

DEVOLVED PROGRAMS IN THE PROVINCE OF ILOCOS SUR

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ABSTRACT

Aimed at assessing the devolved programs in the province of Ilocos Sur the study also attempted to look into the profile of said programs in terms of: delivery of services, funding, level of implementation and availability of manpower. It also attempted to assess the level of economic status of the employees as were reflected in their monthly compensation, salary increases and other benefits.

Gathered through the questionnaire as the primary tool, data were supplemented by infonnal personal interviews. The major devolved agencies in the study Department of Agriculture, Department of Health and Department of Social Work and Development. Findings show that the level of implementation of the programs became unsatisfactory which was satisfactory before devolution. Funding of programs **were** also insufficient after devolution. Manpower became also poor, perhaps because the poor or low economic status of the employees as evidenced by unsatisfactory compensation, occasional salary increase and rare or sometimes no other benefits which they received. For such reasons, there is a recommendation that these agencies should be renationalized.

Introduction

Devolution, which is the transfer of rights, powers and responsibilities by a central authority or the national government to the local authorities, is a strategy designed with the effort to achieve full development of the people towards Philippines 2000 as a newly industrialized country. This vision was conceived by President of the Republic of the Philippines, Fidel V. Ramos. It is then believed that full development can be achieved through a joining of national and local politics. The devolved programs are those of the Department of Agriculture, Department of Health and the Department of Social Work and Development. The respective development officers/actors are then made to understand and be fully aware that the Local government units should do the following: provide the desired level of services; maintain and upgrade the quality of planning; and integration of the general welfare concerns into the overall local development planning and management.

The major development concerns of these devolved agencies are: health, agriculture and general welfare, all addressed to the people. These areas of concern are integratively vital for the welfare of everybody. For instance, health is an integral part of our socio-economic development and should not be considered alone in isolation to the development process, because it affects and is affected by the socio-economic conditions in a community.

Without the corresponding provision of basic services catered by these areas of concern as provided by the devolved agencies, results will be all sorts of health problems as well as socio-economic and welfare problems of the constituents. With the goal of maximizing the services of these agencies, the government decided to devolve them, that is, involving the local authorities in the management of said services catering them to the countryside. It is at this concept that this investigation was conceived.

Significance of the Study

An assessment of the services of the devolved agencies and their programs will provide materials for reference in social science subjects. It will also serve as an eye opener to government officials particularly heads of agencies concerned for reconsideration. Results of the study will also provide said agency heads basis for development ventures. Results of this investigation can also be basis for further studies to be made by other interested researchers.

Statement of the Problem

This study attempted to assess the programs of the devolved agencies in the Province of Ilocos Sur.

Specifically, it aimed to shed light to the following questions:

- I. What are the programs of the devolved agencies in the province of Ilocos Sur?
2. What is the profile of these programs before and after the devolution in terms of the following:
 - a. level of implementation
 - b. delivery of services
 - c. availability of manpower
 - d. funding
3. What is the level of the economic status of the employees of these devolved agencies before and after the devolution in terms of:
 - a. monthly compensation
 - b. salary increases, and
 - c. other benefits?
4. Did this devolution affect significantly the economic stability of the employees of the devolved agencies?

Scope and Limitation of the Study

This study was confined and limited to the assessment of the programs of the devolved agencies in the province of Ilocos Sur. It looked into the activities of these programs before and after the devolution and the effects of said devolution to the people most concerned both socially and economically.

Review of Related Literature

Rizal Buendia's "Decentralization and the Local Government Code: Challenging the Limits of Empowerment and Democracy" places local autonomy within the theoretical context of decentralization as operationalized in the Philippine politico-administrative system, identifying what he calls

unresolved issues" as far as devolution is concerned. The major areas of these issues include: fiscal autonomy, local planning and even local democracy itself

On Agrava and Rood in their "Reviewing the Local Government Code: Five Years After", described were the roles of the various stakeholders in the process including the many issues and concerns of devolution. The article stressed on the Rapid Field Appraisals of Decentralization since 1992 relative to decision process to monitor the nationwide progress towards decentralized democracy.

Dr. Alex Brillantes Jr. in his interview with representatives of devolved agencies on July 22, 1997 at the DILG provincial office gathered issues and concerns on Local Autonomy of the Devolved agencies especially the Departments of Health and Agriculture among which are: inadequacy of medicines, unstandardized salaries and benefits of workers and other counter issues.

The Galing Pook Program which describes the Devolution in the Philippines has also considered that the program not only recognizes innovations and excellence in local governance in the countryside as per local government code but also has documented them for adaptation by other local governments.

Maria Ela Atienza's "Gender and Democratization in the Philippines: Current Attempts to Democratize Local Governance", assesses the extent to which women empowerment has been achieved within the context of the democratization process which was brought about by devolution. With specific cases, Atienza identifies pressing issues and concerns confronted by women's organizations considered at the local level. Some of these are: the need to fully operationalize sectoral representation; the continuing prevalence of males handling local affairs exacerbated by the prevailing gender bias against women; the tendency for the women sector to be used for partisan political purposes.

Proserpina Tapales-Domingo stressed on the notion of women influencing decision making on policies affecting people in the communities.

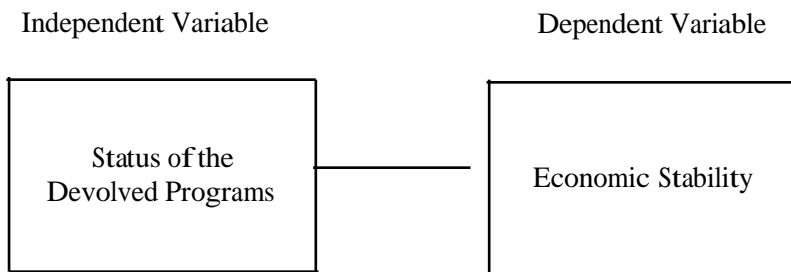
Fernando Aldaba in his "overview of the Research Literature on Non-Governmental Organization - People Organizations (NGO/PO) Participation

in Local Governance "discussed the legal environment of NGO/PO participation as well as the theoretical perspectives and analytical frameworks on participation in local governance. Areas on health services delivery, environmental management, participation in local special bodies, housing and infrastructure, local government capacity building and LGU planning process and fiscal management.

Juan Miguel Luz offers practical tips and insights for NGO/PO leaders as they prepare for active participation in the 1998 electoral struggle.

Conceptual Framework

Premised on the following concept, the study is presented in the paradigm below.



Methodology

This study made use of the descriptive method of research. A complete enumeration was made on the devolved programs but quota sampling technique was employed to determine the number of respondents. Questionnaire was the primary tool in gathering the necessary data coupled with informal personal interviews.

Statistical Treatment

1. Simple enumeration was used to determine the programs of the devolved agencies.
2. To determine the profile of these programs before and after the devolution, the frequency count was used.

3. Mean was used to determine the level of the economic status of the employees before and after the devolution.
4. The effect of the devolution to the economic stability of the employees was tested by the chi-square (χ^2) test at 5% level of significance.

DISCUSSION OF RESULTS

I. Profile of Respondents

Table 1-a

Distribution of Respondents by Their Socio-Demographic and Economic Characteristics

Socio-Demographic and Economic Characteristics	No.	%
Sex		
Male	58	21.25
Female	215	78.75
Age		
60 & above	6	2.20
50 - 59	35	12.82
40-49	106	38.83
30-39	75	27.47
20-29	51	18.68
Educational Attainment		
Bachelor's degree	139	50.92
Bachelor's degree w/ master's units	31	11.35
Master's degree	73	26.74
Doctoral degree	30	10.99
Monthly Salary		
Below P5,000	61	22.34
P5,000 - 7,999	107	39.19
P8,000 - 10, 999	44	16.12
P11,000 - 13,999	41	15.02
P14,000 & above	20	7.33

The socio-demographic and economic characteristics of the respondents are presented in Table 1. It is gleaned from the table that 78.75% are female with 21.25% as male. For age, majority are between 40 to 49, followed by age range of 30-39, implying this as age of propensity. Least among respondents are 60 and above years old.

Majority, as per 139 (50.92%), are Bachelor's degree holders; 73 (26.74%) are master's degree holders; and 31 (11.35%) finished Bachelor's degree with units earned in master's degree. Majority, 107 (39.19%) received an average monthly income of P5,000-7,999 followed by 61 (22.34%) receiving below P5,000.00.

Table 1-b

Distribution of Respondents by Agency, Position and Eligibility

Agency , Position & Eligibility of Respondents	No.	%
Agency		
Department of Agriculture	104	38.10
Department of Health	140	51.28
Department of Social Work & Development	29	10.62
Position		
Municipal Agricultural Officer	34	12.45
Agricultural Technologist	70	25.64
Physician	30	10.99
Nurse	85	31.14
Midwife	25	9.16
Social Worker	29	10.62
Eligibility		
Social Work Licensure Exam.	13	4.76
Career Professional Exam.	104	38.10
Medical Board Exam.	30	10.99
Nursing Licensure Exam.	85	31.14
Midwifery Licensure Exam.	25	9.16

Table 1b presenting the distribution of respondents by agency where employed, their position and eligibility shows that 140 (51.28%) are with the Department of Health while 104 (38.10%) are with the Department of Health and the least, 29 (10.62%) are with the DWSD. Among those with the Department of Health, 81 (31.14%) are nurses while 30 (10.99%) are physicians and 25 (9.16%) are midwives. Among those employed at the Department of Agriculture, 70 (25.64%) are technologists and 34 (12.45%) are Municipal Agricultural Officers. Only 29 (10.62%) are social workers. All of the health workers have passed the Nursing Licensure Exam., Medical Board Exam. and Midwifery Licensure Exam.

II. Programs of the Devolved Agencies

Table 2-a

Programs of the Devolved Agencies in the Province of Ilocos Sur Before the Devolution

Programs
A. Department of Agriculture
Grains and Crops Production
Livestock and Poultry Production
Fishery
Soil Management
Food & Animal Production
Masagana 99
Income Generating Projects
People Empowerment
Organic Farming
Cooperative & Development
B. Department of Health
Nutrition Program
Family Planning
Environmental Sanitation
Water Sampling
Water Disinfection
Toilet Construction
Health Care

Table 2-a continued

Programs
Diarrhea Control
C. Department of Social Work and Development
Family and Community Welfare
Child and Youth
Bantay Bata
Referral
Unlad Kabataan

Table 2a presenting the programs of the agencies in the province of Ilocos Sur before devolution shows the common programs included the following:

- A. Department of Agriculture
 - Grains and Crops Production
 - Livestock and Poultry Production
 - Fishery
 - Soil Management
 - Food & Animal Production
 - Masagana 99
 - Income Generating Projects
 - People Empowerment
 - Organic Farming
 - Cooperative & Development
- B. Department of Health
 - Nutrition Program
 - Family Planning
 - Environmental Sanitation

Water Sampling
Water Disinfection
Toilet Construction
Health Care
Diarrheal Control

C. Department of Social Work and Development

Family and Community Welfare
Child and Youth
BantayBata
Referral
Unlad Kabataan

Table 2-b

Programs of the Devolved Agencies in the Province of Ilocos Sur
After the Devolution

Programs

A. Department of Agriculture

Fishery
Gintong Ani
Livestock and Poultry
Mini Dams
Crop Production
Income Generating Projects
Organic Farming

B. Department of Health

Nutrition Program
Family Planning
Environmental Sanitation
Water Sampling
Water Disinfection
Toilet Construction

Table 2-b continued

Programs
HealthCare
Diarrhea Control
Primary Eye Care
Leprosy
Malaria
C. Department of Social Work and Development
Emergency Assistance
Bantay Bata
Referral
Unlad Kabataan
Elderly Woman, Child & Youth Welfare
Nutrition

Table 2-b presenting the programs of the agencies in the Province of Ilocos Sur after the Devolution draws the common programs as follows:

A Agriculture

Fishery

Gintong Ani

Livestock and Poultry

Mini Dams

Crop Production

Income Generating Projects

Organic Farming

B. Department of Health

Nutrition Program

Family Planning

Environmental Sanitation

Water Sampling

Water Disinfection

Toilet Construction

Health Care

Diarrhea Control

Primary Eye Care

Leprosy

Malaria

C. Department of Social Work and Development

Emergency Assistance

Bantay Bata

Unlad Kabataan

Referral

Elderly Women, Child & Youth Welfare

Nutrition

m. Status of the Different Programs Before and After the Devolution

Table 3-a shows the status of the programs of the Department of Agriculture before and after devolution.

Before the devolution, the level of implementation was mostly very satisfactory as per 85 (81.73%) respondents; 14 said it was satisfactory and 5 (4.81%) said all were outstandingly implemented. After the devolution, the level of implementation was only satisfactory as per 61 (58.65%) respondents; very few, 26 (25.00%) said as very satisfactory and none said as outstanding anymore.

For the status of the delivery of services before the devolution, 60 (57.69%) said it was satisfactory which became unsatisfactory as per 40 (38.46%) although 41 (39.42%) assessed the delivery as still satisfactory. The availability of manpower needs was sufficient before the devolution as

per 56 (53.85%) respondents, not sufficient as per 40 (38.46%) which remain not sufficient after the devolution as per 47 (45.19%) respondents.

Table 3-a

Status of the Department of Agriculture Before and After the
Devolution in Terms of Some Variables

Variables	Before the Devolution		After the Devolution	
	No.	%	No.	%
A. Level of Implementation				
Outstanding	5	4.81	0	0.0
Very Satisfactory	85	81.73	26	25.00
Satisfactory	14	13.46	61	58.65
Unsatisfactory	0	0	7	6.73
Needs Improvement	0	0	10	9.62
B. Delivery of Services				
Excellent	7	6.73	0	0
Very Satisfactory	37	35.58	23	22.12
Satisfactory	60	57.69	41	39.42
Unsatisfactory	0	0	40	38.46
Needs Improvement	0	0	0	0
C. Availability of Manpower				
Very Sufficient	8	7.69	4	3.85
Sufficient	56	53.85	53	50.96
Not Sufficient	40	38.46	47	45.19
D. Funding				
Very Sufficient	24	23.08	1	0.96
Sufficient	40	38.46	25	24.04
Not Sufficient	40	38.46	78	75.00
E. Need for Manpower				
Very Much	14	13.46	8	7.69
Much	26	25.00	24	23.08
Not so much	26	61.54	72	69.23

As for funding of programs, 40 (38.46%) of respondents assessed it as not sufficient before devolution which became worse after devolution as per 78 (75%) of the respondents. As for the need for manpower before the devolution 64 (61.54%) assessed it as not so much which became worse after the devolution as per 72 (69.23%) respondents.

Table 3-b

Status of the Department of Health Before and After the
Devolution in Terms of Some Variables

Variables	Before the Devolution		After the Devolution	
	No.	%	No.	%
A. Level of Implementation				
Outstanding	15	10.71	0	0
Very Satisfactory	79	56.43	21	15.00
Satisfactory	26	18.57	61	43.57
Unsatisfactory	20	14.29	34	24.29
Needs Improvement	0	0	24	17.14
B. Delivery of Services				
Excellent	9	6.43	4	2.86
Very Satisfactory	75	53.57	24	17.14
Satisfactory	56	40.00	56	40.00
Unsatisfactory	0	0	49	35.00
Needs Improvement	0	0	7	5.00
C. Availability of Manpower				
Very Sufficient	24	17.14	13	9.29
Sufficient	81	57.86	65	46.43
Not Sufficient	35	25.00	62	44.28
D. Funding				
Very Sufficient	25	17.86	1	0.71
Sufficient	61	43.57	36	25.72
Not Sufficient	54	38.57	103	73.57
E. Need for Manpower				
Very Much	44	31.43	31	22.14
Much	29	20.71	29	20.71
Not so much	67	47.86	80	57.15

Along the same variables, in the case of the Department of Health, the level of implementation of the various programs before the devolution, 79 (56.43%) assessed it as very satisfactory which fell to 21 (15.00%) after the devolution as per 34 (24.29%) as unsatisfactory and needs improvement as per 24 (17.14%).

For the delivery of services of said programs, before the devolution it was assessed as very satisfactory as per 75 (53.57%) respondents. After devolution however, only 24 (15.00%) assessed it as such, as it became only satisfactory and even unsatisfactory as per 49 (35.00%) respondents. For the availability of manpower before the devolution, it was efficient as per majority of respondents and after devolution, majority said it was still sufficient but not sufficient as per 62 (44.28%) respondents.

In the case of the DSWD, as seen in Table 3-c, before the devolution, the level of implementation was satisfactory as per 18 (60.07%) and unsatisfactory after devolution, 5 (17.24%) assessed it to need improvement and more after devolution as per 9 (31.03%) respondents.

On the delivery of services, before devolution, the DSWD had a very satisfactory system of catering services to its clientele but the delivery became unsatisfactory after devolution as per 10 (34.48%) respondents. Before devolution there was sufficient availability of manpower but after devolution, 9 assessed it as not sufficient.

On funding of the programs before devolution, 10 (34.48%) said, it was very sufficient; 13 as sufficient and only 6 (20.69) said it was not sufficient. After devolution, majority, 18 (62.07%) said it was not sufficient anymore.

For manpower availability, majority said it was not so much before devolution, and this was worse after devolution as per majority, 17 (58.62%) respondents.

Table 3-c

Status of the Department of Social Work and Development Before and After
the Devolution in Terms of Some Variables

Variables	Before the Devolution		After the Devolution	
	No.	%	No.	%
A. Level of Implementation				
Outstanding	0	0	0	0
Very Satisfactory	18	62.07	8	27.59
Satisfactory	6	20.69	12	41.38
Unsatisfactory	5	17.24	9	31.03
Needs Improvement				
B. Delivery of Services				
Excellent	1	3.45	0	0
Very Satisfactory	20	68.97	14	48.28
Satisfactory	8	27.58	5	17.24
Unsatisfactory	0	0	10	34.48
Needs Improvement	0	0	0	0
C. Availability of Manpower				
Very Sufficient	5	17.24	3	10.34
Sufficient	14	48.28	17	58.62
Not Sufficient	10	34.48	9	31.03
p. Funding				
Very Sufficient	10	34.48	1	3.45
Sufficient	13	44.83	10	34.48
Not Sufficient	6	20.69	18	62.07
z. Need for Manpower				
Very Much	6	20.69	6	20.69
Much	10	34.48	6	20.69
Not so much	13	44.83	17	58.62

IV. Level of Economic Status of Employees Before and After the Devolution

Table 4-a

Level of Economic Status of the Employees of the Department of Agriculture Before and After the Devolution

Variables	Before the Devolution		After the Devolution	
	No.	%	No.	%
A. Monthly Compensation				
Very Satisfactory	42	40.38	0	0
Satisfactory	23	22.12	10	9.62
Unsatisfactory	39	37.50	94	90.38
Mean	2.03		1.09	
	Satisfactory		Unsatisfactory	
B. Salary Increase/Adjustment				
Very Often	12	11.54	0	0
Often	34	32.69	4	3.85
Occasional	58	55.77	56	53.84
Never	0	0	44	42.31
Mean	2.56		1.62	
	Often		Occasional	
C. Other Benefits				
Very Often	12	11.54	0	0
Often	72	69.23	5	4.80
Occasional	20	19.23	37	35.58
Never	0	0	62	59.62
Mean	2.92		1.45	
	Often		Occasional	

Table 4-a presents the level of economic status of the employees of the Department of Agriculture before and after devolution.

Before the devolution, the monthly compensation of the employees was very satisfactory as per majority of the respondents which became very

unsatisfactory after devolution. This had a mean of 2.03 as satisfactory and 1.09 unsatisfactory. Salary adjustment was occasional as per 58 (55.77%) respondents before devolution and never after devolution giving a mean of 2.56 as often and 1.62 as occasional.

Other benefits were received by the employees often as per 72 (69.23%) respondents before devolution which became occasional and never after devolution as per 37 (35.58%) and 62 (59.62%) respectively. This has a mean of 2.92 as often and 1.45 occasional.

Table 4-b. Level of Economic Status of the Employees of the Department of Health Before and After the Devolution

Variables	Before the Devolution		After the Devolution	
	No.	%	No.	%
A. Monthly Compensation				
Very Satisfactory	60	42.86	6	4.29
Satisfactory	59	42.14	59	42.14
Unsatisfactory	21	15.00	15	53.57
Mean	2.28		1.51	
	Very Satisfactory		Satisfactory	
B. Salary Increase/Adjustment				
Very Often	46	32.86	1	0.71
Often	46	32.86	31	22.14
Occasional	19	13.57	81	57.86
Never	29	20.71	27	19.29
Mean	2.78		2.04	
	Often		Occasional	
C. Other Benefits				
Very Often	60	42.86	1	0.71
Often	43	30.71	22	15.71
Occasional	12	8.57	82	58.57
Never	25	17.86	35	25.00
Mean	2.99		1.92	
	Often		Occasional	

Table 4-b presents the level of economic status of employees at the Department of Health before and after devolution. It is gleaned from the table that the monthly compensation was very satisfactory before devolution which became unsatisfactory by majority of respondents after devolution as per 75 (53.57%) respondents. Salary adjustment/increase was also very often before devolution as per 46 (32.86%) respondents and this became occasional as per majority 81 (57.86%) after devolution with a mean of 2.78 as often and 2.04 as occasional.

Other benefits for the employees was also very often before devolution of the Department of Health which became occasional and never after devolution as per majority 82 (58.57%) of respondents.

Table 4-c. Level of Economic Status of the Employees of the Department of Social Work and Development Before and After the Devolution

Variables	Before the Devolution		After the Devolution	
	No.	%	No.	%
A. Monthly Compensation				
Very Satisfactory	12	41.38	2	6.90
Satisfactory	10	34.48	9	31.03
Unsatisfactory	7	24.14	18	62.07
Mean	2.17		1.45	
..	Satisfactory		Satisfactory	
D. Salary Increase/Adjustment				
Very Often	9	31.03	0	0
Often	7	24.14	2	6.90
Occasional	6	20.69	14	48.27
Never	7	24.14	13	44.83
Mean	2.62		1.62	
	Often		Occasional	
E. Other Benefits				
Very Often	8	27.59	0	0
Often	5	17.24	1	3.45
Occasional	3	10.34	10	34.48
Never	13	44.83	18	62.07
Mean	2.28		1.41	
	Oen		Occasional	

Table 4-c presenting the economic status of employee at the Department of Social Work and development, shows that for their monthly compensation, 12 (41.38%) or majority said it was very satisfactory and this became unsatisfactory as per 18 (62.07%) respondents. Salary increase/adjustment was also very often as per 9 (31.03%) respondents which became occasional and never after devolution as per 14 (48.28%) and 13 (44.83%) respondents.

Other benefits was very often as per 8 (27.59%) respondents before devolution which became occasional or even never to 18 (62.07%) respondents after devolution.

V. Effect of the Devolution to the Economic Stability of the Employees

Table 5. Summary of the chi-square Value on the Effect of the Devolution to the Economic Stability of the Employees

Agency	Value of χ^2	Tabular Value	Decision	Interpretation
Dept. of Agriculture	4.1325	12.59	Ho is not rejected	Not significant
Dept. of Health	12.7405	15.51	Ho is not rejected	Not significant
Dept. of Social Work and Development	.166	5.99	Ho is not rejected	Not significant

Table 5 presents the chi-square (χ^2) value on the effect of the Devolution of the Agencies to the Economic Stability of the employees.

It was found out that there was no significant effect of the devolution to the economic stability of the employees as shown by the following chi-square (χ^2) value: for the Department of Agriculture the value of χ^2 is 4.1325, for the Department of Health, χ^2 is 12.7405 and for the Department of Social Work and Development, χ^2 is .166. The results imply that the transfer of

funds from the national government to local units did not so much affect the quality of life of the employees in the three agencies although there were some who expressed their grievances to the researchers about their being no longer recipients of some benefits as what the employees of nationally funded agencies are enjoying. They also clamoured for immediate implementation of increases, but because their agencies were devolved, they have to wait for availability of funds, according to the apportionment. However, they have no regrets of being employees of the devolved agencies for they still do their part and fulfill their duties/obligations to their best as they are hopefully expecting that the management of these devolved agencies will go back to the national government as has been published in some daily papers that President Fidel V. Ramos plans to do so particularly these three big agencies.

Findings

1. As gleaned from the findings, at the Department of Agriculture, the level of implementation of the programs of services was mostly very satisfactory before devolution which became only satisfactory and even needs improvement after devolution. In the same manner, the delivery of services before devolution was satisfactory and very satisfactory which became only satisfactory and unsatisfactory after devolution. Manpower availability also became insufficient after devolution which was sufficient before devolution.

The funding of programs was sufficient which became insufficient after devolution. There appeared after devolution that there was not so much manpower in the Department of Agriculture. The monthly compensation of employees was very satisfactory but became unsatisfactory after devolution; salary increase/adjustment was occasional continued to have never occurred after devolution and; other benefits which was very often before devolution became occasional and have never been received after devolution.

2. The level of implementation of the programs of services at the Department of Health was very satisfactory and even somewhat outstanding before the devolution but after devolution, it became unsatisfactory and satisfactory before the devolution but became unsatisfactory and needs improvement. As for the delivery of services it was also very satisfactory and satisfactory after devolution. The availability on manpower was very sufficient and sufficient before devolution which became just sufficient and insufficient after devolution.

Funding was sufficient though a little insufficient before devolution. The manpower was not so much after devolution.

3. At the Department of Social Work and Development, the level of implementation of the programs of services was previously satisfactory but became unsatisfactory after the devolution. Delivery of services was also very satisfactory before devolution but became unsatisfactory after devolution. Manpower remain sufficient however even after devolution. Funding too, which was very sufficient became insufficient after devolution and the need for manpower was not so much before and after devolution.

Conclusions

1. Although the economic status of the employees of the devolved agencies has not been so much affected by devolution, most of them have regrets about long delays of benefits they are due.
2. The level of implementation of the programs really needs improvement even before devolution and much more after devolution.
3. Most services of the agencies concerned became insufficient in delivery to the clientelle after devolution.
4. Manpower which used to be a little sufficient before devolution became insufficient after devolution.

Recommendations

1. For the Department of Health, medicines come from LGU, which takes a long period to undergo process of distribution, it is recommended that there be a renationalization.
2. Much to their desires, the LGUs are not financially capable to give salary increases to the employees; hence, IRA and salaries and benefits should be subsidized by the national government or maybe, to increase income locally sourced, revenues should be optimized, or better yet, differences in salaries should be subsidized by the national government.

IRA should be disaggregated and specifically allocated for each agency.

3. Since agriculture seems not a prioritized agency by the LGUs, it should be renationalized.

The MAO seems to be only an optional position; it should be made a mandatory position.

4. All of the above recommendations should take effect in all devolved agencies.

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