

Effectiveness of the Training for Local Government Administration in San Isidro and Banaybanay, Davao Oriental

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Abstract

The objectives of the study were: (1) to present a profile of the participants in the Davao Oriental State College of Science and Technology Institute for Local Government Administration (DOSCST-ILGA) training programs on Barangay Development Planning (BDP) and on Barangay Finance (BF); (2) to determine the effectiveness of the management support of DOSCST-ILGA's training programs on BDP and on BF in terms of budget, personnel, and trainers; (3) to determine effectivity of training programs on BDP and on BF in enabling the participants to formulate a barangay development plan and a barangay budget, respectively; and (4) to determine which variables are significantly related to the effectiveness of the training programs. The sample of 64 for the BDP training was purposely selected from a population base of barangay officials from 30 barangays in the municipalities of San Isidro and Banaybanay who participated in the training programs. For the training on BF, a complete enumeration of the participants (i.e., 34) from the 14 barangays of Banaybanay was made. The quality of the development plans and the barangay budgets were rated by experts in the fields of planning and of budgeting, respectively. Participants in the training programs were predominantly male, adults (36 years old and over), married, high school graduates, and without much experience in local government administration prior to their positions in the barangays. The training programs were both rated effective by the respondents. However, there was no significant difference in the effectiveness of the training programs after a t- test was conducted. Only six of the 30 barangays that participated in the training on BDP were able to formulate their respective development plans. The six barangay development plans were all rated "satisfactory" by the experts. On the other hand, all of the 14 barangays which participated in the training on BF were able to formulate their respective barangay budgets. The 14 barangay budgets were all rated satisfactory by the experts. Results of a stepwise regression analysis revealed that the variables which affected the effectiveness of the BDP training were the training program's content, skills taught, venue, duration, and staff.

Keywords: local government administration, training, barangay development planning, barangay finance

Introduction

Local governments are traditionally defined as political units or instrumentalities constituted by law, the peculiar or unique characteristic of which is their subordinate status to the central government which have substantial control over local government and likewise have the power to tax (Sosmefia, 1991). Until the enactment of RA 7160 (Local Government Code of 1991), local governments in general mainly served as administrative agents of the center; over and above their local programs they implemented certain programs of the national government and supplemented central planning if required (Panganiban, 1995). Their heavy financial dependence on the central government, low level of technology and other constraints have challenged the performance level of local authorities. Their initiative in coming up with up with innovative reforms on organization, fiscal administration and personnel management got stifled.

The Local Government Code of 1991 mandates that local government units (LGUs) be granted the powers; authority and resources to effect their transformation into progressive, self-reliant and productive communities. It devolves to the LGUs the primary responsibility for the delivery of basic services, including health, agriculture, environment and social services. The Code assigns to LGU's the responsibility for the enforcement of certain regulatory and licensing functions. It increases the financial resources available to LGU's by increasing their share of the Internal Revenue Allotment (IRA) and broadening their taxing powers. The participation of civil society through non-movement organizations (NGOs) and people's organizations (POs) is also encouraged (Alunan, 1991).

But with these powers come Increased responsibilities. LGUs require continuous upgrading of skills and knowledge in local governance and the development of desirable attitudes. Capability building therefore becomes necessary. This means upgrading the overall competencies of local authorities. Thus, the Local Government Academy (LGA) of the Department of the Interior and Local Government (DILG) developed the Integrated Capability Building Program (ICBP). The ICBP aims to provide training, technical assistance and other forms of intervention in the fields of management systems, local financial administration, development planning, local legislation; and community mobilization.

Under the set-up, the LGA designated the Davao Oriental State College of Science and Technology (DOSCSST) as the Institute for Local Government Administration (ILGA) that would serve the academic needs of the local government units of the province within the context of the "town and gown" approach. Under this approach, the DOSCSST, to be relevant in its area of operation, must be actively involved in the development of its very own community. Since its inception in 1994, the DOSCSST has conducted training programs on, among others, Barangay Development Planning and Barangay Finance. The local government

units of San Isidro and Banaybanay participated in these training programs (DOS CST - ILGA, 1996).

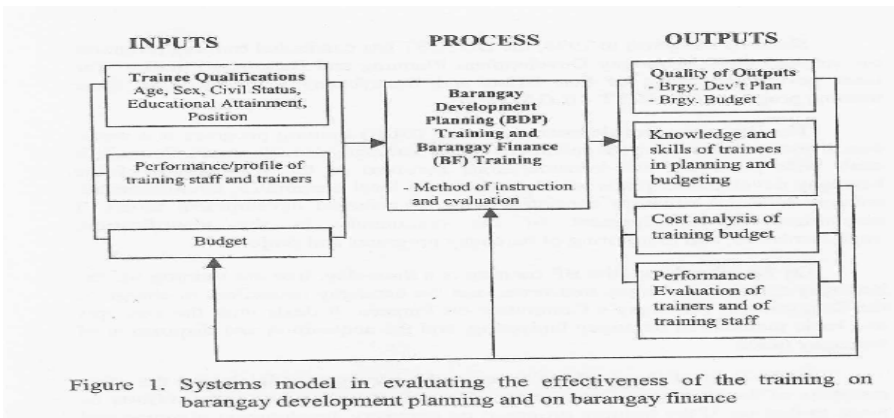
The Barangay Development Planning (BDP) training program is a three day, live-out training for the members of the Barangay Development Council. It deals with processes and considerations involved in the formulation of the barangay development plans which is based on local economics, environmental, cultural or social situation -consistent with the national development thrust. It emphasizes the involvement of the community in the identification, implementation, and monitoring of barangay programs and projects.

On the other hand, the BF training is a three-day, live-out training for the barangay captains, barangay treasurers, and the barangay councilors in-charge of the Sangguniang Barangay's Committee on Finance. It deals with the concepts and basic methods of barangay budgeting, and the acquisition and disposition of barangay funds.

In the light of these efforts to assist the barangay officials and the other members of the Barangay Development Council, it is imperative that efforts be made to find out if the training programs on barangay development planning and on barangay finance has been effective in carrying out what it was supposed to do. It is particularly interesting to find out if the objectives of enabling the participants to prepare their respective barangay development plan based on the economic, environmental, cultural and social situations in their barangay and to administer their financial resources through proper budgeting and accounting have been attained. The lapses, if any, in the conduct of the training would be the basis for improvement in the conduct of future training programs.

Conceptual Framework

In this study, it was conceptualized that the success or failure of the training on barangay development planning and on barangay finance largely depends on the training inputs and processes (Figure 1). The inputs include the



trainee qualifications such as age, sex, civil status, educational attainment, position, planning and budget capability. It also includes the performance and profile of the training staff and the trainers. The process includes the training on barangay development planning and on barangay finance with its respective content and its method of instruction and evaluation. The outputs consist of the quality of the data collected or the work outputs as evidenced by the formulation of a barangay development plan after the BDP training, and by the formulation of a barangay budget after the training. These would also include the improvement on the knowledge and skills of the trainees on planning and on budgeting, the cost analysis of the budget, and the performance evaluation of the trainers and the training staff.

Materials and Methods

This study employed the descriptive research design with the use of an interview schedule. It was conducted from June to October of 1999 in 16 barangays of San Isidro and in 14 barangays of Banaybanay.

This research made use of the records of the DOSCST-ILGA on the training programs on Barangay Development Planning (BDP) and on Barangay Finance (BF). These included the modules for each training, the list of participants in the training programs, the budget, and the documentation of its proceedings. Copies of the barangay development plans were secured from the Philippine Rural Institutional Strengthening Programme (PRISP) Provincial Office. Copies of the barangay budgets of 14 barangays were obtained from the Municipal Budget Office of Banaybanay.

The respondents from Banaybanay were visited in their respective barangays while those from San Isidro were interviewed during the municipality's annual sportsfest for its barangay officials. Interviews with the respective staff of the DOSCST-ILGA, the PRISP, the Banaybanay Budget Officer, the Local Government Officers of both municipalities, and the Davao Oriental office of the Department of the Interior and Local Government (DILG) were also conducted. Experts from the fields of development planning and budgeting were asked to rate the quality of the participants' outputs from the training programs.

Results and Discussion

A total of 98 participants served as respondents — 64 in the BDP Training and 34 in the Barangay Finance Training. The participants in the training programs were predominantly male, adults, married, high school graduates (Table 1), and without much experience in local government administration prior to their stint in their respective barangays. Barangay captains composed most of the respondents; the others were barangay treasurer's barangay councilors, barangay secretaries, non-government organization (NGO) staff, and municipal officials who were barangay councilors at the time of the training (Table 2).

Table 1. Profile of the trainee-respondents by type of training

Characteristic	BDP Training (n-64)		BF Training (n-34)	
	Frequency	%	Frequency	%
Sex				
Male	39	60.94	20	58.82
Female	25	39.06	14	41.18
Total	64	100	34	100
Age				
Adults (36 and over)	54	84.38	28	82.35
Youth (21-35)	10	15.62	6	17.65
Total	64	100	34	100
Civil Status				
Married	59	92.19	29	85.29
Single	3	4.69	3	8.82
Widowed	2	3.12	2	5.88
Total	64	100	34	100
Educational Attainment				
Some elementary education	0	0	0	0
Elementary graduate	6	9.37	3	8.82
Some high school education	11	17.19	6	17.65
High school graduate	27	42.19	13	38.23
Some college education	10	15.62	6	17.65
College graduate	8	12.50	5	14.71
Two-year course graduate	2	3.12	1	2.94
Total	64	100	34	100

The respondents rated the BDP Training as effective as shown in the overall mean rating of 4.13. The indicators of training effectiveness - its achievement of its goals/objectives, contents, methods, facilities, duration, staff, and skills taught — were all rated effective by the respondents. This implies that

Table 2. Position of the respondents at the time of the training

Position	BDP Training Frequency	BF Training Frequency
Appraiser	1	1
Barangay Captain	1	3
Barangay health worker	1	0
Barangay Kagawad	12	7
Barangay Nutrition scholar	1	0
Barangay Secretary	7	2
Barangay Treasurer	1	1
Chemical inspector	0	1
Clerical aide	0	1
Clerk	1	2
Community organizer	1	0
Cooperative store saleslady	1	1
GKK president	1	0
None	28	15
Political party local leader	1	0
Purok president	5	1
Purok secretary	1	0
Sangguniang Kabataan chairman	2	0
Total	64	34

the training was perceived by the respondents as instrumental in updating their knowledge, improving and facilitating the performance of their duties, and increasing their skills in plan formulation. However, its duration was rated as neither effective nor ineffective as most of them felt that it was too short to learn the rudiments of barangay development planning.

On the other hand, the training on BF was rated as effective as shown in its overall mean rating of 4.20. Its achievement of its goals/objectives, contents,

Table 3. Respondents' evaluation of the effectiveness of the BDP training

No.	Item	Rating					Mean	DR*
		VE	E	NEI	I	VI		
1	The goals and objectives have been achieved	18	39	9	0	0	4.17	E
2	Its contents were relevant to my job	20	36	8	0	0	4.19	E
3	It updated my knowledge on current theories and practices in development planning	17	42	5	0	0	4.18	E
4	It helped facilitate the performance of my duties	23	36	5	0	0	4.28	E
5	It helped improve my skills/potentials	20	39	4	1	0	4.22	E
6	It helped me contribute to the formulation of our Barangay Development Plan (BDP)	25	32	6	1	0	4.26	E
7	Its methods were appropriate and effective	25	30	9	0	0	4.25	E
8	The venue was conducive to learning	28	27	5	4	0	4.23	E
9	The duration was enough for learning	7	23	15	10	0	3.3	NEI
10	Responsible staff was assigned	26	29	8	1	0	4.25	E
11	The staff attends to the requests/ suggestions/ complaints of the trainees	33	27	4	0	0	4.45	E
12	The staff relates well with the trainees, the trainers, and the management	34	24	6	0	0	4.44	E
13	The staff reviewed and evaluated the conduct of its training program.	28	31	5	0	0	4.36	E
	Overall Mean						4.20	E

*DR - Description of Rating

VE - Very Effective

E - Effective

NEI-Neither Effective nor Ineffective

I -Ineffective

VI -Very Ineffective

methods, venue, staff, and skills taught were rated effective by the respondents. As in the case of the BDP training, the duration was rated as neither effective nor ineffective.

With regards to the management support of the training programs, the respondents in the BDP training said that the trainers' patience (with a mean rating of 4.39) was the quality which they appreciated most of all (Table 5).

Table 4. Respondents' evaluation on the effectiveness of the BF training

No.	Item	Rating						DR ^A
		VE	E	NEI	I	VI	Mean	
1	The goals and objectives have been achieved	8	21	5	0	0	4.08	E
2	Its contents were relevant to my job	12	18	4	0	0	4.23	E
3	It updated my knowledge on current theories and practices in development planning	11	19	4	0	0	4.20	E
4	It helped facilitate the performance of my duties.	11	19	4	0	0	4.20	E
5	It helped improve my skills/potentials	14	18	2	0	0	4.35	E
6	It helped me contribute to the formulation of our Barangay Budget (BD)	14	18	2	0	0	4.35	E
7	Its methods were appropriate and effective	15	17	2	0	0	4.38	E
8	The venue was conducive to learning	16	14	4	0	0	4.35	E
9	The duration was enough for learning	5	11	10	4	4	3.26	NEI
10	Responsible staff was assigned	15	12	5	2	0	4.12	E
11	The staff attends to the requests/suggestions/complaints of the trainees	18	12	3	1	0	4.38	E
12	The staff relates well with the trainees, the trainers and the management	17	10	6	1	0	4.26	E
13	The staff reviewed/evaluated the conduct of its training program	17	14	3	0	0	4.41	E
OVERALL MEAN							4.20	E

^ADR - Description of Rating
 VE - Very Effective
 E - Effective

NEI - Neither Effective nor Ineffective
 I - Ineffective
 VI - Very Ineffective

With regards to the management support of the training programs, the respondents in the BDP training said that the trainers' patience (with a mean rating of 4.39) was the quality which they appreciated most of all (Table 5). This was due to the fact that some of them did not have any experience in planning before they were either appointed or elected to the position. This was followed by the trainers' smooth relationship with the trainees and the staff, with the trainers' mastery of the topics only at third place. The quality which was cited the least was the trainers' fulfillment of the expectation of the trainees.

For the respondents in the BF training, the trainees' smooth relationship with the staff was cited first among the qualities (Table 6). This was followed by their mastery of the topics, patience, and fulfillment of the trainees' expectations in that order.

Table 5. Respondents' evaluation of the BDP trainers' qualities

Quality	Descriptive Rating (DR) ^a					Mean	DR
	E	VS	S	F	P		
Mastery of the topics	20	39	5	0	0	4.23	E
Relates well with the trainees and the staff	26	36	2	0	0	4.37	E
Meets the expectations of the trainees	20	37	7	0	0	4.20	E
Patient	31	27	6	0	0	4.39	E
Overall Mean						4.3	E

^aF - Fair

E - Effective

P - Poor

VS - Very satisfactory

S - Satisfactory

Table 6. Respondents' evaluation of the BF trainers' qualities

Quality	Descriptive Rating (DR) ^a					Mean	DR
	E	VS	S	F	P		
Mastery of the topics	14	16	4	0	0	4.29	VS
Relates well with the trainees and staff	15	15	4	0	0	4.32	VS
Meets the expectations of the trainees	10	16	8	0	0	4.05	VS
Patient	16	12	6	0	0	4.29	VS
Overall Mean						4.24	VS

^aF - Fair

E - Effective

P - Poor

VS - Very satisfactory

S - Satisfactory

As to the training staff, the BDP trainees cited the staff's prompt attention to the trainees' requests/suggestions/complaints as their outstanding quality. For the BF training, the respondents cited the staff's conduct of a review/evaluation of the training program (Table 7).

Table 7. Respondents' evaluation of the BDP training staff

Item	Descriptive Rating (DR) ^a					Mean	DR
	E	VS	S	F	P		
Responsible staff was assigned	26	29	8	0	0	4.25	VS
The staff attends to the requests/suggestions/complaints of the trainees	33	27	4	0	0	4.45	VS
The staff relates well with the trainees, the trainers and the management	34	24	6	0	0	4.44	VS
The staff evaluated/reviewed the conduct of its training program	28	31	5	0	0	4.36	VS
Overall Mean						4.37	VS

^aF - Fair

E - Effective

P - Poor

VS - Very satisfactory

S - Satisfactory

The staff of the BF training, on the other hand, was cited, first of all, for their review/evaluation of the conduct of its training program (Table 8). The respondents also took note of the staff's prompt attention to their requests/suggestions/complaints during the course of the training. This helped in fostering a smooth relationship among the staff, the trainees, the trainers and the management. Overall, the performance of the staff of both training programs was evaluated as very satisfactory.

For both training programs, the cost per trainee was within its respective budgets (Tables 9 & 10). The management practiced good budgeting and financial management because the training programs were completed within the budget and were based on the actual amount collected from registration. They also practiced resource accessing, (i.e., utilized assistance from other agencies which reduced the cost on travel, fuel, etc). Part of the surplus amount from the training programs has been used to purchase a sound system and other materials that have been used in the conduct of subsequent training activities.

Table 8. Respondents' evaluation of the BF training staff

Item	Rating					Mean	DR
	E	VS	S	F	P		
Responsible staff was assigned	15	12	5	2	0	4.12	VS
The staff attends to the requests/suggestions/complaints of the trainees	18	12	3	1	0	4.38	VS
The staff relates well with the trainees, trainers and the mgt	17	10	6	1	0	4.26	VS
The staff reviewed, evaluated the conduct of its training program	17	14	3	0	0	4.41	VS
Overall mean						4.2	VS

Legend: DR - Descriptive Rating F - Fair E - Effective
 P - Poor VS - Very satisfactory S - Satisfactory

Table 9. Cost of BDP training by municipality

Item	Municipality		Total
	San Isidro	Banaybanay	
Supplies/materials	P 3,000.00	P 8,923.00	P 11,923.00
Food	15,840.00	26,400.00	42,240.00
Honoraria			
Trainers	7,200.00	7,200.00	14,400.00
Staff	2,400.00	900.00	3,000.00
Rentals	1,200.00	1,800.00	3,000.00
Traveling expenses	520.00	0	520.00
Fuel, oil & lubricants	600.00	0	600.00
Total	P 30,760.00	P 45,223.00	P 75,983.00

Effectiveness of the Training Programs as to its Outputs

The participants' perceptions on the planning capability acquired as a result of the BDP training (Table 10) indicate that they had the highest level of knowledge on such cognitive skills as program and project identification and prioritization. This was followed by that required such psychomotor skills such as on monitoring and evaluation, plan implementation, formulation of a socioeconomic profile, plan formulation and base map plan. Cognitive learning on planning concepts, principles, levels and linkages were perceived as the least learned among all skills. Overall, the respondents perceived their level of knowledge on barangay development planning as moderate (with an overall mean of 3.98).

Table 10. Cost of BF training

Item	Amount	%
Supplies and materials	P 800.00	4.07
Food	12,150.00	61.75
Honoraria		
Trainers	3,600.00	18.29
Staff	1,200.00	6.10
Photocopying services	1,377.50	7.00
Miscellaneous	548.80	2.79
Total cost	P 19,676.30	100

These perceptions indicate that the trainees perceive their capability in identifying programs and projects for their respective localities as high. However, file formulation of the planning document expected from them after the training, namely a socioeconomic profile a barangay development plan, was only ranked fourth and fifth, respectively- This is indicative of the situation years after the training only six of the thirty participating barangays were able to formulate these planning documents- The rest of the barangays are still in the process of formulating their respective documents.

In terms of budgeting capability, the respondents for the BF training perceived that their highest level of knowledge was on psychomotor learning such as the preparation barangay budget (Table 11)- Among the budgeting skills learned, disbursement of funds was rated the highest followed by accounting and auditing, authorization of funds, execution of the budget; the least level of knowledge gained was on the preparation of a financial report. Cognitive learning on barangay taxation and revenue-raising powers was rated fifth. Overall, the respondents perceived that their level of knowledge on barangay finance was moderate (with an overall mean of 3.92).

Table 11. Respondents' level of knowledge on barangay development planning

Topics	Rating					Mean	Descriptive Rating
	High	Moderate	Little	None	No answer		
Planning concepts	4	46	12	0	2	3.75	Moderate
Program and project Identification	15	47	2	0	0	4.20	Moderate
Formulation of a socio-economic Profile	9	45	10	0	0	3.98	Moderate
Base map plan	8	39	16	1	0	3.81	Moderate
Plan formulation	10	42	12	0	2	3.97	Moderate
Plan implementation	15	38	10	1	0	4.01	Moderate
Monitoring and evaluation	14	44	6	0	0	4.12	Moderate
Overall Mean						3.98	Moderate

The respondents' confidence on their ability to formulate the barangay budget was affirmed when all the barangays which participated in the BF training program were able to formulate their respective budgets after the training.

Experts' rating on the quality of the outputs

Among the 30 barangays (14 in Banaybanay, 16 in San Isidro) represented in the BDP training, only six were able to come up with their respective outputs at the time of the study. Table 12 shows the experts' rating of these outputs. Among the three barangays of San Isidro, Manikling obtained the highest overall mean (3.91) while San Roque and Bitaoagan had the same overall mean (3.73); however, the rating was all within the range of very satisfactory.

On the other hand, the barangay of San Vicente obtained the highest mean rating among the three barangays of Banaybanay. Barangays Mogbongcogon and Caganganan also had the same mean rating (3.88). However, San Vicente's mean rating in its BDC was lower than that of Mogbongcogon due to its lower score in the item "There is a quorum whenever the BDC meets". Otherwise, San Vicente's scores on the other items are equal to or higher than the scores of both Caganganan and Mogbongcogon. Overall, the Barangay Development Councils of both towns were rated very satisfactory while the barangay development plans were also rated very satisfactory by the experts.

It is interesting to note that the experts perceived that all barangay plans were needs-

based (reflective of the real needs and aspirations) as well as acceptable (subjected to a public hearing and allowed for community participation. The experts also rated very satisfactory the soundness (follows established policy in its preparation and consistent with national policies and regional priorities) of the plans as well as their adaptability and viability (the barangay development plan is duly updated).

Unlike in the BDP training, all the 14 barangays of Banaybanay that participated in the BF training were able to come up with their respective outputs. The rating of the experts on these outputs are displayed in Table 13. Every barangay obtained a mean rating that fell between the range 2.51 to 3.50, which means that their outputs were satisfactory. The barangays of Mahayag, Maputi and Mogbongcogon obtained the highest mean rating in revenue-generation; this indicates that the three were able to exercise its revenue-generating power to avail of its privilege on BIR allotment and to get involved in revenue-collection more extensively than the other barangays. Meanwhile, the barangays of Maputi, Mahayag and Panikian had the highest mean rating on revenue allocation and expenditure which mainly reflects on the quality of its formulated budget. The barangay of Piso had the lowest rating in revenue-generation and barangay Causwagan rated the lowest in revenue allocation and expenditure.

Table 12. Respondents' level of knowledge on barangay finance

Topics	Level of Knowledge				Mean	DR
	High	Moderate	Little	None		
Taxation/revenue raising powers	7	17	8	2	2.76	Moderate
Budget preparation	13	16	5	0	3.32	Moderate
Authorization	8	17	6	3	2.85	Moderate
Execution of budget	8	13	9	4	2.59	Moderate
Disbursement of funds	11	18	3	2	3.29	Moderate
Accounting and auditing	9	17	6	2	3.00	Moderate
Preparation of financial report	7	15	8	3	2.62	Moderate
Overall Mean					2.92	Moderate

Table 13. Mean rating of experts on the outputs of the trainees in Barangay Finance

Items	Barangays														Mean	DR
	1	2	3	4	5	6	7	8	9	10	11	12	13	14		
I. On Revenue Generation																
1. The barangay has exercised its revenue-generating power through - RPT Code 464	2.00	2.00	1.00	2.00	3.00	3.00	2.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00	F
2. The barangay has availed of the privileges provided under the law on BIR Allotment	4.00	4.00	1.67	3.67	4.00	4.00	4.33	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	VS
3. The barangay has been involved in the campaign for revenue collection	3.00	3.00	1.00	2.67	3.33	3.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	3.00	2.93	S

Table 13. (continuation)

Items	Barangays														Mean	DR
	1	2	3	4	5	6	7	8	9	10	11	12	13	14		
II. On Revenue Allocation/ Expenditure																
1. The current budget has been enacted	3.67	3.33	2.67	4.00	4.00	4.00	3.67	4.00	4.00	3.67	4.00	4.00	4.00	3.33	3.73	VS
2. The barangay budget is related to the development goals and objectives of the barangay	3.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.67	3.00	3.00	3.00	3.00	3.05	S
3. The barangay budget is being implemented as approved	3.33	3.33	2.00	3.33	3.33	3.33	3.33	3.33	3.33	2.33	3.33	3.33	3.33	3.33	3.26	S
4. The maximum allowable number of supplemental budget is not exceeded by the barangay	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	2.33	3.33	3.33	3.33	3.33	3.26	S
5. All mandatory, statutory and contractual obligations are provided for in the barangay budget	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	S
6. The disbursements are within the approved budget appropriations	3.33	3.67	3.33	3.33	3.33	3.33	3.33	3.33	3.67	3.67	3.33	3.67	3.33	3.33	3.43	S
7. The transfer of funds are authorized in accordance with laws	2.00	2.33	2.00	2.00	2.00	2.00	2.00	3.00	2.33	2.33	2.00	2.33	2.00	2.00	2.15	F
8. The barangay has established a system of avoiding the occurrence of overdraft	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	S
Overall Mean	3.04	3.00	2.92	2.71	3.08	3.21	3.04	3.21	3.17	2.96	3.08	3.17	3.08	3.00	3.04	S
DR	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	

Legend: 1 - Cabangcalan 8 - Panikian DR - Descriptive rating
2 - Cagangangan 9 - Pintatagan E - Excellent
3 - Calubihan 10- Piso VS - Very satisfactory
4 - Causwagan 11- Poblacion S - Satisfactory
5 - Mahayag 12- Puntalinao F - Fair
6 - Maputi 13- Rang-ay P - Poor
7 - Mogbongcogon 14- San Vicente

Test of significance of the difference in training effectiveness

Table 14 shows the t-test results to determine the significance of the difference between the mean scores on the effectiveness of the training programs. The result of the test showed that there was no significant difference in the effectiveness of the training programs which means that neither one of the training programs was more effective than the other.

Table 14. T-test on the mean scores of the effectiveness of the training programs

Mean Score		t-value	Significance	Decision
BDP Training	BF Training			
54.19	50.35	0.036	Not significant	Accept Ho

t tabular value at 0.05 level of significance = 1.99

Variables which affected the effectiveness of the training programs

All the variables considered for the BDP training effectiveness were entered into a stepwise regression equation in order to examine their relative contributions to the variance of BDP training effectiveness. The final stage of the stepwise regression equation resulted in the elimination of five variables. Table 16 shows that only eight independent variables remained in the prediction equation, namely: content, improvement of skills/potentials, the staff’s review/evaluation of the program, contribution to BDP formulation, venue, assignment of responsible staff, duration and the staffs prompt attention to the trainees.

Table 15. Correlation matrix of Barangay Development Planning Training independent variables

Variables	Y Ave.	X1	X10	X11	X12	X13	X2	X3	X4	X5	X6	X7	X8	X9
Responsible staff was assigned to the training program	.226	.015	1.000	.279	.270	.262	.298	.306	.285	.296	.275	.045	.233	.228

Table 15. (continuation)

Variables	Y Ave.	X1	X10	X11	X12	X13	X2	X3	X4	X5	X6	X7	X8	X9
The training staff promptly and expeditiously act on requests, suggestions or complains	.760	-.149	.279	1.000	.797	.753	.625	.551	.577	.615	.525	.178	.519	.016
The training staff and their superiors reviewed/evaluated775	-.168	.262	.753	.782	1.000	.649	.555	.504	.587	.412	.194	.495	.266
The contents/topics covered by the training program were relevant to the needs of854	.085	.298	.625	.656	.649	1.000	.892	.723	.758	.696	.034	.560	.213
The training has improved my skills and my potentials	.844	.079	.296	.615	.674	.587	.758	.805	.806	1.000	.673	.241	.655	.226
The training has helped me contribute to the formulation748	.085	.275	.525	.554	.412	.696	.668	.644	.673	1.000	.048	.442	.096
The venue of the training was conducive to learning	.677	-.188	.233	.519	.502	.495	.560	.595	.650	.655	.442	.178	1.000	.104
The duration of the training was enough for learning...	.307	.039	.228	.016	.123	.266	.213	.240	.135	.226	.096	.016	.104	1.000

A stepwise regression equation was derived in order to determine the contribution of the variables to the variance of the effectiveness of the BF training. Only two independent variables remained in the equation-assignment of responsible staff and improvement of skills/potentials (Table 16).

Table 16. Correlation matrix of barangay finance training independent variables

Variable	Y Ave.	X1	X10	X11	X12	X13	X2	X3	X4	X5	X6	X7	X8	X9
Responsible staff was assigned to the training program	.810	.420	1.000	.901	.834	.659	.528	.585	.552	.331	.391	.594	.156	.449
The training has improved my skills and potentials	.626	.592	.331	.322	.231	.207	.775	.795	.894	1.000	.800	.631	.314	.251

Conclusions

Based on the foregoing findings, the following conclusions were drawn:

1. The respondents in both training programs were generally beyond the age of 35, male, married, high school graduates, and occupy the position of any of the following: barangay captain, barangay councilor, barangay secretary and barangay treasurer.
2. The management support of the training programs on Barangay Development Planning (BDP) and on Barangay Finance (BF) in terms of the performance of the trainers and the training staff was effective in that the respondents rated their performance as very satisfactory. No test was made to determine the effectiveness of the training in terms of the budget since no chi-square test can be performed on a constant value using the SPSS. However, a cost analysis revealed that the management practiced sound financial management as the training paid for itself and left some surplus.
3. The training on BDP was not effective in terms of enabling its participants to come up with their outputs after the training. Only 6 of the 30 participating barangays were able to come up with the outputs. On the other hand, the training program on BF was effective since it has enabled all the 14 participating barangays in Banaybanay to formulate their barangay budgets after the training.
4. Neither of the training programs was more effective than the other; there was no significant difference in the effectiveness of the training programs.
5. The variables which were significantly related to the effectiveness of the training program on BDP were the following: content, improvement of skills/potentials, the staff's review/evaluation of the program, contribution to BDP formulation, assignment of responsible staff, duration and the staffs prompt attention to the trainees. However, only two variables were significantly related to the effectiveness of the BF training: assignment of responsible staff and improvement of skills/potentials.

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