

6.0 DEVELOPMENT ADMINISTRATION

6.1 Introduction

In order to provide for the successful implementation of the City's vision, goals and objectives, an institutional framework that is able to respond to the demands, concerns and requirements of each development sector shall be adopted. The principal focus is to strengthen the City government's management capability, personnel competence, information database and legislative framework.

6.2 Goal and Objectives

Goal

- Ensure the development of a strong and competent City government for San Jose del Monte for the efficient provision of public services and effective implementation of the CLUP.

Objectives

- To ensure the most effective organisational set-up for the City government in response to the imperatives of the CLUP;
- To provide recommendations to ensure a well-organised information system for the City;
- To improve the City's local legislative framework; and
- To identify means for the City to measure its performance levels.

6.3 Development Strategies

- **Comprehensive Review of Existing Organisational Structure**

A review of the San Jose del Monte's existing organisational structure shall be undertaken in order to come up with the most advantageous set-up for the City. The Mayor shall create a group which shall be tasked with the said responsibility. The activity would also involve a review of each department's personnel, taking into consideration their professional and technical skills, as well as competence and proficiency in doing their jobs. This is to ensure the proper match between employees' backgrounds and respective tasks and responsibilities. The organisational review shall be guided by the following principles:

- Simplicity in organisation. The City should opt for a lean and mean bureaucracy;

- Efficiency in operations; and
- Economy in the management and operations of the City government.

Proposed steps in the review of the personnel complement are the following:

- Inventory of plantilla and non-plantilla positions as the basis for personnel management improvement;
- Evaluate individual personnel performance;
- Formulate a human resource development programme;
- Formulate a personnel management manual;
- Analyse benefits of privatising some services and reduction of personnel by introducing computerisation; and
- Determine cost effectiveness of various options.

A training needs assessment shall also be conducted for City government personnel. Trainings that could enhance their skills and performance levels include knowledge and skills in project packaging and project management, environmental impact assessment, Geographic Information System, urban and regional planning, traffic impact assessment, economic and social impact assessment, conflict resolution and negotiation, and Management Information System.

- **Skills Development for the Planning Staff**

Memorandum Circular No. 2002-88 dated May 30, 2002 by the Department of Interior and Local Government gave a directive to the LGUs to professionalise and institutionalise their in-house planning capabilities. One of its aims is to ensure the sustainability of the local planning programme and the effective implementation of CLUPs.

In line with this, the City government's planning staff shall be encouraged to undergo appropriate training and to take graduate courses in urban and regional planning, environmental planning or in other equivalent fields. They are also encouraged to take the requisite Professional Regulation Commission Examination to practice the profession. For its part, the City shall provide assistance and support to its planning personnel through the provision of scholarship grants, study leave and authorisation to attend classes on official time.

Among the training programmes that could be availed by the planning staff in order to enhance their service capabilities are the following:

- Technical training programmes of the Local Government Academy of the DILG, the Housing and Land Use Regulatory Board, other national agencies, academic institutions, and accredited professional organisations for environmental planning; and
- Technical trainings and scholarships that could be obtained from international agencies.

- **Improvement of the City’s Legislative Framework**

The Local Government Code of 1991 (RA 7160) has devolved to the Local Government Units a number of responsibilities. Among these are environmental management (including solid waste management), promotion of LGU investments, provision of basic services and facilities to their population, and the creation and broadening of their own sources of revenue. A direct result of this is that it has become imperative for LGUs to have an effective and legal regulatory framework for governance.

In order to strengthen the legal and regulatory framework of San Jose del Monte, the following are recommended:

- Inventory, track and codify local legislation and ordinances;
- Conduct a survey of related laws;
- Recommend amendments;
- Introduce amendments to the local legislative council;
- Where applicable, consolidate related laws;
- Deliberate on the proposed amendments and consolidation;
- Approve amendments and consolidated version of the laws; and
- Implement the amended and consolidated version of the laws.

The City government should also formulate various codes that will help rationalise the implementation of various local measures. Some codes which are important for San Jose del Monte, are the following:

- **Administrative Code**

The Administrative Code is a comprehensive compilation of all local laws and ordinances adopted by the City government. This code will serve as an important reference for the City’s constituents, as well as City officials, which shall show all existing regulatory measures already in place. These shall likewise contain the penalties and sanctions ensuing from the violations of such laws and ordinances.

- Local Environment Code

This Code is a compilation of local environmental laws and measures, which the City council have already promulgated and adopted as a regulatory tool in the exercise of the City government's regulatory powers. The LGC has mandated that the LGUs shall share with the national government the responsibility in the management and maintenance of ecological balance within their territorial jurisdiction.

- Traffic and Transportation Code

The Traffic and Transportation Code contains all existing laws and ordinances of San Jose del Monte, which control and regulate the efficient movement of people, goods and vehicles within the City. The code will serve as a reference guide to prevent and ease traffic conditions typical of urban areas where there are an increasing number of vehicles.

- Health and Sanitation Code

The Health and Sanitation Code contains a compilation of the existing rules and regulations that concern air and water quality, discharge of liquid and solid waste, sanitary handling of food, etc.

Annexes A to E present sample outlines of these codes.

- **Investment Promotions**

The Local Government Code of 1991 is encouraging LGUs to exercise its power to create its own sources of revenue and to levy taxes, fees, and other charges. These taxes, fees, and charges shall accrue exclusively to the local government units.

In order to catalyse economic growth, an Investment Promotions Plan and Investment Incentives Code (Annex E) shall be prepared primarily to encourage local and foreign investors to locate within San Jose del Monte. shows a proforma Local Investment Incentives Code. The following are some specific objectives of this Code:

- To promote the various investment opportunities within San Jose del Monte to private sector investors, particularly those priority development projects where private sector participation is encouraged;
- To encourage participation of the private sector in development projects, specifically those identified by the CLUP; and

- To facilitate the entry and setting up of operations by private sector investors by providing support and assistance in information gathering, liaison with government offices, and other activities.

Together with the formulation of an Investment Promotions Plan, the preparation of Investment Promotional Materials shall be one of San Jose del Monte's priorities. The materials will be designed to convey a very positive image for the City and suggest the bright business prospects in San Jose del Monte.

- **Establishment of a Monitoring System**

In order for the LGU to continuously improve its overall service efficiency in delivering public service through the years, a Monitoring System shall be put in place. This shall consist of the establishment of performance indicators guide, per capita budget guide and sectoral delivery standards to measure the LGU's productivity. A separate monitoring and evaluation system that can gauge how the City's offices are implementing local ordinances in the process of governance would be very useful and should also be established. In the formulation of their own standard of service, materials that can help the City to initiate these efforts are available at the Bureau of Local Government Supervision (BLGS) of the Department of Interior and Local Government (DILG).

The formulation of a monitoring system for San Jose del Monte is a three-phase activity. The first phase is concerned with the formulation of San Jose del Monte's Service Standards, per capita budget and performance indicators guide. The second phase shall deal with the cost effectiveness and efficiency of the City's service delivery, as well as the management of services. The final phase shall be forecasting service requirements of the City based on projected population increase and future revenues as determined by linear progression strategy (Fig. 6.1 refers).

The concept of per capita budget can be formulated by dividing the total annual budget of the City less operational expenditures, with the total population of the City. An example is provided below:

$$\begin{array}{r} \text{Php } 100,000 \text{ (total budget) } - 20,000 \text{ (operational expenses)} \\ \hline \text{Php } 800 \text{ / capita per year} \\ \text{100 (population)} \end{array} =$$

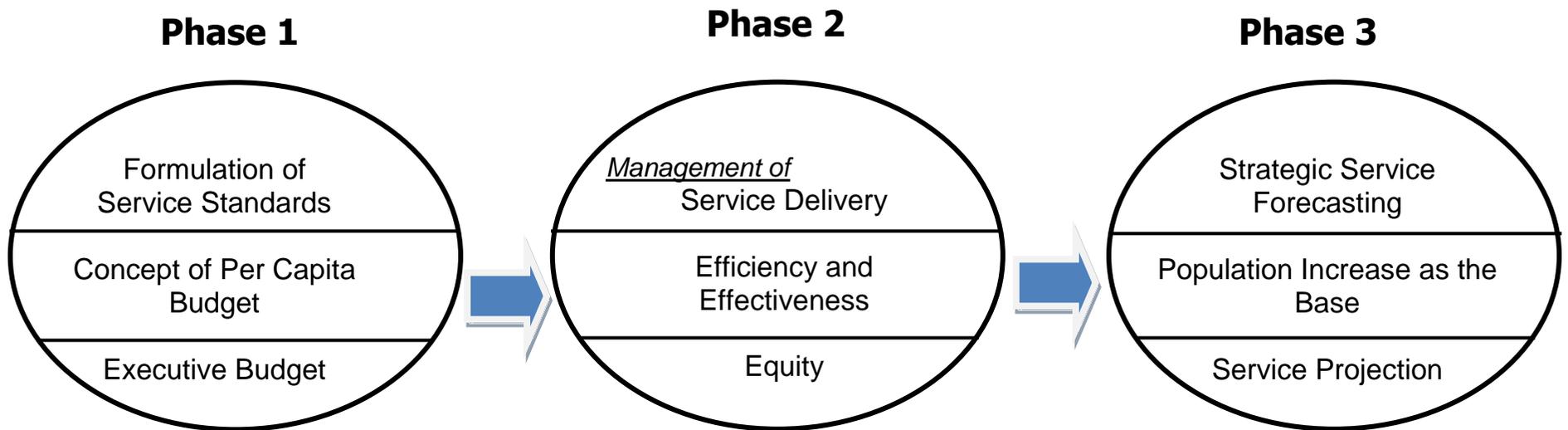


Figure 6.1 Performance Indicators and Service Delivery Measurement

The concept of per capita budget as a service standard tool will serve the following purposes:

- Provide the City a benchmark as to how it is delivering services effectively and efficiently; and
- Allow the City to manage its limited financial resources optimally and manage basic services more rationally.

This benchmarking process will allow the City to maintain a scoreboard of its own performance.

- **Improving Information Management**

A more comprehensive data bank of San Jose del Monte, which will be computerised to facilitate access, shall be developed and centralised at the City Planning and Development Office. This information database shall be made readily available and accessible to the public. Not only will a well-established database be useful in the legislation and decision-making processes of the City government will also considerably facilitate the entry of private investors into the City. To be most useful, the databank shall regularly be updated.

Within this section also falls the City's currently on-going existing land use mapping activity using Geographic Information System. The output of this endeavour shall be utilised fully by the City Assessor's Office and CPDO. As the City already has the hardware and software for this programme, an in-house Geographic Information System Specialist will be tasked to continuously update and improve this database through the years.

6.4 Programmes and Projects

The following are the programmes and projects under Development Administration:

- **Comprehensive Review of Existing Organisational Structure and Plantilla of Personnel**

The programme will essentially consist of a review of the current organisational structure of the City government. It will involve an analysis of its different offices, as well as its plantilla of personnel. It shall be undertaken by the City through a special group to be organised by the Mayor. One of its important objectives will be to assess the most appropriate number of permanent, co-terminus and casual personnel for the City, as well as the existing staff's capability to do their job. Specific outcomes of the programme may be the re-organisation of various

departments and personnel, identification of required trainings for its staff and the establishment of new offices.

- **Investment Promotions Programme**

The Investment Promotions Programme shall be established in accordance with San Jose del Monte's objective to stimulate commercial and industrial activities in designated areas. This shall provide an opportunity for the City to create jobs for its expanding population. The programme shall entail the preparation of an Investment Plan, an Investment Incentives Code, as well as promotional materials detailing the various investment opportunities within the City.

- **Establishment of a City Investment Office**

The City Investment Office shall be the frontliner of the LGU in business and investment promotions and shall take the lead in the City's Investment Promotions Programme. Among the information that the office will make readily available to prospective investors are the following (which should be part of the City's information database):

- Economic potentials of San Jose del Monte;
- Skills and raw materials availability within the City;
- Preferred industries and ideal sites for these industries;
- Business requirements;
- Local incentives provided by the City; and
- Available power, water and telecommunication facilities.

- **Capacity Building Program for the Planning Staff**

The Capacity Building Program for the City's planning staff shall involve the provision of scholarship grants to its keen, deserving and talented personnel. Further, to encourage them to advance their studies and attend technical trainings, the LGU shall assist them through study leaves and authorisation of attendance on official time. The City Planning department itself may also arrange specialised seminars and training programmes for its staff.

- **Development of a Monitoring System**

A Monitoring System shall be established for San Jose del Monte. This shall be a staged process where the first stage shall deal with the establishment of a performance indicators guide, per capita budget guide and sectoral delivery standards that will gauge the LGU's overall productivity. The second stage shall deal with the cost effectiveness and efficiency of the City's service delivery, as well as the management of

services, while the final stage shall deal with forecasting service requirements of the City. On the other hand, a monitoring and evaluation system that can measure how its department and offices are implementing local ordinances in the process of governance would be very useful and should be established.

- **Information Management Programme**

This programme shall entail the establishment of a computerised and a more comprehensive database of the City to be centralised at the CPDO. It will contain, among others, information regarding the City's current population, local economy, skills and raw materials, existing and proposed infrastructure facilities, ordinances, housing and other social facilities, etc. This will be made readily accessible to the general public, especially to prospective investors.

6.5 Summary of Programmes and Projects

Table 6.1 shows the Summary of Programmes and Projects for Development Administration.

Table 6.1 Summary of Institutional Development Programmes and Projects

Code	Project Title	Fund Source	Timing	Total Project Cost (Php)	City Counterpart (Php)
DA-1	Comprehensive Review of Existing Organisational Structure and Plantilla of Personnel	City government	ST	225,000.00	225,000.00
DA-2	Establishment of a City Investment Office	City government	ST-LT	5,900,000.00	5,900,000.00
DA-3	Investment Promotions Programme	City government	ST-LT	500,000.00	500,000.00
DA-4	Capacity Building Programme for the Planning Staff	City government	ST-LT	600,000.00	600,000.00
DA-5	Development of a Monitoring System	City government	ST-LT	2,400,000.00	2,400,000.00
DA-6	Information Management Programme	City government	ST-LT	1,850,000.00	1,850,000.00
TOTAL				11,475,000.00	11,475,000.00

Note: ST = Short-term (2003-2004); MT = Medium-term (2005-2007); LT = Long-term (2008-2012)