

Institutional Development Plan

Improving governance is a key to poverty reduction and sustained economic growth. Efficiency, effectiveness, accountability, responsibility and transparency in terms of structures, mechanisms, processes and procedures, information sharing, capacity-building, among others, are therefore the heart of 2014-2019 institutional development plan. The plan will advance, strengthen and enhance the role of local government in attaining inclusive patterns of economic growth. This development outcome will lead to the realization of relevant General Welfare provisions in Sec. 16 of the Local Government Code, namely; 1) improvement of public morals and 2) preservation of the comfort and convenience of the municipality's inhabitants.

8.1 Development Opportunities

- **Improve taxation and fiscal management.** Despite their relatively increasing economic priorities and growing services of the municipality, the Local Government Unit of Aurora had augmented their income from local sources. The municipality exercise their mandated authority to raise revenues from local sources. The ability of LGU to mobilize local resources may be taken as a core indicator of good governance. Moreover, the LGU of Aurora had also strive to be creditworthy and able to access funds from official development assistance (ODA) facilities. The current thrust of Public Private Partnership (PPP) for infrastructure development is an opportunity for expanding the scope of LGU funding. The local officials of the municipality has been taking a facilitative role in expanding access to credit of micro and small businesses in their locality provided by existing laws and in encouraging the development of cooperatives.
- **Improve the effectiveness and targeting of social safety nets.** Providing more equitable access to opportunities is facilitated when reliable data exist that allow precise targeting of beneficiaries especially of programs providing social safety nets and even disaster relief. Community-based data gathering and monitoring tools such as the CBMS is

currently intensified by the municipality with the end view to improve the delivery of basic social and economic services among the people of Aurora.

- **Mainstreamed Gender and Development, Population and Development, Human Rights Based Approach, Disaster Risk Reduction/Climate Change Adaptation and Sustainable Development Concepts in the local planning processes.** The formulated comprehensive development plan 2014-2019 and the Comprehensive Land Use Plan had mainstreamed GAD, PopDev, HRBA, DRR/CCA and SD to ensures that the concerns of the vulnerable groups are prioritized.
- **Improved Development Planning Capability.** Initiatives to improve capabilities along development planning were also undertaken. The municipality have formulated the ten year Comprehensive Land Use Plan, Comprehensive Development Plan and the Local Development Investment including the Executive and Legislative Agenda.
- **Supportive local leadership.** The Municipal Mayor, assisted by the Local Council and the entire municipal government is supportive of initiatives that contribute to the development of the Municipality and to the welfare of the people of Aurora.
- **Willingness to enter into Partnerships.** The local initiative has so far displayed a willingness to enter into partnerships with national government agencies (implementation of national government programs), foreign-funding institutions (infrastructure development) and the academe. This shows that the local government of has been able to assess their weaknesses and at the same time find solutions to address their deficiencies.
- **Excellent in Resource Mobilization.** It can be noted that the Local Government of Aurora has been very active in found sourcing of various program and projects. In fact, it became recipients of the assistance by the national agencies including international organizations. Despite with its dependence in IRA allocation, the LGU has able to provide counterparts for projects requiring cost sharing arrangement and became successful in implementing countryside development projects.
- **Active Civil Society Participation (CSOs).** As of 2014, there are numbers of Civil Society Organization (CSOs) in the municipality formed primarily for social and economic development, to plan and monitor government programs and projects, engaged in policy discussions and actively participate in collaborative activities of the government.

8.1. 2 Development Challenges

- **Need to mobilize, allocate and utilize resources.** The municipality's dependence on IRA is 78 percent which is 23 percent lower than the target in 2012. Although, it is mandated that LGUs are to receive IRA, it would be more prudent to encourage the LGU to explore the fiscal powers vested in them through the Local Government Code. While the LGC mandates that LGUs will have shares in the IRA, there is still need to mobilize local sources to fund their development priorities as the IRA alone would not suffice. Also, a moderate level of local revenue collection was achieved by the municipality under the basic policy of devolution, the LGUs shall enjoy "genuine and meaningful local autonomy" that will enable them to develop into self-reliant communities, thus make them effective partners in achieving national goals. The LGU, therefore, are challenged to explore ways to improve local resource mobilization.
- **Inability of the LGU to adequately deliver entitlements especially those directed at poverty alleviation.** More focus should be given on social, economic and environmental development as these are important sectors to achieve inclusive growth in the municipality. Thus, the need to increase public spending in basic services such as education, health, housing and public safety.
- **Poor institutional linkages.** Weak coordination and lack of cooperation between and among government and non-government agencies result to overlapping of programs and eventual wastage of resources. Without institutional engagement or agreeing on working or coordination arrangements and clarifying their respective areas of concern, these agencies proceed on their own planning and implementation. The outcome is the concentration of services in some areas and the inadequacy or absence in other areas.
- **Incompatible Land Uses.** Incompatible land uses in the municipality has been emerging as a serious concern over time. The increasing demands for land utilization primarily driven by competing economic activities pose threat in the sustainability of land use and remains to be a challenge in sustainable development. The illegal conversion of prime agriculture areas to other uses and other incompatible land uses has been attributed primarily to the incomplete delineation of land use zones/areas and the weak implementation of Comprehensive Land Use Plan (CLUP) through zoning ordinances and other land use laws and policies. The incomplete delineation of A&D lands and Forest Areas, hazard prone areas and other protected areas contributes to the incompatible land uses. As a result, Grassland and brushlands are being cultivated, and hazard prone areas that are not properly identified poses threat to the populace.

8.3 Institutional Development Goals, Objectives and Strategies

Goal

Inclusive development and growth from reformed governance with a participative citizenry and professional public servants under a responsive, transparent and accountable local government

Objectives

- Decrease dependence in the Internal Revenue Allotment from the National Government in terms of funding local government operations;
- Maximize local-generated income and increased profitability of publicly-owned enterprises;
- Provide capability development and skills-enhancement programs and activities for LGU personnel;
- Mainstream disaster risk reduction in local policies, plans and programs;
- Efficient and transparent local systems and procedures; and
- Presence of multi-stakeholder participation in local development planning, policy and program development & evaluation

Development Targets

Self-Reliant LGU

- Increase self-reliance index by 50% by 2019
- Increase total amount of local revenues collected to correspond in the increase in the self-reliance index

Empowered Citizenry

- Increase in the number of locally-accredited NGOs, POs, CSO's and other similar organizations in the municipality

- Increase the participation of abovementioned organizations in the local planning process and in local governance in general

Professional Public Servants

- Rationalize local staffing pattern
- Crafting of an HRMD Plan
- Crafting of Capacity Development Agenda
- Attendance of every local personnel to one (1) capacity development activity per year

Responsive Governance

- Display Citizens' Charter in the municipal hall
- Strictly comply with the service commitment embodied in the Citizens' Charter
- Set-up feedback mechanism
- 100% of the barangays have Barangay Development Plan
- 100% of the Hazard Prone Barangays have posted hazards maps in strategic areas

Transparent and Accountable Governance

- Timely completion of necessary reports and status updates (finance, operations etc.);
- Provision of a feedback mechanism for clientele and the citizenry
- Release of vital information regarding LGU operations and status through the popular local media, and
- Ensure the observance of the local procurement law.

Strategies

- **Enhanced delivery of social and economic services.** Strengthen services in education, health, justice and peace administration, shelter, infrastructure, livelihood, environment protection and rehabilitation, disaster preparedness, fire and crime prevention
- **Strengthen linkage between planning, budgeting, disbursement and accounting by the duty bearers.** The LGU of Aurora play a crucial role in local economic development, poverty reduction and regional development. As guide, the municipality is mandated to lay out their local development plans to serve as instruments for transforming the LGUs' visions into real programs and projects that would enable them to contribute more effectively to national development.
- **Advance LGU preparedness to adapt to and reduce risks from disasters and climate change (DRR-CCA).** The growing threat of climate change as manifested in the frequency and intensity of weather disturbances and the vulnerability of the people to these risks underscore the need to mainstream climate change adaptation in the local development plans. This is to reduce vulnerability and enhance resiliency of the people of Aurora to disaster. Integrating DRR into development programs will ensure their safety and make them less vulnerable to natural hazards. Proper planning and programming will make people and communities safer as mitigating measures are in place.
- **Passage of comprehensive local investment and revenue codes.** The LGU shall have a comprehensive local investment code to lay down the legal framework and mechanism for integrating investment incentives of the national government with the local development initiatives. The code shall present procedures, rules and regulations, terms and requirements, incentives and privileges that provide favorable conditions for investments in the municipality. It shall not only promote the flow of investors, both foreign and local, thus; generating employment opportunities but also provide inter and intra linkages among industries. The Code shall also ensure that all the basic rights and guarantees provided in the Constitution safeguard all investors and registered enterprises.

- **Strengthen the rule of law.** Being an important ingredient for a functioning institution in governance, the rule of law shall also be strengthened as it promotes social stability and legal certainty. It can curb corruption and encourage investment that promotes development, all of which are the enabler for growth in the municipality.
- **Compliance with electronic New Government Accounting System (e-NGAS) and Government Procurement Reform Act (RA 9184).** The New Government Accounting System or e-NGAS will modernize the financial management information system the LGU and is expected to enhance decision-making, accountability, and transparency in government transactions. It will standardize recording of LGU financial transactions, consolidate financial reports, align the accounting system with international accounting and financial reporting standards, and improve accountability and governance through transparency in governmental financial management.
- **Adherence to Anti-Red Tape Act by all particularly those having frontline services.** The Anti-Red Tape Act of 2007 shall improve efficiency in the delivery of government services to the public by reducing bureaucratic red tape, and preventing graft and corruption.
- **Promotion of transparency and accountability by making information publicly accessible through organizational websites and publication of financial reports.** Making information available to the public promotes transparency and the website is one of the tools that provide awareness and understanding about the LGU mandate, services and programs and projects.
- **Participation of private sector and civil society in development planning by sustaining their membership in the local development councils and bids and awards committees.** The extent of private sector and civil society participation in the local government's activities determines how democratic the government is in the municipality. Through the stakeholders' involvement in consultations about development processes and decision-making, the LGU of Aurora will have access to important information about the needs and priorities of individuals and

communities, thus ensuring the state's compliance to better delivery of services as it will be in a better position to make good decisions.

8.3 Institutional Development Programs and Projects

Organizational Improvement Program

Key Programs and Projects				SOURCE OF FUNDS	IMPLEMENTIN GAGENCY
		PHASE	COST		
	Creation of a Human Resource Management and Development Plan	2015	100,000	LGU	LGU
	Rationalization of LGU staffing pattern	2015-2019	500,000	LGU	LGU
	Creation of Human Resource Office	2015	700,000	LGU	LGU
	Implementation of PRAISE	2015	150,000	LGU	LGU
	Implementation of Grievance Committee	2015	20,000	LGU	LGU

Capacity Building and Productivity Enhancement Program

Key Programs and Projects				SOURCE OF FUNDS	IMPLEMENTIN GAGENCY
		PHASE	COST		
	Crafting of Municipal Capacity Development Plan	2016	100,000	LGU	LGU
	Provision of Capacity Development interventions for LGU personnel	2014-2019	500,000	LGU	LGU
	Conduct training on RA 6373 Re: Ethical Standard of Public Officials and Employees	2014-2016	120,000	LGU	LGU
	Implementation of Merit Promotion Plan	2015	50,000	LGU	LGU

	Yearly Lakbay Aral/Exposure Trips to All LGU Officials/Department Heads	2014-2019	2,500,00	LGU	LGU
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Improved Self-Reliance Program

Key Programs and Projects				SOURCE OF FUNDS	IMPLEMENTIN GAGENCY
		PHASE	COST		
	Tax Mapping	2015-2016	2,000,000	LGU	LGU
	Updating of Municipal Tax Code	2015	500,000	LGU	LGU
	Updating of Land Valuation	2015	500,000	LGU	LGU
	Creation of Local Investment Code	2015	500,000	LGU	LGU
	Enforcement of BAMB Law	2014	100,000	LGU	LGU
	Establishment of Business One-Stop Shop (BOSS)	2015	1,500,000	LGU	LGU
	Tax Amnesty (in cooperation with the provincial government)	2015-2016	300,000	LGU	LGU
	Conduct of General Revision (Tax mapping, appraisal, assessment, records conversion)	2016	500,000	LGU	LGU
	Attendance to trainings, workshops	2014-2019	250,000	LGU	LGU
	Establishment of Safe, Accessible Data Storage Facilities	2015	450,000	LGU	LGU
	Procurement of Computer Printers and Gadgets	2015	1,000,000	LGU	LGU

Empowerment Citizenry Program

Key Programs and Projects				SOURCE OF FUNDS	IMPLEMENTIN GAGENCY
		PHASE	COST		
	Regular conduct of barangay assemblies	2014-2019	1,000,000	LGU	LGU
	Strengthening of NGO/PO/CSO accreditation program	2014-2019	500,000	LGU	LGU

Responsive Governance Program

Key Programs and Projects				SOURCE OF FUNDS	IMPLEMENTIN GAGENCY
		PHASE	COST		
	Review and updating of Citizens' Charter	2015	50,000	LGU	LGU
	Establishment of Tracking System	2015	50,000	LGU	LGU
	Codification of Ordinance	2015	100,000	LGU	LGU
	Creation of Municipal Library	2016	2,000,000	LGU	LGU
	Review and updating of other local government plans and codes	2015	300,000	LGU	LGU
	Posting of Flowchart in Visayan Version	2014	10,000	LGU	LGU

Transparency and Accountability Program

Key Programs and Projects				SOURCE OF FUNDS	IMPLEMENTING AGENCY
		PHASE	COST		
	Municipality Newsletter Development and Publication	2014-2019	500,000	LGU	LGU
	LGU Document and Database Management	2014-2019	450,000	LGU	LGU
	IEC for other LGU PPAs	2014-2019	150,000	LGU	LGU
	Compliance of DILG Full Disclosure Policy	2015-2016	100,000	LGU	LGU
	Conduct year-end SOMA	2014-2019	1,000,000	LGU	LGU
	Posting of PPAs Updates, Results and Operations and Development of LGU Websites	2014-2016	500,000	LGU	LGU
	Creation and Upgrading of LGU Websites	2014	100,000	LGU	LGU