

# THE ROLE OF LEADERSHIP IN THE DEVELOPMENT OF TAGUIG CITY

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## INTRODUCTION

Development is always deliberated with economic connotations and it is referred to as an increase in the gross national product or in per capita income. In this understanding, development is equated with growth and it is envisioned that significant increase in the production of goods and services would bring development to the country. It was also assumed that the trickle-down effect of growth would lead to an equitable sharing of benefits resources and opportunities in society. On the other hand, according to Todaro (1981: 56) development is a multidimensional process involving the reorganization and reorientation of the entire economic and social systems. He continues to argue that development is a physical reality and a state of mind in which society has, through some combinations of social, economic and political process secured the way of obtaining better life. There were several causes of development such as increased savings and investment and acquisition of appropriate technology; structural transformation of the economy and production; human capital and formation and human resource development; an economic system that allows for efficient allocation, including increases in the efficiency of government.

However, in the Philippines to achieve development the government passed the Republic Act 7160 otherwise known as the Local Government Code of 1991, The LGC paved the way for the transformation of the highly centralized government to a decentralized one with the transfer of significant power, responsibilities and duties, authority, and resources from the national government to the local government units to focus on the basic needs of the local residents. The municipality is responsible for promoting and advancing the common welfare of constituents and to improve the socio-economic conditions of the whole community. This role is derived from the view that local governments are considered to be "the most proximate" to the people and perform the function of linking national government with local concerns ( Ocampo- Salvador, 2000). This proximity "enhances preference matching for public services" and affords LGUs a "better location to perceive the preferences of their communities and respond to their needs (DAP, 2005).

Moreover, based on the Local Government Code of 1991, Section 17, such basic services and facilities devolved to them covered the following: (1) Agricultural support services which include planting materials distribution system and operation of farm produce collection and buying stations; (2) Health and social welfare services which include maintenance of barangay health center and day-care center; (3) Services and facilities related to general hygiene and sanitation, beautification, and solid waste collection; (4) Maintenance of katarungang pambarangay; (5) Maintenance of Barangay roads and bridges and water supply system; (6) Infrastructure facilities such as multi-purpose hall, multi-purpose pavement, plaza, sports center, and other similar facilities; (7) Satellite or public market, where viable.

The Code also lays the foundation for the development and evolution of more entrepreneurial oriented local government. For instance, it allows local governments to enter into build – operate – transfer (BOT) arrangements with the private sector, float bonds, obtain loans from local private institutions, etc., all these are intended to encourage them to “more businesslike” and competitive in their operations compared to “traditional” government norms and operations. It also encourages and institutionalizes active citizen participation in local governance by providing the institutional framework for the direct participation of the private sector, NGOs and POs in the process of governance.

In addition, the role of Local Chief Executive (LCE) as a local leader under Local Government Unit (LGUs) has the power and authority to effect changes in the local bureaucracy that would bring economic, social and political development. Thus, leadership has an important role to play in creating innovative ways under local government. Leadership is the most concerning issue in the process of good governance at the local level. The term leadership can be viewed through multiple angles and concepts. Bass (1990), refer to leadership as, variously, a group process, a combination of special traits or characteristics, an act or behavior, a power relationship, and an instrument of goal attainment. As a group process, leadership centers on the role of the leader in facilitating group change and in representing “the will” of the group. As a combination of special traits and characteristics, leadership implies that attributes of personality influence others to respond and do what needs to be done. It can also be define as the ability not only to deliver services efficiently and effectively with scarce resources, but also to expand public interest in programs locally administered and to obtain financial and technical support from other sources. It is also a provision of clear and strategic long term vision. Vision and mission are owned by all and are arrived at consensually and in a participatory manner. As a power relationship, leadership distinguishes the leader’s role in influencing follower behavior and in using that influence to achieve common goals. As an instrument to achieve goals, leadership is seen in the way the leader shapes the direction of the group through “vision setting, role modeling, and individualized attention” (Northouse, 2004, p. 2). In short, leadership and political will play a key role in managing and leading under local government.

In the Philippines, there were several Local Public Officials that took the initiative in addressing felt or articulated needs in the polity. This is illustrated in the case of Dao, Capiz, where the mayor played an important role as an anti-poverty advocate. The case study of Balete, Aklan, shows that the champion does not have to be the highest local official. In Balete, the local CIDSS worker championed the program between changes in administration and provided program continuity. The impact of leadership was also illustrated in the case of the agrarian reform communities in Bulacan.

Furthermore, there were also several local bodies who were recognized their contribution in the community development at the local level. Among the recipients of the award: Former Bulacan Governor Roberto Pagdanganan, Puerto Princesa City Mayor Edward Hagedorn, Former Marikina Mayor Bayani Fernando, Former Naga City Mayor Jesse Robredo, Mandaluyong City Mayor Benjamin Abalos and many other.

It is in this context that the researchers endeavored to analyze the importance or the role of leadership in the development of Taguig City.

## **BACKGROUND OF THE STUDY**

The Local Government Code of 1991 has been in existence for 25 years, which makes its review on how the LGUs performed with the autonomy, powers and resources given them and how well the local public officials handled the responsibilities attached to the said autonomy and powers more relevant.

Taguig City used as the locale of the study to analyze the important role of leadership in the success of good governance at the local level. After 11 years became a city on December 8, 2004, it has been considered as one of the fastest growing cities in Metro Manila which will soon rival Makati City, and considered to be the Philippine's financial capital. At present, high density areas are emerging in the central part of the city, driven by rapid population growth in the areas of C5, as the center of population continues to move south. It is one of the largest contiguous properties still available in Metro Manila.

Taguig has a land area of 4,521 hectares and is presently comprised of 28 barangays divided into two districts. The first district are Bagumbayan, Bambang, Calzada, Hagonoy, Ibayo- Tipaz, Ligid- Tipaz, Lower Bicutan, New Lower Bicutan, Napindan, Palingon, San Miguel, Santa Ana, Tuktukan, Ususan, Wawa. The second district include Central Bicutan, Central Signal Village, Fort Bonifacio, Katuparan, Maharlika Village, North DaangHari, North Signal Village, Pinagsama, South DaangHari, South Signal Village, Tanyag, Upper Bicutan and Western Bicutan.

Due to exemplary performance of the Local Chief Executive of Taguig City they received several awards, namely: Outstanding Nutrition Program Implementation and Management, 2014; Galing Pook 2009 and recognized for the National Ranking on Local Governance Performance Management System (LGPMS), DILG-NCR LGUs which Taguig City

considered as the 9<sup>th</sup> place. In the World Bank's latest Ease of Doing Business report, Taguig City ranked first among the cities in Metro Manila to have the least number of procedures in putting up a business.

Today, Taguig is proximate to business districts, airports and major highways. The City serves as host to embassies and consulates, a state-of-the-art hospital, key agencies of the national government, the best international schools, and more than 8,000 commercial and industrial establishments. It has a relatively young population base (40% below 30 years old) which supports the development of a talent pool and entrepreneurs for ancillary services, both of which are crucial to sustainable industry growth.

The leadership play an important role in local governance, the first things that Taguig City Local Chief Executive did upon assuming office was to launch a sustained campaign against illegal drugs and crime. The Taguig City police have made significant headway in fighting the scourge of illegal drugs. They have arrested half of the Top 10 Most Wanted Illegal Drugs Target Personalities in the city. The most wanted drug suspects nabbed by the police are Jackie Abone (No. 2); Richard Silvestre (No. 4); Rawie Castro (No. 5); Isidro Llagas (No. 7); and Mardie Talampas (No. 8). The intensified war against traffickers in illegal drugs and other criminals who had given the city a very bad reputation in the past has turned the situation around and restored law and order in the city.

The stable peace and order situation in Taguig City is the very reason it is now a thriving business hub. With higher income from the vibrant and dynamic business environment, top corporations are flocking to Bonifacio Global City (BGC). Among those that have relocated to Taguig City are the Philippine offices of Coca-Cola Bottlers, General Electric, Hewlett-Packard and Sony. Several banks—Chinatrust Commercial Bank Corp., Eastwest Bank, Hongkong and Shanghai Banking Corp.—are also there now. The technology provider Smartmatic and Manila Water Co. (MWC) have also established their offices at BGC.

Due to the dynamic leadership of the Local Chief Executive, the local government can now afford to provide better social services, such as education and health, to the citizenry, especially the poor.

In 2009, Taguig ranked 13<sup>th</sup> only out of the 17 local government units in Metro Manila in the National Achievement Test (NAT). By investing heavily in basic education through the provision of a complete set of notebooks and books, school supplies, health kits, bags, 3 sets of ready-to-wear uniform and a pair of shoes, and shouldering almost anything that they would have otherwise shouldered themselves, enrolment and completion rates improved, and even school performance significantly grew.

By 2012, Taguig's NAT ranking jumped to 7<sup>th</sup>, then it jumped further to number 3 in 2013. The city's ranking in the Alternative Learning System (ALS)-Accreditation and Equivalency Test also improved to third in elementary and fourth in high school in the entire National Capital Region (NCR) in 2013. Its 34 public schools have also won in various local and international

competitions, and are steadfast in producing more UPCAT passers and DOST scholars. In fact, one of the city's high school graduates even landed as an Oblation Scholar of the University of the Philippines, having been ranked in the Top 50, among the thousands who took the UPCAT.

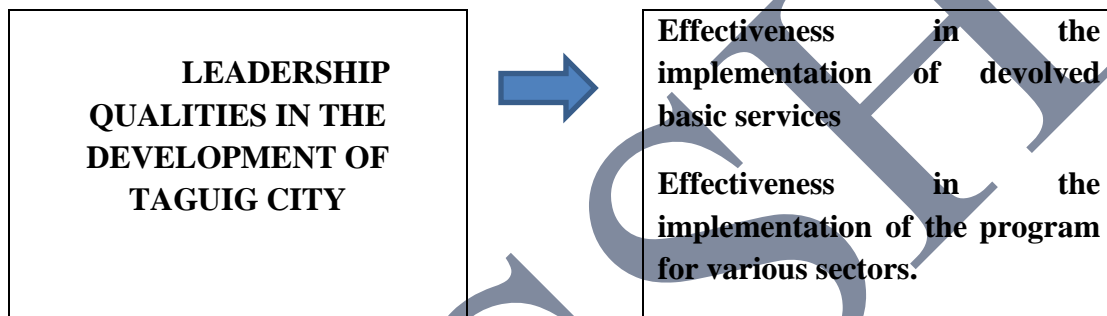
There is also the Taguig Learners' Certificate (TLC) Program, the city's innovation of the voucher system, which aims to decongest the public schools by supporting public school elementary graduates who want to study in private schools in the city. This mechanism decongest the public secondary schools leading to smaller class size and better learning environment for both the TLC beneficiary and those studying in the public schools. The City supports the TLC beneficiaries with a maximum of P10,000 for tuition fee and P5,000 for books and other miscellaneous expenses. Many TLC beneficiaries are now excelling in their studies. On the other hand, the teachers are also properly taken care of. The City Government gives them all the legally-allowable benefits. The City also helps improve the teacher-student ratio by hiring locally-funded teachers and giving them salaries and benefits comparable to what the Department of Education pays its teachers. Teachers, both from public and private schools in Taguig, may also apply under the Scholarship Program for their masteral and doctoral degrees. In terms of the health services, the local government is also investing heavily in their health by increasing the number of the City's medical doctors by 59 percent, dentists by 76 percent, sanitary inspectors by 53 percent, and improving the condition of the Barangay Health Centers. These resulted in a 400-percent increase in the number of Philhealth accredited health centers. The Philhealth accreditation does not only speak about the City's facilities and medical personnel, but most importantly, it also makes health services more accessible to the people. Moreover, all Taguig residents also enjoy 40 percent discount in fees in the city-owned hospital, which, when combined with Philhealth coverage, makes health services very affordable to the City residents. The city-owned hospital now has 67 percent more bed capacity with the opening of the second floor of its third building. It also has a newly refurbished, fully-air conditioned emergency and operating rooms, which doubled the ER's bed capacity from 25 to 50, and increased the OR to 3 major operating rooms — 1 ophthalmology OR, 1 minor OR, and 2 delivery rooms.

The City Government is also augmenting the services being offered by the city hospital and the 30 barangay health centers by putting up three Super Health Centers (SHCs) with another one underway. The SHCs, on top of its function as a regular health center, also offers lying-in services as well as services for minor and simple emergencies. It is functional 24/7 with a medical doctor, a nurse and a midwife, and is ready with its own mini-ambulance. The construction of another hospital along the lakeshore is also underway. For greater accessibility, the City Government has also embarked on a door-to-door delivery of health services since 2010, starting with the delivery of week's-worth of medicines to needy residents with asthma, hypertension and diabetes. The Mayor herself delivers wheelchairs, crutches, hearing aides, and other health implements to needy residents right at their homes. The DOC Team is comprised of

a medical doctor with expertise on emergency medical service, a registered nurse who is also trained as an emergency medical technician, an aide and an ambulance driver.

## CONCEPTUAL FRAMEWORK

On the basis of the foregoing theories culled from the review of various related literature and studies, the research paradigm that serves as guide to the study is the system's approach or Input – Process – Output model devised by Stoner, Freeman and Gilbert, Jr. (1995).



**Figure 1. The Research Paradigm**

The input variable in this study is the Role of Leadership in the community development of Taguig City in the areas of devolved basic services: health and hospital services, social services, environment, public works, education, tourism, telecommunication, investment support and enforcement of regulatory powers. The input box also includes the programs in support of the delivery of these basic services. Furthermore, the respondents are made to assess the effectiveness of the Local Chief Executive for the delivery of the above-cited basic services.

The process box includes a critical analysis, qualitative analysis based on documentary evidences while the quantitative aspect of the analysis will be based on the responses of the different groups of respondents to the survey questionnaire which asked them to assess the effectiveness of the programs initiated by the Local Chief Executive in the delivery of the basic services.

The expected output of the study would be stakeholders' assessment on the extent of effectiveness of the Local Chief Executive in the delivery of such basic services based on the needs of the local residents of Taguig City. Consequently, the results of the analyses can serve as the bases for recommended measures to be proposed by the researcher to make the local government officials more responsive and effective in delivering basic services to their constituents.

## STATEMENT OF THE PROBLEM

It was the purpose of this study to delve into the role of leadership qualities in the development of Taguig City.

Specifically, the study sought to answer the following research questions:

1. What are the leadership qualities of the Local Chief Executives and other officials of the City of Taguig?
2. How effective are Taguig Officials in the delivery of the following basic services?
  - 2.1. Social/ health services
  - 2.2. Infrastructure program
  - 2.3. Environmental program
  - 2.4. Peace and order
3. What problems have been encountered by the Taguig Officials in the delivery of services and implementation of programs?
4. What is the impact of leadership qualities on the effective implementation of programs?
5. What intervention programs maybe developed to harness the development of Taguig City?

## SCOPE AND LIMITATION OF THE STUDY

The research focused on the analysis of the role of Local Chief Executive (LCE) in the community development of Taguig City for the past two years 2011 and 2013 based on documentary evidences and accomplishment reports taken from their Barangay offices and the City records.

## SIGNIFICANCE OF THE STUDY

It is believed that shall be of interest and significance to public administrators in general and the people of the localities in particular. It will provide certain baseline information for the voting citizens to view the public servant objectively. Valuable insights brought forth in this study could influence the formulation of policies, programs, procedures and regulatory measures that could improve public services and make public officials aware and of admit their weaknesses. Moreover, this study would provide for a more incisive and wider- assessment of local public officials' performance in the management of their respective sectors. Results of this investigation will enable the local officials to know and confront themselves thereby providing reinforcement for their weaknesses and enrichment for their strong points. For the constituents of the public official included in this study, informative facts about the people they have chosen to

govern them will be the eye-opener in the wisest choice of public servants in the subsequent coming opportunities. To the local elected and appointive officials, the findings of this study will provide insights of how to address the demands and needs of their constituents, thus, giving the means of improving and uplifting their performance as local area managers and internalizing their accountability to the people. This study could serve as reference for other researchers in their studies in the same field of endeavor. Likewise, it supports the continuing efforts of DILG in looking after what happened in local governments after the adoption of the LG Code of 1991 as part of its supervisory functions.

## RELATED LITERATURE AND STUDIES

This chapter presents a review of related literature and thematic outline adopted for this study. These were derived through extensive research from books, journals, theses and other published and unpublished papers which cover the role of leadership in the community development of Taguig City.

### *Defining Leadership*

There are various definitions offered by different scholars in the literature. Pugh et al (1996) define leadership, in the context of decentralization, as the ability not only to deliver services efficiently and effectively with scarce resources, but also to expand public interest in programs locally administered and to obtain financial and technical support from other sources. Leadership, however, defies such a straightforward definition. Fleishman, et al (1991), for example, claim that the current literature includes about “65 different classification systems” of leadership. Leadership may be construed in several ways. Northouse (2004), citing Bass (1990), refer to leadership as, variously, a group process, a combination of special traits or characteristics, an act or behavior, a power relationship, and an instrument of goal attainment. As a group process, leadership centers on the role of the leader in facilitating group change and in representing “the will” of the group. As a combination of special traits and characteristics, leadership implies that attributes of personality influence others to respond and do what needs to be done. Leadership as an act or behavior refers more to what the leader actually does to steer the followers to follow. As a power relationship, leadership distinguishes the leader’s role in influencing follower behavior and in using that influence to achieve common goals. As an instrument to achieve goals, leadership is seen in the way the leader shapes the direction of the group through “vision setting, role modeling, and individualized attention” (Northouse, 2004, p. 2

In summary, leadership is both an act and a process involving a structural situation in which an individual influences a group of individuals through requisite skills for the purpose of



achieving set goals. The leadership question has emerged as a result of the dearth of credible leadership to steer growth, development and productivity.

A leader with the above traits needs to be creative and innovative. He must always see his followers' condition as not adequate and must strive always to improve or better their condition through a cautious craze for change. He must not be complacent. In other words, the leader must be purposefully change-oriented. A leader is saddled with the responsibility of accomplishing set out goals for the group he/she is leading. To achieve this, there are certain functions expected of such a leader. These functions are: *Creating an Agenda*, This relates to establishing vision and direction for the future, and developing strategies for change to achieve goals. The leader must always be at the forefront for any meaningful project and be ready to mobilize followers and the people for actions needed for results; *Developing People*, This involves ensuring the improvement of the quality of people and teams, who will contribute towards achieving the set goals and objectives. This entails capacity building and creating opportunities for leadership succession bid by encouraging followership. He is never gender biased. The leader involves him in mentoring people. This is why people literally say that a successful man is one who is able to mentor successors; *Motivating and Inspiring*, This involves energizing and motivating people to overcome obstacles and challenges to satisfy human needs. This also includes inspirational management and communal healthy relationship that begets love, harmony and development. The motivation and inspiration are geared towards change to better the living standard of the people in particular and community at large; *Ensuring Outcomes*, This entails producing positive and sometimes dramatic changes. He does not just wish for change for the sake of it, but for its sake where it is sufficiently necessary for transformation. This ensures a movement forward, a quantum leap from the status quo to advancement upwards from the social condition, thereby enlisting the cumulative social wellbeing of the people and the community at large; *Adopting Participatory Leadership and Management Style*, Leader ensures that he encourages his followers and all around him to contribute to problem solving always. He must not see himself as the repertoire of knowledge that must always proffer solutions to problems even when his followers look up to him for solutions. He is always the envy of all as a result of the accommodating nature of his participatory leadership style that involves inclusiveness, motivation and inspiration. He has no phobia for opposition. To the above effects, rural and community development involves strategic rural infrastructure, pro-poor public expenditure patterns and critical policies that encourage entrepreneurship and which do not share discriminatory attitude towards labor, whether manufacturing or service oriented, since a greater majority of the poor are dwelling in the rural communities.

In order to plan a leadership development program one must first understand the important values and skills considered essential to community leadership. "The overall outcome of the leadership journey is expanded capacity. Along the way, leaders gain a wider, more integrated outlook, learn to play different roles and acquire new skills ranging from facilitation to

strategic planning.” Values inspire leaders to press on for positive change, while skills enable them to effectively implement the change agenda. These are the following, namely: *Valuing Community*, One of the most important values held by successful community leaders is a feeling of “togetherness” that removes the leader’s own ambition for power from the equation and replaces it with ambition for community success. This sense of community is a key element of community leadership that can be expressed as “leadership: you have to do it yourself, but you can’t do it alone.” The leader’s personal ambition must be balanced by a sense that the entire community matters and that all voices within the community have their place. There should be “an understanding that all community members have gifts, and efforts are made to tap these gifts”. This compels the leader to search for solutions to community problems while incorporating democratic, participatory actions and empowering community members to make decisions and implement group goals; *Vision*, The leader must also possess the desire to change community circumstances and have a vision for accomplishing that change. What becomes important then, is not whether the leader is able to move quickly or not, but that they possess a long-term vision of transformational change. In other words, that they not only manage people, but that they also inspire people to change things in the long run; *Accountability*, Community leaders should possess a sense of accountability. Although community leaders work by empowering community members to take action, they should also be conscious of their own role within decision making. Having a sense of ownership over projects also comes with responsibility and the duty to serve their community with integrity. The successful community-based leader is someone who values the equal voices of the community and empowers those community members to act based on vision, motivation and accountability. The community-based leader balances authority with empowerment by motivating their community to act according to a shared vision and by giving them the space to act as they see fit; **Skills**, Leadership development programs focus on similar skills regardless of sector or experience. These skill sets may be grouped into themes of integrative thinking, communication skills, administrative skills and evaluation skills; *Integrative Thinking*, Integrative, or systems thinking, has been identified as an important skill for the community leader in dealing with the complex issues, problems and opportunities in their community. Leaders who possess integrative thinking are natural “bridge builders” who can “act as navigators between residents, neighborhoods and ‘systems of support’”. It is important that the leader include stakeholders, consider multiple factors causing a problem, use multiple hypotheses to resolve the problem and utilize dialogue between all parties concerned because civil society, government and business all hold a piece of the puzzle, community leaders need to be able to engage with all relevant actors in their community to make effective change happen; *Communication*, Communications skills are an essential “foundation on which all other leadership skills are built”. The ability to communicate well involves clearly articulating ideas, motivating people through dialogue, negotiating effectively and the ability to use both formal and informal communication channels. Effective

communication skills enable leaders to frame issues. This means that they can “help the group or community decide *what* needs to be done, *why* it is important that it be done, and *how* it is to be done—and to communicate that in clear and compelling ways”. Communication is also about listening. Leaders need to be receptive to their community in order for trusting and respectful empowerment to occur; *Administration*, Leaders need to have practical management and administrative skills in areas such as strategic planning and conflict management. Administrative skills can include “strengthening leaders’ capacities in areas such as accounting, organizational strategy, fund raising, human resource development and knowledge management”; *Evaluation*, Evaluation skills are essential for good community-based leaders as it helps leaders to constantly question the nature of the goals, the validity of the vision and the effectiveness of their methods. According to Bargen, “evaluation is a confirmation to the community that the process of visioning is as important as the product of visioning. It insists that visioning is a continuous process”. In this way, the leader can ensure accountability to the community for their overall vision and direction. Evaluation also helps leaders to constantly be aware of the nature of their goals and the methods they are using to achieve those goals. Finally, developing evaluation skills can equip leaders with the ability to address complex demands from potential funders, giving the community the capacity to further develop grassroots initiatives.

As a backgrounder on Philippine values, the Filipino value system is based on the ideologies, moral codes, ethical practices, etiquette, and cultural values handed down to the present since primeval times, crucially mediated for 333 years by Spanish colonial rule influences in addition to 43 years of American colonial rule influences. Thus, Jocano (1999) identified two models of the Filipino value system. One is the foreign or exogenous model. The second is the indigenous model. The foreign model is legal and formal while the indigenous model is traditional, deeply embedded in the subconscious of the Filipinos.

Filipino indigenous values are centered on maintaining social harmony, motivated primarily by the desire to be accepted within a group. Social approval, acceptance by a group, and belonging to a group are major concerns. Caring about what others will think, say or do, are strong influences on social behavior among Filipinos (Mercado, 1980). The key elements of the Filipino value system are: optimism about the future, pessimism with the present, concern and care for other people, friendship and friendliness, hospitality, religiosity, respect to self and others, and fear of God, among others (Talisayon, 1986). A synthesis of writings on Filipino values would commonly list the following common values: family-centeredness, politeness, hospitality, gratitude, shame, flexibility or adaptability or creativity, loyalty, hard work and industry, and resignation (Gorospe, 1988; Quito, 1994).

Talisayon and Ramirez (n.d., in Alfiler & Nicolas, 1997: 95) mentioned the values of local Filipino leaders: *makatao mapagkalinga*, *may kagandahang loob* (caring and humane), *matapat*, *matuwid*, *makaDiyos*, *may moralidad* (God-centered, with integrity), *malakas ang loob* (courageous and strong-willed), *makatarungan*, *demokratiko*, *pantay-pantay ang tingin*

*sa lahat* (fair and just), and *magaling, marunong* (intelligent and capable). As can be noticed, the moral and ethical values are stressed more than the intellectual-rational qualities. The Talisayon & Ramirez study precisely jibed with the study of Pilar (1989: 15) wherein the career executives in public agencies pointed out the qualities necessary for effective executive leadership, namely: integrity, honesty, dedication, ability to lead, decisiveness, and competence. Major qualities considered were implicated to values, ability, and competence.

Renato Constantino's work, *A Leadership for Filipinos (1967)* stresses the need to define, based on his analysis of the state of Philippine society, the qualities of a Filipino leader. He describe the country as beset with the ills of "poverty, cultural stagnation and political backwardness" and one "where mass vision is blinded by myths, where illusion is taken for reality, where what the people think they want is not what they really need" (Constantino 19767). He cites Claro M. Recto who planned to become politician. Recto's political will was learning from the masses and develop the advocacy in nationalism. He dared to speak the truth, to espouse new ideas, to be critical and to challenge assumptions, to break unquestioning attachment to unscrutinized postulates.

*In regards to the most Outstanding Accomplishments as a local chief executives.* The most outstanding accomplishments of these leaders range from the more general down to the more specific concerns. Some cited the innovative and effective programs they implemented which led to the improvement of peace and order, reduction in the number of squatters, revival of a local industry, improvement of infrastructure facilities and protection of environment. Fulfilling the above accomplishments could also mean "bringing government closer to the people." Four leaders cited the institutionalization of "people empowerment" as their greatest accomplishments, particularly allowing NGO participation in all policy deliberations. Empowering the community through the implementation of numerous programs and projects on poverty reduction was also cited as the most outstanding accomplishment of the mayor of Concepcion. This, he instilled in the minds of the people by giving clear focus and direction to the community, strengthened by his firm belief in the mission of the municipality. In the area of financial management, only one leader noted an increased tax collection as his most outstanding accomplishment. Cityhood or the "transformation of a municipality into a city" was one of the many accomplishments cited by the former mayor of Marikina while "strengthening of city government administration through reorganization and capability building " was also cited by one of the leader – respondents.

*In the Biggest Challenge as Local Chief Executives and how they have handled such.* Among the biggest challenges encountered by the respondents as local chief executives was that of transforming the people's attitudes, whether they were local employees or the constituents in general. Like for instance, former Mayor Bayani Fernando stressed that he was challenged to transform his employees and constituents to believe in his programs and projects. Several local leaders faced these challenges by being consistent in their instance, delivering projects of high

quality, motivating their employees through additional incentives, presenting alternatives to conventional practices, exercising managerial and political expertise learning from history and knowing people's skills. Making sure that projects will reap only good results has won the trust of the people and the NGO. Being patient has also been a virtue exercised by some of them.

*The Factors behind Successful Leadership.* There were many factors cited by the local leaders but most of them pointed to their personal attitudes. This included characteristics like strong will and determination, oneness to change, readiness to learn, sincerity, patience, hard work, the desire to make a difference and the ability to empathize with poor constituents. One of them mentioned family upbringing which is not common to Filipinos who are known for being close to their families. Based on the experience of Former Mayor Bayani Fernando, on his part in managing people properly the following guides are: (1) know your objective and resources; (2) draw a plan up to the last bolt and up to the last worker; (3) Sell your plan. Let everyone know his/ her job and everyone's job; (4) Deploy as much and proper tools for the job (let the tool do the job); (5) Make sure every worker has his orders; (6) Give comfort to every worker; (7) Make sure everyone is doing his/ her share (follow the team code); (8) when things go wrong and your pressed for time, don't do it alone ( let the organization help you keep task in line. The organization is bigger than you may think); (9) Change plan or mission if the job cannot be done. But get prior clearance form who ever gives the order; (10) when in doubt, report; (11) when the job is done, report; and (13) if you succeed, let everyone know. If you fail, let me be the first to know.

All these reviewed literature of Constantino (1967), Talisayon and Ramirez (n.d., in Alfiler & Nicolas, 1997: 95) and Landa Jocano (1999) have significant bearing with the present study, more specifically in defining leadership. In addition, the impact of leadership is important in the success of good governance. The capability of the local leader improves the quality life of the people and builds a resilient community. There is no best way of leading the people. The key is not adopting one leadership style for all time, but being able to situate, and calibrate the kind of approach to leadership and direction at a particular historical moment.

## **METHODOLOGY**

The topic discussed in this chapter includes the method of research or research design, sampling procedure techniques and instruments used, and the statistical treatment of data.

### **Research Design**

The researcher used descriptive research method. The approaches used are qualitative analysis on the data generated from documents and accomplishment reports particularly the ordinances and innovative programs during the year of 2011- 2013 under the Municipal City of Taguig. The quantitative approaches are likewise used since the various sectors were asked to

assess the responsiveness of Local Chief Executive in the implementation of programs based on the needs of the local residents.

### Sampling Technique and Description of the Respondents

The sampling technique used by the researcher was a two-staged sampling approach. The first stage was the stratified random sampling and after stratifying the respondents into four specific groups, namely, business sector, education sector, health sector and the youth sector another sampling technique was used called the systematic random sampling. In this technique, a kth score was determined for each group. Because of the large number of target respondents, the researcher decided to get 5 from each barangay by sector. The selection of participants to the study was based on the recipient of the innovative programs of Local Chief Executive (LCE) in Taguig City. However, in Tables 1 and 2 describe the respondents. Only 23 barangays were included because the rest were not as enthusiastic as the others in the retrieval of the survey or assessment instrument which were distributed to them by the researchers.

Table 1 presents the frequency and percentage distributions of the respondents in the study.

**Table 1**  
**Frequency and Percentage Distribution of Respondents from the Barangays by Sector**

Barangay	Business Sector		Education Sector		Health Sector		Youth Sector		Total Group	
	F	%	F	%	F	%	F	%	F	%
Bagumbayan	5	4.1	5	3.5	8	6.2	5	3.5	23	4.3
Bambang	5	4.1	5	3.5	8	6.2	5	3.55	23	4.3
Calzada	4	3.3	5	3.5	5	3.9	10	6.9	24	4.5
Hagonoy	5	4.1	6	4.2	5	3.9	8	5.5	24	4.5
Ibayo- Tipaz	5	4.1	4	2.9	5	3.9	7	4.8	21	3.9
Ligid- Tipaz	4	3.3	5	3.5	4	3.1	5	3.4	18	3.4
Lower Bicutan	5	4.1	5	3.5	6	4.7	5	3.5	21	3.9
New Lower Bicutan	5	4.1	6	4.2	4	3.1	5	3.4	20	3.7
Napindan	5	4.0	5	3.6	5	3.9	5	3.4	20	3.7

<b>Palingon</b>	5	4.0	11	7.8	4	3.1	4	2.8	24	4.5
<b>San Miguel</b>	5	4.1	14	9.9	5	3.9	13	9.0	37	6.9
<b>Santa Ana</b>	5	4.4	5	3.5	5	3.9	5	3.5	20	3.7
<b>Tuktukan</b>	5	4.2	5	3.5	5	3.9	7	4.8	22	4.1
<b>Ususan</b>	4	3.4	4	2.9	6	4.7	5	3.5	19	3.6
<b>Central Bicutan</b>	6	5.0	9	4.9	5	3.9	4	2.8	22	4.1
<b>Katuparan</b>	7	6.0	6	4.2	5	3.9	5	3.4	23	4.3
<b>Maharlika Village</b>	4	3.5	5	3.5	5	3.9	6	4.1	20	3.7
<b>North DaangHari</b>	6	5.0	8	5.6	6	4.7	8	5.5	28	5.2
<b>North Signal Village</b>	5	4.1	5	3.5	5	3.9	5	3.4	20	3.7
<b>Pinagsama</b>	6	5.0	4	3.5	5	3.9	7	4.8	23	4.3
<b>South DaangHari</b>	5	4.1	5	3.5	5	3.9	7	4.8	23	4.3
<b>Tanyag</b>	6	5.0	6	4.2	5	3.9	4	2.8	21	3.9
<b>Western Bicutan</b>	4	3.3	6	4.2	6	4.7	5	3.4	21	3.9
<b>Total</b>	121	100.	142	100.	128	100.	145	100.	536	100.

Table 1 show that only 23 out of 28 barangays participated in the study. The first district are Bagumbayan, Bambang, Calzada, Hagonoy, Ibayo- Tipaz, Ligid- Tipaz, Lower Bicutan, New Lower Bicutan, Napindan, Palingon, San Miguel, Santa Ana, Tuktukan, Ususan, Wawa. The second district include Central Bicutan, Central Signal Village, Fort Bonifacio, Katuparan, Maharlika Village, North DaangHari, North Signal Village, Pinagsama, South DaangHari, South Signal Village, Tanyag, Upper Bicutan and Western Bicutan.

As shown in the Table, there are 536 total respondents distributed from each sector as follows: Business sector is composed of 121, the education sector is represented by 142 respondents; the health sector has 128 respondents; while the youth sector has 145 respondents.

Converting the figures into percentages, although they are almost equally distributed, the biggest percentage of respondents are those from the youth sector, 145 out of 536 respondents which is equivalent to 27.05 percent, followed by those coming from the education sector constituting 142 or 26.49 percent, then the health sector, composed of 128 respondents or 23.88 percent and then the business sector with 121 respondents or 22.57 percent.

Table 2 shows the distribution of respondents according to gender, age, civil status and educational attainment.

**Table 2**  
**Distribution of Respondents by Gender, Age, Civil Status,**  
**And Educational Attainment**

Profile Variable	Business Sector (N=120)		Education Sector (N=143)		Health Sector (N=127)		Youth Sector (N = 146)		Total Group N=536	
	F	%	F	%	F	%	F	%	F	%
<b><u>Gender</u></b>										
Male	44	36.4	43	30.3	40	31.3	56	38.6	183	34.1
Female	67	55.4	89	62.7	78	60.9	80	55.2	314	58.6
No response	10	8.3	10	7.0	10	7.8	9	6.2	39	7.3
<b><u>Age</u></b>										
16 to 20	0	0.0	0	0.0	0	0.0	92	63.4	92	17.2
21 to 30	37	30.6	97	68.3	46	35.9	42	29.0	222	41.4
31 to 40	32	26.4	21	14.8	30	23.4	0	0.0	83	15.5
41 to 50	23	19.0	14	9.9	18	14.1	0	0.0	55	10.3
51 & above	19	15.7	4	2.8	14	10.9	0	0.0	37	6.8
No response	10	8.3	6	4.2	20	16.6	11	7.6	47	8.8
<b><u>Civil Status</u></b>										
Single	52	43.0	52	36.6	56	43.8	115	79.3	275	51.3
Married	47	38.8	64	45.1	46	35.9	23	15.9	180	33.6
Widower	5	4.1	2	1.4	3	2.3	0	0.0	10	1.9
No response	17	14.1	24	16.9	23	18.0	7	4.8	71	13.2



<b>Educational Attainment</b>										
<b>Elementary</b>	7	5.8	0	0.0	0	0.0	8	5.5	15	2.8
<b>High School</b>	35	28.9	0	0.0	14	10.9	81	55.9	130	24.3
<b>College</b>	45	37.2	102	71.8	87	68.0	47	32.4	281	52.4
<b>Postgraduate</b>	11	9.1	15	10.6	10	7.8	2	1.4	38	7.1
<b>No response</b>	23	19.0	25	17.6	17	13.3	7	4.8	72	13.4

Table 2 shows that of the 536 respondents, majority are female which constitute 58.6 percent while only 183 were males which is equivalent to 34.1 percent. Some respondents did not indicate their gender (7.3%).

As to age, majority of the respondents are those with ages ranging from 21 to 30. This implies that the respondents in this study are still young.

In terms of civil status, the greater number of respondents is single, with 275 out of 536 or more than fifty percent of them (51.3%) single and 33.6 percent are married.

In terms of educational attainment, majority of the respondents are college graduates, 52.4 percent or 281 out of 536. Thirty eight (38) of them even completed a postgraduate degree. This may be explained by the fact that the respondents come from the education sector, the health sector and the business sector. The youth may constitute the college or high school graduate-respondents.

Closer scrutiny of the data presented in the Table would reveal that the sector with a big number of female is the education sector with 62.7 percent out of 142 respondents. As regards age, again it is the education sector that gave the biggest number of respondents who belonged to the age group of 21 to 30, 97 or 68.3 percent. In fact among the youth sector, only 42 or 29% belonged to this age bracket. Majority of the youth sector had ages ranging from 16 to 20 92 out of 145 or 63.4 percent had it. Majority of the business sector were in ages ranging from 31 to 40 (32 out of 121 which is equivalent to 26.4%).

One hundred fifteen of the 145 youth were single which is equivalent to 79.3%. The biggest number of college graduates could be noticed in the education sector, 102 out of 142 which is equivalent to 71.8 percent.

**Table 3**

**Extent of Effectiveness of the Local Chief Executive (LCE) in Implementing the Programs for Social and Health Services as Assessed by the Four Groups of Respondents**

<b>Social</b>	<b>Business Sector</b>	<b>Education Sector</b>	<b>Health Sector</b>	<b>Youth Sector</b>	<b>Total Group N=536</b>

Services	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
Free Education and Hospitalization	4.49	E	4.50	VE	4.04	E	4.50	E	4.50	VE
Squatter – Free (Housing Project)	4.90	E	4.50	VE	4.50	VE	4.50	VE	4.50	VE
500php gift to the Registered Senior Citizen	3.52	E	4.50	VE	3.86	E	4.50	VE	4.49	E
Funeral assistance	3.50	E	4.49	E	3.50	E	4.48	VE	3.56	E
Overall rating	4.49	E	4.50	VE	4.49	E	4.50	VE	4.50	VE

Legend: Verbal interpretation (VI) scale of the  $\bar{x}$  computed mean:

4.50-5.00= Very Effective (VE)

1.50-2.49= Slightly Effective (SE)

3.50-4.49= Effective (Ef)

1.00- 1.49=Not Effective (NE)

2.50- 3.49= Moderately Effective (ME)

Table 3 reveals the extent of effectiveness of the Local Chief Executive (LCE) in the programs implemented in Taguig City. The respondents from the business sector rated as effective the Free education and hospitalization (4.49), Free Housing Project (4.90), gift to Senior Citizen (3.52), and Funeral Assistance (3.50).

These respondents from the education sector perceive as Very Effective in the innovative programs on Free Education and Hospitalization (4.49), Free Housing Project (4.50), 500php Gift for Senior Citizen (4.50), Funeral Assistance (4.49).

Looking at the respondents from the Health sector, one could infer that they consider as effective in the implementation of the Education & Hospitalization (4.04), Free Housing Project (4.50), gift to Senior Citizen (3.86), and Funeral assistance (3.50).

The respondents from the Youth Sector perceive as very effective based on the weighted mean in the implementation of free education and hospitalization (4.50), 500php Gift for Senior Citizen ( 4.50) and Funeral Assistance ( 4.49).

An overall mean rating of 4.50 given by the respondents from the business, education, health, and youth sectors which are verbally interpreted as very effective all those innovative programs related to social services.

**Table 4**  
**Extent of Effectiveness in implementing programs of the Local Chief Executive**  
**For Peace and Order as Assessed by the Four Groups of Respondents**

Peace and Order	Business Sector		Education Sector		Health Sector		Youth Sector		Total Group N=536	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
Prohibiting Sidewalk vendors	3.19	M E	3.36	M E	3.60	M E	3.38	M E	3.38	M E
Deployment of Police Patrol	2.88	M E	3.03	M E	2.98	M E	2.94	M E	2.96	M E
Prohibiting vandalism	3.60	E	3.31	M E	3.68	E	3.34	M E	3.48	M E
Curfew hours Beyond 10PM	3.17	M E	3.55	M E	3.66	E	3.59	M E	3.49	M E
Anti-mendicancy or vagrancy	4.06	E	3.60	E	3.67	E	3.75	M E	3.77	E
Overall rating	3.38	M E	3.37	M E	3.52	E	3.40	M E	3.42	M E

**Legend: Verbal interpretation (VI) scale of the computed mean:**

4.50-5.00= Very Effective (VE)

1.50-2.49= Slightly Effective (SE)

3.50-4.49= Effective (E)

1.00 - 1.49=Not Effective

2.50- 3.49= Moderately Effective (ME)

As seen in Table 4 is the extent of effectiveness of the Local Chief Executive (LCE) in implementing innovative Programs for Peace and Order. The respondents from the business as perceived based on the implementation of Prohibiting Sidewalk vendors (3.19), Deployment of Police Patrol (2.88), Prohibiting Vandalism (3.60), Curfew hours beyond 10PM (3.17), Anti-mendicancy or vagrancy (4.06).

The respondents from the Education Sector perceived based on the implementation of Prohibiting Sidewalk vendors (3.36), Deployment of Police Patrol (3.03), Prohibiting Vandalism (3.31), Curfew Hours (3.55), anti- mendicancy (3.60).

While the respondents from the Health Sector perceived based on the implementation of Prohibiting Sidewalk vendors (3.60), Deployment of Police Patrol (2.98), Prohibiting Vandalism (3.68), Curfew Hours (3.66), anti- mendicancy or vagrancy (3.67).

The respondents from the Youth Sector perceived based on the implementation of Prohibiting Sidewalk Vendors (3.38), Deployment of Police Patrol (2.94), Prohibiting Vandalism ( 3.34), Curfew Hours ( 3.59), anti- mendicancy or vagrancy ( 3.75).

An overall mean rating of 3.42 given by the respondents from the business, education, health, and youth sectors which are verbally interpreted as moderately effective all those innovative programs related to peace and order.

**Table 5**

**Extent of Effectiveness of the Local Chief Executive (LCE) in Implementing Programs on Infrastructure Services as Assessed by the Four Groups of Respondents**

Infrastructure	Business Sector		Education Sector		Health Sector		Youth Sector		Total Group N=536	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
Roads and Drainage Improvement	4.19	E	4.31	E	4.03	E	3.81	E	4.09	E
School and Barangay hall	3.79	E	3.95	E	3.64	E	3.75	E	3.78	E

<b>Government Offices</b>	<b>3.50</b>	<b>E</b>	<b>3.68</b>	<b>E</b>	<b>3.61</b>	<b>E</b>	<b>3.51</b>	<b>E</b>	<b>3.58</b>	<b>E</b>
<b>De-clogging/ covering manholes</b>	<b>3.44</b>	<b>ME</b>	<b>3.13</b>	<b>ME</b>	<b>3.60</b>	<b>E</b>	<b>3.71</b>	<b>E</b>	<b>3.47</b>	<b>ME</b>
<b>Overall rating</b>	<b>3.73</b>	<b>E</b>	<b>3.77</b>	<b>E</b>	<b>3.72</b>	<b>E</b>	<b>3.65</b>	<b>E</b>	<b>3.75</b>	<b>E</b>

Legend: Verbal interpretation (VI) scale of the computed mean:

4.50-5.00= Very Effective (VE) 1.50-2.49= Slightly Effective (SE) 3.50-4.49= Effective (E)  
1.00 - 1.49=Not Effective 2.50- 3.49= Moderately Effective (ME)

Table 5 presents the effectiveness level of the assessment of the four groups of respondents on the implementation of innovative programs for Infrastructure based on the performance of the Local Chief Executive. The business sector respondents find effective the following infrastructure projects, such as roads (weighted mean = 4.19), school barangay hall (weighted mean = 3.79), government offices (weighted mean = 3.76) and de-clogging/ covering manholes with weighted mean of 3.44.

The education sector likewise believe that the barangay officials are effective in implementing the projects on roads (mean = 4.31), school and barangay hall (mean = 3.95), and government facilities and offices (mean = 3.68). The educator-respondents, however, assessed as moderately effective the de-clogging/covering manholes with weighted mean of 3.13.

The health sector respondents perceived the following as effective implemented: on roads with weighted mean of 4.03, school/barangay hall (mean = 3.64), government offices (mean = 3.61) and de-clogging/covering manholes (mean = 3.6). Similarly the youth sector-respondents felt that the barangay officials were effective in implementing their projects on roads (mean = 3.81), school/barangay hall (mean = 3.71), government offices (mean = 3.51) and de-clogging/covering manholes (mean = 3.71).

An over-all mean rating of 3.75 means that all the respondents from the four sectors find the Local Chief Executive is effective in implementing innovative programs for infrastructure. These findings imply that the projects and innovative programs in the City are effectively implemented as perceived by the residents in the City.

**Table 6**

**Extent of Effectiveness of the Local Chief Executive (LCE) in Implementing the Innovative Programs for the Delivery of Environmental Protection Services as Assessed by the Four Groups of Respondents**

Environmental Protection	Business Sector		Education Sector		Health Sector		Youth Sector		Total Group N=536	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
Proper storage and segregation of wastes/garbage	4.19	E	4.00	E	4.17	E	4.25	E	4.15	E
Proper Collection and disposal of wastes. Garbage is collected door to door on specified schedule	4.31	E	4.33	E	4.06	E	4.22	E	4.23	E
Prohibition of dumping/throwing of garbage in waterways, canals, creeks/ rivers	3.84	E	3.80	E	3.92	E	4.03	E	3.90	E
Garbage bin/trash can in every public vehicle	3.97	E	4.09	E	3.94	E	4.00	E	4.00	E
Anti- smoke belching	3.91	E	3.78	E	4.00	E	3.89	E	3.90	E
Anti- littering	3.88	E	3.89	E	4.06	E	3.86	E	3.92	E
Overall rating	4.02	E	3.98	E	4.03	E	4.04	E	4.02	E

Legend: Verbal interpretation (VI):

4.50-5.00= Very Effective (VE)

1.50-2.49= Slightly Effective (SE)

3.50-4.49= Effective (E)

1.00- 1.49=Not Effective

2.50- 3.49= Moderately Effective (ME)

Table 6 shows the effective level of the Local Chief Executive (LCE) in implementing innovative programs for Environmental Protection as assessed by the four groups of respondents. The respondents from the business sector assessed is effective the policy on proper storage and segregation of wastes/garbage with weighted mean of 4.19, proper collection and disposal of wastes, garbage is collected door to door on specified schedule (4.31), prohibition of dumping/throwing of garbage in waterways, canals, creeks/ rivers (3.84), garbage bin/trash can in every public vehicle (3.97), anti-smoke belching (3.91) and anti-littering (3.88).

Similarly, the education sector finds the implementation of the programs is effective based on their weighted mean ratings in the areas of proper storage and segregation of wastes/garbage (4.00), proper collection and disposal of wastes (4.00), garbage is collected door to door on specified schedule (4.33), prohibition of dumping/throwing of garbage in waterways, canals, creeks/ rivers (3.8), garbage bin/trash can in every public vehicle (4.09), anti- smoke belching (3.78) and anti-littering (3.89).

Moreover, the respondents from the health sectors assessed as effective based on their mean ratings the proper storage and segregation of wastes/ garbage (4.17), proper collection and disposal of wastes, garbage is collected door to door on specified schedule (4.06), prohibition of dumping / throwing of garbage in waterways, canals, creeks/ rivers (3.92), garbage bin/trash can in delivery public vehicle (3.94), anti-smoke belching (4.00) and anti-littering (4.06).

Just like the three other sectors, the respondents from the youth sector believe that the implementation of the innovative programs in the City by local Chief Executive is effective. Based on the computed weighted means, the implementation is effective, more specifically, on proper storage and segregation of wastes/garbage (4.25), proper collection and disposal of wastes, garbage is collected door to door on specified schedule (4.22), prohibition of dumping/throwing of garbage in waterways, canals, creeks/ rivers (4.00), garbage bin/trash can in every public vehicle (4.03), anti-smoke belching (3.89) and anti-littering (3.86)

An overall mean rating of 4.09 means that all the respondents from the four sectors assessed the implementation of the innovative programs is effective more specifically those programs on environmental protection.

## SUMMARY OF FINDINGS

Based on the results and discussion, the following summary of findings is drawn:

1. *The enacted ordinances/ programs that have been made by the Local Chief Executive of Taguig City related to the delivery of the following devolved basic services:*

On Social Services the programs implemented by the Local Chief Executive are the following: free education, hospitalization, funeral assistance, and housing program to city residents. Registered senior citizens who are Citycard holders can avail of the P500 birthday gift from the city government through their smart cards. Also, the annual Pamaskong Handog will be given out by the local government based on the master list of indigent Citycard holders. Citycard holders will also have the chance to win cash and other prizes in monthly raffle draws.

On Peace and Order the following programs implemented by the Local Chief Executive namely: Prohibiting Sidewalk vendors, Deployment of Police Patrol, Prohibiting Vandalism, Curfew Hours beyond 10PM, and anti- mendicancy or vagrancy.

On Environmental Protection, the following programs implemented by the Local Chief Executive namely: Proper storage and segregation of wastes/ garbage, Proper Collection and disposal of wastes, Prohibition of dumping / throwing of garbage in waterways, canals, creeks/ rivers, garbage bin/ trash can in every public vehicle.

On Infrastructure services, the following programs implemented by the Local Chief Executive namely: roads and drainage improvement, school and Baranggay Hall, Government offices and De- clogging/ covering manholes.

*1. The outstanding leadership qualities of the Local Chief Executive that identified as a community leader in Taguig City.*

The Local Chief Executive of Taguig City can be considered as an innovative leader by transforming the City to become a financial center in Metro Manila and building a resilient community.

*3.The multi- sector groups assess the extent of effectiveness of the Local Chief Executive (LCE) in the implementation of programs based on the needs of the local residents in Taguig City.*

The Multi sector groups assess the extent of effectiveness of the Local Chief Executive the innovative programs for peace and order with the weighted average (3.42), environmental protection the overall mean rating (4.09), infrastructure ( 3.75) and the overall mean rating(4.50) for social services.

*4.The challenges of Local Chief Executive (LCE) face in the implementation of programs under Local Government.*

Among the biggest challenges encountered by the respondents as local chief executives was that of transforming the people's attitudes, whether they were local employees or the constituents in general.

## CONCLUSION

1. The innovative programs in the devolved basic services namely: social services, peace and order, infrastructure services, environmental protection bring opportunities and provide quality life for the local residents.



2. The strong leadership style of the Local Chief Executive, empowerment of the people and competent government sector human resource shaping Taguig into a sustainable and globally competitive city and an effective partner in nation- building.
3. The overall rating from the four sectors assessed the implementation of the innovative programs and ordinances are effective specifically, those programs on environmental protection, social and health services, peace and order and infrastructure. These findings imply that the projects and innovative programs or policies in the City are effectively implemented as perceived by the residents in the City.
4. To achieve the challenges the Local Chief Executive posses strong determination, oneness to change, readiness to learn, sincerity, patience, hard work, the desire to make a difference and the ability to empathize with poor constituents.

## RECOMMENDATIONS

1. There should be continuous support the innovative programs in the devolved basic services to build a more resilient community.
2. Strong leadership and innovative of the Local Chief Executive, empowerment of the people and competent government sector human resource must be continued in shaping Taguig into a sustainable and globally competitive city and an effective partner in nation- building.
3. The multi-sectoral assessment of the programs resulted to a good image of the officials as effective and responsive. This could be maintained by electing such officials to the positions they deserve.
4. The Local Chief Executive must be continued to maintain integrity and commitment to his constituents to build a more resilient community.

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