

Social Welfare and Development Capacity Status: Analysis on the Devolution Transition Plan of the Local Government Unit in Region 10

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Abstract

The Philippines' adoption of devolution under the 1991 Local Government Code (LGC) has resulted in a level of local government autonomy unprecedented in the country's history. Devolution, as imposed in the Philippines, included transferring some administrative and budgetary power and responsibility from the national government to province, city, and municipal governments. Social welfare and development services were among the thousands of national government personnel handed over to local governments. This study focuses on determining the capacity status of the Local Government Units in Region 10 to assume bigger roles by analyzing their capacity development (CapDev) agenda in social welfare and development. The objectives include determining the capacity status of the LGUs, determining the common CapDev agenda of the LGUs, identifying the differences in the capacity status of the LGUs on social welfare and development, and pointing out the prioritization of the CapDev interventions. The study utilized the Document Analysis Approach. It was found that the Local Government Units in Region 10 have a Low Capacity, meaning they have basic and limited (20–39%) capacity for implementing the devolution requirements. This "low capacity" would only mean the need for the LGUs to strengthen and make more efforts to meet the requirements of full devolution. LGUs need to strengthen a competent workforce with a high level of performance, establish activity centers for senior citizens, street children, and families, PWD, and AICIS, establish strong partnerships between CSOs and NGOs in implementing programs and services, and pass local ordinances. The matrix on the common CapDev agenda also proved that the different LGUs have similar needs in terms of CapDev. Finally, indicative CapDev priorities are offered to the LGUs of Region 10 to guide their prioritization of the CapDev interventions.

Keywords: Devolution, Social Welfare, Capacity Development

Introduction

The Philippines' adoption of devolution under the 1991 Local Government Code (LGC) has resulted in a level of local government autonomy unprecedented in the country's history. Local government can own up to 40% of national government revenues, up from a low of 11% (Brillantes, 1997; Capuno, 2002), and has experienced substantial social and political change. The reform devolved definite public service and regulatory responsibilities to 81 provinces, 146 cities, 1,488 municipalities, and 42,046 barangays (the smallest government unit). The Local Government Code goal needs to empower the local governments "to attain their fullest development as self-reliant communities and make them more effective partners in attaining national goals" (Congress of the Philippines, 1991, book 1, chapter 1, section 2). Concurrently, one of the LGC's core goals was to encourage development with equality.

Devolution, as imposed in the Philippines, included transferring some administrative and budgetary power and responsibility from the national government to province, city, and municipal governments (Yu, 2013). Insofar as social policy is concerned, the most notable among these will be the transfer of responsibility for primary health care and social welfare services to city and municipal governments, as well as the maintenance and construction of school facilities used for primary education (Magno, 2001; Mooney et al., 2006; Yu, 2013), following the focus of this study on the analysis of capacity development agendas in the devolution transition plans of the province of Bukidnon.

Furthermore, the study was based on the social welfare and development of the thousands of national government personnel handed to local governments as part of the 1991 Local Government Code's devolution process. The devolution of various social welfare programs and services was the key result of the Code's adoption (Yu, 2013; Silva, 2015). Thus, the devolution brought a significant change in social policy that must be examined critically. Transferring certain functions of the Department of Social Welfare and Development (DSWD) to local governments will lead to more efficient service delivery. The Full Devolution of Certain Functions of the Executive Branch to Local Governments, or Executive Order (E.O.) 138, transfers some of the services, functions, and facilities of national government agencies related to social welfare, local infrastructure, livelihood, agriculture, and health care, among others, to local government units (LGUs) with associated budget allotment (Cudis, 2021; Sison, 2021). What used to be functions of the national Department of Social Welfare and Development were entrusted to city and municipal governments.

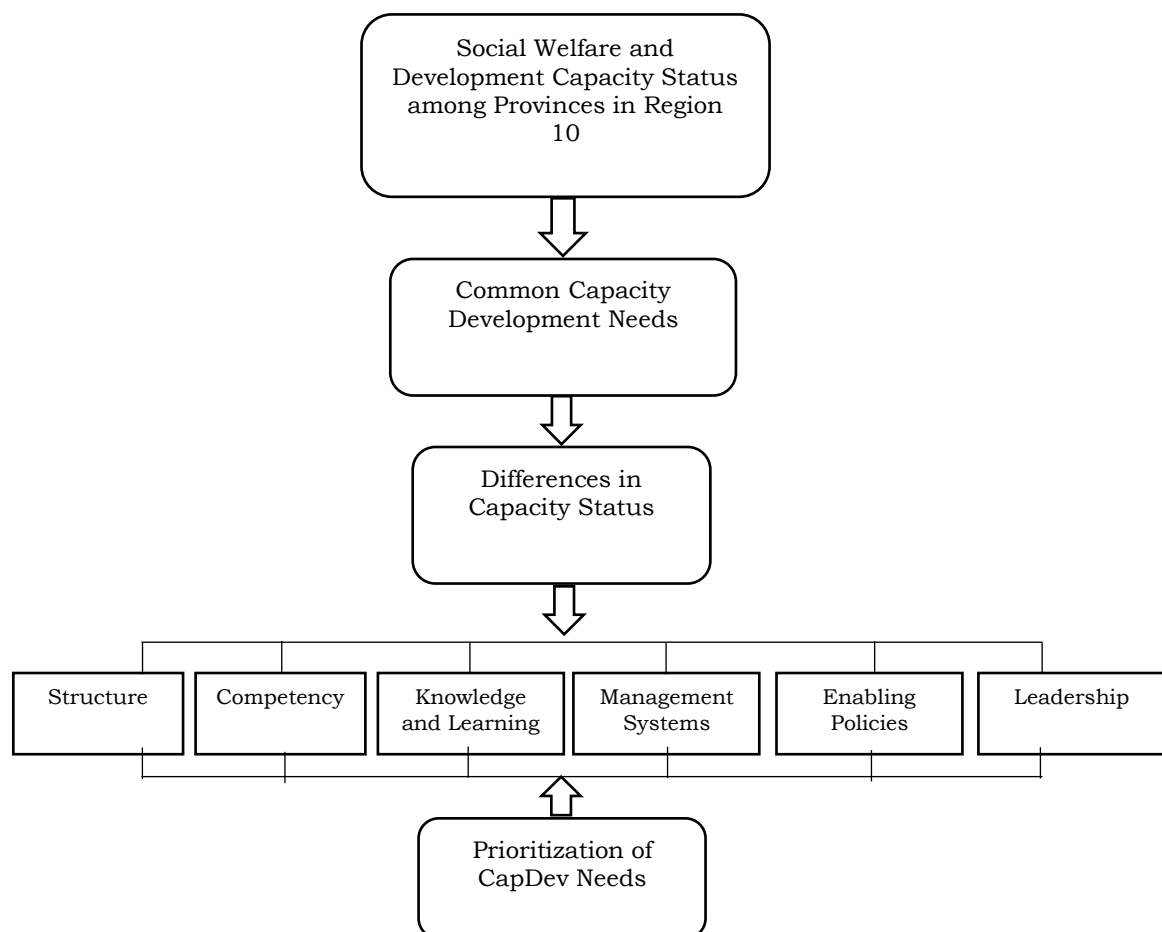
As an effect of the devolution, city and municipal authorities now have control over the number of resources needed for primary social welfare services. Among the programs, services, and projects expected to be devolved were the comprehensive project for children and families at risk on the streets, assistance to persons with disabilities, assistance to individuals in crisis situations (AICS), supplemental feeding programs, programs for older persons, recovery and reintegration programs for

trafficked persons, sustainable livelihood programs, and Kapit-Bisig Laban sa kahirapan-comprehensive and integrated delivery of social services.

With this in mind, this research aims to analyze Region 10 provinces' capacity status for the full devolution of social welfare and development services. Since the national government have to see a clearer picture of the different levels of government roles and functions during the full devolution. The researchers believe that there is a need for the academes intervention, specifically, that seeks to document the local social welfare and development capacity status and adsorptive capacity on the full devolution.

Furthermore, the study aims to assess and compare the capacity status of Local Government Units (LGUs) in Region 10, specifically in the service area of social welfare and development. It seeks to identify the overall capacity status, determine common capacity development (CapDev) needs across the provinces, and highlight the differences in capacity among these provinces based on the six defined capacity pillars. The ultimate objective is to direct the prioritization of CapDev interventions necessary for the LGUs to enhance their service delivery in social welfare and development.

Figure 1. A Capacity Status Framework of Social Welfare and Development



This study employs the input-process-output model in organizing the study's variables, as shown in the schematic diagram. The input-output (IPO) model is a functional graph that identifies the inputs, outputs, and processing tasks necessary to convert inputs into outputs. The inputs for the study of the capacity of Local Government Units in Region 10 for full devolution will be processed using a capacity matrix tool that is patterned after the national standard Devolution Transition Plan, as provided in EO 138. As an output of the study, priority capacity development interventions will be developed, which can help the LGUs assume the devolved services. The capacity development interventions will be crafted according to the 6 LGU Capacity Pillars, namely, Structure, Competency, Knowledge and Learning, Management Systems, Enabling Policies, and Leadership (LGA, 2016).

Literature review

Devolution across the globe

More nations throughout the globe have been moving toward greater devolution in recent decades (Rodríguez-Pose and Gill, 2003). Different degrees and kinds of devolution have been sought in emerging Asia and South America, as well as developed Europe and North America. These might be fiscal, administrative, or political devolution, or a mix of the three (Litvack et al, 1998). The transfer of power, resources, and responsibility for public functions from the national government to local government is known as devolution (Prud'homme, 1995). These local governments elect their own local officials (mayors, governors, councillors, and etc), raise their own incomes (although at varied amounts), have autonomous ability to make investment choices, and have well defined geographic boundaries within which to operate (Litvack et al, 1998).

The proponents of devolution argue that it is a mechanism for improving local decision-making and control of resources. However, others contend that the strategies and approaches used in implementing devolution as a whole lead in a reduction of support for public needs as localities are given a more prominent role (Carson and Wadham, 2001; Tapales, 1992) . Some presume that devolution is part of a social policy and administration approach defined by greater market orientation and managerialism with the primary goal of enhancing efficiency, which are characteristics of neoliberal philosophy (Christensen and Lægreid, 2002). Among the various problems raised by Schneider and Netting (1999) in regard to devolution attempts are: Will policy differences between local governments expand as greater flexibility is granted to them? What factors will influence resource allocation priorities? Can we rely on local governments to respect the rights of vulnerable populations? There has been a global trend toward devolution, which has been driven in part by demands for democracy and, to a lesser extent, by the apparent economic advantages of decentralization of power and resources (Rodríguez-Pose and Bwire, 2004). Such countries as China, USA, Brazil, India, Mexico and some European countries to identify a few, have witnessed similar attempts in a number of ways (Rodríguez-Pose and Gill, 2003). Some devolution experiments, such as

Pakistan's, seem to achieve 'real change' in terms of possibilities for citizens to have their concerns heard (Asian Development Bank et al., 2004: 2). Moreover, devolution was recognized in the United Kingdom as having the potential to usher in the formation of 'radically new social policies' (Mooney et al., 2006: 483; Woods, 2004). In the United Kingdom, the Labour Party's dominance in the early 2000s preserved normative reference points for policy reforms (Woods, 2004). In the United States of America, the amount to which power and resources are concentrated and distributed has always been a difficult issue. However, Canada's experience demonstrates how devolution may provide room for the influence of neoliberal ideology (McBride and McNutt, 2007). According to studies on the relationship between devolution and regional economic growth in United States, Germany, Italy, Spain, Mexico and India, it appears that devolution does not always result in increased economic efficiency, and that there is a correlation between worldwide devolution initiatives and growing income disparities across regions (Rodríguez-Pose and Bwire, 2004; Rodríguez-Pose and Gill, 2004). As Rodríguez-Pose and Gill (2004: 2097), "the global trend in devolution has been the renunciation of the traditional equalization role of national government in favor of... economic and public competition... leading to greater development of initially rich and powerful regions at the expense of poorer areas."

In the Philippines, there were concerns that devolution would pose challenges to a robust, rights-based understanding of social welfare. There were concerns about the ability of local government units to absorb devolved functions at the start of devolution implementation, as well as concerns about further deterioration in health care system, social welfare services and other public services (Borlagdan et al., 1993). Others have raised concerns about the devolution of social welfare services in terms of obtaining funding and the interference of local chief executives in the work of professional social welfare workers (Asia Development Consultants, 1997; De Leon, 1998). Poblador (2000) questioned the appropriateness of devolution in light of how it undermined a strong centralized system of governance considered necessary for a cohesive strategic response to globalization's issues. According to Silva (2005: 399), devolution "plays a direct and interactive role in preserving and/or developing regional differences in the nation."

The evolution of Devolution in the Philippines

The Philippines has always been ruled from Manila, both under the Spanish and during the American occupation. This pattern of 'governance from the center' did not change, and in fact worsened, throughout Ferdinand Marcos' dictatorial period (1972-86). As a result, the LGC of 1991 was the first large-scale devolutionary effort, trying to challenge the centuries-old control of 'Imperial Manila.' Corazon Aquino was thrust into office during the 1986 People Power Revolution that ousted Marcos, and was faced with enormous challenge of removing dictatorship and reestablishing democracy (Abueva, 1997). She summoned a Constitutional Convention to draft the 1987 Constitution, which stated that "the state shall protect the autonomy of local governments" and required Congress to enact a local

government code to execute that local autonomy. Four years later, Congress enacted the groundbreaking Local Government Code of 1991.

Despite the new constitution's promise of local autonomy, politicians and the bureaucracy would need some time to get rid of the old "center knows best" mentality (Brillantes, 1998, page 40). For better or worse, this stigma may have weakened the formulation of the 1991 LGC, specifically the degree of responsibility and resources to be devolved. Basic services (such as health, social services, agriculture, and education, to name a few) were devolved to local governments by law. Local governments were permitted to raise some of their own revenue, generally had freedom to spend their own budgets as they pleased, and received significantly greater financial resources to carry out their newly acquired powers.

While acknowledging certain flaws, some scholars, such as Brillantes (1997), have characterized the 1991 LGC as a success and presented case studies to support this claim. Others, on the other hand, have been more skeptical. Milwilda Guevara, a former Department of Finance undersecretary, believes that power structures remain conventional and that the relationship between local government and the central government is still paternalistic. She argues that "power is still profoundly rooted in the central government, and local governments have remained mignons of the central government" (2000, p. 97). This explains the origin and longevity of so-called 'pork-barrel' funds, which are discretionary money of congressmen and senators that many local governments solicit and utilize mostly for capital expenditures. Thus, the effort toward devolution may be seen as part of an attempt to rid the Philippine state of Marcos' legacy, which included a strong, highly centralized national government.

The proponents of devolution saw it as a vehicle for democracy, local empowerment, and national progress (Brillantes, 1998a; Iglesias, 1986; Padilla, 1998; Tapales, 1992). Former Senator Aquilino Pimentel (1993), the law's author, lauded it as "the cornerstone to national development." The idea was that strengthening local government units was the only way to achieve national development. According to the law's policy declaration, local governments were to "enjoy genuine and meaningful local autonomy to allow them to achieve their greatest development as self-reliant communities" (Section 2.a). To that goal, a decentralization system was implemented, giving local government entities additional power and authority. According to proponents, devolution would result in the development of thousands of local government units, which would then respond creatively and independently to the challenges of local circumstances, jointly contributing to national development.

Research Methods

This study used a descriptive research approach with a quantitative design. The Document Analysis Method was used to assess LGU's capacity for full devolution in the service area of social development and welfare. The capacity of the LGUs was determined and rated using the Capacity Matrix Tool (CMT), which is patterned after the programs and projects set by the concerned national agencies in their National

Devolution Transition Plan presented during the regional roll-out, using a document analysis approach. The records from the participating LGUs in Region 10 were the major resources for this study.

The study was conducted in the Local Government Unit of Region 10. The researchers selected the five provinces in Region 10, specifically Bukidnon, Camiguin, Misamis Occidental, Misamis Oriental, and Lanao Del Norte. The participants of this study were the composition of LGU's devolution transition committee (DTC) of the identified locales. The Local Chief Executive, a member of the Local Sanggunian, and the City/Municipal Social Worker. The members of the Local Finance Committee will also be included in the FGD, namely, the Planning and Development Coordinator, Treasurer, Budget Officer, and Local Administrator.

The capacity of the LGUs was determined and rated using the Capacity Matrix Tool (CMT), which is patterned after the functions and performance targets set by the concerned national agencies in their National Devolution Transition Plan presented during the regional roll-out, using a document analysis approach. The functions/indicators were extracted from the DTP prepared by the concerned agency, Department of Social Welfare and Development. The entries for the Current State and Desired State were gathered from the DTPs. The researchers filled in the remaining part, remarks, and the capacity status by scrutinizing documents from LGUs as a method of verification (MOV) and grading using the scoring matrix or the Capacity Criteria Matrix (CCM).

This study employed a scoring procedure based on a 5-point Likert scale to assess LGU's capacity for full devolution in the service area of social development and welfare. Each function or indication has its criterion for the Qualifying statement, which was based on the national standards found in the legal framework and DTP. This is because each function has its own criteria, as specified by supporting laws or guidelines. The researchers compute the basic descriptive statistics of the CMT.

Table 1. The scoring procedure for the Capacity Matrix Tool is shown below

Scale	Mean Interval	Qualitative Description	Interpretation Capacity Matrix
5	4.21 – 5.0	Very High Functional Capacity (VHC)	LGU has well-established extensive or 80 – 100% capacity in implementing the devolution requirements.
4	3.41 – 4.20	High Functional Capacity (H.C.)	LGU has evident and developing 60 – 79% capacity in implementing the devolution requirements.
3	2.61 – 3.40	Moderate Capacity (MC)	LGU has some existing and enabling or 40 – 59% capacity in implementing

2	1.81 – 2.60	Low Capacity (L.C.)	the devolution requirements. LGU has basic and limited or 20 – 39% capacity in implementing the devolution requirements.
1	1.0 – 1.80	No Capacity (N.C.)	LGU has very little and no or 0 – 19% capacity in implementing the devolution requirements.

Source:

Results and Discussion

Capacity Status of the LGUs in the Provinces of Region 10

When one examines the functions of the LGUs, particularly the social welfare and development service area, one will see inconsistency and inefficiency. However, some NGA tasks are entirely absorbed or fulfilled by local governments. These ineffective and inefficient deliveries of basic services and requirements specified by Sections 16 and 17 of RA 7160 and Article X of the 1987 constitution may have come from the LGUs' incomplete assumption and fulfillment of their tasks.

The analysis of the capacity development agenda on the devolution transition plan was developed by creating a "Capacity Matrix Tool" and the "Capacity Criterion Matrix." It provides the criteria for assessing each function of social welfare and development in line with the programs and projects, especially with the formulated capacity development intervention. As a result, the study shows the capacity status of each function of social welfare and development corresponding to the Provinces of Region 10. This tool will guide and assist us in determining the critical and relevant initiatives required by local governments. The table below illustrates the capacity status of the service area of social welfare and development. The table below shows the capacity status of the five provinces of Region 10 in the service area of social welfare and development.

Table 2. Capacity Status of the Province of Bukidnon on Social Welfare and Development

Functions to assumed	Mean	Qualitative Description	Qualifying Statement
Establishment and strengthening of Local Councils for the Protection of Children (LCPC); allocation of one percent (1%) of	1.8	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.

the internal revenue allotment of barangays, municipalities, and cities for the programs of the LCPC			
Appointment of a Local Social Welfare and Development Officer tasked to assist children in conflict with the law	1.81	Low Capacity (L.C.)	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.
The establishment of the Youth Development Office in every province, city, and municipality, headed by a Youth Development Officer	1.58	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Appropriation of a substantial portion of the LGU annual budgets to assist in or enhance the enforcement of the Act, giving priority to preventive or educational programs and the rehabilitation or treatment of drug dependents	1.92	Low Capacity (L.C.)	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.
Conduct land inventory, identify lands for socialized housing and resettlement areas for the immediate and future needs of the underprivileged and homeless in the urban areas; facilitate the registration of socialized housing beneficiaries	1.967	Low Capacity (L.C.)	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.
	1.8172	Low Capacity	LGU has basic

Overall Mean	(L.C.)	and limited or 20-39% capacity in implementing the devolution requirements.
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Source: Research data processing results

Establishment and strengthening of Local Councils for the Protection of Children (LCPC); allocation of one percent (1%) of the internal revenue allotment of barangays, municipalities, and cities for the programs of the LCPC capacity status is NO CAPACITY (N.C.) with a score of 1.8. The province of Bukidnon has very little to no or 0-19% capacity in implementing devolution requirements. Generally, as reflective of the CapDev Agenda, there is no local legislation on managing street children and families. This means that there is a need for major reinforcement on the part of the LGUs.

The appointment of the Local Social Welfare and Development Officer tasked to assist children in conflict with the law capacity status is capacAPACITY (L.C.), with a score of 1.81. The LGUs, as reflected in the capacity matrix, need to strengthen technically equipped personnel. This capacity and score signify no established Auxiliary Social Services section and a lack of personnel with appropriate technical skills, professional licenses, and competencies. Establishing the Youth Development Office in every province, city, and municipality headed by a Youth Development Officer, capacity status is NO CAPACITY (N.C.) with a score of 1.58. The province of Bukidnon has very little to no or 0-19% capacity in implementing devolution requirements. This highlights the need for the LGUs to strengthen and make more efforts with the requirements of full devolution.

Appropriation of a substantial portion of the LGU annual budgets to assist in or enhance the enforcement of the Act, giving priority to preventive or educational programs and the rehabilitation or treatment of drug dependents capacity status, is LOW CAPACITY (L.C.) with a score of 1.92. This capacity and score imply a need for significant efforts by LGU to reinforce the requirements of full devolution, generally, as reflective of the CapDev Agenda, lack of post monitoring and evaluation of projects, lack of networking and linkage with various shelter agencies.

Conduct land inventory, identify lands for socialized housing and resettlement areas for the immediate and future needs of the underprivileged and homeless in the urban areas; facilitate the registration of socialized housing beneficiary's capacity status is LOW CAPACITY (L.C.) with a score of 1.967. The province of Bukidnon has basic and limited or 20-39% capacity in implementing the devolution requirements. Based on the analysis, the low capacity t is the need for more database systems for different clientele groups and minimal participation of partner stakeholders. This implies that major interventions are needed to secure improved capacity.

Table 3. Capacity Status of the Province of Misamis Occidental on Social Welfare and Development

Functions to assumed	Mean	Qualitative Description	Qualifying Statement
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Comprehensive Program for Street Children	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Persons with Disabilities	1.5	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Individuals In Crisis Situations	5	Very High Functional Capacity (VHC)	LGU has well-established and extensive or 80-100% capacity in implementing the devolution requirements.
Sustainable Livelihood Program	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Supplemental Feeding	1.111	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Recovery and Reintegration Program for Trafficked Persons	1.5	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Program for Older Persons	2	Low Capacity	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.
Overall Mean	1.8172	Low Capacity (L.C.)	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.

Source: Research data processing results

Table 4. Capacity Status of the Province of Misamis Oriental on Social Welfare and Development

Functions to assumed	Mean	Qualitative Description	Qualifying Statement
Comprehensive Program for Street Children	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Persons with Disabilities	1.5	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Individuals In Crisis Situations	5	Very High Functional Capacity (VHC)	LGU has well-established and extensive or 80-100% capacity in implementing the devolution requirements.
Sustainable Livelihood Program	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Supplemental Feeding	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Recovery and Reintegration Program for Trafficked Persons	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
	2.5	Low Capacity	LGU has basic and

Program for Older Persons			limited or 20-39% capacity in implementing the devolution requirements.
Overall Mean	1.85714286	Low Capacity (L.C.)	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.

Source: Research data processing results

Table 5. Capacity Status of the Province of Lanao Del Norte on Social Welfare and Development

Functions to assumed	Mean	Qualitative Description	Qualifying Statement
Comprehensive Program for Street Children	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Persons with Disabilities	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Individuals In Crisis Situations	4	High Functional Capacity (VHC)	LGU has evident and developing or 60-79% capacity in implementing the devolution requirements.
Sustainable Livelihood Program	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Supplemental Feeding	1	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing

Recovery and Reintegration Program for Trafficked Persons	1.6	No Capacity (N.C.)	devolution requirements. LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Program for Older Persons	2	Low Capacity	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.
Overall Mean	1.65714286	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.

Source: Research data processing results

Table 6. Capacity Status of the Camiguin on Social Welfare and Development

Functions to assumed	Mean	Qualitative Description	Qualifying Statement
Comprehensive Program for Street Children	1.58	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Persons with Disabilities	1.8	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Assistance to Individuals In Crisis Situations	2.6	Moderate Capacity (MC)	LGU has some existing and enabling or 40-59% capacity in implementing the devolution requirements
Sustainable Livelihood Program	1.84	Low Capacity	LGU has basic and limited or 20-39%

Supplemental Feeding	1.925	Low Capacity	capacity in implementing the devolution requirements. LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.
Recovery and Reintegration Program for Trafficked Persons	1.7982	No Capacity (N.C.)	LGU has very little to no or 0-19% capacity in implementing devolution requirements.
Program for Older Persons	1.84	Low Capacity	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.
Overall Mean	1.911	Low Capacity	LGU has basic and limited or 20-39% capacity in implementing the devolution requirements.

Source: Research data processing results

Comprehensive Program for Street Children. Region 10, as reflective of the CapDev Agenda, the reason for the low capacity is the limited skills and knowledge of personnel to perform assigned job functions. In addition, there needs to be more monitoring and evaluation mechanisms to measure office program implementation.

Assistance to Persons with Disabilities. Region 10, as revealed in the capacity matrix on the PAP mentioned above, the reason for low capacity is a lack of data on the vulnerable group and no established PDAO. This means that there is a need for major reinforcement on the part of the LGUs.

Recovery and Reintegration Program for Trafficked Persons. Region 10, based on the analysis, the reason for the low capacity is the need for more knowledge on how to manage and operate BAHAY PAG-ASA and BAHAY DANGUPAN.

Assistance to Individuals in Crisis Situations. Region 10 has capacity and score, implying that there is a need for significant efforts on the part of LGU to reinforce the requirements of full devolution. Generally, as reflective of the CapDev

Agenda, the reason for the capacity is the outdated assistance to individuals in crisis situations (AICIS).

Sustainable Livelihood Program. Region 10 lacks a database system for different clientele groups and minimal participation of partner stakeholders. This implies that significant interventions are needed to secure improved capacity.

Supplementary Feeding Program. Region 10 is reflective of the CapDev Agenda; the reason for the moderate capacity is the minimal participation of CSOs and NGOs. In addition, the LGUs need supplementary feeding program orientation or refresher training.

Program for Older Person. Region 10, as reflected in the CapDev Agenda, the reason for the lack of capacity is the need for a database system for different clientele groups, and there needs to be a physical structure for the senior citizen day center. This also entails that LGUs need for existing omnibus guidelines for indigent senior citizens and empowered senior federations.

Furthermore, by assessing the capacity of each province of Region 10 through document analysis of the devolution transition plan from the service area of social welfare and development services – this study identified the common and unique capacity development needs. The table below illustrates the service area of social welfare and development services common and unique Capdev needs.

Common Capacity Development Needs

This study also highlighted the LGUs in Region 10 shared and specific capacity development needs. This was performed by a comparative analysis of the capacity development interventions specified in the DTPs of the LGUs. The table below shows Capdev's common and unique social welfare and development needs.

Table 7. Common Capacity Development Needs

Functions	Common	Unique
Comprehensive Program for Street Children	- Enactment of Local Legislation in relation to the management of Street Children and/or Street Families	- Funding for the salaries and benefits
	- Hiring of 1 Social Welfare Officer I and 1 Social Welfare Assistant with plantilla position	- Establish a mechanism in the Monitoring and evaluation system for the Implementation of programs.
	- Newly hired staff will undergo series of training to equip sufficient attitude, knowledge and skills in the delivery of programs and services	- Establish separated office, creation of plantilla, SWA
	- Training on Working with Groups	- Enactment of the Local Legislation in relation to LYDO

- Training on Community Mobilization
 - Training on Working with Groups
 - Rapid Appraisal Methods
 - Training for Street Facilitators
 - Training on the Protocols of Reach out Operation
 - Set up Activity Center for Street Children/Family
 - Training on the Operation of Activity Centers
 - Training on Behavior Management of Young Children
 - Training on Case Management
 - Training on Community Mobilization
 - Training on Child Protection Related Laws and Services
 - Facilitators Training on Life Skills Education
 - Attendance to competency enhancement trainings and workshop of the handling program focal person
 - Training on children's laws, juvenile justice system & case management
 - Training on house parenting
 - Project Monitoring and Evaluation
 - Workshop on the creation of M&E Mechanisms which will be used by the staff after the program implementation
 - Appointment of Personnel in the Plantilla Position
 - Conduct of TNA to Staff for
 - Enactment, Adaptation and Amendment of local legislation
 - ARTA Refresher Seminar
 - Conduct Regular Meetings to delineate tasks properly
 - Conduct Regular Meetings for updates, reporting, evaluation and planning and works assignment
 - Strengthening Community Support and Involvement
 - Development and Implementation of Street Children Project/s
 - Set up Drop in Center for Street Children/ Family
 - Effective programming for Street Children
 - Learning Development Trainings for enhancement of Job functions
 - Encourage personnel to take Civil Service Eligibility
 - Established or improved Performance Management System
-

appropriate interventions		
Assistance to Persons with Disabilities	<ul style="list-style-type: none"> - Training on the Rights and Privileges of PWDs - Training on RA 10070 & Training on the Rights & Privileges of PWD's & Sign Language - Capacity Building on Barrier Free Environment - Enactment of the Local Legislation in relation to PDAO - Computer literacy training, data banking, and profiling - Management Training and Caregiving of PWD Seminar - Relevant laws for PWDs - Automated systems of program management - Key Training on Disability Awareness and Sensitivity, Disability Paralegal and Cooperative Development - Sheltered Workshop Program Training/ Workshop - Enhancement training to the focal person for person with disabilities - Orientation on Republic Act 7277 and RA 10754 or An Act Expanding the Benefits and Privileges of Persons with Disability 	<ul style="list-style-type: none"> - Provision of Budget to upgrade equipment's from Typewriters to Computers - Provision of Budget for the Purchase of Motorcycle - Profiling and Encoding of different sectors served by the office - Creation of PDAO Office and position - Endorsement of proposal to the LCE
Recovery and Reintegration Program for Trafficked Persons	<ul style="list-style-type: none"> - Multi-disciplinary Team Training for RRPTP - Conduct Trainings to Staff that need enhancement and/or refreshers - Training on Community 	<ul style="list-style-type: none"> - Developing IEC materials - Establish Service tracking system for program beneficiaries - Conduct Regular

	<ul style="list-style-type: none"> Mobilization - Training on the Protocols on Handling Trafficked Persons - Training on RRPTP Referral System - Protocols on Handling Trafficked Persons - Protocols on Handling Trafficked Persons - Training on RRPTP Referral System - Leadership Development and Management - Protocols on Handling Trafficked Persons - Attendance to Case Management Training on RRTP - Enactment, Adaptation and Amendment of local legislation - Capability Building to all personnel - Capability building for all stakeholder - Orientation on Republic Act 9208 or Anti-Trafficking in Persons 	<ul style="list-style-type: none"> Meetings to delineate tasks properly - Presence of Multi-Disciplinary Team to run residential facilities for CICL, CNSP and WEDC - Established and operational Women's & Children Crisis Center - Recovery and Reintegration Program for Trafficked Persons
<p>Assistance to Individual in Crisis Situation</p>	<ul style="list-style-type: none"> - Capacity Development Training of Newly Hired Employee and Service Delivery Orientation - Training on M.S. Office Application - Training on Psychosocial Support Services - Orientation on Core Shelter Assistance - Situational Analysis Workshop 	<ul style="list-style-type: none"> - Psychosocial Support Services - Review and update the local policy related to VAWC

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- Training on Crisis Intervention Monitoring System (CRIMS)
 - Training on How to make efficient and comprehensive assessment and interventions
 - Seminar on Psychosocial Interventions and Activities
 - Gender Responsive Case Management Training (GRCM)
 - Gender Analysis Training
 - Training on Psychosocial Processing and Stress Debriefing
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Sustainable Livelihood Program

- Orientation of Stakeholders in the use and management of the Database
 - Training on Community Organizing
 - Resource Mobilization Workshop
 - Training on Value Chain Management
 - Participatory Situational Analysis Workshop
 - Database Management System for SLP
 - Training on Project Development and Management
 - Productivity Skills Training
 - Training on Working with Groups
 - Leadership Development and Management
 - Organizational Development and Management
 - Training on Proposal Making
 - Establish guidelines for the qualification/ criteria of beneficiaries on the different programs.
 - Provision of the Technology for the Database (Database System)
 - Workshop on the creation of M&E Mechanisms for program management
 - Establishment of Data base system related to the membership of the different sectors
 - Integration of transportation management in project monitoring (Purchase of Motorcycles)
 - Encourage proper
-

- Training on Project Monitoring and Evaluation System
 - Resource Mobilization Workshop
 - Training on PYA program
 - Training on Project proposal making
 - Training on Grievance Redress System
 - Orientation and Capability Building on Sustainable Livelihood Program
 - Basic Business Management Skills Training
 - Training on Livelihood assets and market mapping
 - Automated systems of program management
 - Involvement of barangays networks and volunteers
 - Invitation of CSOs and NGOs during planning of the Programs for implementation
 - Involve stakeholders in planning of program implementations
 - Orientation of CSOs and NGOs on the Programs and Services of the Office
 - Signing of MOA with CSOs and NGOs in the implementation of Programs and Services
 - Provision of the Technology for the Database (Computer, Database System)
 - record keeping and data filing
 - Integration of transportation management in project monitoring
 - Capability Buildings - Strengthening relationships among leaders and personnel;
 - Capability Building - Communication skills enhancement
 - Capability building on decision making and trust and confidence from leaders to personnel
 - Lobby to the Sanggunian and to the LCE for the enactment of ordinances, orders and memoranda for the crafting of policies and guidelines
 - Attendance to consultations and fora for updating and upgrading of service delivery
 - Attendance to management and supervision mentoring and coaching
 - Lobbying of laws that needs local legislation
 - Monitoring Evaluation
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		mechanism in-placed for office improvement on program implementation
Supplementary Feeding Program	<ul style="list-style-type: none"> - Refresher's Training on Supplementary Feeding Program - Training on proper handling and distribution of Supplemental Feeding - Provision of Milk & Training on Meal management and Basic Nutrition - Training on Menu Creation - Nutrition Education - Attendance to leadership trainings and workshops - Nutritional Assessment - Training on Basic Data Analysis - Orientation of MSOs and NGOs on the Programs and Services of the Office 	<ul style="list-style-type: none"> - Creation and Enactment of Ordinance of Supplemental Feeding Program for Day Care Children - Enactment of the Local Legislation in relation to MNAO - Invitation of MSOs and NGOs during planning of the Programs for implementation - Capacity Building on Referral System for Nutrition - Capacity Building for Health and Nutrition Services
Program for Older Person	<ul style="list-style-type: none"> - Training on RA 10868 - Enactment of Local Legislation in relation to RA 10868 - Local Legislation on Centenarian Incentive - Training for Elderly, abuse Prevention and Care - Training on the Conduct of Senior Citizen Profiling and Social Pension Beneficiary Validation 	<ul style="list-style-type: none"> - Develop a management Information System for Senior Citizen - Enactment of Local Legislation in relation to RA 10868 - Provision of the Technology for the Database (Computer, Database System) - Enactment of Local

- Ordinance in relation to Senior Citizens, PWD, children and women
- Established/ Construct a Fully Operational Day Center for PWD and Senior Citizens to 22 Barangays
- Developed a monitoring mechanism of validation of senior citizens
- Refresher training of the omnibus guidelines to senior citizens
- Updating of senior citizen and PWD database
- Pass municipal ordinance on centenarian incentives of ₱50,000.00 /S.C.

Source: Research data processing results

Conclusion

The Philippine government will finally achieve the long-cherished aim of LGUs to execute the complete devolution of authorities and resources mandated by the 1991 Local Government Code through Executive Order 138. Large functions of the Department of Social Work and Development (DSWD) programs devolve to Local Government Units (LGUs) by 2022. This study analyzed the capacity development agenda for devolution transition plans of the province of Camiguin. Thus, this analysis was developed by creating a capacity matrix tool and criterion matrix. It provides the criteria for assessing each social welfare function and development aligned with the programs and projects, especially the formulated capacity development intervention.

This highlights the need for the LGUs to strengthen and make more efforts with the requirements of full devolution. Generally, as reflected in the CapDev

Agenda, the LGUs need to strengthen a competent workforce with a high level of performance, establish an activity center for senior citizens, street children/family, PWD and AICIS, strong partnership of CSOs and NGOs in the implementation of programs and services, establish mechanism in monitoring and evaluation system for the implementation of programs, establish service tracking system, increase level of addressing the demands of social welfare services by creation of permanent positions, and passage of local ordinance.

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