

LEADERSHIP AND INNOVATION UNDER DECENTRALIZATION: A CASE STUDY of MANDALUYONG CITY

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INTRODUCTION

Decentralization become the major trend in governance in many countries over the past several decades (Bardhan, 2002). This trend is also the result of pressures from poor governmental performance, urbanization, democratic transition, shifts in international donor strategies, and societal demands (Hutchcroft, 2001). In addition, there are also two major reasons why government decentralize. First, decentralization hastens decision-making process by decongesting central government and reducing red tape. Second, and perhaps more important, it increases citizen participation, and empowers them thereby leading to a more open and democratic government. Decentralization which generally defined as the systematic and rational dispersal of power, authority and responsibility from the center of periphery, from top to lower levels, or from the national to local governments. It has become the major trend in governance in many countries over the past several decades (Bardhan, 2002).

The Philippines has joined the move toward greater decentralization with the enactment of Republic Act 7160, otherwise known as the Local Government Code (LGC) 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. The promulgation of the Code was in accordance with a 1987 constitutional provision that declared, "The State shall ensure the enactment of the Code. It finally transferred the responsibility for the delivery of basic services to the local government units, including appropriate personnel, assets, equipment, programs and projects in the Barangay, municipality, city and provincial government (Brillantes, 2003).

The changes brought about by the LGC to the local government units of the Philippines can be summarized as follows:

It devolves to local government units' responsibility for the delivery of various government services. These basic services include health (field health and hospital services and other tertiary services), social services (social welfare services), environment (community-based forestry projects), agriculture (agricultural extension and on-site research), public works (funded by local funds), education (school building program), tourism (facilities, promotion and development), telecommunication services and housing projects (for provinces and cities), and other services such as investment support.

It devolves to local government the responsibility for the enforcement of certain regulatory powers, such as the reclassification of agricultural lands, quarantine, enforcement of national building code, operation of tricycles, processing and approval of subdivision plans, and establishment of cockpits and holding of cockpits.

The Code increases the financial resources to local government units by (1) broadening their taxing powers; (2) providing them with a specific share from the national wealth exploited in their area, e.g., mining, fishery and forestry charges; (3) increasing their share from the national taxes, i.e., internal revenue allotments (IRA), from a previous low of 11% to as much as 40%.

The Code also increases the elbow room of local governments to generate revenue from local fees and charges.

The Code 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.

Indeed , the main objectives of the Republic Act 7160 under Local Government Code of 1991 is less reliance on national government including “allotments” made by the national government, and increased reliance on internally generated resources, or resources jointly generated with other institutions, be they other local government units or private institutions. It is within this context, that the Code encourages LGUs to be more aggressive and by “going into business” with the private sector and, where appropriate, adapting private sector strategies, techniques, and technologies to generate resources, placing them in a strategic position to participate in the international economic order under a regime of global free trade and thereby enable them to deliver the much needed basic services to the people.

In short, to achieve the policy’s objectives under the Local Government Code of 1991 the excellence leadership and the emergence of creativity and innovative programs are important in the process of good governance at the local level. Being at the helm of local organizations, the local leaders have the power and authority to effect changes in the local bureaucracy that would bring economic, social and political development.

Leadership and innovation are 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 addition, in the process of improvement leading to sustained economic and community benefit under local government another important is innovative programs. Innovation of the local leaders must be recognized in the application and implementation within the local government. As defined by Gow, an innovation is "an idea, a technique, or a device that was new to the adopting body, no matter whether it was something completely new to the world or something borrowed in whole or in part." He adds, "Most innovation either reflect a desire of political leaders for greater control of spending, administration, or bureaucrats, or some outside demand for change." In addition, to the emergence of creativity and innovations at the local level might due to several factors. These include people's participation and support, multisectoral cooperation, media and information dissemination, support from external international institutions and leadership. There were several contemporary local officials has been recognized because of their leadership and innovations at the local level. The most often cited example of excellent local leadership due to his innovations was Mayor Jesse Robredo of Naga City, Former Marikina Mayor Bayani Fernando, former Bulacan Governor Roberto Pagdanganan and many others.

It is in this context that the researcher endeavored to examine the role of leadership and innovative programs of the local Chief Executives (LCE) in the successful local governance in Mandaluyong City.

Background of the Study

The Local Government Code of 1991 has been in existence for 22 years, which makes its review on how the LGUs performed with the autonomy, powers and resources given to them and how well the local public officials handled the responsibilities attached to the said autonomy and powers more relevant.

Mandaluyong City is used as the locale of the study. Over the last 19 years, Mandaluyong City is proud to have made significant strides before the Congress enacted the Local Government Code of 1991 (LGC), the enabling law for the "localization" policy. Mandaluyong has a total land area of 1.126 hectares. This constitutes 1.77% of the 636 sq.km total land area of Metro Manila which is composed of 16 cities and one municipality. It is bounded on the North by the City of San Juan, on the Northeast by Quezon City, on the East by the Pasig City on the South by Pasig River and the Makati City, and on the West by San Juan City of Manila. The City has a total population of 334,188 (projected using the growth rate 2000-2010 of 1.67). At present, its nicknames are "Tiger City of the Philippines", "Metro Manila's Heart," and the "Shopping Mall Capital of the Philippines". Mandaluyong is composed of 27 barangays divided into two political districts, the first districts are Addition Hills, Bagong Silang, Burol, Daang Bakal, Hagdang Bato Itaas, Hagdang Bato Libis, Harapin ang Bukas, Highway Hills, Mauway, New Zaniga, Pag-Asa, Pleasant Hills, Poblacion, Wack-Wack Greenhills. The second district include

Buayang Bato, Barangka Drive, Barangka Ibaba, Barangka Ilaya, Barangka Itaas, Old Zaniga, Namayan, Hulo, Mabini-J. Rizal, Malamig, Plainview, San Jose, and Vergara.

On April 10, 1994, following a series of legislative procedures including the signing of Republic Act 7675 by President Fidel V. Ramos on February 9, 1994, a plebiscite confirmed the conversion of Mandaluyong from municipality to a highly urbanized City. The transformation of Mandaluyong from a forest and agricultural town to a highly urbanized City is highlighted by the following key event.

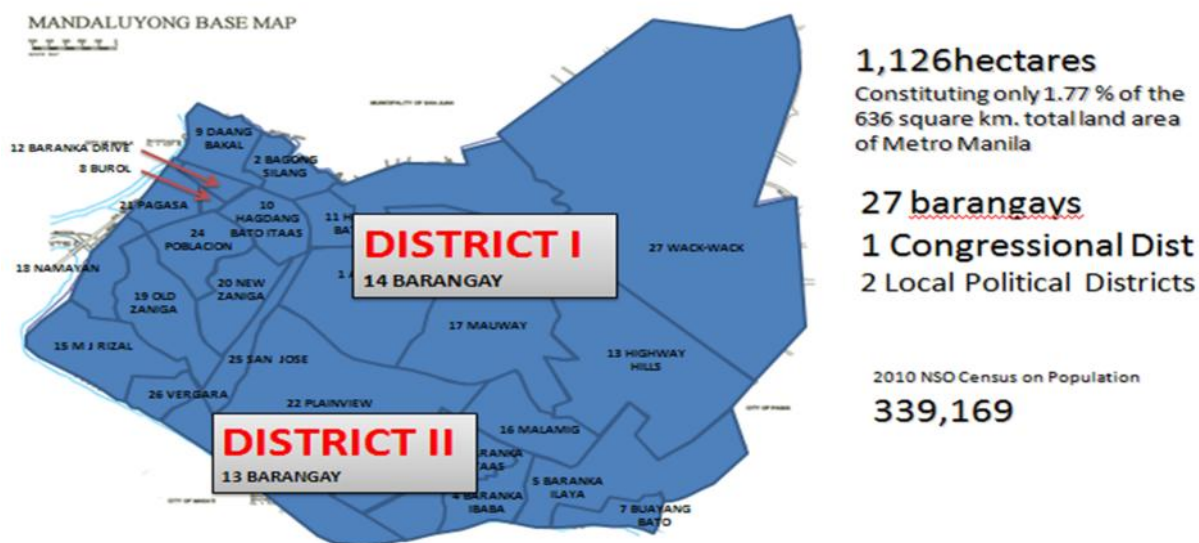


Figure1. Map of the Research Locale, Mandaluyong City and its Barangays

By year end of 2011 alone, five prestigious recognitions have been added to its laurels including a Presidential Award for being the “Most Child Friendly City in the Philippines.” A “Green Banner Award” for its outstanding nutrition program and the “TESDA Kabalikat Award” for its initiative to promote technical vocational education. Mayor Benhur Abalos himself received twin citation such as the prestigious “TOPEAP Award” (The Outstanding Philippine Leadership Excellence Award in Philanthropy). In the field of public governance, the “General Miguel Malvar Special Award” was given by the Philippine–American Centennial Foundation.

Moreover, Mandaluyong piloted the Standard Business Registration Procedure (SBRP) for which the City was cited by the International Finance Corporation (IFC) in its effort of promoting a business-friendly climate for potential and current investor. In World Bank’s doing business in the Philippines report, the City ranked number 1 with the fastest process in approving property registration. Meanwhile, the Asian Institute of Management (AIM) ranked Mandaluyong as the number 1 in “Quality of Life” in its Philippine cities of Competitive Ranking Project.

Mandaluyong City is known for being the first among the LGUs in Metro Manila to have a newly approved Comprehensive Development Plan and Zoning Ordinance approved per Housing and Land Use Regulatory Board Resolution No. 693 S – 2001. The plan provides more

room for commercial expansion, housing development and other environmental projects while the Zoning Ordinance ensures that the carrying capacity of the City within the planning period is not exceeded.

According to the Philippine Cities Competitiveness Ranking Project 2002 conducted jointly by the DTI and the AIM Policy Center, Mandaluyong ranked second among 11 metro cities and third among 33 major urban centers nationwide on the local economy factor. The competitiveness ranking gave the City a new moniker – the “New Tiger City of Metro Manila”, “Second Most Vibrant City Economy in the Country”, for its unprecedented leap progress, having become the haven of industrial giants and business conglomerates in a short span of 15 years.

In 2004, Barangay Vergara was voted the cleanest barangay in Metro Manila by the Metropolitan Manila Development Authority (MMDA), besting 16 other barangays in the MMDA’s search for the Cleanest and Dirtiest Barangay in the area. The evaluation for the cleanest barangay was done for at least two months by the Board of judges composed of representatives from the DILG, DOH, DPWH and DENR.

Mandaluyong City ranked 2nd in Quality of Life Competitiveness Drive in the 2003 Philippine Cities Competitiveness Ranking project (PCCRP) of DTU and AIM Policy Center (January 2004).

Mandaluyong City was also awarded as the “Most Outstanding LGU” (City Level) in the 2003 Metro Manila Literacy Awards of the Department of Education (May 2003) In recognition of the City’s efforts in improving its literacy programs, the City recently bagged the top honors of DepEd’s Literacy Awards. Mandaluyong won the “Metro Manila Literacy Awards” on the strength of Mayor Abalos’ initiatives in support of various educational programs, including enhanced computer literacy skills for high school students and the development of a unique literacy program for children with disabilities.

According to the PCCRP 2003, Mandaluyong come in second to Marikina in the Quality of Life category. Fifty (50) metro cities were judged according to their peace and order situation, the status of residents’ well-being and their environmental preservation initiatives. This recognition is a timely affirmation of the City’s unprecedented leap to progress.

The industrial activities are mostly concentrated within the EDSA-Shaw-Pioneer area and along Pasig River. Although prominent in the manufacture of foods, medicines and laboratory equipment, these industries are gradually declining in number, opting to relocate in newly-developed industrial zones outside Metropolitan Manila. In the Pasig River area, particularly in Barangays Namayan and Mabini J. Rizal, areas formerly industrial are now the sites for residential subdivisions and townhouses. In the EDSA-Shaw-Pioneer area, the transformation is toward a more economically profitable and globally competitive commercial activity. The factories and industries mentioned are: (1)[Hewlett Packard](#) Philippines, (2) Commonwealth Foods, Inc., (3) United Laboratories (UNILAB), and (3) Puma Spring and Rubber Industries.

Mandaluyong has several private and public hospitals and health centers, namely the privately owned Dr. Victor R. Potenciano Medical Center along [EDSA](#) and Unciano General Hospital on Boni Avenue, and the government hospital Mandaluyong City Medical Center also on Boni Avenue. The City is also home to the Philippine's prime psychiatric health institution, the National Center for Mental Health located along Nueve De Febrero Street. Many residents, specifically, the middle-to-upper class medical clientele visit the nearby Medical City in Ortigas Center.

The Dr. Victor R. Potenciano Medical Center is a tertiary care hospital that has a 189-bed capacity within its 10-storey hospital building. It is the first ISO certified hospital in Metro Manila. The hospital specializes in internal medicine, surgery, obstetrics – gynecology, pediatrics, ophthalmology, oncology, and orthodontics. Its specialized centers, such as the oncology center, heart station and cardiac rehab center, respiratory care center, breast clinic, ICU, pediatric ICU, and maternal ICU, are equipped with modern medical facilities together with physicians highly trained in their fields. Complementing these is the 5-storey Physicians' Center, which houses the doctors' clinics and other important lectures.

Mandaluyong is host to a number of various public and private educational facilities that provide for the schooling needs of the City's populace. There are 27 private schools in the City which accommodate both local students and those coming from neighboring cities and municipalities as well as the nearby provinces. Prominent among the private schools are the La Salle Greenhills and two (2) universities, the Jose Rizal University and the Rizal Technological University. Other colleges in the City include Don Bosco Technical College, the Our Lady of Guadalupe Colleges (specializing in Medicine and Nursing), STI and AMA (both specializing in Computer Technology education, both located on Shaw Boulevard), NAMEI Polytechnic Institute (specializing in Marine Sciences), and the International Baptist College. There are also a variety of computer schools which offer short-term as well as complete computer courses and college degrees. A number of vocational and technological schools offer curricular programs in trade and industry, home-making and business and commerce. The City offers free College Scholarship (CMCS) to less fortunate but deserving individuals; the City of Mandaluyong Collegiate Scholarship Program. It was the brainchild of former Mayor Benjamin Abalos, Sr., together with his son and current Mayor Benhur Abalos, Jr. Former Council Delfin M. Asistio chairs the City Education Program Executive Committee who handles the scholarship program. Additional, public education facilities comprise 17 elementary schools and 5 secondary schools which cater to Mandaluyong residents. The spatial distribution of public schools reveals that the City is indeed sufficiently provided with public educational facilities.

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). Given the

foregoing system's model, the research paradigm of the study is presented in Figure 2 for clearer understanding and appreciation.

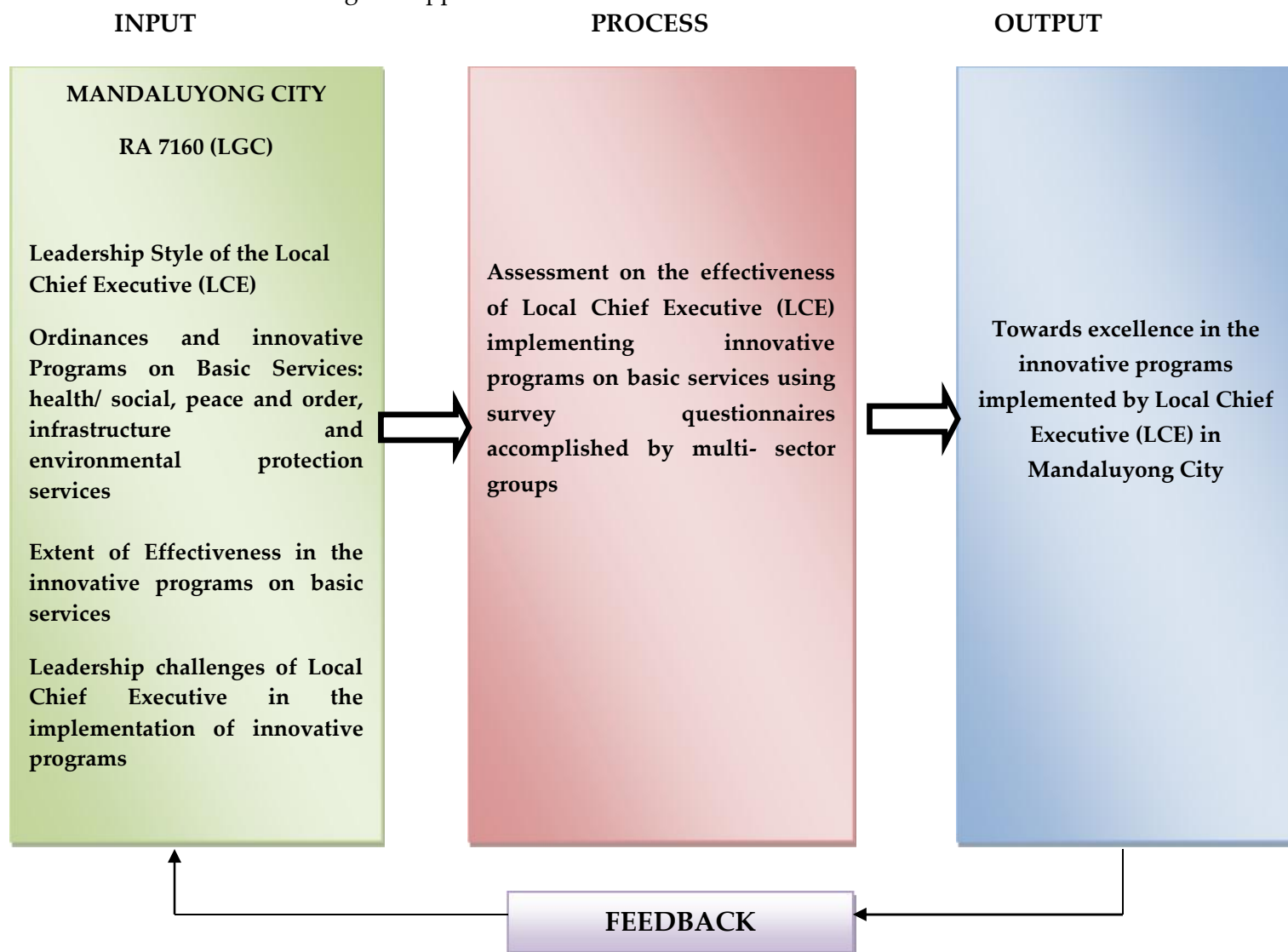


Figure 1. The Research Paradigm

The input variables in this study include the exemplary leadership qualities of the Local Chief Executive (LCE) and the innovative programs of Mandaluyong City in the areas of basic services: health/ social services, peace and order, infrastructure program and environmental protection services. The input box also includes the respondents are made to assess the innovative programs implemented by Local Chief Executive (LCE) to promote effective governance for the delivery of the above- cited basic services.

The process box includes a critical analysis, qualitative analysis and documentary evidences gathered in the Municipal office 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 innovative programs implemented by the Local Chief Executive (LCE) on basic services. Furthermore, there is also an structured interview to the Local Chief Executive (LCE) on the exemplary leadership qualities that contributed to the improvement of the City of Mandaluyong.

The expected output of the study would be stakeholders' assessment in leadership qualities and the implemented innovative programs in Mandaluyong City. Consequently, the results of the analyses can serve as the bases for recommended measures to be proposed by the researchers to make local government official more effective in the innovative programs on basic services to their constituents.

Statement of the Problem

The objective of the study was to examine the leadership qualities of Local Chief Executive (LCE) in Mandaluyong City. It also assessed the effectiveness of innovative programs for the year 2013- 2016 in support to the delivery of basic services.

Specifically, the study sought answers to the following questions:

1. What is the leadership style of the local Chief Executives (LCE) as assessed by the four groups of respondents?
2. Based on documentary evidences, what innovative programs were implemented in support to the delivery of basic services in Mandaluyong City?
 - 2.1. Health/ Social services
 - 2.2. Peace and Order
 - 2.3. Infrastructure Program
 - 2.4. Environmental Protection Services
3. How do the multi- sector groups assess the extent of effectiveness of local chief executive in the implementation of innovative programs in Mandaluyong?
 - 3.1. Youth Sector
 - 3.2. Health Sector
 - 3.3. Business Sector
 - 3.4. Education Sector
4. What leadership challenges did Local Chief Executive (LCE) face in the implementation of innovative programs under Local Government?

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.

Writers and journalist too shall benefit from the results of this research work which will enable them to write with credibility, for dissemination purposes about public officials.

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 performance and innovation of Local Chief Executive under Local Government Units.

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). Leadership, from a capability or skills perspective, emphasizes the need to have the appropriate knowledge and skills to carry out effectively the leadership role.

On the other hand, there were different aspects of leadership based on the Filipino perspective. Indeed, leadership studies in the Philippines is dominated by prescriptions of what a leader's values should be.

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, hospitability, religiosity, respect to self and others, and fear of God, among others (Talisayon, 1986). A syntheses 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 cite Claro M. Recto who planned to become politician. Recto's political will was learn 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.

Constantino view the concept of leadership based on the perspective of Recto which: (a) is an "educative force" in that it seeks to discover the wishes of the people, works with the people to reshape their desires if this is not in their long term interest and rage new path; (b) involves the people in the restructuring the conditions of the Philippine society; (c) recognizes that leadership is a process and not an end and a genuine leader set in motion forces which can cause the end of leadership; (d) has deep confidence in the people and never underestimates their wisdom; and (e) acknowledges unity with the people as the true foundation of leadership (Constantino Renato, 1967).

On the other hand, the Center for Local and regional Governance (CLRG) of the National College of Public Administration, University of the Philippines (NCPAG-UP) farmed out a brief questionnaire about the most recognized local leaders focused on the question "What Makes Excellent local leaders?" and solicited views of the leaders in four aspects of leadership: (1) their most outstanding accomplishment/s as local chief executives; (2) their biggest challenge as local chief executives and how they have handled such;(3) the factors behind the success of their leadership and the qualifications needed to become an effective local leader ; and (4) the significant role of local leaders under the increasingly devolved setup.

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 (12) if you succeed, let everyone know. If you fail, let me be the first to know.

The Significant Role of Local Leaders under an Increasingly Devolved Setup. The leader respondents also graciously shared what they are think are the significant role of local leaders under an increasingly devolved local government set up. They noted that creativity and innovation should be enhanced; that there should be pioneering, innovative and independent decision-making; and that leaders should strive for more hands on leadership which would inspire the people and provide the “ how- tos” of attaining their goals and maximizing program results, and providing overall decision. They also believed that the leaders must be instrumental in bringing a more responsive government through proper development planning, implementation and monitoring programs. These are only some suggestions based the survey questionnaire gathered by the respondents.

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 role of leadership is important in the success of good governance. In other words, it is the ability of the local leader to create ownership among the people- stakeholders that lay foundation of success. 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.

On Innovation

To survive, in this age of global competition, the organizations and businesses have come to realize the need of innovative approach and innovations in their business model and strategies. The dictionary meaning of word approach is the “ideas or actions intended to deal with a problem or situation” and the term innovation/innovative stands for “Being or producing something like nothing done or experienced or created before” We are referring both these two terms to leadership on the basis to two components. *Innovative Approach to Leadership*: The new, unique and different way to see, understand and handle things (Prestwood and Schumann 2002). *Leadership for Innovation*: Leaders must be capable to promote and cultivate the innovative culture within an organization, by motivating other to bring new ideas and provide a proper infrastructure to convert them into reality (Prestwood and Schumann 2002). While using the term innovative approach of leader meaning the leadership having the both above mention components as an ability or a mental model of a leader to understand, address or manage a situation in unique or new way to make things happen.

Innovation is an art of responding the market and technological challenges and the future trends of business for organizations in most suitable way that can lead organizations towards long term success and sustainability. In addition, the innovations could be a product (e.g., health insurance service), process (e.g., simplified business licensing procedure) or organizational (e.g., wider people’s consultation), but the key distinction is that is that it is new and significantly improved compared to previous or current services. However, the success of innovation is based on the leadership approach under local government.

In the Philippines there were several best and good practices demonstrating creativity and innovation at the local level. Kaban Galing, the Philippine Case Bank on innovation and exemplary Practices in local Governance compiled by the Local Government Academy (2001) has shown the case of Barangay Barangka, Marikina City. Being the gateway to Manila, Quezon City and other nearby LGUs, with a population of 25, 348 and a land area of 116. 96 and to the Barangay particularly. This results to increased need for public services and basic facilities and has contributed to the prevalence of peace and order related incidents including the safety of the barangay constituents. To address these serious concerns, the Sangguniang Barangay of Barangka enacted in 2000 Barangay Ordinance # 05, series of 2000 requiring all transient employees / workers in any commercial, industrial and residential establishments and

construction sites in the barangay to register and secure working permit from the barangay. The cost is P10.00 per applicant and is issued corresponding IDs. The permit is valid for one year and is renewable.

Transient workers found without permit are penalized in the amount of P100.00 each and any business establishments in the barangay allowing their employees to work without such permit are likewise charged P500.00 each. This has a two- fold effect to the barangay, a resource generation strategy and a peace and order/ public safety deterrent measure as it identifies a critical sector who are constantly in the barangay almost everyday as the following information appears in the working permit: name, position of the employees/ workers permanent home address, duration of work contract, name of the company he/ she is working at, and place of work assignment.

Barangay Barangka has also enacted a number of ordinance prescribing fees and charges for specific service or facility use as follows: (a) Barangay Ordinance No. 02, series of 2004- regulating the use of the urban Bliss Barangka Covered Court; (b) Barangay Ordinance No. 02, series of 2000- imposing a barangay clearance fee on all cinema / film showing, musical or concerts and other amusement or entertainment activities to be conducted in the barangay with a Php 500.00 fee. Violation of such ordinance carries a Php 1,000.00 penalty; (c) Barangay Ordinance No. 03, series of 2000- imposing a clearance fee on all diggings and/ or excavations for the installation of electrical, telephone and cable lines, repairs of water and sewer lines and such other lawful purposes. A fee of Php500.00 is imposed and penalty for violations is Php1,000.00; and (e) Barangay Ordinance No.04, series of 1997- Amending Ordinance No.03, authorizing the Barangay to collect a filing fee of every case filed in the Lupong Tagapamayapa of the Barangay.

These practices of Barangay Barangka in Marikina City in Barangay sourcing of revenues apparently differ from barangay sourcing of revenues of barangays in Quezon City. Most of the barangay sources of revenues enumerated in the LG Code were tapped by barangays in Marikina City were not tapped by barangays in Quezon City except for Barangay clearance.

Another best practice in Local Governance modeled by the Kabang Galing (2001), is the case of the Makati City is one of the richest LGUs in the country but it was confronted in 1992 with the problem on how to blend the two sides of the said city- the affluent and decrepit houses and shanties along the edges of the business district. The resident and have been proliferating along the sidewalks of Buendia Avenue selling cheap lunches and merienda, candies and cigarettes and other apparel for a bargain. Stalls and ambulant vendors did not observe proper hygiene in their handling of food. They washed dishes in full views of everyone in front of the stalls.

To address the problem, the Mayor of Makati City adopted the Makati Vendors Program (MVP) to provide source of income to unemployed Makati residents through self- managed micro-enterprises, to organize and develop sustainable community - based associations; and to maintain order, cleanliness and sanitation in the vending area.

In addition, Brillantes (2003) explained several factors that brought about innovation at the local level. *A hospitable policy environment.* In the case of the Philippines, the Constitution guarantees the autonomy of local governments. This was operationalized with the promulgation of a Local Government Code that became the basis of initiatives and attendant risks taken by the local governments; *A Triggering Crisis.* Innovations were made in response to a crisis, say, environmental degradation, floods, etc. Pushed against the wall and confronted with a crisis, various stakeholders in the society, whether government or civil society, became creative and innovative. The Ormoc tragedy led the people of neighboring Bais to seriously address the problem of environmental degradation. Puerto Princesa's *Bantay Dagat* Program was launched in response to the threat of rapid depletion of its fisheries resources; *Aggressive Local Government.* The political leadership took the initiative in addressing felt of articulated needs in the polity. The reasons behind this ranged from simple, good and responsive governance, to practical purposes and political expediency. The point is that aggressive leadership and commitment on the part of the formal political system, the government, led to innovation and sustained it; *Aggressive of financial resources.* The inadequacy of financial resources led local authorities to think of additional alternative ways of generating revenues apart from the conventional means, such as taxes and allotments from national government. The examples of the markets of Mandaluyong City and Dingras (Ilocos Norte) built through a BOT arrangement, though varied in scale, illustrate this; *Response to a demand for specific basic service.* Local governments became creative in response to a pressing basic need that they simply must address. Among these are the so-called basic services including health and housing. The examples of Victorias and Legaspi that floated bonds illustrate this; *Attendance in local and international training.* Participation in seminars workshops etc., where the local chief executive was exposed to new theories and new ways of doing things have also led to innovations. Long-term training programs sometimes require re-entry programs that are implemented upon return to the workplace. For instance, attendance to international exchange programs by some of our local chief executives, or even attendance to the Center for Local and Regional Governance – University of the Philippines' Local Administration and Development Program (LADP) has resulted in some innovations, as in the case of Sampaloc, Quezon; *National programs.* While the national government may have provided the policy framework, say, in addressing specific basic need (e.g., housing, health care, infrastructure development, etc.), local governments have built upon these and have adapted- some say "indigenized" – the approaches for local conditions. The national government's Primary Care (PHC) is an example of a program that was eventually adopted and owned by the local governments. As noted earlier, more national-driven programs are now being "owned" by local governments; *Initiated by the university or local academic institution.* Local academic institutions, being the traditional seat of knowledge, have also become sources of new ideas and innovations, as in the case of Bais, Negros Oriental. To a certain extent, this has become their reason for existence. The challenge is for them to avoid being detached from the real world of implementation.

The success stories should be considered in the context of the *Local Government Code of 1991*, a landmark law on devolution. The law provides the enabling environment that allows such innovations to flourish.

On the other hand, one of the most critical issues of contemporary politico- administrative history is the development of appropriate measures and indicators of good governance. Effective governance has been described by the United Nations Development Program (UNDP) as the “missing link” between national anti- poverty efforts and poverty reduction. The Bureau of Local Government Supervision (BLGS) of the Department of Interior and Local Government (DILG) has made several initiatives in the area of developing performance criteria for local governments to assess various aspects of local governance under a regime of local autonomy. These are in the following areas: (1) the capabilities of local governments to effectively perform functions; (2) the delivery of basic services at the local level as provided for by the Local Government Code; and (3) the extent of implementation of devolution as provided for by the Local Government Code. These aim to support efforts at the local level to strengthen the linkage between local capacities and planning initiatives, and between local budgetary prioritization and allocation processes.

The performance criteria initiated by the Bureau of Local Government Supervision (BLGS) referred to as Citizen’s Satisfaction Index System (CSIS) and the Local Development Watch (LDW). The CSIS initially known as the devolution score card , aims to monitor the extent of implementation of devolution especially among the so- called devolved agencies (agriculture, health, social services and environment and natural resources), and allows the public to give feedback on the quality of the basic services delivered in the area. The other project initiated by the BLGS is the Local Development Watch that aims to go beyond the development of indicators and assess the state of development / underdevelopment of local governments brought about by the devolved set up. The beginning of LDW was the result of the 1998 Population – Development – Environment Study of the Demographic Research and Development Foundation based in the University of the Philippines to strengthen the Department of Interior and Local Government (DILG)’s role in the implementation of the Philippine Agenda 21.

Another Bureau in the DILG, the Bureau of Local Government Development (BLGD) has also initiated a project to assess the capabilities of local governments. This is being done with the Center for Local and Regional Governance (CLRG) of the National College of Public Administration and Governance (NCPAG), University of the Philippines. The project identified several areas of concern that must be addressed in determining the capabilities and performance of LGUs. Among the areas that should be addressed are the following: *social services* (health services, educational services, social welfare and development services, protective services, environmental protection services; *economic services* (agriculture, public enterprise, livelihood services, housing, investment promotion); *infrastructure services* (roads and bridges, flood control, drainage and sewerage, water and power supply, telecommunications, other infrastructure services); *governmental management* (planning, organization and management, financial resources, legislation, institutional linkages).

In 1993, a year after the Local government Code became effective, the Local Government Academy – Department of the Interior and Local Government (LGA-DILG) initiated the Galing

Pook Awards Program. It is an annual selection of innovative and best practices in local governance that was inspired by a similar program being implemented by the Kennedy School of Government of the Harvard University. The programs was a joint projects of Local Government Academy – Department of the Interior and Local Government (LGA-DILG) and the Asian Institute of Management (AIM), but the awards were to be conferred by a National Selections Committee (NSC) composed of men and women of integrity and expertise in the area of local government and people empowerment. Among the criteria included the following: (1) *effectiveness of service delivery* (the extent to which the program made good its promise; (2) *positive socio-economic and / or environment impact* (the improvement the program made in the life in the community, and how much the community cared for the environment); (3) promotion of people empowerment (how many in the community were encouraged to participate in activities meant for the common good); (4) *transferability*(the likelihood of the program’s inspiring other communities to successfully adopt it).The general objectives was to identify best practices in local governance that would serve as models of excellence and inspiration for other local governments. The various criteria were screened by a group of people from the academe, NGOs, Pos, etc. the following sectoral areas: local resource generation; environmental management; health services; inter- local cooperation; government- civil society collaboration; people’s participation; productivity improvement; and livelihood generation (Brillantes, 2008).

On the *Local Resource Generation*, Victorias, a small municipality in Negros Occidental, responded to the housing needs of its constituents by floating bonds. This was initiated by the local chief executive with the assistance of National House Mortgage; in 1991 the City of Mandaluyong constructed a new public market after its old one was burned down Build - Operate – Transfer (BOT) a joint venture with the private sector initiated by the former mayor who advantage of the newly BOT law; the Paglilingkod Abot kamay program of Magsaysay, Davao del Sur, has brought the local government unit closer to the populace by delivering basic services at the Barangay level. Transactions with government offices can now be made right in their own Barangay thereby improving local revenue collection.

On *environmental management*, The Bais City environmental Management project, a showcase in ecological preservation, came about as a response to a disaster that occurred in nearby Ormoc City and as a response to the concerns of soil erosion, flash floods, biodiversity loss, and overall watershed degradation. It was initiated by the Siliman University and became a joint project of the university and other institutions such as the University of the Philippines, Dalhousie University (Halifax, Canada), the city government, and CIDA; The “Save the Maasin Watershed in Iloilo” was a program that mobilized more than 5,000 participants from all sectors of Ilonggo society who actively participated in the massive tree planting programs every start of the rainy season. Participants included corporations, private companies, NGOs, POs, schools and the tri-media network. The “ *Balik inang Kalikasan, Balik Amang Pabrika (BIKBAP)*” program of Carmona Cavite, which was host to Metro Manila’s garbage for five years, aims to institute an effective solid waste management, system in the municipality. After massive information, education and communication campaign, community building, training, and volunteering, the volume of garbage generated has been significantly reduced. Moreover, garbage has been efficiently

segregated and collected in 10 out of 14 barangays. Thus, the Carmona Ecology Center, a main component of the program has become one of the best practices on solid waste management in the country, has hosted many local international training's field visits.

On social welfare and health services, the Primary Health Care (PHC) Program of Surigao City is a self help program that promotes community awareness on health and allows community participation in health programs and activities using the PHC approach in line with the government's people empowerment program. The provincial government of Negros Oriental set up a community primary hospital in the hinterlands of the province to provide basic health services to the people and meet their minimum basic needs. In the process, it also became a counter- insurgency strategy. In Dumarao, Capiz a community health volunteer was assigned in each Barangay to assist the rural midwife in primary health care.

On housing, Legaspi City and Victorias in Negros oriental floated bonds to meet the demands for housing among its people. The bonds have already been redeemed. Both local governments have identified other projects that could be supported by a similar bond floating scheme.

On Inter- local Cooperation, various municipalities in Mindanao sharing common boundaries and strategic directions have launched agro- industrial councils featuring cooperative arrangements among themselves. Though not amalgamated, these municipalities recognized the value of synergy rooted in economic, rather than political, cooperation. A group of five upland municipalities in Capiz and Aklan formed the Central Economic Union that opened trade and market relations with other municipalities in Capiz and Aklan.

On people's participation and empowerment, a "People's Congress" is regularly held by the mayor of Dumarao, Capiz. It is an expanded municipal development council that brings together the various sectors of the municipality to address pressing local issues and concerns, and to chart out common strategies to address them. The volunteerism program in Olongapo City, though quite controversial, has demonstrated how the people and the government can become partners in responding to crises (in this case, the eruption of the mount Pinatubo and together work for the rehabilitation of the area and generate livelihood.

On productivity improvement and management innovations, Naga City reinvented its government by focusing on four major areas of local government productivity and by harnessing the potentials of computers. Transparency of information, predictability, accessibility of services, and quality of results were key features of the local government services, ranging from obtaining business permits and licenses to documents from the local civil registrar. In 1991, the Tripartite Industrial Peace Council (TIPC) of Mandaue City was launched pursuant to an executive order issued by President Corazon Aquino. The TIPC serves as a consultative body among labor, management and government sectors, and act as an advisory body to government agencies, particularly the Department of Labor and Employment (DOLE), in the promulgation of policies, rules and regulations. The Council has gradually narrowed the gap between the

government and the workers, has become a mechanism by which to work out their differences and conflicting interests, and find a middle ground.

On livelihood generation, the municipal government of Guagua, Pampanga, provided the framework for livelihood generation that enabled its people to plant sampaguita flowers and supply various outlets in Metro Manila. The city of Marikina provided livelihood opportunities to its people, particularly the youth, through the *Barangay talyer* (shop in every village) program. Among other things tools are made available to the people who can borrow and use them for livelihood generation activities, ranging from manufacturing, repair and renovation, to sculpting.

Based on the above literature best principles and good governance are manifested in actual government practices of some of the best leaders. In addition, the capacity to innovate is considered to be a key to success in public organizations which is the main focus of the reviewed literature. To meet this challenges, the role of leadership in governmental management serve as the most significant indicator in the actual practices in the process of good local governance. In sum up, the reviewed literature which are essential aids in providing direction to this researcher in the conduct of the present study.

Research Method Used

The researcher used descriptive research method. According to Calderon and Gonzales (1993), descriptive research is a fact – finding study with adequate and accurate interpretation of the findings. It describes with emphasis what actually exists, such as current conditions, practices, solutions, and other phenomena. Descriptive research satisfies the requirements of the present investigation since it examine the leadership qualities of the Local Chief Executive (LCE) that contributed in the improvement of Mandaluyong City. The approaches include qualitative analysis of data generated from documents and accomplishment reports particularly the ordinances and innovative programs during the year of 2013- 2016 under the Municipal City of Mandaluyong. In addition, the researcher used structured interview for the Local Chief Executive (LCE) to provide a wider- assessment on their performance in the management of their respective sectors towards excellence leadership. The quantitative approach is likewise used since the various sectors were asked to assess the effectiveness of local chief executive in the implementation of innovative programs in Mandaluyong City.

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 Mandaluyong 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 researcher.

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	%
Addition Hills	5	4.1	5	3.5	8	6.2	5	3.5	23	4.3
Bagong Silang	5	4.1	5	3.5	8	6.2	5	3.55	23	4.3
Barangka Drive	4	3.3	5	3.5	5	3.9	10	6.9	24	4.5
Barangka Itaas	5	4.1	6	4.2	5	3.9	8	5.5	24	4.5
Burol	5	4.1	4	2.9	5	3.9	7	4.8	21	3.9
Buwayang Bato	4	3.3	5	3.5	4	3.1	5	3.4	18	3.4
Daang Bakal	5	4.1	5	3.5	6	4.7	5	3.5	21	3.9
Hagdang Bato	5	4.1	6	4.2	4	3.1	5	3.4	20	3.7
Highway Hills	5	4.1	5	3.6	5	3.9	5	3.4	20	3.7
Hulo	5	4.1	11	7.8	4	3.1	4	2.8	24	4.5
Ilaya	5	4.1	14	9.9	5	3.9	13	9.0	37	6.9
Mabini JRizal	5	4.1	5	3.5	5	3.9	5	3.5	20	3.7
Malamig	5	4.1	5	3.5	5	3.9	7	4.8	22	4.1
Mauway	4	3.4	4	2.9	6	4.7	5	3.5	19	3.6
Namayan	6	5.0	7	4.9	5	3.9	4	2.8	22	4.1
New Zaniga	7	6.0	6	4.2	5	3.9	5	3.4	23	4.3
Old Zaniga	4	3.3	5	3.5	5	3.9	6	4.1	20	3.7
Pag Asa	6	5.0	8	5.6	6	4.7	8	5.5	28	5.2
Plainview	5	4.1	5	3.5	5	3.9	5	3.4	20	3.7
Pleasant Hills	6	5.0	5	3.5	5	3.9	7	4.8	23	4.3
Poblacion	5	4.1	5	3.5	5	3.9	7	4.8	23	4.3
San Jose	6	5.0	6	4.2	5	3.9	4	2.8	21	3.9
WackWack	4	3.3	6	4.2	6	4.7	5	3.4	21	3.9
Total	121	100.	142	100.	128	100.	145	100.	536	100.

Table 1 shows that only 23 out of 27 barangays participated in the study. They include (1) Addition Hills, (2) Bagong Silang, (3) Barangka Drive, (4) Barangka Itaas, (5) Burol, (6) Buwayang Bato, (7) Daang Bakal, (8) Hagdang Bato, (9) Highway Hills, (10) Hulo, (11) Ilaya, (12) Mabini J. Rizal, (13) Malamig, (14) Mauway, (15) Namayan, (16) New Zaniga, (17) Old Zaniga, (18) Pag-asa, (19) Plainview, (20) Pleasant Hills, (21) Poblacion, (22) San Jose and (23) WackWack.

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.

Of the business sector, each barangay has 4 to 7 respondents. Those with 4 respondents are those who came from Barangka Drive, Buwayang Bato, Mauway, Old Zaniga, and WackWack. Only New Zaniga had seven business sector representatives out of the 23 barangays. All the rest of the barangays had either 5 or 6 respondents representing the business sector from the barangays under study. All in all, the business sector constitutes 22.57 percent of the total group.

For the education sector, there were 142 who participated in the study which constitute 26.49 percent of the 536 total number of respondents. The barangays had representatives ranging from 4 to 14 each with barangay Ilaya having the biggest number, 14. Only two barangays had 4 representations, and they are Burol and Mauway.

When it comes to the health sector, the number of respondents from the 23 barangays totaled 128 or 23.88 percent of the total group. The 23 barangays had at least 4 to 8 respondents. Those barangays with 8 respondents include Addition Hills and Bagong Silang. Only two barangays had 4 representative respondents and they are Buwayang Bato and Hagdang Bato. The rest of the barangays had 5 to 6 respondents each.

As to the biggest sector represented, that is, the youth sector, their number constitutes 27.05 percent. The barangays had representatives ranging from 4 to 13 with Barangay Ilaya getting the biggest, 13 out of the 145 youth, followed by ten (10) from Barangka Drive. The rest of the barangays had either 5 to 8 respondents.

Table 2
Leadership Style as Assessed by the Four Groups of Respondents

Leadership Style	Business Sector		Education Sector		Health Sector		Youth Sector		Total Group N=536	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
1. Transformational	3.78	E	4.08	E	4.04	E	3.69	E	3.90	E
1.2. Transforming individuals' emotions, values, ethics, standards, and long-term goals through the process of charismatic and visionary leadership										
2. Democratic	2.53	ME	2.57	ME	2.60	ME	2.50	ME	2.62	ME
2.1 There is a participation of										

the people in every decision has been made.										
3.Laissez-faire 3.1. a leader who allows the group to function more or less on its own.	1.20	NE	1.30	NE	1.34	NE	1.20	NE	1.25	NE

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 2 reveals the leadership style of the Local Chief Executive (LCE) in Mandaluyong City. The respondents from the four sectors namely: business sector, education sector, health sector and youth sector perceive as transformational leadership style as effective with a weighted mean of 3.90. It perceive from the four sectors namely: business, health, education and youth sector as democratic style of the Local Chief Executive (LCE) in Mandaluyong City as moderately effective (2.62). Looking at the respondents from the education sector, business sector, health sector, and youth sector consider as Laissez – faire as not effective (mean = 1.25).

Table 3 shows the distribution of respondents according to gender, age, civil status and educational attainment.

Table 3
Distribution of Respondents by Gender, Age, Civil Status,
and Educational Attainment

Profile Variable	Business Sector (N=121)		Education Sector (N=142)		Health Sector (N=128)		Youth Sector (N = 145)		Total Group N=536	
	F	%	F	%	F	%	F	%	F	%
Gender										
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
Age										
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
Civil Status										
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

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

Table 3 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 4

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

Social Services	Business Sector		Education Sector		Health Sector		Youth Sector		Total Group N=536	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
Day Care Program Manpower and Youth Development Training Center Mandaluyong Youth Development Center	3.78	E	4.08	E	4.04	E	3.69	E	3.90	E
Squatter – Free (Housing Project)	2.74	ME	2.87	E	2.90	ME	3.01	ME	2.88	ME

Maternal Care Program, MCMC Annex – Maternity & Children's Section	3.52	E	3.52	E	3.86	E	3.77	E	3.67	E
Smoking ban in parks, utility vehicles, and other public places Street Lighting	2.81	ME	3.07	ME	3.42	ME	3.10	ME	3.10	ME
Overall rating	3.21	ME	3.39	ME	3.56	E	3.39	ME	3.39	ME

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

4.50-5.00= Very Effective (VR)

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 4 reveals the extent of effectiveness of the Local Chief Executive (LCE) in the innovative programs implemented in Mandaluyong City. The respondents from the business sector rated as effective the daycare program with a weighted mean of 3.78 and Maternal Care Program & Maternity & Children's Section (mean = 3.52).

These respondents from the business sector perceive as moderately effective in the innovative programs on Squatter – free housing project (mean = 2.78) and smoking ban in parks, utility vehicles, other public places and street lighting (mean = 2.81).

Looking at the respondents from the education sector, one could infer that they consider as effective in the implementation of the Daycare program etc (mean = 4.08), the maternal care program and Maternity and Children's Section, with a weighted mean of 3.52. However, the education sector respondents consider as moderately effective the housing program (mean = 2.87) and smoking ban in parks, utility vehicles, and other public places with a weighted mean of 3.07.

The respondents from the health sector perceive as effective the daycare program based on the weighted mean of 4.04 and Maternal Care Program (mean = 3.86). The same respondents rated moderately effective the program on housing with a weighted mean of 2.90 and smoking ban in parks, utility vehicles, other public places and street lighting (mean = 3.42).

The respondents from the youth sector feel that the daycare program is effective based on the weighted mean of 3.69 and the Maternal Care Program (mean = 3.77), the same respondents find as moderately effective the program on housing (mean = 3.01) and smoking ban in parks, utility vehicles, and other public places (mean = 3.10).

An overall mean rating of 3.39 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 social services.

Table 5

Extent of Effectiveness in Implementing innovative 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 the drinking of beer, liquor, or other alcohol or intoxicating beverages in streets, sidewalks, parks, etc.	3.19	ME	3.36	ME	3.60	ME	3.38	ME	3.38	ME
Prohibiting the use of color bulbs and/or reflectorized/color red shades by vendors and traders	2.88	ME	3.03	ME	2.98	ME	2.94	ME	2.96	ME
Prohibiting vandalism	3.60	E	3.31	ME	3.68	E	3.34	ME	3.48	ME
Curfew hours regulating the holding of merry making activities	3.17	ME	3.55	ME	3.66	E	3.59	ME	3.49	ME
Anti-mendicancy or vagrancy	4.06	E	3.60	E	3.67	E	3.75	ME	3.77	E
Overall rating	3.38	ME	3.37	ME	3.52	E	3.40	ME	3.42	ME

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 5 is the extent of effectiveness of the Local Chief Executive (LCE) in implementing innovative Programs for Peace and Order. The respondents from the business sector rated the following items: prohibiting the drinking of beer, liquor, or other alcohol or intoxicating beverages in streets, sidewalks, parks, etc. as moderately effective with a weighted

mean of 3.19, as well as in prohibiting the use of color bulbs and/or reflectorized/colored shades by vendors and traders (mean = 2.88), and in curfew hours regulating the holding of merry making activities (mean = 3.49). The respondents from this sector, however, rated as effective the implementation of the policy prohibiting vandalism (mean = 3.60) and in anti-mendicancy or vagrancy (mean = 4.06).

The respondents from the education sector also see as moderately effective the following policies: prohibiting the drinking of beer, liquor, or other alcohol or intoxicating beverages in streets, sidewalks, parks, etc. (weighted mean = 3.36), also in prohibiting the use of color bulbs and/or reflectorized/colored shades by vendors and traders (mean = 3.03), and in prohibiting vandalism (mean = 3.31). The same respondents find the barangay officials efficient in implementing curfew hours regulating the holding of merry making activities (mean = 3.55) and in anti-mendicancy or vagrancy (mean = 3.60).

Meanwhile, the respondents from the health sector believe that the Local Chief Executive (LCE) are effective in implementing the following: prohibiting the drinking of beer, liquor, or other alcohol or intoxicating beverages in streets, sidewalks, parks, etc. based on the weighted means of 3.60, in prohibiting vandalism (3.68), in curfew hours regulating the holding of merry making activities (3.66) and in anti-mendicancy or vagrancy (3.67). These respondents also assessed as moderately effective the program on prohibiting the use of color bulbs and/or reflectorized/colored shades by vendors and traders (2.98).

However, the respondents from the youth sector assessed as moderately effective the implementation of the following programs and policies: prohibiting the drinking of beer, liquor, or other alcohol or intoxicating beverages in streets, sidewalks, parks, etc. with weighted mean of 3.38, in prohibiting the use of color bulbs and/or reflectorized/colored shades by vendors and traders (mean = 2.94), in prohibiting vandalism (mean = 3.39). This youth respondents assessed as effective the policies on curfew hours regulating the holding of merry making activities (mean = 3.59) and in anti-mendicancy or vagrancy (mean = 3.75).

The overall mean rating of 3.42 indicates that the respondents from the business, education, health, and youth sectors assessed as moderately effective the implementation of the Innovative Programs for peace and order by their Local Chief Executive (LCE). In fact, all the barangays have organized a group of Barangay Tanod which helps maintain the peace and order situation in their own respective places. Data also show that they received good benefits in cash and in kind while serving their barangay constituents.

The youth, however, find the barangay officials not fully effective probably because they were affected by the restrictions and were deprived of their enjoyment especially the curfew hours where they have to observe.

Table 6

Extent of Effectiveness of the Local Chief Executive (LCE) in Implementing innovative the 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
Government Offices	3.50	E	3.68	E	3.61	E	3.51	E	3.58	E
De-clogging/ covering manholes	3.44	ME	3.13	ME	3.60	E	3.71	E	3.47	ME
Overall rating	3.73	E	3.77	E	3.72	E	3.65	E	3.75	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)

Table 6 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 7

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 7 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 are drawn:

1. *The leadership style of the local Chief Executives (LCE).*

The study revealed the leadership style of Local Chief Executive (LCE) as assessed by the four group of respondents is transformational leadership in Mandaluyong City.

2. The innovative programs implemented in support to the delivery of basic services in Mandaluyong City.

There were several innovative programs in support to the delivery of basic services in Mandaluyong City in terms of health and social services, environmental service, infrastructure projects that satisfied the needs of the local residents except in peace and order.

3. The assessment of the multi-sector groups in the extent of effectiveness of Local Chief Executive (LCE) in the implementation of innovative programs in Mandaluyong City.

As a whole, the respondents from the four sectors find the Local Chief Executive is effective in implementing the innovative programs/ ordinances in the devolved basic services.

4. The Leadership challenges of Local Chief Executive face in the implementation of programs under Local Government.

Among the biggest challenges encountered by the Local Chief Executives was that transforming people's attitudes such as local employees and delivering projects of high quality among the local residents.

CONCLUSION

1. Transformational Leadership is the key of Local Chief Executive (LCE) in Mandaluyong City in shaping the city into a sustainable, globally competitive and effective partner in nation- building.
2. The innovative programs implemented in Mandaluyong City benefited the 27 baranggays but inadequate of programs in peace and order.
3. The assessment of multi- sectoral group resulted to a good image of the Local Chief Executive (LCE) in Mandaluyong City.
4. Political will and good governance is the key for an effective leadership in Local Government.

RECOMMENDATIONS

1. The local residents of Mandaluyong City should continue electing public officials to the positions that they deserve.
2. The Local Chief Executive should implement several programs in peace and order to encourage more investor and businessmen in the city.
3. The Local Chief Executive (LCE) must be maintained and continued serving the people to achieve excellence leadership.
4. The Local Chief Executive must be innovative in every challenges face in the implementation of programs among local residents.

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