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EDITION
2022



CRITICAL STEPS FOR THE

FIRST 100 DAYS

A GUIDE FOR GOVERNORS



Critical Steps for the First 100 Days: A Guide for Governors

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 Governors* 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

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ABBREVIATIONS

AFP	Armed Forces of the Philippines
ADAC	Anti-Drug Abuse Council
BFP	Bureau of Fire Protection
CCC	Climate Change Commission
CEPC	Comprehensive Emergency Program for Children
CSC	Civil Service Commission
CSO	Civil Society Organization
DBM	Department of Budget and Management
DENR	Department of Environment and Natural Resources
DILG	Department of the Interior and Local Government
DND	Department of National Defense
DOF	Department of Finance
DOLE	Department of Labor and Employment
DRRM	Disaster Risk Reduction and Management
EO	Executive Order
ELA	Executive-Legislative Agenda
GOCC	Government-Owned and Controlled Corporation
HRMDO	Human Resources Management Development Officer
IRA	Internal Revenue Allotment
JMC	Joint Memorandum Circular
LCE	Local Chief Executive
LGC	Local Government Code of 1991
LGU	Local Government Unit
LPP	League of Provinces
LSB	Local Special Bodies
MC	Memorandum Circular
NGA	National Government Agency
NGO	Non-Government Organization
PA	Philippine Army

ABBREVIATIONS

PCG	Philippine Coast Guard
PDPFP	Provincial Development and Physical Framework Plan
PDRRMC	Provincial Disaster Risk Reduction and Management Office
PLO	Provincial Legal Officer
PLGOO	Provincial Local Government Operations Officer
PNP	Philippine National Police
PO	People's Organization
POC	Peace and Order Council
PPDC	Provincial Planning and Development Coordinator
PSWMB	Provincial Solid Waste Management Board
RA	Republic Act
RDC	Regional Development Council
SDG	Sustainable Development Goal
SP	Sangguniang Panlalawigan
TESDA	Technical Education and Skills Development Authority

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 toward leading and managing the Provincial Government.

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 your tasks through this busy period of celebrations, adjustments, and initial actions.

In this guide, you will find tips for the following tasks:

- **Setting up the transition process** and selecting the transition team
- **Organizing the Governor's Office**
- **Building the local government team**
- **Jumpstarting your policies** and transforming your campaign promises to an agenda
- **Familiarizing yourself** with the all-important Local Government Unit (LGU) budget, fiscal management, and planning processes

PHASE 1

TRANSITION

1

DO YOUR HOMEWORK

You have brought with you the wealth of experience from your previous profession and designation, plus the great plans you have crafted. However, before you get started, you need to become familiar with the roles and responsibilities of a Provincial Governor.

Begin by reading the provisions of the Philippine Constitution that relate to local governments. Article II, Section 25 affirms the state policy of ensuring the autonomy of local governments.

Moreover, Article X specifically refers to local governments. Below are the sections under Article X with their subjects:

- Section 1-Territorial and political subdivisions of the Philippines
- Section 2-Local autonomy of territorial and political subdivisions
- Section 3-Enactment by Congress of a local government code
- Section 4-General supervision of the President over LGUs
- Section 5-Power of LGUs to create their own sources of revenues and to levy taxes, fees, and charges that accrue exclusively to them

- Section 6-Automatic release to the LGUs of their just share in the national taxes
- Section 7-Equitable share of the LGUs in the proceeds of national wealth
- Section 8-Term of office of local elective officials, except barangay officials
- Section 9-Sectoral representation in local legislative bodies
- Section 10-Creation, abolition, merger, division, or substantial boundary alterations of LGUs
- Section 11-Creation of special metropolitan political subdivisions by Congress
- Section 12-Highly urbanized and component cities
- Section 13-Grouping, consolidation, and coordination of LGUs
- Section 14-Regional Development Council (RDC) or other similar bodies
- Section 15 to 21-Autonomous regions in Muslim Mindanao and the Cordilleras

Read also RA No. 7160 or the Local Government Code of 1991 (LGC) — the basic guide of every local government official.

Outlined below are descriptions of the key provisions:

- Sections 6 to 24-General powers and attributes of LGUs
- Section 16-The General Welfare Clause or the police power of LGUs
- Section 17-Basic services and facilities provided by LGUs
- Section 22-Corporate powers
- Sections 29 to 30-General rule on supervision over lower LGUs

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- Sections 54 to 55-Power to approve or veto ordinances or resolutions
- Section 63-Power to put an elective local official under preventive
- Section 87-Disciplinary jurisdiction over appointive officials except the provincial treasurer and officials and employees of the Sangguniang Panlalawigan (SP)
- Section 98-Role in the Local School Board
- Section 102-Role in the Local Health Board
- Section 107-Role in the Local Development Council
- Section 116-Role in the Provincial Peace and Order Council (POC)
- Section 138-Power to grant permits for quarrying
- Section 276-Condonation or reduction of real property tax and interest in case of calamity
- Section 284-Allotment of internal revenue taxes and the requirements for the declaration of an unmanageable public sector deficit
- Section 285-Vertical allotment of the percentage shares of provinces in the IRA
- Section 286-Automatic release of Internal Revenue Allotment (IRA) shares
- Sections 304 to 313-Local fiscal administration and local special funds
- Sections 314 to 328-Local government budgeting
- Section 463-Appointment of provincial officials
- Section 465-General and specific powers and functions of the Governor
- Section 502 to 507-Membership of all provinces in the League of Provinces (LPP)



Familiarize yourself with the LPP's Constitution and By-Laws as well as its legislative advocacy to: (1) increase the revenue share of the LGUs in national taxes and national wealth, special funds, and special accounts; and (2) project and enhance the gains of decentralization, local and fiscal autonomy. For more information, go to: lpp.gov.ph.

Enhance your capacity to contribute to climate change adaptation and Disaster Risk Reduction and Management (DRRM) by reading the following statutes and issuances:

- **RA No. 10121, otherwise known as the Philippine Disaster Risk Reduction and Management Act of 2010**

Section 11 mandates the province to organize the Provincial Disaster Risk Reduction and Management Council (PDRRMC) and lists down its members. The PDRRMC shall have the following functions:

1. Approve, monitor, and evaluate the implementation of the Philippine Disaster Risk Reduction and Management Plan and regularly review and test the plan so that it is consistent with other national and local planning programs;
2. Ensure the integration of disaster risk reduction and climate change adaptation in local development

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plans, programs, and budgets as a strategy for sustainable development and poverty reduction;

3. Recommend the implementation of a forced or pre-emptive evacuation of residents, if necessary; and
4. Convene the local council once every three months or as needed.

Section 12 directs the provinces to establish the Provincial Disaster Risk Reduction and Management Office (PDRRMO), which shall be under the Office of the Governor. The PDRRMO “shall be responsible for setting the direction, development, implementation, and coordination of disaster risk management programs within their territorial jurisdictions.” For more information, see NDRRMC-DILG-DBM-CSC Joint Memorandum Circular (JMC) No. 2014-1 dated April 4, 2014.

Section 21 stipulates that LGUs should set aside not less than five percent of their estimated revenue from regular sources for the Local DRRM Fund.

- **RA No. 10821 or the Children’s Emergency Relief and Protection Act**

This Act mandates the protection of the fundamental rights of children before, during, and after disasters and other emergencies. The Comprehensive Emergency Program for Children (CEPC) is the Philippines’ primary guiding document in handling disasters and emergencies brought about by natural and human causes. The CEPC protects children and pregnant and lactating women and supports their immediate recovery from the impact of disasters and emergencies. As Governor, you should initiate the development of a local CEPC based on the

initial analysis of the situation of children before, during, and after a disaster. Issuing an Executive Order (EO) creating an Ad Hoc Committee that will make the analysis will facilitate the process (See: DILG MC No. 2018-196).

- **RA No. 9729, otherwise known as the Climate Change Act of 2009**

Section 14 stipulates, among others, the following roles and responsibilities of the LGU and the Local Chief Executive (LCE):

“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 LCE 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 IRA necessary to implement said local plan effectively...”

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Be sure to include Climate Change Expenditure Tagging in your Annual Investment Program as stated in Section 14 of RA No. 9729 and the DBM-CCC-DILG JMC No. 2015-01, dated 23 July 2015.

- **RA No. 9003 , otherwise known as the Ecological Solid Waste Management Act of 2000**

Section 11 highlights the establishment of a Provincial Solid Waste Management Board (PSWMB) and lists down functions and responsibilities of the board. The PSWMB is to be chaired by the governor and members and shall include:

- a. All the mayors of its component cities and municipalities;
- b. One (1) representative from SP 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....”

Section 16 stipulates that the “the province, city or municipality through its solid waste management boards, shall prepare its respective 10-year solid waste management plans consistent with the National Solid Waste Management Framework.”

Provincial governors should also be familiar with the more recent laws and directives, including the following:

- **RA No. 11032, also known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018**

The law aims to streamline the current systems and procedures of government services. The law adheres to the principle that public service is a public trust and government offices including LGUs are expected to deliver timely and efficient services. It is essential that you take note of some of the salient provisions of the law, which include reengineering of systems and procedures, posting of an updated citizen’s charter, adherence to zero-contact policy, and penalties and liabilities.

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- **RA No. 11223, also known as the Universal Health Care Act**

The law guarantees equitable access to quality and affordable health care for Filipinos. Under this law, provinces play a pivotal role in the organization of local health systems. The Provincial Health Board is expected to oversee and coordinate the integration of health services in the province and the management of a Special Health Fund for the improvement of the LGU health system.

- **RA No. 10929, also known as the Free Internet Access in Public Places Act**

This Act recognizes the important role of information and communication technology in nation-building and aims to develop infrastructure to provide free internet service in public places all throughout the country. Section 14 lists down the duties of LGUs, which include facilitation of access of telecommunications companies, alignment of the LGU program providing free access, and ensuring security of installed equipment in their area related to the program.

- **RA No. 11106, also known as The Filipino Sign Language Act**

This Act recognizes the Filipino Sign Language as the national sign language of the Philippines. Under this law, government offices, including LGUs, are directed to use FSL as the medium of communication in all transactions involving the deaf and provide interpreters or materials whenever necessary.

- **EO No. 27, issued in 2017**

This Order directs LGUs to adopt and disseminate Philippine Development Plan 2017-2022 and undertake efforts leading to its full implementation. In addition, EO No. 16 directs the adoption of National Security Policy 2017-2022. Consider these when you review the plans and programs of the province.

Also, familiarize yourself with Provincial Ordinances and EOs. Ask the Provincial Legal Officer (PLO) or the SP Secretary for a list and gist of the ordinances.

Remind yourself that after the victory party and the inaugural celebrations, you will be assuming the role of Father/Mother of the Province, which demands time beyond official working hours. If you are new in local government or politics, ask the veterans in the provincial government for advice on managing your time between official and social obligations. Both are important in your role as the ceremonial and official head of the province.

Never stop learning. Take time to attend the short courses offered by the national government, non-government organizations, and educational institutions. Be sure to check for course content or modules that may be helpful to you.

2 FORM THE TRANSITION TEAM

Transitioning to a new elective office especially as Chief Executive of the Province or its highest official 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; and
- POLICY-Taking the first steps toward pursuing the goals, principles, and programs of the new Governor.

Why do you need a transition team?¹ 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.

¹ DILG has issued MC 2019-39 on 2019 Local Governance Transition. The transition team being referred to in said MC is different from the one being proposed here. However, you may want to check on the MC and the organized transition team whom your transition team will work with.

Appoint a transition team composed of competent, knowledgeable, and credible persons who can review governance, interview potential personnel, and help establish the administration. It is advisable that the team be composed of result-oriented people rather than political allies.

The functions of the transition team are as follows:

- Planning the organization and operation of the Governor's Office;
- Managing relations with the former Governor and the professional local government bureaucracy;
- Organizing correspondence and community relations or constituent services function;
- Starting staff recruitment (at the very least for the Governor's office); and
- Helping organize information vital to your effective governance.

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 they are comfortable in their new office and environment. However, you need to appoint persons to the following core positions:

- **Transition Coordinator** is a trusted associate who has exceptional management skills and a grasp of the intricacies of local governance

Among the coordinator's functions are as follows:

- › Cooperating with the previous Governor's key staff to ensure a smooth transition;

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- › Coordinating the logistics for the new Governor's Office, including office space, access to files, and transportation;
- › Establishing internal procedures for the office of the new Governor to deal with appointments, correspondence, telephone calls, and requests from constituents;
- › Designating support staff positions in the new Governor's office;
- › Establishing relations with the Philippine National Police (PNP), Office of Civil Defense, and PDRRMC;
- › Knowing the Governor's role in disaster management services; and
- › Ensuring that all aspects of the transition proceed as planned.

The transition coordinator is a staff position that needs to be filled by someone who takes orders from you. They must project respectability as the Governors' representative.

Your campaign manager should not necessarily be your transition coordinator. Running a campaign to get you elected is different from running a provincial government. The coordinator may be your new provincial administrator, your head executive assistant or chief of staff, or a supporter from the professional or business community.



TIP

- **Appointments Director** is in charge of identifying the confidential and coterminous positions to be filled up immediately in the Governor's executive staff as well as in other departments or offices, if the posts there are vacant.

They will process nominations, referrals, applications, and recommendations from political supporters concerning people whom they want to include in the local government workforce or the Governor's staff. They may also consider having a personnel audit or reorganization of the LGU bureaucracy.

- **Legal Counsel or Advisor** is a trusted lawyer who is well-versed in the local government legal framework.

They can be a campaign supporter or head of the provincial legal office. The legal counsel or advisor is an important subject matter expert who will analyze the legality of actions taken in the first 100 days and during the rest of the Governor's term. They may also help draft the first executive orders to be issued by the Governor and the proposed legislation that the Governor will submit to the Sanggunian.

- **Communications or Constituent Services Director** is a close aide of the Governor who is in charge of receiving and processing correspondence, inquiries, media, and public relations.

They may also be tasked to handle the many requests of constituents that flood every government official's office, especially that a newly-elected governor. Their task is to

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manage correspondence, requests, and queries so that the new Governor will not be overwhelmed in addressing them.

- **Policy Advisor** is the key staff in charge of policy development in the new administration.

They 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 can be several policy advisors focusing on specific policies. The primary tasks during the transition period include:

- › Reviewing existing policies to see if these are aligned with the new Governor's agenda;
- › Determining the budget priorities of the former Governor; and
- › Coming up with priority legislation to be proposed to the Sanggunian for immediate action.

- **Persons from the previous administration**

It may also be helpful to include the chief-of-staff or provincial administrator of the previous administration and other key personnel in the local bureaucracy. They can orient you on the operations, files, and records of the previous administration.

1. You can always expand your transition team to include more functions, and consequently, people from outside your core team. The key persons needed during the transition period may also become your most important technical staff in the Governor's Executive Staff.
2. In the instance that the previous administration might not be very friendly to your transition team, especially if you defeated the former Governor in the election. Do your best to reach out and set an appointment with the former Governor, and to ask for his cooperation and that of his staff during the transition. A smooth transition will benefit the province you both serve and are committed to bettering.
3. Never underestimate the advantages of having volunteers in the transition team. Some people want merely to help you get used to your new job, and do not seek appointment to a post in government (e.g. communication professionals, public administration professors, volunteer lawyers).



3 ORGANIZE THE GOVERNOR'S OFFICE

Distinguish between the operations of the Governor's office and those of other LGU offices. The day-to-day activities in the Governor's Office are similar to the regular operations of other departments or offices in the local government. The Governor's Office must always deal with mail, telephone calls, walk-in inquiries and requests, policy proposals, lobbyists, courtesy calls from local government officials and stakeholders, paperwork from the bureaucracy, and many others.

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

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

Some governors choose to set up a Governor's Management Service/Team/ Office. This team is staffed by technical and administrative personnel who report directly to the Governor or someone who has direct access to the Governor at any time, such as a close aide. Others appoint the Provincial Administrator as Chief-of-Staff.

DEFINE YOUR MANAGEMENT STYLE

The general working atmosphere

You can tailor-fit your office's structure to your leadership and management style. Some governors' offices are centralized, with a hierarchy of staff members who receive 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 are the functions of your “head of Governor’s office operations” (e.g., Provincial Administrator, chief-of-staff)?
- What direct assistance or management advice do you want from your core staff members? Here are some functions that your office may need:
 - › Coordination with LGU departments and National Government Agencies (NGAs);
 - › Coordination with the Vice Governor and the SP;
 - › Appointment of personnel;
 - › Correspondence;
 - › Constituent services, community relations;
 - › Office management;
 - › Legal advice;
 - › Scheduling;
 - › Speechwriting; and
 - › Media relations.
- Are there offices, committees, or bodies in the local government that can perform staff work for the Governor’s office?

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- Does the “head of office operations” need assistance from other technical staff in performing management duties?
- Are there offices, committees, or bodies in the local government that can 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 team of core staff to be? Do you need teams to handle the different staff functions or would one person be enough to manage one portfolio?
- Are there protocols and formalities that you want to implement in the governor’s office?

CHOOSE THE EXECUTIVE STAFF WELL

The office structure

It is useful to not 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 in this guide are presented separately, but in some cases the functions may be combined.

- **Chief-of-Staff** coordinates the operations of your department heads and director of the governor’s executive staff.

He/ she has access to the Governor and wields the critical role of final processing of the information or documents that come from various sources within the LGU and the executive staff.

They oversee the day-to-day operations of the Governor's Office, including strategic scheduling and communications, monitoring and screening of office staff work and procedures, providing policy advice, and executing the Governor's decisions.

The role of Chief-of-Staff may be performed by the Provincial Administrator. However, depending on the size of the LGU bureaucracy, you may want to consider having one person who will manage the daily operations of the Governor's Office, and another to coordinate the activities of provincial departments or offices.

Sometimes the role of Chief-of-Staff is called Executive Secretary, Head Executive Assistant, or Secretary to the Governor.

- **Communication Officer** has functions similar to those of the Communication Director in the transition team. They may be the same person. Just remember that they will be your mouthpiece and should reflect your thoughts and priorities as leader, manager, and policymaker when they respond to inquiries or complaints from constituents and questions from the media. They are usually the immediate supervisor of the reception staff, customer service officers, or the mail staff in the Governor's Office.

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- **Legal Counsel or Consultant**
You may want to have a lawyer in your immediate staff who will always be available for consultation with full confidentiality. Otherwise, the Provincial Legal Office, who is a coterminous appointee, can give you legal advice. The PLO also recommends whether you should approve or veto a legislation.
- **Appointments Officer** coordinates with the Human Resource Management Development Officer (HRMDO) in establishing a screening procedure of potential nominees for many contractual, job order, and casual appointments. Note that the incumbent HRMDO may already be performing this function.
- **Policy and Department Liaisons**
Some governors appoint aides who coordinate individual portfolios or a cluster of LGU departments (e.g., financial, public services, logistics, technical). You may choose the staff to focus on your priority policies and help the Provincial Administrator coordinate the activities of various departments.
- **Legislative Officer** oversees the development of the Governor's legislative agenda, monitors the status of the executive's priority legislation, and negotiates issues with the legislature
- **Personal Assistant** monitors the Governor's schedule, reminds them about appointments, manages access to their office, receives messages for the Governor and relays these to them, and makes arrangements for the Governor's personal needs and effects.

SET BASIC GUIDELINES ON HOW TO DO THINGS

Office processes

Adapt your office processes to your leadership or management style, specifically with respect to scheduling, correspondence, constituent relations, administrative support, and office automation.

1. You may have just a few persons perform the functions described in the preceding section. For example, the Chief-of-Staff can also handle policy liaising and appointments, or the legal officer may also evaluate legislative measures.
2. Have your staff secure the approved provincial plantilla and have them prepare a list or matrix of all top and mid-level vacant positions.
3. Ask for a list of documents that need your signature as Governor.
4. Together with the Chief-of-Staff and other core staff, develop an appointments strategy for the following employment status: permanent, temporary, consultancy, contractual, and job order.
5. The transition team may also be asked to review the current plantilla positions vis-à-vis the operations of each department or office and study the possibilities of streamlining or strengthening offices and departments.



TIPS

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- **Scheduling.** The Governor's time is a most precious resource. You may want to appoint an officer or a team to manage your time in line with your policy agenda. As Governor, you need to set up 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 some latitude to accept or reject invitations, subject to your review.
- **Handling Correspondence.** Through your Chief-of-Staff, you must establish effective systems of managing traditional and electronic mail. RA 6713 and Civil Service rules require that you respond or acknowledge correspondence within 15 calendar days of receipt. Mail may be 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 on the Governor's behalf. In the latter case, the Governor may come up with a policy on which documents he will sign and which may be signed on his 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

constituents without trapping them in an endless maze of referrals as well as regulate the public's access without impeding the performance of your management duties.

Constituent services may encompass:

- › Requests for government aid or projects;
- › Hotlines, toll-free numbers, or text messaging service like the "Text Mo si Gov" facility;
- › Public relations activities, such as town or barangay meetings, people's day, or Capitol open house;
- › Requests for public documents;
- › Referral system to employment, hospital discounts, charities; and
- › An Office Transactions and Processes flowchart.

At the minimum, a constituent's request must receive a timely answer indicating that the Governor 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 take immediate action.

- **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 about access to you and your staff's working relationship with you.

You should not replace all the former Governor's entire support staff because some of them may prove invaluable in setting up routine office functions and helping the new

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team become acquainted with the office and provincial government procedures.

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

4 HIRE THE BEST AND THE BRIGHTEST IN YOUR MANAGEMENT TEAM

Successful Chief Executive Officers say that the single, most crucial task in their first 100 days is appointing the best talents to key positions. 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 heads of department and offices have security of tenure and cannot be removed from their post without just cause. However, as chief executive, you also have the prerogative to pick the best people who can help you implement your programs. In fact, there are some coterminous positions in the provincial government where you can make immediate appointments when you assume office.

During the first six to nine months of the term, it is recommended that a Governor refrain from undertaking a major reorganization or large-scale personnel changes beyond the usual top-level appointments. Reorganization may be done only when it is necessary, such as in the following circumstances:

- The present provincial structure and personnel compliments are not anymore responsive to the functional requirements of the LGC;

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- The structure is already very old, that is, made prior to the LGC; and
- The structure is no longer responsive due to supervening events such as population and economic growth.

Hire based on competencies, capabilities, attitude to public service, as well as loyalty serving your province. Loyalty to you may be preferred, but optional. What you need are output-oriented, service-oriented, and loyal people.



Here are some key positions identified under the LGC that you can immediately fill with people you know well. They are coterminous positions. This means that when the former governor steps down at noon of June 30, the occupants of these positions must also step down because their term is coterminous with the former governor.

- **Provincial Administrator is the alter ego of the Governor**

They should be able to share and understand the Governor's vision and policy agenda. This person's 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 smoother transition for at least the first six months.

Some hire new ones immediately.

Whatever you choose, remember that the position of Provincial Administrator is an appointive and coterminous position and they serve at the pleasure of the Governor.

Scout for a good administrator preferably even before you take office. Possible options are the current administrator of the outgoing governor and the current administrators of other LGUs, schools, and private organizations.

- **Provincial Legal Officer is a mandatory position although it has a coterminous nature of the appointment**

You can retain the current legal officer or appoint someone from your legal consultants or advisors.

- **Provincial Information Officer is an optional and coterminous officer**

The functions of the information officer are defined in Section 486 of the LGC, which describes the Office of Public Information.

You may choose to appoint your campaign or transition communications director to this position.

The matrix below gives you an idea of the mandatory and optional positions in the Provincial Government.

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PROVINCIAL OFFICIALS	NATURE OF APPOINTMENT	TENURE
Administrator	Mandatory	Coterminous
Treasurer	Mandatory; Nomination by the Department of Finance (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	Coterminous
Agriculturist	Mandatory	Permanent
Social Welfare Officer	Mandatory	Permanent
Environment and Natural	Mandatory	Permanent
Resources Officer	Optional	Permanent
Architect	Optional	Permanent
Information Officer	Optional	Coterminous

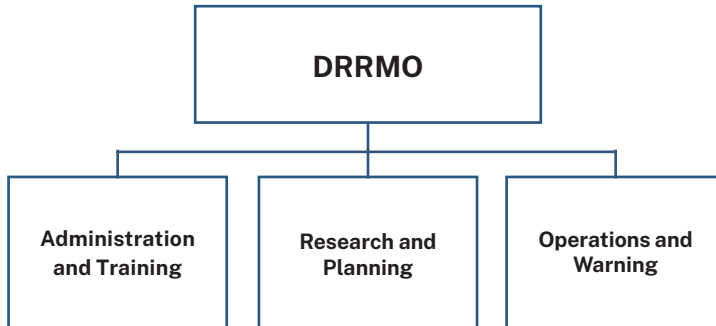
PROVINCIAL OFFICIALS	NATURE OF APPOINTMENT	TENURE
Cooperatives Officer	Optional	Permanent
Population Officer	Optional	Permanent
Veterinarian	Mandatory	Permanent
General Services Officer	Mandatory	Permanent

Make the selection process for the Management Team members competitive. Let them go through 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 personnel and 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.

To prevent loss of lives due to natural and man-made disasters, make sure that your province has a PDRRMO created in accordance with RA 10121 and NDRRMC-CSC-DBM JMC No. 2014-1. Section 2 of this law provides that the PDRRMO shall be under the Office of the Governor and shall be initially composed of the DRRM Officer and assisted by three staff.

The PDRRMO is a mandatory office in the LGU. Each province shall prioritize the establishment of the office. The Provincial DRRM Officer and the three (3) staff responsible for administration and training, research and planning, and operations and warning are considered mandatory positions. The structure of a local DRRM Office is shown below.

Organizational Structure of a PDRMO



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.



TIPS

5 KNOW THE DEPARTMENTS AND THEIR HEADS

Department heads are professional civil servants. They reached their positions on their own 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 can be your greatest asset. Respect them, learn from them, and harness and maximize their potential. They know that you are now the new CHIEF and that they are accountable to you.

Together with the department heads are the assistant heads and staff. Make an effort to meet them personally and to know them. They are your human resources and the most critical asset of the organization.

MEET WITH ALL DEPARTMENT HEADS IN YOUR FIRST WEEK IN OFFICE

The earlier, the better

Convene a meeting to discuss departmental reports. You may meet the department heads en banc, per sector, or per department.

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The Administrator or Provincial Planning and Development Coordinator (PPDC) may help you in grouping the department heads. The usual clusters are Economic, Social or General Services. Another way is to use the approach in Seal of Good Local Governance–Governance Assessment Report, which considers the following aspects of governance: Financial Administration, Disaster Preparedness, Social Protection, Peace and Order, Business Friendliness and Competitiveness, Environmental Management and Tourism, Culture and the Arts.

The department or cluster presentations should take around 15 minutes. They should contain only the highlights of the written department report, with time allotted for discussions. The Administrator and some of your executive assistants should join you in the briefing.

To save time, you may have in-depth department presentations during the preparation of the next fiscal year’s annual budget, in which case, you will be assisted by the members of the Provincial Finance Committee.

CONSIDER THE RECOMMENDATIONS OF YOUR DEPARTMENT HEADS

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

SCHEDULE A SERIES OF FOLLOW-UP MEETINGS WITH INDIVIDUAL DEPARTMENT HEADS AS NEEDED

The presentations may have alerted you to particular concerns, or you may need more detailed information and in-depth discussion with your department heads. Do not hesitate to call any of them for a meeting, even just a short one. Familiarize

yourself with the ins and outs of the capitol and the projects, specifically their status, problems, and issues. You may also send your Chief-of-Staff or Provincial Administrator to follow up on your questions.

Hold a brief Executive Meeting after every flag-raising ceremony. This meeting is to be attended by all department heads, including the Provincial Directors of DILG and the highest ranking officers of PNP and the Philippine Army (PA) in your area. This is a good avenue to hear their feedback and achievements as well as an opportunity for you to give your policy guidance. A good relationship with all department heads, DILG, PNP, and PA will also be enhanced.

VISIT THE OFFICES IN THE CAPITOL

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

6 ESTABLISH RAPPORT WITH THE SANGGUNIANG PANLALAWIGAN

As Governor, you head the executive branch of the provincial government. But you will need the legal framework of policy and rules of the SP led by the Vice-Governor. The Sanggunian is your primary partner in passing the annual budget.

It is highly recommended to start 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. You are even encouraged to attend the inaugural session of the SP and deliver your first State of the Province Address.

Engage the Sanggunian to support the attainment of the vision of the province and to rally behind the regional and national development priorities and thrusts. Call upon them to help strengthen institutional capacity and the ability to respond to the needs of the locality. Encourage them to actively participate in formulating, reviewing, updating, and implementing the Provincial Development and Physical Framework Plan (PDPFP). From 2016 to 2018, NGAs established policies and issued guidelines that emphasized the role of the provinces in their oversight functions over component cities and municipalities. These include NEDA-DBM-DOF JMC No. 2016-01: Updated

Guidelines on the Harmonization on Local Planning, Investment, Programming, Resource Mobilization, Budgeting, Expenditure Management and Performance Monitoring and Coordination on Fiscal Oversight”; DILG MC 2018-172: Assessment of the Comprehensive Development Plans for Component Cities and Municipalities; and DILG-NEDA JMC No. 2018-0: Guidelines on the Localization of the PDP 2017-2022 Results Matrices and Sustainable Development Goals (SDGs).

Consider having an Executive-Legislative Agenda (ELA). An ELA is an integrated plan containing the major development thrusts and goals of the executive and legislative branches toward a shared vision for the province. Your willingness to have an ELA is an indication of your openness to accommodate the agenda of each board member as well as the entire legislative body.

Make sure that climate change adaptation, disaster risk reduction and management, and peace and security will form part of the ELA. Moreover, it is through the ELA that you will integrate your campaign promises.

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

Congratulate them and celebrate their victory with them. Get to know them better.

ACCEPT AN INVITATION TO ADDRESS THE SANGGUNIAN ON THEIR FIRST SESSION AND PREPARE FOR IT

This is an excellent opportunity to formally congratulate the Sanggunian 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 them through the ELA.

CONSTITUTE AND MOBILIZE AN ELA TEAM

After getting the Sanggunian to appreciate the need for an ELA and after both sides have familiarized themselves with the issues and concerns of the province, an ELA Team composed of members of the executive and legislative branches may be constituted pursuant to an EO. The DILG Provincial Director or someone from the academe or NGO, having been trained to prepare ELA, can act as a facilitator of the process. To ensure participatory governance, NGOs and Civil Society Organizations (CSOs) may be invited to the ELA Team.

7 ESTABLISH RAPPORT WITH NATIONAL GOVERNMENT AGENCIES

NGAs implement various programs and services in your province. Some agencies also directly interact with LGUs more than others. Among these are the following:

- Department of Education;
- Department of Agriculture;
- DENR;
- Department of Agrarian Reform;
- Department of Trade and Industry;
- National Irrigation Administration;
- PNP;
- BFP;
- DND-AFP;
- Department of Social Welfare and Development;
- PA;
- Philippine Navy;
- Department of Labor and Employment;
- TESDA;
- DOF;

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- Department of Tourism; and
- National Commission on Indigenous Peoples.

Some agencies offer technical assistance to LGUs through field officers, such as the following:

- DILG Provincial Director, Provincial Local Government Operations Officer (PLGOO);
- Resident Auditor from COA; and
- Civil Service Commission's Provincial Field Officer.

MEET WITH NGA OFFICIALS

This meeting is an excellent opportunity for you to inform them of your development vision and priorities and call for their cooperation. You may also want to give them a general orientation on your leadership style that may relate to them, such as an open door and house policy, weekly management meetings, and output-orientation, among others.

GET THE NGA'S CONTACT NUMBERS AND REQUEST FOR BRIEFING AND ASSISTANCE

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 have direct access to them at any time. You can ask your staff to prepare a list of contact persons from NGAs.

SUPPORT MUTUALLY BENEFICIAL PROGRAMS, PROJECTS AND ACTIVITIES

The NGAs' accomplishments will also be your accomplishments.

ASSIGN A POINT PERSON TO FOLLOW UP THE RELEASE OF FUNDS FOR PENDING PROJECTS WITH APPROVED ALLOCATION FROM THE NATIONAL GOVERNMENT

The Department of Budget and Management (DBM) Regional Office may not immediately know specific information about fund transfers to the provincial government. Designate a staff member with the necessary authorization to coordinate with the DBM Central Office.

8

KNOW THE STATUS OF YOUR LGU

It is vital to have a holistic knowledge of your LGU, especially its financial and human resources.

REQUEST FOR AN UPDATED LGU PROFILE

Ask your PPDC for this document. You might have your assessment of the province's profile while campaigning but it is also instructive to see what your PPDC has prepared. The PPDC's report may be more updated and thorough. If not, then at the very least, the report can be improved. You need the LGU profile in decision-making points and in presentations on various occasions, like presentations to constituents, donor agencies, visitors, other partners, and stakeholders.

Get a copy of the SGLG Governance Assessment Report, Competitiveness Index Results, and other Performative Audit tools.



TIP

REQUEST FOR A PERSONNEL INVENTORY

The Human Resources Management Officer will give you the personnel inventory, which will show you the number of people in your organization. You may then quickly check the number of permanent, casuals, contractual, and coterminous employees. You may also see the vacant positions.

REQUEST FOR THE FINANCIAL STATEMENTS WITH SUPPORTING SCHEDULES

Showing the payables and receivables

Your Provincial Accountant will help you get this information. The financial statements will give you a 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 the following documents, among others:

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

In case you cannot find the information in the financial statement, you may ask about the balance of the surplus account which indicates the unappropriated amount or free money that you can use to fund priority projects before the end of the year.

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 (IMD, 2008)¹. This definition or concept of competitiveness can also be applied at the local level. How do we know if a local government unit is competitive? In the Philippines, the Asian Institute of Management pioneered the measurement of a city's competitiveness using several indicators under different categories. These categories or what the Asian Institute of Management calls "drivers" are the following:

- Cost of doing business;
- Dynamism of local economy;
- Human resources and training;
- Infrastructure;
- Responsiveness of LGUs to business needs; and
- Quality of life².

Cost of Doing Business

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

¹ IMD (2008), "IMD World Competitiveness Yearbook 2008," Lausanne.

² AIM (2007), "Philippine Cities Competitiveness Ranking Project," Philippines.

these indicators, the cost of electricity and the cost of water are also included in measuring the city's competitiveness.

Dynamism of Local Economy

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

Human Resources and Training

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

Infrastructure

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

Responsiveness of LGUs to Business Needs

This pertains to the competencies or strengths of the city or municipal government. These are the performance of the city government in promoting local businesses outside the city;

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performance of the city government in providing investment incentives; transparency of the city government in its dealings; performance of the city government in simplifying and streamlining business procedures; performance of the city government in crafting new legislation that is responsive to new business needs; leadership of the city mayor in responding to the needs of investors; and performance of the city government in responding to the needs of investors.

Quality of Life

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

2. Given the preceding competitiveness indicators, make an initial assessment of how your province is faring.

You can ask yourself if your province has what it takes to be considered competitive. Together with your employees, assess your province's competitiveness. Does your province have the necessary infrastructure or facilities that can attract investments or that can make investors stay in your locality? You may get this from your PPDC or the PLGOO.

The Governor must know the status of the issues and concerns of all other provinces through the League of Provinces of the Philippines (LPP). This knowledge will help you review and plan better for the competitiveness of the province.



TIP



KNOW THE KEY PROCESSES OF LGUs

Like any organization, the LGU has prescribed processes and procedures. Even if you used to occupy elective positions in the LGU, you still need to review specific processes to be sure that you and the LGU staff are acting within the rule of law and adhering to principles of transparency and quality service.

NEDA-DBM-DOF JMC No. 2016-01, which provides for the Synchronized Local Planning and Budgeting Calendar, spelled out the activities that LGUs should undertake. For the first 100 days, these include the reconstitution of the local planning team; setting of planning guidelines; updating the planning database; assessing the implementation of the current PDPFP; starting the formulation of the PDPFP; and reconstituting the Local Special Bodies (LSBs).

Calamities or disasters may also happen in your area during your first 100 days, since July to October are rainy months. So do take time to find out what you can and should do when disaster strikes.

Convene the PDRRMC so you can discuss disaster preparedness with the Vice Chair, members, and action officer of the council. They can brief you on your role in disaster risk management.

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Take time to read the latest issuances for LGUs on DRRM. You may also use as reference DILG-LGA's Disaster Preparedness Minimum Standards Volume II and Operation LISTO: Preparedness Guide for Governors. These materials are accessible through the LGA website (www.lga.gov.ph).

Another crucial aspect that you must pay attention to is procurement and disbursements. Make sure all disbursements are within the approved budget. It is you who will be accountable for how money is spent.

Note that many LGU officials have cases pending with the Ombudsman or Sandiganbayan pertaining to allegations of improper awards of contracts, misappropriations, and corruption. Check for the use of the Provincial Agency Procurement Compliance and Performance Indicator System. Require your PLO or legal consultant to study RA No. 9184 or the Government Procurement Act of 1998 and its Implementing Rules and Regulations. Ask the officer to give you a brief orientation on the law's salient features and how the Bids and Awards Committee is constituted.

CONSIDER R.A. No. 11032 or EASE OF DOING BUSINESS AND EFFICIENT GOVERNMENT SERVICE DELIVERY ACT OF 2018 IN STUDYING KEY PROCESSES OF YOUR PROVINCE

This law is based on the declared policy of the State to promote integrity, accountability, proper management of public affairs and public property, effective practices for the efficient delivery of government services, and prevention of graft and corruption. It expanded the coverage of RA No. 9485 or the Anti-Red Tape Act of 2007. It applies to all government offices, including LGUs and Government-Owned and Controlled Corporations located in the Philippines or abroad that provide business and non-business

related transactions and government services.

Your province may already be compliant with the Anti-Red Tape Act of 2007. However, RA No. 11032 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 or staff in charge of implementing Ease of Doing Business mechanisms. Check with them the following:

- Posting and dissemination of current and updated Citizen's Charter which should have the following information:
 - › Checklist of requirements for each type of application or request;
 - › Procedure to obtain the particular service;
 - › Maximum time to complete the process;
 - › The necessary document/s to be presented by the applicant;
 - › Amounts of fees, if any; and
 - › Procedure for filing complaints.
- If processing times for requested services are already within the standards set by law, which are three working days in the case of simple transactions and seven 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

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

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; and
- Provincial disaster management-Planning and Development Coordinator, Social Welfare and Development Officer, and Head of the Disaster Risk Reduction and Management Office.

REQUEST FOR A BRIEFING FROM NATIONAL AGENCY OFFICIALS

If you prefer to learn the processes from outside your organization, you may also request for a briefing from officials of national agencies such as 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, the Provincial Environment and Natural Resources Officer for climate change adaptation, and the Provincial Director of DILG for the supervision of component cities and municipalities.

PHASE 2

MOBILIZATION

10 IDENTIFY AND BUILD SOURCES OF SUPPORT

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

- Advocacy for priority policies;
- Possible sources of volunteer manpower support for projects;
- Possible sources of additional funding; and
- Leverage for policy negotiation with the SP.

MEET WITH MAYORS AND BARANGAY CHAIRS

Set a date to meet with the mayors of your province, and a separate appointment 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 them regardless of their partisan affiliation.

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

MEET WITH CIVIL SOCIETY ORGANIZATION LEADERS

Initially, you or your staff may have difficulty identifying the leaders of civil society organizations CSOs. It is not necessary to meet all of them, but the selection of CSO leaders you will meet with should be strategic. Consider the following factors:

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

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

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

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

Explain your leadership and management style and your setup for making yourself available for business meetings, social gatherings, and special procedures in the Governor's Office for CSOs.

MEET WITH THE SECURITY SECTOR

Engage the members of the LGU's security sector in a dialogue in order to further understand the peace and order and public safety situation of the province. Meet with representatives from the Department of National Defense, AFP, PNP, National Bureau of Investigation, Bureau of Fire Protection (BFP), Bureau of Jail Management and Penology, etc. Understand that the cooperation of these agencies will be crucial to ensuring peace and order and public security towards the achievement of your province's development goals.

MEET WITH BUSINESS LEADERS

You may choose to meet with business associations individually or convene the leaders of these associations in one meeting. Businesses located in the province contribute to your local revenue base through their business taxes, fees and charges that they pay for permits, and 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; and
- Associations in business or industrial parks in your province.

Discuss with business leaders your plans for improving the climate for investment and business environment. Seek their opinions, suggestions, or problems concerning their sector. As you present your vision for the province, you may also discuss areas for cooperation. Most businesses and companies have programs on corporate social responsibility or were previously engaged in it.

Public-Private Partnership for the People Initiative for Local Governments (LGU P4)

DILG MC 2016-120 issued on September 7, 2016 provided guidelines for the implementation of LGU P4. As defined, this initiative has two levels: policy and project. LGU P4 is a developmental, innovative, change and partnership strategy aimed at promoting the general welfare, inclusive growth, and better quality of life of Filipinos.

At the project level, it is a contractual arrangement between the LGU and the private sector to deliver infrastructure and public services where each party assumes specified functions, bears certain risks, provides a contribution, performs particular obligations, and earns benefits and revenues.

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LGU P4 supports the 10-point socio-economic agenda of the current administration. It is in keeping with the President's declaration of commitment to promoting economic and social development not only in the metropolitan areas; to promote public-private partnership (PPP) that supports the general welfare and the better quality of life of the people; and to ensure that PPPs are undertaken primarily for the benefit of the people.

The implementation of LGU P4 follows 10 guiding principles. These are pro-people, pro-accountability, pro-change, pro-value, pro-learning, pro-innovation, pro-rule of law, pro-justice, pro-participation, and pro-decentralization. It suggests a number of modalities in the implementation of projects, which include build and transfer (BT), build-lease and transfer (BLT), build-operate transfer (BOT) schemes as well as concessions, joint ventures, lease or afftermage, and management contract using LGU funds.

Further, the programs and projects that respond to economic, social development, services and system improvement and development as contained in the PDPFP, CLUP, and CDP may be the basis for engaging an LGU P4 project. Finally, the guidelines encourage LGUs to adopt a LGU P4 Code to establish an open, transparent, efficient, and equitable process for the identification, screening, prioritization, development, procurement, implementation, and monitoring of LGU P4 projects.

The LPP holds an election of its new set of officers immediately after the local elections. It sets the monthly meetings and General Assembly meetings of its duly-elected National Executive Board.

The governors of neighboring provinces, who would also make up the RDC of which you will also be a member or elected chair, may provide you some advice on your role as a governor. Their provinces may have some resources to share with your province in case of emergencies. They may be willing to cooperate with your provincial government on specific projects.

MEET WITH THE REGIONAL DEVELOPMENT COUNCIL

Each province within the region meets regularly with members of the RDC, which is composed of local government officials, regional heads of Departments and other government offices, and representatives from NGOs within the region. The objectives of the RDC are to strengthen the autonomy of units in the RDC by decentralizing administration and accelerate economic and social growth and development.

MEET YOUR CONGRESSIONAL REPRESENTATIVE

The representatives of the congressional districts within your province are important sources of support, both politically and financially. For provinces with multiple congressional districts, have your staff do the research and come up with a one-page fact sheet about each congressperson. The fact sheet should contain the following information:

- Addresses-residences and offices in Manila and their district;
- Telephone, fax, mobile number, and e-mail addresses;
- Key staff aides, their positions, and assignments or portfolio;

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- The congressperson's committee assignments; and
- Project preferences which will be useful for future project proposals.

Meet with each representative and present your priorities and concerns. If you develop a cordial relationship with your representatives, they may support some of your projects and facilitate linkages with NGAs.

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. Request your Public Information Officer to prepare a media directory.

Your first media briefing is your opportunity to present your plans and policy agenda; formally introduce your communications director, public information officer or press secretary; and answer 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. A good relationship with the media will help you get your message out.

IDENTIFY POSSIBLE SOURCES OF SUPPORT FROM NATIONAL GOVERNMENT

You can also get support from officials and agencies of the national government. Have your staff research on the key persons in agencies that provide technical assistance to local governments, such as the following:

- DILG;
- DOF;

- DBM;
- Department of Environment and Natural Resources;
- Department of Social Welfare and Development; and
- Department of Public Works and Highways.

You may also ask your staff to make a profile of senators similar to that of House representatives.

Make these series of meetings a “listening tour”. Offer more time for stakeholders to air their concerns. Although you have your own vision for the province, surely, input from various sectors may widen your perspective on matters, strengthen your goals, and help you craft a shared vision and mission with your constituents.

Listening is one key part here, and adopting their best recommendations is another key outcome of the listening tour. Doing both will prove your commitment to participatory governance. This will serve as a convergence platform of your province, and you have to ensure it is truly convergent and multidimensional, not one-sided.



11

RECONSTITUTE THE LOCAL SPECIAL BODIES

You need to reconstitute the LSBs because the term of many of their elected members, including the representatives of People's Organizations (POs) and NGOs, is coterminous with the LCE and expires on June 30. For some LSBs, reorganization may be required. In both cases, be well-informed about the LSBs before finalizing any appointment or reorganization.

The LSBs prescribed in the Code are the following:

- Provincial School Board;
- Provincial Health Board;
- Provincial POC; and
- Provincial Development Council.

Take note that some issuances require organization of other LSBs, such as:

- Provincial Bids and Awards Committee;
- Provincial Disaster Risk Reduction and Management Council;
- Anti-Drug Abuse Council (ADAC);
- Provincial Agriculture and Fisheries Council;
- Provincial Council for the Protection of Children; and
- Provincial Ecological Solid Waste Management Board.

MAKE AN INVENTORY OF THE LSBs AND THEIR PREVIOUS COMPOSITION

One of your staff can go over the EOs issued during the previous administration and evaluate the balance, representativeness, and output of the LSBs.

RECONSTITUTE THE LSBs

Examine the previous composition of the LSBs, including CSO representatives. Take note of their outputs. You may also want to meet with the executive members of each LSB and get their views and recommendations. Finally, issue the necessary EOs reconstituting the LSBs.

12

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

1. Familiarize yourself with the composition and structure of your LGU's POC.

You can start by studying the following legal issuances:

- EO No. 309 dated November 11, 1987 providing for the reorganization of the POC at the national, provincial, city, and municipal levels. It identifies the members of the POCs and defines their functions and duties. Section 116 of the LGC adopted and institutionalized this structure at the local level.
- EO No. 773 amending EO No. 309 and all other related prior issuances

For more information about the evolution of the POC, refer to DILG MC No. 2008-114 and DILG MC No. 2015-130. Aside from describing the amendments about the composition and functions of the POC, this issuance also directed the creation of Barangay Peace and Order Committees nationwide. These are the implementing arms of the Municipal and City POC.

2. Request for a briefing about peace and order and security in the province from the PNP Provincial Director, the highest ranking PA Officer, DND-AFP Officer in the area, and the component city and municipal mayors.

From the mayors, you can get first-hand information about whether their Barangay Peace and Order Committees have already been created or functioning. From the PNP Provincial Director and the PA Officer, you can get a general picture of the peace and order situation of the province. The DND-AFP can provide you with an updated Provincial Area Study, a report of the security status of the province.

You may also inquire about the Community Support program activities being conducted by the Infantry Brigades and/or Battalions in your province. The local AFP unit may also provide you with a briefing on the recently issued EO No. 70 which institutionalizes the whole-of-nation approach in attaining inclusive and sustainable peace. You can use these dialogues to build or enhance military, police and LGU partnership in addressing peace and security problems.

3. Convene the POC and discuss peace and order and public safety plans and programs.

Allot at least one day to meet with the POC of the Province. This is an opportunity for team-building as well as a venue to discuss the results of the POC and ADAC Performance Audits. It will allow you to draw out plans and programs that are aligned with the national peace and development framework and designed to improve peace and order and public safety in your jurisdiction. In

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this forum, it is important to get the POC's commitment to peacebuilding and delineate the roles and responsibilities of the council members. 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 to keep the POC active. The PNP Provincial Director, PA, Philippine Drug Enforcement Agency, the BFP Provincial Fire Marshall, and the PDRRM Officer should be tapped to handle public order and public safety and concerns.

13 IMPLEMENT PLANNED AND BUDGETED PROGRAMS AND PROJECTS

As Chief Executive, one of your primary functions is to implement the laws passed and the programs authorized during the previous administration and to bring services to the people.

By the end of your 100 days in office, aside from having familiarized yourself with the people and the processes in the province and instituted reforms, you should be able to have some concrete output to celebrate and report.

Even as you develop or implement new programs you think are needed by your constituents, it is also sound and proper to continue the programs and projects planned and budgeted during the previous Governor's term. Complete those that can be completed, continue those that need to be continued, and begin those that have not yet been started. Even if those were planned under the previous administration, it is your responsibility as a public official to ensure that these projects benefit the people.

Together with your department heads, review the LGU 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.

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- **Review the Departmental Reports** submitted and presented by the department heads, which contain the status of ongoing programs and projects, issues, and recommendations. Decide how to address these issues. Welcome the feedback and suggestions to improve the implementation of the LGU's programs and projects, whether the feedback is from the rank-and-file employees, the beneficiaries, and 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 and projects with department heads**, or ask your Provincial Administrator to monitor project implementation.
- **Improve project implementation.** Using your wealth of knowledge and experience from your professional background and the feedback from your consultations, you may need to change the way things are done.
- **Seek partnerships with POs, NGAs, donor agencies, other LGUs, and NGOs.** Many studies show the advantages of participatory governance. Seek support from various stakeholders.

PHASE 3

BUDGETING

14 MANAGE THE 2023 BUDGET

You may have inherited your predecessor's budget, but the 2022 Budget is yours!

The local government budget is the yearly financial plan for funding the operations, manpower, projects and programs of the LGU. The local government's power to make a budget is derived from the LGC. Here are some of the relevant provisions of the Code:

- 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.

CHECK THE STATUS OF THE BUDGET CALL

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.

15 COMMUNICATE YOUR AGENDA

USE YOUR OFFICE TO ADVOCATE FOR YOUR AGENDA

Use your position as the chief executive 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. Use that 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 and focus on at least five priority development areas that you wish to address immediately.

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

It is a courtesy extended to the new Governor to address the SP during its first session. Again, articulate your vision, plans and initial courses of action. Implore the cooperation of the Sanggunian through their political and legislative support for 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 gives the press information about your activities during your first 100 days. Increase the “batting average” of press coverage on your first 100 days through regular press releases so that your constituents know that you are already busily working right after your inauguration.

The press needs to be constantly given access to information. Otherwise, it may search somewhere else. It is then better that you take hold of the situation.

- **Radio show**

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

- **Budget Message**

You will also have the opportunity to articulate your priorities in more concrete ways in your budget message that will accompany the submission of the proposed LGU Budget.

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

alienate the Sanggunian. Emphasize the new directions that your administration is taking.

PROMOTE 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.

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

DEVELOP COMMUNICATION SKILLS

You must 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 different from discussions with the person on the street.

Use buzzwords and jargon only when needed and only if you know them by heart, especially when talking to CSO leaders, donor agencies, and development workers. They usually gauge whether politicians only give lip service or have a genuine appreciation of 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 contact persons in the staff of political and stakeholder

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leaders and also brief the contact persons about your administration's vision, priorities and programs.

You may also want to convene the Sanggunian 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 agenda.

IMPLEMENT DOABLE PROJECTS

The best way of communicating is by DOING. Check with your Budget Officer how you can implement some of your campaign promises within the purview of the Budget that the previous administration drafted and approved.

In the middle of the year, many of the development projects will already have programs of work and disbursements waiting. Try to align some projects as part of your priority programs. You will have enough time to have your "pet projects" included in the Budget during the budgeting process for 2023.

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

PUBLISH AN ACCOMPLISHMENT REPORT ON YOUR FIRST 100 DAYS

Treat your First 100 Days Accomplishment Report as an expanded press release for broader public distribution, not just to the press. Do not put long narratives, long messages, or incomprehensible statistics. Make it readable for everyone.

Focus on affirming your vision and the actions that your administration has taken to fulfill that vision. It would help to divide the report into mini-headlines per significant milestone achieved during the first 100 days, with about one to two short paragraphs on the 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 report to generate more copies for broader distribution. If the provincial government has a newsletter with wide circulation, you may use one issue of that newsletter to feature the accomplishment report.



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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