

GOVERNMENT OF THE PHILIPPINES

LOCAL GOVERNMENT ORGANIZATIONAL MODELS
GUIDEBOOK FOR MUNICIPALITIES

A technical assistance guidebook providing options for municipal government organization.
Prepared for the Civil Service Commission, Government of the Philippines by

Local Development Assistance Program
LDAP Project No. 492-0436
Associates in Rural Development, Inc.
under contract No. 492-0436 7-00-1059-00

JANUARY 196

This Guidebook was completed at the initiative of the Civil Service Commission in cooperation with the Department of the Interior and Local Government, and with the assistance of the United States Agency for International Development (A.I.D.) under the Local Development Assistance Program (LDAP). The views, findings, and statements contained in this document are those of the participants of the Models for LGU Organizational Structure and Staffing Patterns Study Team. They are not intended as statements of policy or fact of either A.I.D. or Associates in Rural Development, Inc.



Republic of the Philippines
CIVIL SERVICE COMMISSION



Republic of the Philippines
DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT

CSC-DILG Joint MC # 1, s. 1993

To: ALL PROVINCIAL GOVERNORS, CITY MAYORS, MUNICIPAL MAYORS AND SANGGUNIAN MEMBERS

Subject: **Guidebook on Local Government Organizational Models**

The Civil Service Commission jointly with the Department of the Interior and Local Government is actively providing technical assistance to local government units as mandated in the Local Government Code of 1991. Part of this assistance is the publication of Guidebooks on Model Organizational Structures for Local Government Units.

There are three guidebooks, one each for provinces, cities and municipalities. Each Guidebook contains a variety of structural models, each of which takes into consideration basic service delivery priorities and financial capacity of the various income classes of each type of local government unit.

To enable local government units to fully benefit from the use of the Guidebooks, the following shall be provided jointly by the CSC and the DILG:


PATRICIA A. STO. TOMAS
Chairman
Civil Service Commission

1. Each local government unit shall be provided with a copy of the appropriate Guidebook; and
2. Technical assistance in the interpretation, selection or design of appropriate structural model suited to the specific needs of the local government unit.

No particular model is prescribed. Rather, in consonance with the spirit of the provisions of the Local Government Code of 1991, Provincial Governors, City and Municipal Mayors are enjoined to take advantage of the opportunities offered by the Guidebooks and the technical assistance being rendered by both the CSC and the DILG to enable them to come up with organizational structures most appropriate to their specific needs.


RAFAEL M. ALUNAN, III
Secretary
Department of the Interior and Local Government

January 5, 1993

TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	INTERPRETING THE CHARTS	2
	A. How to Interpret the Charts	2
	B. Position Information Chart	6
	C. List of Basic Services Considered in the Models	7
III.	FUNCTIONAL DESCRIPTION OF OFFICES IN MUNICIPAL GOVERNMENTS	8
IV.	ORGANIZATIONAL MODELS FOR MUNICIPALITIES	17
	A. Rationale	
	B. Organizational Models	
	C. Summary of Basic Models	164
V.	GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THE GUIDEBOOK	165

I. INTRODUCTION

This guidebook was designed with the interest of local government units, particularly municipalities, foremost in consideration. It is presented in an easy to understand and easy to interpret language, using familiar and commonly used words and phrases. To help the reader in understanding the guidebook in general and in interpreting the organizational models in particular, a section on how to interpret the charts is provided together with a position information chart, and a list of basic services considered in the models.

Another section is also provided for easy reference on the functional description of offices included in the organizational models.

A summary of the basic models is also provided. This is helpful in determining at a glance the various basic model options available.

A glossary of terms and abbreviations used is found at the end of the guidebook.

There are two main references used in the preparation of the guidebook. The first main reference is Republic Act No. 7160, otherwise known as the Local Government Code of 1991, and its Implementing Rules and Regulations. These provided the legal framework necessary for the conceptualization of the model organizational structures. In addition, Civil Service Commission MC #19, s. 1992 dated May 7, 1992 and Executive Order No. 503 dated January 22, 1992 are used.

The second main reference is the result of a survey conducted by the study team contracted for the purpose of preparing this Guidebook. The survey results provide invaluable insights into the actual service priorities of local government units, their present organizational set-up, and other details which were utilized by the team in designing the models.

All the information, comments and suggestions gathered provided the study team with creative ideas which made possible the variety of model options presented in this

guidebook, which includes 17 basic models and 20 sub-models for municipalities, or a total of 37 models.

The models range from the most complete or maximum number of offices to the most basic where some offices are merged with other related offices; some offices are reduced to mere functions of other offices; and in some cases, taking into consideration the financial constraints of some local government units (LGU), no mention is made of either office or function, although suggestions are provided on possible joint agreements with other LGUs or non-governmental organizations which can possibly provide assistance in the performance of such functions. All these suggested variations, of course, took into consideration the program thrusts and service priorities of the target LGUs.

It is hoped that this guidebook contains enough model options from which the LGU can choose one suited to their particular needs, or if there is no one model which exactly fits an LGUs needs, the variety of models should be able to provide enough ideas or a combination of ideas which will enable a specific LGU to come up with its own organizational structure which exactly fits its needs.

II. INTERPRETING THE CHARTS

A. HOW TO INTERPRET THE ORGANIZATIONAL MODELS/CHARTS

This guidebook contains organizational models which are suggested for various income classes of municipalities. It has 17 basic models and 20 sub-models, or a total of 37 models.

Each model is accompanied by a brief description, entitled "**Key Features.**" A detailed **rationale** for each model is contained in an accompanying page which bears the exact title of the Model.

KEY FEATURES

This is located at the upper leftmost corner of the page where the Model is found. It contains a very brief description of the Model, its unique features, and similarities with other models.

RATIONALE FOR MODELS

Each model is provided with a rationale. This is found on the left hand page preceding the model.

It contains the following details:

1. Key considerations in designing the model;
2. A more detailed discussion of its features, which include:
 - a) the number of offices included in the model,
 - b) the positions included,
 - c) merged or deleted offices, if there are any,

- d) clustering of offices, if any, and
 - e) cost of maintenance in terms of administrative and personal services expense, as compared with other models.
3. Service priorities compatible with the model; and
 4. A complete list of offices included in the model.

BASIC MODELS

These are the models which bear only a single letter in their respective titles, i.e. Model A, Model B, Model C.

1. There are 17 basic models in this Guidebook.
2. Each basic model represents one set of offices which is not duplicated in any of the other basic models.
3. The most number of offices is found in Model A, which has 24 offices, and the least number of offices is found in Model Q, which has a set of 11 offices.

SUB-MODELS

These are the models which bear both the basic model's title and an additional number to identify it from other sub-models of the same basic model, i.e., Model A-1 and Model A-3 are sub-models of Model A, and Model B-1 is a sub-model of Model B.

1. There are 20 sub-models in this Guidebook.

2. The sub-models have basically the same characteristics:

- a) All are patterned after their respective basic models, which means that they have exactly the same number and titles of offices as the basic model.

- Example:
1. Model A-1 has the same number and titles of offices as Model A.
 2. Model C-1 has the same number and titles of offices as Model C.

- b) All offices under the *general* supervision of the City Mayor are divided into clusters, except Model A-1 which shows a different arrangement of its line offices.

3. The sub-models, except sub-model A-1, belonging to the same basic model differ only in one aspect: its cluster heads. If there are two sub-models, the office clusters in one are each headed by a Chairman, and the office clusters in the other are each headed by an Assistant Municipal Administrator.

- Example: Office clusters in Model A-2 are each headed by a Chairman, while office clusters in Model A-3 are each headed by an Assistant Municipal Administrator.

CLUSTERING OF OFFICES

The clustering of offices is a common characteristic of sub-models in this Guidebook. This is done to give the Municipal Mayor various options on mechanisms which can be used to effect closer coordination of offices under his *general* supervision.

The clustering of offices in all the sub-models are done in the same manner. All staff offices are placed in one cluster, while all technical service offices are placed in another cluster.

The office clusters, however, vary in the sense that:

1. The number of offices within each cluster differ depending on the number of offices included in the organizational model; and
2. The offices included under each cluster also differ depending on the set of offices included in the model.

Some Notes on the Clustering of Offices:

1. There is no hard and fast rule in determining the number and types of offices to be placed in one cluster. The number and combination of offices to be placed in one cluster will depend on the needs and priorities of the specific local government unit.

Clustering of offices may be determined by any or a combination of the following factors:

- a) Types of offices. Putting together all staff or management support offices in one cluster; and all line or technical offices in another cluster. Or each cluster may be composed of a combination of both line and staff offices;
 - b) Geographical location of offices. In instances where offices are located in different parts of the municipality, it may be better to consider putting in one cluster offices which are geographically close to each other; and
 - c) Offices with related functions may be placed together in one cluster, i.e. agriculture, environment and natural resources, veterinary services, and cooperatives in one cluster.
2. Clustering of offices may not be necessary in some instances, as shown in the basic models. So it is up to the municipal government to determine whether it is appropriate to use this mechanism or not.

3. The combination of offices placed within one cluster will depend on the needs and priorities of the municipal government.
4. Clustering is very helpful in coordinating the programs and activities of offices especially in large local government organizations.
5. Clustering is also very helpful in giving the Municipal Mayor and the Municipal Administrator more time for other projects and activities which are better attended to personally.
6. An office cluster may be headed not only by a Chairman or an Assistant Municipal Administrator. It may also be headed by a Coordinator, a Team Leader, or by other such titles.
7. There are also several ways of appointing or designating the head of a cluster. As suggested in the rationale of the models, it may be by permanent appointment, or by designation with a limited term of office.
8. The selection of a cluster head may be made from among the heads of offices within each cluster. Or it may be done in other ways, like by consensus of the division chiefs concerned, or the employees within one cluster. Or if the cluster head is appointed to a permanent position, the selection can be by promotion, or by recruitment from other outside sources.

HOW TO LOOK FOR THE OFFICES

In general, each of the offices has its specific location in the charts. Hence, it will be convenient to remember the following when looking for certain offices in the charts.

1. At the topmost middle of the chart is the office of the Municipal Mayor.
2. At the same level on the right side of the office of the Municipal Mayor, connected by broken lines, is the Sanggunian. Placing the Sanggunian at the same level as the office of the Municipal Mayor indicates an equal

level of responsibility, one as the executive branch, the other as the policy-making body of the municipal government.

The broken lines indicate a close relationship between the local chief executive and the Sanggunian which is the legislative arm of the local government unit.

3. Below the Sanggunian, connected by a solid line is the Office of the Sanggunian Secretary, which is under the *general* supervision of the Sanggunian.
4. All offices under the executive branch are found below the office of the Municipal Mayor.
5. All offices under the *direct* supervision of the Municipal Mayor are connected to it by solid lines without any other office placed between them.
6. All other offices are under the *general* supervision of the Municipal Mayor.
7. Offices performing predominantly staff functions or management support services are found left of center immediately below the office of the municipal mayor or the administrator, if there is any.
8. Offices performing predominantly line functions are found at the next lower level.
9. At the bottom of the chart under the executive branch are the barangays which are also under the *general* supervision of the municipal mayor.

THE OFFICES

1. Each office is represented by a box.
2. Generally, each box contains:

- a) the office title, in capital letters; and
- b) the title of the highest officer of the office.

3. In some instances, a partly hidden box(es) is found behind the main box. This indicates that another office(s) has been merged with that particular office. The partly hidden box(es) contains the title of the highest officer of the office which has been merged.
4. Oftentimes, the merger of two or more offices is indicated in the office title which bears the combined titles of the merged offices.

Example: The Office on Environment and Natural Resources is merged with the Office for Agricultural Services.

- a) The office title becomes "Office for Agriculture, Environment, and Natural Resources."
- b) In this case, the upper portion of the main box contains the office title which is OFFICE FOR AGRICULTURE, ENVIRONMENT, AND NATURAL RESOURCES.
- c) The lower portion of the main box contains the title of the highest officer of the Office for Agricultural Services, which is the Agriculturist.
- d) The partly hidden box contains the title of the highest officer of the Office on Environment and Natural Resources, which is the Environment and Natural Resources Officer.

5. In some cases, a broken line is found inside a box. This indicates that an office(s) has been deleted as a separate entity, and its functions placed under the responsibility of that particular office. The said function is found under the broken line, preceded by a plus sign, indicating that that particular function is now an added responsibility of the office.

Example:

The Office on Population Development is deleted and its functional responsibilities are now placed under the Office on Social Welfare and Development Services.

- a) The office title "Office on Social Welfare and Development Services" is retained.
- b) The position title of the highest officer of the Office on Social Welfare and Development Services, which is the Social Welfare and Development Officer, is found under the office title.
- c) Below the Social Welfare and Development Officer is found the following:

+ population
development function

B. POSITION INFORMATION CHART

POSITION	SALARY	OFFICE	CLASSIFICATION			MANDATORY			OPTIONAL			EXISTING POSITION				
			E	C	C-T	P	C	M	P	C	M	P	C	M		
Governor	G-30	Office of the Provincial Governor	X											X		
Vice-Governor	G-26	Sangguniang Panlalawigan	X											X		
Sangguniang Panlalawigan Member	G-27	Sangguniang Panlalawigan	X											X		
City Mayor	G-30	Office of the City Mayor	X											X	b	
City Vice-Mayor	G-26 (HU) G-26 (C)	Sangguniang Panlungsod	X											X		
Sangguniang Panlungsod Member	G-27 (HU) G-25 (C)	Sangguniang Panlungsod	X											X		
Municipal Mayor	G-27	Office of the Municipal Mayor	X												X	
Municipal Vice-Mayor	G-25	Sangguniang Bayan	X												X	
Sangguniang Bayan Member	G-24	Sangguniang Bayan	X												X	
Secretary to the Sanggunian	equal to head of department or office	Office of the Secretary to the Sanggunian		X			X	X	X					X	X	X
Treasurer		Treasury Office		X			X	X	X					X	X	X
Assessor		Assessor's Office		X			X	X	X					X	X	X
Accountant		Accounting and Internal Audit Service		X			X	X	X					X	X	X
Budget Officer		Budget Office		X			X	X	X					X	X	X
Planning and Development Coordinator		Planning and Development Office		X			X	X	X					X	X	X
Engineer		Engineering Office		X			X	X	X					X	X	(X)
Health Officer		Office on Health Services		X			X	X	X							
Civil Registrar		Office of the Civil Registry		X			X	X	X						(X)	
Administrator		Office of the Administrator			X		X	X	X					X	(x)	
Legal Officer		Office for Legal Services			X		X	X	X						(X)	
Agriculturist		Office for Agricultural Services		X			X	X	X					X	X	(X)
Social Welfare and Development Officer		Office on Social Welfare and Development Services		X			X	X	X						(X)	
Environment and Natural Resources Officer		Office on Environment and Natural Resources		X									X	X	X	
Architect		Office on Architectural Planning and Design												X	X	X
Information Officer		Office on Public Information				X								X	X	X
Cooperatives Officer		Office for the Development of Cooperatives		X										X	X	X
Population Officer		Office on Population Development		X										X	X	X
Veterinarian		Office for Veterinary Services		X										X	X	(X)
General Services Officer		Office on General Services		X			X	X	X					X	X	(X)

Legend:

(X) - Highly Urbanized Cities or First Class Municipalities

(HU) - Highly Urbanized Cities

(C) - Component Cities

E - Elective

C - Career

C-T - Co-Terminus

P - Province

C - City

M - Municipality

C. LIST OF SERVICE PRIORITIES CONSIDERED IN THE MODELS

The following is a list of service priorities which were considered in designing the models. Most of these services were included in the survey questionnaire administered to provinces, cities, and municipalities for the purpose of determining which among them are considered as the most needed. The survey included samplings from all classes of provinces, cities, and municipalities.

There are some service priorities included in this list which were not, however, included in the survey questionnaire, but which were added by the respondents as priorities, or which surfaced during the field visits and key persons interview conducted by the study team for the purpose.

- Agricultural Research
- Agricultural Extension
- Communication Facilities/Services
- Community Based Forestry Programs
- Cooperatives
- Economic Enterprises
- Environmental Programs
- Environmental Law Enforcement
- Field Health Services
- Garbage Collection
- Hospital Services
- Housing Projects
- Information Services Program
- Irrigation
- Livelihood Programs
- Police and Fire Services/Facilities
- Public Markets
- Public Works and Infrastructure Projects
- School Buildings Program
- Slaughterhouse
- Social Welfare Services
- Solid Waste Disposal System

- Tertiary Health Services
- Tourism Facilities
- Tourism Development and Promotion
- Transportation Facilities/Services
- Water System

III. FUNCTIONAL DESCRIPTION OF OFFICES IN MUNICIPAL GOVERNMENTS

The LGU organizational models found in this guidebook include all or some or a combination/merger of the offices listed below. Most of these offices are provided for under the new Local Government Code. However, there are a few which are not specifically mentioned in the Code, i.e., those offices which bear merged titles or the Office for Human Resource Management, which is provided for by an issuance of the Civil Service Commission based on the provisions of the Code. The Office for Economic Enterprise Development and Management is not found in the Code, but exists in some cities and provinces and is offered here as a useful option.

In using the office titles indicated in this guidebook, the municipal mayors are, however, cautioned that their choice of office titles *is not limited* to what is contained in the models. They may have other programs which need new or other offices which are not found in the models. In such instances, it will be more advantageous for them to consider these needs in finally coming up with their own organizational structures.

Listed below are words and phrases commonly used in this guidebook. It may be helpful to take note of how they are used.

Office is the highest structural unit within the LGU organizational structure. It is in charge of a group of related functions, and is headed by a duly elected, appointed, or designated official.

Position is a job title to which a person is elected, appointed, or designated in order to carry out a definite set of functions or duties and responsibilities.

Function is a set of duties and responsibilities assigned to an office or a position.

Operational component is an organized set of functions assigned to an office.

Mandatory Obligatory in character; as in mandatory position which the LGU is directed to create or maintain.

Optional Depending on choice or need; as in optional position which the LGU may choose to create/maintain or not, depending on need or financial capacity.

Staff office A structural unit which is not directly in charge of technical services or service delivery to the public but, which is in charge of functions supportive of the tasks of management and technical or service delivery offices.

Line office A structural unit directly in charge of technical services or service delivery to the public.

OFFICE OF THE MUNICIPAL MAYOR

This is the office of the chief executive of the municipal government. Where deemed viable, it may take under its *direct* supervision some of the functions or offices of the municipal government.

The following, among others, are organizational units which may be placed directly under this Office:

1. Civil Security Unit, if it exists;
2. The Municipal Mayor's Personal or Confidential Staff, whose appointments are co-terminus with the term of office of the Municipal Mayor.

This Office is headed by the Municipal Mayor himself, who is an elected official.

SANGGUNIANG BAYAN

This Office is the legislative body of the municipal government. It is a separate entity placed parallel with that of the Office of the Municipal Mayor to signify equality and independence of each other's responsibility.

The following compose the Sanggunian:

1. Municipal Vice-Mayor, as the presiding officer;
2. Sanggunian Members.

This Office is headed by the Municipal Vice-Mayor, who is also an elected official.

OFFICE OF THE SECRETARY TO THE SANGGUNIAN

This is an office which may not be merged with any of the other offices directly under the Office of the Municipal Mayor since it is directly under the Sanggunian, the legislative body of the municipal government.

The following may be considered as the standard operational components of this Office:

1. Sanggunian Secretariat (Journals and Minutes, and Ordinances and Resolutions);
2. Municipal Library;
3. Municipal Archives.

This Office is headed by the Secretary to the Sanggunian, a *mandatory* position for municipalities, cities, and provinces.

OFFICE OF THE ADMINISTRATOR

This Office is an extension of the Office of the Municipal Mayor.

The following may be considered as the operational components of this Office:

1. Special Projects Development and Management;
2. Inter-Office and Inter-Agency Coordination and Assistance;
3. Organizational Development.

This Office is headed by a Municipal Administrator, an *optional* position, whose appointment shall be co-terminus with the term of office of the Municipal Mayor, except those who were appointed as permanent prior to the effectivity of the new Local Government Code. The position of Administrator is *mandatory* for cities and provinces.

ACCOUNTING AND INTERNAL AUDIT SERVICES

This is a staff office which, when maintained separately from other offices, preserves proper checks and balances in the financial operations of the municipal government.

The following may be considered as the operational components of the office:

1. Accounting Services;
2. Internal Audit Services.

This Office is headed by an Accountant, a *mandatory* position for municipalities, cities, and provinces.

BUDGET OFFICE

This is a staff office, the functions of which may be kept separate or merged with the responsibilities of the Planning and Development Office since budgeting is an inevitable component of planning.

The following may be considered as operational components of this Office:

1. Inter-Office Coordination and Assistance on Budget Preparation;
2. Budget Integration and Reports Preparation.

This Office is headed by a Budget Officer, a *mandatory* position for municipalities, cities, and provinces.

PLANNING AND DEVELOPMENT OFFICE

This is a staff office which, if maintained separately from other offices, will maximize the planning and development capability of the municipal government. It may, however, include with it the functional responsibilities of the Budget Office, which is a necessary component of planning.

The following may be considered as the operational components of this Office:

1. Inter-Office Coordination and Assistance on Plans and Programs Preparation;
2. Plans and Programs Integration;
3. Fiscal Plans and Policies;
4. Local Development Council Secretariat Services.

This Office is headed by a Planning and Development Coordinator, a *mandatory* position for municipalities, cities, and provinces.

OFFICE FOR LEGAL SERVICES

This is a predominantly staff office. In cases where the municipal government does not feel the need to maintain a full office complement for purposes of effectively performing the functions of this Office, it may be merged with the Office of the Municipal Mayor, with the Legal Officer as a member of the staff or as head of the unit.

The following may be considered as the operational components of this Office:

1. Legal Research;
2. Legal Opinion;
3. Investigation and Prosecution;
4. Public Legal Assistance.

In cases where a municipal government does not have a legal officer, the Mayor may seek assistance from or enter into a joint agreement with the provincial government, or with another municipality or city which has a Legal Officer; or he may enter into a joint agreement with a non-governmental organization(s) which offer legal services, to enable him to take care of the municipal government's legal services requirements.

This Office is headed by a Legal Officer, an *optional* position for municipalities, but *mandatory* for cities and provinces.

OFFICE ON GENERAL SERVICES

This is a staff office which shall take charge of administrative functions for the entire municipal government. It may be maintained as a separate office, or in cases where the municipality feels that it is not financially viable to maintain a separate office for this purpose, its functions may be merged with that of the Office of the Municipal Administrator.

In the case of municipalities which do not have an Office of the Administrator, the general services function may be performed by personnel under the Office of the Mayor or the Planning and Development Office.

The centralized character of this office's operations will offer the following advantages to the municipal government:

- a) It will curb the present practice of having a separate administrative staff in each office, which is financially disadvantageous to the municipal government;
- b) The head of each office will no longer be saddled with various administrative details, therefore giving them a better chance to pay more attention to the technical requirements of their operations;
- c) It will help streamline the planning and budgeting system, since it will be possible to consolidate all the financial, equipment, supplies and materials requirements of all the offices within the municipal government;

- d) Procurement, storage, and withdrawal of supplies, materials, and equipments will be effectively prioritized and as a result, emergency purchases will also be minimized;
- e) A centralized records management system will ensure:
 - * immediate retrieval of documents;
 - * immediate access to documents;
 - * better physical safety of documents;
 - * less number of records personnel needed to handle municipal records and archives; and
 - * immediate pinpointing of responsibility in terms of safety and accountability for records keeping.

The following may be considered as the operational components of the Office:

1. Records Management;
2. Security Services;
3. Property and Supplies Management (procurement, storekeeping, maintenance, disposal);
4. Janitorial Services.

This Office is headed by a General Services Officer. The Code does not mention whether or not the General Services Officer is *mandatory* or *optional* for municipalities. It is *mandatory* for cities and provinces.

TREASURY OFFICE

This is a line office which, when maintained separately from other offices, will enable the municipal government to maximize benefits from its financial operations.

The following may be considered as the operational components of this Office:

1. Tax Education and Information;
2. Field Inspection of private, commercial, or industrial establishments;
3. Disbursements;
4. Cash Receipts;

Technical supervision will be exercised by the Provincial Treasurer over all treasury offices of its municipalities.

This Office is headed by a Treasurer, a *mandatory* position for municipalities, cities, and provinces.

ASSESSOR'S OFFICE

This is a line office which, when maintained separately from other offices, will enable the municipal government to maximize its revenue generating capability.

The following may be considered as the operational components of this Office:

1. Tax Mapping;
2. Real Property Valuation and Assessment;
3. Real Property Identification and Accounting;
4. Field Surveys for Assessment Rolls;
5. Assessment Records and Reports;

The Provincial Assessor shall:

- * exercise technical supervision and visitorial functions over the municipal assessors; and
- * coordinate with municipal assessors in the conduct of tax mapping operations and all other assessment activities, and provide all forms of assistance therefore; provided, however, that upon full provision by the component municipality concerned to its assessor's office of the minimum personnel, equipment, and funding requirements as may be prescribed by

the Secretary of Finance, such functions shall be delegated by the Provincial Assessor to the said municipal assessor.

This Office is headed by an Assessor, a *mandatory* position for municipalities, cities, and provinces.

OFFICE ON HEALTH SERVICES

This is a line office which, when maintained separately from other offices, will ensure maximum attention paid to the health services needs of the municipal government. The Office on Social Welfare and Development Services and the Office on Population Development may be merged with this office when it is not practical to maintain separately either or both of the two earlier mentioned offices.

On the other hand, this Office may also be merged with the Office on Social Welfare and Development Services, together with the Office on Population Development, depending on the need of the municipal government.

The following may be considered as the operational components of this Office:

1. Health Policies, Ordinances and Programs Development and Implementation;
2. Sanitary Inspection;
3. Health Information and Education;
4. Health Services Administration;
5. Inter-Agency Coordination on Health Policies and Programs for both Government Offices and Non-Governmental Organizations.

The Provincial Health Officer shall exercise general supervision over health officers of the municipalities.

This Office is headed by a Health Officer, a *mandatory* position for municipalities, cities, and provinces.

OFFICE ON SOCIAL WELFARE AND DEVELOPMENT SERVICES

This is a line office, which under certain circumstances, may be merged with the Office on Health Services. Where it is not viable to maintain a separate Office on Population Development, it may also be merged with this Office.

On the other hand, it is also possible for the Office on Health Services to be merged with this Office when the municipal government deems it not necessary to have a separate office for health services.

The following may be considered as the operational components of this Office:

1. Child Development and Protection;
2. Nutrition Service;
3. Youth Welfare and Development;
4. Special Welfare Programs for the Elderly, Disabled, etc.;
5. Social Upliftment Services;
6. Disaster Relief Assistance;
7. Inter-Agency Coordination on Social Welfare and Development for both Government Offices and Non-Governmental Organizations.

This Office is headed by the Social Welfare and Development Officer, an *optional* position for municipalities, but *mandatory* for cities and provinces.

OFFICE ON POPULATION DEVELOPMENT

This is a line office which, under certain circumstances, may be merged with the Office on Social Welfare and Development Services or the Office on Health Services.

The following may be considered as the operational components of this Office:

1. Population Development Information and Education;
2. Population Development Assistance;
3. Responsible Parenthood Promotion.

This Office is headed by a Population Officer, an *optional* position for municipalities, cities, and provinces.

OFFICE OF THE CIVIL REGISTRY

This is a line office which may be maintained separately from other offices, or merged with any other office doing related functions.

The following may be considered as the operational components of this Office:

1. Civil Registration Program Development and Implementation;
2. Document Registration and Preservation;
3. Coordination with the National Statistics Office in Educational Campaigns for Vital Registration;
4. Assistance in Demographic and Statistics Preparation;
5. Issuance of Certified Copies of Registered Documents

This Office is headed by a Civil Registrar, a *mandatory* position for municipalities and cities. The Code does not provide for a Civil Registrar position in provinces.

ENGINEERING OFFICE

This is a line office which, if maintained separately from other offices, will ensure maximum attention paid to infrastructure projects of the municipal government. When the maintenance of a separate Office on Architectural Planning and Design is deemed not viable, it may be merged with this Office.

The following may be considered as the operational components of this Office:

1. Infrastructure Planning and Development;
2. Construction and Maintenance;
3. Quality Control;
4. Motor Pool.

Technical supervision will be exercised by the Provincial Engineer over each municipal engineering office.

This Office is headed by an Engineer, a *mandatory* position for municipalities, cities, and provinces.

OFFICE ON ARCHITECTURAL PLANNING AND DESIGN

This is a line office which, under certain circumstances, may be merged with the Engineering Office.

The following may be considered as the operational components of this Office:

1. Human Settlements Planning;
2. Inter-Agency Coordination on Architectural Planning and Design of Government Agencies and Non-Governmental Organizations.

This Office is headed by an Architect, an *optional* position for municipalities, cities, and provinces.

In cases where the municipal government does not feel the need to hire the services of a full-time Architect, it may seek the assistance of or enter into a joint agreement with another local government unit or a non-governmental organization(s) to enable it to take care of its architectural planning and design requirements, if any.

OFFICE FOR AGRICULTURAL SERVICES

This is a line office which, when maintained separately from other offices, will enable the municipal government to maximize its attention on its agricultural programs.

It may, however, under certain circumstances, include under its responsibility the functions of either or all of the offices on environment and natural resources, veterinary services, and the development of cooperatives, where the municipal government deems it not viable to maintain separate offices for either or all of these aforementioned offices.

The following may be considered as the operational components of this Office:

1. Research and Development;
2. Extension Services;
3. Information and Education;
4. Inter-Agency Coordination on Agricultural Productivity of government offices and non-governmental organizations.

This Office is headed by an Agriculturist, an *optional* for municipalities and cities, but *mandatory* for provinces.

OFFICE ON ENVIRONMENT AND NATURAL RESOURCES

This is a line office which may be merged with the Office for Agricultural Services, whenever the municipal government deems it not necessary to have a separate office for environment and natural resources.

The following may be considered as the operational components of this Office:

1. Environmental Protection and Conservation;
2. Extension Services;
3. Inter-Agency Coordination on the Prevention of Pollution with both government offices and non-governmental organizations.

This Office shall be headed by an Environment and Natural Resources Officer, an *optional* position for municipalities, cities, and provinces.

In cases where the municipal government does not have any personnel to take charge of environment and natural resources functions, it may enter into a joint agreement with non-governmental organizations which shall assist the municipal government in taking care of such responsibility, if any.

OFFICE FOR VETERINARY SERVICES

This is a line office which, under certain circumstances, may be merged with the Office for Agricultural Services.

The following may be considered as operational components of this Office:

1. Domestic Animals Regulation;
2. Animal Protection Services;
3. Animal Health Services;
4. Consumer Protection on Consumable Animals and Animal Products.

This Office is headed by a Veterinarian. The Code does not mention whether it is a *mandatory* or *optional* position for municipalities. It is, however, a *mandatory* position for cities and provinces.

In the case of municipalities which do not have a Veterinarian, the Mayor may seek assistance from or enter into a joint agreement with the provincial government, or with another municipality or city, or with a non-governmental organization(s) which have a Veterinarian, to enable the municipal government to take care of its veterinary services requirements.

OFFICE FOR THE DEVELOPMENT OF COOPERATIVES

This is a line office which, if maintained separately from other offices, will enable the municipal government to take care of its needs in the organization of new cooperatives, rehabilitation of those which need enhancement, assistance to those which need it, and cooperative information and education. But when the municipal government deems it not necessary to have a separate office for this purpose, it may be merged with either the Office for Agricultural Services or an Office for Economic Enterprise Development and Management (if such an office exists in the municipality).

In cases where the cooperatives are purely for agricultural purposes, this office may be merged with agricultural services. In cases, however, when the cooperatives to be organized or are in existence deal not only with agriculture but with other concerns, this responsibility may be merged with that of economic enterprise development and management. Otherwise, it may be more practical to maintain a separate office for cooperatives development.

The following may be considered as the operational components of this Office:

1. Cooperatives Organization;
2. Cooperatives Rehabilitation;
3. Cooperatives Assistance;
4. Cooperatives Information and Education.

This Office is headed by a Cooperatives Officer. The Code does not mention whether this position is *mandatory* or *optional* for municipalities. It is, however, *optional* for cities and provinces.

OFFICE ON PUBLIC INFORMATION

This is a line office which may be merged with the Office of the Municipal Administrator or the Office of the Municipal Mayor when it is not practical to maintain a separate office for this purpose.

The following may be considered as the operational components of this Office:

1. Public Information;
2. Inter-Office and Inter-Agency Coordination on Information (private individuals, business, government offices, and non-governmental organizations).

This Office is headed by an Information Officer, an *optional* position for municipalities, cities, and provinces.

OFFICE FOR HUMAN RESOURCE MANAGEMENT

This is a staff office, the functions of which are included as part of the responsibilities of the Office of the Administrator under the Local Government Code. However, the Local Government Code, under Title Two, Chapter 2, Sec. 443 (c)(2) also provides that the Sangguniang Bayan "may create such other offices as may be necessary to carry out the purposes of the municipal government."

Where practicable, maintaining a separate office for human resource management will enable the municipal government to better take care of its personnel needs. It will also allow the municipal government to have a more effective personnel management program, the result of which is a more effective and professional workforce.

When it is not practical to maintain a separate office for human resource management, the function of this office shall form part of the responsibilities of the Office of the Municipal Administrator or in its absence, the office of the municipal mayor.

The following may be considered as the operational components of this Office:

1. Recruitment and Selection;
2. Personnel Training and Development;
3. Performance Appraisal;
4. Merit Promotion;
5. Leave Administration;
6. Retirement, and Other Personnel Services.

This office is headed by a Human Resource Management Officer which is neither a mandatory nor an optional position for provinces, cities, and municipalities.

OFFICE FOR ECONOMIC ENTERPRISE DEVELOPMENT AND MANAGEMENT

This is a line office which may be created by the Sangguniang Bayan whenever it deems it necessary, to enable the municipal government to effectively develop new or manage existing public enterprises which will contribute to the economic development of the municipality.

The following may be considered as the operational components of this Office:

1. Business Promotion;
2. Public Enterprise Development;
3. Public Enterprise Management;
4. Public Enterprise Financial Management;
5. Business Permits and Licenses;
6. Market Administration or Supervision;
7. Slaughterhouse Operation;
8. Tourism and Industry Services.

In the absence of this Office, its operational components may be assigned as follows:

- * Numbers 1, 2, 3, 4 and 8, to the Office of the Municipal Administrator or the Office of the Municipal Mayor;
- * Numbers 5 and 6, to the Office of the Municipal Administrator or to the Treasury Office; and
- * Number 7, to the Office for Veterinary Services, or the Office for Agricultural Services.

This Office is headed by an Economic Enterprise Officer, which is neither a *mandatory* nor an *optional* position for municipalities, cities, and provinces.

IV. ORGANIZATIONAL MODELS FOR MUNICIPALITIES

MUNICIPALITY Model A

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining all the offices included in this model;
2. It considers maintenance of all the offices included as important and necessary in the total delivery of services to its inhabitants;
3. Its service delivery and personnel management systems require the creation of offices which are not specifically provided for in the new Local Government Code (LGC); such as the Office for Human Resource Management (OHRM), and the Office for Economic Enterprises Development and Management (OEEDM); and
4. It has a fully complemented Office of the Municipal Administrator (OMA) which can effectively handle inter-office and inter-agency coordination and assistance.

Features:

1. This model contains twenty-four offices, the most number compared to all other organizational structure models for municipalities.
2. All elective, mandatory and optional positions mentioned in the Local Government Code are included in this model.
3. The two additional offices not specifically provided for in the LGC (OHRM & OEEDM) are also included to ensure effective service delivery to its constituents. The Office for Human Resource Management (OHRM) is necessary for an effective personnel management program and the Office for Economic Enterprise Development and Management (OEEDM) is needed to allow the municipal government to effectively develop new public enterprises or manage existing ones for the economic development of the municipality.

4. For proper coordination of office functions, all staff and line offices are under the Office of the Municipal Administrator as an extension of the Mayor's Office.
5. As compared to the other models, this organizational structure is one of the most expensive to maintain in terms of personal services and administrative requirements, in view of:

- the need for a maximum number of physical facilities and office equipment to be maintained; and
- the big number of personnel required to perform the functional responsibilities of each of the 24 offices.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Municipal Administrator (OMA)
4. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office of the Civil Registry (OCR)
14. Office on Health Services (OHS)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)
17. Engineering Office (EO)
18. Office on Architectural Planning and Design (OAPD)
19. Office for Agricultural Services (OAS)
20. Office on Environment and Natural Resources (OENR)
21. Office for Veterinary Services (OVS)
22. Office for the Development of Cooperatives (ODC)
23. Office on Public Information (OPI)
24. Office for Economic Enterprise Development and Management (OEEDM)

Complementary Offices:

The following line offices, although not directly involved in the delivery of service priorities are included in this model, as they are necessary to support the implementation of essential service delivery programs.

1. Office on Public Information - necessary to keep an open communication line between the municipal government and the public, non-governmental organizations, private organizations and other government agencies.
2. Office on Architectural Planning and Design - functions are related to those of the Engineering Office and the Office on Environment and Natural Resources
3. Office on Population Development - to complement the Office on Social Welfare and Development Services.
4. Office for Veterinary Services - to support the Office on Agricultural Services and as a component of the health and social welfare programs.

Other considerations:

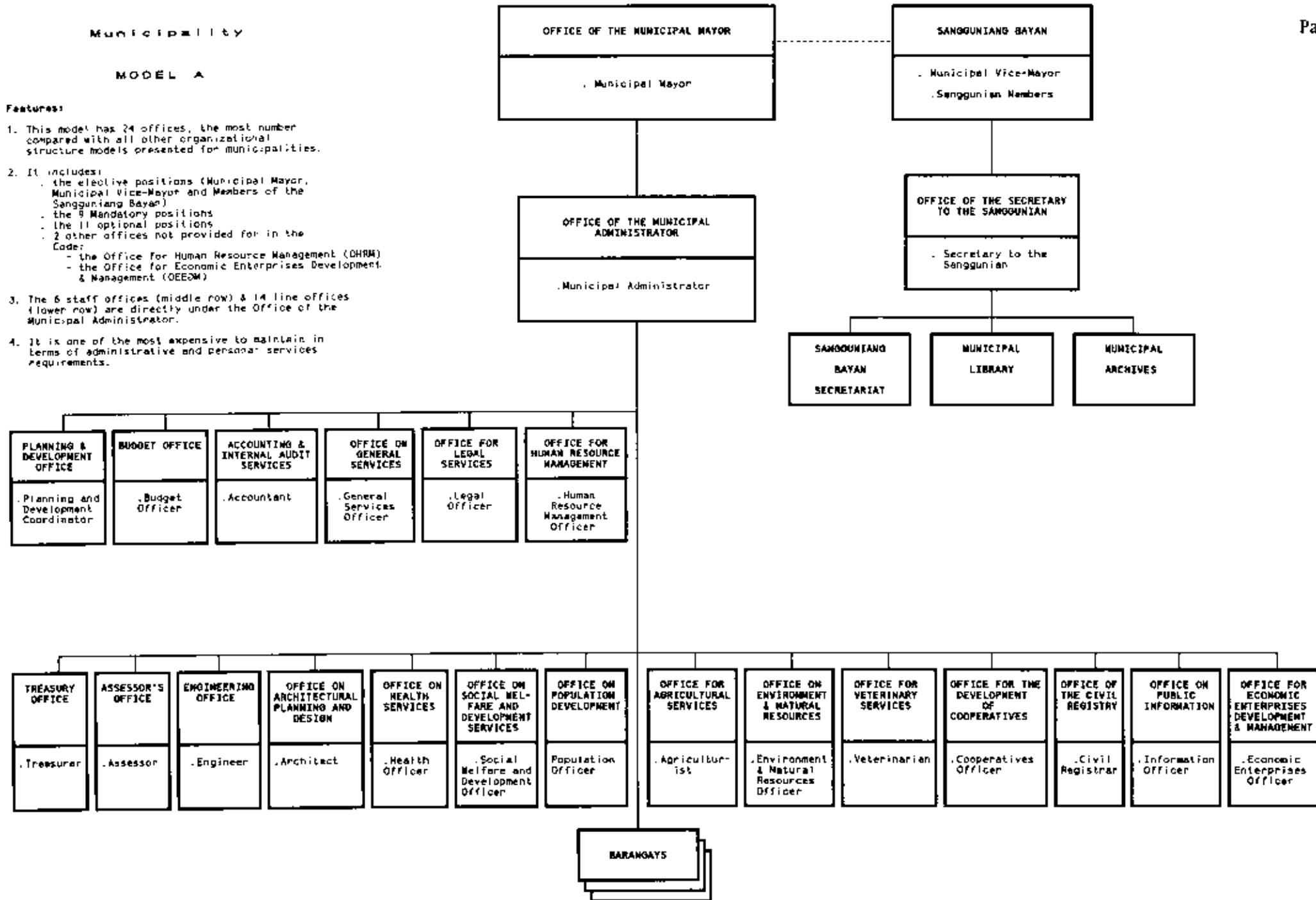
This model considers the needs of first class municipalities which exhibit the features of agricultural, industrial and commercial activities, one of which may be more predominant than the others.

Municipality

MODEL A

Features:

1. This model has 24 offices, the most number compared with all other organizational structure models presented for municipalities.
2. It includes:
 - the elective positions (Municipal Mayor, Municipal Vice-Mayor and Members of the Sangguniang Bayan)
 - the 9 Mandatory positions
 - the 11 optional positions
 - 2 other offices not provided for in the Code:
 - the Office for Human Resource Management (OHRM)
 - the Office for Economic Enterprises Development & Management (OEE&M)
3. The 6 staff offices (middle row) & 14 line offices (lower row) are directly under the Office of the Municipal Administrator.
4. It is one of the most expensive to maintain in terms of administrative and personal services requirements.



MUNICIPALITY Model A-1

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining all the offices included in this model;
 2. It considers the inclusion of all the offices as necessary in the total delivery of services to its inhabitants;
 3. Its service delivery and personnel management systems require the creation of additional offices which are not specifically provided for in the Local Government Code, such as the Office for Human Resource Management and the Office for Economic Enterprise Development and Management;
 4. It has a fully complemented Office of the Municipal Administrator which can effectively handle inter-office and inter-agency coordination and assistance;
 5. It recognizes the need for closer monitoring and easing the load of the Office of the Municipal Administrator (OMA) in its office coordination functions by placing two line offices directly under the Office of the Municipal Mayor (OPI & OEEDM).
 - the Office for Economic Enterprise Development and Management (OEEDM), to facilitate economic development planning and program implementation.
4. All staff offices and other line offices are under the Office of the Municipal Administrator (OMA), for purposes of proper coordination.
 5. As compared to the other models, this organizational structure is one of the most expensive to maintain in terms of personal services and administrative requirements, in view of:
 - the need for a maximum number of physical facilities and office equipment to be maintained; and
 - the big number of personnel required to perform the functional responsibilities of each of the 24 offices.

Features:

1. This model contains all the twenty-four offices included in Model A.
2. All elective, mandatory and optional positions mentioned in the Local Government Code are included in this model, plus two other positions not provided for in the Code - the Human Resource Management Officer and the EEO.
3. Two line offices are directly under the Office of the Municipal Mayor for closer monitoring:
 - the Office on Public Information (OPI), to facilitate inter-office and inter-agency coordination on information; and

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code (LGC). These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs

4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Municipal Administrator (OMA)
4. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office on General Services (OGS)
9. Office for Legal Services (OLS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office of the Civil Registry (OCR)
14. Office on Health Services (OHS)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)
17. Engineering Office (EO)
18. Office on Architectural Planning and Design (OAPD)
19. Office for Agricultural Services (OAS)
20. Office on Environment and Natural Resources (OENR)
21. Office for Veterinary Services (OVS)
22. Office for the Development of Cooperatives (ODC)

Offices Under the Direct Supervision of the Municipal Mayor:

23. Office on Public Information (OPI)
24. Office for Economic Enterprise Development and Management (OEEDM)

Complementary Offices:

As in Model A, line offices not directly involved in the delivery of the service priorities of the municipality, are included in this model to support the implementation of essential service delivery programs. These line offices are:

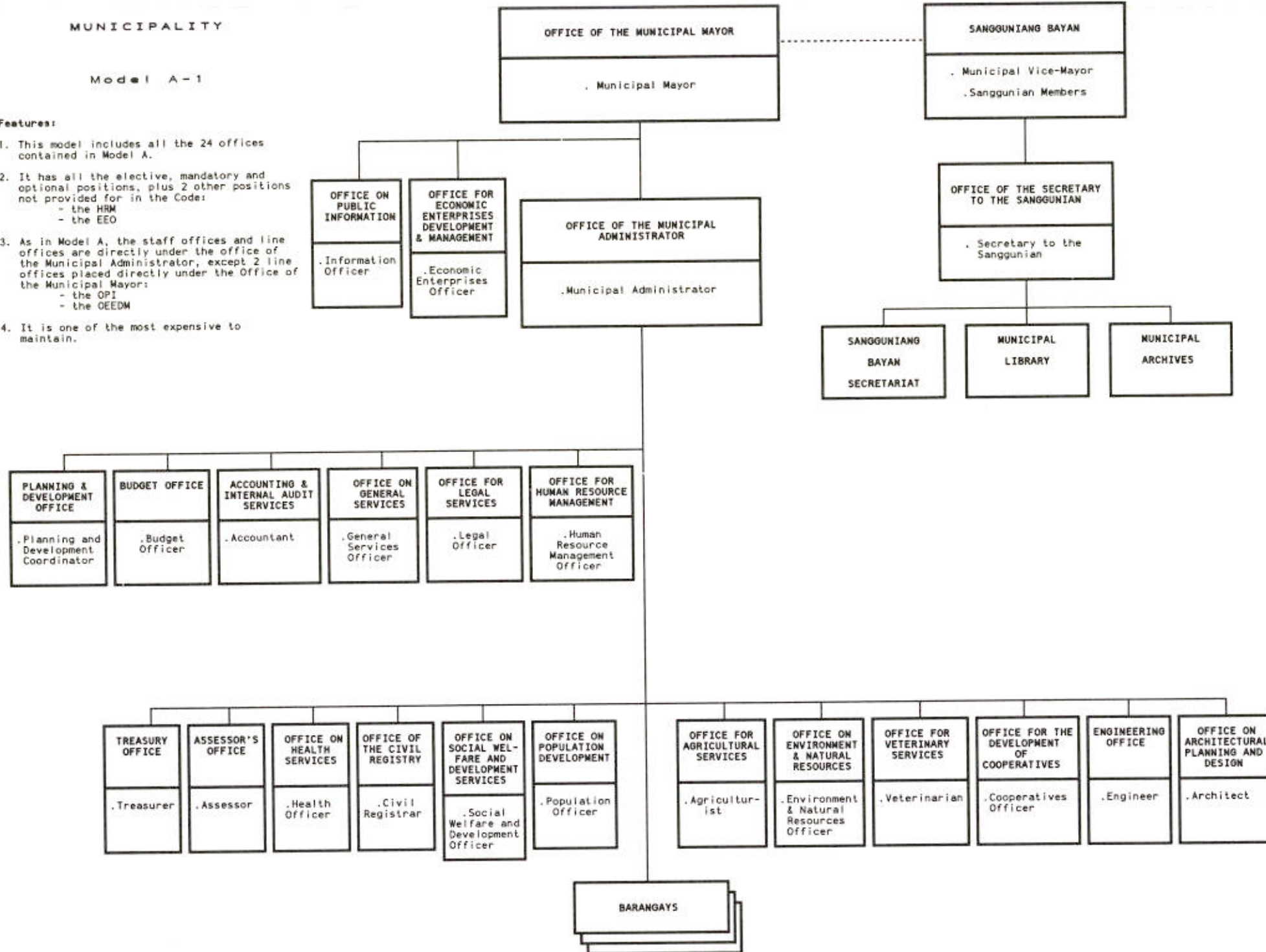
1. Office on Public Information - necessary to keep an open communication line between the municipal government and the public, non-governmental organizations (NGOs), private organizations and other government agencies.
2. Office on Architectural Planning and Design - functions are related to those of the Engineering Office and the Office on Environment and Natural Resources.
3. Office on Population Development - to complement the Office on Social Welfare and Development Services.
4. Office for Veterinary Services - to support the Office on Agricultural Services and as a component of the health and social welfare programs.

MUNICIPALITY

Model A-1

Features:

1. This model includes all the 24 offices contained in Model A.
2. It has all the elective, mandatory and optional positions, plus 2 other positions not provided for in the Code:
 - the HRM
 - the EEO
3. As in Model A, the staff offices and line offices are directly under the office of the Municipal Administrator, except 2 line offices placed directly under the Office of the Municipal Mayor:
 - the OPI
 - the GEEDM
4. It is one of the most expensive to maintain.



MUNICIPALITY Model A-2

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining all the offices included in this model;
2. It considers the inclusion of all the offices as necessary in the total delivery of services to its constituents;
3. Its service delivery and personnel management systems require the creation of additional offices which are not specifically provided for in the Local Government Code, such as the Office for Human Resource Management (OHRM) and the Office for Economic Enterprise Development and Management (OEEDM);
4. It recognizes the need for closer monitoring and easing the load of the Office of the Municipal Administrator in its office coordination functions by placing two line offices directly under the Office of the Municipal Mayor (OPI & OEEDM);
5. It further considers providing maximum coordination of office functions by clustering of offices.

Features:

1. This model contains all the twenty-four offices included in Model A.
2. All elective, mandatory and optional positions mentioned in the Local Government Code are included in this model, plus two additional positions (HRMO and EEO).
3. Like Model A-1, two line offices (OPI and OEEDM) are directly under the Office of the Municipal Mayor for purposes of closer monitoring and easing the load of the OMA and the clusters for technical services:

- the Office on Public Information (OPI) - to facilitate inter-office and inter-agency coordination on information; and

- the Office for Economic Enterprises Development and Management (OEEDM) - to facilitate planning and program implementation on economic development.

4. Clustering of offices is introduced to effect maximum coordination of office functions and to avoid overburdening of the Office of the Municipal Administrators:

- one cluster for management services; and
- two clusters for technical services.

5. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible for coordinating the functions of the offices in his cluster.
6. As compared to the other models, this organizational structure is one of the most expensive to maintain in terms of personal services and administrative requirements, in view of:

- the need for a maximum number of physical facilities and office equipment to be maintained; and
- the big number of required personnel to perform the functional responsibilities of each of the twenty-four offices.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office of the Civil Registry (OCR)

15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)

TECHNICAL SERVICES - B Cluster

17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for the Development of Cooperatives (ODC)
21. Engineering Office (EO)
22. Office on Architectural Planning and Design (OAPD)

Line Offices Under the Direct Supervision of the Municipal Mayor:

23. Office on Public Information (OPI)
24. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

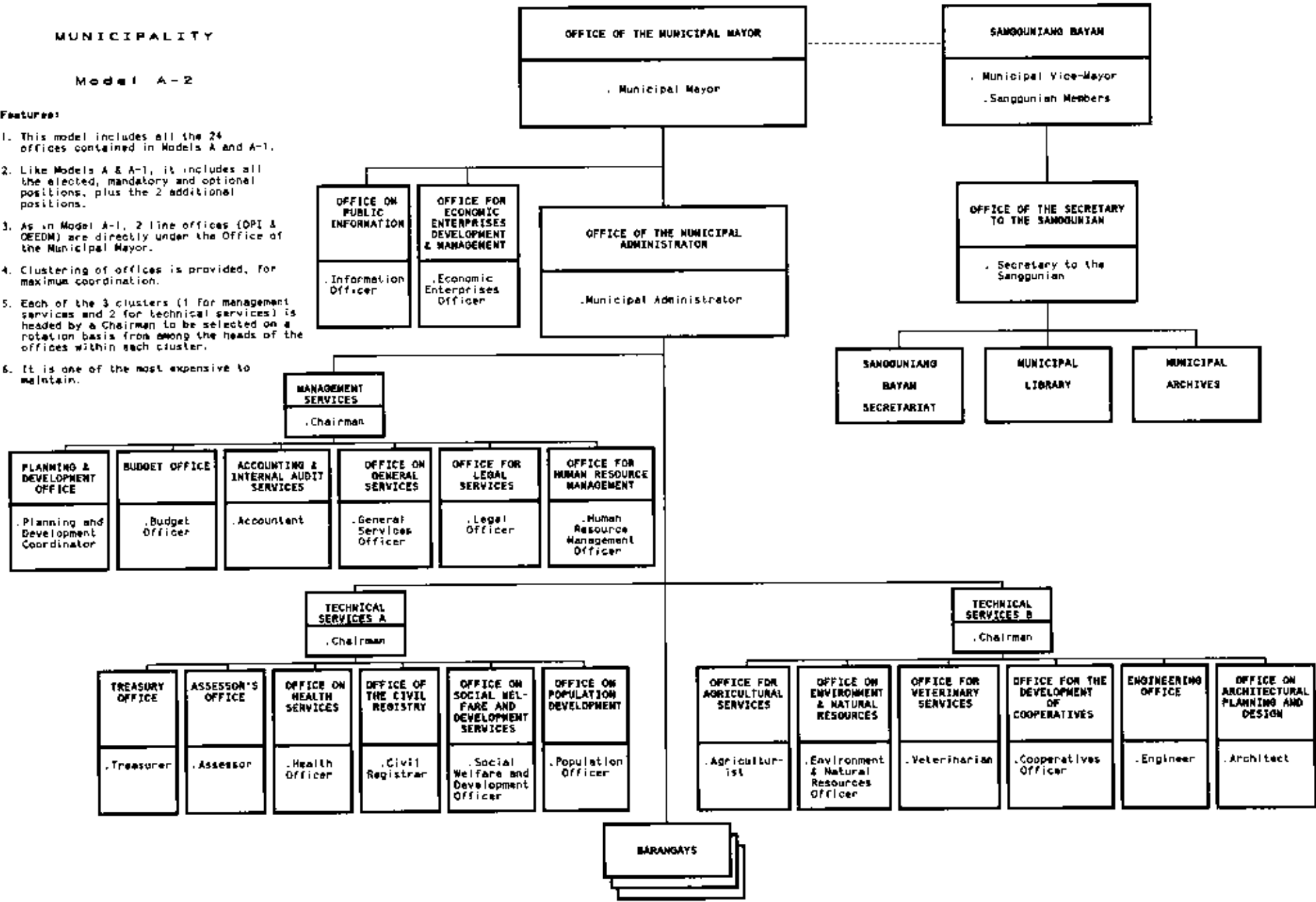
As in Models A and A-1, four line offices (OAPD, OPI, OPD & OVS) which are not directly involved in the delivery of service priorities are included in this model, as they are necessary to complement or support the other line offices in the implementation of service delivery programs.

MUNICIPALITY

Model A-2

Features:

1. This model includes all the 24 offices contained in Models A and A-1.
2. Like Models A & A-1, it includes all the elected, mandatory and optional positions, plus the 2 additional positions.
3. As in Model A-1, 2 line offices (OPI & OEEDM) are directly under the Office of the Municipal Mayor.
4. Clustering of offices is provided, for maximum coordination.
5. Each of the 3 clusters (1 for management services and 2 for technical services) is headed by a Chairman to be selected on a rotation basis from among the heads of the offices within each cluster.
6. It is one of the most expensive to maintain.



MUNICIPALITY Model A-3

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining all the offices included in this model;
2. It considers the inclusion of all the offices as necessary in the total delivery of services to its inhabitants;
3. Its service delivery and personnel management systems require the creation of additional offices and positions which are not specifically provided for in the Local Government Code, such as the Office for Human Resource Management, the Office for Economic Enterprise Development and Management, and the three positions of Assistant Municipal Administrator;
4. It recognizes the need for closer monitoring and of easing the load of the Office of the Municipal Administrator in its coordination functions by placing two line offices directly under the Office of the Municipal Mayor (OPI & OEEDM);
5. It further considers providing maximum coordination of office functions by clustering of offices.

Features:

1. This model contains all the twenty-four offices included in Models A, A-1 and A-2.
2. It also includes all elective, mandatory and optional positions mentioned in the Local Government Code, plus two other positions not provided for in the Code (HRMO and EEO).
3. Like Models A-1 and A-2, two line offices are directly under the Office of the Municipal Mayor for purposes of closer monitoring:
 - the Office on Public Information - to facilitate inter-office and inter-agency coordination on information; and

- the Office for Economic Enterprise Development and Management - to facilitate planning and program implementation on economic development.
4. As in Model A-2, clustering of offices is provided to effect maximum coordination of office functions:
 - one cluster for management services; and
 - two clusters for technical services.
 5. Each cluster is headed by an Assistant Municipal Administrator, a new position which is co-terminus with the Municipal Mayor's term of office. Each Assistant Municipal Administrator is responsible for coordinating the functions of the offices in his cluster.
 6. As compared to all the other models, included in the A series, this organizational structure is the most expensive to maintain, in view of:
 - the need for a maximum number of office facilities and equipment
 - the big number of personnel required to perform the functional responsibilities of each of the 24 offices; and
 - the creation of three additional positions of Assistant Municipal Administrator

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and during interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to

rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)

13. Office on Health Services (OHS)
14. Office of the Civil Registry (OCR)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)

TECHNICAL SERVICES - B Cluster

17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for the Development of Cooperatives (ODC)
21. Engineering Office (EO)
22. Office on Architectural Planning and Design (OAPD)

Line Offices Under the Direct Supervision of the Municipal Mayor:

23. Office on Public Information (OPI)
24. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

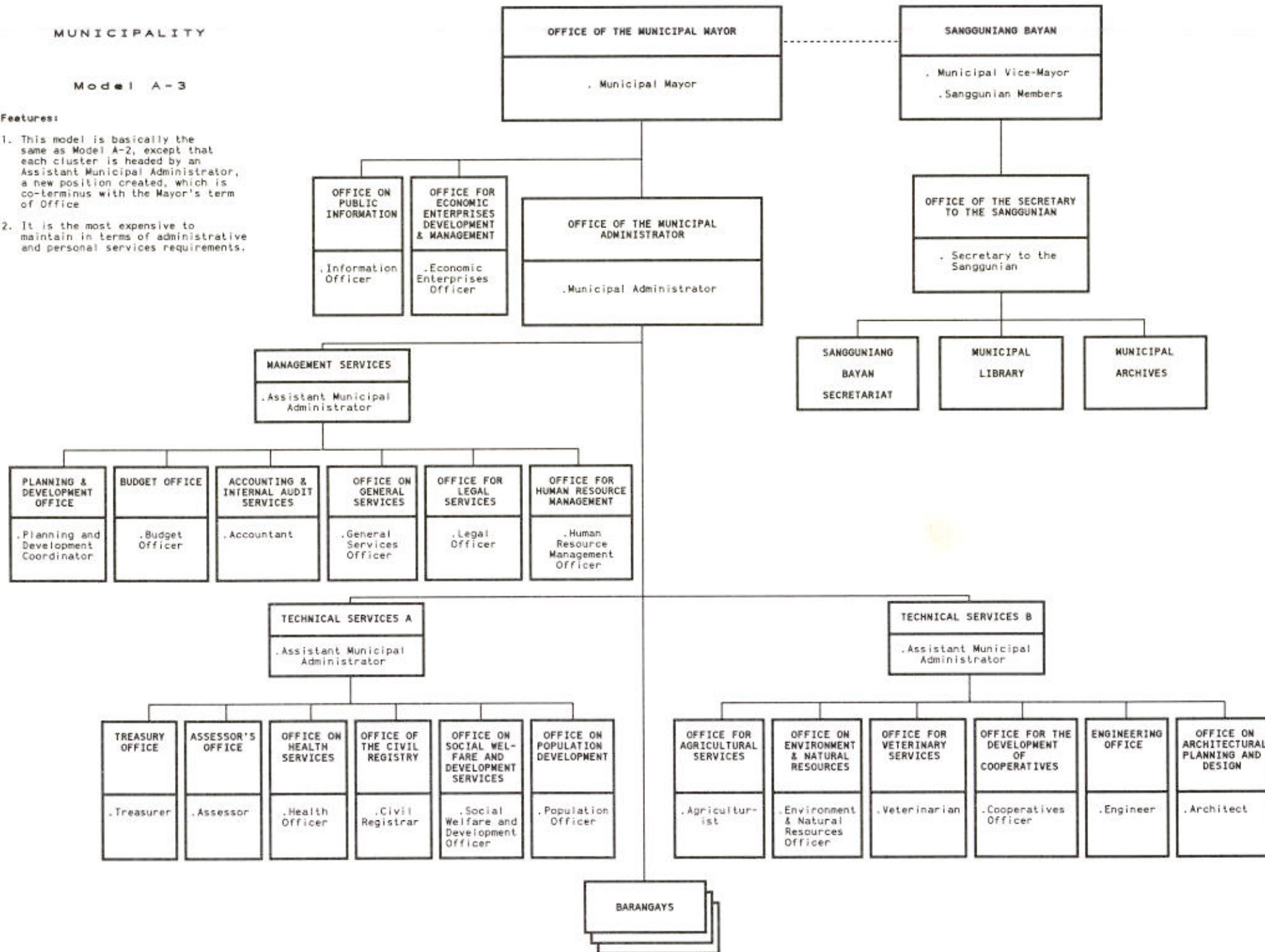
As in Models A and A-1, the four line offices (OAPD, OPI, OPD & OVS) which are not directly involved in the delivery of the service priorities of the municipality, are included in this model, as they are necessary to complement or support the other line offices in the implementation of service delivery programs .

MUNICIPALITY

Model A-3

Features:

1. This model is basically the same as Model A-2, except that each cluster is headed by an Assistant Municipal Administrator, a new position created, which is co-terminus with the Mayor's term of Office
2. It is the most expensive to maintain in terms of administrative and personal services requirements.



MUNICIPALITY Model B

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality has the financial capability of maintaining all the offices included in this model;
2. It considers merging of some offices without sacrificing the effective delivery of basic services to its constituents;
3. Its service delivery and personnel management systems consider the inclusion of offices which are not provided for in the Local Government Code, such as the Office for Human Resource Management (OHRM) and the Office for Economic Enterprise Development and Management (OEEDM);
4. It has a fully complemented Office of the Municipal Administrator (OMA) which can effectively handle the coordination of office functions.

Features:

1. This model contains twenty-one offices, including three sets of combined offices.
2. It includes all elective, mandatory, optional and two additional positions (HRMO & EEO), although some optional positions do not appear as office heads, as they are merged with other offices. The merged offices are:
 - the Office on Public Information (OPI) combined with the Office of the Municipal Administrator (OMA);
 - the Office on Architectural Planning and Design (OAPD) merged with the Engineering Office (EO), (now Engineering and Architectural Planning Office [EAPO]); and
 - the Office for the Development of Cooperatives (ODC) combined with the Office for Economic Enterprise Development and Management (now Office for Economic Enterprise and Cooperatives Development [OEEDM]).

3. In this Model, it is not necessary to maintain separate offices for public information, architectural planning and cooperatives development, as such functions can be effectively handled by the offices to which they are attached.
4. As compared to the A Models, this organizational structure is less expensive to maintain in terms of administrative and personal services requirements due to the merging of some offices.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)

3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office of the Civil Registry (OCR)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)
17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprises and Cooperatives and Development (OEECD)
21. Engineering and Architectural Planning Office (EAPO)

Complementary Offices:

The following line offices, although not directly involved in the delivery of the service priorities of the municipality, are included in this model as they are necessary to support the implementation of service delivery programs and projects.

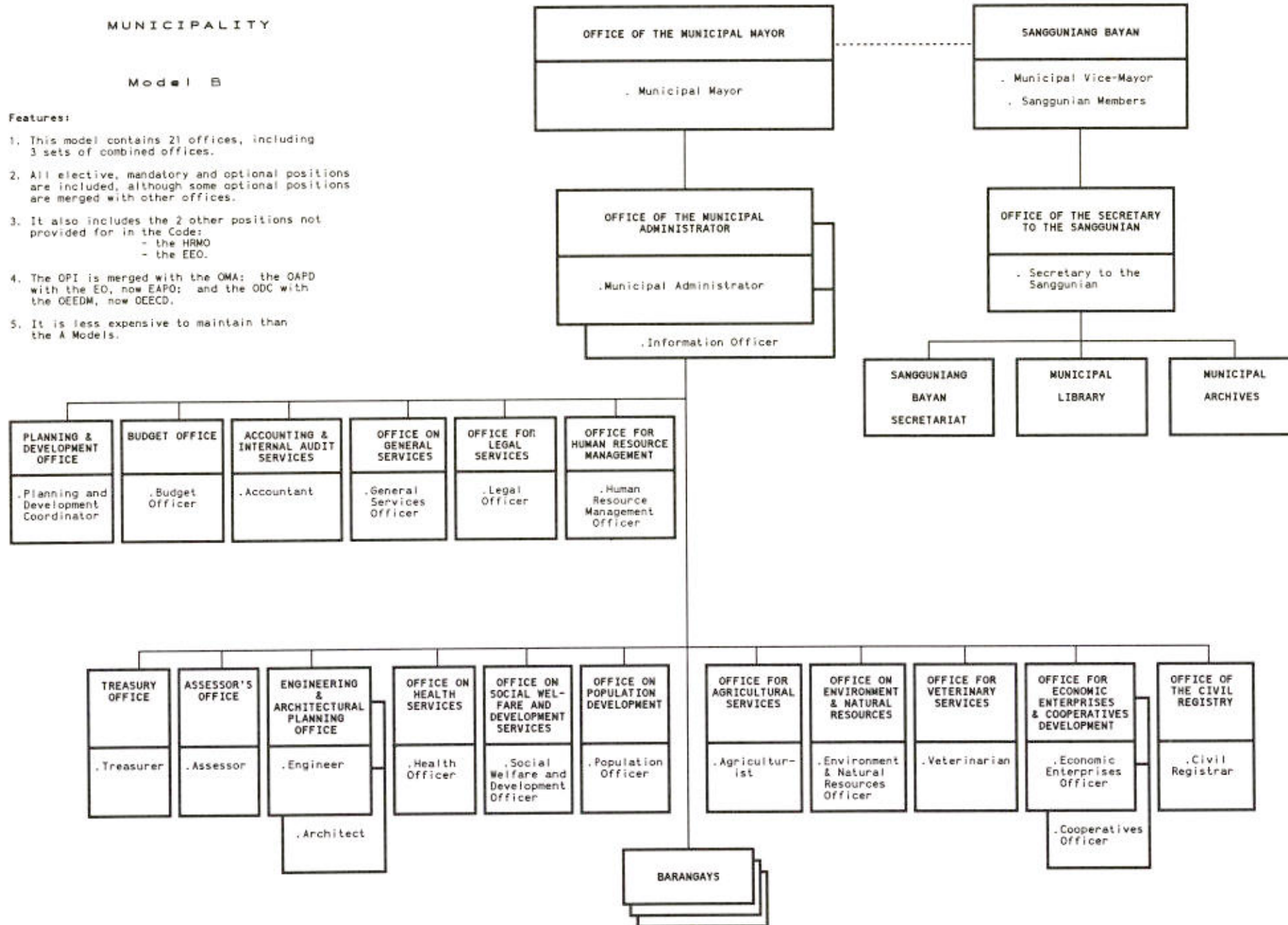
1. Office on Population Development - the functions of this office complement the Office on Social Welfare and Development Services (OSWDS).
2. Office for Veterinary Services - to support the OAS and as a component of the health and social welfare programs.

MUNICIPALITY

Model B

Features:

1. This model contains 21 offices, including 3 sets of combined offices.
2. All elective, mandatory and optional positions are included, although some optional positions are merged with other offices.
3. It also includes the 2 other positions not provided for in the Code:
 - the HRMO
 - the EEO.
4. The OPI is merged with the OMA; the OAPD with the EO, now EAPO; and the ODC with the OEEDM, now OEEDC.
5. It is less expensive to maintain than the A Models.



MUNICIPALITY Model B-1

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain all the offices included in this model;
2. It considers merging of some offices without sacrificing the effective delivery of basic services to its constituents;
3. Its service delivery and personnel management systems consider the inclusion of offices which are not provided for in the Local Government Code, such as the Office for Human Resource Management and the Office for Economic Enterprise Development and Management;
4. It considers clustering of offices to lighten the load of the Office of the Municipal Administrator in its coordination function.

Features:

1. This model contains all the twenty-one offices included in Model B.
2. It includes all elective, mandatory, optional and two additional positions (HRMD & EEO), although some optional positions do not appear as office heads, as they are merged with other offices. The merged offices are:
 - the Office on Public Information combined with the Office of the Municipal Administrator;
 - the Office on Architectural Planning and Design merged with the Engineering Office, (now Engineering and Architectural Planning and Office (EAPO)); and
 - the Office for the Development of Cooperatives (ODC) combined with the Office for Economic Enterprise Development and Management (now OEECD).

3. There is clustering of offices to effect maximum coordination of office functions and to avoid overloading the Office of the Municipal Administrator (OMA):
 - one cluster for management services; and
 - two clusters for technical services.
4. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible for coordinating the functions of the offices in his cluster.
5. As compared to the A Models, this organizational structure is less expensive to maintain in terms of administrative and personal services requirements due to the merging of some offices.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare

6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Engineering and Architectural Planning Office (EAPO)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)

TECHNICAL SERVICES - B Cluster

17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprises Development and Cooperatives Management (OEEDCM)
21. Office of the Civil Registry (OCR)

Complementary Offices:

The following line offices, although not directly involved in the delivery of the service priorities of the municipality, are included in this model as they are necessary to support the implementation of its programs and projects for its major concerns:

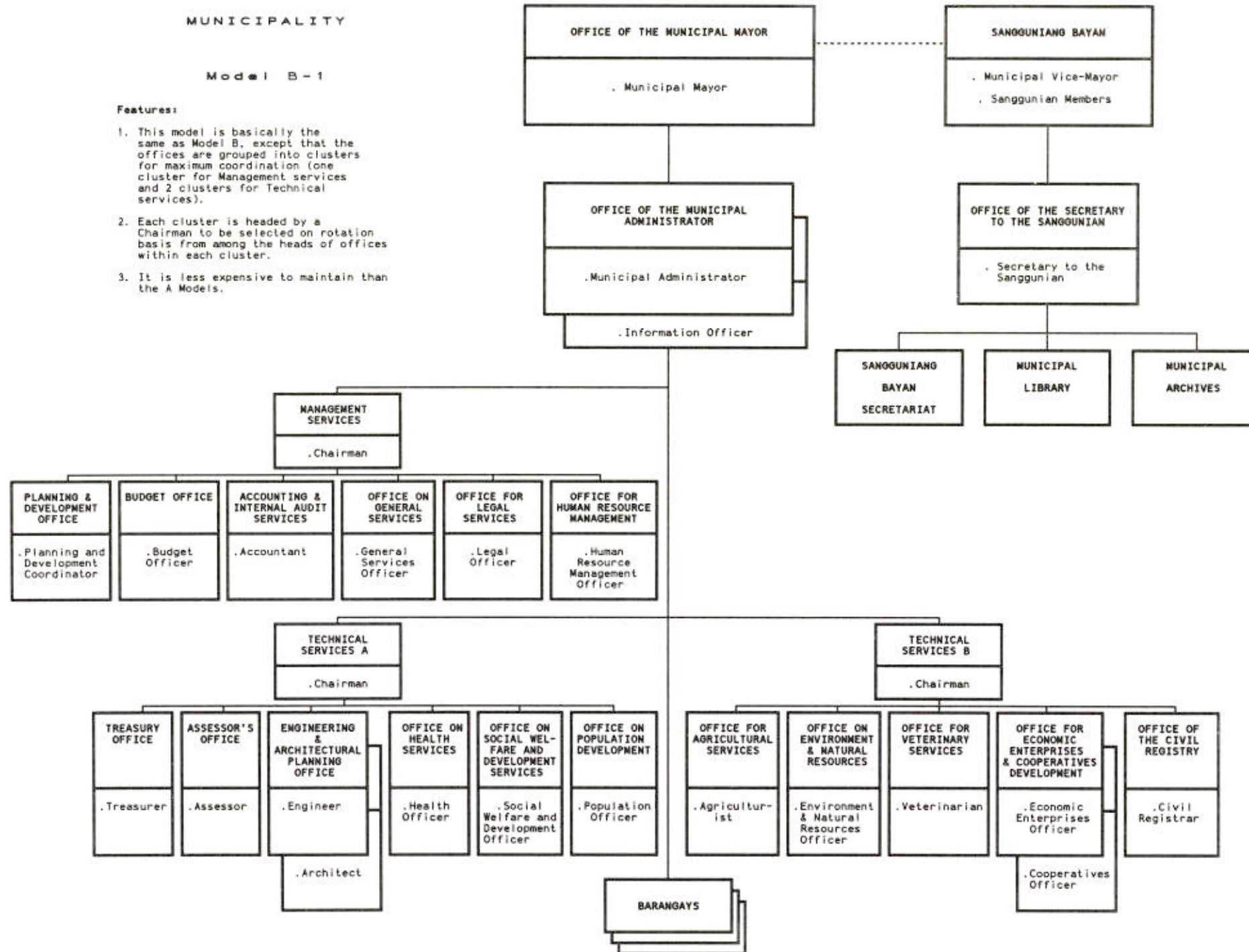
1. Office on Population Development - the functions of this office complement the Office on Social Welfare and Development Services (OSWDS).
2. Office for Veterinary Services - to support the Office for Agricultural Services (OAS) and as a component of the health and social welfare programs.

MUNICIPALITY

Model B-1

Features:

1. This model is basically the same as Model B, except that the offices are grouped into clusters for maximum coordination (one cluster for Management services and 2 clusters for Technical services).
2. Each cluster is headed by a Chairman to be selected on rotation basis from among the heads of offices within each cluster.
3. It is less expensive to maintain than the A Models.



MUNICIPALITY Model B-2

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain all the offices included in this model;
2. It considers merging of some offices without sacrificing the effective delivery of basic services to its constituents;
3. Its service delivery and personnel management systems consider the inclusion of offices which are not provided for in the Local Government Code (LGC), such as the Office for Human Resource Management (OHRM) and the Office for Economic Enterprise Development and Management (OEEDM);
4. It considers clustering of offices to lighten the load of the Office of the Municipal Administrator (OMA) in its coordination function.

Features:

1. This model contains all the twenty-one offices included in Models B and B-1.
2. It includes all elective, mandatory, optional and two additional positions (HRMO & EEO), although some optional positions do not appear as office heads, as they are merged with other offices. The merged offices are:
 - the Office on Public Information (OPI) combined with the Office of the Municipal Administrator (OMA);
 - the Office for Architectural Planning and Design (OAPD merged with the Engineering Office, (now EAPO); and
 - the Office for Development of Cooperatives combined with the Office for Economic Enterprise Development and Management (now OEEDM).
3. As in Model B-1, there is clustering of offices to effect maximum coordination of office functions and to avoid overloading the Office of the Municipal Administrator:

- one cluster for management services; and
- two clusters for technical services.

4. Instead of a Chairman, each cluster is headed by an Assistant Municipal Administrator, a new position which is co-terminus with the Municipal Mayor's term of office. Each Assistant Municipal Administrator is responsible coordinating the functions of the offices in his cluster.
5. This organizational structure is more expensive to maintain than Models B and B-1 in view of the additional three positions of Assistant Municipal Administrator.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Engineering and Architectural Planning Office (EAPO)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)

TECHNICAL SERVICES - B Cluster

17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)

20. Office for Economic Enterprises Development and Cooperatives Management (OEEDCM)
21. Office of the Civil Registry (OCR)

Complementary Offices:

The following line offices, although not directly involved in the delivery of the service priorities of the municipality, are included in this model as they are necessary to support the implementation of service delivery programs and projects.

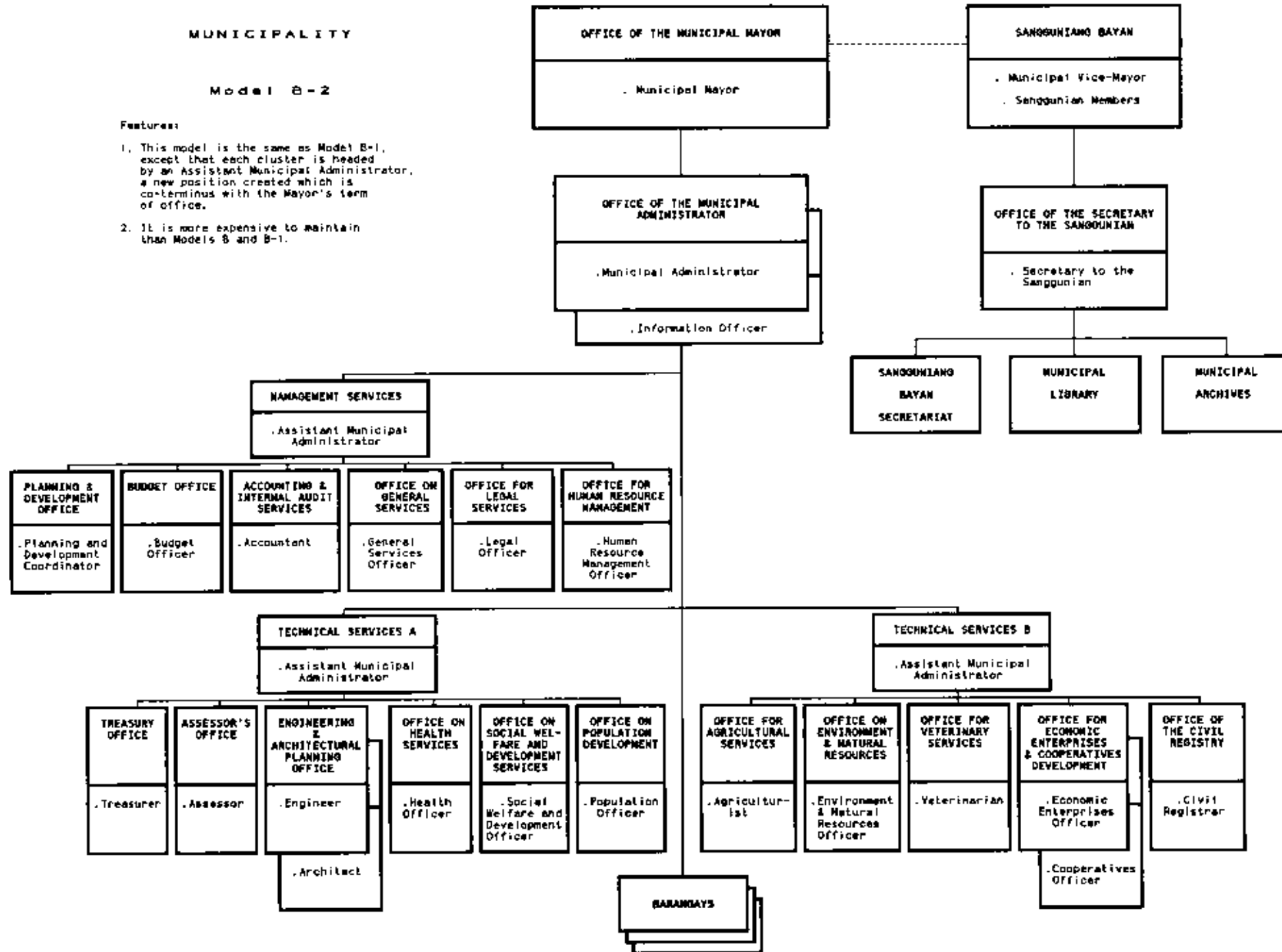
1. Office on Population Development - the functions of this complement the Office on Social Welfare and Development Services (OSWDS).
2. Office for Veterinary Services - to support the Office for Agricultural Services (OAS) and as a component of the health and social welfare programs.

MUNICIPALITY

Model B-2

Features:

1. This model is the same as Model B-1, except that each cluster is headed by an Assistant Municipal Administrator, a new position created which is co-terminus with the Mayor's term of office.
2. It is more expensive to maintain than Models B and B-1.



MUNICIPALITY Model C

May be Adopted by first and Second Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain all the offices included in this model;
2. Merging of some offices is considered without sacrificing the effective delivery of basic services for its inhabitants;
3. Its personnel management system requires the creation of a position not mentioned in the Local Government Code - the Human Resource Management Officer.

Features:

1. This model has nineteen offices, including the four sets of combined offices.
2. All elective, mandatory and optional positions are included, although some optional positions are integrated with other offices and are not shown as heads of offices. The combined offices are:
 - the Office for Human Resource Management with the Office of the Municipal Administrator;
 - the Office on Architectural Planning and Design with the Engineering Office (now Engineering and Architectural Planning Office);
 - the Office on Population Development (OPD) with the Office on Social Welfare and Development services (OSWDS); and
 - the Office for Veterinary Services (OVS) with the Office for Agricultural Services (OAS) (now Office for Agriculture and Veterinary Services [OAVS]).
3. The Office on Public Information (OPI) is directly under the Office of the Municipal Mayor (OMM) to facilitate inter-office and inter-agency coordination on information.

4. There is no separate Office for Economic Enterprises Development and Management (OEEDM) as there is not much commercial activities in the municipality. Hence, the functions of this office are distributed as follows:

- Business permits/licenses and market supervision - to the Office of the Municipal Administrator (OMA);
- Slaughterhouse operation, if any - to the Office for Agriculture and Veterinary Services (OAVS); and
- Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (See the Functional Description of Offices).

5. This organizational structure is less expensive to maintain than the A and B Models in view of the merging of some offices and the distribution of the functions of the Office for Economic Enterprise Development and Management (OEEDM), which reduces the cost for personal services and administrative requirements.

Service Priorities:

Listed below are the service priorities identified by first and second class municipalities in their responses to the survey questionnaires and the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agricultural Extension/Research
5. Environmental Programs
6. Cooperatives
7. Communication Services/Facilities

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office of the Civil Registry (OCR)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office for Agricultural and Veterinary Services (OAVS)
16. Office on Environment and Natural Resources (OENR)
17. Office for the Development of Cooperatives (ODC)
18. Engineering and Architectural Planning Office (EAPO)

Line Office Under the Direct Supervision of the Municipal Mayor:

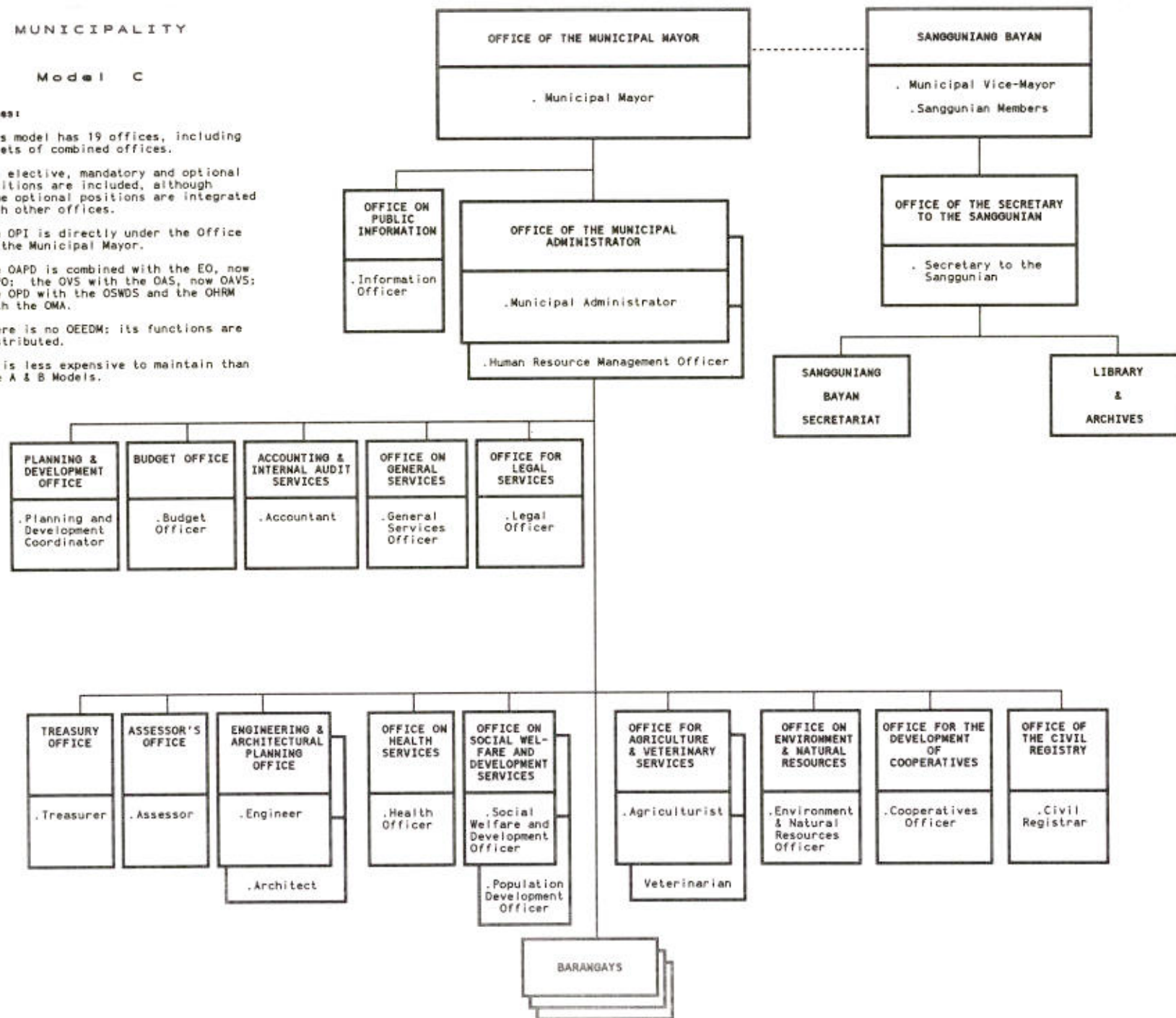
19. Office on Public Information (OPI)

MUNICIPALITY

Model C

Features:

1. This model has 19 offices, including 4 sets of combined offices.
2. All elective, mandatory and optional positions are included, although some optional positions are integrated with other offices.
3. The OPI is directly under the Office of the Municipal Mayor.
4. The OAPD is combined with the EO, now EAPO; the QVS with the DAS, now OAVS; the OPD with the OSWDS and the OHRM with the OMA.
5. There is no OEEDM; its functions are distributed.
6. It is less expensive to maintain than the A & B Models.



MUNICIPALITY Model C-1

May be Adopted by first and Second Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain all the offices included in this model;
2. Merging of some offices is considered without sacrificing the effective delivery of basic services for its inhabitants;
3. Its personnel management system requires the creation of a position not mentioned in the Local Government Code - the Human Resource Management Officer.

Features:

1. This model has nineteen offices, including the four sets of combined offices.
2. All elective, mandatory and optional positions are included, although some optional positions are integrated with other offices and are not shown as heads of offices. The combined offices are:
 - the Office for Human Resource Management with the Office of the Municipal Administrator;
 - the Office on Architectural Planning and Design with the Engineering Office (now Engineering and Architectural Planning Office);
 - the Office on Population Development (OPD) with the Office on Social Welfare and Development services (OSWDS); and
 - the Office for Veterinary Services (OVS) with the Office for Agricultural Services (OAS) (now Office for Agriculture and Veterinary Services [OAVS]).
3. The Office on Public Information (OPI) is directly under the Office of the Municipal Mayor (OMM) to facilitate inter-office and inter-agency coordination on information.

4. There is no separate Office for Economic Enterprise Development and Management (OEEDM) as there is not much commercial activity in the municipality. Hence, the functions of this office are distributed as follows:
 - Business permits/licenses and market supervision - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operation, if any - to the Office for Agriculture and Veterinary Services (OAVS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (See the Functional Description of Offices).
5. This organizational structure is less expensive to maintain than the A and B Models in view of the merging of some offices and the distribution of the functions of the Office for Economic Enterprise Development and Management (OEEDM), which reduces the cost for personal services and administrative requirements.

Service Priorities:

Listed below are the service priorities identified by first and second class municipalities in their responses to the survey questionnaires and the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agricultural Extension/Research
5. Environmental Programs
6. Cooperatives
7. Communication Services/Facilities

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office of the Civil Registry (OCR)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office for Agricultural and Veterinary Services (OAVS)
16. Office on Environment and Natural Resources (OENR)
17. Office for the Development of Cooperatives (ODC)
18. Engineering and Architectural Planning Office (EAPO)

Line Office Under the Direct Supervision of the Municipal Mayor:

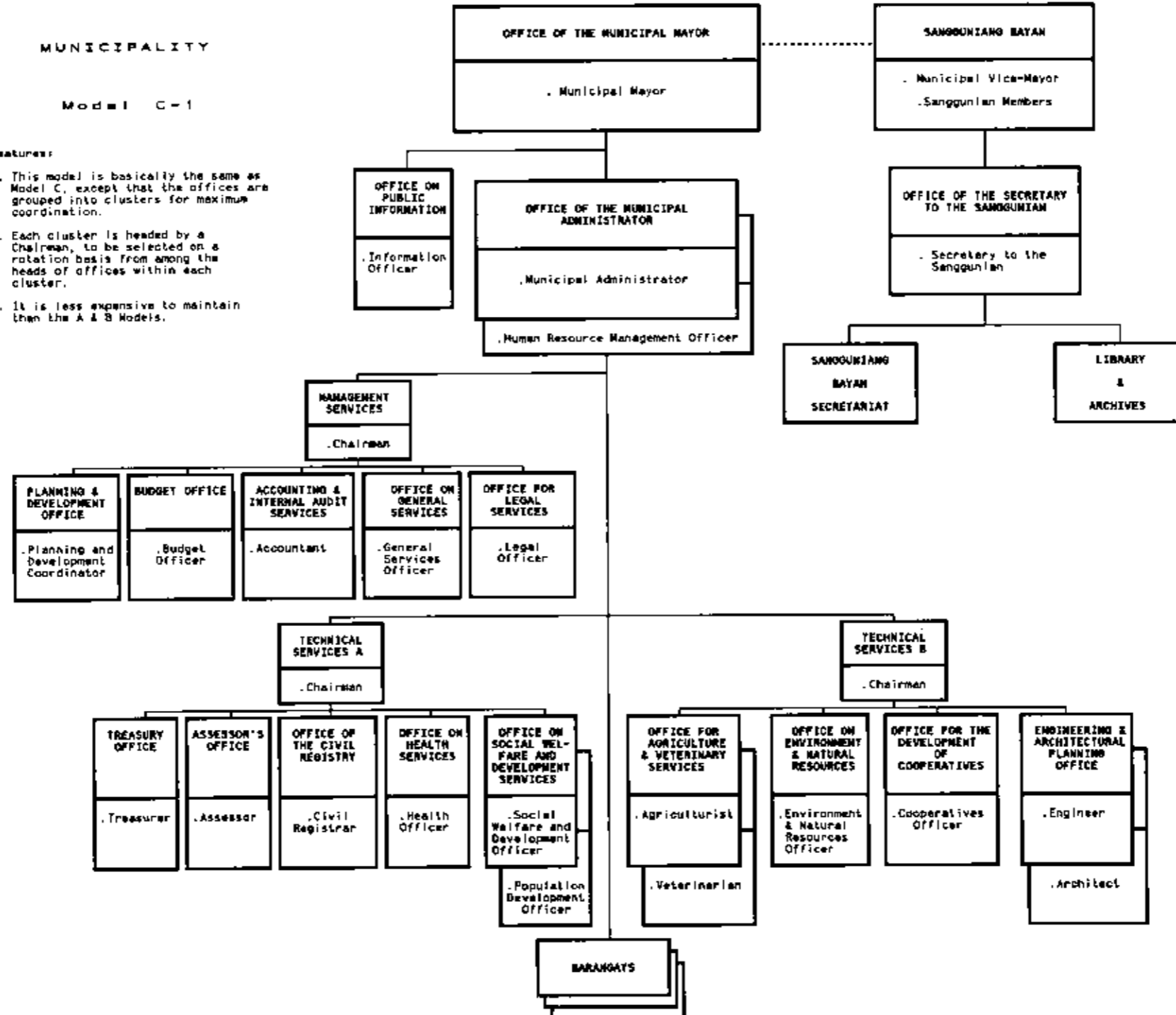
19. Office on Public Information (OPI)

MUNICIPALITY

Model C-1

Features:

1. This model is basically the same as Model C, except that the offices are grouped into clusters for maximum coordination.
2. Each cluster is headed by a Chairman, to be selected on a rotation basis from among the heads of offices within each cluster.
3. It is less expensive to maintain than the A & B Models.



MUNICIPALITY Model D

May be Adopted by First and Second Class Municipalities

Key considerations:

1. The municipality has the financial capacity to maintain the offices included in this model;
2. It considers merging of some offices and integration of certain functions with related offices without affecting its ability to provide basic services to its inhabitants; and
3. Its personnel management system requires the creation of an office not specifically mentioned in the Local Government Code (LGC) – the Office for Human Resource Management (OHRM).

Features:

1. This model has nineteen offices, including one office not mentioned in the Code and two sets of merged offices.
2. It includes all elective and mandatory positions and some optional positions, plus one position not mentioned in the Code (HRMO).
3. The Office on Public Information (OPI) is merged with the Office of the Municipal Administrator (OMA) and the Office for the Development of Cooperatives (ODC) is merged with the Office for Agricultural Services (now Office of Agriculture and Cooperatives [OAC]).
4. In this case, the municipality feels that it is not practical to maintain separate offices for public information and cooperatives development.
5. Architectural planning function is integrated with the Engineering Office (EO) and population development function is integrated with the Office on Social Welfare and Development Services (OSWDS).
6. There is also no Office for Economic Enterprise Development and Management (OEEDM) as there is not much commercial activity in the municipality. Hence, the functions of this office are distributed as follows:

- Business permits/licenses and market supervision - to the Office of the Municipal Administrator (OMA);
- Slaughterhouse operation, if any - to the Office for Agriculture and Veterinary Services (OAVS); and
- Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (See Functional Description of Offices).

7. This organizational model is more or less comparable to Model C in terms of personal services and administrative expenses.

Service Priorities:

Listed below are the service priorities identified by first and second class municipalities in their responses to the survey questionnaires and the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agricultural Extension/Research
5. Environmental Programs
6. Cooperatives
7. Information Services/Facilities

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

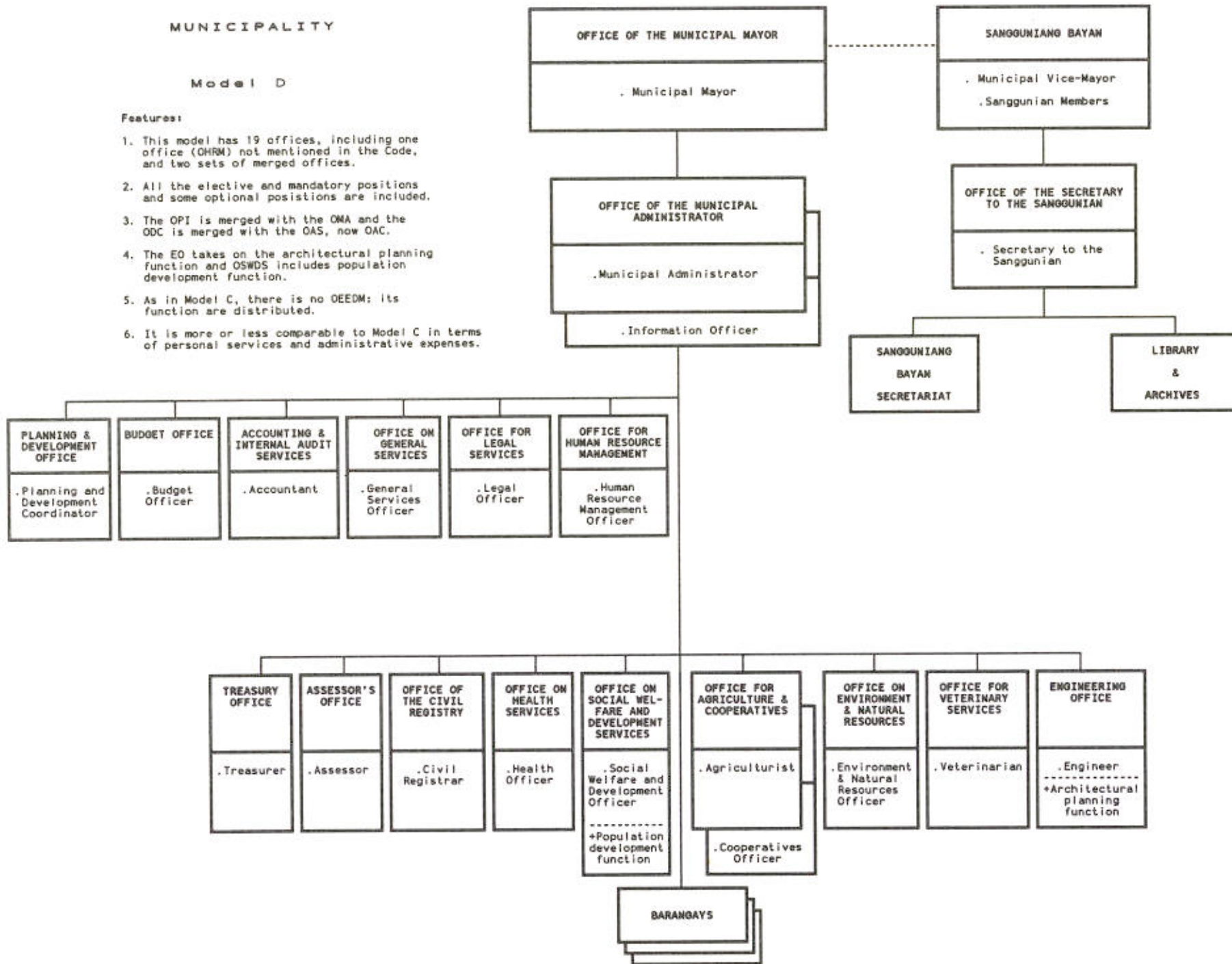
10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office of the Civil Registry (OCR)
13. Office on Health Services (OHS)
14. Engineering Office (EO)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office for Human Resource Management (OHRM)
17. Office for Agriculture and Cooperatives (OAC)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)

MUNICIPALITY

Model D

Features:

1. This model has 19 offices, including one office (OHRM) not mentioned in the Code, and two sets of merged offices.
2. All the elective and mandatory positions and some optional positions are included.
3. The OPI is merged with the OMA and the ODC is merged with the OAS, now OAC.
4. The EO takes on the architectural planning function and OSWDS includes population development function.
5. As in Model C, there is no DEEDM; its function are distributed.
6. It is more or less comparable to Model C in terms of personal services and administrative expenses.



MUNICIPALITY Model D-1

May be Adopted by First and Second Class Municipalities

Key considerations:

1. The municipality has the financial capacity to maintain the offices included in this model;
2. It considers merging of some offices and integration of certain functions with related offices without affecting its ability to provide basic services to its inhabitants;
3. Its personnel management system requires the creation of an office not specifically mentioned in the Local Government Code (LGC) -- the Office for Human Resource Management (OHRM); and
4. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model contains all the nineteen offices included in Model D.
2. It includes all elective and mandatory positions and some optional positions plus one position not mentioned in the Code (HRMO).
3. The Office on Public Information (OPI) is merged with the Office of the Municipal Administrator (OMA) and the Office for the Development of Cooperatives (ODC) is merged with the Office for Agricultural Services (now OAC).
4. In this case, the municipality considers it not practical to maintain separate offices for public information and cooperatives development.
5. Architectural planning function is integrated with the Engineering Office (EO) and the population development function is integrated with the Office on Social Welfare and Development Services (OSWDS).
6. There is also no Office for Economic Enterprises Development and Management (OEEDM) as there is not much commercial activity in the municipality. Hence, the functions of this office are distributed as follows:

- Business permits/licenses and market supervision - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operation, if any - to the Office for Veterinary Services (OVS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (See Functional Description of Offices).
7. There is clustering of offices to effect maximum coordination of office functions and to avoid overloading the Office of the Municipal Administrator (OMA):
 - one cluster for management services; and
 - two clusters for technical services.
 8. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible for coordinating the functions of the offices in his cluster.
 9. This organizational model is more or less comparable to Models C and C-1 in terms of personal services and administrative expenses.

Service Priorities:

Listed below are service priorities identified by first and second class municipalities in their responses to the survey questionnaires and the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agricultural Extension/Research
5. Environmental Programs

6. Cooperatives
7. Information Services/Facilities

18. Office for Veterinary Services (OVS)
19. Engineering Office (EO)

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office of the Civil Registry (OCR)
15. Office on Social Welfare and Development Services (OSWDS)

TECHNICAL SERVICES - B Cluster

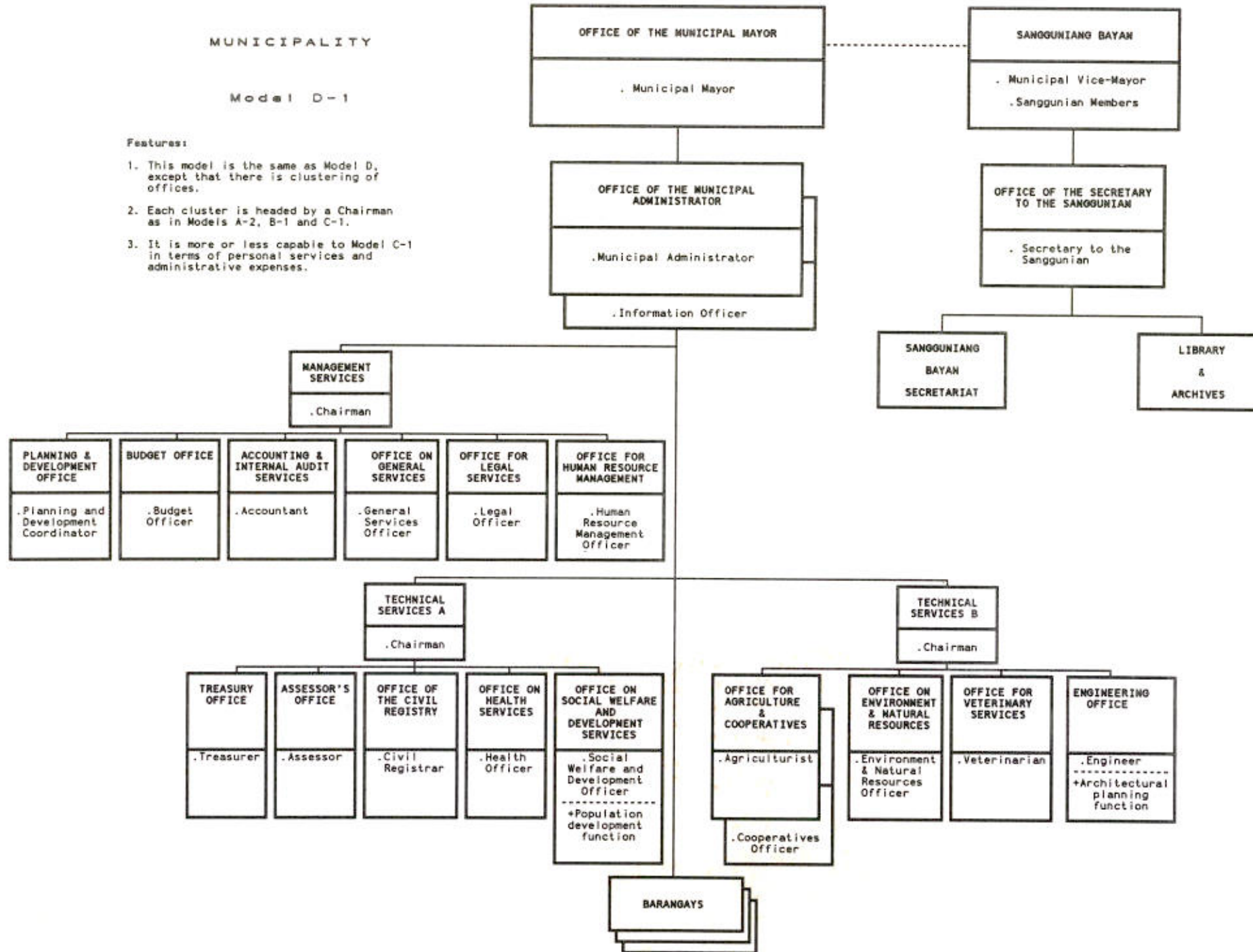
16. Office for Agriculture and Cooperatives (OAC)
17. Office on Environment and Natural Resources (OENR)

MUNICIPALITY

Model D-1

Features:

1. This model is the same as Model D, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1 and C-1.
3. It is more or less capable to Model C-1 in terms of personal services and administrative expenses.



MUNICIPALITY Model E

May be Adopted by First and Second Class Municipalities

Key considerations:

1. The municipality has the financial capacity to maintain the offices included in this model;
2. It considers merging of some offices and integration of certain functions with related offices, without sacrificing the effective delivery of services to its constituents; and
3. Its service delivery and personnel management systems require the creation of new offices such as the Office for Economic Enterprise Development and Management (OEEDM) and the Office for Human Resource Management (OHRM), which are not provided for in the Local Government Code although the latter is combined with another office.

Features:

1. This model has eighteen offices, including one office not mentioned in the Code and one combined office.
2. It includes all elective and mandatory positions, some optional positions and two other positions not provided for in the Local Government Code (HRMO and EEO).
3. The Office for Human Resource Management (OHRM) is merged with the Office of the Municipal Administrator (OMA), which also undertakes public information function, as the municipality deems it is not necessary to maintain a separate office for this purpose.
4. Architectural planning is integrated with the Engineering Office (EO), population development with the Office on Social Welfare and Development Services (OSWDS), cooperatives development with the Office for Economic Enterprise Development and Management (OEEDM), and veterinary services with the Office for Agricultural Services (OAS).

5. This organizational structure is less expensive to maintain than the first four basic models, in view of the reduction in personal services and administrative requirements, due to the merging of two offices and the integration of certain functions with related offices.

Service Priorities:

Listed below are service priorities identified by first and second class municipalities in their responses to the survey questionnaires and the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agricultural Extension/Research
5. Environmental Programs
6. Cooperatives
7. Information Services/Facilities

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)

8. Office for Legal Services (OLS)
9. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

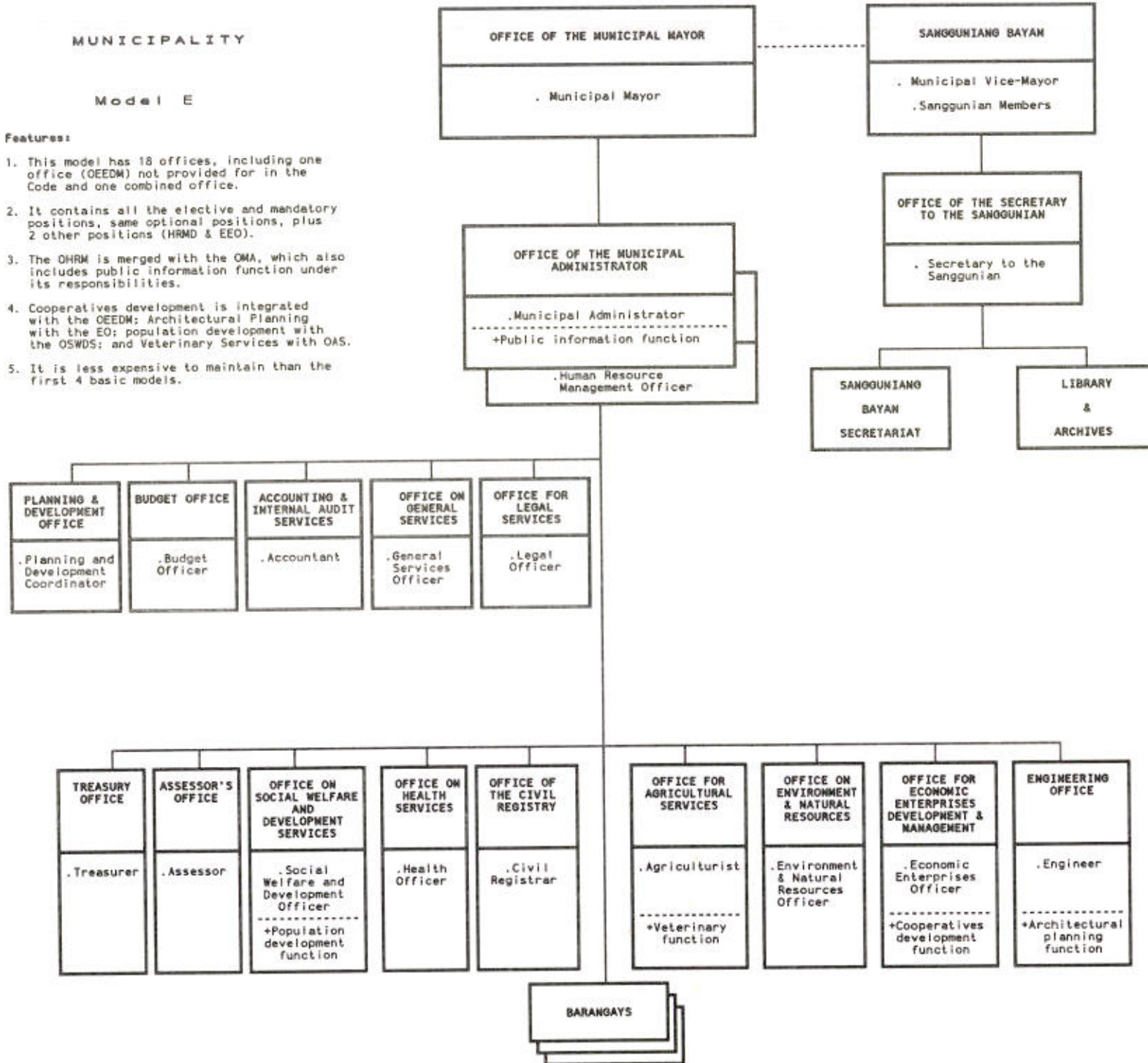
10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office of the Civil Registry (OCR)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office for Agricultural Services (OAS)
16. Office on Environment and Natural Resources (OENR)
17. Engineering Office (EO)
18. Office for Economic Enterprises Development and Management (OEEDM)

MUNICIPALITY

Model E

Features:

1. This model has 18 offices, including one office (OEEDM) not provided for in the Code and one combined office.
2. It contains all the elective and mandatory positions, some optional positions, plus 2 other positions (HRMD & EEO).
3. The DHRM is merged with the OMA, which also includes public information function under its responsibilities.
4. Cooperatives development is integrated with the OEEDM; Architectural Planning with the EO; population development with the OSWDS; and Veterinary Services with OAS.
5. It is less expensive to maintain than the first 4 basic models.



MUNICIPALITY Model E-1

May be Adopted by First and Second Class Municipalities

Key considerations:

1. The municipality has the financial capacity to maintain the offices included in this model;
2. It considers merging of some offices and integration of certain functions with related offices, without sacrificing the effective delivery of services to its constituents;
3. Its service delivery and personnel management systems require the creation of new offices such as the Office for Economic Enterprise Development and Management (OEEDM) and the Office of Human Resource Management (OHRM) which are not provided for in the Local Government Code although the latter is combined with another office; and
4. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model has sixteen offices and is basically the same as Model E.
2. It includes all elective and mandatory positions, some optional positions and two other positions not provided for in the Local Government Code (HRMO and EEO).
3. The Office for Human Resource Management (OHRM) is merged with the Office of the Municipal Administrator (OMA), which also undertakes public information function, as the municipality deems it is not necessary to maintain a separate office for this purpose.
4. Architectural planning is integrated with the Engineering Office (EO), population development with the Office on Social Welfare and Development Services (OSWDS), cooperatives development with the Office for Economic Enterprise Development and Management (OEEDM), and veterinary services with the Office for Agricultural Services (OAS).

5. There is clustering of offices to effect maximum coordination of office functions without overloading the Office of the Municipal Administrator (OMA):

- one cluster for management services; and
- two clusters for technical services.

6. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
7. This organizational structure is less expensive to maintain than the first four basic models, in view of the reduction in personal services and administrative requirements, due to the merging of two offices and the integration of certain functions with related offices.

Service Priorities:

Listed below are service priorities identified by first and second class municipalities in their responses to the survey questionnaires and the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agricultural Extension/Research
5. Environmental Programs
6. Cooperatives
7. Information Services/Facilities

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)

3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES- A Cluster

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office of the Civil Registry (OCR)
14. Office on Social Welfare and Development Services (OSWDS)

TECHNICAL SERVICES - B Cluster

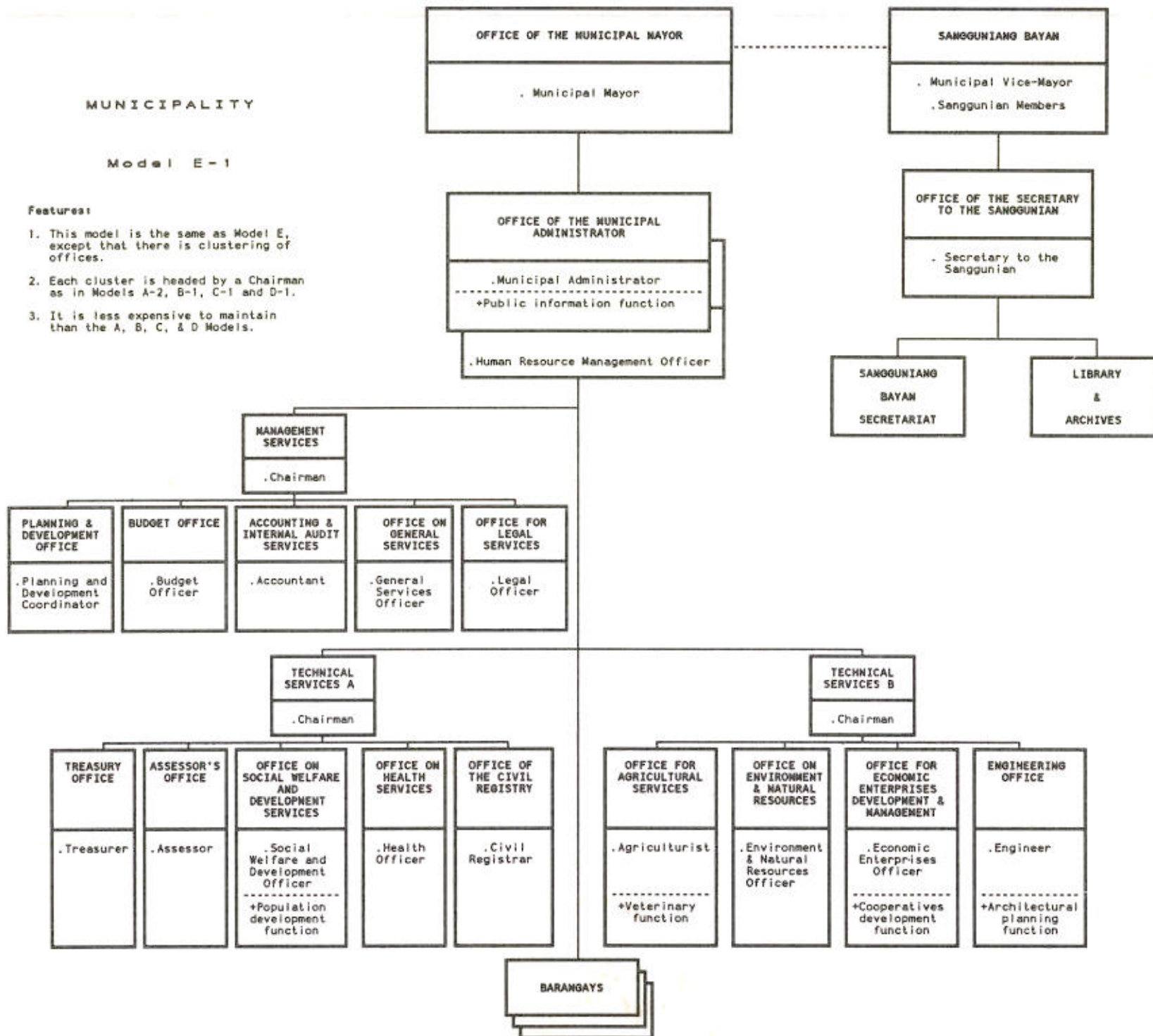
15. Office for Agricultural Services (OAS)
16. Office on Environment and Natural Resources (OENR)
17. Engineering Office (EO)
18. Office for Economic Enterprises Development and Management (OEEDM)

MUNICIPALITY

Model E-1

Features:

1. This model is the same as Model E, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1 and D-1.
3. It is less expensive to maintain than the A, B, C, & D Models.



MUNICIPALITY Model F

May be Adopted by Second and Third Class Municipalities

Key considerations:

1. The municipality has enough funds to support the maintenance of the offices included in this model;
2. Its chief executive believes in the capability of its PDO to handle the coordination of office functions;
3. It considers integration of certain functions with related offices and still maintain effective delivery of basic services to its inhabitants; and
4. Its personnel management system requires the creation of an office not specifically mentioned in the Local Government Code (LGC) -- the Office for Human Resource Management (OHRM).

Features:

1. This model has eighteen offices, including one office not mentioned in the Code (OHRM).
2. It includes all the elective and mandatory positions and some optional positions, plus the Human Resource Management Officer as head of the Office for Human Resource Management (OHRM).
3. There is no Office of the Municipal Administrator (OMA) but the Planning and Development Office (PDO) assumes the responsibility of the Office of the Municipal Administrator as an extension of the Office of the Municipal Mayor (OMM), in addition to its regular responsibilities.
4. Public information is integrated with the Office of the Municipal Mayor (OMM) as the municipality feels that it is not financially viable to maintain a separate office for public information.
5. As in models D and E, architectural planning is integrated with the Engineering Office (EO) and population development with the Office on Social Welfare and Development Services (OSWDS).

6. As in Model E, veterinary function is included under the responsibilities of the Office for Agricultural Services (OAS).
7. As in Models C and D, the functions of the Office for Economic Enterprises Development and Management (OEEDM) are assigned to other offices as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to the Office for Agricultural Services (OAS); and
 - other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see Functional Description of Offices).
8. As to administrative and personal services expenses, this organizational structure is more or less comparable to Model E.

Service Priorities:

Listed below are the service priorities identified by second and third class municipalities in their responses to the survey questionnaires and during the interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agricultural Extension and Research
5. Environmental Programs
6. Public Markets
7. Cooperatives

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Planning and Development Office (PDO)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Budget Office (BO)
6. Accounting and Internal Audit Services (AIAS)
7. Office for Legal Services (OLS)
8. Office on General Services (OGS)
9. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

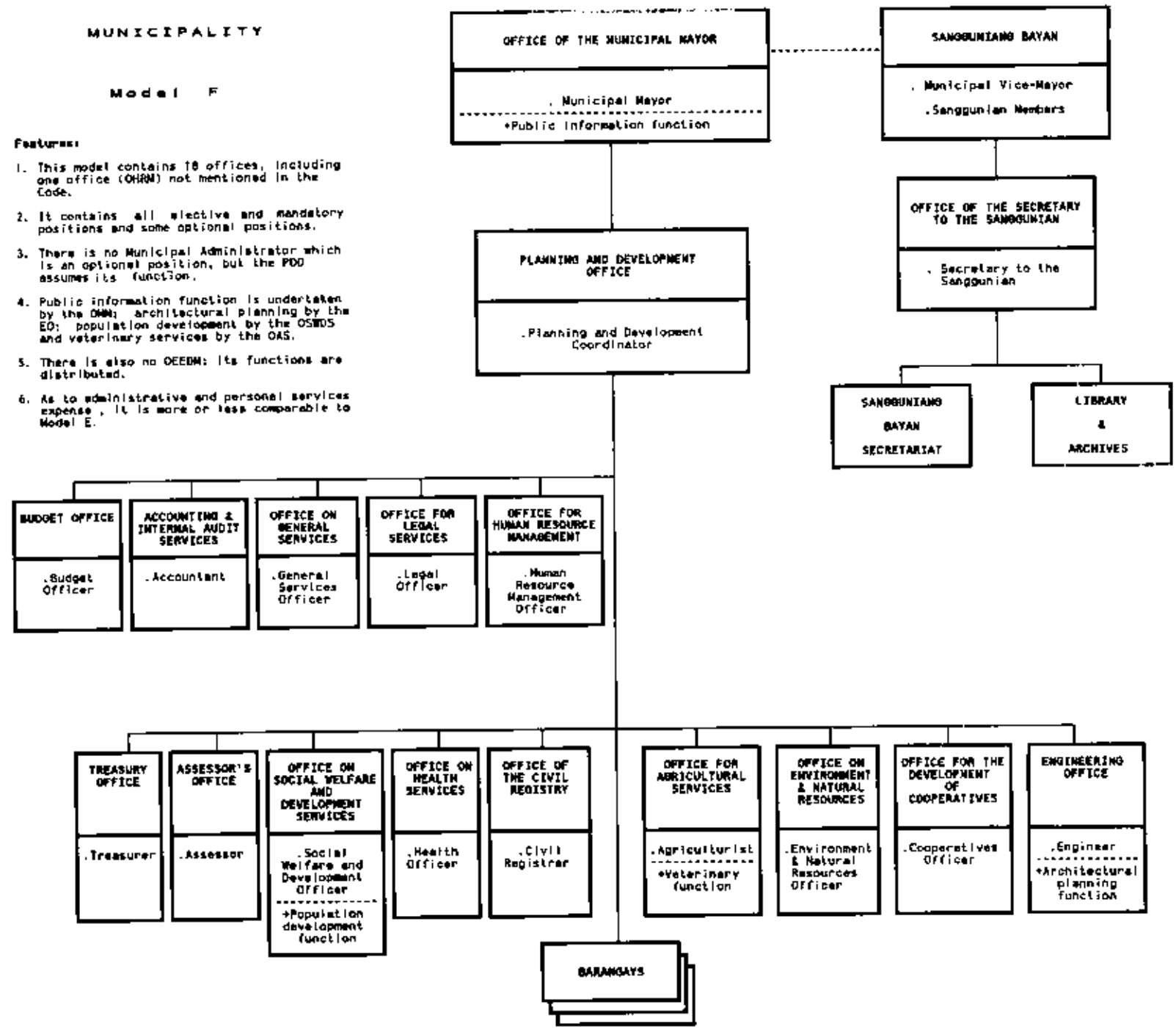
10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office of the Civil Registry (OCR)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office for Agricultural Services (OAS)
16. Office on Environment and Natural Resources (OENR)
17. Office for the Development of Cooperatives (ODC)
18. Engineering Office (EO)

MUNICIPALITY

Model F

Features:

1. This model contains 18 offices, including one office (OHRM) not mentioned in the Code.
2. It contains all elective and mandatory positions and some optional positions.
3. There is no Municipal Administrator which is an optional position, but the PDO assumes its function.
4. Public information function is undertaken by the OMN; architectural planning by the EO; population development by the OSWDS and veterinary services by the OAS.
5. There is also no OEDM; its functions are distributed.
6. As to administrative and personal services expense, it is more or less comparable to Model E.



MUNICIPALITY Model F-1

May be Adopted by Second and Third Class Municipalities

Key considerations:

1. The municipality has enough funds to support the maintenance of the offices included in this model;
2. Its chief executive believes in the capability of the Planning and Development Office (PDO) to handle the coordination of office functions;
3. It considers integration of certain functions with related offices and still maintain effective delivery of basic services to its inhabitants;
4. Its personnel management system requires the creation of an office not specifically mentioned in the Local Government Code - the Office for Human Resource Management (OHRM); and
5. It is concerned with maximum coordination without overburdening the Planning and Development Office (PDO) by clustering/grouping the offices.

Features:

1. This model has eighteen offices and is basically the same as Model F.
2. It includes all elective and mandatory positions and some optional positions plus the Human Resource Management Officer (HRMO) as head of the Office for Human Resource Management (OHRM).
3. There is no Office of the Municipal Administrator (OMA) but the Planning and Development Office (PDO) assumes the responsibility of the OMA as an extension of the Office of the Municipal Mayor (OMM).
4. Public information is integrated with the Office of the Municipal Mayor (OMM) as the municipality feels that it is not financially viable to maintain a separate office for public information.
5. As in models D and E, architectural planning is integrated with the Engineering Office (EO) and population development with the Office on Social Welfare and Development Services (OSWDS).

6. As in Model E, veterinary function is included under the responsibilities of the Office for Agricultural Services (OAS).
7. As in Models C and D, the functions of the Office for Economic Enterprise Development and Management (OEED)M are assigned to other offices as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to Office for Agricultural Services (OAS); and
 - other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see Functional Description of Offices).
8. There is clustering of offices to effect maximum coordination of office functions without overloading the Planning and Development Office (PDO):
 - one cluster for management services; and
 - two clusters for technical services.
9. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
10. As to administrative and personal services expense, this organizational structure is more or less comparable to Models E and E-1.

Service Priorities:

Listed below are service priorities identified by second and third class municipalities in their responses to the survey questionnaires and the interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agriculture Extension and Research
5. Environmental Programs
6. Cooperatives
7. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Planning and Development Office (PDO)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Budget Office (BO)
6. Accounting and Internal Audit Services (AIAS)
7. Office for Legal Services (OLS)
8. Office on General Services (OGS)
9. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office of the Civil Registry (OCR)
14. Office on Social Welfare and Development Services (OSWDS)

TECHNICAL SERVICES - B Cluster

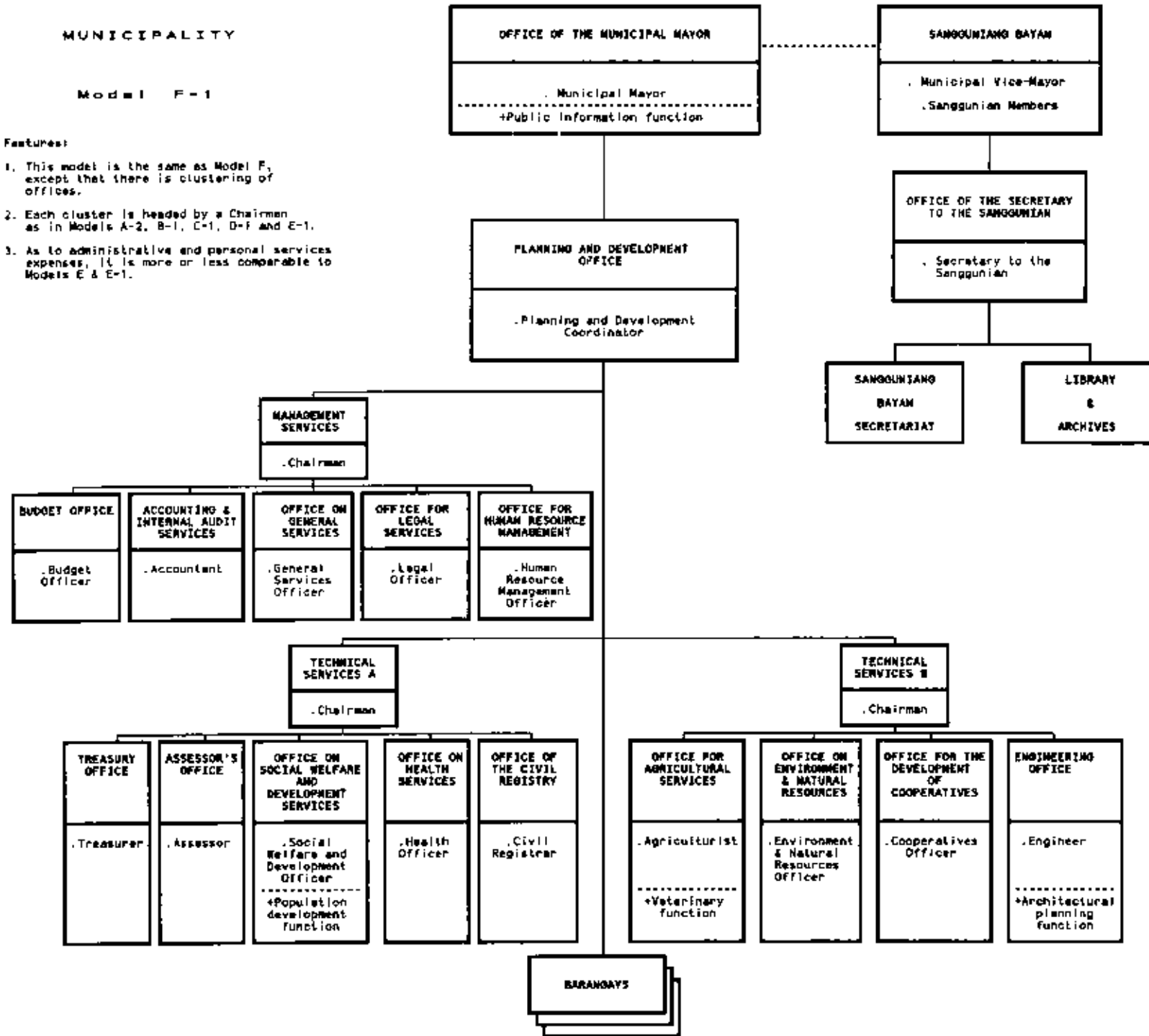
15. Office for Agricultural Services (OAS)
16. Office on Environment and Natural Resources (OENR)
17. Office for the Development of Cooperatives (ODC)
18. Engineering Office (EO).

MUNICIPALITY

Model F-1

Features:

1. This model is the same as Model F, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, E-1, D-F and E-1.
3. As to administrative and personal services expenses, it is more or less comparable to Models E & E-1.



MUNICIPALITY Model G

May be Adopted by Second and Third Class Municipalities

Key considerations:

1. The municipality can financially afford the maintenance of the offices included in this model;
2. It considers merging of offices and integration of certain functions with related offices to effect economy without sacrificing the effective delivery of basic services to its constituents;
3. Its personnel management system requires the inclusion of a position not mentioned in the Local Government Code (LGC) - the Human Resource Management Officer (HRMO).

Features:

1. This model has seventeen offices, including two sets of combined offices.
2. It includes all elective and mandatory positions and some optional positions.
3. The Office for Human Resource Management (OHRM) is combined with the Office of the Municipal Administrator (OMA) which also undertakes public information functions as maintaining a separate Office on Public Information (OPI) is deemed not viable.
4. As in models D, E and F, architectural planning is integrated with the Engineering Office (EO) and population development with the Office on Social Welfare and Development Services (OSWDS).
5. The Office on Environment and Natural Resources (OENR) is merged with the Office for Agricultural Services (OAS) (now Office for Agriculture, Environment and Natural Resources [OAENR]) which also takes charge of veterinary services.
6. There is no separate Office for Economic Enterprise Development and Management (OEEDM), hence, its functions are distributed as follows:

- Business Permits/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);

- Slaughterhouse operations, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see Functional Description of Offices).
7. This organizational structure is less expensive to maintain than the first six basic models, in view of the merging of some offices, the integration of certain functions with related offices and the distribution of the functions of the Office for Economic Enterprise Development and Management (OEEDM).

Service Priorities:

Listed below are service priorities identified by second and third class municipalities in their responses to the survey questionnaires and the interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agriculture Extension and Research
5. Environmental Programs
6. Public Markets
7. Cooperatives

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

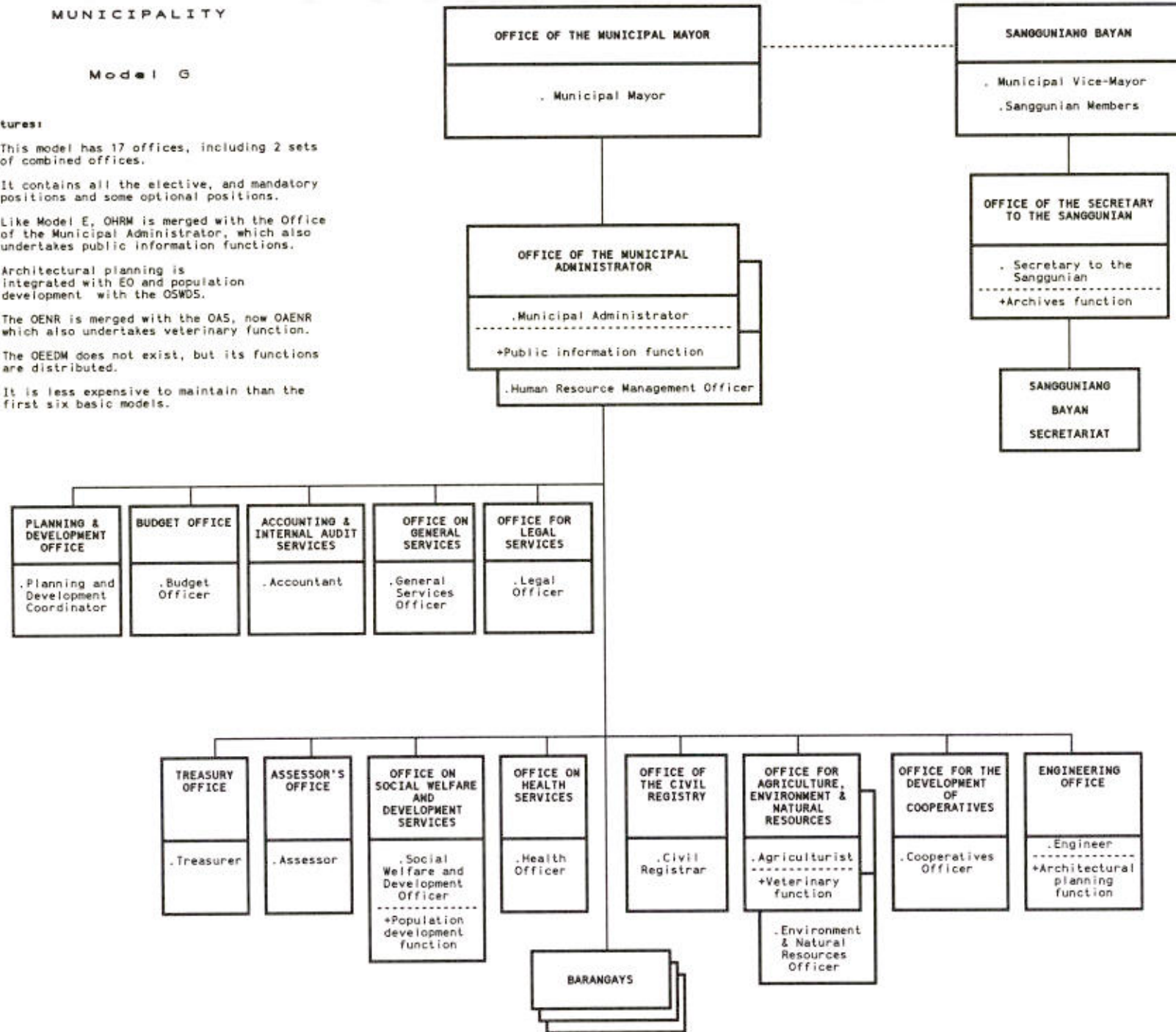
10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office of the Civil Registry (OCR)
14. Office on Social Welfare and Development Services (OSWDS)
15. Office for Agriculture, Environment and Natural Resources (OAENR)
17. Engineering Office (EO)

MUNICIPALITY

Model G

Features:

1. This model has 17 offices, including 2 sets of combined offices.
2. It contains all the elective, and mandatory positions and some optional positions.
3. Like Model E, OHRM is merged with the Office of the Municipal Administrator, which also undertakes public information functions.
4. Architectural planning is integrated with EO and population development with the OSWDS.
5. The OENR is merged with the OAS, now OAENR which also undertakes veterinary function.
6. The OEEDM does not exist, but its functions are distributed.
7. It is less expensive to maintain than the first six basic models.



MUNICIPALITY Model G-1

May be Adopted by Second and Third Class Municipalities

Key considerations:

1. The municipality can financially afford the maintenance of the offices included in this model;
2. It considers merging of offices and integration of certain functions with related offices to effect economy without sacrificing the effective delivery of basic services to its constituents;
3. Its personnel management system requires the inclusion of a position not mentioned in the Local Government Code (LGC) - the Human Resource Management Officer (HRMO); and
4. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model contains all the seventeen offices included in Model G.
2. It includes all elective and mandatory positions and some optional positions.
3. The Office for Human Resource Management (OHRM) is combined with the Office of the Municipal Administrator (OMA) which also undertakes public information function as maintaining a separate Office on Public Information (OPI) is deemed not viable.
4. As in models D, E and F, architectural planning is integrated with the Engineering Office (EO) and population development with the Office on Social Welfare and Development Services (OSWDS).
5. The Office on Environment and Natural Resources (OENR) is merged with Office for Agricultural Services (now OAENR) which also takes charge of veterinary services.
6. There is no separate Office for Economic Enterprise Development and Management (OEEDM), hence, its functions are distributed as follows:

- Business Permits/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operations, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see Functional Description of Offices).
7. There is clustering of offices to effect maximum coordination of office functions and to avoid overloading the Office of the Municipal Administrator (OMA):
 - one cluster for management services; and
 - two clusters for technical services.
 8. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
 9. This organizational structure is less expensive to maintain than the first six basic models, in view of the merging of some offices, the integration of certain functions with related offices and the distribution of the functions of the Office for Economic Enterprises Development and Management (OEEDM).

Service Priorities:

Listed below are service priorities identified by second and third class municipalities in their responses to the survey questionnaires and the interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services

3. Social Welfare
4. Agricultural Extension and Research
5. Environmental Programs
6. Cooperatives
7. Public Markets

16. Office for the Development of Cooperatives (ODC)
17. Engineering Office (EO)

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES CLUSTER

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)

TECHNICAL SERVICES - B Cluster

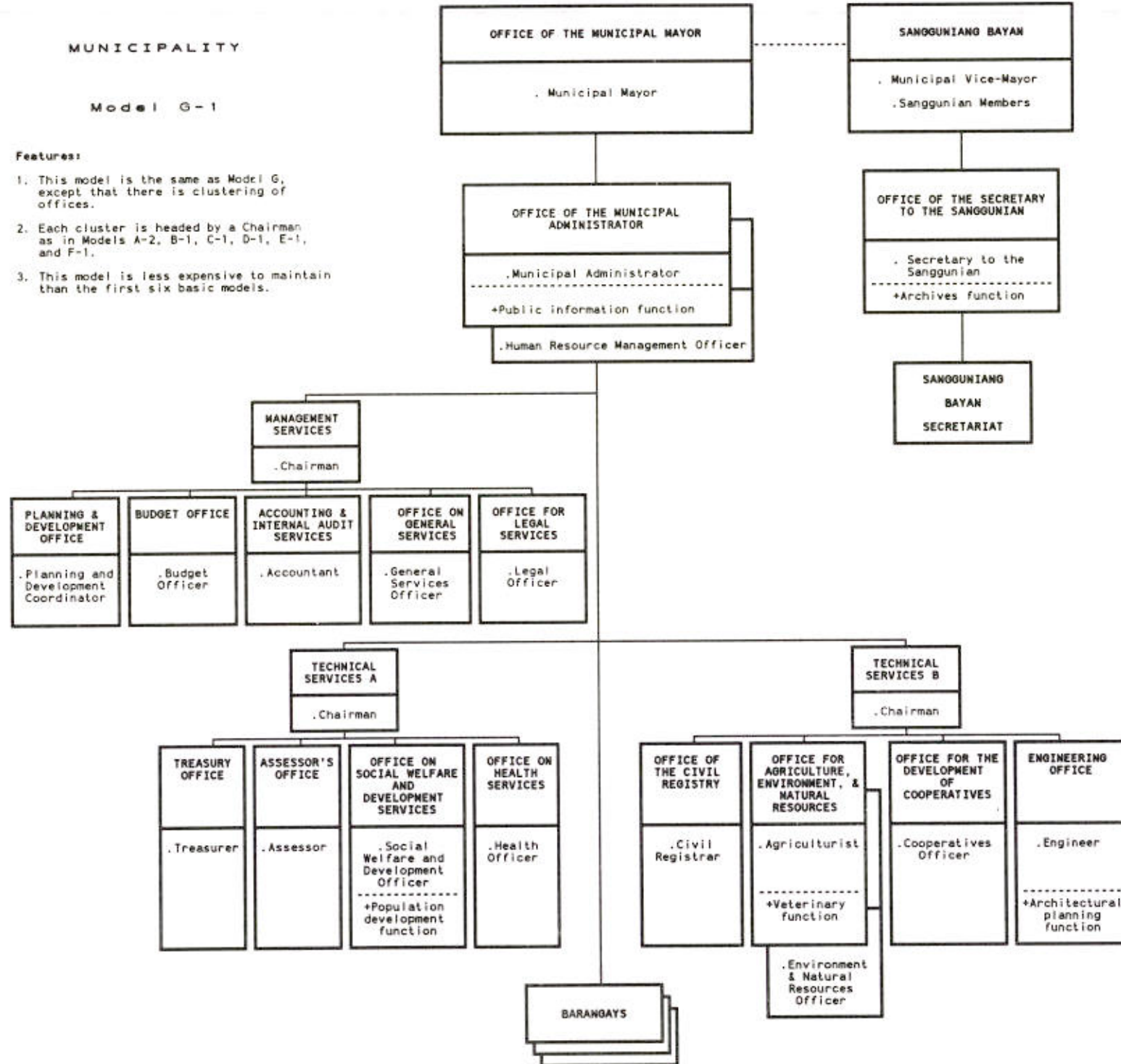
14. Office of the Civil Registry (OCR)
15. Office for Agriculture, Environment and Natural Resources (OAENR)

MUNICIPALITY

Model G-1

Features:

1. This model is the same as Model G, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, and F-1.
3. This model is less expensive to maintain than the first six basic models.



MUNICIPALITY Model H

May be Adopted by Second and Third Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain the offices included in this model;
2. It considers integrating several functions with related offices and still be effective in its service delivery to its constituents; and
3. Its service delivery and personnel management systems require the inclusion of new offices such as the Office for Economic Enterprises Development and Management (OEEDM) and the Office for Human Resource Management (OHRM), which are not provided for in the Local Government Code (LGC), although the latter is combined with another office.

Features:

1. This model has seventeen offices, including two sets of merged offices and one office not mentioned in the Code (Office for Economic Enterprises Development and Management [OEEDM]).
2. It includes all the elective and mandatory positions and some optional positions.
3. As in Models E and G, the Office for Human Resource Management (OHRM) is merged with the Office of the Municipal Administrator (OMA), which also undertakes public information function. In this case, maintaining separate offices for these functions is deemed not viable.
4. The Budget Office (BO) is merged with the Planning and Development Office (PDO) (now Planning and Budgeting Office [PBO]). The municipality feels that having a separate budget office is not necessary considering that budgeting is an inevitable component of planning.
5. As in Models D, E, F and G, architectural planning is integrated with the Engineering Office (EO) and population development with the Office on Social Welfare and Development Services (OSWDS), for practical and economy reasons.

6. As in Models E, F and G, veterinary function is included among the responsibility of the Office for Agricultural Services (OAS).
7. As in Model E, cooperatives development function is integrated with the Office for Economic Enterprises Development and Management (OEEDM). In this case, the cooperatives deal not only with agriculture but also with other concerns, but the municipality feels that it is not viable to maintain a separate office for cooperatives development.
8. As to administrative and personal services expenses, this organizational structure is more or less comparable to Models G and G-1.

Service Priorities:

Listed below are the service priorities identified by second and third class municipalities in their responses to the survey questionnaires and during the interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services
3. Social Welfare
4. Agriculture Extension and Research
5. Environmental Programs
6. Cooperatives
7. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Budgeting Office (PBO)
6. Accounting and Internal Audit Services (AIAS)
7. Office for Legal Services (OLS)
8. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

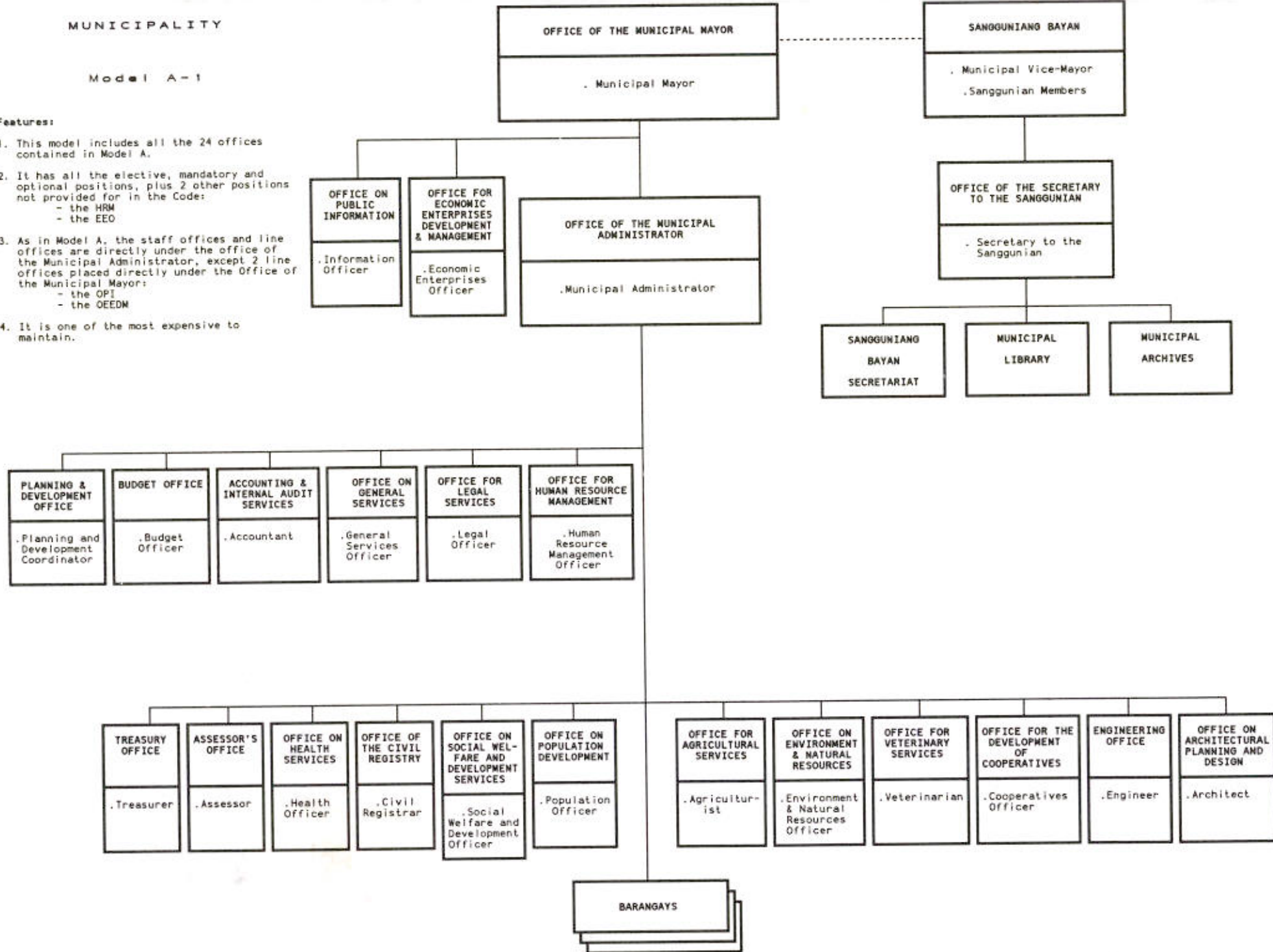
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)
13. Office on Social Welfare and Development Services (OSWDS)
14. Office for Agricultural Services (OAS)
15. Office on Environment and Natural Resources (OENR)
16. Engineering Office (EO)
17. Office for Economic Enterprises Development and Management (OEEDM)

MUNICIPALITY

Model A-1

Features:

1. This model includes all the 24 offices contained in Model A.
2. It has all the elective, mandatory and optional positions, plus 2 other positions not provided for in the Code:
 - the HRM
 - the EEO
3. As in Model A, the staff offices and line offices are directly under the office of the Municipal Administrator, except 2 line offices placed directly under the Office of the Municipal Mayor:
 - the OPI
 - the OEEDM
4. It is one of the most expensive to maintain.



MUNICIPALITY Model A-2

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining all the offices included in this model;
2. It considers the inclusion of all the offices as necessary in the total delivery of services to its constituents;
3. Its service delivery and personnel management systems require the creation of additional offices which are not specifically provided for in the Local Government Code, such as the Office for Human Resource Management (OHRM) and the Office for Economic Enterprise Development and Management (OEEDM);
4. It recognizes the need for closer monitoring and easing the load of the Office of the Municipal Administrator in its office coordination functions by placing two line offices directly under the Office of the Municipal Mayor (OPI & OEEDM);
5. It further considers providing maximum coordination of office functions by clustering of offices.

Features:

1. This model contains all the twenty-four offices included in Model A.
2. All elective, mandatory and optional positions mentioned in the Local Government Code are included in this model, plus two additional positions (HRMO and EEO).
3. Like Model A-1, two line offices (OPI and OEEDM) are directly under the Office of the Municipal Mayor for purposes of closer monitoring and easing the load of the OMA and the clusters for technical services:
 - the Office on Public Information (OPI) - to facilitate inter-office and inter-agency coordination on information; and

- the Office for Economic Enterprises Development and Management (OEEDM) - to facilitate planning and program implementation on economic development.

4. Clustering of offices is introduced to effect maximum coordination of office functions and to avoid overburdening of the Office of the Municipal Administrators:

- one cluster for management services; and
- two clusters for technical services.

5. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible for coordinating the functions of the offices in his cluster.

6. As compared to the other models, this organizational structure is one of the most expensive to maintain in terms of personal services and administrative requirements, in view of:

- the need for a maximum number of physical facilities and office equipment to be maintained; and
- the big number of required personnel to perform the functional responsibilities of each of the twenty-four offices.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office of the Civil Registry (OCR)

15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)

TECHNICAL SERVICES - B Cluster

17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for the Development of Cooperatives (ODC)
21. Engineering Office (EO)
22. Office on Architectural Planning and Design (OAPD)

Line Offices Under the Direct Supervision of the Municipal Mayor:

23. Office on Public Information (OPI)
24. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

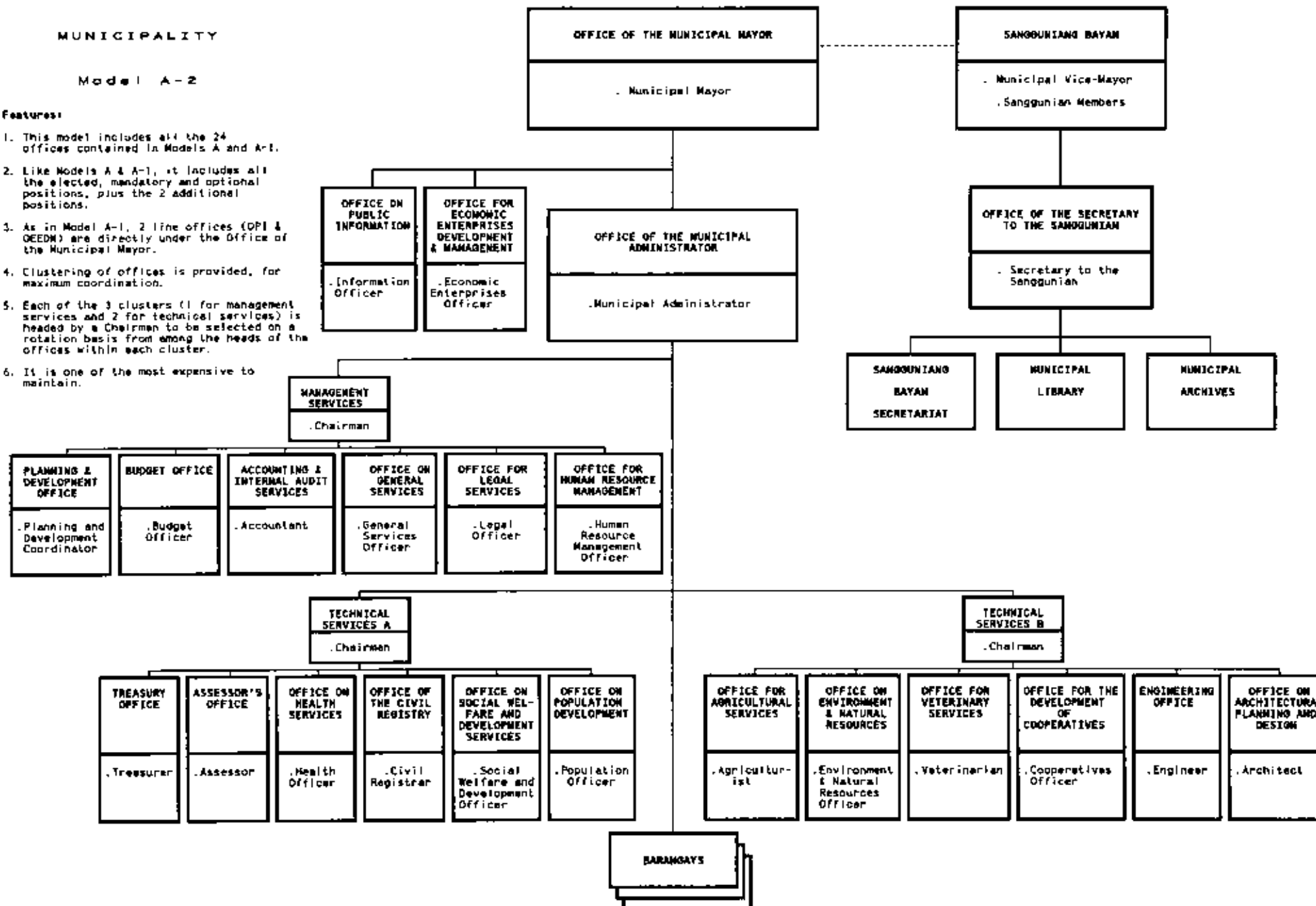
As in Models A and A-1, four line offices (OAPD, OPI, OPD & OVS) which are not directly involved in the delivery of service priorities are included in this model, as they are necessary to complement or support the other line offices in the implementation of service delivery programs.

MUNICIPALITY

Model A-2

Features:

1. This model includes all the 24 offices contained in Models A and A-1.
2. Like Models A & A-1, it includes all the elected, mandatory and optional positions, plus the 2 additional positions.
3. As in Model A-1, 2 line offices (DPI & OEDDM) are directly under the Office of the Municipal Mayor.
4. Clustering of offices is provided, for maximum coordination.
5. Each of the 3 clusters (1 for management services and 2 for technical services) is headed by a Chairman to be selected on a rotation basis from among the heads of the offices within each cluster.
6. It is one of the most expensive to maintain.



MUNICIPALITY Model A-3

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining all the offices included in this model;
2. It considers the inclusion of all the offices as necessary in the total delivery of services to its inhabitants;
3. Its service delivery and personnel management systems require the creation of additional offices and positions which are not specifically provided for in the Local Government Code, such as the Office for Human Resource Management, the Office for Economic Enterprise Development and Management, and the three positions of Assistant Municipal Administrator;
4. It recognizes the need for closer monitoring and of easing the load of the Office of the Municipal Administrator in its coordination functions by placing two line offices directly under the Office of the Municipal Mayor (OPI & OEEDM);
5. It further considers providing maximum coordination of office functions by clustering of offices.

Features:

1. This model contains all the twenty-four offices included in Models A, A-1 and A-2.
2. It also includes all elective, mandatory and optional positions mentioned in the Local Government Code, plus two other positions not provided for in the Code (HRMO and EEO).
3. Like Models A-1 and A-2, two line offices are directly under the Office of the Municipal Mayor for purposes of closer monitoring:
 - the Office on Public Information - to facilitate inter-office and inter-agency coordination on information; and

- the Office for Economic Enterprise Development and Management - to facilitate planning and program implementation on economic development.

4. As in Model A-2, clustering of offices is provided to effect maximum coordination of office functions:

- one cluster for management services; and
- two clusters for technical services.

5. Each cluster is headed by an Assistant Municipal Administrator, a new position which is co-terminus with the Municipal Mayor's term of office. Each Assistant Municipal Administrator is responsible for coordinating the functions of the offices in his cluster.

6. As compared to all the other models, included in the A series, this organizational structure is the most expensive to maintain, in view of:

- the need for a maximum number of office facilities and equipment
- the big number of personnel required to perform the functional responsibilities of each of the 24 offices; and
- the creation of three additional positions of Assistant Municipal Administrator

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and during interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to

rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)

13. Office on Health Services (OHS)
14. Office of the Civil Registry (OCR)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)

TECHNICAL SERVICES - B Cluster

17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for the Development of Cooperatives (ODC)
21. Engineering Office (EO)
22. Office on Architectural Planning and Design (OAPD)

Line Offices Under the Direct Supervision of the Municipal Mayor:

23. Office on Public Information (OPI)
24. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

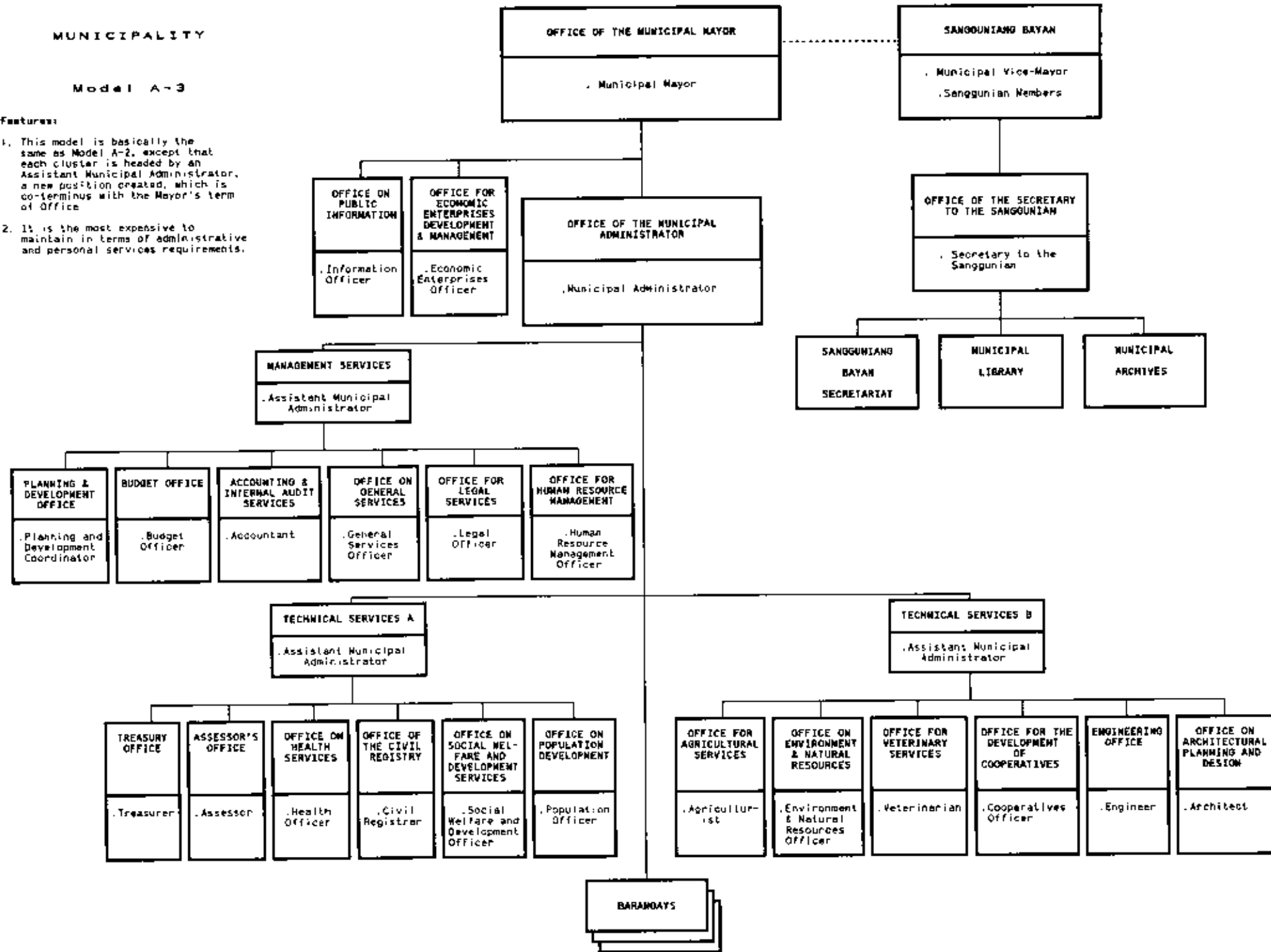
As in Models A and A-1, the four line offices (OAPD, OPI, OPD & OVS) which are not directly involved in the delivery of the service priorities of the municipality, are included in this model, as they are necessary to complement or support the other line offices in the implementation of service delivery programs.

MUNICIPALITY

Model A-3

Features:

1. This model is basically the same as Model A-2, except that each cluster is headed by an Assistant Municipal Administrator, a new position created, which is co-terminus with the Mayor's term of Office.
2. It is the most expensive to maintain in terms of administrative and personal services requirements.



MUNICIPALITY Model B

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality has the financial capability of maintaining all the offices included in this model;
2. It considers merging of some offices without sacrificing the effective delivery of basic services to its constituents;
3. Its service delivery and personnel management systems consider the inclusion of offices which are not provided for in the Local Government Code, such as the Office for Human Resource Management (OHRM) and the Office for Economic Enterprise Development and Management (OEEDM);
4. It has a fully complemented Office of the Municipal Administrator (OMA) which can effectively handle the coordination of office functions.

Features:

1. This model contains twenty-one offices, including three sets of combined offices.
2. It includes all elective, mandatory, optional and two additional positions (HRMO & EEO), although some optional positions do not appear as office heads, as they are merged with other offices. The merged offices are:
 - the Office on Public Information (OPI) combined with the Office of the Municipal Administrator (OMA);
 - the Office on Architectural Planning and Design (OAPD) merged with the Engineering Office (EO), (now Engineering and Architectural Planning Office [EAPO]); and
 - the Office for the Development of Cooperatives (ODC) combined with the Office for Economic Enterprise Development and Management (now Office for Economic Enterprise and Cooperatives Development [OEEDM]).

3. In this Model, it is not necessary to maintain separate offices for public information, architectural planning and cooperatives development, as such functions can be effectively handled by the offices to which they are attached.
4. As compared to the A Models, this organizational structure is less expensive to maintain in terms of administrative and personal services requirements due to the merging of some offices.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare
6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)

3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office of the Civil Registry (OCR)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)
17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprises and Cooperatives and Development (OEECD)
21. Engineering and Architectural Planning Office (EAPO)

Complementary Offices:

The following line offices, although not directly involved in the delivery of the service priorities of the municipality, are included in this model as they are necessary to support the implementation of service delivery programs and projects.

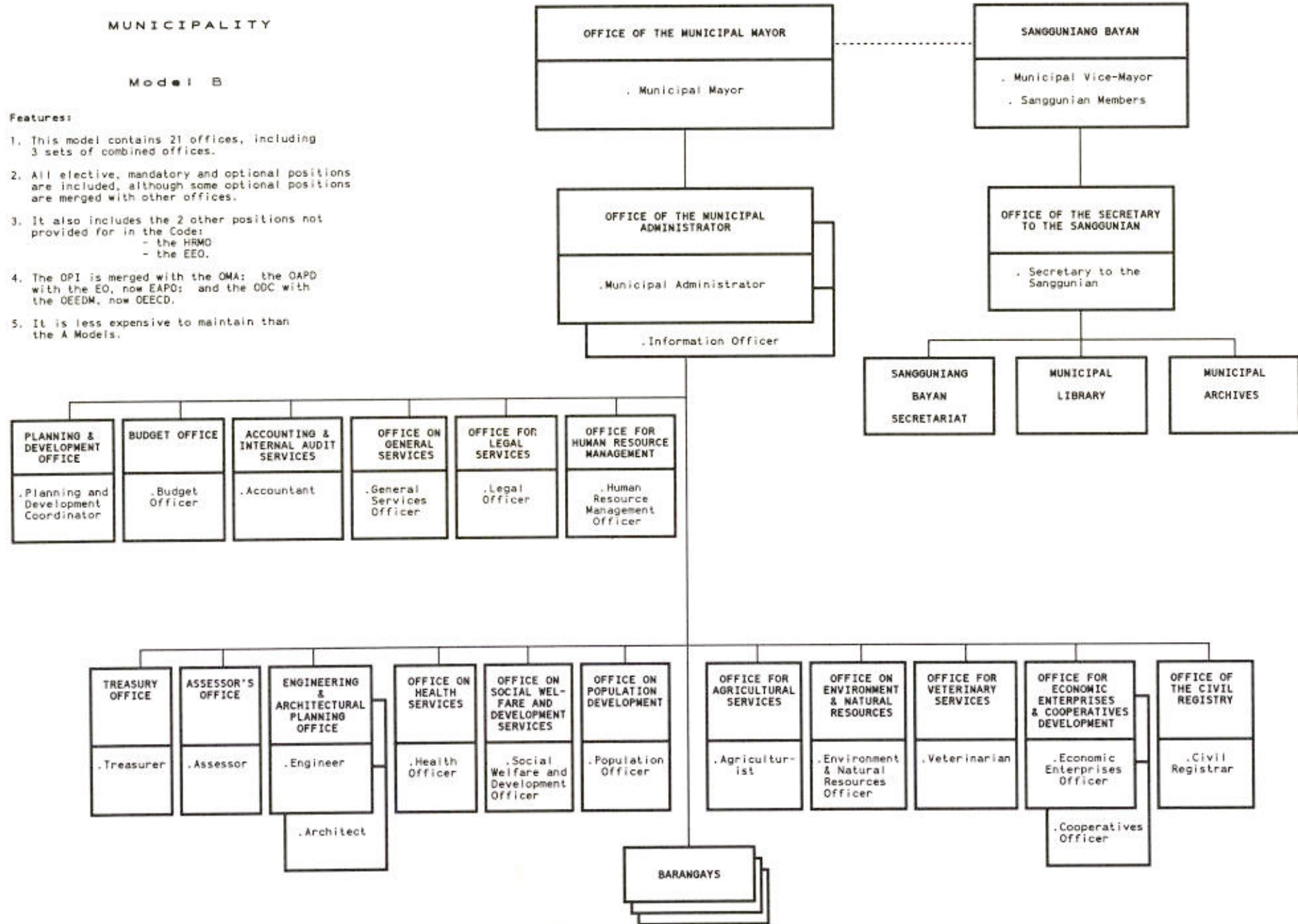
1. Office on Population Development - the functions of this office complement the Office on Social Welfare and Development Services (OSWDS).
2. Office for Veterinary Services - to support the OAS and as a component of the health and social welfare programs.

MUNICIPALITY

Model B

Features:

1. This model contains 21 offices, including 3 sets of combined offices.
2. All elective, mandatory and optional positions are included, although some optional positions are merged with other offices.
3. It also includes the 2 other positions not provided for in the Code:
 - the HRMO
 - the EEO.
4. The OPI is merged with the OMA; the OAPD with the EO, now EAPO; and the OOC with the OEEDM, now OEEDC.
5. It is less expensive to maintain than the A Models.



MUNICIPALITY Model B-1

May be Adopted by First Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain all the offices included in this model;
2. It considers merging of some offices without sacrificing the effective delivery of basic services to its constituents;
3. Its service delivery and personnel management systems consider the inclusion of offices which are not provided for in the Local Government Code, such as the Office for Human Resource Management and the Office for Economic Enterprise Development and Management;
4. It considers clustering of offices to lighten the load of the Office of the Municipal Administrator in its coordination function.

Features:

1. This model contains all the twenty-one offices included in Model B.
2. It includes all elective, mandatory, optional and two additional positions (HRMD & EEO), although some optional positions do not appear as office heads, as they are merged with other offices. The merged offices are:
 - the Office on Public Information combined with the Office of the Municipal Administrator;
 - the Office on Architectural Planning and Design merged with the Engineering Office, (now Engineering and Architectural Planning and Office (EAPO); and
 - the Office for the Development of Cooperatives (ODC) combined with the Office for Economic Enterprise Development and Management (now OEECD).

3. There is clustering of offices to effect maximum coordination of office functions and to avoid overloading the Office of the Municipal Administrator (OMA):
 - one cluster for management services; and
 - two clusters for technical services.
4. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible for coordinating the functions of the offices in his cluster.
5. As compared to the A Models, this organizational structure is less expensive to maintain in terms of administrative and personal services requirements due to the merging of some offices.

Service Priorities:

The service priorities considered in this organizational structure were identified by first class municipalities in their responses to the survey questionnaire and interviews. They were mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses, when asked to rank their top three priorities from a list of basic services and facilities provided in the Local Government Code. These service priorities are:

1. Public Works and Infrastructure
2. Health Services
3. School Buildings Programs
4. Environmental Programs
5. Social Welfare

6. Cooperatives
7. Livelihood
8. Agriculture

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Engineering and Architectural Planning Office (EAPO)
15. Office on Social Welfare and Development Services (OSWDS)
16. Office on Population Development (OPD)

TECHNICAL SERVICES - B Cluster

17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprises Development and Cooperatives Management (OEEDCM)
21. Office of the Civil Registry (OCR)

Complementary Offices:

The following line offices, although not directly involved in the delivery of the service priorities of the municipality, are included in this model as they are necessary to support the implementation of its programs and projects for its major concerns:

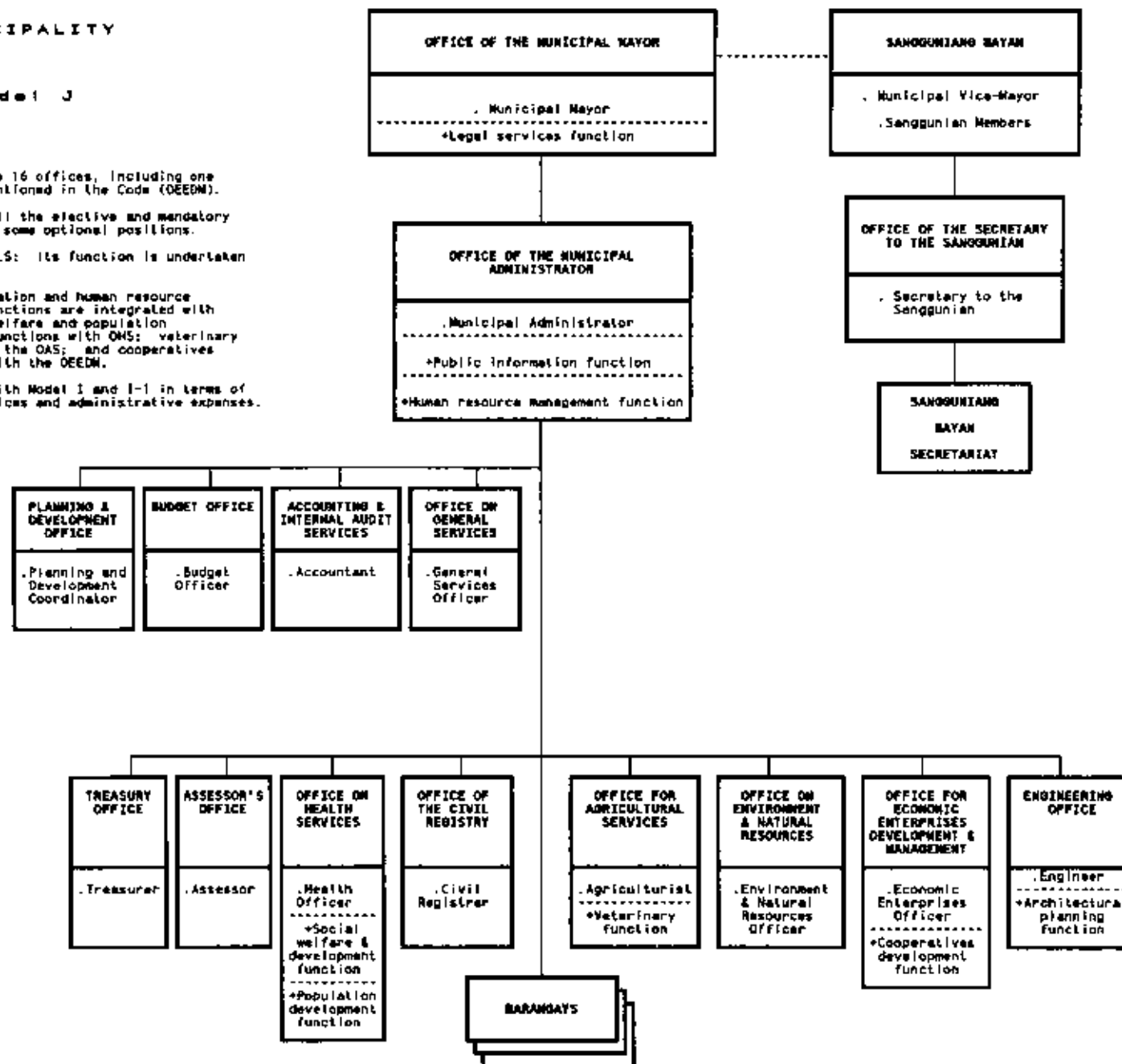
1. Office on Population Development - the functions of this office complement the Office on Social Welfare and Development Services (OSWDS).
2. Office for Veterinary Services - to support the Office for Agricultural Services (OAS) and as a component of the health and social welfare programs.

MUNICIPALITY

Model J

Features:

1. This model has 16 offices, including one office not mentioned in the Code (DEEDM).
2. It contains all the elective and mandatory positions and some optional positions.
3. There is no OLS: its function is undertaken by the OMN.
4. Public information and human resource management functions are integrated with OMA; social welfare and population development functions with OMS; veterinary services with the OAS; and cooperatives development with the DEEDM.
5. It compares with Model I and I-1 in terms of personal services and administrative expenses.



MUNICIPALITY Model J-1

May be Adopted by Third and Fourth Class Municipalities

Key considerations:

1. The municipality has enough funding to maintain the offices included in this model;
2. It considers integration of several functions with related offices without sacrificing the effective delivery of services to its inhabitants;
3. Its service delivery system requires the creation of an office not provided for in the Local Government Code (LGC) - the Office for Economic Enterprises Development and Management (OEEDM); and
4. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model has sixteen offices and is basically the same as Model J.
2. It includes all the elective and mandatory positions, four optional positions (Municipal Administrator, General Services Office, Agriculturist and Environment and Natural Resources Officer) and the new position of Economic Enterprises Officer (EEO), who heads the additional office (OEEDM). Although not provided for in the Code, this office is necessary for the economic development of the municipality.
3. There is no Office for Legal Services (OLS) as the municipality feels that maintaining a separate office for legal services is not practical; hence, legal services function is undertaken by the Office of the Municipal Mayor.
4. Human resource management and public information are integrated with the OMA, as having separate offices for these services is not necessary.
5. As in Models D, E, F, G, H, and I, architectural planning is integrated with the Engineering Office (EP);
6. Social welfare and population development functions are attached to the Office on Health Services (OHS) for practical and economy reasons.

7. As in Models E, F, G, H, and I, veterinary function is included under the responsibilities of the Office for Agricultural Services (OAS).
8. As in Models E and H, cooperatives development is undertaken by the Office for Economic Enterprises Development and Management (OEEDM).
9. There is clustering of offices to effect maximum coordination of office functions without overloading the Office of the Municipal Administrator (OMA):
 - one cluster for management services; and
 - two clusters for technical services.
10. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
11. This organizational model is more or less comparable to Models I and I-1 in terms of personal services and administrative requirements.

Service Priorities:

The service priorities listed below are based on the responses of third and fourth class municipalities in the survey questionnaires and during the interviews. They are mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension
4. Environmental Programs
5. Social Welfare
6. Livelihood
7. Cooperatives
8. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

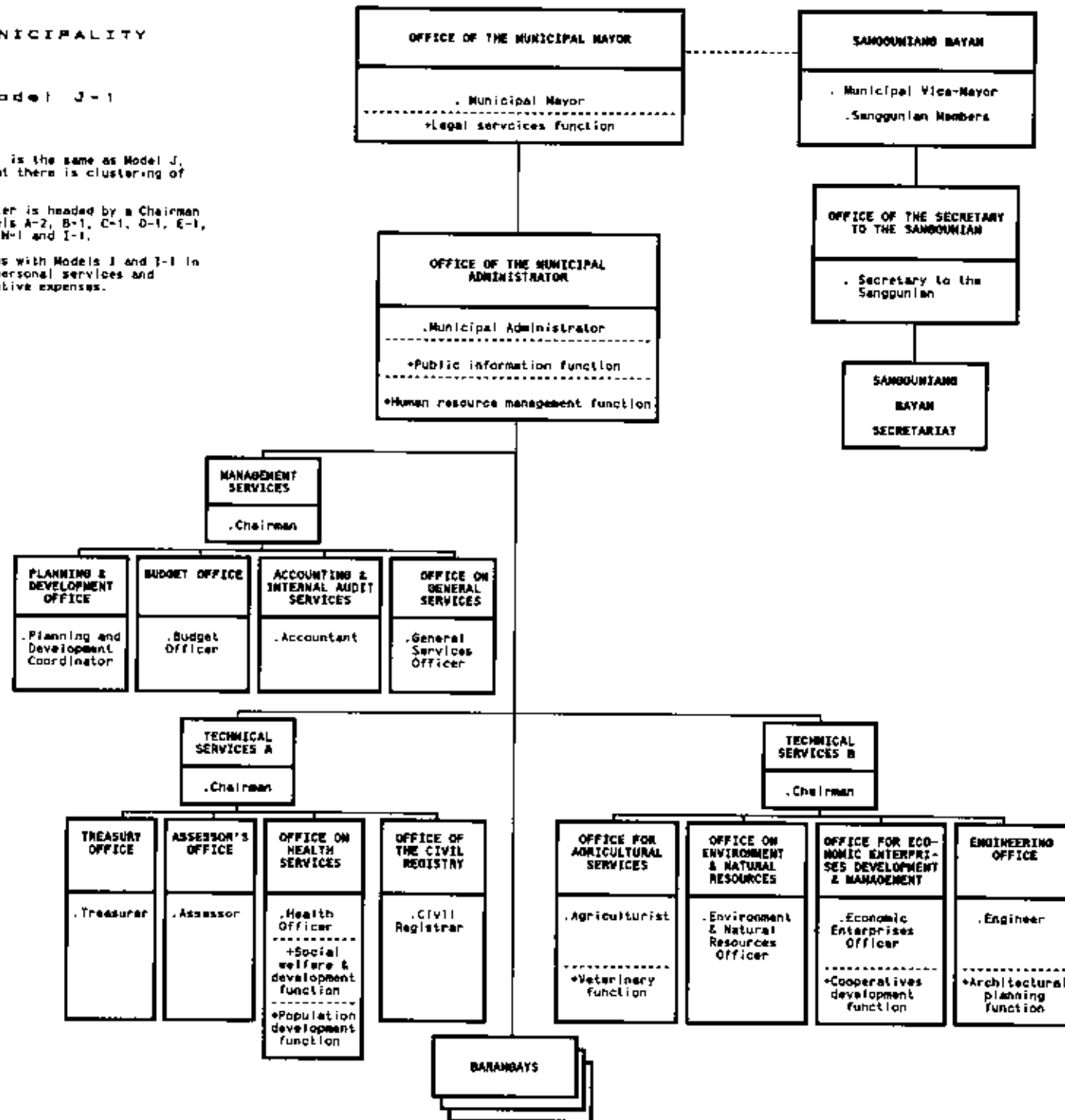
13. Office for Agricultural Services (OAS)
14. Office on Environment and Natural Resources (OENR)
15. Engineering Office (EO)
16. Office for Economic Enterprises Development and Management (OEEDM)

MUNICIPALITY

Model J-1

Features:

1. This model is the same as Model J, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1 and I-1.
3. It compares with Models J and I-1 in terms of personal services and administrative expenses.



MUNICIPALITY Model K

May be Adopted by Third and Fourth Class Municipalities

Key considerations:

1. The municipality has enough funds to support the maintenance of the offices included in this model; and
2. It considers integration of several functions with related offices to effect economy and still maintain effective delivery of services to its inhabitants.

Features:

1. This model has fifteen offices.
2. It includes all the elective and mandatory positions and four optional positions (Municipal Administrator, General Services Officer, Environment and Natural Resources Officer and Agriculturist).
3. As in Model J, the municipality feels that maintaining a separate office on legal services is not viable; hence, legal services function is undertaken by the Office of the Municipal Mayor (OMM).
4. As in Model J, human resource management and public information functions are integrated with the Office of the Municipal Administrator (OMA).
5. As in Models D to J, architectural planning function is merged with the Engineering Office (EO).
6. Cooperatives development and veterinary functions are included among the responsibilities of the Office of Agricultural Services (OAS). In this case, the municipality does not need separate offices for these purposes.
7. As in models C, D, and G, economic enterprises development and management functions are distributed as follows:

- Business permits/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
- Slaughterhouse operation, if any - to the Office of Agricultural Services (OAS); and

- Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see Functional Description of Offices).

8. This organizational structure is less expensive to maintain than the first ten basic models, in view of the integration of several functions with related offices, and the distribution of Economic Enterprises Development and Management functions which reduce the personal services and administrative requirements.

Service Priorities:

The service priorities listed below are based on the responses of third and fourth class municipalities in the survey questionnaires and during the interviews. They are mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension
4. Environmental Programs
5. Social Welfare
6. Livelihood
7. Cooperatives

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

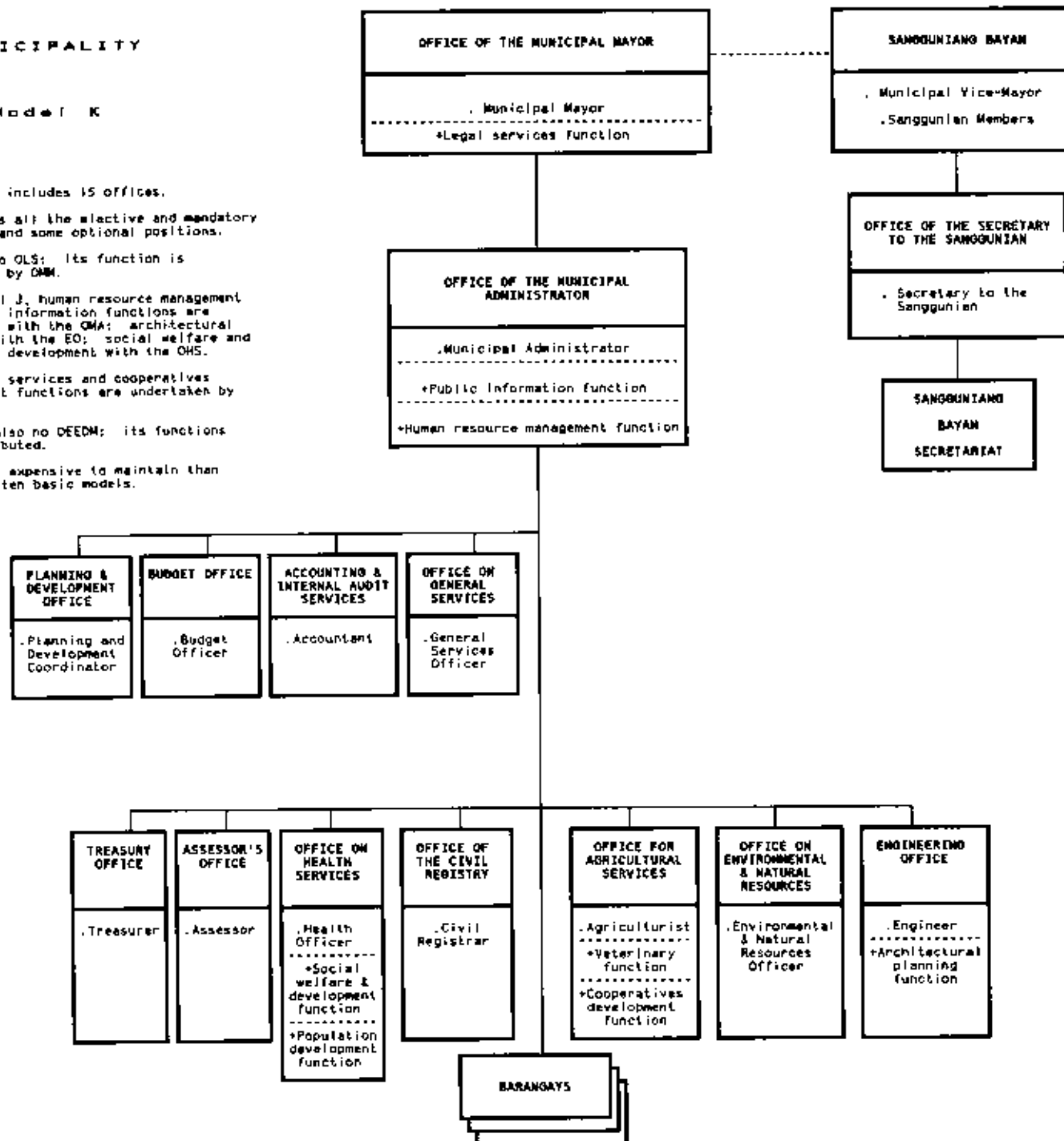
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)
13. Office for Agricultural Services (OAS)
14. Office on Environment and Natural Resources (OENR)
15. Engineering Office (EO)

MUNICIPALITY

Model K

Features:

1. This model includes 15 offices.
2. It contains all the elective and mandatory positions and some optional positions.
3. There is no OLS; its function is undertaken by OAM.
4. As in Model J, human resource management and public information functions are integrated with the OMA; architectural planning with the EO; social welfare and population development with the OHS.
5. Veterinary services and cooperatives development functions are undertaken by the OAS.
6. There is also no DEEDM; its functions are distributed.
7. It is less expensive to maintain than the first ten basic models.



MUNICIPALITY Model K-1

May be Adopted by Third and Fourth Class Municipalities

Key considerations:

1. The municipality has enough funds to support the maintenance of the offices included in this model;
2. It considers integration of several functions with related offices to effect economy and still maintain effective delivery of services to its inhabitants; and
3. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model has fifteen offices and is basically the same as Model K.
2. It includes all the elective and mandatory positions and four optional positions (Municipal Administrator, General Services Officer, Environment and Natural Resources Officer and Agriculturist).
3. As in Model J, the municipality feels that maintaining a separate office on legal services is not viable; hence, legal services function is undertaken by the Office of the Municipal Mayor (OMM).
4. As in Model J, human resource management and public information functions are integrated with the Office of the Municipal Administrator (OMA); and social welfare and population development functions are attached to the Office on Health Services (OHS).
5. As in Models D to J, architectural planning function is merged with the Engineering Office (EO).
6. Cooperatives development and veterinary functions are included among the responsibilities of the Office for Agricultural Services (OAS). In this case, the municipality does not need separate offices for these purposes.
7. As in models C, D, and G, economic enterprises development and management functions are distributed as follows:

- Business permits/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
- Slaughterhouse operation, if any - to the Office for Agricultural Services (OAS); and
- Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see Functional Description of Offices).

8. There is clustering of offices to effect maximum coordination of office functions without overloading the Office of the Municipal Administrator (OMA):

- one cluster for management services; and
- two clusters for technical services.

9. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
10. This organizational structure is less expensive to maintain than the first ten sets of models, in view of the integration of several functions with related offices, and the distribution of Economic Enterprises Development and Management functions which reduces the personal services and administrative requirements.

Service Priorities:

The service priorities listed below are based on the responses of third and fourth class municipalities in the survey questionnaires and during the interviews. They are mentioned as top priorities by the officials interviewed or they appear as either first, second or third priority in the survey responses.

1. Public Works and Infrastructure
2. Health Services

3. Agricultural Extension
4. Environmental Programs
5. Social Welfare
6. Livelihood
7. Cooperatives

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

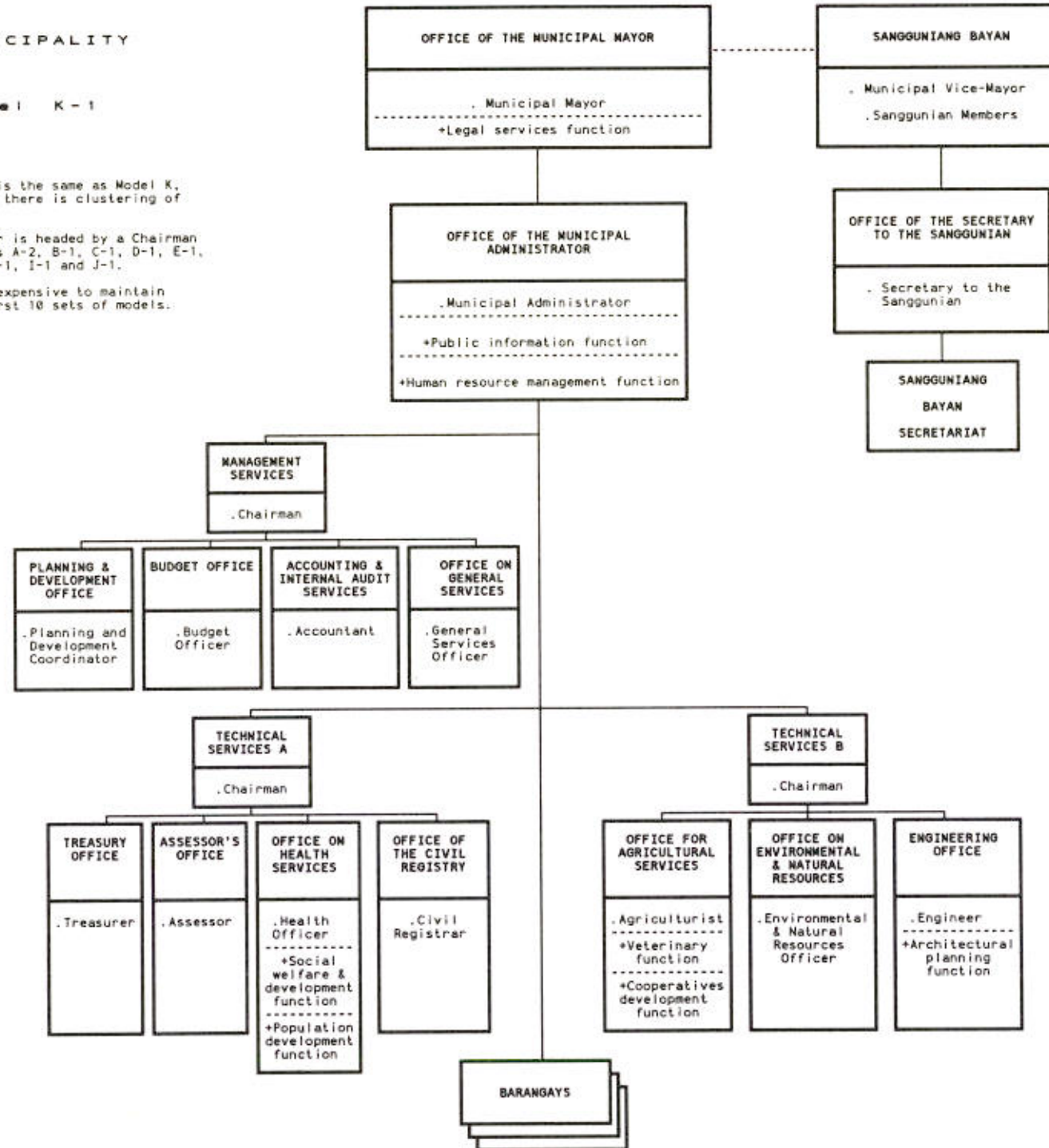
13. Office for Agricultural Services (OAS)
14. Office on Environment and Natural Resources (OENR)
15. Engineering Office (EO)

MUNICIPALITY

Model K-1

Features:

1. This model is the same as Model K, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1, I-1 and J-1.
3. It is less expensive to maintain than the first 10 sets of models.



MUNICIPALITY Model L

May be Adopted by Fourth and Fifth Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain the offices included in this model; and
2. It considers integrating several functions with related offices to effect economy without sacrificing the effective delivery of basic services to its inhabitants.

Features:

1. This model has fifteen offices.
2. It includes all the elective and mandatory positions and four optional positions (Municipal Administrator, General Services Officer, Social Welfare and Development Officer and Agriculturist).
3. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with an non-governmental organization (NGO) which offers legal services.
4. As in Models J and K, human resource management and public information functions are attached to the Office of the Municipal Administrator (OMA).
5. As in Models D to K, architectural planning function is handled by the Engineering Office (EO).
6. As in Models D to I, population development function is integrated with the Office on Social Welfare and Development Services (OSWDS).
7. Environment and natural resources and cooperatives development functions are placed under the responsibility of the Office for Agricultural Services (OAS).
8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock

Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.

9. As in Models C, D, G, and K, economic enterprises development and management functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operations, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
10. This organizational model is more or less comparable to Model K in terms of administrative and personal services requirements.

Service Priorities:

As identified by the fourth and fifth class municipalities in their responses to the survey questionnaires and during the interviews, the following are the service priorities for the model:

1. Public Works and Infrastructure
2. Health Services
3. Agriculture (Extension & Research)
4. Public Markets
5. Environmental programs
6. Social Welfare
7. Cooperatives

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

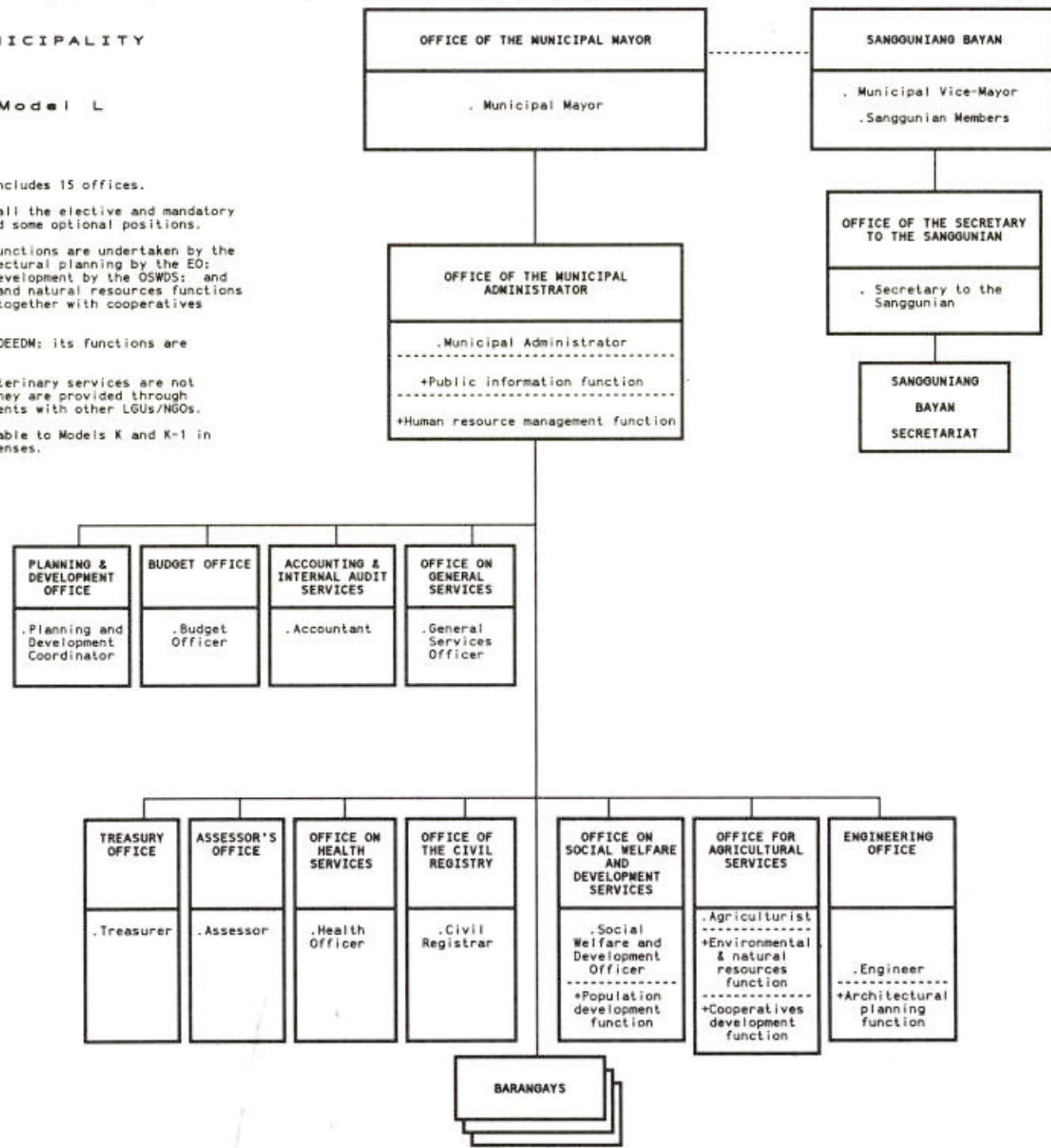
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)
13. Office on Social Welfare and Development Services (OSWDS)
14. Office for Agricultural Services (OAS)
15. Engineering Office (EO)

MUNICIPALITY

Model L

Features:

1. This model includes 15 offices.
2. It contains all the elective and mandatory positions and some optional positions.
3. HRM and PI functions are undertaken by the OMA: architectural planning by the EO; population development by the OSWDS; and environment and natural resources functions by the OAS, together with cooperatives development.
4. There is no OEEDM: its functions are distributed.
5. Legal and veterinary services are not included: they are provided through joint agreements with other LGUs/NGOs.
6. It is comparable to Models K and K-1 in terms of expenses.



MUNICIPALITY Model L-1

May be Adopted by Fourth and Fifth Class Municipalities

Key considerations:

1. The municipality has the financial capability to maintain the offices included in this model;
2. It considers integrating several functions with related offices to effect economy without sacrificing the effective delivery of basic services to its inhabitants; and
3. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model has fifteen offices and is basically the same as Model L.
2. It includes all the elective and mandatory positions and four optional positions (Municipal Administrator, General Services Officer, Social Welfare and Development Officer, and Agriculturist).
3. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
4. As in Models J and K, human resource management and public information functions are attached to the Office of the Municipal Administrator (OMA).
5. As in Models D to K, architectural planning is handled by the Engineering Office (EO).
6. As in Models D to I, population development is integrated with the Office on Social Welfare and Development Services (OSWDS).
7. Environment and natural resources and cooperatives development functions are placed under the responsibility of the OAS.

8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the OAS. If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another LGU which has a Veterinarian.
9. As in Models C, C, G, & K, economic enterprises development and management functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the OMA;
 - Slaughterhouse operations, if any - to the OAS; and
 - Other public enterprises functions, if any - to the OMM.
10. There is clustering of offices to effect maximum coordination of office functions without overloading the OMA:
 - one cluster for management services; and
 - two clusters for technical services.
11. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
12. The Secretary to the Sanggunian who supervises the SB Secretariat also takes custody of the local library and archives, if any.
13. This organizational structure is less expensive to maintain than the previous models, in view of the integration of several functions with related offices, which reduces the personal services and administrative requirements.

Service Priorities:

As identified by the fourth and fifth class municipalities in their responses to the survey questionnaires and during the interviews, the following are the service priorities for the model:

1. Public Works and Infrastructure
2. Health Services
3. Agriculture (Extension & Research)
4. Public Markets
5. Environmental programs
6. Social Welfare
7. Cooperatives.

Offices:

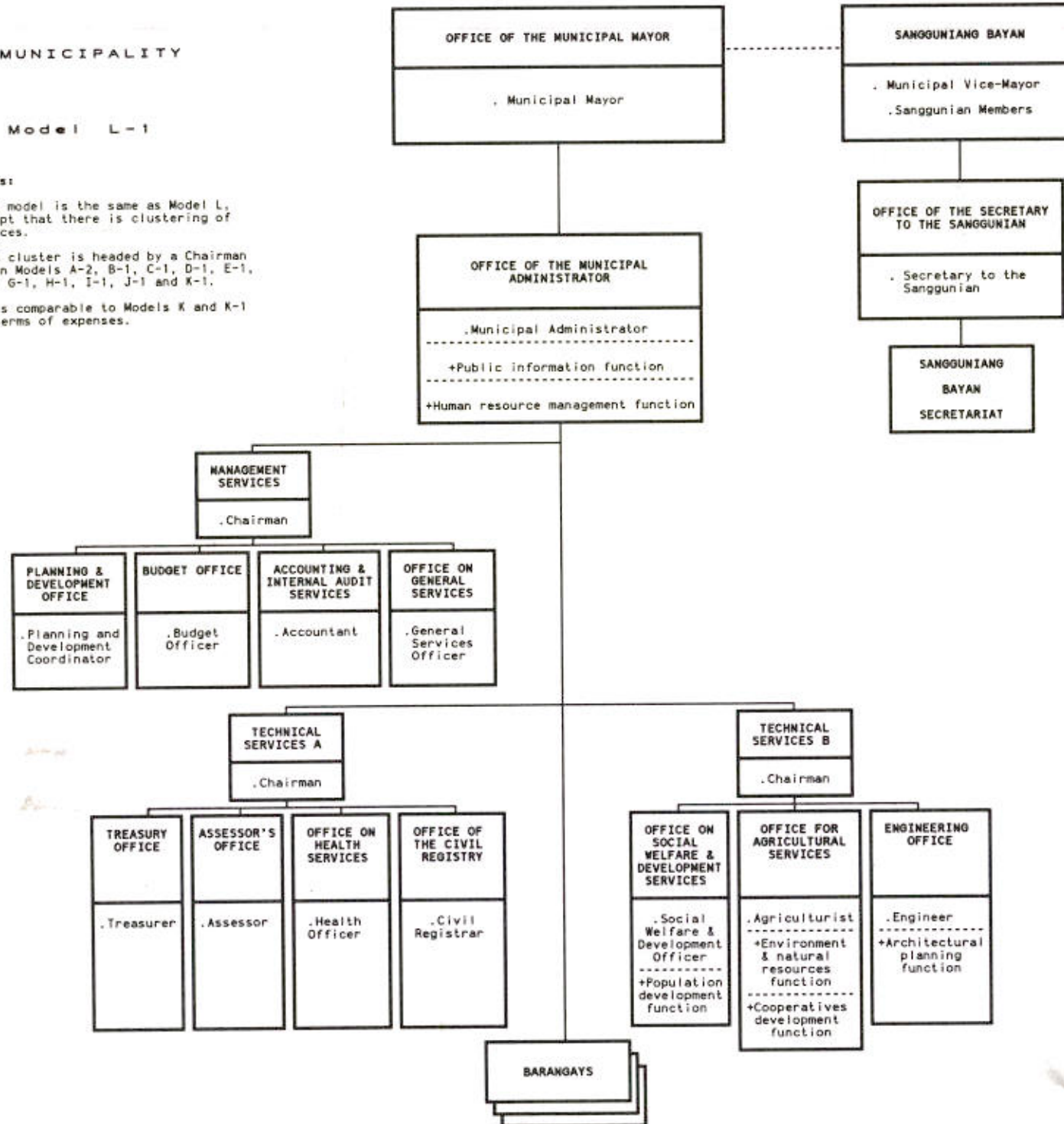
1. OMM
2. SB
3. OSS
4. OMA
5. PDO
6. BO
7. AIAS
8. OGS
9. TO
10. AO
11. OCR
12. OHS
13. OAS
14. EO
15. OSWDS

MUNICIPALITY

Model L-1

Features:

1. This model is the same as Model L, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1, I-1, J-1 and K-1.
3. It is comparable to Models K and K-1 in terms of expenses.



MUNICIPALITY Model M

May be Adopted by Fourth and Fifth Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining the offices included in this model;
2. Its chief executive can handle directly the coordination of office functions;
3. It considers integration of certain functions with related offices and still maintain effective service delivery to its constituents; and
4. Its personnel management system requires the creation of an office not provided for in the Local Government Code (LGC) - the Office for Human Resource Management (OHRM).

Features:

1. This model has fourteen offices, including one combined office (Office for Agriculture and Cooperatives [OAC]) and one office not mentioned in the Code (the Office for Human Resource Management [OHRM]).
2. It includes all the elective and mandatory positions, two optional positions (General Services Officer and Agriculturist) and one additional position not mentioned in the Code (Human Resource Management Officer [HRMO]).
3. There is no Office of the Municipal Administrator (OMA); hence, coordination of office functions is directly handled by the Office of the Municipal Mayor (OMM), which also undertakes public information function in the absence of a separate Office on Public Information (OPI).
4. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental office (NGO) which offers legal services.

5. The Engineering Office (EO) takes charge of the architectural planning function.
6. Social Welfare and development functions are placed under the responsibility of the Office on Health Services (OHS).
7. The Office for Development of Cooperatives (ODC) is merged with the Office for Agricultural Services (OAS) (now Office for Agriculture and Cooperatives [OAC]), which also undertakes environment and natural resources function.
8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector) if any, are placed under the Office for Agriculture and Cooperatives (OAC). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.
9. As in Models F and I, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to the Office for Agriculture and Cooperatives (OAC); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
10. This organizational structure is one of the less expensive structures to maintain, in view of the merging of two offices, and the integration of certain functions with related offices, the non-inclusion of the Office of the Municipal Administrator (OMA), and the distribution of Economic Enterprises Development and Management functions, which lessen the requirements for administrative and personal services.

Service Priorities:

As identified by the fourth and fifth class municipalities in their responses to the survey questionnaires and during the interviews, the following are the service priorities for the model:

1. Public Works and Infrastructure
2. Health Services
3. Agriculture (Extension & Research)
4. Public Markets
5. Environmental programs
6. Social Welfare
7. Cooperatives

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

4. Planning and Development Office (PDO)
5. Budget Office (BO)
6. Accounting and Internal Audit Services (AIAS)
7. Office on General Services (OGS)
8. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

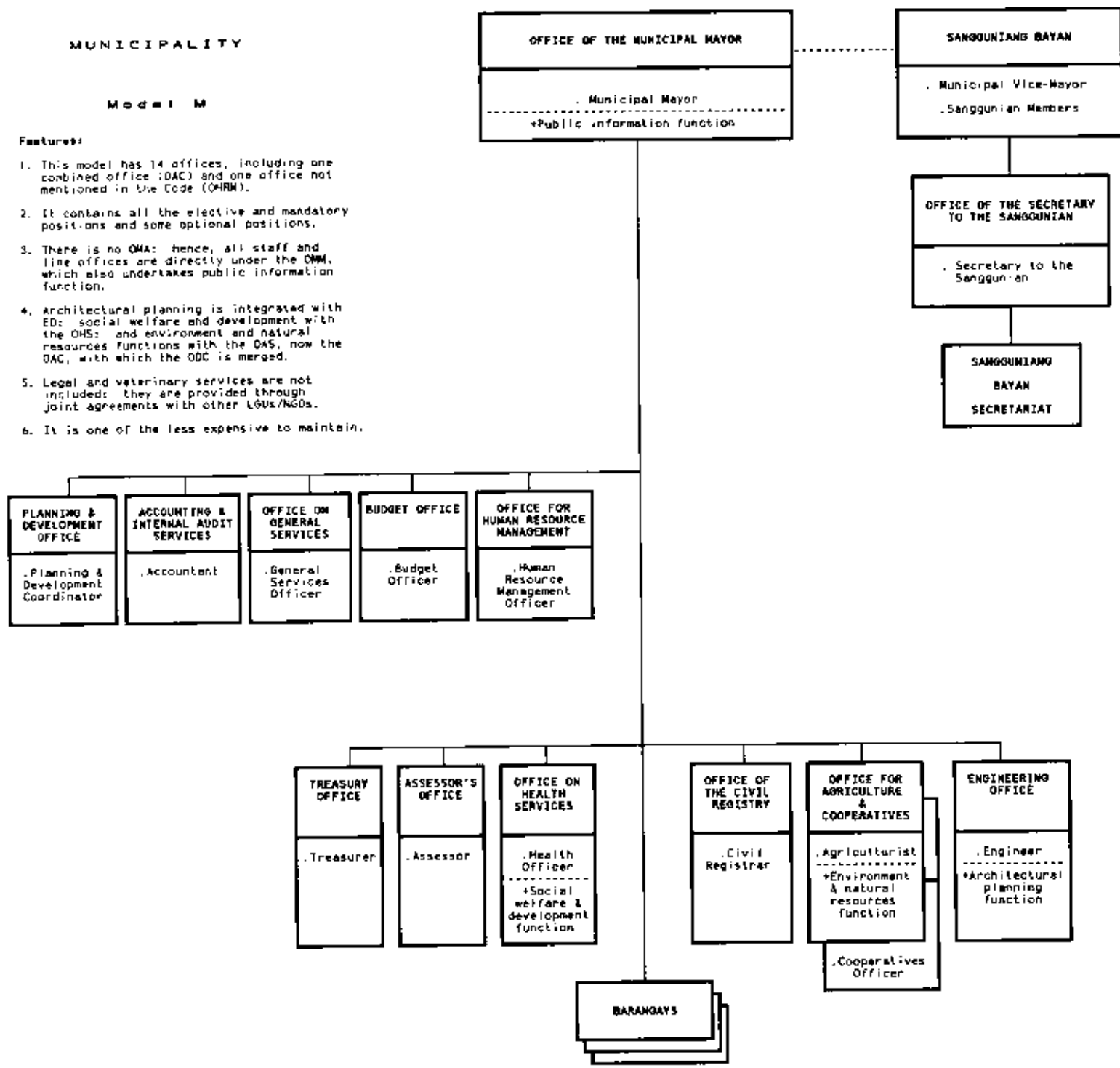
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)
13. Office for Agriculture and Cooperatives (OAC)
14. Engineering Office (EO)

MUNICIPALITY

Model M

Features:

1. This model has 14 offices, including one combined office (OAC) and one office not mentioned in the Code (OHRM).
2. It contains all the elective and mandatory positions and some optional positions.
3. There is no OMA; hence, all staff and line offices are directly under the OMM, which also undertakes public information function.
4. Architectural planning is integrated with ED; social welfare and development with the OHS; and environment and natural resources functions with the OAS, now the OAC, with which the ODC is merged.
5. Legal and veterinary services are not included; they are provided through joint agreements with other LGUs/NGOs.
6. It is one of the less expensive to maintain.



MUNICIPALITY Model M-1

May be Adopted by Fourth and Fifth Class Municipalities

Key considerations:

1. The municipality is financially capable of maintaining the offices included in this model;
2. Its chief executive can handle directly the coordination of office functions;
3. It considers integration of certain functions with related offices and still maintain effective service delivery to its constituents;
4. Its personnel management system requires the creation an office not provided for in the Local Government Code (LGC) - the Office for Human Resource Management (OHRM); and
5. It is concerned with lessening the burden of the Office of the Municipal Mayor (OMM) in office coordination, by grouping the offices into clusters.

Features:

1. This model has fourteen offices and is basically the same as Model M.
2. It includes all the elective and mandatory positions, two optional positions (General Services Officer and Agriculturist) and one additional position not mentioned in the Code (Human Resource Management Office [HRMO]).
3. There is no Office of the Municipal Administrator (OMA); hence, coordination of office functions is directly handled by the Office of the Municipal Mayor (OMM), which also undertakes public information function.
4. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
5. The Engineering Office (EO) takes charge of the architectural planning function.
6. Social Welfare and development functions are placed under the responsibility of the Office on Health Services (OHS).

7. The Office for the Development of Cooperatives (ODC) is merged with the Office for Agricultural Services (OAS) (now Office for Agriculture and Cooperatives [OAC]), which also undertakes environment and natural resources function.
8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector) if any, are placed under the Office for Agriculture and Cooperatives (OAC). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government units (LGU) which has a Veterinarian.
9. As in Models F and I, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to the Office for Agriculture and Cooperatives (OAC); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
10. There is clustering of offices to effect maximum coordination of office functions without overloading the Office of the Municipal Mayor (OMM):
 - one cluster for management services; and
 - two clusters for technical services.
11. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
12. This organizational structure is one of the less expensive structures to maintain, in view of the merging of two offices, the integration of certain functions with related offices, the non-inclusion of the Office of the Municipal Administrator

(OMA), and the distribution of Economic Enterprises Development and Management functions, which lessen the requirements for administrative and personal services.

Service Priorities:

As identified by the fourth and fifth class municipalities in their responses to the survey questionnaires and during the interviews, the following are the service priorities for the model:

1. Public Works and Infrastructure
2. Health Services
3. Agriculture (Extension & Research)
4. Public Markets
5. Environmental programs
6. Social Welfare
7. Cooperatives

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

4. Planning and Development Office (PDO)
5. Budget Office (BO)
6. Accounting and Internal Audit Services (AIAS)
7. Office on General Services (OGS)
8. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)

TECHNICAL SERVICES - B Cluster

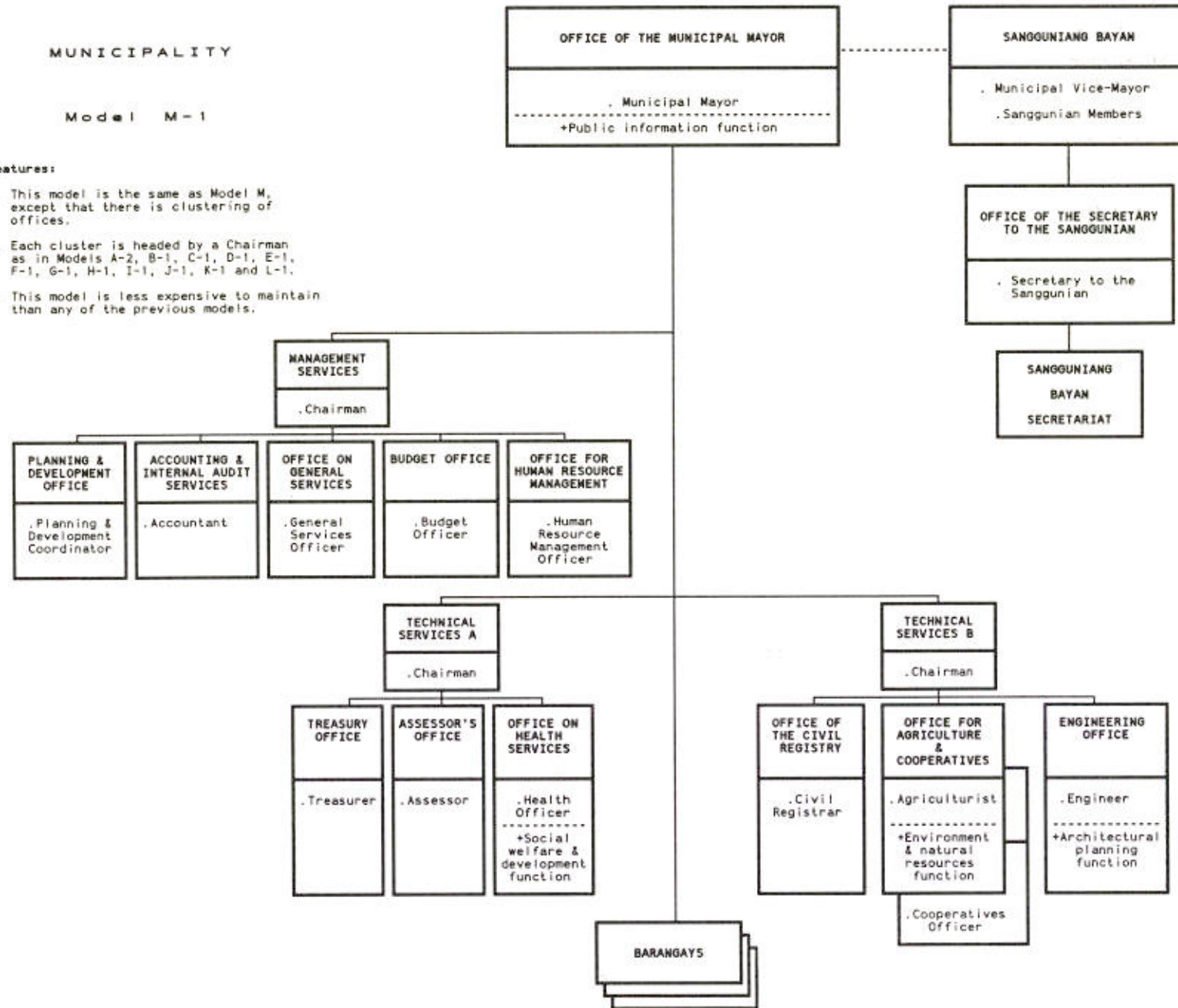
13. Office for Agriculture and Cooperatives (OAC)
14. Engineering Office (EO)

MUNICIPALITY

Model M-1

Features:

1. This model is the same as Model M, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1, I-1, J-1, K-1 and L-1.
3. This model is less expensive to maintain than any of the previous models.



MUNICIPALITY Model N

May be Adopted by Fourth and Fifth Class Municipalities

Key considerations:

1. The municipality has enough funding to maintain the offices included in this model;
2. It considers merging of offices and integration of some functions with related offices without sacrificing the effective delivery of services to its inhabitants; and
3. Its personnel management system requires the creation of an office not provided for in the local government code (LGC) - the Office for Human Resource Management (OHRM).

Features:

1. This model has fourteen offices, including one combined office (Office on Health and Social Welfare Services [OHSWS]) and one office not mentioned in the Code (Office for Human Resource Management [OHRM]).
2. It includes all the elective and mandatory positions, two optional positions (Municipal Administrator and Agriculturist) and one additional position not mentioned in the Code (Human Resource Management Officer [HRMO]).
3. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
4. General services and public information are integrated with the OMA, as the municipality feels that it is not financially viable to maintain separate offices for these purposes.
5. The Office on Social Welfare and Development Services (OSWDS) is merged with the Office on Health Services (OHS) (now Office on Health and Social

Welfare Services [OHSWS]), which also undertakes population development function.

6. Environment and natural resources and veterinary functions are integrated with the Office of Agricultural Services (OAS) for practical and economy reasons.
7. Architectural planning is not included as a separate function but as a component of engineering.
8. The municipality, in this model, is not involved in cooperatives; hence, cooperatives development is not included.
9. There is no Office for Economic Enterprises Development and Management (OEEDM); hence, its functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operations, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
10. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.
11. This organizational structure is one of the less expensive structures to maintain, in view of the merging of two offices, the integration of several functions with related offices, the non-inclusion of legal services, architectural planning and cooperatives development as separate functions, and the distribution of Economic Enterprises Development and Management functions, which reduce the personal services and administrative requirements.

Service Priorities:

As identified by the fourth and fifth class municipalities in their responses to the survey questionnaires and during the interviews, the following are the service priorities for the model:

1. Public Works and Infrastructure
2. Health Services
3. Agriculture (Extension & Research)
4. Public Markets
5. Environmental programs
6. Social Welfare

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

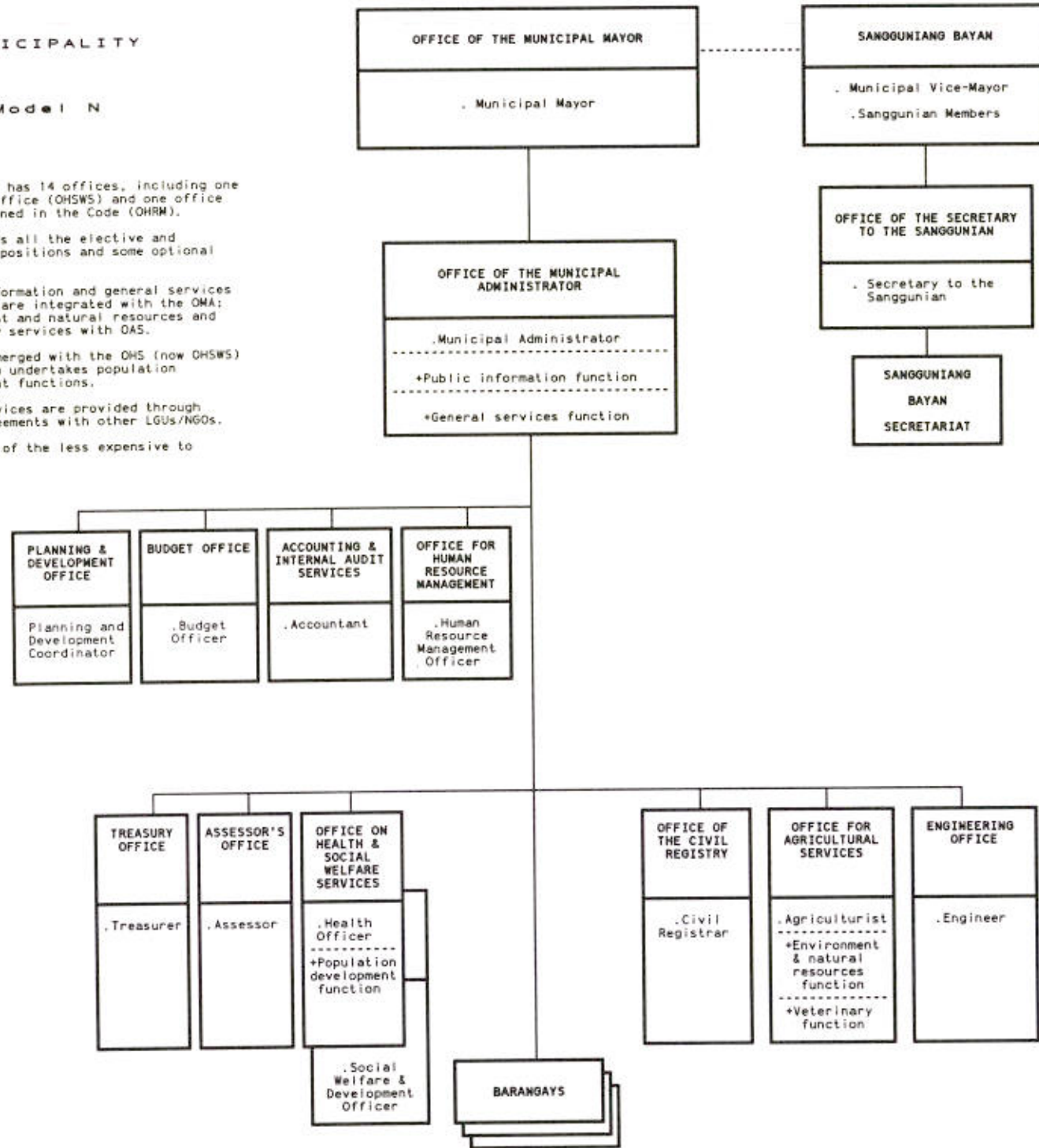
9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health Services (OHS)
12. Office of the Civil Registry (OCR)
13. Engineering Office (EO)

MUNICIPALITY

Model N

Features:

1. This model has 14 offices, including one combined office (OHSWS) and one office not mentioned in the Code (OHRM).
2. It contains all the elective and mandatory positions and some optional positions.
3. Public information and general services functions are integrated with the OMA; environment and natural resources and veterinary services with OAS.
4. OSWDS is merged with the OHS (now OHSWS) which also undertakes population development functions.
5. Legal services are provided through joint agreements with other LGUs/NGOs.
6. It is one of the less expensive to maintain.



MUNICIPALITY Model N-1

May be Adopted by Fourth and Fifth Class Municipalities

Key considerations:

1. The municipality has enough funding to maintain the offices included in this model;
2. It considers merging of offices and integration of some functions with related offices without sacrificing the effective delivery of services to its inhabitants;
3. Its personnel management system requires the creation of an office not provided for in the Local Government Code (LGC) - the Office for Human Resource Management (OHRM); and
4. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model has fourteen offices and is basically the same as Model N.
2. It includes all the elective and mandatory positions, two optional positions (Municipal Administrator and Agriculturist) and one additional position not mentioned in the Code (Human Resource Management Officer [HRMO]).
3. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
4. General services and public information are integrated with the OMA, as the municipality feels that it is not financially viable to maintain separate offices for these purposes.
5. The Office on Social Welfare and Development Services (OSWDS) is merged with Office on Health Services (OHS) (now Office on Health and Social Welfare Services (OHSWS), which also undertakes population development function.
6. Environment and natural resources and veterinary functions are integrated with

7. the Office for Agricultural Services (OAS) for practical and economy reasons. Architectural planning is not included as a separate function but as a component of engineering.
8. The municipality, in this model, is not involved in cooperatives; hence, cooperatives development is not included.
9. There is no Office Economic Enterprises Development and Management (OEEDM); hence, its functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operations, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
10. There is clustering of offices to effect maximum coordination of office functions without overloading the OMA:
 - one cluster for management services; and
 - two clusters for technical services.
11. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
12. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.
13. This organizational structure is one of the less expensive structures to maintain, in view of the merging of two offices, the integration of several functions with

related offices, the non-inclusion of legal services, architectural planning and cooperatives development as separate functions and the distribution of Economic Enterprises Development and Management functions, which reduce the personal services and administrative requirements.

Service Priorities:

As identified by the fourth and fifth class municipalities in their responses to the survey questionnaires and during the interviews, the following are the service priorities for the model:

1. Public Works and Infrastructure
2. Health Services
3. Agriculture (Extension & Research)
4. Public Markets
5. Environmental programs
6. Social Welfare

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES CLUSTER

5. Planning and Development Office (PDO)
6. Budget Office (BO)
7. Accounting and Internal Audit Services (AIAS)
8. Office for Human Resource Management (OHRM)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

9. Treasury Office (TO)
10. Assessor's Office (AO)
11. Office on Health and Social Welfare Services (OHSWS)

TECHNICAL SERVICES - B Cluster

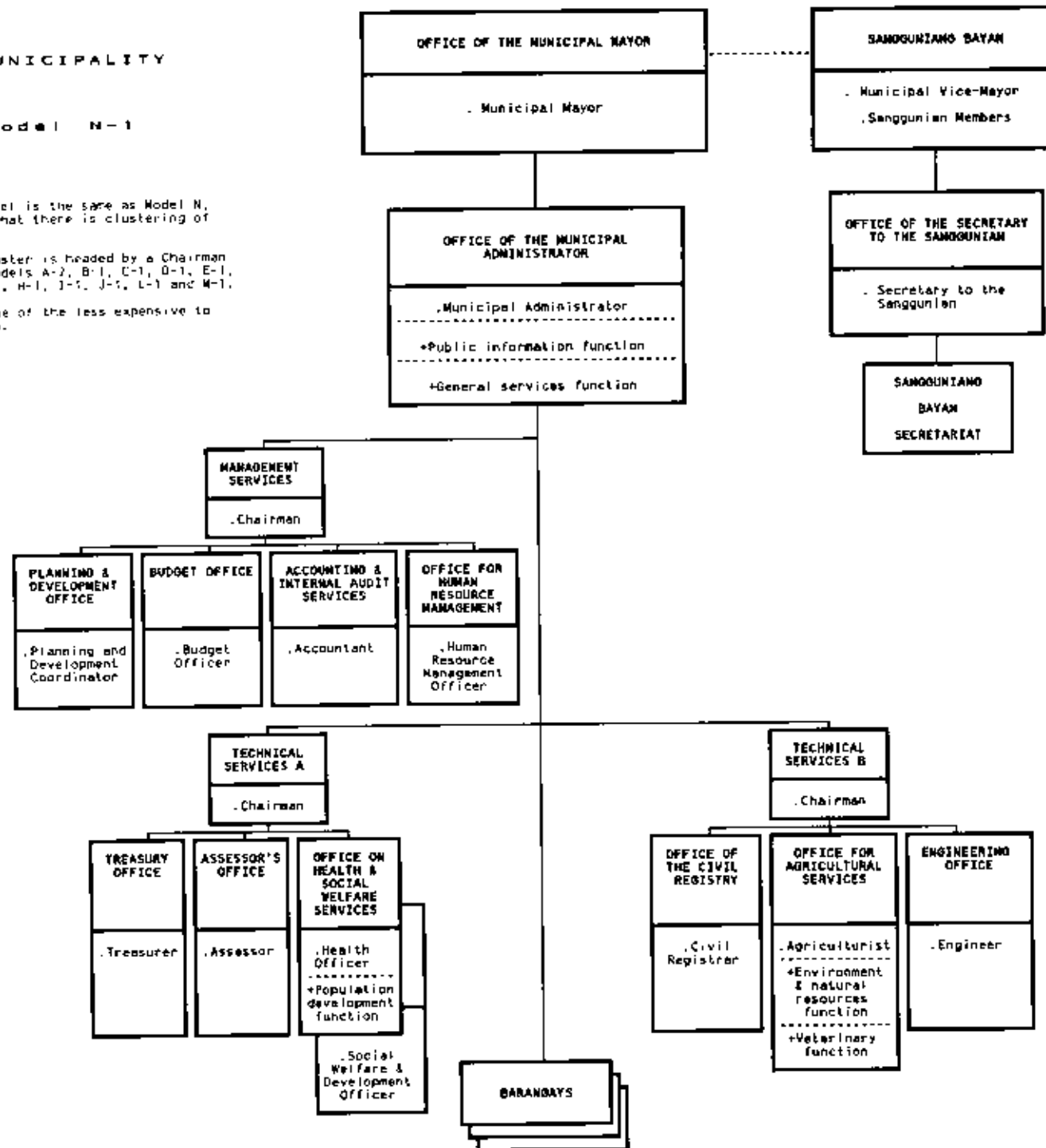
12. Office of the Civil Registry
13. Office for Agricultural Services (OAS)
14. Engineering Office (EO)
22. Office on Architectural Planning and Design (OAPD)

MUNICIPALITY

Model N-1

Features:

1. This model is the same as Model N, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1, I-1, J-1, L-1 and M-1.
3. It is one of the less expensive to maintain.



MUNICIPALITY Model O

May be Adopted by Fifth and Sixth Class Municipalities

Key considerations:

1. The municipality has enough funds to support the maintenance of the offices included in this model; and
2. The merging of offices and integration of certain functions with related offices have been considered to fit its financial capability without sacrificing effective service delivery to its inhabitants.

Features:

1. This model has thirteen offices, including one combined office (the Planning and Budgeting Office [PBO]).
2. It includes all the elective and mandatory positions and three optional positions (Municipal Administrator, Agriculturist and General Services Officer).
3. As in Models J and K, the municipality feels that maintaining a separate office for Legal Services is not viable; hence, legal services function is undertaken by the Office of the Municipal Mayor (OMM).
4. As in Models J, K and L, human resource management and public information are handled by the Office of the Municipal Administrator (OMA).
5. As in Model M, social welfare function is attached to the Office on Health Services (OHS).
6. As in Model L, environment and natural resources and cooperatives development are integrated with the Office for Agricultural Services (OAS).
7. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.

8. Architectural planning and population development are not included as separate functions, but as components of engineering and social welfare & development, respectively.
9. As in Models C, D, G, K, L, and N, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operations, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
10. This organizational structure is one of the less expensive to maintain, in view of the reduction in personal services and administrative requirements, due to the merging of two offices, the integration of several functions with related offices, the non-inclusion of architectural planning, population development and veterinary services as separate functions and the distribution of Economic Enterprises Development and Management functions.

Service Priorities:

Listed below are the service priorities identified by fifth and sixth class municipalities in their responses to the survey questionnaires and during the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension and Research
4. Social Welfare
5. Environmental Programs
6. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

5. Planning and Budgeting Office (PBO)
6. Accounting and Internal Audit Services (AIAS)
7. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

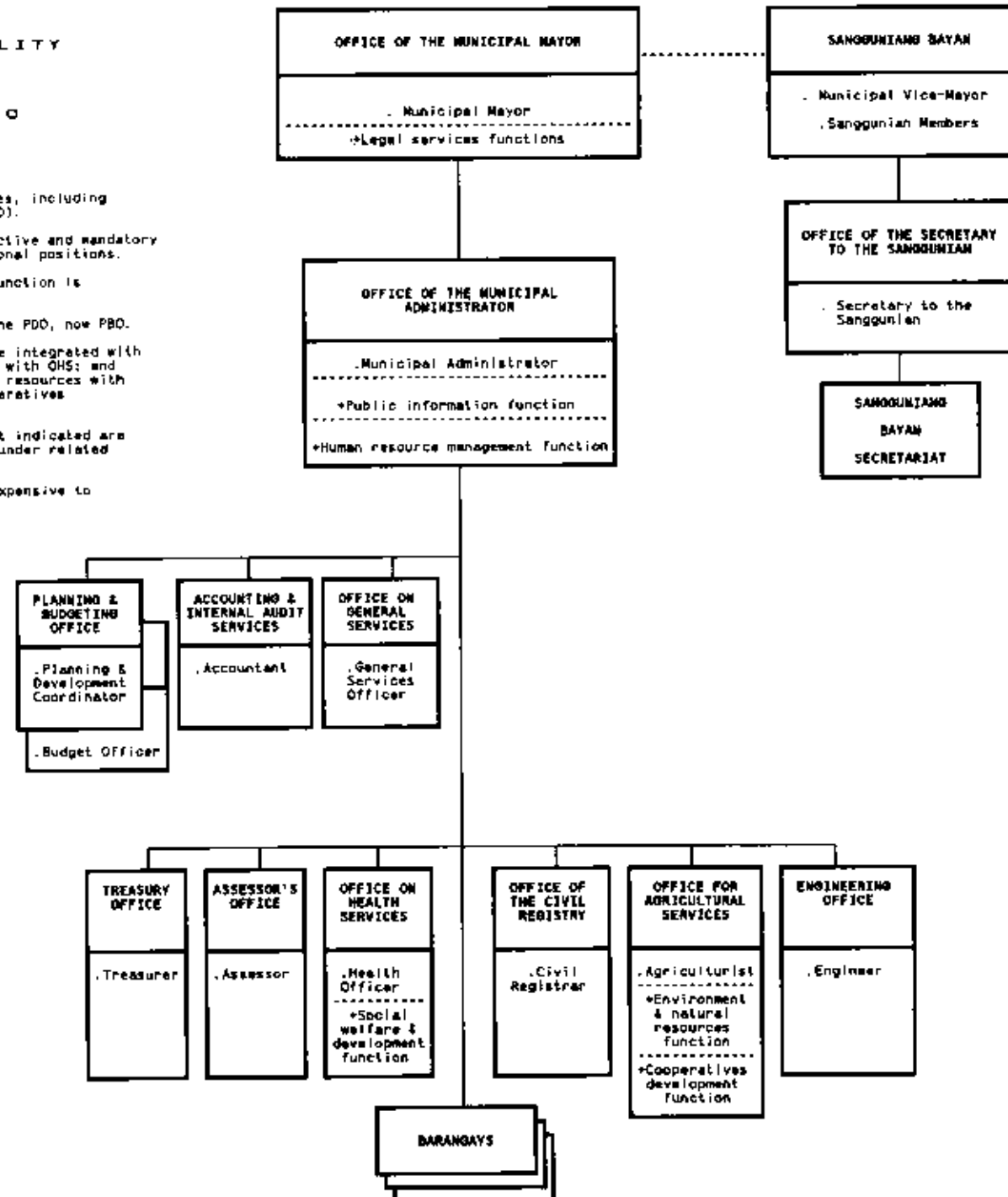
8. Treasury Office (TO)
9. Assessor's Office (AO)
10. Office on Health Services (OHS)
11. Office of the Civil Registry (OCR)
12. Office for Agricultural Services (OAS)
13. Engineering Office (EO)

MUNICIPALITY

Model C

Features:

1. This model has 13 offices, including one combined office (PBD).
2. It contains all the elective and mandatory positions and some optional positions.
3. There is no OLS; its function is undertaken by the OAM.
4. The BO is merged with the PDD, now PBD.
5. HRM and PI functions are integrated with the OMA; social welfare with OHS; and environment and natural resources with OAS, together with cooperatives development.
6. Functions of offices not indicated are performed by personnel under related offices.
7. It is one of the less expensive to maintain.



MUNICIPALITY Model O-1

May be Adopted by Fifth and Sixth Class Municipalities

Key considerations:

1. The municipality has enough funds to support the maintenance of the offices included in this model;
2. The merging of offices and integration of certain functions with related offices have been considered to fit its financial capability without sacrificing effective service delivery to its inhabitants; and
3. It is concerned with lessening the burden of the Office of the Municipal Administrator (OMA) in office coordination by grouping the offices into clusters.

Features:

1. This model has thirteen offices and is basically the same as Model O.
2. It includes all the elective and mandatory positions and three optional positions (Municipal Administrator, Agriculturist and General Services Officer).
3. As in Models J and K, the municipality feels that maintaining a separate office for Legal Services is not viable; hence, legal services function is undertaken by the Office of the Municipal Mayor (OMM).
4. As in Models J, K and L, human resource management and public information functions are handled by the Office of the Municipal Administrator (OMA).
5. As in Model M, social welfare function is attached to the Office on Health Services (OHS).
6. As in Model L, environment and natural resources and cooperatives development are integrated with the Office for Agricultural Services (OAS).
7. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.

8. Architectural planning and population development are not included as separate functions, but as components of engineering and social welfare and development, respectively.
9. As in Models C, D, G, K, L, and N, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Office of the Municipal Administrator (OMA);
 - Slaughterhouse operations, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
10. There is clustering of offices to effect maximum coordination of office functions without overloading the Office of the Municipal Administrator (OMA):
 - one cluster for management services; and
 - two clusters for technical services.
11. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
12. This organizational structure is one of the less expensive to maintain, in view of the reduction in personal services and administrative requirements, due to the merging of two offices, the integration of several functions with related offices and the non-inclusion of architectural planning, population development and veterinary services as separate functions and the distribution of Economic Enterprises Development and Management functions.

Service Priorities:

Listed below are the service priorities identified by fifth and sixth class municipalities in their responses to the survey questionnaires and during the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension and Research
4. Social Welfare
5. Environmental Programs
6. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Municipal Administrator (OMA)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES CLUSTER

5. Planning and Budgeting Office (PBO)
6. Accounting and Internal Audit Services (AIAS)
7. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

8. Treasury Office (TO)
9. Assessor's Office (AO)
10. Office on Health Services (OHS)

TECHNICAL SERVICES - B Cluster

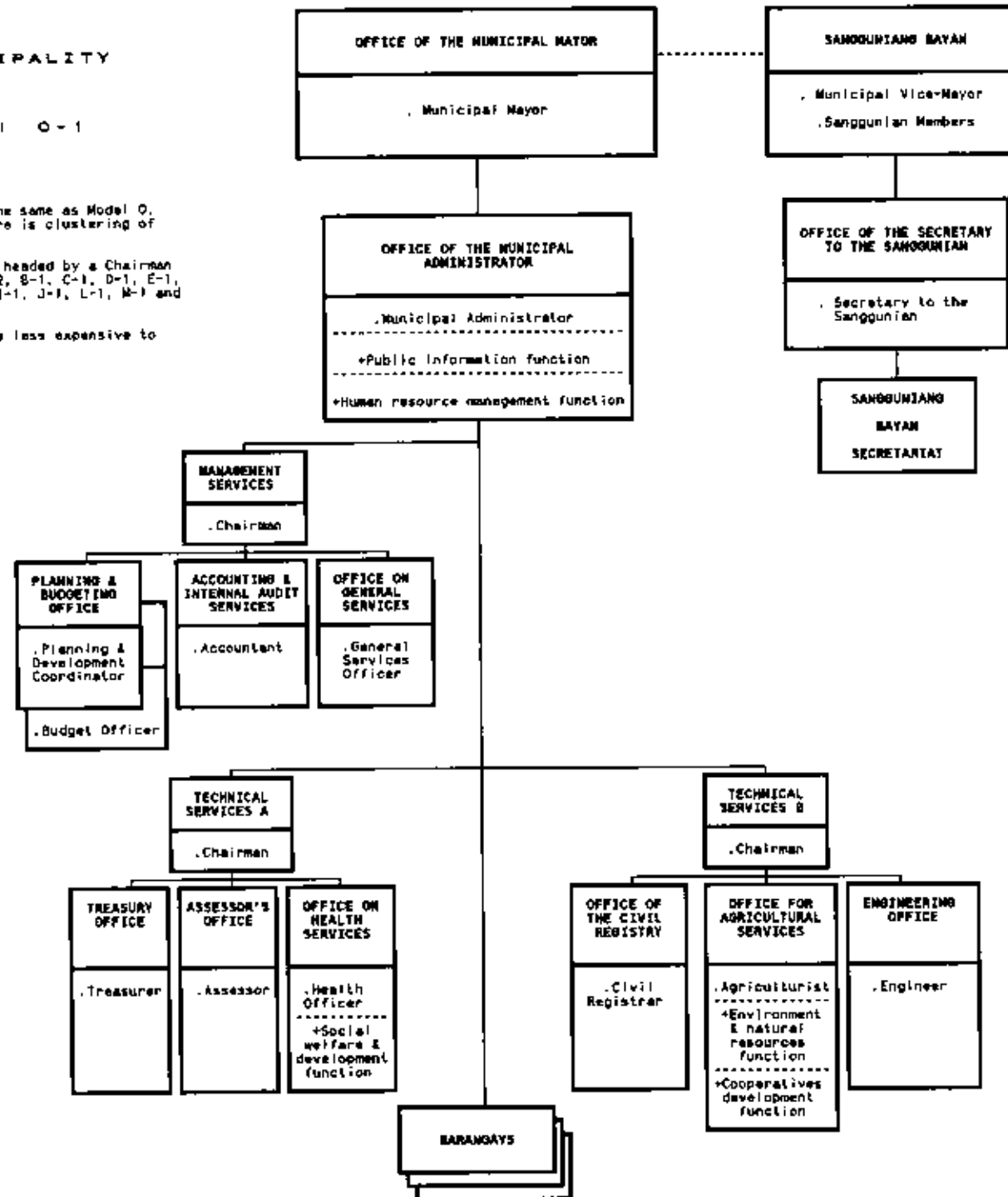
11. Office of the Civil Registry (OCR)
12. Office for Agricultural Services (OAS)
13. Engineering Office (EO)

MUNICIPALITY

Model O-1

Features:

1. This model is the same as Model O, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1, I-1, J-1, L-1, M-1 and N-1.
3. It is one of the less expensive to maintain.



MUNICIPALITY Model P

May be Adopted by Fifth and Sixth Class Municipalities

Key considerations:

1. The municipality can financially afford the maintenance of the offices included in this model;
2. Its chief executive can directly handle coordination of office functions; and
3. Merging of offices and integration of functions are considered without neglecting the delivery of basic services to its constituents.

Features:

1. This model has twelve offices including one combined office (Planning and Budgeting Office [PBO]) and an office with a new title, the Office on Administrative and General Services (OAGS).
2. It includes all the elective and mandatory positions (although one of them, the Budget Officer, is attached to the PDO), one optional position (Agriculturist) and one new position with combined title, the Administrative and General Services Officer (AGSO).
3. As in Models I and M, there is no Office of the Municipal Administrator (OMA); hence, coordination of office functions is directly handled by the Office of the Municipal Mayor (OMM) which also undertakes public information function.
4. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
5. Human resource management is integrated with the Office on Administrative and General Services (OAGS).
6. As in Model O, social welfare function is integrated with the Office on Health Services (OHS).
7. As in Models L and O, environment and natural resources and cooperatives functions are integrated with the Office for Agricultural Services (OAS).
8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.
9. Architectural planning and population development are not included as separate functions, but as components of engineering and social welfare and development, respectively.
10. As in Models F, I and M, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
11. This organizational structure is one of the less expensive to maintain, in view of the merging of two offices (Planning and Development Office [PDO] and Budget Office [BO]), the integration of certain functions with related offices, the non-inclusion of the Office of the Municipal Administrator (OMA), the non-inclusion of legal services, architectural planning, population development and veterinary services as separate functions and the distribution of Economic Enterprises Development and Management functions.

Service Priorities:

Listed below are the service priorities identified by fifth and sixth class municipalities in their responses to the survey questionnaires and during the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension and Research
4. Social Welfare
5. Environmental Programs
6. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

4. Planning and Budgeting Office (PBO)
5. Accounting and Internal Audit Services (AIAS)
6. Office on Administrative and General Services (OAGS)

Line Offices Under the General Supervision of the Municipal Mayor:

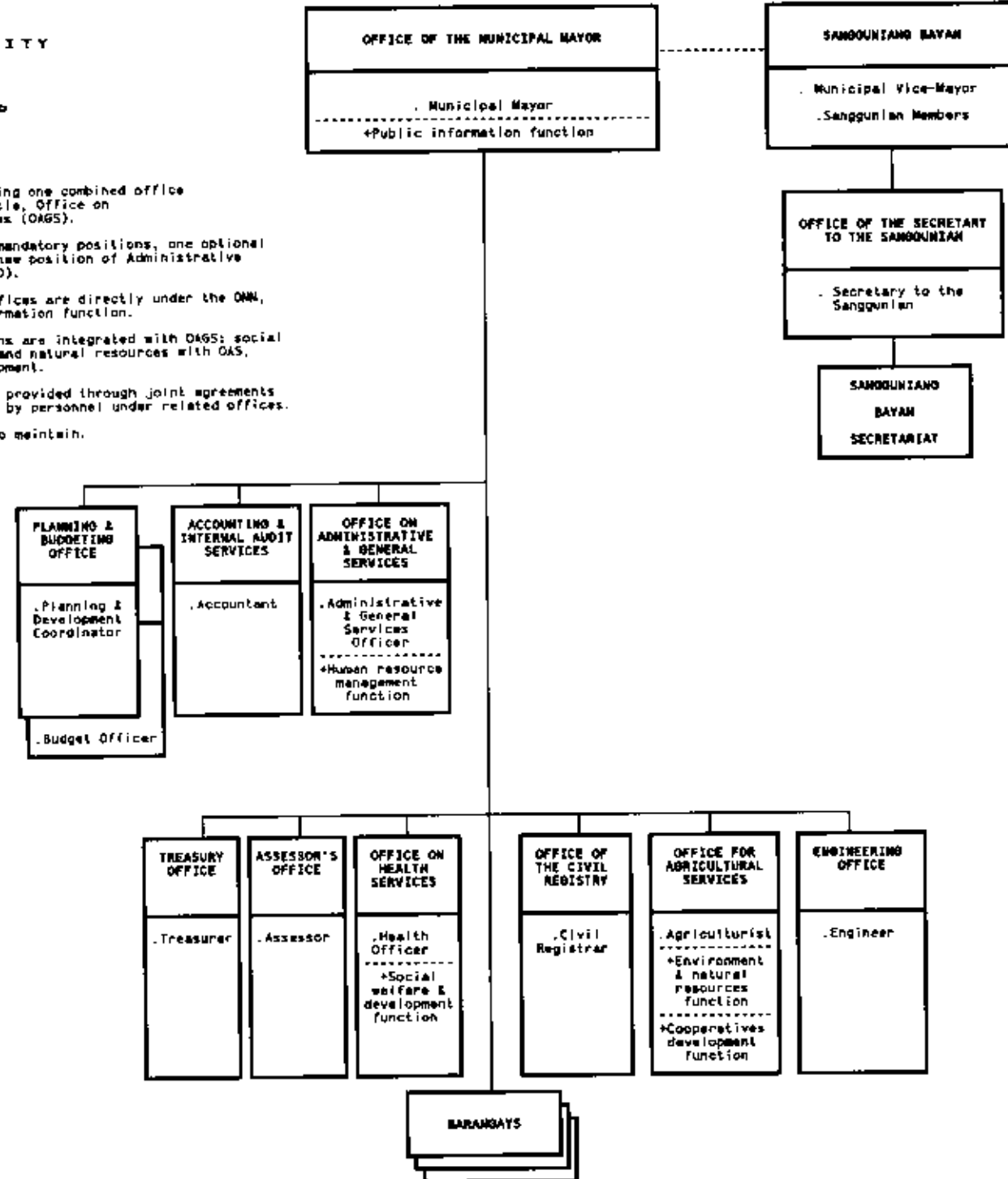
7. Treasury Office (TO)
8. Assessor's Office (AO)
9. Office on Health Services (OHS)
10. Office of the Civil Registry (OCR)
11. Office for Agricultural Services (OAS)
12. Engineering Office (EO)

MUNICIPALITY

Model P

Features:

1. This model has 12 offices, including one combined office (PBO) and an office with a new title, Office on Administrative and General Services (OAGS).
2. It contains all the elective and mandatory positions, one optional position (Agriculturist) and the new position of Administrative and General Services Officer (AGSO).
3. There is no OMA; staff & line offices are directly under the OMA, which also undertakes public information function.
4. Human resource management functions are integrated with OAGS; social welfare with DHS and environment and natural resources with OAS, together with cooperatives development.
5. Functions not included are either provided through joint agreements with other LGUs/NGOs or performed by personnel under related offices.
6. It is one of the less expensive to maintain.



MUNICIPALITY Model P-1

May be Adopted by Fifth and Sixth class Municipalities

Key considerations:

1. The municipality can financially afford the maintenance of the offices included in this model;
2. Its chief executive can directly handle coordination of office functions;
3. Merging of offices and integration of functions are considered without neglecting the delivery of basic services to its constituents; and
4. It is concerned with lessening the burden of the Office of the Municipal Mayor (OMM) in office coordination, by grouping the offices into clusters.

Features:

1. This model has twelve offices and is basically the same as Model P.
2. It includes all the elective and mandatory positions (although one of them, the Budget Officer, is attached to the PDO), one optional position (Agriculturist) and one new position with combined title - the Administrative and General Services Officer (OAGS).
3. As in Models I and M, there is no Office of the Municipal Administrator (OMA); hence, coordination of office functions is directly handled by the Office of the Municipal Mayor (OMM) which also undertakes public information function.
4. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
5. Human resource management is integrated with the Office on Administrative and General Services (OAGS).
6. As in Model O, social welfare function is integrated with the Office on Health Services (OHS).

7. As in Models L and O, environment and natural resources and cooperatives functions are integrated with the Office for Agricultural Services (OAS).
8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.
9. Architectural planning and population development are not included as separate functions, but as components of engineering and social welfare and development, respectively.
10. As in Models F, I and M, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to the Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
11. There is clustering of offices to effect maximum coordination of office functions without overloading the Office of the Municipal Mayor (OMM):
 - one cluster for management services; and
 - two clusters for technical services.
12. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.

13. This organizational structure is one of the less expensive to maintain, in view of the merging of two offices (Planning and Development Office [PDO] and Budget Office [BO]), the integration of certain functions with related offices, the non-inclusion of the Office of the Municipal Administrator (OMA), the non-inclusion of legal services, architectural planning, population development and veterinary services as separate functions.

Service Priorities:

Listed below are the service priorities identified by fifth and sixth class municipalities in their responses to the survey questionnaires and during the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension and Research
4. Social Welfare
5. Environmental Programs
6. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

4. Planning and Budgeting Office (PBO)
5. Accounting and Internal Audit Services (AIAS)
6. Office on General Services (OGS)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

7. Treasury Office (TO)
8. Assessor's Office (AO)
9. Office on Health Services (OHS)

TECHNICAL SERVICES - B Cluster

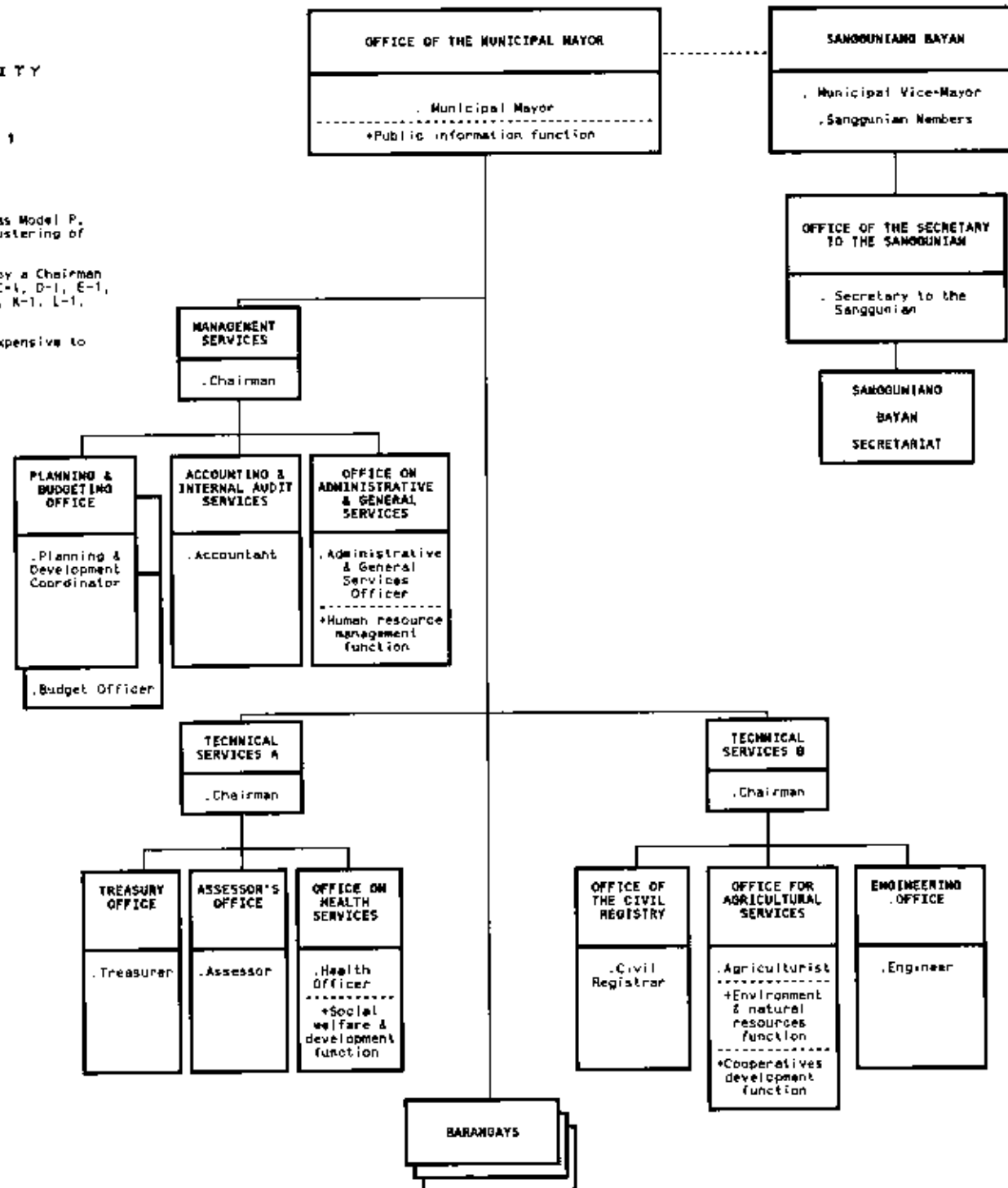
10. Office of the Civil Registry (OCR)
11. Office for Agricultural Services (OAS)
12. Engineering Office (EO)
13. Office on Architectural Planning and Design (OAPD)

MUNICIPALITY

Model P-1

Features:

1. This model is the same as Model P, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1, I-1, J-1, K-1, L-1, N-1, N-1 and O-1.
3. It is one of the less expensive to maintain.



MUNICIPALITY Model Q

May be Adopted by Fifth and Sixth Class Municipalities

Key considerations:

1. The municipality has enough funding to support the maintenance of the offices included in this model;
2. Its chief executive can directly handle coordination of office functions and supervise some personnel performing certain functions which cannot be integrated with existing offices; and
3. It considers merging of offices and integration of functions with related offices without sacrificing the delivery of basic services to its constituents.

Features:

1. This model has eleven offices (including the combined Planning and Budgeting Office [PBO]), the least number of offices compared with all other organizational structure models for municipalities.
2. It includes all the elective and mandatory positions (although the Budget Office [BO] is attached to the Planning and Development Office [PDO]) and one optional position (Agriculturist).
3. As in Models I, M and P, there is no Office of the Municipal Administrator (OMA); hence, coordination of office functions is directly handled by the Office of the Municipal Mayor (OMM), which also supervises the personnel handling functions that cannot be attached to the other offices (Information Assistant and Human Resource Management Assistant).
4. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
5. General services is attached to the combined Planning and Budgeting Office (PBO).
6. As in Models O and P, social welfare and development is integrated with the Office on Health Services (OHS).
7. Environment and natural resources function is undertaken by the Office for Agricultural Services (OAS).
8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.
9. Architectural planning and population development are not included as separate functions, but as components of engineering and social welfare and development.
10. As in Models F, I, M and P, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
11. This organizational structure is the least expensive to maintain, in view of the reduction in the personal services and administrative requirements, due to the merging of two offices (Planning and Development Office [PDO] and Budget Office [BO]), the integration of several functions with related offices, the non-inclusion of the Office of the Municipal Administrator (OMA), the non-inclusion of certain functions (legal, population development, veterinary, architectural planning and cooperatives development) and the distribution of Economic Enterprises Development and Management functions.

Service Priorities:

Listed below are the service priorities identified by fifth and sixth class municipalities in their responses to the survey questionnaires and during the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension and Research
4. Social Welfare
5. Environmental Programs
6. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

4. Planning and Budgeting Office (PBO)
5. Accounting and Internal Audit Services (AIAS)

Line Offices Under the General Supervision of the Municipal Mayor:

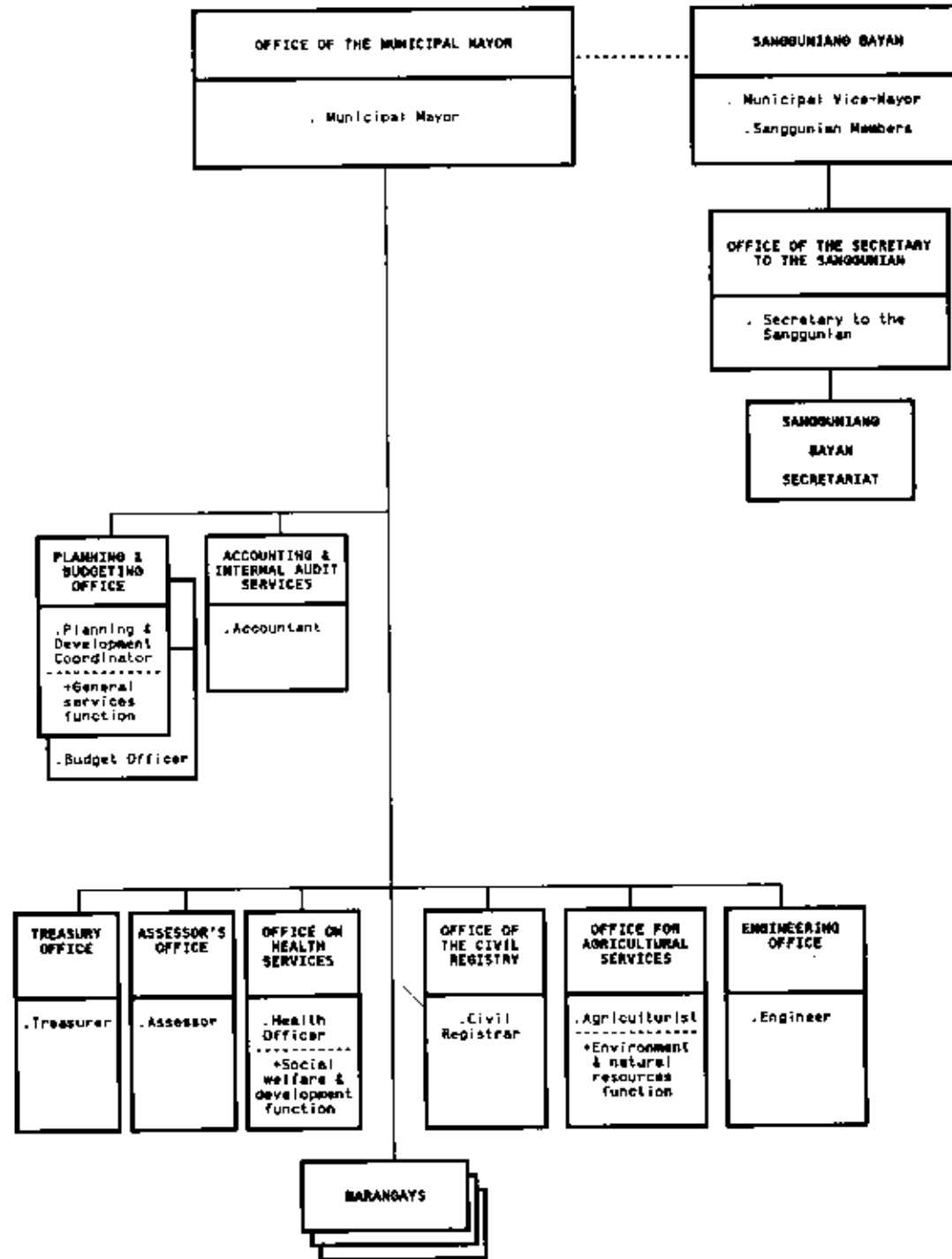
6. Treasury Office (TO)
7. Assessor's Office (AO)
8. Office on Health Services (OHS)
9. Office of the Civil Registry (OCR)
10. Office for Agricultural Services (OAS)
11. Engineering Office (EO)

MUNICIPALITY

Model O

Features:

1. This model has 11 offices, including the combined PBO.
2. It contains all the elective and mandatory positions and one optional position (Agriculturist).
3. There is no OMA; all staff & line offices are directly under the OMM.
4. Social welfare functions are integrated with the OHS; and environment and natural resources functions with the OAS.
5. The BO is merged with the PDO, now PBO, which also undertakes general services function.
6. Function of offices not indicated are either provided through joint agreements with other LGUs/NGOs or performed by personnel under related offices.
7. It is the least expensive to maintain.



MUNICIPALITY Model Q-1

May be Adopted by Fifth and Sixth Class Municipalities

Key considerations:

1. The municipality has enough funding to support the maintenance of the offices included in this model;
2. Its chief executive can directly handle coordination of office functions and supervise some personnel performing certain functions which cannot be integrated with existing offices;
3. It considers merging of offices and integration of functions with related offices without sacrificing the delivery of basic services to its constituents; and
4. It is concerned with lessening the burden of the Office of the Municipal Mayor (OMM) in office coordination, by grouping the offices into clusters.

Features:

1. This model has eleven offices and is basically the same as Model Q.
2. It includes all the elective and mandatory positions (although the Budget Office is attached to the Planning aDO) and one optional position (Agriculturist).
3. As in Models I, M and P, there is no Office of the Municipal Administrator (OMA); hence, coordination of office functions is directly handled by the Office of the Municipal Mayor (OMM), which also supervises the personnel handling functions that cannot be attached to the other offices (Information Assistant and Human Resource Management Assistant).
4. There is no Office for Legal Services (OLS) nor a Legal Staff. In this case, there is no available lawyer/lawyer-applicant in the municipality; hence, the municipal government takes care of its legal services requirements through joint agreement with the provincial government or with another local government unit (LGU) which has a Legal Officer or with a non-governmental organization (NGO) which offers legal services.
5. General services is attached to the combined Planning and Budgeting Office (PBO).

6. As in Models O and P, social welfare and development is integrated with the Office on Health Services (OHS).
7. Environment and natural resources function is undertaken by the Office for Agricultural Services (OAS).
8. Veterinary function is not included as there is no Veterinarian in the municipality; hence, positions related to this function (Meat or Livestock Inspector), if any, are placed under the Office for Agricultural Services (OAS). If professional veterinary services are needed, the municipal government coordinates or enters into a joint agreement with the provincial government or with another local government unit (LGU) which has a Veterinarian.
9. Architectural planning and population development are not included as separate functions, but as components of engineering and social welfare and development, respectively.
10. As in Models F, I, M and P, economic enterprises functions are distributed as follows:
 - Business permit/licenses and market supervision, if any - to the Treasury Office (TO);
 - Slaughterhouse operation, if any - to Office for Agricultural Services (OAS); and
 - Other public enterprises functions, if any - to the Office of the Municipal Mayor (OMM) (see the Functional Description of Offices).
11. There is clustering of offices to effect maximum coordination of office functions without overloading the Office of the Municipal Mayor (OMM):
 - one cluster for management services; and
 - two clusters for technical services.

12. Each cluster is headed by a chairman to be selected on rotation basis from among the heads of offices within the cluster. Each cluster chairman is responsible in coordinating the functions of the offices in his cluster.
13. This organizational structure is the least expensive to maintain, in view of the reduction in the personal services and administrative requirements, due to the merging of two offices (Planning and Development Office and Budget Office), the integration of several functions with related offices, the non-inclusion of the Office of the Municipal Administrator, the non-inclusion of certain functions (legal, population development, veterinary, architectural planning and cooperatives) and the distribution of Economic Enterprises Development and Management functions.

Service Priorities:

Listed below are the service priorities identified by fifth and sixth class municipalities in their responses to the survey questionnaires and during the interviews:

1. Public Works and Infrastructure
2. Health Services
3. Agricultural Extension and Research
4. Social Welfare
5. Environmental Programs
6. Public Markets

Offices:

1. Office of the Municipal Mayor (OMM)
2. Sangguniang Bayan (SB)
3. Office of the Secretary to the Sanggunian (OSS)

Staff Offices Under the General Supervision of the Municipal Mayor:

MANAGEMENT SERVICES Cluster

4. Planning and Budgeting Office (PBO)
5. Accounting and Internal Audit Services (AIAS)

Line Offices Under the General Supervision of the Municipal Mayor:

TECHNICAL SERVICES - A Cluster

6. Treasury Office (TO)
7. Assessor's Office (AO)
8. Office on Health Services (OHS)

TECHNICAL SERVICES - B Cluster

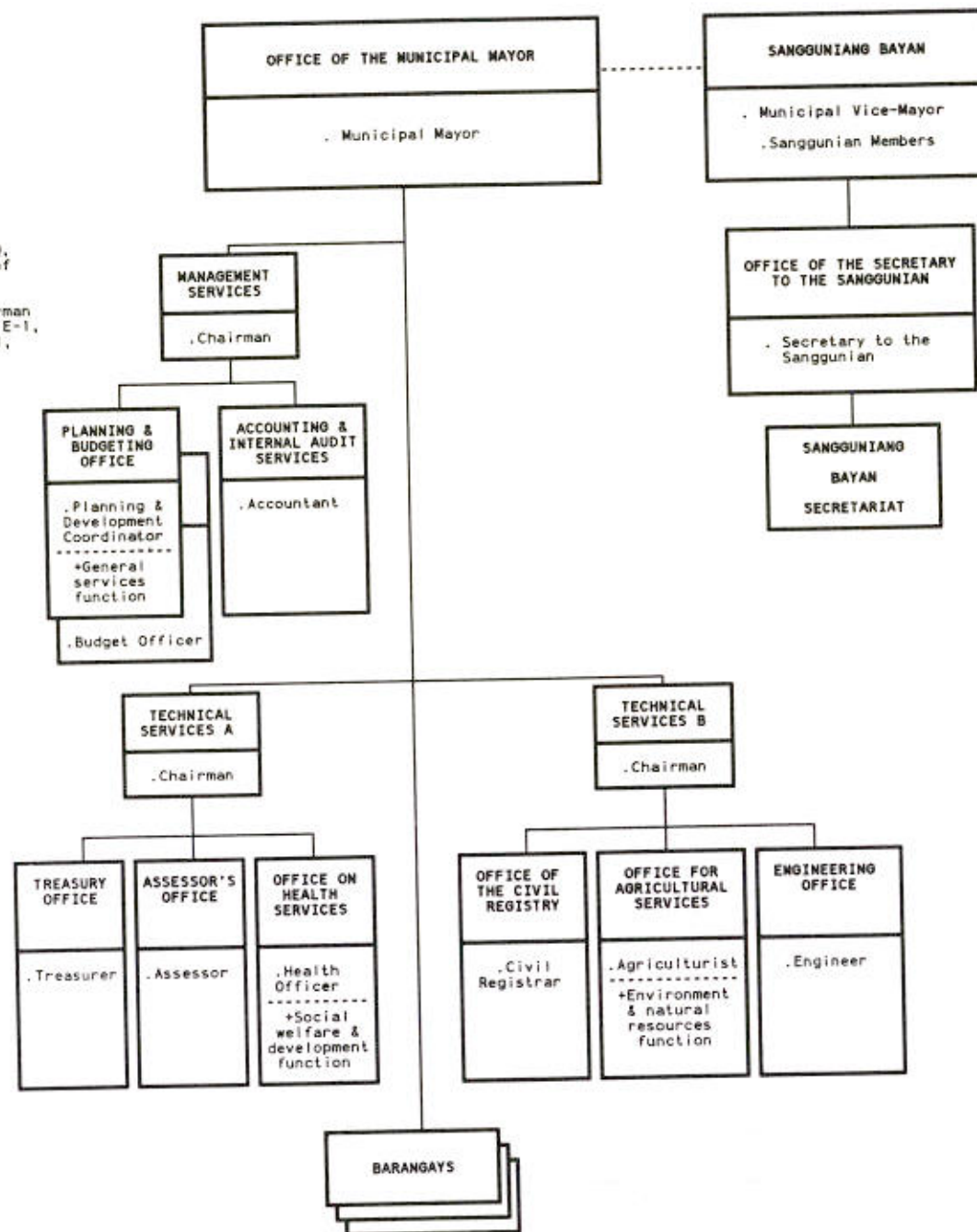
9. Office for Agricultural Services (OAS)
10. Engineering Office (EO)
11. Office of the Civil Registry (OCR)

MUNICIPALITY

Model Q-1

Features:

1. This model is the same as Model Q, except that there is clustering of offices.
2. Each cluster is headed by a Chairman as in Models A-2, B-1, C-1, D-1, E-1, F-1, G-1, H-1, I-1, J-1, K-1, L-1, M-1, N-1, O-1 and P-1.
3. It is the least expensive to maintain.



C. SUMMARY OF BASIC MODELS FOR MUNICIPALITIES

MODEL	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1. Office of the Municipal Mayor (OMN)	OMN	OMN	OMM	OMM	OMM	OMM/pi	OMM	OMM	OMM/pi	OMM/ls	OMM/ls	OMM	OMM/pi	OMM	OMM/ls	OMM/pi	OMM	
2. Sangguniang Bayan (SB)	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	SB	
3. Office of the Secretary to the Sanggunian (OSS)	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	
4. Office of the Municipal Administrator (OMA)	OMA	OMA/OPI	OMA/OHRM	OMA/OPI	OMA/OHRM/pi	---	OMA/OHRM/pi	OMA/OHRM/pi	---	OMA/hrm/pi	OMA/hrm/pi	OMA/hrm/pi	---	OMA/gs/pi	OMA/hrm/pi	---	---	
5. Accounting and Internal Audit Services (AIAS)	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	
6. Budget Office (BO)	BO	BO	BO	BO	BO	BO	BO	*	*	BO	BO	BO	*	*	*	*	*	
7. Planning and Development Office (PDO)	PDO	PDO	PDO	PDO	PDO	PDO	PDO	PDO/BO	PDO/BO	PDO	PDO	PDO	PDO/BO	PDO/BO	PDO/BO	PDO/BO	PDO/BO	
8. Office for Legal Services (OLS)	OLS	OLS	OLS	OLS	OLS	OLS	OLS	OLS	OLS	---	---	Joint Agreement	Joint Agreement	Joint Agreement	---	Joint Agreement	Joint Agreement	
9. Office on General Services (OGS)	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	---	OGS	OGS/hrm	---
10. Treasury Office (TO)	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	
11. Assessor's Office (AO)	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	
12. Office of the Civil Registry (OCR)	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	OCR	
13. Office on Health Services (OHS)	OHS	OHS	OHS	OHS	OHS	OHS	OHS	OHS	OHS	OHS/swds/pd	OHS/swds/pd	OHS	OHS/swds	OHS/swds/pd	OHS/swds	OHS/swds	OHS/swds	
14. Office on Social Welfare & Development Services (OSWDS)	OSWDS	OSWDS	OSWDS/OPD	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	---	*	---	---	---
15. Office on Population Development (OPD)	OPD	OPD	*	---	---	---	---	---	---	---	---	---	component of swds	---	component of swds	component of swds	component of swds	
16. Engineering Office (EO)	EO	EO/OAPD	EO/OAPD	EO/apd	EO/apd	EO/apd	EO/apd	EO/apd	EO/apd	EO/apd	EO/apd	EO/apd	EO/apd	EO	EO	EO	EO	
17. Office on Architectural Planning and Design (OAPD)	OAPD	*	*	---	---	---	---	---	---	---	---	---	---	component of EO	component of EO	component of EO	component of EO	
18. Office for Agricultural Services (OAS)	OAS	OAS	OAS/OVS	OAS/ODC	OAS/vs	OAS/vs	OAS/OENR/vs	OAS/vs	OAS/OENR/vs	OAS/vs	OAS/dc/vs	OAS/enr/dc	OAS/ODC/enr	OAS/enr/vs	OAS/enr/dc	OAS/enr/dc	OAS/enr	
19. Office on Environment and Natural Resources (OENR)	OENR	OENR	OENR	OENR	OENR	OENR	*	OENR	*	OENR	OENR	---	---	---	---	---	---	
20. Office for Veterinary Services (OVS)	OVS	OVS	OVS	*	OVR	---	---	---	---	---	---	Joint agreement	Joint agreement	---	Joint agreement	Joint agreement	Joint agreement	
21. Office for the Development of Cooperatives (ODC)	ODC	*	ODC	*	---	ODC	ODC	*	ODC	---	---	---	*	no coops.	---	---	no coops.	
22. Office on Public Information (OPI)	OPI	*	OPI	*	---	---	---	---	---	---	---	---	---	---	---	---	*	
23. Office for Human Resource Management (OHRM)	OHRM	OHRM	*	OHRM	*	OHRM	*	*	OHRM	---	---	---	OHRM	OHRM	---	---	*	
24. Office on Economic Enterprise Development and Management (OEEDM)	OEEDM	OEEDM/ODC	distrib-uted	distrib-uted	OEEDM/cd	distrib-uted	distrib-uted	OEEDM/dc	distrib-uted	OEEDM/dc	distrib-uted	distrib-uted	distrib-uted	distrib-uted	distrib-uted	distrib-uted	distrib-uted	
	24 offices	21 offices	19 offices	19 offices	18 offices	18 offices	17 offices	17 offices	16 offices	16 offices	15 offices	15 offices	14 offices	14 offices	13 offices	12 offices	11 offices	

Legend: * - The Office has been merged with another

--- - The Office has been deleted, its functions assigned to another office.

- Only one (1) position each attached to Mayor's Office.

V. GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THE GUIDEBOOK

AGSO	Administrative and General Services Officer	OHS	Office on Health Services
AIAS	Accounting and Internal Audit Service	OHSWS	Office on Health and Social Welfare Services (combined OHS AND OSWDS)
AO	Assessor's Office	OLS	Office for Legal Services
BO	Budget Office	OMA	Office of the Municipal Administrator
Charts	refers to the organizational structure models.	OMM	Office of the Municipal Mayor
Code	refers to the new Local Government Code.	OPD	Office on Population Development
EAPO	Engineering and Architectural Planning Office (combined EO and OAPD)	OPI	Office on Public Information
EEO	Economic Enterprises Officer	OSS	Office of the Sanggunian Secretary
EO	Engineering Office	OSWDS	Office on Social Welfare and Development Services
HRMO	Human Resource Management Officer	OVS	Office for Veterinary Services
LGC	Local Government Code	PBO	Planning and Budgeting Office (combined PDO and BO)
LGU	Local Government Unit. It refers to either a municipality, a city, or a province.	PDO	Planning and Development Office
Model	refers to the organizational structure or chart	TO	Treasury Office
NGO	Non-Governmental Organization		
OAC	Office for Agriculture and Cooperatives (combined OAS and ODC)		
OAENR	Office on Agriculture, Environment, and Natural Resources (combined OAS and OENR)		
OAGS	Office on Administrative and General Services (combined office for administrative and general services)		
OAPD	Office on Architectural Planning and Design		
OAS	Office for Agricultural Services		
OAVS	Office for Agriculture and Veterinary Services (combined OAS and OVS)		
OCR	Office of the Civil Registry		
ODC	Office for the Development of Cooperatives		
OEEDC	Office for Economic Enterprises and Cooperatives Development (combined OEEDM and ODC)		
OEEDM	Office for Economic Enterprise Development and Management		
OENR	Office on Environment and Natural Resources		
OGS	Office on General Services		
OHRM	Office for Human Resource Management		