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EDITION
2022



CRITICAL STEPS FOR THE
FIRST 100 DAYS

A GUIDE FOR CITY MAYORS



Critical Steps for the First 100 Days: A Guide for City Mayors

6th Edition

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MESSAGE FROM THE EXECUTIVE DIRECTOR



First of all, let me extend my warmest congratulations to you! Winning an election is indeed worth celebrating!

Now that the people have chosen you as their leader, you must continuously choose to serve them. Public service is an enormous responsibility that requires passion, skills, and determination, and we at the Local Government Academy are ready to support you with programs that will build and strengthen your capacities as a local leader. Through our program for Newly-Elected Officials, we continue to provide capacity-building activities that will help you govern effectively. We have designed activities and resources that can guide you in creating and implementing plans for a more competitive, inclusive, and sustainable community.

As such, we are pleased to present the *Critical Steps for the First 100 Days: A Guide for Municipal Mayors* to you. We hope this will help you navigate your way through your first days in office. May this guide not only equip you with useful knowledge in governing your community better, but also further ignite your passion to be the best servant-leader for your community.

A handwritten signature in blue ink that reads "Thelma T. Vecina".

Dir: Thelma T. Vecina, CESO IV
Executive Director, LGA

CONTENTS

TRANSITION

1	Know Your Role	2
2	Form a Transition Team	8
3	Organize the Offices of the City Mayor, City Administrator, and Legal Officer	10
4	Analyze the City Government's Staffing Needs	12
5	Review the Fiscal Status of the LGU	15
6	Check the Status of the Budget Call	17

MOBILIZATION

7	Identify Sources of Support and Resistance	20
8	Call for Cooperation in the Organization	23
9	Coordinate with the Local Council	26
10	Strengthen the Linkage with Barangays	28
11	Reorganize the Local Special Bodies	30
12	Promote Peace and Order, and Security	34
13	Promote City Competitiveness	37

BUDGETING

14	Review the Implementation of the Annual Investment Program	42
15	Implement Doable Commitments	45
16	Finalize the Executive Budget for the Next Fiscal Year	47
17	Document, Disseminate, and Celebrate Small Wins	49

ABBREVIATIONS

AFP	Armed Forces of the Philippines
AIP	Annual Investment Program
BAC	Bids and Awards Committee
BDRRMP	Barangay Disaster Risk Reduction and Management Plan
BFP	Bureau of Fire Protection
BJMP	Bureau of Jail Management and Penology
CC	Climate Change
CCC	Climate Change Commission
DRRMC	Disaster Risk Reduction and Management Council
CDC	City Development Council
CHB	City Health Board
CHED	Commission on Higher Education
CLGOO	City Local Government Operations
CSO	Civil Society Organization
DA	Department of Agriculture
DBM	Department of Budget and Management
DILG	Department of the Interior and Local Government
DND	Department of National Defense
DOLE	Department of Labor and Employment
DRRM	Disaster Risk Reduction and Management
DRRMC	Disaster Risk Reduction and Management Council
DRRMO	Disaster Risk Reduction and Management
EDB	Ease of Doing Business
EO	Executive Order
ELA	Executive-Legislative Agenda
GR	General Rollo
GSO	General Services Office
HRMO	Human Resources Management Office

ABBREVIATIONS

LCE	Local Chief Executive
LDRRMC	Local Disaster Risk Reduction and Management Council
LFC	Local Finance Committee
LGC	Local Government Code of 1991
LGU	Local Government Unit
LSB	Local Special Bodies
MC	Memorandum Circular
MOA	Memorandum Of Agreement
NAPOLCOM	National Police Commission
NDPP	National Disaster Preparedness Plan
NDRRMP	National Disaster Risk Reduction and Management Plan
NDRRMC	National Disaster Risk Reduction and Management Council
NEDA	National Economic and Development Authority
NGA	National Government Agency
NGO	Non-Government Organization
PDC	Planning and Development Coordinator
PDRRMC	Provincial Disaster Risk Reduction and Management Council
PNP	Philippine National Police
POC	Peace and Order Council
QAS	Quality Assurance System
RA	Republic Act
RDRRMC	Regional Disaster Risk Reduction and Management
SB	School Board
SP	Sangguniang Panlungsod

PHASE 1

TRANSITION

1

KNOW YOUR ROLE

To be able to perform your job as the top official of the city, you must know the scope of your role. Your official actions and decisions should be supported by policies.

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

- 1. Read the Local Government Code of 1991 (LGC)**, which provides the basic legal framework in which the local government operates. In certain instances and by way of an exception, if your city charter was passed after enactment of LGC, then it is the provisions of your city charter that will govern.

First, go to Section 455, Article One, Chapter 3, Book III of the Code. This part explains the powers, duties and functions of a Local Chief Executive (LCE). You may also read Title V of the Code: Appointive Local Officials Common to All Municipalities, Cities and Provinces. This portion of the Code states the appointments to be made as well as the powers, qualification, and duties of the people who are to be appointed.

2. Read Department of the Interior and Local Government (DILG) Memorandum Circulars (MCs) and other issuances of National Government Agencies (NGAs),

such as the Department Of Finance, Department of Budget and Management (DBM), and National Economic and Development Authority (NEDA). Read also the presidential directives relevant to your tasks and responsibilities. Request from the DILG City Director or City Local Government Operations (CLGOO) officer to brief you on the issuances applicable to your functions as the LCE.

3. Know the limits of your power and authority as a mayor,

which are based on the LGC or your city charter, as the case may be. While you have the power to appoint officials and employees whose compensation is drawn from city funds, this appointing power is not absolute. It is subject to limitations, like the Civil Service regulations.

For instance, you cannot appoint a person who does not possess the required qualifications for a certain post. You cannot give the city accountant post to someone who is not a Certified Public Accountant, and you have no power to appoint the staff of the Sangguniang Panlungsod (SP) because that power resides with the City Vice-Mayor.

4. Know the difference between official duties and ceremonial roles.

Time management is crucial to a smooth transition, so you must endeavor to prioritize your activities as you settle in. Planning and budget meetings take precedence over social engagements like serving as sponsor in weddings and baptisms where you can send someone else to represent you.

5. Attend short courses on local governance.

There are universities and training institutions offering these. You may ask your staff to research these offerings. You may also make the necessary inquiries to the Local

Government Academy (LGA) of the DILG or the Center for Local and Regional Governance of the University of the Philippines. If you cannot go out of town to attend these courses, you may consider hiring a coach who can adjust to your time and place limitations. The Vice-Mayor and SP members may also be invited to attend the coaching sessions.

6. Enhance your capacity to lead the Climate Change (CC) adaptation and Disaster Risk Reduction and Management (DRRM) efforts in your community. Read the following statutes and issuances:

- **Republic Act (RA) No. 10121** or the Philippine Disaster Risk Reduction and Management Act of 2010

This describes the role of Local Government Units (LGUs) in DRRM and the functions of the Local Disaster Risk Reduction Management Council (LDRRMC), which are found in Articles 11, 12, 13, 15, 16, and 21.

One of the requirements under RA No. 10121 is the formulation of a National Disaster Risk Reduction and Management Plan (NDRRMP). The NDRRMP specifies the role of the LCE and the LGU in four disaster areas: prevention and mitigation, preparedness, response, and rehabilitation and recovery.

- **DILG MC No. 2012-35** dated February 21, 2012 on Disaster Response Protocols
- **National Disaster Risk Reduction and Management Council (NDRRMC)-DBM-DILG Joint Memorandum Circular (JMC) No. 2013-1** dated March 25, 2013 on the Allocation and Utilization of

the Local Disaster Risk Reduction and Management Fund

- **DBM-DILG-Climate Change Commission (CCC) JMC No. 2015-01** on the Revised Guidelines for Tagging/Tracking Climate Change Expenditures in the Local Budget
- **NDRRMC MC No. 2018-01** dated March 2018 on the adoption of the Quality Assurance System for the Barangay Disaster Risk Reduction and Management Plan (DRRMP) to ensure the quality of the BDRRMPs
- **NDRRMC MC No. 2017-147 and NDRRMC MC 2018-13** on the guidelines to be observed in formulating the Local Disaster Risk Reduction and Management Plan (LDRRMP)
- **RA No. 10831** or Children’s Emergency Relief and Protection Act mandating the provision of emergency relief and protection for children before, during, and after disasters and other emergency situations
- **R.A. No. 7160, Section 276, Book II** on condonation or reduction of real property tax and interest in case of calamity.

This provides that “In case of a general failure of crops or substantial decrease in the price of agricultural or agri-based 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

Critical Steps for the First 100 Days: Municipal Mayors

the calamity.”

- **RA No. 9729** or Climate Change Act of 2009
Section 14 stipulates that:
 - › “The LGUs shall be the frontline agencies in the formulation, planning and implementation of CC action plans in their respective areas...”
 - › “Barangays shall be directly involved with municipal and city governments in prioritizing CC issues and in identifying and implementing best practices and other solutions...”
 - › “Municipal and city governments shall consider CC 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 [CCC] with copies of their action plans and all subsequent amendments, modifications and revisions thereof, within one (1) month from their adoption...”
 - › “The LCE 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 (IRA) necessary to implement said local plan effectively...”
- **R.A. 9003** or the Ecological Solid Waste Management Act of 2000

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

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

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

2

FORM THE TRANSITION TEAM

You cannot do everything on your own. You need a transition team to assist you in easing into your role in the LGU. This team serves as your “arms and legs” and “ears and eyes” as you settle in as the new City Mayor.

In forming your team, consider the following actions:

1. 1 As a form of courtesy, request the outgoing City Mayor to recommend staff from the local bureaucracy to serve as members of the transition team.
2. If the above is not possible, ensure that the Local Finance Committee (LFC)--which includes the Accountant, the outgoing Administrator, incoming Administrator, and the Human Resource Management Officer--is part of the transition team. The LFC will serve as your advisor on matters pertaining to local government finance.
3. Invite representatives from the academe, civil society, and business sectors, especially if their input will be crucial in formulating your administration agenda.

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

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

- Assist you in formulating a short-term administration agenda that is good for the first 100 days. The agenda may include election promises which can be delivered within your first 100 days;
- Coordinate with the key staff of the city government on all city administration matters;
- Assist you in financial review;
- Assist you in preparing for the inaugural ceremony;
- Perform a personnel inventory;
- Recommend actions regarding staffing; and
- Select nominees for core staff and experts who will be appointed for coterminous positions.

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

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

In organizing and staffing, consider the following activities:

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

The administrator and legal officer are two mandatory and coterminous positions that you should fill up. From the list of nominees, choose those who meet the minimum qualifications prescribed by the LGC. If you want to retain the services of the administrator and legal officer of the former mayor, you have to reappoint them because their term is deemed to have expired upon the expiration of the term of office of the outgoing Mayor.

- 2. Check the qualifications of the personal staff** you want to appoint and determine if they have the capacity to perform their functions and tasks effectively and efficiently.
Aside from their loyalty to the LGU, they also should be able to work well under minimum supervision.
- 3. Talk to your appointees** and get their commitment.
- 4. Briefly describe and explain the appointees' core functions** as well as their remunerations, benefits and other entitlements. You may also ask the Human Resources Management Officer to do this.
- 5. Ask the Human Resources Management Office (HRMO) to prepare appointment papers** and have the documents processed.
- 6. Assess the physical appearance and layout of your office.** Determine if you want to retrofit it to suit your working style and management. Consider the comfort of your staff and visitors in deciding whether or not to make any changes.
- 7. Check the status of the equipment and furniture in your office.** Determine whether or not these need to be repaired or replaced. Ask the general services office to attend to this matter. This activity, together with the previous activity, can be done simultaneously with organizing and selecting the staff of the offices of the mayor, city administrator, and legal officer.

Your possible appointees are the administrator, legal officer, head executive assistant/Chief-of-Staff, executive assistants, secretary to the LCE, and security force or personal bodyguards.

4 ANALYZE THE CITY GOVERNMENT'S STAFFING NEEDS

Analyzing the staffing pattern of the city government will give you an idea if the local offices are overstaffed or understaffed. This will also guide your decision to hire more staff or terminate the job contracts of contractual and casual workers. This will also help you determine whether it is proper to add or reduce the staff number in certain offices.

1. **Request the HRMO** to submit the following documents: (a) personnel inventory; (b) performance evaluation reports of casuals and contractuels; and (c) organization and staffing charts of each department or office in the city government.

Based on the abovementioned documents, do the following tasks:

- Determine the number of casuals and contractuels per office or per project.
- Determine the number of regular staff who are assigned in other offices.
- Determine if there is a need to revoke any detail order if the detail is no longer relevant or is overdue.

- Review the work history of casuals: Have these casuals been with the city government for many years?
- Determine which offices are understaffed or overstaffed.

2. Assess the need to renew or terminate the contracts of the contractual or casual workers based on your findings, and make a short list of those you may want to keep in the employ of your office.

3. Plan how to address the problem of overstaffing or understaffing in your organization. As an interim measure, you may want to recall the personnel detailed in other offices back to their mother unit or office. For an in-depth evaluation of your organization, you may want an external consultant to do an organization and management study of your city government after your first 100 days. The results of this planned study will guide you in deciding whether you will reorganize the office or not. Note that reorganization will require an ordinance because it entails the creation and abolition of offices. Moreover, reorganization must always be done in good faith.

4. Discuss the plan with the transition team and department heads concerned (i.e., those whose offices are overstaffed or understaffed). Thereafter, decide the right time to implement it.

- 5. Be mindful of the limits of your power** concerning appointments, especially when your office is swamped with job applications.

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

The DRRMO has to be created through a City Ordinance as required in the Implementing Rules and Regulations of RA No. 10121. This office will serve as the Secretariat of the City Disaster Risk Reduction and Management Council (CDRRMC). You may want to check out the National Disaster Preparedness Plan (NDPP) Minimum Standards Volume II and Operation LISTO Disaster Preparedness Manual for LGUs for reference.

5 REVIEW THE FISCAL STATUS OF THE LGU

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

1. On your first day in office at noon of June 30 or on the first working day of July, get the following financial reports and documents:

- From the Treasurer, a copy of the **Report of Collection for the January-June Period**

This report will give you information on how much has been collected for the first two quarters of the year. Furthermore, it will show any increase or decrease in the collections during this period.

- Also from the Treasurer, a copy of the **Report of Cash Transactions and Funds Available as of June 30 or the last working day of June**

This will show how much has been disbursed and how much money is available in the treasury when you assumed office.

- From the Budget Officer, a copy of the current **Annual Budget** of the city, including the **Annual Investment Program (AIP) and supplemental**

budgets, if any

The annual city budget document also contains a statement of income and expenditures made by the city government.

- From the Accountant, a copy of the **Balance Sheet for the first two quarters of the year**

The balance sheet contains a statement of assets and liabilities of the city government. Note the unliquidated cash advances and obligations of the previous administration and its officers.

- From the general services office, a **Property Inventory Report per office**
- This document contains information on the type, quantity, and condition of the city government's real and personal properties.

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

6

CHECK THE STATUS OF THE BUDGET CALL

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

Consider the following actions:

- 1. Ask the Budget Officer about the status of the budget call.** Have departments and offices submitted their budget proposals? If not, have the Budget Officer request the departments and offices to submit their proposals by June 30.
- 2. If all budget proposals have been submitted, ask the Budget Officer about their consolidation.** Note that the consolidated budget should be submitted to your office on or before September 16. By October 16, you should be ready to submit the Executive Budget to the SP.

Per the DBM Local Budget Memorandum No. 78 s. 2019, you must see to it that the budget includes appropriate

Critical Steps for the First 100 Days: Municipal Mayors

funding for development projects, DRRM, CC, gender and development, senior citizens, persons with disabilities, Local Council for the Protection of Children, anti-illegal drugs, nutrition, and HIV-AIDS.

Take note of the Mandanas Ruling¹ and Executive Order (EO) No. 138 on the “Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for other Purposes” as there are services which will be devolved to LGUs and which may require additional funding.

You may ask from the City Planning and Development Office for a copy of the City’s Devolution Transition Plan as additional reference.

See: Mandanas, et. al. vs Ochoa, Jr., et. al., GR No. 199802 and GR No. 208488.

¹ See: Mandanas, et. al. vs Ochoa, Jr., et. al., GR No. 199802 and GR No. 208488.

PHASE 2

MOBILIZATION

7 IDENTIFY SOURCES OF SUPPORT AND RESISTANCE

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

To undertake this particular step, consider the following actions, which you may use either on the macro-level based on your overall local agenda, or on micro-level for a particular project:

1. **Appoint a person** to spearhead the process of stakeholder identification. You may also create a team that will handle this.
2. **Identify the sources of local support and create a matrix showing these** through your deputy or team. A Stakeholder Matrix is shown below for this purpose. To know the respective positions of the LGU workers, you may talk informally to staff members or consult a person within the organization who is familiar with the LGU's operations and culture.
3. **You may also estimate the degree of influence** that one person has over others. This may be useful in managing resistance in the organization.

4. **Complete the matrix and validate your findings.**
5. **Repeat this activity** if you also want to locate the positions of local legislators, barangay heads, and Civil Society Organizations (CSOs). You or your team may already have firsthand knowledge of their positions based on your experience and observations during the campaign period, or you may gather them as you go through your first 100 days in office.

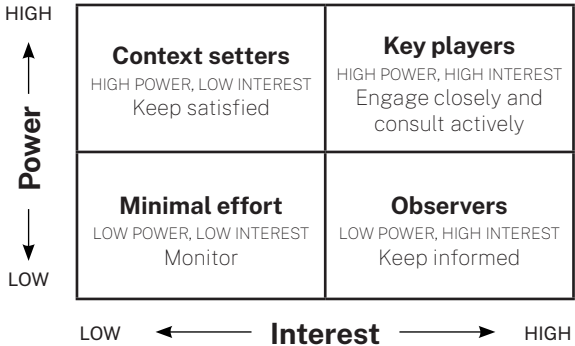
Add as many rows as you may need to account for all your stakeholders. After detailing the impact and the influence of

Stakeholder Analysis

Stakeholder	Impact of project on them*	Influence over your agenda or project*	What is important to the stakeholder?	What could the stakeholder contribute?	Engagement strategy
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

*You may either rank their impact and their influence as low, medium, or high; or from a scale of 1 (lowest impact, or least influence) to 10 (highest impact on them, highest influence) if you and your team prefer it.

each one, ensure you are able to account for what they consider important and what they can contribute to your community. Determine your engagement strategy with them using this power-interest grid based on Mendelow's matrix¹.



¹ Mendelow, A. L. (1991) 'Environmental Scanning: The Impact of the Stakeholder Concept'. Proceedings From the Second International Conference on Information Systems 407-418. Cambridge, MA.

8

CALL FOR COOPERATION IN THE ORGANIZATION

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

- 1. Visit each office or department in the city hall.** To get to know your staff better and to validate property inventory reports, make time to at least drop by each office. You can do this with the help of your transition team, who will coordinate with the department heads.
- 2. Know your people.** Get acquainted with their work processes and have firsthand knowledge of their working conditions. Improve the occupational health and safety of each department through enhanced accessibility and ease of mobility of personnel and clients, the use of ergonomic furniture, better equipment, and appropriate work guidelines and requirements. This is one way of getting their support and motivating them at work.

Critical Steps for the First 100 Days: Municipal Mayors

- 3. Understand their situation.** Be familiar with their challenges and be sensitive to their needs, especially with regard to working conditions. Consider their unique characteristics, such as health condition, cultural or religious background, and sexual orientation. Respect differences.
- 4. Create momentum.** Through a memorandum from your office or through the coordination of your transition team, ask each department head to brief you and your team about their performance in the last two or three years, as well as to share their issues, problems, and recommendations.
- 5. Build personal credibility.** Present the thrust and direction of your administration and explain your leadership and management style, including performance checks, protocols, and communication. If it is not too soon, try to reach a consensus between your goals and theirs.
- 6. Meet with your department heads regularly after every flag-raising ceremony to discuss administrative matters, feedback, and policy guidelines.** This will make them feel involved in city issues and concerns, and encourage them to attend the Monday flag-raising with regularity.

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

Take time to read the latest version of the **DILG-LGA's Operation LISTO: Disaster Preparedness Manual for City and Municipal LGUs**. The manual provides a checklist of your early

preparedness actions and critical preparedness actions before and during emergencies. **The Checklist of Early Preparedness Actions** discusses the minimum responsibilities and task of the LCE on the following:

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

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

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

Convene the CDRRMC. Meet with the vice-chair, members, and action officer of the council, and discuss with them your role and that of the members in disaster risk reduction and management as stated in RA No. 10121, Operation LISTO: Disaster Preparedness Manual, and NDPP Minimum Standards Volume II.

These materials can be accessed through the LGA website at www.lga.gov.ph. For inquiries, you may contact the DILG City Director or CLGOO at your locality.



COORDINATE WITH THE LOCAL COUNCIL

While there is separation of powers and functions between the City Mayor and the Vice-Mayor on the one hand, and the SP Members on the other, there is still a blending of powers. They work in coordination with each other, hence there is a need to promote harmony between them.

The local council is a source of power that can aid or hamper the realization of some of your programs. A strong professional relationship with the council is important.

1. Visit the legislative office or building to get to know the legislative staff better and to validate property inventory reports. Understand their situation and attend to the needs of your employees.
2. Align your platform with existing policies. Through your team or through a memorandum of request to the legislative office and all departments, you may also want to compile the key city ordinances and EOs of previous administrations. Familiarize yourself with the pertinent policies, especially those that have a significant effect on your program of action.

3. Familiarize yourself with the legislative processes, particularly the approval of ordinances (Section 54 of LGC); your veto power as City Mayor (Section 55 of LGC); and the enforcement and effectivity of ordinances (Sections 58 and 59 of LGC).
4. Build a harmonious relationship with the legislative branch. Ask your staff or your transition team to request from the office of the City Vice-Mayor an invitation letter asking you to be a special guest on their first session. During this event, you may discuss the possible formulation of an Executive-Legislative Agenda (ELA). The ELA is an integrated plan that harmonizes executive and legislative actions for the delivery of a common set of development priorities for the city. It is an implementing mechanism for the Comprehensive Development Plan. ELA encompasses the three-year Local Development Investment Plan, the current Executive Budget, and the current AIP. Make sure that CC adaptation and DRRM are part of the ELA. Through the ELA formulation, the Mayor, Vice-Mayor, and SP Members can adjust, reconcile, and realize their campaign promises together.

10 STRENGTHEN LINKAGES WITH BARANGAYS

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

- 1. Visit your constituents in the barangays, regardless of whom they supported in the previous election.**
 - Ask your team to set up an informal dialogue with the barangay captains.
 - This is a good opportunity to thank them for their vote and support during the campaign; establish or strengthen your connection with them; and encourage them to initiate and sustain development efforts.
- 2. Listen to them.** Understand their situation and needs. Ask them to brief you about their issues, problems, and suggested courses of action.

- 3. Create momentum.** Win their support if they are not yet active supporters. Present the direction and development priorities of your administration. Ask them, particularly the representatives of the rural barangays of the city, to become active partners in eradicating poverty. Solicit the support of barangays in identifying, planning, and implementing viable programs, projects, and activities for CC adaptation and DRRM.
- 4. Work towards having disaster resilient barangays.** Ask the barangay officials about their BDRRMP and existing development plans. In coordination with the City DRRMO, organize the LDRRMP Review Team of your city, in accordance with NDRRMC MC Nos. 2017-147 and 2018-13. Instruct them to discuss with the Barangay DRRMC the Quality Assurance System (QAS) for the BDRRM plan. The QAS establishes and strengthens the capacities of communities to anticipate, cope, and recover from the negative impacts of emergency occurrences and disasters at the local level through quality-based local DRRM planning and budgeting.
- 5. Build relationships.** Create a better mechanism for city-barangay interaction, particularly their access to your office and the submission of proposals as a requirement for projects to be included in the AIP.

11

REORGANIZE THE LOCAL SPECIAL BODIES

The principle of participative governance enshrined in the 1987 Constitution is operationalized in Section 34 of the LGC. This section promotes engagement with CSOs as active partners in local autonomy and development. These organizations form part of civil society, which is a key partner in planning, implementing, and monitoring projects.

Civil society is represented in local governance through the Local Special Bodies (LSBs), which are tasked to formulate policy recommendations to the Sanggunian. These LSBs are the City Development Council (CDC), City Bids and Awards Committee (BAC), City School Board (SB), City Health Board (HB), City Peace and Order Council (POC), People's Law Enforcement Board, and City DRRMC, among others.

- The CDC is the main planning and advisory council that sets the direction of economic and social development. It coordinates development efforts within the city by formulating development plans, policies, and public investment programs. You are the chair of this body.
- The City BAC is responsible for pre-procurement and pre-bidding activities; bidding and evaluation of bids; and recommendation of award of all local purchase of goods and services, including infrastructure-related contracts.

As head of the procuring entity, you approve the budget for the contract. For more information on this, see RA No. 9184 or the Government Procurement Law.

- The City SB and City HB are advisory committees for school and health matters. The City SB authorizes the disbursement of the City Special Education Fund for the operation and maintenance of public schools in the city. The City HB proposes to the Sanggunian the annual budgetary allocations for the operation and maintenance of health facilities and services. You are the chair of the City HB and a co-chair of the City SB.
- The City POC formulates plans and recommends measures to improve peace and order and public safety in the city. It also monitors peace and order programs and projects, counter-insurgency programs, and activities of civilian volunteer organizations.
- The PLEB hears and decides on the administrative complaints of citizens against erring uniformed members of the Philippine National Police (PNP). You do not have control over the PLEB, whether direct or indirect.
- As stated in Section 11 of RA No. 10121, DRRMC approves, monitors, and evaluates the implementation of the Local Disaster Risk Reduction and Management Plan (LDRRMP) and regularly reviews and tests if the plan is consistent with other national and local planning programs. It ensures the integration of DRRM and CC adaptation into local development plans, programs, and budget as a strategy in sustainable development and poverty reduction.

Critical Steps for the First 100 Days: Municipal Mayors

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

- 1. Be familiar with the functions, roles, composition, and capability requirements of LSBs.**
- 2. Update the CSO database.** Ask your Planning and Development Coordinator (PDC) to provide you with a list of CSOs in the city. The list should include an updated profile of each organization and a directory and list of accredited groups.
- 3. Create partnerships.** Ask your team to arrange a dialogue with CSOs. The meeting provides you an opportunity to verify their status and inform them of the process respecting CSO accreditation and inclusion in the LSBs. It is also a platform for discussing common areas of cooperation.
 - Maximize this opportunity to present the thrusts and direction of your administration, and their roles in achieving the development priorities.
 - Listen to them. Understand their situation and particular needs. Ask them to brief you about their issues, problems, and recommended courses of action.
- 4. Be informed.** Ask your team to keep you posted on the accreditation processes and results. Remember that the SP has exclusive jurisdiction in accrediting organizations for membership in LSBs. Selection of their representative

to the LSB, on the other hand, is done internally by and among the official representatives of the accredited groups.

5. Immediately after the selection process, **issue an EO reconstituting the LSBs.**
6. **Convene the LSBs** in accordance with the guidelines of the LGC and other pertinent issuances.

12 PROMOTE PEACE AND ORDER

1. Familiarize yourself with the composition and structure of the City POC.

Review the following legal issuances:

EO No. 773 dated January 5, 2009

This provides for the reorganization of the POC at the national, provincial, city, and municipal levels. It identifies the members of the POCs and specifies the functions and duties of these councils. Section 116 of the LGC adopted and institutionalized this structure at the local level.

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

2. Meet with your Chief of Police, DILG City Director or CLGOO, and your Punong Barangays about the peace and order situation in the city.

You may also set a meeting with officials of the Department of National Defense-Armed Forces of the Philippines (DND-AFP) so they can brief you on the security situation of the city. Take this time to also discuss the existing Community Support Programs that the AFP have already deployed in your LGU.

You can ask the punong barangays whether their Barangay Peace and Order Committees have been created and are functioning. From the Chief of Police, you can get a general picture of the peace and order situation of the city. You can also use this dialogue to build and enhance the partnership among the police, the barangay, and the community in addressing peace and security issues. Be aware that based on Section 64 of RA No. 6975 as amended by RA No. 8551, you are the deputized representative of the National Police Commission (NAPOLCOM) in the city. As such, you exercise operational control and supervision over the local police force. Hence, maintenance of peace and order in your city is your responsibility.

3. Meet with the Security Sector.

Engage the members of the LGU's security sector in a dialogue in order to further understand and address issues in the peace and order and public safety situation of the province. Meet with representatives from the DND, AFP, PNP, National Bureau of Investigation, Bureau of Fire Protection

Critical Steps for the First 100 Days: Municipal Mayors

(BFP), Bureau of Jail Management and Penology (BJMP), etc. Understand that the cooperation of these agencies will be crucial to ensuring peace and order and public security.

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

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

13

PROMOTE CITY COMPETITIVENESS

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

How a nation manages the totality of its resources and competencies to increase the prosperity of its people is referred to as “competitiveness” by the International Institute for Management Development in its World Competitiveness Yearbook for the year 2008. This definition or concept of competitiveness can also be applied in local government. How do we know if an LGU is competitive? In the Philippines, the Asian Institute of Management, in its 2007 Philippine Cities Competitive Project publication, identified indicators of competitiveness. The indicators are grouped into different categories called “drivers,” which are as follows:

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

Cost of doing business

Under the cost of doing business category, there are 4 indicators: (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 considered in measuring the city's competitiveness.

Dynamism of local economy

There are three indicators under this category: (1) firm's growth and performance; (2) access to financing; and (3) voice in LGUs.

To arrive at the determination of number (1), the following factors are taken into account: (a) comparative revenue performance of the firm for two consecutive years (e.g., 2008 vs. 2009); and (b) number of registered businesses for the same period.

The factors under number (2) are the following: number of universal/commercial banks and access to commercial/government/rural banks and non-bank financing institutions.

The factor for number (3) is membership in local business chamber/socio-civic/business groups.

Human resources and training

The criteria are as follows: (1) overall quality of present workers; (2) availability of qualified job applicants; (3) and skills enhancement programs for the unemployed or job seekers, which are implemented by the LGU.

Infrastructure

This refers to the physical infrastructure and facilities obtained in your LGU. The indicators used to measure the LGU's competitiveness under this category are: (1) average travel time to reach the nearest airport or seaport from your office; (2) overall management of transport services; (3) overall reliability of water, electricity, telephone, and internet services; and (4) city government 's management of environmental services.

Responsiveness of LGUs to business needs

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

Critical Steps for the First 100 Days: Municipal Mayors

in crafting new legislation responsive to new business needs; (6) leadership of the City Mayor in responding to the needs of investors; and (7) performance of the city government in responding to the needs of investors.

Quality of life

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

2. Using the competitiveness indicators, assess how your city is faring.

Ask whether or not your city can be considered competitive. Together with your employees, assess the city's competitiveness. Does the city have the basic infrastructure or facilities that can attract investments or make current investors stay in your LGU? Does your city have the basic competency requirements for businesses? For instance, have you streamlined your business permit and licensing processes? Are your processes investor-friendly? Do you have an Investment Code? These are some of the considerations when gauging your city's competitiveness.

PHASE 3

BUDGETING

14 REVIEW THE IMPLEMENTATION OF THE ANNUAL INVESTMENT PROGRAM

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

Consider the following activities:

- 1. Ask the City Planning and Development Officer to give you an update on the status of the programs and projects funded** out of the 20% Development Fund for the current year. For infrastructure projects, ask the engineer to apprise you on their status.
- 2. Ask all project leaders or implementers to submit a formal monitoring and evaluation report** on all projects under the AIP. These reports will help you decide which projects should be continued and which ones should be terminated.
- 3. Review the status of implementation of RA No. 11032** or the Ease of Doing Business (EDB) and Efficient Government Service Delivery Act of 2018. The law is based on the declared policy of the State to promote integrity, accountability, proper management of public affairs and public property. It establishes effective practices for the efficient delivery of government services and the prevention of graft and corruption. It expanded

the coverage of RA No. 9485 or the Anti-Red Tape Act of 2007 and made the standards in the latter law applicable to all government offices, including LGUs and Government-Owned and Controlled Corporations located in the Philippines or abroad which provide business and non-business related transactions and government services.

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

Meet with the Task Force, if any, or staff in charge of implementing the provisions of the EDB law.

Check the following with them:

- Posting and dissemination of current and updated Citizen's Charter which should have the following information: (1) checklist of requirements for each type of application or request; (2) procedure to obtain the particular service; (3) maximum time to conclude the process; (4) document/s to be presented by the applicant or requesting party, if necessary; (5) amount of fees, if necessary; and (6) procedure for filing complaints
- If procedures for the issuance of business licenses, clearances, permits, certifications, or authorization are already streamlined according to the EDB guidelines found in Section 11 of the law:
- Use of single or unified business application form,

Critical Steps for the First 100 Days: Municipal Mayors

which should also be made available online

- Establishment of a one-stop business facilitation service, also known as the business one-stop shop
- Automation of business permit and licensing system
- Setting the validity of business permits for a period of one year
- Application, issuance, and collection of barangay clearances and permits related to doing business are all done in the city
- If processing time for requested services is already within the standards set by EDB, i.e., three (3) working days in the case of simple transactions and seven (7) working days in the case of complex transactions
- If the province already implements a zero-contact policy
- Existence of a feedback mechanism which may be used to improve LGU processes

- 4. Request your legal officer to review all project contracts**, especially infrastructure projects, to determine whether or not these are compliant with laws and regulations. If there are spurious contracts, ask the legal officer to take remedial steps. These contracts can be renegotiated, amended, or even annulled.

15 IMPLEMENT DOABLE COMMITMENTS

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

- 1. Keep track of your commitments.** Ask your transition team to develop your platform during the campaign period into a full-blown action plan, one for the next 100 days (short-term) and another for the 1,000 days (full-term).
- 2. Mobilize your team.** Build a task force or ad hoc committee that will prioritize commitments in the order of their viability, urgency and impact.
- 3. Identify sources of funding.** Ask the LFC, particularly the Treasurer, whether or not the city government can finance your small priority projects. If funds are available, supplement your budget through the local Sanggunian. You may also consider other options, such as mobilizing the community to contribute in the spirit of bayanihan or requesting financial assistance from your congressperson or other donor agencies. You may also employ the power provided by Section 35 of the LGC,

Critical Steps for the First 100 Days: Municipal Mayors

which allows LGUs to have a cooperative undertaking with other LGUs. You can ask the punong barangays to identify relevant projects in their locality for which the city and the barangay can have a cooperative undertaking. Their resources can be pooled to come up with a common infrastructure that will be responsive to the needs of their barangay constituents.

- 4. Show commitment and sincerity by fulfilling your promises.** Remember, your constituents will make an initial assessment of your administration based on the fulfillment of the promises you made.

16

FINALIZE THE EXECUTIVE BUDGET FOR THE NEXT FISCAL YEAR

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

You are encouraged to do the following:

1. Ask the Budget Officer to consolidate the budget proposals of offices and departments and to submit the consolidated budget to your office on or before September 16.
2. Together with the LFC, review the consolidated budget proposals to determine whether or not these can be supported by funds budgeted or estimated for the period. Also, make sure that the consolidated budget includes adequate funding for CC adaptation and DRRM.
3. Together with the PDC, craft an AIP. Consider your campaign promises and the proposed projects of the barangays. Consider also the programs and projects of the previous administration that are worth continuing.

Critical Steps for the First 100 Days: Municipal Mayors

4. Reiterate your development priorities to the LFC and request the committee to determine the expenditure and sectoral budget ceilings.
5. With the advice of the LFC, decide where budget cuts and caps should be made in the consolidated budget proposal.
6. Taking into consideration all inputs from the preceding activities, finalize the annual executive budget. Submit your budget to the Sanggunian by October 16.

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 and indirectly elicit more support and trust. Make a quick assessment of your performance and document it for public dissemination. Celebrate the achievements of your first 100 days in office.

- 1. Document.** Create a team to document the initial successes of your administration within the first 100 days. Make sure the successes are anchored on your promises. Identify the gaps and turn them into actionable agenda.
- 2. Disseminate.** The small wins will solidify the momentum you created in your administration. Make sure that the civil servants, as well as your partners in the barangays, are informed of your administration's early successes. Recognize their trust and support.
 - For maximum impact, use all possible media of communication—print, radio, television, internet, and face-to-face communication—in communicating successes to CSOs, the private sector, and the public. This will help build your credibility to the people and will likely generate support and recognition from reluctant parties.

Critical Steps for the First 100 Days: Municipal Mayors

- Communicate your development agenda. This is a good opportunity to tell your constituents what they can expect in the succeeding 1,000 days of your administration.
- A radio program or a regular program on social media platform with you and a regular host is a good avenue for connecting with your constituents. You may also reach out to schools in your locality so you can communicate your programs and policies to the students who will consequently become your partners in your advocacies.

3. Celebrate your victories, big and small. You and your organization are now geared for the remaining 1,000 days in office. Sustain your efforts, fulfill your promises, and deliver services efficiently and effectively. Do not lose focus.



ABOUT THE LOGO

The Department of the Interior and Local Government (DILG) implements the Program for Newly-Elected Officials (NEO), through the Local Government Academy (LGA), to assist newly elected Local Chief Executives (LCEs) in transitioning to their posts, taking responsibilities, and managing their respective LGUs. The program consistently intends to assist NEOs in developing their leadership and transformational capacities.

The Program for NEO primarily aims to develop newly elected officials to be strategic leaders who will guide their local governments towards being more competitive, efficient, and responsive development institutions. It is composed of five (5) components; the first two components aim to aid incoming local officials to ensure smooth transition in their LGUs; and jumpstart local governance upon NEOs' assumption to office, and until the end of their terms. The third component is intended to support the LGUs in developing, enhancing or updating their local plans. The fourth component is composed of interventions to further enhance competencies not only of the elected officials, but also of local functionaries. Finally, the last component aims to assist LGUs for their assessment, and be eligible for LGU awards and incentives.

Anchored on the six (6) LGU Capacity Pillars i.e., Structure, Competency, Leadership, Management Systems, Enabling

Policies and Knowledge and Learning, the program envisions to contribute to better quality of life among constituents of local governments as a result of improved leadership and decision-making skills of the newly-elected officials.

The logo takes its cue from the program's new focus on peace and resilience, articulated visually in the elements that build the lettermark itself. The letter N is an abstraction of two individuals forming a union, which affirms the communal character of peace and resilience-building that requires a whole-of-nation approach. Meanwhile, the letter E is a visual metaphor to resilience, for the bamboo will not cease to stand tall and still even when the strongest wind tires it out. Though often ascribed to how Filipinos bounce back stronger in the context of disasters, the metaphor remains potent in peace-building especially with the grit and indomitable spirit of Filipinos to choose hope during periods of threats and violence. Lastly, the letter O contains a globe insignia to elicit a global character of excellence being pursued in local leadership and governance through the Program for NEO. It also depicts a pair of hands below the globe to evoke a sense of goodwill, support, and care.



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