol as follows:
 - The Barangay Disaster Coordinating Council (BDCC) is in operational control on disasters occurring within the barangay's territorial jurisdiction. DCC at higher level supports the necessities that cannot be provided adequately by the BDCC
 - The City/Municipal Coordinating Council (C/MDCC) is in operational control on disasters occurring within the territorial jurisdiction of the city/ municipality. The Provincial Disaster Coordinating Council (PDCC) supports the necessities that cannot be provided adequately by the C/ MDCC
 - The PDCC is in operational control on disasters affecting two or more cities/municipalities within the province's territorial jurisdiction. The Regional Disaster Coordinating Council (RDCC) and the National Disaster Coordinating Council (NDCC) support the necessities that cannot be provided adequately by the PDCC

- **Clarify the division of labor and shared responsibilities among the DCCs** as follows:
 - BDCCs assist the PDCC and C/MDCC in: (1) mobilizing people and resources for evacuation procedures; (2) maintaining security in the community and evacuation centers with the help of barangay tanods; and (3) monitoring health and sanitation conditions in the community and evacuation centers
 - C/MDCCs have direct supervision and control over camp management of their respective evacuation centers, and provides support for non-rice food items

- PDCC provides support to C/MDCCs in terms of necessities that are beyond the latter's financial capacity, and manages the response clusters
- **Adopt a cluster approach to response strategy** wherein various agencies, NGOs and INGOs are involved. Albay's experience as shown below can serve as a guide

- **Evacuation and Camp Management Cluster**

Cluster Lead : APSEMO
Members : DepEd, PNP, PEO, DPWH, AFP,
PGSO, OCD, PNRC, INGOs/NGOs

- **Security Cluster**

Cluster Lead : PNP
Members : AFP, DepEd, APSEMO, INGOs/
NGOs

- **Logistics Cluster**

Cluster Lead : APSEMO / PGSO
Members : OCD, PNRC, PIA, PNP, AFP, DPWH,
PEO, RESCUE ORGS., NTC,
ALECO, BJMP, BFP, DOTC, PCG,
DBM, DOF, RADIO Groups, GFIs,
ATO, PPA, INGOs/NGOs

- **Water, Health and Sanitation Cluster**

Cluster Lead : PHO
Members : PEO, BFP, DOH, PNRC, Water
Districts, INGOs/NGOs, NNC EMB

Below are examples of activities undertaken by the Water, Health and Sanitation Cluster in the province of Albay:

- Repair of 57 comfort rooms
- Installation of 24 portalets
- Repair of all faucets
- LCWD restored normal supply of water to Legaspi evacuation centers
- LWUA sent 4 water tank lorries: free water from LWCD and fuel from APSEMO
- 5 units of fire trucks, up to 16 trips regular delivery of water by BFP for bathing and washing
- 24 drums for water installed
- provision of water purifier with capacity of 30,000 liters

- **Joint Psycho-Social Cluster**

Cluster Lead : BRTTH (Dr. Rivera)
Members : DSWD, PSWDO, PHO, PEO, World Vision, PNRC, SAC, Save the Children, etc.

- **Food Security, Livelihood and Economic Opportunities Cluster**

Cluster Lead : PAS and PCDO
Members : DTI, DOST, PSWDO, DTI, TESDA, NEDA, BFAR, PCA, FIDA, NFA, NIA, PAFC, PCIC, DAR, DSWD, DA, DOLE, CDA, INGOs/NGOs

- **Education Cluster**

Cluster Lead : DepEd / PED
Members : PSWDO, PHO, PNP, CHED,
TESDA, INGOs/NGOs

- **Communication and Early Warning Cluster**

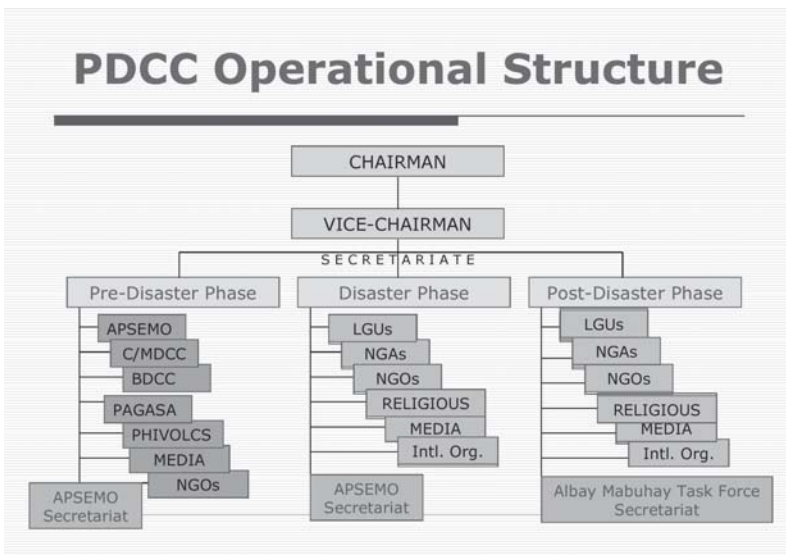
Cluster Lead : PAGASA / PHIVOLCS and N/RDCC
Members : PDCC, C/MDCC, BDCC,
Community, Media

- **Establish a local Disaster Operation Center (DOC) which would serve as:**

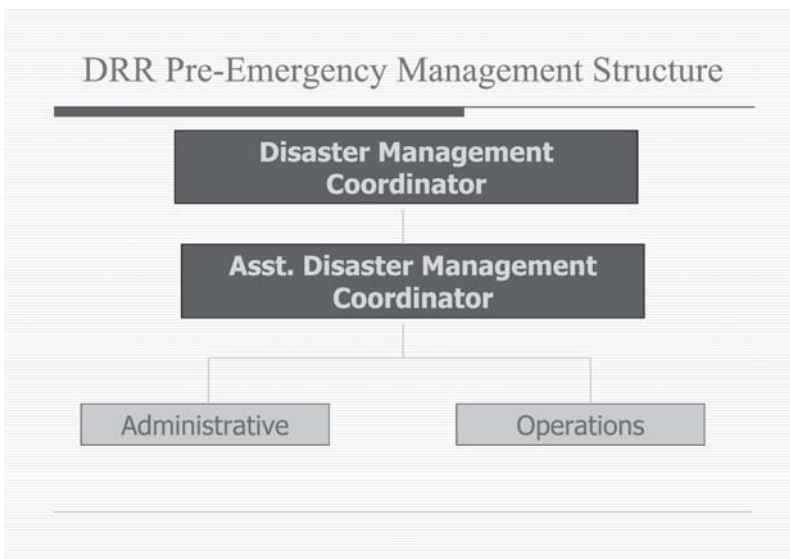
- Center of coordination and hub of emergency preparedness and response
- Core of emergency actions
- Depository of disaster management data base
- Center of disaster research, planning as well as risk and resource mapping and analysis
- Command post, control of incident command system
- A place where local DCC meetings, conferences, press briefings and workshops are held
- A facility that houses the APSEMO, PSWDO, PHO, PIA, DILG, DOH Provincial Office staff

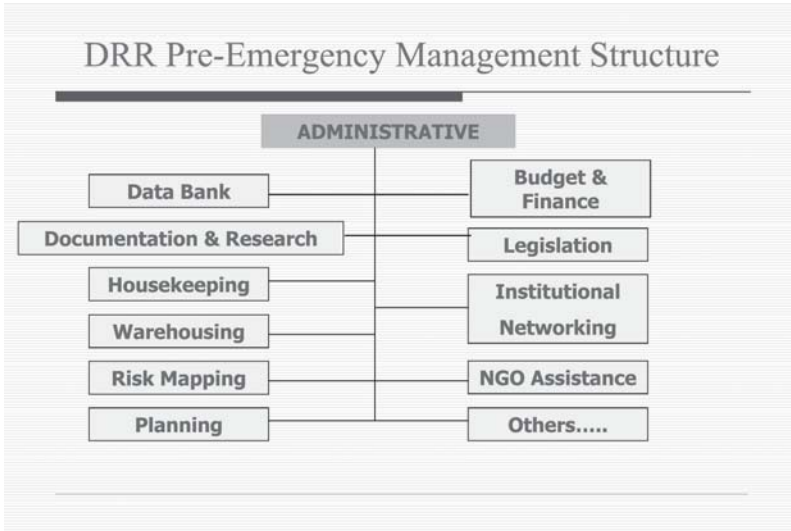
- **Provide the facilities needed by the local DOC.** Albay's PDOC has the following facilities and equipment:
 - Office spaces
 - Warehouse
 - Powerhouse and 3 units of power generators (5kva, 3kva and 600 volts)
 - Information room
 - Conference room (50-70 person capacity)
 - Radio room
 - Staff quarters
 - Communication and documentation equipment
 - GPS
 - 2 vehicles (one 4x4 Nissan Frontier and 1 rescue ambulance with stretcher, spine board and emergency medical and rescue kits)

- **Provide the facilities needed for early warning and communication.** These include, among others, the following:



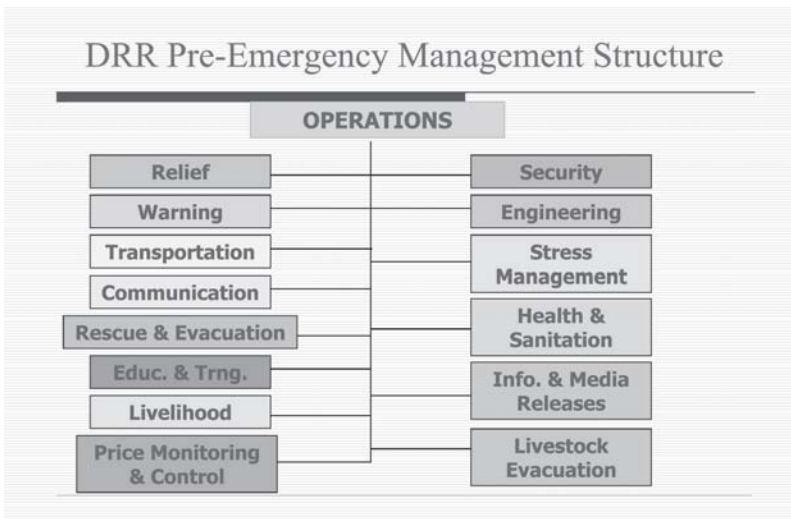
- Landline and cellular phones, fax machines and VHF radios for PAGASA, PHIVOLCS and local DCCs
 - Bell, whistle, megaphone, siren, etc. for the BDCC and the community
- **Conduct an evacuation planning workshop** in order to:
- Develop selection criteria for safe evacuation centers
 - Identify population at risk
 - Identify safe pick-up area or triage area for final evacuation movement





- Determine safe and short evacuation routes
- Designate evacuees in safe evacuation centers

As implied by Albay's PDCC operational structure (see chart below), disaster risk management involves three major phases, namely: (1)



pre-disaster or pre-emergency phase; (2) disaster phase; and (3) post-disaster phase. Each phase has a corresponding management structure.

The Pre-Emergency Management Structure (see chart below) primarily takes charge of preparedness measures. This is composed of a Disaster Management Coordinator and an Assistant Disaster Management Coordinator who coordinate and monitor the administrative as well as operational activities during the pre-disaster phase. Such activities are undertaken through the aforementioned cluster approach.

The administrative activities during the pre-emergency phase include, among others, databanking, budget and finance, documentation and research, legislation, risk mapping, institutional networking and solicitation/provision of NGO assistance (see chart below).

Operational activities during the pre-disaster phase include, among others, relief provision, maintenance of security, early warning and communication, engineering works, health and sanitation, education and training, livelihood activities, price monitoring and control, rescue and evacuation, etc. (see chart below).

Below are some examples of specific preparedness measures undertaken in the province of Albay:

- **DepEd: Identified and prepared safe evacuation centers**
 - Gender sensitive and rights based with water supply, community kitchen, electricity and other amenities
 - Construction of permanent evacuation centers in schools

- **APSEMO: Targeting of evacuation**
 - Review of masterlist of population at risk
 - Sustained social preparations and community mobilization through barangay assemblies and *pulong-pulong*

- **PSWDO: prepositioned relief assistance**
 - Renewed MOA between PGA and NFA to ensure initial allocation of 10,000 to 15,000 bags of rice in case of evacuation

- **OCD-RDCC**
 - Maintained close coordination with PDCC and facilitated the release of funds from NCF for POL of evacuation vehicles

- **AFP / PNP**
 - Activated Joint Task Force Mayon to spearhead evacuation of vulnerable populations
 - Ensured that up to 54 trucks and other land, air and water military / police assets are ready
 - Established check points in strategic areas around the Mayon Volcano to deter residents from entering the declared danger zones

- **PNRC**
 - On stand-by response team

- **DPWH**
 - Allocated engineering teams and trucks for evacuation

- **Media**
 - Maintained close coordination with PDCC for issuance of emergency advisories to the public

The management structures for the disaster phase and the post-disaster phase are similar to that of the pre-disaster phase, wherein the tasks are broadly classified into administrative and operations.

To enable you and the rest of your staff to learn more about Albay's disaster risk management structures, strategies and facilities, request your staff to download the relevant documents from <http://www.un.org.ph/response/mayon/keyDocs/>

