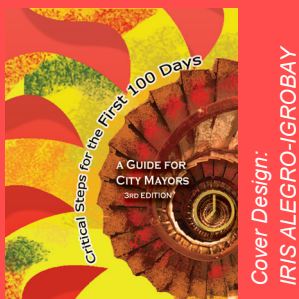


Critical Steps for the First 100 Days

**A GUIDE FOR
CITY MAYORS**

3RD EDITION



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**

A Guide for City Mayors

2013

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1 GETTING STARTED : KNOW THE LIMITATIONS AND SCOPE OF YOUR JOB AS CITY MAYOR

To equip you with the basic knowledge needed in performing your job as the top official of the city, you must know by heart the scope and limitations of your job. Your official actions/decisions should always be knowledge-based.

Though you must have notions of what your job is or what it entails prior to your election into office, it would help a lot if you would:

1. Read the Local Government Code of 1991, the basic guide of local government officials. For a start, you may read *Section 455, Article One, Chapter 3, Book III* of this Code. This specific part of the Code provides your duties and responsibilities or your roles and functions as a local chief executive. Moreover, you may read the powers and duties of the Administrator (Section 480) and the Legal Officer (Section 481) to give you an idea of whom to appoint and what to expect from them.
2. Read DILG memorandum circulars and other issuances of national government agencies like the DOF, DBM, NEDA and presidential

Action Taken

directives relevant to your tasks and responsibilities. Request your city local government operations officer (CLGOO) to brief you on this.

3. Know the limitations of your power and authority as a mayor.
If you understood your powers and functions as set out in the Code (see no. 1 above), you will also understand your limitations. For instance, while you have the power to appoint officials and employees paid out of city funds, this appointment power is not absolute in the sense that you must exercise this power within the bounds of law (*i.e.*, observing civil service rules and regulations, Local Government Code). You cannot appoint just anybody to a position that requires certain qualifications (*e.g.*, you cannot appoint a person to the position of city accountant if that person is not a certified public accountant). Also, understand that you have no power to appoint staff of the *Sangguniang Panlungsod* because that power resides in the city vice-mayor).
4. Distinguish between official and ceremonial roles. (*e.g.*, documents for signing, social engagements, appointment of personnel, etc.). Time management is the key to a smooth transition so you must endeavor to prioritize your activities while trying to settle in. Social engagements like serving as sponsor to weddings and baptisms could be a low priority activity or you could ask a proxy to stand in for you.
5. Attend short courses on local governance. There are universities and training institutions offering courses on local governance. You can ask your staff to inquire about these offerings, or you can inquire from the Local Government Academy of the DILG or the Center for Local and Regional Governance of the University of the Philippines regarding their course offerings. If you cannot go out of town to attend these courses, you may consider hiring a special tutor who can teach you at your convenient time and place.

6. Enhance your capacity to contribute to climate change adaptation and disaster risk management by reading 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 City Disaster Coordinating Council (...CDCC) shall be composed of the City Mayor as Chairman, the City Director of the PNP as Vice-Chairman, and all organic city officials, as well as all national officials working at the city level, as members. The City Civil Defense Deputy 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.

[illegible]

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.”*

Most, if not all of these suggested activities could be done even prior to your inauguration.

2

FORM A TRANSITION TEAM!

Given our human limitations, we cannot do everything on our own. A transition team is needed to assist you in your entry to your new “world” or organization. This team serves as your “arms and legs”, “ears and eyes” while you are settling in as a new city mayor.

In forming your team, you may do the following:

1. Ideally, as courtesy, request the outgoing LCE to recommend staff from the local bureaucracy as members of the transition team.
2. If not possible, ensure that the Local Finance Committee (including the Accountant), outgoing Administrator/incoming Administrator and HRMO to form part of the transition team. The LFC will serve as your advisor on matters pertaining to local government finance.
3. Aside from your campaign/core staff, you may also invite representatives from the academe, civil society, and business sectors, only if you think their inputs are valuable to the formulation of your administration agenda.

Ideally, initial planning, strategizing and organizing should happen right after your proclamation as the winner. In this case, this could be done in mid-May.

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

- Assist the LCE in formulating a short-term administration agenda that is good for the first 100 days. The agenda may include your election promises, which can be realistically delivered in your first 100 days.
- Coordinate with the key staff of the city government on all city administration matters.
- Assist the LCE in financial review
- Assist the LCE in preparing for the inaugural ceremony
- Run a personnel inventory
- Recommend actions on staffing
- Select nominees (core staff and/or experts) for co-terminus positions (only when you need their advice on the matter)

Action Taken



3 ORGANIZE THE STAFF OF THE CITY MAYOR'S OFFICE FIRST AND THE OFFICES OF THE CITY ADMINISTRATOR AND LEGAL OFFICER

The Mayor's Office is the hub of the city government; hence it should be set up as soon as you assume office. The Administrator is your chief executive officer or your alter ego and the Legal Officer is the chief legal counsel of the City Government. Their services are urgently needed, thus their offices should be set up immediately along with the Mayor's Office.

In organizing and staffing, the following are suggested activities:

1. Review the *plantilla* positions in your office to check the number of *confidential/personal staff* you can appoint. (This could actually be done even prior to July 1). If the *plantilla* has five positions available, you may start with less than five and then assess later if there is a need to fill up the remaining vacancy/cies.

The Administrator and Legal Officer are two mandatory, but co-terminous, positions that you should fill up. From the list of nominees (if any) choose the ones you want to appoint. Make sure though that they meet the minimum qualifications prescribed by the Local Government Code. In case you want to retain the services of the Administrator and or Legal Officer of the previous mayor, you must have your reasons to do so. Otherwise, ask them to tender their voluntary resignation so you can fill up their positions.

2. Check as well the qualifications of the personal staff you want to appoint to determine if they have the capability to perform their expected functions and tasks effectively and efficiently. Aside from their loyalty as a criterion in choosing them, make sure they have the potential to function with minimum supervision.
3. If they qualify, talk to your appointees and get their commitment.

- 4. Briefly describe/explain their core functions as well as their remunerations, benefits and other entitlements or ask the HRMO to do this.
- 5. Ask the HRMO to prepare their appointment papers and have them processed.
- 6. Assess the physical appearance and layout of your office. Determine if you want to do some improvements or changes that would suit your working style. If you decide to make improvements in your office, consider also the comfort of your daily visitors.
- 7. Check also the status of the equipment and furniture of your office. Determine if they need to be repaired or replaced. Ask your GSO to attend to this matter. (This activity together with activity 6 could be done simultaneously with the organization and staffing of the above-mentioned offices).

Action Taken

Your possible appointees are the Administrator, Legal Officer, Head Executive Assistant/Chief of Staff, Executive Assistant/s, Secretary to the LCE, and security force or personal bodyguards.



4 MAKE AN INITIAL ANALYSIS OF THE CITY GOVERNMENT'S STAFFING PATTERN!

An analysis of the staffing pattern of the city government will give you an idea of whether the local bureaucracy is overstaffed or understaffed in a certain office or offices. This will also guide your decision to hire or fire contractual and casual workers.

1. Request the HRMO to submit (a) a personnel inventory, (b) performance evaluation reports of casuals and contractuels, and (c) the organization and staffing charts of each department or office in the city government. Based on these documents:
 - Determine the number of casuals and contractuels per office or per project
 - Determine the number of regular staff who are detailed to other offices
 - Look at the work history of the casuals: are there casuals who have been with the City Government for so many years?
 - Determine what offices appear to be understaffed or overstaffed.
2. Assess the need to renew or not to renew contractual/casual workers based on your findings, and make a short list of those you may want to renew and those you will no longer renew.
3. Make a plan on what to do with the problem of overstaffing or understaffing in your organization. As an interim measure, you may or may not recall the personnel detailed to their mother units or offices. (For an in-depth evaluation of your organization, you may want an external consultant to do an organization and management study of your city government after your first 100 days. The results of this planned study will guide you in deciding to implement reorganization or not.)

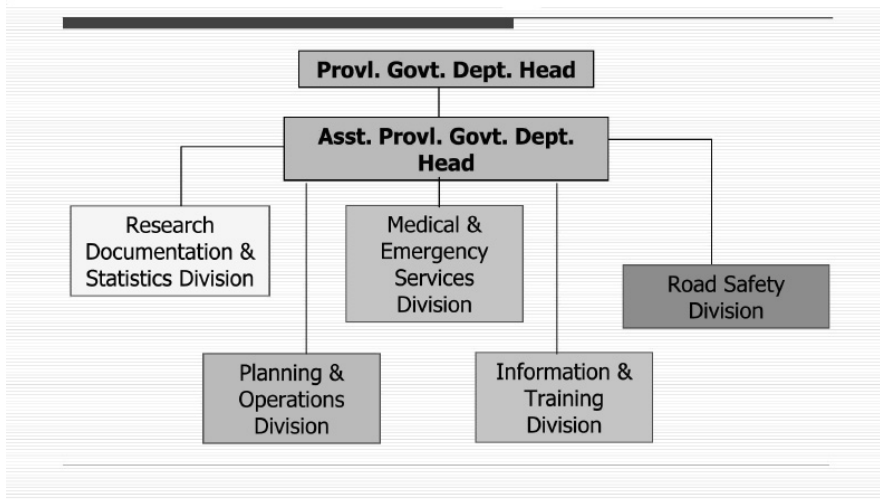
- 4. Discuss your planned measures with the transition team and department heads concerned (those whose offices are overstaffed or understaffed) and decide the right time for carrying out your plan.
- 5. Be mindful of your limitation concerning appointments (see steps 1 no. 3), hence, you know what to do when job applications swamp your office.

To prevent loss of lives due to natural and man-made disasters, make sure that your city 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.

Action Taken



Organizational Structure of APSEMO



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

5

DETERMINE THE FISCAL STATUS OF YOUR LGU!

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

1. On your first day in office (1st working day of July) request the following financial reports or documents:
 - From the Treasurer, a copy of Report of Collection for the Period January-June. This report will give you information on how much have been collected for the first two quarters of the year. Further, it will show any increase or decrease in the collections during this period.
 - Also from the Treasurer, a copy of Report of Cash Transactions and Funds Available as of June 30 or the last working day of June. This will reveal how much have been disbursed and how much money is available in the treasury when you assumed office.
 - From the Budget Officer, a copy of the annual budget of the city including the Annual Investment Program and or supplemental budget/s if any. The annual city budget document also contains a statement of income and expenditures made by the City Government.
 - From the Accountant, a copy of the Balance Sheet for the first two quarters of the year. The Balance Sheet contains, among other things, a statement of assets and liabilities of the City Government. Also, take note of the unliquidated cash advances and obligations incurred by the previous administration.

- From the GSO, a Property Inventory Report per office. This document contains information on the types and quantities and condition of city government properties.

2. Meet with the Local Finance Committee. If the City Accountant is not a member of this committee, include him/her in the meeting. Discuss with them your impressions and concerns about the information you have gathered from the financial reports and documents. Ask questions on anything you do not understand about the financial reports and documents.
3. Set a regular schedule of meeting with the LFC to discuss plans and measures for revenue mobilization and utilization.
4. To check the veracity of the property inventory report, you can assign a trusted staff to conduct physical inventory of said properties.

[illegible]

6

DETERMINE THE STATUS OF BUDGET CALL!

Prior to your assumption into office, the budget call had already been issued by the previous mayor. As per the budget calendar for LGUs, the budget call is issued in May. Thus, you need not issue another budget call but instead, check on the status of the previously issued one.

For this specific step, the following activities are suggested:

1. Ask the Budget Officer on the status of the budget call. Have the different departments and offices comply with the submission of their budget proposals? If not, request the Budget Officer to follow up on those departments/offices that were not able to submit their proposals by June 30.
2. If budget proposals are all in, ask the Budget Officer to start consolidation. Take note that on or before September 16, the consolidated budget should be ready for submission to your office. And by October 16, you should be ready to submit the executive budget to the *Sangguniang Panglungsod*. But before submitting the budget to the *sanggunian*, see to it that the budget includes adequate funding for climate change adaptation and disaster risk management.

7

IDENTIFY SOURCES OF SUPPORT AND RESISTANCE!

In any organization, profiling the key players is a smart move. Before or upon assumption into office, you should be able to pinpoint allies or supporters and possible obstacles, the unyielding civil servants. This particular step is crucial in promoting cooperation and eventually achieving your goals as a leader. To undertake this particular step, the following actions are suggested:

1. Appoint someone to spearhead this activity. You may personally partake in this activity or even create a team to complete this.
2. Through your deputy or team, identify the sources of local support and resistance by using the following matrix. To locate their respective positions, you may conduct informal talks within the organization, or refer to an inside agent's information and knowledge.
3. In addition, you may also estimate the degree of influence that one person has over their colleagues. This may be useful in defeating unfriendly alliances in your organization.

Action Taken

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

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

- 4. Complete this matrix and/or validate your findings as you go along the succeeding steps.
- 5. Replicate this activity if you also desire to locate the positions of the local legislators, *barangay* heads, and civil society organizations. You or your team may already have first hand knowledge of this based on your experience and observations before or during the campaign period.
- 6. Once you locate your allies and opponents, you are now ready to call for cooperation and harmony.



8

CALL FOR COOPERATION WITHIN THE LOCAL BUREAUCRACY!

Once you have initially located the respective position of your subordinates and partners in development, you may now promote teamwork and unity, particularly in the city hall. The performance of the local bureaucrats under your administration will mirror your performance as a leader. Hence, to serve and satisfy your constituents, you must ensure that the employees in your organization are able to translate the organizational goals and the pledges you committed during your campaign. To get the cooperation of the whole workforce, the following steps are proposed:

1. Visit each office or department in the city hall. To get to know your staff better and to validate property inventory report, make time to at least drop by each office. You can do this with the help of your transition team, who will coordinate with the department heads.
2. Understand their situation. Be familiar with their problems and be sensitive to their needs. Consider their peculiarities (health condition, cultural or religious background, sexual orientation, etc.), and respect differences.
3. Mind your people. Get acquainted

Action Taken

with their work processes and have first hand knowledge of their working conditions. If necessary, improve the occupational health and safety of each department by considering the ergonomic furniture, equipment, work guidelines and requirements, and the whole workstation environment. This is one approach of getting their utmost support, as well as inducing their full potential.

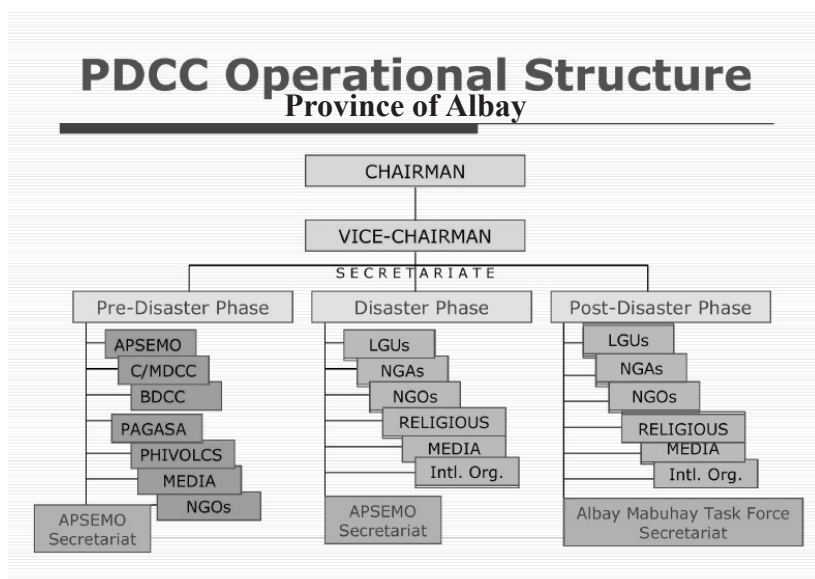
4. Create momentum. Through a memorandum from your office or through the coordination of your transition team, ask each department head to quickly brief you and your team on their performance for the last two or three years, as well as to share their issues, problems and their corresponding recommendations for action.
5. Build personal credibility. Present the thrusts and direction of your administration, and explain your leadership and management style, including the performance checks, protocols, and communication links. If it is not too soon, try to reach a consensus between your goals and theirs.

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.**

Convene the *City Disaster Coordinating Council (CDCC)* so that you can have a detailed discussion with the Vice-Chairman, members and action officer of the council 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 a *CDCC* 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/>)

9 COMMENCE INTERFACE WITH THE LOCAL COUNCIL!

While the executive and legislative branches are independent of each other, you might also want to promote harmony between the two. The local council is a source of power that can aid or hamper the realization of some of your programs. Hence, a strong professional relationship with the council is desirable.

- 1. Visit the legislative office or building. To get to know the legislative staff better and to validate property inventory report, pay them a visit. Understand their situation and attend to the needs of your employees (see Step 8).
- 2. Harmonize your platform with the existing policies. Through your team or through a memo of request to the legislative office and all departments, you may also want to compile the important national laws, city ordinances and executive orders of the past administration. Familiarize yourself with the pertinent policies, especially those that will heavily influence your program of action.

Action Taken



3. Be familiar with the legislative processes, particularly the approval of ordinances (Section 54, 1991 Local Government Code) and your veto power as city mayor (Section 55), as well as its enforcement and effectivity (Sections 58 and 59).
4. Build harmonious relationship with the legislative branch. Ask your staff or your transition team to secure from the Office of the City Vice-Mayor an invitation letter to invite you as special guest during their first session. In this event, you may discuss the possible formulation of an executive-legislative agenda (ELA). The ELA is an integrated plan that will harmonize the executive and legislative actions towards the delivery of a common set of development priorities for the city. It is an implementing mechanism for the Comprehensive Development Plan; hence ELA encompasses the three-year Local Development Investment Plan, current Executive Budget and current Annual Investment Plan. Make sure that climate change adaptation and disaster risk management form part of the ELA.

10

STRENGTHEN LINKAGE WITH THE BARANGAYS!

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

1. Visit your constituents in the *barangays*. Ask your team to coordinate with each *barangay* head for an informal dialogue. This is also a timely opportunity to personally express your gratitude for their vote and support during the campaign. It is also an opportunity to encourage them to initiate or sustain development efforts.
2. Listen to their voices. Understand their situation and peculiar needs. Ask them to brief you on their issues, problems and the corresponding recommendations for action.

Action Taken



3. Create momentum. Win their support, if they are not yet active supporters. Present the direction and development priorities of your administration. Ask them, particularly the rural *barangays* of the City if any, to become active partners in combating poverty. Solicit also the support of all barangays in the identification, planning and implementation of viable programs, projects and activities for climate change adaptation and disaster risk management.
4. Build relationships. Create a better mechanism for City-*barangay* interaction, particularly the accessibility to your office and the submission of proposals as a requirement for projects to be included in the Annual Investment Plan.

11

RE-ORGANIZE THE LOCAL SPECIAL BODIES!

Section 34 of the 1991 Local Government Code provides for the promotion of civil society organizations (CSOs), particularly the non-government and people’s organizations (NGOs and POs) to become active partners of local autonomy and development. These organizations form part of the civil society, which is a key partner in planning, implementing and monitoring projects.

The civil society is democratically represented in local governance through the Local Special Bodies (LSBs), which are generally tasked to formulate policy recommendations for the guidance of the *Sanggunian*. These are the City Development Council (CDC), City Bids and Awards Committee (BAC), City School Board (CScB), City Health Board (CHB), City Peace and Order Council (POC) and the People’s Law Enforcement Board (PLEB).

- The CDC is the main planning and advisory council that sets the direction of economic and social development and coordinates development efforts within the City by formulating development plans, policies and public investment programs.
You are the chair of this body. (See 1991 Local Government Code for more details).

Action Taken



- The City BAC is responsible for pre-procurement and pre-bidding activities, bidding and the evaluation of bids, and recommendation of award of all local infrastructure-related contracts. As head of the procuring entity, you approve the budget for the contract. (See Republic Act 9184 or E-procurement law for more details).
- The CScB and CHB are advisory committees concerned with school and health matters, respectively. The former determines annual supplementary budgetary needs for operation and maintenance of public schools in the City, while the latter proposes to the *sanggunian* annual budgetary allocations for operation and maintenance of health facilities and services. You are the chair of the CHB, and a co-chair of the CScB. (See 1991 Local Government Code for more details).
- The City POC formulates plans and recommends measures to improve peace and order condition in the City. It also monitors peace and order programs and projects, counter-insurgency programs, and activities of the civilian volunteer organizations. The PLEB is a body that you have no control over, direct or indirect. It hears and decides people's complaints or cases filed before it against erring officers and members of the Philippine National Police. (See 1991 Local Government Code for more details).

The CDC, CScB, CHB and POC are also among the special bodies that can be mobilized for the identification, planning and implementation of programs, projects and activities for climate change adaptation and disaster risk management.

There is a checklist and processes that need to be verified and achieved, respectively, for you to be able to reconstitute and reconvene the LSBs.

1. Be familiar with the functions, roles and composition of LSBs, as well as their capability requirements.

2. Update information. Ask your Planning and Development Coordinator to provide you with an inventory of all CSOs in the City. The inventory should include an updated profile of each organization, as well as a directory and list of accredited groups.
3. Create partnerships. Ask your team to arrange a formal or informal dialogue with them. It is one way of validating their existence and status, and the best avenue to inform them of the accreditation and selection processes for inclusion in the LSBs.
 - a. Maximize this opportunity to present the thrusts and direction of your administration, and their roles in achieving your development priorities.
 - b. Listen to their voices. Understand their situation and peculiar needs. Ask them to brief you on their issues, problems and the corresponding recommendations for action.

[illegible]

4. Be informed. Ask your team to keep you posted on the accreditation processes and results, as the *Sanggunian* holds the exclusive jurisdiction of accrediting organizations for LSBs. Selection, on the other hand, is performed by and among the official representatives of the accredited groups.
5. Immediately after the selection process, reconvene the LSBs through the issuance of an executive order.
6. Convene the LSBs consistent with the guidelines of the 1991 Local Government Code.

12

GIVE SPECIAL ATTENTION TO YOUR MUNICIPALITY'S PEACE AND ORDER

1. 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.

2. 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.

Action Taken

3. 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.

[illegible]

13

REVIEW AND PLAN FOR THE COMPETITIVENESS OF YOUR CITY

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

How a nation manages the totality of its resources and competencies to increase the prosperity of its people is referred to as competitiveness (World Competitiveness Yearbook, IMD 2008). This definition or concept of competitiveness can also be applied 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:

- 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.

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

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: (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.

[illegible]

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.

2. 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 your business permit and licensing process? Is your process investor-friendly? Do you have an Investment Code? These are just some of the things you need to address if you plan to become truly competitive.

REVIEW PROGRESS OF THE 2013 ANNUAL INVESTMENT PROGRAM IMPLEMENTATION

The following activities are suggested:

- [illegible]

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.

With this brief background of the Anti-Red Tape Law, you can start reviewing the progress of its implementation. You can a 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
- 2013 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.

4. Request your Legal Officer to review all project contracts (especially infrastructure projects) to determine that these are made above board. If there are spurious contracts entered into by the past administration, ask the Legal Officer to take remedial steps. These spurious contracts may be renegotiated, amended or even annulled.

Action Taken

15 IMPLEMENT DOABLE COMMITMENTS!

An early victory, no matter how big or small, is key to proving your worth as a leader. To make an immediate impact and gain the trust of the people, an attainment of at least one pledge made during the campaign is an attractive start. However, this endeavor must be viable as well as effective in creating momentum during your first 100 days in office.

1. Keep track of your commitments. Ask your transition team to develop your platform during the campaign period into a full-blown action plan, one for the next 100 (short-term) days and another for the 1000 (full-term) days.
2. Mobilize your team. Build a taskforce or ad hoc committee to prioritize commitments, which will be ranked according to viability, urgency and impact.
3. Identify sources of funding. Ask the LFC, particularly the Treasurer, if the City Government can finance your small priority projects. If funds are available, supplement your budget

[illegible]

through the local *Sanggunian*. You may also consider alternatives, such as mobilizing the whole community by invoking the spirit of *bayanihan*, or requesting financial assistance from your Congressman or other donor agencies.

4. Implement. Show commitment and sincerity by fulfilling your promises. Remember, your constituents will be judgmental and will make an initial assessment of your administration based on the fulfillment of the promises you made. Show them why you are worthy of their mandate.

16 FINALIZE PREPARATION OF EXECUTIVE BUDGET FOR 2014

On or before 16 October, you are mandated by law to submit your budget to the *Sangguniang Panglungsod* for budget authorization.

The following are the activities that you can do:

1. Ask the Budget Officer to finish consolidating the budget proposals of offices and departments, and to submit the consolidated budget to your office on or before 16 September.
2. Together with the LFC, review the consolidated budget proposals to determine whether this could be supported by funds budgeted or estimated for the period. Also, make sure that the consolidated budget proposal includes adequate funding for climate change adaptation and disaster risk management.
3. Together with the Planning and Development Coordinator, craft an Annual Investment Program for 2014. Be mindful of your campaign promises and the proposed projects of the *barangays*, as well as the programs/ projects of the past administration that are worth continuing.

[illegible]

4. Reiterate your development priorities to the LFC and then request it to come up with expenditure and sectoral budget ceilings.
5. With the advice of the LFC, decide where budget cuts/caps could be made in the consolidated budget proposal.
6. Taking all inputs from the above activities, finalize the annual Executive Budget for 2014. Be prepared to submit your budget to the *Sanggunian* by 16 October at the latest.

17

DOCUMENT, DISSEMINATE AND CELEBRATE SMALL WINS!

As you are acting on behalf of the people, place a premium on communicating the message. Always involve and inform the people. This way, you promote transparency as well as indirectly elicit more support and trust. Make a quick assessment of your performance and document accordingly for popular dissemination. When all is said and done in your first 100 days in office, celebrate and bask in the glory of your commitment and hard work.

1. Document. Create a team to document the initial successes of your administration within the first 100 days. Make sure the successes are cleverly anchored in your promises. Spot the lapses and turn them into actionable agenda.
2. Disseminate.
 - a. The small wins will solidify the momentum you created in your bureaucracy. Make sure the civil servants, as well as your partners in the *barangays*, are well-informed of your administration's early successes. Recognize their trust and support.

Action Taken



- b. For maximum impact, use all possible media of communication (print, radio, television, internet and face-to-face formal address) in communicating successes to the civil society organizations, the private sector and the whole citizenry. This will help build your personal credibility to the people, and will likely stir support and recognition from reluctant parties.
 - c. Communicate your development agenda. This is also a timely opportunity to tell your constituents what they will expect in the succeeding 1000 days under your administration.
- 3. Celebrate. Take time to relish your victories, big or small. You and your organization are now geared up for the remaining 1000 days in office. Sustain your efforts, fulfill all promises and deliver services in an efficient and effective manner. Never lose focus.

BUT POSTPONE YOUR CELEBRATION IF YOUR LGU IS NOT YET 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

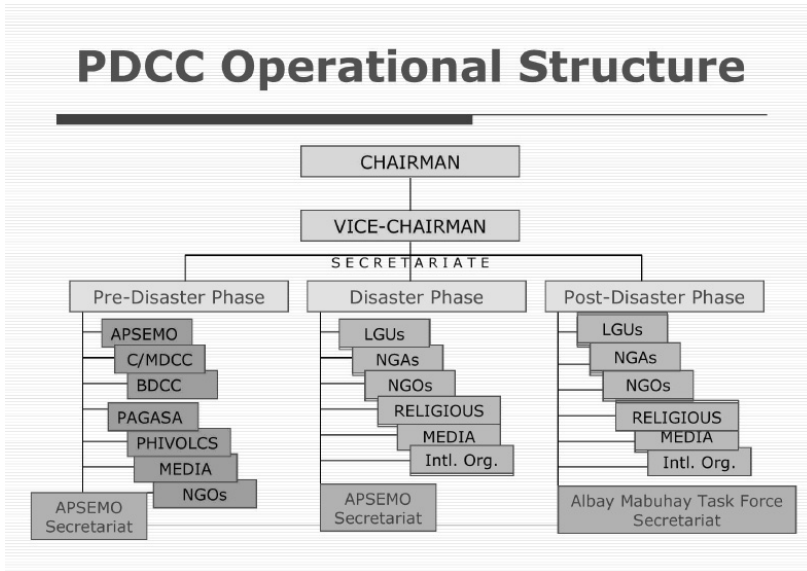
- **Establish a local Disaster Operation Center (DOC)** which would serve as:

- 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

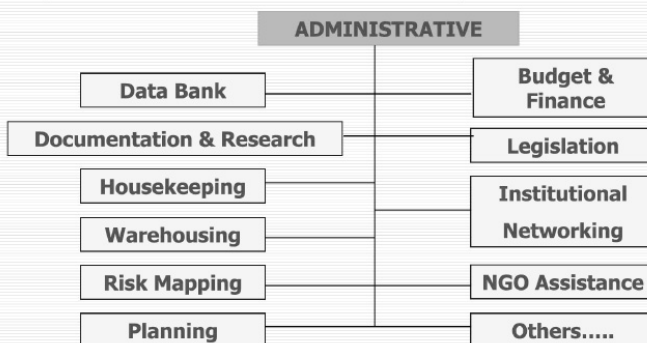
DRR Pre-Emergency Management Structure



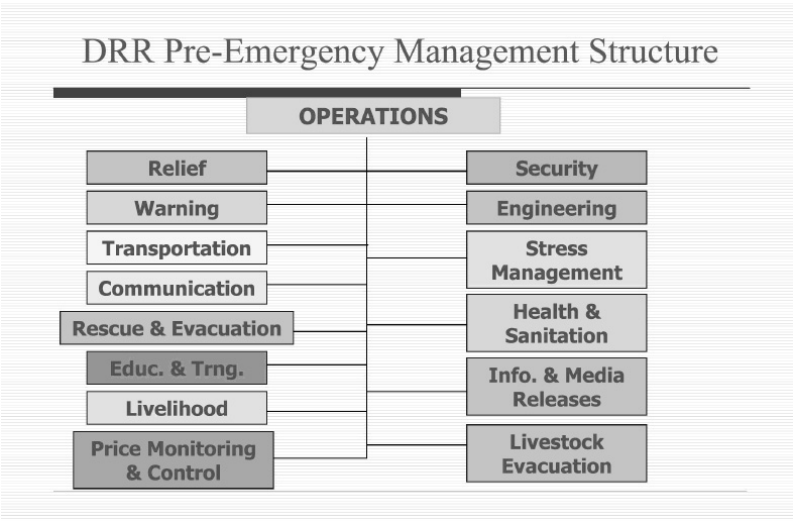
PAGASA, PHIVOLCS and local DCCs

- Bell, whistle, megaphone, siren, etc. for the BDCC and the community

DRR Pre-Emergency Management Structure



- **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/> .



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