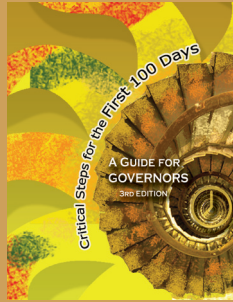




# Critical Steps for the First 100 Days

**A GUIDE FOR  
GOVERNORS**

**3RD 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*

A Guide for Governors



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## HAIL TO THE CHIEF!

**Congratulations!** You are now the new CHIEF EXECUTIVE of your province. After a grueling campaign and election season, it is now time to turn those campaign promises to reality. But first, you must make a successful transition from campaigning for the office to leading and managing the Provincial Government as the Governor.

Your first 100 days is a critical period where you can build the foundation for a successful administration. This guide is meant to help you organize through this busy period of celebrations, adjustments and initial actions.

Here you will find useful tips for:

- Setting up the transition process and selecting the transition team;
- Organizing the Governor's Office;
- Building the local government team;
- Jumpstarting your policies and fulfilling your campaign promises; and
- Familiarizing yourself with the all-important LGU budget, fiscal management and planning processes.

Action Taken





# 1 FIRST, DO SOME HOMEWORK

You have brought with you the wealth of experience from your previous profession/designation plus the great plans you have envisioned. However, before you get cracking, you need to familiarize yourself with the roles and responsibilities of a Provincial Governor.

Begin by reading ***Republic Act 7160 or the Local Government Code of 1991***—the basic guide of every local government official. Here are some points on the powers and responsibilities of the Governor to help you read through the voluminous texts of the law:

- Sections 6 to 24 – General powers of local governments
- Sections 29 to 30 – General rule of supervision over lower LGUs
- Section 37 – Chairmanship of the Bids and Awards Committee
- Sections 54 to 55 – Power to approve or veto ordinances
- Section 63 – Disciplinary powers (preventive suspension)
- Section 96 – Granting the permission to leave station
- Section 98 – Role in the School Board
- Section 102 – Role in the Health Board
- Section 107 – Role in the Local Development Council (LDC)
- Section 111 – Role in the LDC Executive Committee
- Section 138 – Power to grant permits for quarrying
- Section 463 – Appointment of provincial officials
- Section 465 – General and specific powers and functions of the Governor
- Section 503 – Representation of the province in the League of Provinces

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.b, which have been simplified and updated by the National Disaster Coordinating Council (NDCC) as follows: *A Provincial Disaster Coordinating Council (... PDCC) shall be composed of the Provincial Governor as Chairman, the Provincial Director of the PNP as Vice-Chairman, and all organic provincial officials, as well as of national officials working at the provincial level, as members. The Provincial 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 stipulates 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 R.A. 9729 which stipulates, among others, the following:

- *“The LGUs shall be the frontline agencies in the formulation, planning and implementation of climate change action plans in their respective areas...”*
  - *“...Provincial governments shall provide technical assistance, enforcement and information management in support of municipal and city climate change action plans...”*
  - *“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...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 11 of R.A. 9003** provides that: *“A Provincial Solid Waste Management board shall be established in every province, to be chaired by the governor. Its members shall include:*
- (a) *All the mayors of its component cities and municipalities;*
  - (b) *One (1) representative from the Sangguniang Panlalawigan to be represented by the chairperson of either the Committees on Environment or Health or their equivalent committees, to be nominated by the presiding officer;*

- (c) *The provincial health and/or general services officers, whichever may be recommended by the governor;*
- (d) *The provincial environment and natural resources officer;*
- (e) *The provincial engineer;*
- (f) *Congressional representatives from each congressional district within the province;*
- (g) *A representative from the NGO sector whose principal purpose is to promote recycling and the protection of air and water quality;*
- (h) *A representative from the recycling industry;*
- (i) *A representative from the manufacturing or packaging industry; and*
- (j) *A representative of each concerned government agency possessing relevant technical and marketing expertise as may be determined by the board....”*

Also, familiarize yourself with **Provincial Laws** namely ordinances and executive orders. Ask the Legal Officer or the Sanggunian Secretary for a list and gist of the provincial laws.

Remind yourself that after the victory party and the inaugural celebrations, you will be taking on the role of **Father/Mother of the Province**, which will thrust you into different social engagements that may demand time beyond official working hours. If you are new to the provincial level or new to politics, in general, ask some provincial veterans for advice in managing your time between official and social obligations which are equally important as ceremonial and official head of the province.

Never stop learning. Being elected does not increase your IQ. **Take time to attend some short courses** offered by national government, non-government organizations, and educational institutions. Make sure to check for contents or modules of the courses that may be helpful to you.

Action Taken

## 2 FORM A TRANSITION TEAM

Transitioning to a new elective office involves looking into the three levels of transition:

- **LOGISTICAL** - establishment of a viable functioning office for the new Governor
- **ADMINISTRATIVE** - personnel selection and setting the decision-making processes around the Governor's personal and preferred leadership style
- **POLICY** - taking the first steps toward pursuing the goals, principles and programs of the new Governor

For what do you need a transition team? Is it the same as your campaign team?

You would not want to walk into the Provincial Capitol and be clueless about everything that is going on. A transition team will help you successfully set up a solid administrative base that will ensure the smooth transfer of authority from the outgoing Governor to you.

Appoint a transition team composed of competent, knowledgeable, and credible persons who can review government, interview potential personnel, and help establish the administration.

The ***functions of the transition team*** are:

- Establish a design for the organization and operation of the Governor's Office
- Handle relations with the former Governor and the professional local government bureaucracy
- Organize correspondence and community relations or constituent services function

- Begin the process of staff recruitment (at the very least for the Governor's Office), and
- Help organize the vital information that you need to know in order to govern effectively later on in your term.

So, ***who should be in your transition team?*** There are no prescriptive designs for transition teams as these are ad-hoc or temporary bodies that are disbanded once the governor feels that he/she is comfortable with his new office and environment. However you would need some very basic positions to fulfill the following functions:

- **Transition Coordinator** – a trusted associate who has exceptional management skills and a grasp of the intricacies of local governance. Among his or her functions are:
  - Making contact with the previous Governor's key staff in order to have at least a cooperative spirit (even though post-election relations may not always be friendly) to ensure a smooth transition
  - Coordinate logistical arrangements for the new Governor's Office, including office space and access to files

[illegible]

- Establish internal procedures for the office of the new Governor to deal with correspondence, telephone calls, and constituent requests
- Designate support staff positions in the new Governor's office
- Establish relations with the Philippine National Police, Office of Civil Defense, and the inter-agency Provincial Disaster Coordinating Council as well as familiarize themselves with the Governor's role in disaster management services (just in case, a natural or man-made disaster occurs during your first 100 days)
- Ensure that all aspects of the transition are going on as planned

### **Important Tip**

Your campaign manager should not necessarily be your transition coordinator.

***Running a campaign to get you elected is very different from running an entire provincial government.*** The coordinator may be your new provincial administrator, your head executive assistant or chief of staff, or a supporter drawn from the professional or business community.

The transition coordinator is a staff position which needs to be filled by someone who would easily take orders from you but must be able to project respectability as the Governor's personal representative.

- **Appointments Director** – the person who is in charge of identifying the positions to be appointed immediately, specifically co-terminus and confidential positions in the Governor's executive staff, as well as top positions like heads of departments, or offices (if vacant).

He or she will also be tasked to process nominations/referrals, applications and recommendations from political supporters regarding people they want to be included in the local government workforce or the Governor's staff. He or she may also begin to look at prospects of a personnel audit or reorganization of the LGU bureaucracy.



- **Legal Counsel/Advisor** – a trusted lawyer who is well versed in the local government legal framework. He or she could be a campaign supporter or head of the provincial legal office. The legal counsel/advisor is a critical aide in analyzing the legality of actions taken in the first 100 days as well as the rest of the term. He or she may also help in drafting the first executive orders to be issued and legislation that the new Governor will submit to the *Sanggunian*.
- **Communications/Constituent Services Director** – a close aide of the Governor who is in charge of receiving and processing correspondence, inquiries, and even public/media relations. He or she may also be tasked to handle the multiple subjects of constituent requests that flood every government official's office—especially a newly elected governor. His or her primary purpose is to set up some correspondence control measures and process constituent requests and queries so that the new Governor would not be overwhelmed in addressing such concerns.

Action Taken

- **Policy Advisor**— the principal staff in charge of policy development of the new administration. He or she should keep track of election promises; organize policy details around the new governor's priorities; and help identify and build support from stakeholders and legislators. There could be several policy advisors if you want certain people to concentrate on several policies. First concerns during the transition period include:
  - Review of existing policies (to see whether they align with the new Governor's policies)
  - Budget priorities of the former Governor's budget for 2010
  - Priority legislation that needs to be proposed to the Sanggunian for action
- **Persons from the previous administration** – it may also be helpful to include the chief of staff or provincial administrator of the previous administration as well as some key personnel from the local bureaucracy, to orient you on how the previous administration operated and where they kept the files.

### **Important Tips**

- #1** You can always expand your transition team to include more functions and, consequently, people from outside your core team. But the basic persons needed during the transition period may also become your most important technical staff in the Governor's Executive Staff.
- #2** The previous administration may not be very congenial to your transition team, especially if you defeated the previous Governor in the election. Try to reach out and set an appointment with the former Governor and humbly ask for his and his staff's cooperation during the transition.

**#3** Never underestimate the advantages of having volunteers in the transition team. Some people just want to help you get used to your new job and do not seek to be appointed to government. (e.g. communications professionals, public administration professors, volunteer lawyers)

Action Taken

# 3

## ORGANIZE THE GOVERNOR'S OFFICE

Distinguish between the operations of the general LGU agencies and the Governor's Office. Although they are intrinsically linked, the day-to-day activities in the Governor's Office may be likened to the regular operations of other departments or offices in the local government or even to a more complex degree. The Governor's Office must always deal with mail, telephone calls, constituent inquiries and requests, policy proposals, lobbyists, courtesy calls from local government officials and stakeholders, paperwork from the bureaucracy, etc.

In short, the Governor's Office deals with people, policy, and processes. That is why, the Governor's Office must be organized on the following parameters:

- How information is provided to the Governor
- The ease and confidence with which the Governor can make decisions based on that information and
- The capability to implement and enforce those decisions.

Some governors choose to set up a Governor's Management Service/Team/Office which are staffed by technical and administrative personnel who report directly to the Governor or someone who has direct access to the Governor every time (a close aide). Others incorporate the Provincial Administrator as Chief-of-Staff of the Governor's Office also. In any case there are some basic features of the Governor's Office as the LCE's information processing center.

**DEFINE YOUR MANAGEMENT STYLE (THE GENERAL WORKING ATMOSPHERE)**

You can tailor-fit your office’s structure depending on your personal leadership style. Some governor’s offices tend to be **centralized** with a hierarchy of staff members who admit and process information for the Governor. (Usually the Chief-of-Staff or the Administrator is at the top of this hierarchy). On the other hand, some offices follow a **decentralized or “flat”** model where the Governor is accessible to various levels of staff members.

Here are some questions that may help you determine the general working atmosphere in the Governor’s Office:

- What functions do you want your “head of office operations” (e.g. Provincial Administrator, Chief-of-Staff) to do?
- What direct assistance or management advice would you want from your core staff members? Here are some functions that your office may need:
  - Liaison with LGU departments and national government agencies
  - Liaison with the Sangguniang Panlalawigan
  - Appointment of personnel
  - Correspondence

Action Taken

- Constituent services/community relations
  - Office management
  - Legal advice
  - Scheduling
  - Speechwriting
  - Media relations
- Are there existing offices, committees, or bodies in the local government that may be able to perform staff work for the Governor's Office?
- Does the "head of office operations" need assistance from other technical staff members in performing management duties?
- How big do you want your core staff to be? Do you need teams to handle the different staff functions or would one person be enough to handle one portfolio?
- What preference do you have with regard to formality in the Governor's Office?

### *CHOOSE THE EXECUTIVE STAFF WELL (OFFICE STRUCTURE)*

It would be useful not to assume that your campaign staff will automatically make a good administrative staff. However, the people you choose to compose your transition team may be considered to fill in the staff roles in the Governor's Office, since many of the functions are similar.

The staff roles identified here are presented separately, but in some cases the roles may be combined.

- **Chief of Staff.** This position assumes the role of coordinator of your department heads and director of the governor’s executive staff. He or she has the best access to the Governor and wields the most important role of final processing of the information that come from various sources within the LGU and the executive staff.

The Chief-of-Staff oversees the day-to-day operations of the Governor’s Office including (1) strategic scheduling and communications, (2) monitoring and screening of office staff work and procedures, (3) provision policy advice, and (4) execution of the Governor’s decisions.

The role of Chief-of-Staff may be performed by the **Provincial Administrator**. However, you may want to consider (depending on the necessary size of the LGU bureaucracy) to have different persons to look into the daily operations of the Governor’s Office and the LGU separately.

Sometimes the other nomenclature for the role of chief of staff is **Executive Secretary, Head Executive Assistant, or Secretary to the Governor**.

Action Taken

- **Communications Officer.** This position has functions similar to those of the Communications Director in the transition team. He or she may, in fact, be the same person. Just remember that he or she will be your mouth piece and should reflect your thoughts and priorities as leader, manager and policymaker when he/she responds to inquiries or complaints from constituents, or questions from the media. He or she is usually the immediate supervisor of the receptionists, customer service officers, or the mail staff in the Governor's Office.
- **Legal Counsel/Consultant.** You may want to have a lawyer in your immediate staff that would always be available for consultation with full confidentiality. Otherwise the Provincial Legal Officer (who is a co-terminus appointee) can do the legal advising that you need.
- **Appointments Officer.** The job of this aide is to establish a screening procedure to secure potential nominees for the numerous positions in the provincial government including:
  - Vacancies or replacement of department head positions
  - Junior executive positions
  - Permanent rank-and-file positions
  - Contractual and casual appointments.

If the province already has a *Human Resource Development Officer*, then he may perform this staff function, if you have confidence in his/her capabilities.

- **Policy and Department Liaison(s).** Some governors appoint aides who look at individual portfolios or a cluster (e.g. financial, public services, logistics, technical) of LGU departments to process different information emanating from such LGU offices. You may choose staff to focus on your priority policies and help the Provincial Administrator coordinate the related activities of different departments.



- **Legislative Officer.** This staff role involves overseeing the development of the Governor’s legislative agenda, monitoring the status of the executive’s priority legislation, and negotiating issues with the legislature. The legislative officer also has the role of recommending whether to sign or veto legislation.
- **Personal Assistant(s).** This staff role performs duties beyond carrying the Governor’s briefcase, business suit, and other personal effects. He or she must monitor and remind the Governor of his schedule, control access to the immediate office, receive and relay messages to and from the Governor, and make personal arrangements.

Action Taken

## **Important Tips**

- #1** You may choose to merge the preceeding functions of your core staff to be performed by just a few persons (e.g. the Chief-of-Staff may also handle policy liaising and the appointments; or the legal officer may also perform the evaluation of legislative measures).
- #2** Have your staff prepare for you a list or matrix of top and mid-level positions to fill.
- #3** Also ask for a list of documents that would need your signature as Governor
- #4** Draw up with your Chief-of-Staff and other core staff an appointments strategy taking into consideration the appointment options available to you, namely: permanent, temporary, consultancy, contractual, casual, job order.

## ***SET BASIC GUIDELINES ON HOW TO DO THINGS (OFFICE PROCESSES)***

Your office's processes must be catered according to your leadership/management style. Look into scheduling, correspondence, constituent relations, administrative support, and office automation.

- **Scheduling.** The Governor's time is the single most precious resource. You may want to appoint an officer or a team to handle strategic scheduling to better manage your time in line with your policy agenda. As Governor, you need to setup scheduling preferences and establish basic ground rules for meetings, important recurring events, social engagements, family time and public appearances. Successful scheduling lies in flexibility. But to be effective, the scheduling officer or team must be given a broad latitude to accept or reject invitations, subject to your own review.

- **Handling Correspondence.** Through your Chief-of-Staff you must establish effective systems of routing mail and answering it promptly. Civil Service rules mandate a response or acknowledgement within 15 calendar days after receipt of correspondence. Mail can be generally divided into the following categories:

- Personal mail for the Governor
- Important business mail
- Issue-oriented mail
- Complaints mail
- Invitations and solicitations,  
and
- Miscellaneous mail

Mail should be referred to the appropriate LGU department or office with instructions to draft replies for the Governor's signature or to answer the letters in the Governor's behalf.

- **Constituent Services.** This aspect of office operations is at the heart of your role as a public servant. Processes should be set to handle the more direct engagement with the constituents without trapping the constituents in an endless maze of referrals as well as regulating the public's access to you that may impede the performance of your management duties.

Constituent services may encompass:

- Requests for government aid or projects
- Hotlines, toll-free numbers or text messaging service or "Text Mo si Gov" facility

[illegible]

- Public relations activities (like town or barangay meetings, people's day or Capitol open house)
- Requests for public documents
- Referral system (for employment, hospital discounts, charities)

At the minimum, a constituent's request must receive a timely answer indicating that the Governor has received the request or comment, understands the need or problem, and will try to do something about it. It would be better if your core staff can make immediate decisions in some cases.

- **Administrative Support.** Administrative support personnel must be well-briefed about their roles in aiding professional and technical staff. They are also required to answer mail, keep official records, and meet the public. You must clarify the type of formality or the relaxation of formalities with regard to access to you and their working relationship with you.

You should not necessarily seek to replace all the former Governor's entire support staff as some of them may prove very valuable in setting up routine office functions and helping the new staff become acquainted with office and provincial government procedures.

- **Office Automation.** Your transition team and core staff should look into the level of automation or computerization of the Governor's Office. Review any operating systems, the capacity of your staff to use it, and examine the need to upgrade current systems or procure new ones. Computerization and other technologies considerably help in making office functions easier and faster.

# 4

## HIRE THE BEST AND THE BRIGHTEST TO COMPOSE YOUR MANAGEMENT TEAM

Successful Chief Executive Officers say the single, most important task in their first 100 days is to fill key positions with the best talent. Why settle for the mediocre when you can hire the best?

The local government has a professional bureaucracy governed by civil service rules. Many of the department heads and heads of offices have security of tenure and may only be removed with just cause. However, as Chief Executive you also have the prerogative to pick the best people who could help you implement your programs. Nevertheless, there are some co-terminus positions in the provincial government where you could make immediate appointments after assumption of office.

**Important Tip**

Hire based on capabilities, attitude to public service, as well as loyalty to you. What you need are output-oriented, service-oriented, capable, and loyal people.

Here are some key positions identified under the Local Government Code that you could immediately fill with your own people:

Action Taken

- **Provincial Administrator.** This position serves as the alter ego of the Governor. He or she should be able to share and understand the Governor's vision and policy agenda. But his most important task is to handle the day-to-day operations of the Provincial Government.

Hiring a capable, efficient and effective Administrator will free you from the administrative details of managing operations in the Capitol. Some choose to retain the administrator of the previous administration for continuity and easier transition (at least during the first six months). Some choose to hire new ones immediately.

Whatever your choice, just remember that the position of Provincial Administrator is an appointive and co-terminus position and they serve at the pleasure of the Governor.

***Scout for a good administrator preferably even before you take office.***

Possible sources are: current administrator of the out-going governor, current administrators of other LGUs, schools, private organizations.

- **Provincial Legal Officer.** This portfolio is a mandatory position but has a co-terminus nature of appointment. You may choose to retain the current legal officer or appoint someone from your legal consultants or advisors.
- **Provincial Information Officer.** Functions of the information officer can be found in Section 486 of the Local Government Code which centers on the Office of Public Information. The Information Officer is an optional and co-terminus officer. You may choose to appoint your campaign or transition communications director to head the PIO.

The following matrix gives you an idea of the mandatory and optional positions in the Provincial Government (as stated in the Code) where you may want to evaluate the appointment of officials:

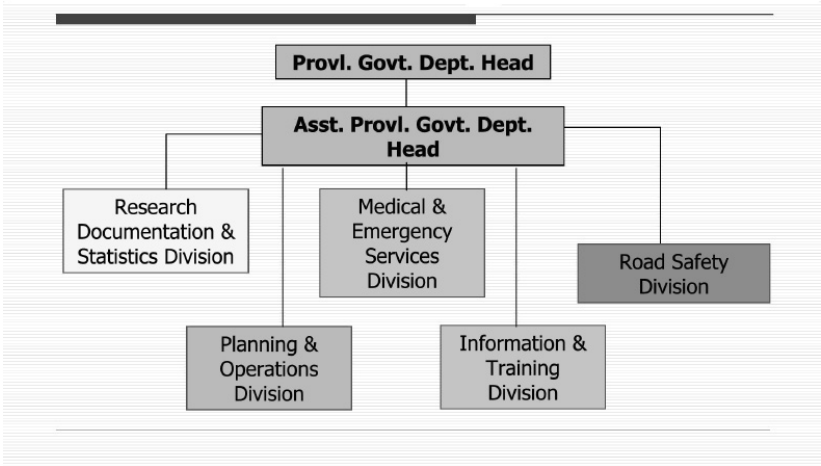
PROVINCIAL OFFICIALS	NATURE OF APPOINTMENT	TENURE
Administrator	Mandatory	Co-terminus
Treasurer	Mandatory; nomination by DOF	Permanent
Assessor	Mandatory	Permanent
Accountant	Mandatory	Permanent
Budget Officer	Mandatory	Permanent
Engineer	Mandatory	Permanent
Health Officer	Mandatory	Permanent
Civil Registrar	Mandatory	Permanent
Legal Officer	Mandatory	Co-terminus
Agriculturist	Mandatory	Permanent
Social Welfare Officer	Mandatory	Permanent
Environment & Natural Resources Officer	Optional	Permanent
Architect	Optional	Permanent
Information Officer	Optional	Co-terminus
Cooperatives Officer	Optional	Permanent
Population Officer	Optional	Permanent
Veterinarian	Mandatory	Permanent
General Services Officer	Mandatory	Permanent

***Make the selection process for the Management Team members competitive.*** Let them go thru a process of testing and interview, even those highly recommended by political allies. Installing a selection process will protect you and the bureaucracy from hiring non-performing people and/or from potential conflicts brought about by differences in expectations. You may ***assign your transition team or your core staff*** to do the initial search and screening.

The Administrator and HRMO can help you in setting up and implementing a selection process and you may even request for the help of somebody in the academe or in the private sector as part of the selection team. You may want to do the final interview of the top 3 to 5 applicants recommended by the selection committee to ensure the selection of the best people you can easily work with. You also have the power **to create other offices and appoint corresponding personnel** as you see fit. However, please be wary of the Personnel Services (PS) limit or cap that the DBM has set.

To prevent loss of lives due to natural and man-made disasters, make sure that your province has a **Disaster Risk Management Office (DRMO)** similar to the **Albay Public Safety and Emergency Management Office (APSEMO)**, which also serves as the PDCC Secretariat. 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 APSE-





## **Important Tips**

- #1** Have your staff do an inventory of the status of all appointments and vacancies of department heads and mid-level positions.
- #2** All department head appointments need the confirmation of the *Sangguniang Panlalawigan*.
- #3** During the first six to nine months of the term, a Governor generally should not undertake major reorganizations or large-scale personnel changes beyond normal top-level appointments, unless they are absolutely necessary.

# 5

## **FAMILIARIZE YOURSELF WITH THE DIFFERENT DEPARTMENT HEADS AND THEIR DEPARTMENTS**

Generally, the department heads are professional civil servants. They have reached their positions by merit and are non-partisan, although some politicians may have helped them early on. They remain even as governors come and go. Many of them have served under the administration of several governors and they know the processes prescribed for local governments.

They are supposed to be your lieutenants and they could be your greatest asset, if properly tapped. Respect them, learn from them and harness and maximize their potentials. They know that you are now the new CHIEF and that they are accountable to you.

Together with the department heads are the assistant department heads and the departmental staff. Exert effort to get to meet them personally to gradually get to familiarize yourself with them. They are your human resource and the most important asset of the organization.

**MEET WITH ALL THE DEPARTMENT HEADS IN YOUR FIRST WEEK IN OFFICE (THE EARLIER, THE BETTER)**

This is a more thorough departmental report. You may meet them en banc or group them per sector or meet them per department with the staff in that department.

The Administrator/PPDC may help you in grouping and scheduling them logically. The usual clusters are Economic, Social or General Services. Another way is to use the Local Governance Performance Management Framework of looking into the aspect of Administration, Social Services, Economic Development, Environmental Management and Governance.

The presentations should only take around 15 minutes to make sure that it would only contain the highlights of the written departmental report, and to save time and give time for discussions afterwards. The Administrator and some of your executive assistants should join you in the briefing

In the interest of time, you may also opt to do this in-depth departmental presentation in line with the preparation of the 2011 Budget, in which case, you would be assisted by the members of the Provincial Finance Committee.

Action Taken

**SERIOUSLY CONSIDER YOUR DEPARTMENT HEADS' RECOMMENDATIONS**

Ask them for more explanations or details, without necessarily committing anything definite yet, until you have seen the whole picture or heard the other presentations.



### ***SCHEDULE A SERIES OF FOLLOW-UP MEETINGS WITH INDIVIDUAL DEPARTMENT HEADS, WHEN NEEDED***

The presentations may have alerted you to particular concerns, or you may need more detailed info/in-depth discussion with any of your department heads. Do not hesitate to call any of them for a meeting, even just a quick one. Familiarize yourself with the ins and outs of the Capitol, the projects and their status, problems and issues, etc. You may also send your Chief-of-Staff or provincial Administrator to follow up on your additional questions.

### ***VISIT THE DIFFERENT OFFICES PERSONALLY***

This would help make it easier for you to associate people with their offices. It would also enable you to have a first-hand look and appreciate the working environment and conditions of your staff. The departmental briefings may even be conducted in the individual offices if the facilities allow it.

## **6**

### **ESTABLISH RAPPORT WITH THE SANGGUNIANG PANLALAWIGAN**

As Governor, you head the executive branch of the Provincial Government. But you would need the legal framework of policy and rules that the Sangguniang Panlalawigan provides. The Sanggunian is your main partner in passing the annual budget.

It is highly recommended to start off with a call for unity and cooperation from the Vice Governor and board members. Whatever political differences there may have been during the campaign, all of you are now part of the Provincial Government and all must seek to transcend partisan affiliations for the benefit of the constituents.

Consider having an **Executive-Legislative Agenda**. An ELA is an integrated plan containing the major development thrusts and goals of the executive and legislative branches towards a common vision for the Province. Your willingness to have an ELA is an indication of your openness to accommodate the agendas of each board member as well as the entire Legislative Body.

Make sure that climate change adaptation and disaster risk management form part of the ELA.

*CALL FOR AN INFORMAL CAUCUS WITH THE ELECTED VICE GOVERNOR AND PROVINCIAL BOARD MEMBERS EVEN BEFORE THE FIRST SESSION*

Congratulate and celebrate with them on their victory and get to know them better.

*ACCEPT INVITATION TO ADDRESS THE SP ON THEIR FIRST SESSION AND PREPARE FOR IT*

This is a good opportunity to formally congratulate them and call for cooperation and unity for the good of the Province. It is also a good opportunity to articulate your development vision and priorities and ask for their help in realizing it through developing an ELA.

Action Taken



## CONSTITUTE AND MOBILIZE AN ELA TEAM

After getting the SP to appreciate the need for an ELA and after some time by which both sides may have familiarized themselves with the issues and concerns of the province, an ELA Team composed of members from the executive and legislative branches could be constituted, with a corresponding Executive Order. The PLGOO or somebody from the academe or NGO, could act as facilitator of the process.

# 7

## ESTABLISH RAPPORT WITH NATIONAL GOVERNMENT AGENCIES

National government agencies implement parallel services in your province. Some agencies also directly interact with LGUs more than the others. Among these are the:

- Department of Education
- Department of Agriculture
- Department of Environment and Natural Resources
- Department of Agrarian Reform
- Department of Trade and Industry
- National Irrigation Administration
- Philippine National Police and Bureau of Fire Protection

Some agencies offer technical assistance to LGUs through field officers like the:

- DILG Provincial Director/Provincial Local Government Operations Officer
- Resident Auditor (COA)
- Civil Service Commission's Provincial Field Officer

You must also define your interaction with the DBM in order that the Provincial Government would be advised on PDAF projects or other government-funded funds that may already be claimed or should be followed up.

*MEET WITH NGA OFFICIALS*

This would also be a good opportunity for you to inform them of your development vision/ campaign platform/priorities and call for their cooperation in achieving it. You may also want to give them a general orientation of your leadership style that may relate to them (i.e. open door and house policy, weekly management meeting, output-orientation, etc.)

*GET THEIR CONTACT NUMBERS AND REQUEST FOR BRIEFING AND ANY ASSISTANCE, WHEN NECESSARY*

Do not expect them to know what you need and when you need it. Exchange mobile phone numbers with NGA representatives, aside from the usual office phone numbers so you can have direct access to them at any time. You can ask your staff to prepare a list of contact persons from national government agencies.

Action Taken

*SUPPORT THEIR PROGRAMS, PROJECTS, AND ACTIVITIES UNLESS OF COURSE THESE ARE DETRIMENTAL TO THE PROVINCE*

Their accomplishments will also be your accomplishments as it would turn out as a joint effort with your encouragement and support.



**ASSIGN A POINT PERSON TO LOOK INTO PENDING PROJECTS FOR THE PROVINCE WITH APPROVED FUNDING FROM THE NATIONAL GOVERNMENT, AND FOLLOW IT UP**

The DBM Regional Office may not immediately know specific information on fund transfers to the Provincial Government. Designate a staff member, with the necessary authorization, to coordinate with the DBM Central Office at all times.

# 8

## KNOW THE STATUS OF YOUR LGU

It is important to have a holistic knowledge of your LGU, especially in terms of its financial and human resources as against the backdrop of the province the LGU is serving.

**REQUEST FOR AN UPDATED LGU PROFILE**

Ask your **Provincial Planning and Development Coordinator (PPDC)** for this document. You might have your own assessment of the province's profile while campaigning but it is also instructive to see what your PPDC has prepared. They may be more updated and thorough. If not, then at the very least, it could be improved since you'll be needing the LGU profile in key decision-making points as well as in presentations for various occasions (i.e. presentations to constituents, donor agencies, visitors, other partners and stakeholders).

Action Taken

## **REQUEST FOR “FINANCIAL STATEMENTS WITH SUPPORTING SCHEDULES (SHOWING HOW MUCH MORE THE PAYABLES AND RECEIVABLES ARE)”**

Your **Provincial Accountant** will help you with this. This will give you an accurate picture of the LGU’s assets and liabilities, including the schedule of payables and receivables.

Ask your transition team or core staff to collect and process for your use the following documents:

- Certified Statement of Income
- Certified Statement of Income and Expenditures
- Program Appropriation and Obligation by Object

In case you cannot readily see from the financial statement, you may also ask about the **balance of surplus account** or how much the unappropriated amount/free money is which you can use to fund priority projects before the end of the year.

Remember, the Budget for 2013 has been passed and is the working budget. Try to work within this budget or convince the Sanggunian to pass a **Supplemental Budget** to fund some of your campaign promises.

## **REVIEW AND PLAN FOR THE COMPETITIVENESS OF YOUR PROVINCE**

### **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

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



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.

#### *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.

### *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;

[illegible]

### *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 province fare.**

You can ask yourself if your province has what it takes to be considered competitive. Together with your employees, make an honest assessment of your province's competitiveness. Does your province have the basic infrastructure or facilities that could attract investments or that could make existing investors stay in your locality? Does your province have the basic competency requirements for businesses? For instance, have you already streamlined your business permit and licensing process? How long does it take to issue a franchise or a quarry permit? Do you have an Investment Code? These are just some of the things you need to address if you plan to become truly competitive.

You may get this from your PPDC or from the Provincial Local Government Operations Officer (PLGOO).

GET A COPY OF THE *STATE OF THE LOCAL GOVERNMENT REPORT OF THE PROVINCE*, IF AVAILABLE

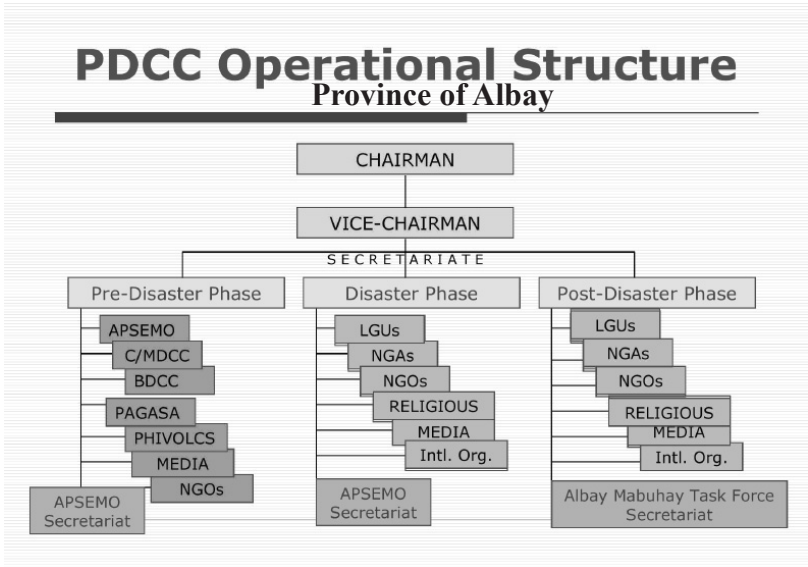
## 9 FAMILIARIZE YOURSELF WITH KEY LGU PROCESSES

Like any other organization, the LGU has distinct prescribed processes and procedures. Even if you are used to occupy other elective positions in the LGU, now as Governor, you still need to review certain processes to make sure that you and the LGU staff are within the rule of law and principles of transparency and quality service, among others.

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

Convene the *Provincial Disaster Coordinating Council (PDCC)* 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 *PDCC* 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/> )

REQUEST FOR PERSONNEL INVENTORY

The **Human Resources Management Officer (HRMO)** will help you here. This can give you a summary of the people in your organization and you can easily check how many are permanent employees, casuals, contractuels, co-terminus, as well as vacant positions.

Another crucial aspect you must devote attention to are those related to money like procurement and disbursements. At the end of the day, it is you who will be accountable for how money is spent, you being the approving authority in the documents. Many LGU officials have, for this reason, cases pending with the Ombudsman/Sandiganbayan on allegations of improper awarding of contracts, misappropriations, and corruption.

**Important Tip**

Make sure all disbursements are within the Budget.

Action Taken



## ***REVIEW STATUS OR PROGRESS OF ANTI-RED TAPE LAW IMPLEMENTATION***

By the time you assume your post as governor, 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 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
- 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.

Action Taken





### ***REQUEST THE DEPARTMENT HEAD CONCERNED TO BRIEF YOU ON THE PROCESSES AND REQUIREMENTS***

As earlier advocated, maximize the potentials of your department heads. Get a briefing or have your core staff briefed on some of the key processes:

- Budgeting (Budget Officer)
- Planning (Planning and Development Coordinator)
- Disbursements - purchases, salaries, and projects (Accountant or Treasurer)
- Procurement (Budget Officer or Auditor)
- Provincial disaster management (Planning and Development Coordinator, Social Welfare and Development Officer, and Head of Disaster Risk Management Office).

### ***REQUEST FOR A BRIEFING FROM NATIONAL AGENCY OFFICIALS***

In case, for some reason, you prefer to learn the processes from outside your organization, you may also request for briefing for you and/or your staff and other officials regarding the processes from officials from the national agencies like the Regional Director of DBM for budgeting concerns, Regional Director of the Department of Finance for resource generation, Regional Director of the Commission on Audit for financial accountability, the Provincial Director of the PNP for disaster risk management, and the Provincial Environment and Natural Resources Officer for climate change adaptation.

## IDENTIFY AND BUILD SOURCES OF SUPPORT

During your first 100 days in office, you must be able to clearly identify the groups as well as individuals outside the provincial government who may be able to help you realize your policy agenda. A wide support base among different stakeholders can be advantageous to you in several ways, like:

- Advocacy for certain priority policies
- Possible source of volunteer manpower support for your projects
- Possible source of additional funding
- Leverage for policy negotiation with the Sangguniang Panlalawigan

### MEET WITH MAYORS AND, IF POSSIBLE, BARANGAY CHAIRS

Set a date to meet with the mayors of your province (and a separate date with barangay chairs) to explain to them your vision and policy agenda for your first term. The meeting is an opportune time to remind them of your campaign promises, your vision for the province and the policy agenda for your first term.

Change your tone from a partisan campaign mode to a more gubernatorial tone, extending your openness to help to all of them regardless of their partisan affiliation.

Ask each component LGU to brief you on their needs, problems, recommendations to address such and suggested strategies that may help in governing the province.

Action Taken



## *MEET WITH CIVIL SOCIETY ORGANIZATION LEADERS*

Initially, you or your staff may have a difficult time to identify civil society organization (CSO) or non-government organization (NGO) leaders to meet with. It is not necessary to meet all of them, but selection of CSO leaders to meet with should be strategic, considering the following factors:

- Active participation in governance or advocacy for good governance
- Extent of their network and size and quality of membership
- Active service programmes to communities
- Willingness to engage the provincial government

To help you navigate in the vast CSO/NGO universe, you may pick some leaders from the following classifications:

- Donor NGOs (e.g. corporate foundations, internationally funded NGOs)
- Cooperatives and other self-help (people's) organizations
- Service organizations (e.g. Rotary International, Lions Club, Gawad Kalinga)
- Church-based groups (e.g. Knights of Columbus, Caritas)
- Advocacy NGOs.

Engage them in a dialogue explaining your vision for the province and your policy agenda, possible venues for cooperation as well as soliciting their ideas, concerns and recommendations about improving governance in the province.

Establish and explain your leadership/management style and your setup for accessibility with regard to business meetings, social gatherings, special procedures within the Governor's Office for CSOs and NGOs, if there are any.

**MEET WITH BUSINESS SECTOR LEADERS**

You may choose to meet with different business associations individually or convene the leaders of these associations in one meeting. Business locators in the province contribute to your local revenue base through different business taxes levied on them, fees and charges that they pay for permits, and the real property taxes on their properties.

Some of the leaders of business associations you may want to meet with include:

- The provincial chapter of the Philippine Chamber of Commerce and Industry
- The provincial chapter of the Filipino-Chinese Chamber of Commerce
- Local business councils
- Associations of small and medium scale industries
- Associations in business or industrial parks in your province

Discuss with business leaders your plans for improving the climate for investment and business environment. Always seek their opinions, suggestions, or problems concerning their sector.

Action Taken



## **MEET YOUR CONGRESSMAN/CONGRESSWOMAN**

The representatives of the congressional district(s) within your province are important sources of support, both politically and financially. Specifically for provinces with multiple congressional districts, have your staff do some basic research to come up with a one-page fact sheet on each congressman/woman containing some very basic information like:

- Addresses (residences and offices in Manila and his/her district)
- Telephone, fax and mobile numbers including e-mail address(es)
- Key staff aides, their positions, and assignments/portfolio
- The congressman/woman's committee assignments
- Project preferences (for matching PDAF project proposals)

Then meet with each representative individually and have a dialogue about your respective priorities and concerns. If you develop cordial relationships with your representatives they may accommodate some of your projects as part of their PDAF projects or even facilitate some linkages with national government offices.

## **MEET THE PRESS**

The press is not your friend, nor is it your enemy. The press pays more attention during the transition and the first 100 days. You can take advantage of that interest and call your first press conference.

Your first media briefing is the opportunity to present your plans, policy agenda, formally introduce your Communications Director/Public Information Officer/ Press Secretary, and answer the first questions about your new administration. After the press conference, stay for a few minutes to talk to the members of the media in a more personal and informal setting. Inform them of your intention to adopt a PDCC operational structure that is similar to that of the province of Albay wherein the media assumes a very critical role in all phases of disaster risk management.

A good relationship with the media will help you get your message out.

*IDENTIFY POSSIBLE SOURCES OF SUPPORT FROM NATIONAL GOVERNMENT AND OTHER PROVINCES*

You can also find support from certain officials and agencies in national government. Have your staff do some research on the key persons in vital agencies that provide technical assistance to local governments, like the:

- Department of the Interior and Local Government
- Department of Finance
- Department of Budget and Management

You may also ask your staff to do some profiling of senators the same way you would do the fact sheets for your congressmen (see Meet your Congressman...)

The governors of neighboring provinces, who would also make up the regional development council of which you will also be a member or chair, if elected, may provide you some advice on how to be governor. Their provinces may have some resources to share with your province in case of emergencies. They may be willing to undertake cooperation with your provincial government on certain projects.

Action Taken

**Important Tip**

Make these series of meetings as a “**listening tour**”. Offer more time for different stakeholders to air their concerns. Although you have your own vision for the province, surely inputs from different sectors may strengthen your vision and help you craft a common vision with your constituents.



## RECONSTITUTE/REORGANIZE AND MEET THE LOCAL SPECIAL BODIES (LSBs)

There is a need to reconstitute the different local special bodies because the term of many of the elected members and the PO and NGO representatives in these bodies are co-terminus with the local chief executive and have expired on 30 June 2010. For some LSBs, reorganization may be required. In both cases, it would be wiser to be well-informed about these LSBs before finalizing any appointments or reorganization for these bodies.

The LSBs prescribed in the Code are the:

- Provincial School Board
- Provincial Health Board
- Provincial Peace and Order Council
- Provincial Development Council
- Provincial Pre-qualification, Bids and Awards Committee

Other special bodies may have been created in the LGU to meet specific needs.

### ***MAKE AN INVENTORY OF THE LSB'S AND THEIR PREVIOUS COMPOSITION***

One of your staff can go over the Executive Orders issued during the former term as well as evaluate the balance, representative-ness, and outputs of the LSBs.

# 12

## **GIVE SPECIAL ATTENTION TO YOUR PROVINCE'S PEACE AND ORDER SITUATION**

### **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.

**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.

Action Taken

*MEET WITH THE EXECUTIVE MEMBERS OF THE DIFFERENT LSB’S, TO GET THEIR INSIGHTS AND RECOMMENDATIONS, AS YOU FEEL NECESSARY*

*ISSUE AN EXECUTIVE ORDER RECONSTITUTING/ REORGANIZING THE DIFFERENT LSB’S*

**IMPLEMENT PROGRAMS AND PROJECTS PREVIOUSLY PLANNED AND BUDGETED**

By July 2013, the programs and projects under the 2013 Budget are already being implemented. As Chief Executive, one of your primary functions is to implement the laws and programs already passed/authorized and to bring services to the people.

At the end of your 100 days in office, aside from having familiarized yourself with the people and the processes in the LGU, and even instituting reforms in this area, you should be able to have some concrete outputs to celebrate and report.

Even as you may try to develop or implement new programs you think are needed by your constituents, it is easier, and proper, to continue the programs and projects planned and budgeted in the 2013 Budget. Complete those that can be completed, continue those that need to be continued and begin those that have not yet

Action Taken



been started. Even if those were planned under the previous administration, you may still create public perception that these projects are yours and will be credited to you.

Together with your department heads concerned, review existing plans and programs, evaluate the projects, identify those to be continued and those to be stopped, if necessary, and identify ways of improving the implementation of projects to be continued.

- **Review the Departmental Reports submitted and presented** by the department heads which contain status of programs and projects being implemented, including the issues they raised and their recommendations, **and come to a decision.**

Welcome feedback and suggestions to improve the implementation of programs and projects, whether from the rank-and-file or from the beneficiaries or other stakeholders. As the saying goes, the biggest room in the world is the room for improvement.

- **Check whether you need to discuss specific programs/projects with certain department heads, personally.** Otherwise, ask your Provincial Administrator to monitor most of the project implementation.
- **Effect improvements in the implementation, when necessary.** Using your wealth of knowledge and experience from your own professional background as well as the feedback from your consultations, you may see a need for changes in the way things are done.
- **Seek partnerships** with people's organizations, national government agencies, donor agencies, other LGUs, and/or NGOs, as much as possible. Many studies and documentation testify to the advantages of participatory governance. Seek support from different stakeholders (see Identify and Build Sources of Support).

## TAKE CONTROL OF THE 2014 BUDGET

You may have inherited your predecessor’s Budget, but the 2011 Budget is yours!

The local government budget is the yearly financial plan for funding the operations, manpower, projects and programs of the province/city/municipality. The local government’s power to budget is derived from the Local Government Code of 1991. Here are some basic budgeting provisions.

- Section 16 – General Welfare Clause
- Section 17 – Basic Services and Facilities
- Section 305 – Budgeting Principles
- Sections 314 to 327 – Local Government Budgets
- Sections 335 to 354 – Expenditures, Disbursements, Accounting and Accountability

Action Taken

### CHECK THE STATUS OF THE BUDGET CALL

The 2011 Executive Budget will be the first budget that you will submit for authorization of the SP on or before **October 16**. By the time you assume office in July, usually, the budget call would have already been issued and different departments and local special bodies would have prepared their respective budget proposals for submission on or before **July 15** to the Governor’s Office.



## COMMUNCIATE YOUR AGENDA

### *MAKE USE OF YOUR “BULLY PULPITS”*

Don't get turned off or turned on by the term “bully pulpit.” This is just used for the venues that are exclusively given to the Governor as special privilege for being the chief executive. Your bully pulpits give you the opportunity to speak in public with full control of the situation, where people in attendance do not have a choice but to listen to you since your message is part of the program. Your bully pulpits provide you the opportunity to state and explain your vision for the province as well as identify your initial plans and courses of action.

- **Inaugural Speech**

Your inaugural speech is one of your first official acts as Governor. Make sure to emphasize the message that you have been articulating throughout the campaign. Explain your vision there and focus on three to five priority development areas that you wish to immediately address.

- **Governor's Address during the First Legislative Session**

It has been a courtesy extended to the new Governor to address the Sangguniang Panlalawigan during its first session. Again, articulate your vision, plans and initial courses of action imploring the cooperation of the Sanggunian through political and legislative support of your policies.

- **Press releases and press briefings**

Most press beats and coverage usually center on the activities of the chief executive more than any other branch of government. Make sure that your communications team/staff constantly feeds the press of your activities during your first 100 days. Increase the “batting average” of press coverage on your first 100 days through regular press releases in order for your constituents to know that you are already busily working right after your inauguration.

The press needs to be constantly fed, or else it will feed itself. So, you might as well feed the press yourself.

■ **Explore the possibilities of having a radio show**

Radio remains to be the best mode of broadcast outside Metro Manila with enough room for accommodating locally oriented programs. Speak to radio stations in your province about accommodating a 30-minute to one-hour public service program involving you, either as the host or a regular co-host. In that radio program you could always speak about vision and programs, as well as directly interact with media and constituents.

■ **Budget Message**

You will also have the opportunity to emphasize your priorities in more concrete ways in your budget message (around October) that would accompany the submission of the proposed LGU Budget for 2011.

Remember that the nature of budgets in the Philippines is that it is an “executive budget”—defined, analyzed, and advocated by the executive. Make sure that you do not antagonize the Sanggunian but emphasize the new directions that your administration is taking.

Action Taken



## ***PUBLICIZE YOUR PRIORITIES AND POLICY AGENDA***

Publicity does not only mean landing your name and face on the papers, radio and television. You can do some small town publicity of your vision, priorities and initial activities by using billboards and posters in public areas for you to be able to communicate your policy agenda well.

Make sure that your billboards do not merely contain your face, name and motherhood statements. Try to include your vision and policy agenda succinctly so that your constituents would be able to understand and absorb your message.

## ***DEVELOP COMMUNICATION SKILLS FOR ALL LEVELS***

It is important to know who you are talking to. You may want to modify the way you speak to different types of people when you meet with them during your first 100 days. Shop talk with business people is very different from discussions with the regular man-on-the-road.

Use buzz words and jargons only when needed and only if you know them by heart, especially when talking to NGO/CSO leaders, donor agencies, and development workers. They usually watch out for politicians whether they only give lip service or real appreciation to their specific advocacies.

## ***MAKE USE OF INFORMAL MEANS OF COMMUNICATION AND BACK-CHANNELING***

It is always good to engage people and gain commitments from them through informal means. Remind your staff to always look for key contact persons in the staff of political and stakeholder leaders and also brief them on your administration's vision, priorities and programs.

You may also want to convene the SP members in a caucus where there is more room for one-on-one dialogue. Show them that you are open to each member’s legislative agenda and the possibility of aligning the executive and legislative agendas.

*TRY TO IMPLEMENT SOME DOABLE PROJECTS*

The best way of communicating is by **DOING**. Check with your Budget Officer how you could implement some of your campaign promises within the purview of the 2013 Budget (which was drafted and approved by the administration you succeeded).

In the middle of the year, many of the development projects already have programs of work and disbursements waiting. Try to align some projects as part of your own priority programs. You will have enough time to have your “pet projects” included in the Budget during the budgeting process for 2014.

However, make sure that you start submitting priority legislation in accordance with the policy agenda that you have been articulating.

Action Taken

*ISSUE AN ACCOMPLISHMENT REPORT  
ON YOUR FIRST 100 DAYS*

Treat your First 100 Days Accomplishment Report as an expanded press release for wider direct distribution, not just the press. Do not put long narratives, long messages or incomprehensible statistics. Make it as readable by common folk as possible.





Focus on affirming your vision and the actions that your administration has taken to fulfill that vision. It would help to divide the report in mini-headlines per significant milestone achieved during the first 100 days with about one to two short paragraphs describing details of that accomplishment.

Distribute the report as widely as possible. The report does not have to be printed in glossy magazine paper in full color. The quality of printing depends on your available budget. You may just want to photocopy a readable report to generate more copies for wider distribution. If the provincial government has a widely circulating newsletter, you may use one issue of that newsletter to feature the accomplishment report.

***BUT BEFORE STARTING YOUR REPORT, 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

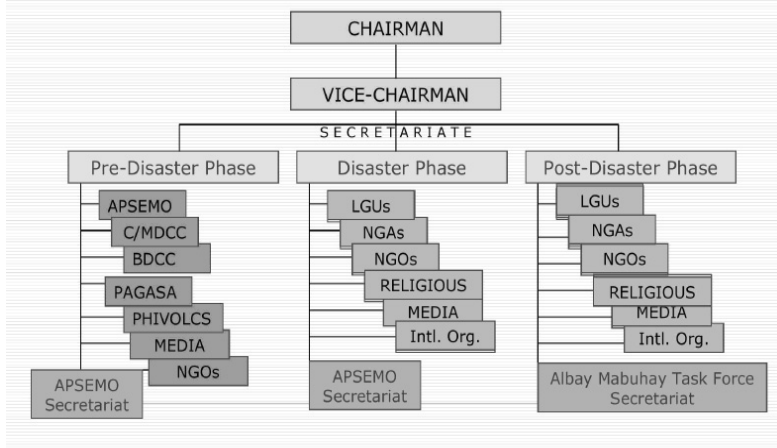
- **Communication and Early Warning Cluster**

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

## PDCC Operational Structure



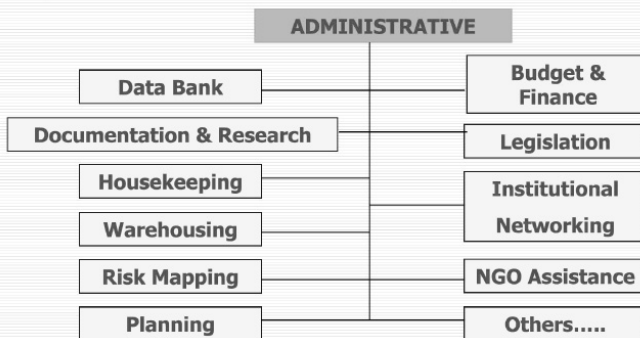
- Conference room (50-70 person capacity)
  - Radio room
  - Staff quarters
  - Communication and documentation equipment
  - GPS
  - 2 vehicles (one 4x4 Nissan Frontier and 1 rescue ambulance with stretcher, spine board and emergency medical and rescue kits)
- **Provide the facilities needed for early 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

## 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

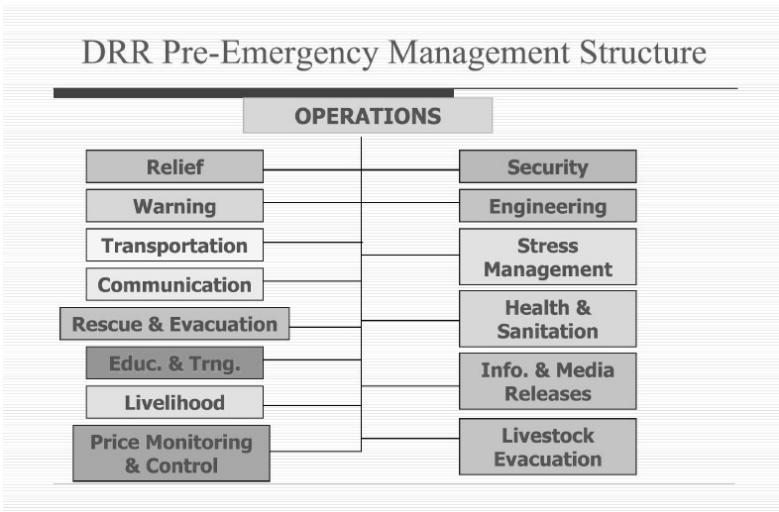
## DRR Pre-Emergency Management Structure



- 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/>.







