

GOVERNMENT OF THE PHILIPPINES

LOCAL GOVERNMENT ORGANIZATIONAL MODELS

**GUIDEBOOK FOR PROVINCES**

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

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Republic of the Philippines  
CIVIL SERVICE COMMISSION



Republic of the Philippines  
DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT

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CSC-DILG Joint MC # 1, s. 1993

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

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

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

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

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

  
PATRICIA A. STO. TOMAS  
Chairman  
Civil Service Commission

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

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

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

January 5, 1993

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## I. INTRODUCTION

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

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

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

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

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

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

All the information, comments and suggestions gathered provided the study team with creative ideas which made possible the variety of model options presented in this guidebook, which includes 17 basic models and 28 sub-models for provinces or a total of 45 models.

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

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

## II. INTERPRETING THE CHARTS

### A. HOW TO INTERPRET THE ORGANIZATIONAL MODELS/CHARTS

This guidebook contains organizational models which are suggested for various income classes of provinces. It has 17 basic models and 28 sub-models, or a total of 45 models.

The charts are presented as either basic models, or as sub-models. Each model is accompanied by a brief description, entitled "Key Features." A detailed rationale for each model is contained in an accompanying page which bears the exact title of the Model.

#### KEY FEATURES

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

#### RATIONALE FOR MODELS

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

It contains the following details:

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

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

#### BASIC MODELS

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

1. There are 17 basic models in this Guidebook.
2. Each basic model represents one set of offices which is not duplicated in any of the other basic models.
3. The most number of offices is found in Model A, which has 23 offices, and the least number of offices is found in Model Q, which has a set of 13 offices.

#### SUB-MODELS

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

1. There are 28 sub-models in this Guidebook.
2. The sub-models have basically the same characteristics:
  - a) All are patterned after their respective basic models, which means that they have exactly the same number and titles of offices as the basic model.
 

Example:

    1. Model A-1 has the same number and titles of offices as Model A.
    2. Model C-1 has the same number and titles of offices as Model C.
  - b) All offices under the *general* supervision of the Governor are divided into clusters.
3. The sub-models, belonging to the same basic model differ only in one aspect: its cluster heads. If there are two sub-models, the office clusters in one are each headed by a Chairman, and the office clusters in the other are each headed by an Assistant Provincial Administrator.

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

## CLUSTERING OF OFFICES

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

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

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

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

### Some Notes on the Clustering of Offices:

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

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

- a) Types of offices. Putting together all staff or management support offices in one cluster; and all line or technical offices in another cluster. Or each cluster may be composed of a combination of both line and staff offices;
- b) Geographical location of offices. In instances where offices are located in different parts of the province, it may be better to consider putting in one cluster offices which are geographically close to one another; and
- c) Offices with related functions may be placed together in one cluster, i.e. agriculture, environment and natural resources, veterinary services, and cooperatives in one cluster.

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

#### HOW TO LOOK FOR THE OFFICES

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

1. At the topmost middle of the chart is the office of the Provincial Governor.
2. At the same level on the right side of the office of the Provincial Governor, connected by broken lines, is the Sanggunian. Placing the Sanggunian at the same level as the office of the Provincial Governor indicates an equal level of responsibility, one as the executive branch, the other as the policy-making body of the municipal government.  
  
The broken lines indicate a symbiotic relationship between the local chief executive and the Sanggunian which is the legislative arm of the local government unit.
3. Below the Sanggunian, connected by a solid line is the Office of the Sanggunian Secretary, which is under the *general* supervision of the Sanggunian.
4. All offices under the executive branch are found below the office of the Provincial Governor.
5. All offices under the *direct* supervision of the Provincial Governor are connected to it by solid lines without any other office placed between them.
6. All other offices are under the *general* supervision of the Provincial Governor.
7. Offices performing predominantly staff functions or management support services are found left of center immediately below the office of the provincial administrator.
8. Offices performing predominantly line functions are found either at the next lower level or right of center, at the same level as that of staff offices.



9. At the bottom of the chart under the executive branch are the component cities and municipalities, which are also under the *general* supervision of the provincial governor.

#### THE OFFICES

1. Each office is represented by a box.
2. Generally, each box contains:
  - a) the office title, in capital letters; and
  - b) the title of the highest officer of the office.
3. In some instances, a partly hidden box(es) is found behind the main box. This indicates that another office(s) has been merged with that particular office. The partly hidden box(es) contains the title of the highest officer of the office which has been merged.
4. Oftentimes, the merger of two or more offices is indicated in the office title which bears the combined titles of the merged offices.

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

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

- d) The partly hidden box contains the title of the highest officer of the Office on Environment and Natural Resources, which is the Environment and Natural Resources Officer.

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

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

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

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+ population  
development function

## B. POSITION INFORMATION CHART

POSITION	SALARY	OFFICE	CLASSIFICATION			MANDATORY			OPTIONAL			EXISTING POSITION		
			E	C	C-T	P	C	M	P	C	M	P	C	M
Governor	G-30	Office of the Provincial Governor	X											X
Vice-Governor	G-28	Sangguniang Panlalawigan	X											X
Sangguniang Panlalawigan Member	G-27	Sangguniang Panlalawigan	X											X
City Mayor	G-30	Office of the City Mayor	X											X
City Vice-Mayor	G-28 (HU) G-26 (C)	Sangguniang Panlungsod	X											X
Sangguniang Panlungsod Member	G-27 (HU) G-25 (C)	Sangguniang Panlungsod	X											X
Municipal Mayor	G-27	Office of the Municipal Mayor	X											X
Municipal Vice-Mayor	G-25	Sangguniang Bayan	X											X
Sangguniang Bayan Member	G-24	Sangguniang Bayan	X											X
Secretary to the Sanggunian	equal to head of department or office	Office of the Secretary to the Sanggunian		X					X	X				X
Treasurer		Treasury Office		X					X	X				X
Assessor		Assessor's Office		X					X	X				X
Accountant		Accounting and Internal Audit Service		X					X	X				X
Budget Officer		Budget Office		X					X	X				X
Planning and Development Coordinator		Planning and Development Office		X					X	X				X
Engineer		Engineering Office		X					X	X				X
Health Officer		Office on Health Services		X					X	X				X
Civil Registrar		Office of the Civil Registry		X					X	X				(X)
Administrator		Office of the Administrator							X	X				(X)
Legal Officer		Office for Legal Services							X	X				(X)
Agriculturist		Office for Agricultural Services		X					X	X				(X)
Social Welfare and Development Officer		Office on Social Welfare and Development Services		X					X	X				(X)
Environment and Natural Resources Officer		Office on Environment and Natural Resources		X						X	X			
Architect		Office on Architectural Planning and Design								X	X			
Information Officer		Office on Public Information							X					
Cooperatives Officer		Office for the Development of Cooperatives		X										X
Population Officer		Office on Population Development		X										X
Veterinarian		Office for Veterinary Services		X										X
General Services Officer		Office on General Services		X						X	X			(X)

## Legend:

(X) - Highly Urbanized Cities or First Class Municipalities

(HU) - Highly Urbanized Cities

(C) - Component Cities

E - Elective

C - Career

C-T - Co-Terminus

P - Province

C - City

M - Municipality

### C. LIST OF BASIC SERVICES CONSIDERED IN THE MODELS

The following is a list of basic services which were considered in designing the models. Most of these services were included in the survey questionnaire administered to provinces for the purpose of determining which among them are considered as priorities. The survey included samplings from all income classes of provinces.

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

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

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

### III. FUNCTIONAL DESCRIPTION OF OFFICES IN PROVINCIAL GOVERNMENTS

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

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

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

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

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

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

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

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

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

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

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

#### OFFICE OF THE PROVINCIAL GOVERNOR

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

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

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

This Office is headed by the Provincial Governor himself, who is an elected official.

## SANGGUNIANG PANLALAWIGAN

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

The following compose the Sanggunian:

1. Provincial Vice-Governor, as the presiding officer;
2. Sanggunian Members.

This Office is headed by the Vice-Governor who is also an elected official.

## OFFICE OF THE SECRETARY TO THE SANGGUNIAN

This is an office which may not be merged with any of the other offices directly under the Office of the Governor since it is directly under the Sangguniang Panlalawigan, the legislative body of the provincial government.

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

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

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

## OFFICE OF THE PROVINCIAL ADMINISTRATOR

This Office is an extension of the Office of the Governor.

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

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

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

## ACCOUNTING AND INTERNAL AUDIT SERVICES

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

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

1. Accounting Services;
2. Internal Audit Services.

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

## BUDGET OFFICE

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

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

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

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

#### **PLANNING AND DEVELOPMENT OFFICE**

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

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

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

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

#### **OFFICE FOR LEGAL SERVICES**

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

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

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

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

#### **OFFICE ON GENERAL SERVICES**

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

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

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

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

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

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

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

#### TREASURY OFFICE

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

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

1. Tax Education and Information;
2. Field Inspection of private, commercial, or industrial establishments;
3. Disbursements;
4. Cash Receipts;
5. Field Supervision – the Provincial Treasurer shall exercise technical supervision over all treasury offices of component cities and municipalities.

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

#### ASSESSOR'S OFFICE

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

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

1. Tax Mapping;
2. Real Property Valuation and Assessment;
3. Real Property Identification and Accounting;

4. Field Surveys for Assessment Rolls;
5. Assessment Records and Reports;
6. Field Supervision -- the Provincial Assessor shall:
  - \* exercise technical supervision and visitorial functions over all assessors of component cities and municipalities; and
  - \* coordinate with assessors of component cities or municipalities in the conduct of tax mapping operations and all other assessment activities, and provide all forms of assistance therefore; provided, however, that upon full provision by the component city or municipality concerned to its assessor's office of the minimum personnel, equipment, and funding requirements as may be prescribed by the Secretary of Finance, such functions shall be delegated by the Provincial Assessor to the said city or municipal assessor.

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

#### OFFICE ON HEALTH SERVICES

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

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

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

1. Health Policies, Ordinances and Programs Development and Implementation;

2. Sanitary Inspection;
3. Health Information and Education;
4. Health Services Administration;
5. Inter-Agency Coordination on Health Policies and Programs for both Government Offices and Non-Governmental Organizations;
6. Field Supervision -- the Provincial Health Officer shall exercise general supervision over health officers of component cities and municipalities.

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

#### OFFICE ON SOCIAL WELFARE AND DEVELOPMENT SERVICES

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

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

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

1. Child Development and Protection;
2. Nutrition Service;
3. Youth Welfare and Development;
4. Special Welfare Programs for the Elderly, Disabled, etc.;
5. Social Upliftment Services;



6. Disaster Relief Assistance;
7. Inter-Agency Coordination on Social Welfare and Development for both Government Offices and Non-Governmental Organizations.

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

#### OFFICE ON POPULATION DEVELOPMENT

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

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

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

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

However, provinces with existing population offices shall continue to maintain such offices for a period of five years from the date of effectivity of the new Local Government Code, after which such offices shall become *optional*.

#### ENGINEERING OFFICE

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

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

1. Infrastructure Planning and Development;
2. Construction and Maintenance;
3. Engineering Services to Component Cities and Municipalities;
4. Quality Control;
5. Motor Pool;
6. Field Supervision -- technical supervision will be exercised by the Provincial Engineer over all engineering offices of component cities and municipalities.

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

#### OFFICE ON ARCHITECTURAL PLANNING AND DESIGN

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

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

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

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

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

#### **OFFICE FOR AGRICULTURAL SERVICES**

This is a line office which, when maintained separately from other offices, will enable the provincial government to maximize its attention on its agricultural programs. It may, however, under certain circumstances, include under its responsibility the functions of either or all of the offices on environment and natural resources, veterinary services, and the development of cooperatives, where the provincial government deems it not viable to maintain separate offices for either or all of these aforementioned offices.

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

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

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

#### **OFFICE ON ENVIRONMENT AND NATURAL RESOURCES**

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

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

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

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

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

#### **OFFICE FOR VETERINARY SERVICES**

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

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

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

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

### OFFICE FOR THE DEVELOPMENT OF COOPERATIVES

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

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

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

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

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

### OFFICE ON PUBLIC INFORMATION

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

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

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

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

### OFFICE FOR HUMAN RESOURCE MANAGEMENT

This is a staff office, the functions of which are included as part of the responsibilities of the Office of the Administrator under the Local Government Code. However, the Local Government Code, under Title Four, Chapter 2, Sec. 463 (c)(2) also provides that the Sangguniang Panlalawigan "may create such other offices as may be necessary to carry out the purposes of the provincial government."

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

Where it is not practical to maintain a separate office for human resource management, the function of this office shall form part of the responsibilities of the Office of the Provincial Administrator.

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

1. Recruitment and Selection;
2. Personnel Training and Development;
3. Performance Appraisal;

4. Merit Promotion;
5. Leave Administration;
6. Retirement, and Other Personnel Services.

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

#### **OFFICE FOR ECONOMIC ENTERPRISE DEVELOPMENT AND MANAGEMENT**

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

Examples of provinces which have existing offices for economic enterprises are Bulacan, which owns and manages the Hiyas Convention Center, the Hiyas Galeria, and the Hiyas Agro-Commodities Center; Negros Occidental, which owns and manages the Talisay Dormitory, the Food Terminal Market, the Mambucal Resort, and the NOBC Lodging and Canteen; and Romblon, which operates a commercial shopping center.

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

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

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

- \* Numbers (1), (2), (3), (4) and (8), to the Office of the Provincial Administrator or the Office of the Provincial Governor;
- \* Numbers (5) and (6), to the Office of the Provincial Administrator or to the Treasury Office; and
- \* Number (7), to the Office for Veterinary Services, or the Office for Agricultural Services.

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

## IV. ORGANIZATIONAL MODELS FOR PROVINCES

### PROVINCE Model A

May be Adopted by First Class Provinces

Compared to all the other models for provinces, this model has the most number of offices, and is presumed to be the most expensive in terms of office maintenance and personal services expense. While it cannot in reality be called the ideal model, since the needs of provinces vary depending on its geographical size, financial capability, population and other factors, it nevertheless shows to a maximum the possible organizational units which can be included in a structure for a service oriented provincial government.

#### Key Considerations:

1. The province considers the maintenance of all the offices included as vital in the total delivery of services to its constituents;
2. Its service delivery system requires the creation and maintenance of some offices (OHRM and OEEDM) which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

#### Features:

1. This model has twenty-three offices, the most number compared to all other models for provinces.
2. It includes:
  - All elective positions:

- o Governor
- o Vice-Governor
- o Sanggunian Members

- All mandatory positions, each one as head of office
- All optional positions, each one as head of office
- Other positions not provided for in the LGC:

- o Human Resource Management Officer
- o Economic Enterprise Officer

3. It has six staff and thirteen line offices supervised by the Governor through the Provincial Administrator.
4. Compared to all other models for provinces, the A models are the most expensive to maintain due to the following reasons:
  - It has the most number of offices which have to be maintained
  - It has the largest number of personnel

#### Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

4. Agriculture, including agricultural research and agricultural extension;
5. Development of Cooperatives; and
6. Livelihood Programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

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

Line Offices Under the General Supervision of the Governor:

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

Complementary Offices:

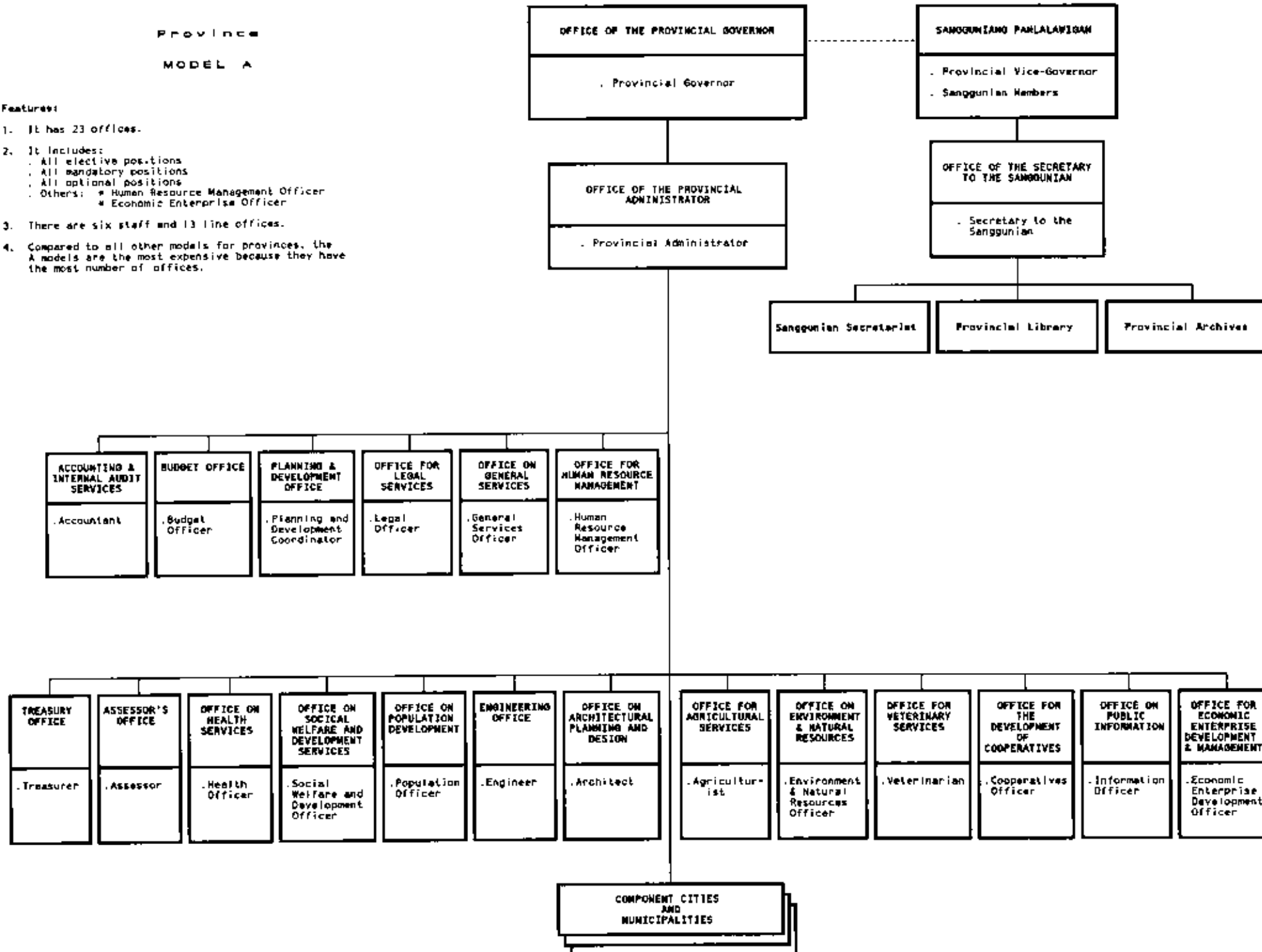
Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

1. The Office on Public Information keeps communication lines open between the public and the provincial government.
2. The Office on Architectural Planning and Design complements the programs on environment and natural resources and the programs of the Engineering Office.
3. The Office on Population Development supports the programs on social welfare and development; or by virtue of its existence, it shall have to be maintained, as provided for in the Local Government Code.
4. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.

Province  
MODEL A

Features:

1. It has 23 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others: \* Human Resource Management Officer
  - \* Economic Enterprise Officer
3. There are six staff and 13 line offices.
4. Compared to all other models for provinces, the A models are the most expensive because they have the most number of offices.



## PROVINCE Model A-1

May be adopted by First Class Provinces

This model is patterned after Model A, and is different from the mother model in only two aspects: a) the clustering of offices; and b) the placement of two line offices under the direct supervision of the Governor.

### Key Considerations:

1. The province considers the maintenance of all offices included as vital in the total delivery of services to its constituents;
2. Its service delivery system requires the creation and maintenance of some offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. It has twenty-three offices, the most number compared to all other models for provinces.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, each one as head of office.
  - Other positions not provided for in the LGC:
    - o Human Resource Management Officer
    - o Economic Enterprise Officer

3. There are six staff and eleven line offices supervised by the Governor through the Provincial Administrator.
4. Clustering of offices is effected to attain closer coordination of programs and projects.
5. Each cluster is headed by a Chairman, selected from among the heads of offices within each cluster on a rotation basis.
6. For the purpose of closely directing and monitoring its operations, the following offices are placed under the direct supervision of the Governor:
  - the Office for Economic Enterprises Development and Management; and
  - the Office on Public Information.
7. Compared to all other models for provinces, the A models are the most expensive to maintain due to the following reasons:
  - It has the most number of offices which have to be maintained; and
  - It has the largest number of personnel.

### Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first class provinces, the following are considered as priorities:

1. Health, including tertiary health services, field health services, and hospital services;
2. Infrastructure, including public works and school buildings;
3. Social Welfare and Development;



4. Agriculture, including agricultural research and agricultural extension;
5. Development of Cooperatives; and
6. Livelihood Programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

**MANAGEMENT SERVICES Cluster**

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

Line Offices Under the General Supervision of the Governor:

**TECHNICAL SERVICES A Cluster**

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

**TECHNICAL SERVICES B Cluster**

16. Engineering Office (EO)
17. Office on Architectural Planning and Design (OAPD)

18. Office for Agricultural Services (OAS)
19. Office on Environment and Natural Resources (OENR)
20. Office for Veterinary Services (OVS)
21. Office for the Development of Cooperatives (ODC)

Line Offices Under the Direct Supervision of the Governor:

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

Complementary Offices:

Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

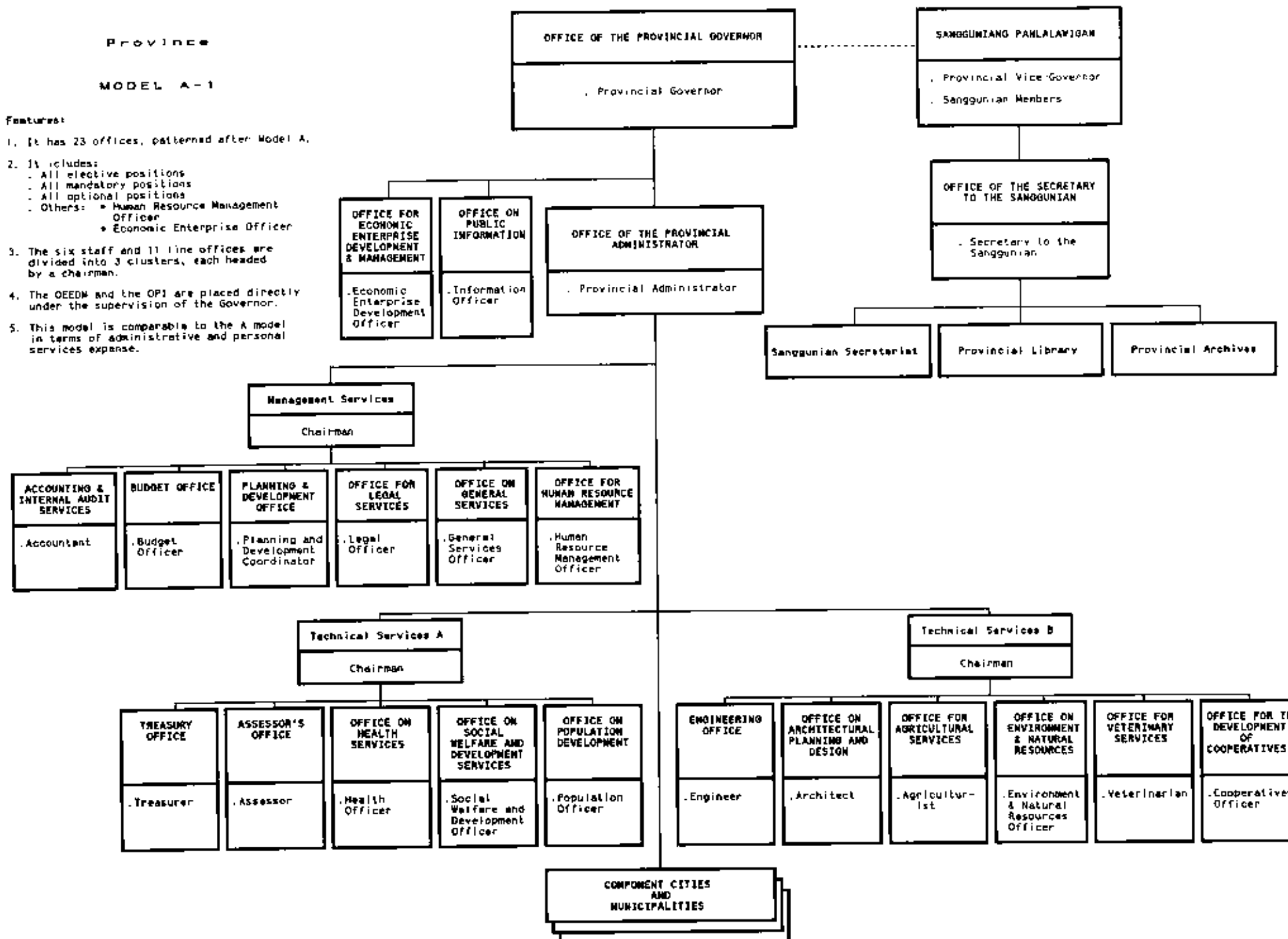
1. The Office on Public Information keeps communication lines open between the public and the provincial government.
2. The Office on Architectural Planning and Design complements the efforts of the Office on Environment and Natural Resources and the Engineering Office.
3. The Office on Population Development supports the programs on social welfare and development; or by virtue of its existence, it shall have to be maintained, as provided for in the Local Government Code.
4. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.

Province

MODEL A-1

Features:

1. It has 23 offices, patterned after Model A.
2. It includes:
  - All elective positions
  - All mandatory positions
  - All optional positions
  - Others:
    - Human Resource Management Officer
    - Economic Enterprise Officer
3. The six staff and 11 line offices are divided into 3 clusters, each headed by a chairman.
4. The OEEDM and the OPI are placed directly under the supervision of the Governor.
5. This model is comparable to the A model in terms of administrative and personal services expense.



## PROVINCE Model A-2

May be adopted by First Class Provinces

This model differs from Model A-1 in only one aspect: each office cluster is headed by a fulltime "Assistant Provincial Administrator," whereas in Model A-1, office clusters are each headed by a "Chairman." The Assistant Provincial Administrator is a new position which needs to be created for the purpose.

### Key Considerations:

1. The province considers the maintenance of the maximum number of offices as vital in effectively total delivery of services;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. It has twenty-three offices, the most number compared to all other models for provinces.
2. It includes:
  - All elective positions
  - Governor
  - Vice-Governor
  - Sanggunian Members
  - All mandatory positions, each one as head of office
  - All optional positions, each one as head of office
  - Other positions not provided for in the Local Government Code:
    - o Human Resource Management Officer
    - o Economic Enterprises Officer
    - o Assistant Provincial Administrator (not found in Models A and A-1)

3. There are six staff and eleven line offices supervised by the Governor through the Provincial Administrator.
4. Clustering of offices is effected to attain closer coordination of programs and projects.
5. Unlike in Model A-1, each cluster is headed by an Assistant Provincial Administrator.
6. For the purpose of closely directing and monitoring its operations, the following offices are placed under the direct supervision of the Governor:
  - Office for Economic Enterprises Development and Management
  - Office on Public Information
7. This model, together with Model A-3, is the most expensive among the A models due to the following reasons:
  - It has the most number of offices which have to be maintained; and
  - It has the largest number of personnel, including the three additional positions of Assistant Provincial Administrator.

### Service Priorities:

The service priorities are exactly the same as that of Models A and A-1. These service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first class provinces, the following are considered as priorities:

1. Health, including tertiary health services, field health services, and hospital services;
2. Infrastructure, including public works and school buildings;

3. Social Welfare and Development;
4. Agriculture, including agricultural research and agricultural extension;
5. Development of Cooperatives; and
6. Livelihood Programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

TECHNICAL SERVICES B Cluster

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

Line Office Under the Direct Supervision of the Governor:

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

Complementary Offices

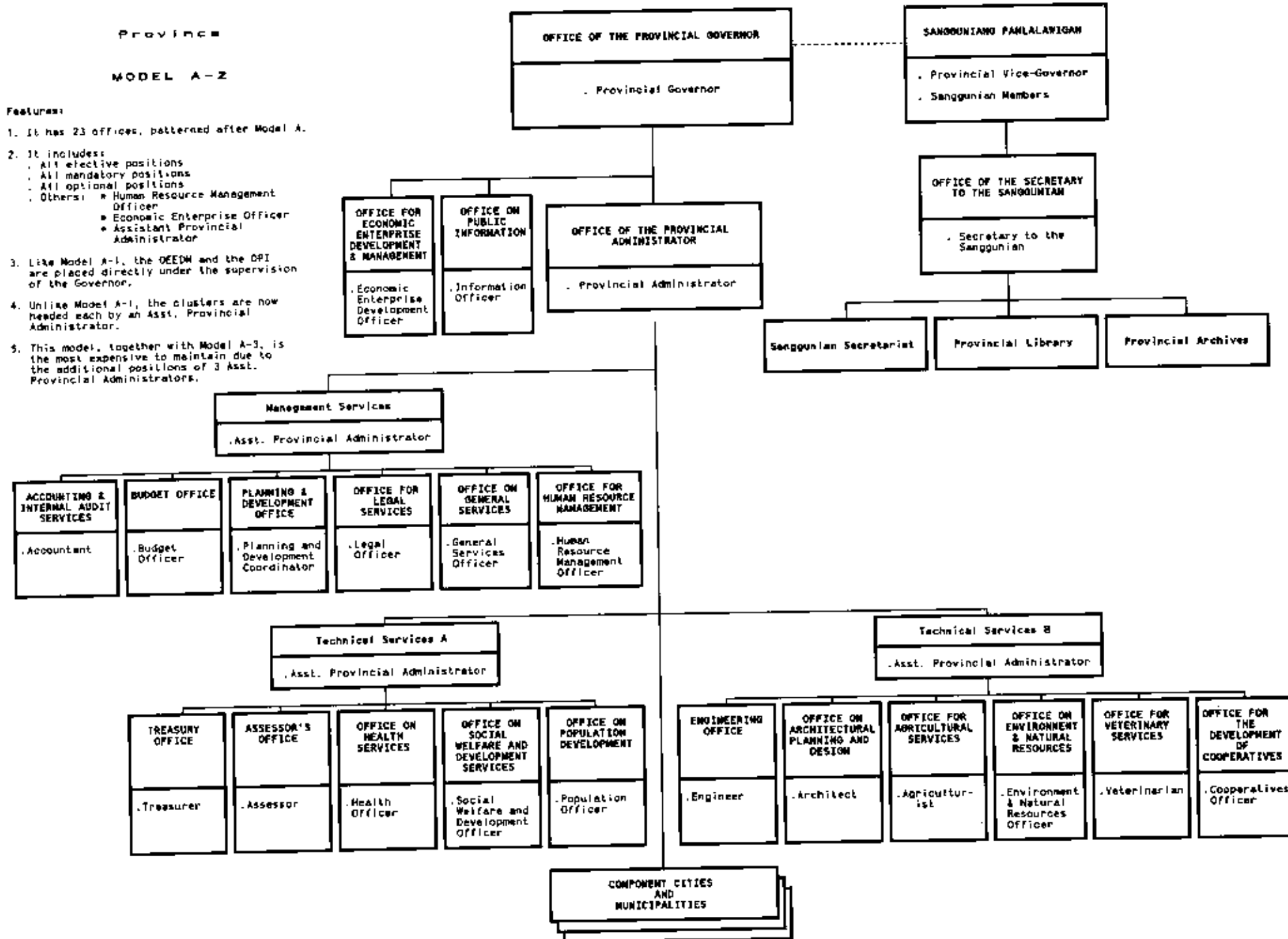
Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

1. The Office on Public Information keeps communication lines open between the public and the provincial government.
2. The Office on Architectural Planning and Design complements the efforts of the Office on Environment and Natural Resources and the Engineering Office.
3. The Office on Population Development supports the efforts of the Office on Social Welfare and Development, or by virtue of its existence shall have to be maintained, as provided for in the LGC.
4. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.

Province  
MODEL A-2

Features:

1. It has 23 offices, patterned after Model A.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - . Human Resource Management Officer
    - . Economic Enterprise Officer
    - . Assistant Provincial Administrator
3. Like Model A-1, the DEEDM and the DPI are placed directly under the supervision of the Governor.
4. Unlike Model A-1, the clusters are now headed each by an Asst. Provincial Administrator.
5. This model, together with Model A-3, is the most expensive to maintain due to the additional positions of 3 Asst. Provincial Administrators.



## PROVINCE Model A-3

May be adopted by First Class Provinces

This model differs from Model A-2 in only two aspects: a) the Office on Public Information and the Office for Economic Enterprise Development and Management are now placed in one of the office clusters -- Technical Services B Cluster; and b) the Engineering Office and the Office on Architectural Planning and Design are transferred from Technical Services B to Technical Services A Cluster.

### Key Considerations:

1. The province considers the maintenance of the maximum number of offices as vital in effectively total delivery of services;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has twenty-three offices, the most number compared to all other models for provinces.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office
  - All optional positions, each one as head of office
  - Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprise Officer
- o Assistant Provincial Administrator (not found in Models A and A-1)

3. There are six staff and thirteen line offices supervised by the Governor through the Provincial Administrator.
4. Clustering of offices is effected to attain closer coordination of programs and projects.
5. Each cluster is headed by an Assistant Provincial Administrator.
6. The Office for Economic Enterprise Development and Management and the Office on Public Information are now placed as part of one of the clusters -- Technical Services A Cluster.
7. This model, together with Model A-2, is the most expensive among the A Models due to the following reasons:

- It has the most number of offices which have to be maintained
- It has the largest number of personnel, including the three additional positions of Assistant Provincial Administrator.

### Service Priorities:

The service priorities are exactly the same as that of Models A, A-1, and A-2.

These service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first class provinces, the following are considered as priorities:

1. Health, including tertiary health services, field health services, and hospital services;
2. Infrastructure, including public works and school buildings;
3. Social Welfare and Development;
4. Agriculture, including agricultural research and agricultural extension;
5. Development of Cooperatives; and
6. Livelihood Programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

15. Office on Population Development (OPD)
16. Engineering Office (EO)
17. Office on Architectural Planning and Design (OAPD)

TECHNICAL SERVICES B Cluster

18. Office for Agricultural Services (OAS)
19. Office on Environment and Natural Resources (OENR)
20. Office for Veterinary Services (OVS)
21. Office for the Development of Cooperatives (ODC)
22. Office on Public Information (OPI)
23. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices

Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

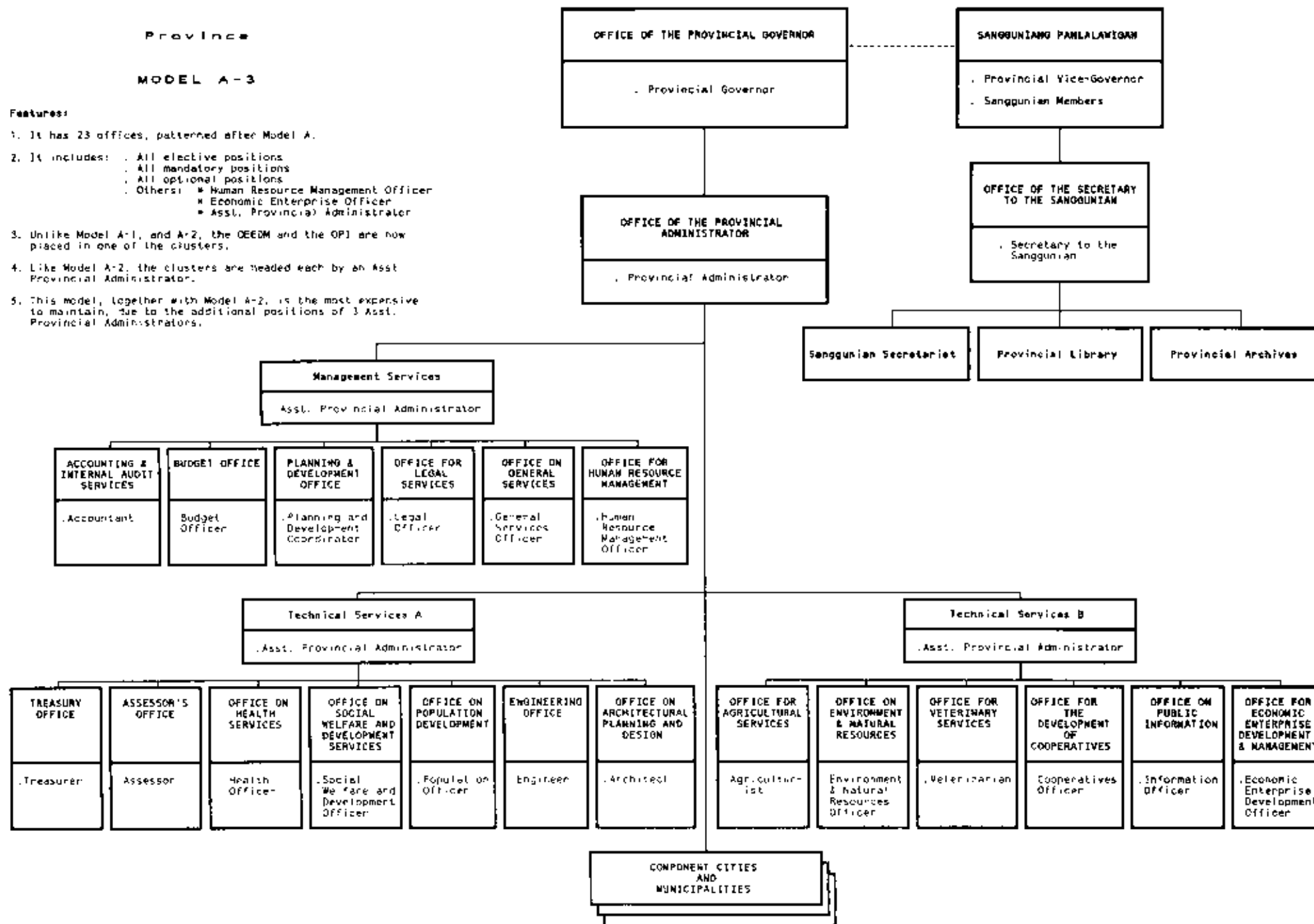
1. The Office on Public Information keeps communication lines open between the public and the provincial government.
2. The Office on Architectural Planning and Design complements the efforts of the Office on Environment and Natural Resources and the Engineering Office.
3. The Office on Population Development supports the efforts of the Office on Social Welfare and Development, or by virtue of its existence shall have to be maintained, as provided for in the LGC.
4. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.

Province

MODEL A-3

Features:

1. It has 23 offices, patterned after Model A.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Officer
    - \* Asst. Provincial Administrator
3. Unlike Model A-1, and A-2, the CEEDM and the OPI are now placed in one of the clusters.
4. Like Model A-2, the clusters are headed each by an Asst. Provincial Administrator.
5. This model, together with Model A-2, is the most expensive to maintain, due to the additional positions of 3 Asst. Provincial Administrators.





## PROVINCE Model B

May be adopted by First and Second Class Provinces

Compared with all the other *succeeding* models, it has the least number of merged offices, and it has the second largest number of offices among the models for provinces.

### Key Considerations:

1. The province considers the merging of a minimum number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code (LGC); and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has twenty offices, the second largest next to Model A.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, two of which are heads of offices:
    - o Architect
    - o Environment and Natural Resources Officer

- Other positions not provided for in the LGC:

- o Human Resource Management Officer
- o Economic Enterprise Officer

3. It has six staff and ten line offices supervised by the Governor through the Provincial Administrator.
4. Three line offices are merged with other related offices:
  - Office on Population Development with the Office on Social Welfare and Development Services;
  - Office for the Development of Cooperatives with the Office for Economic Enterprises Development; and
  - Office on Public Information with the Office of the Provincial Administrator.
5. Compared with the A models, this is less expensive to maintain.

### Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first and second class provinces combined, the following are considered as priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure and public works, including housing projects and school buildings program;

3. Social Welfare and Development Services;
4. Agriculture, including agricultural research and agricultural extension;
5. Environment, including environmental law enforcement, environmental programs, and community based forestry programs; and
6. Livelihood Programs and cooperatives.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

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

Line Offices Under the General Supervision of the Governor:

11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)
20. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

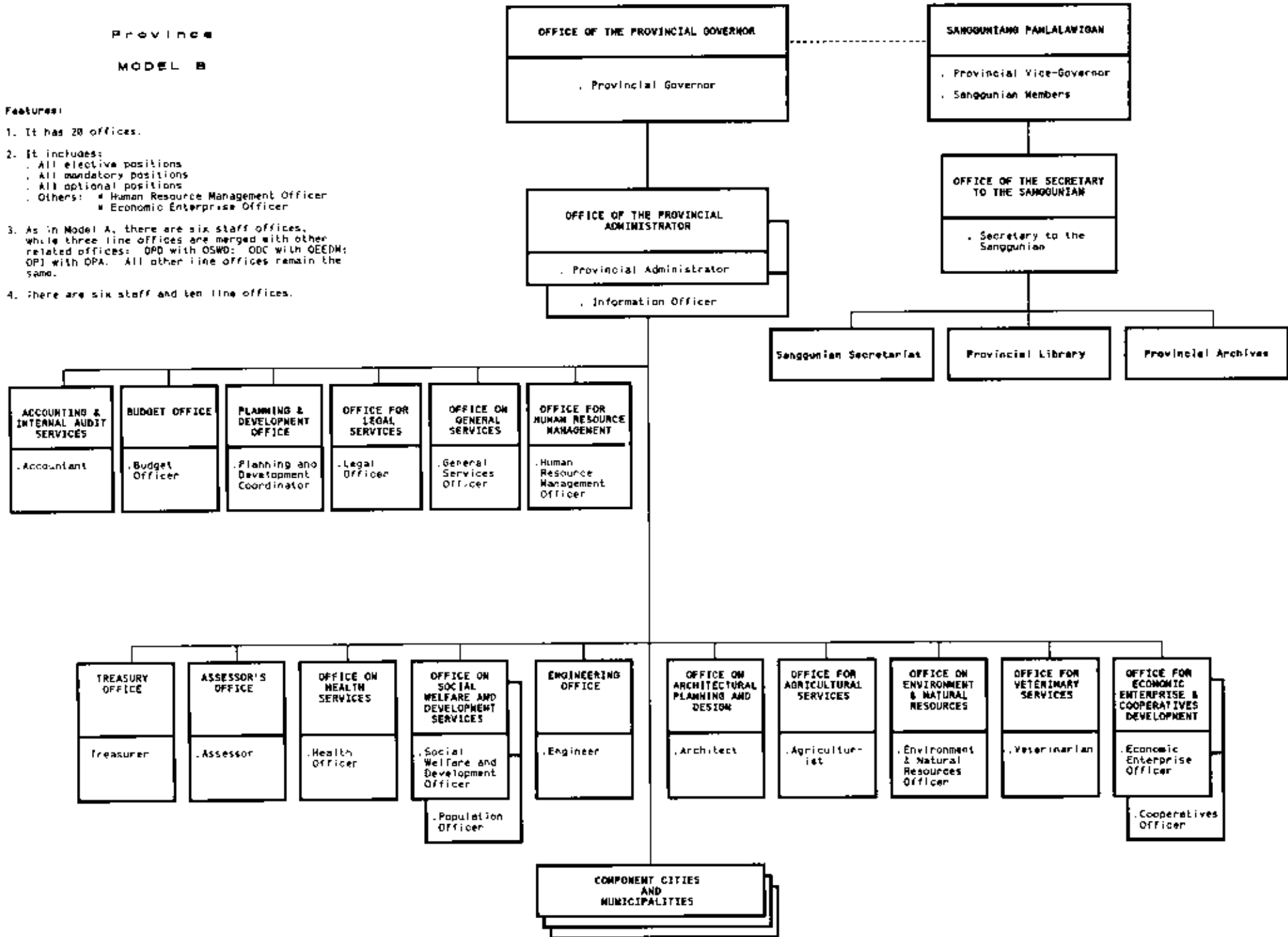
Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

1. The Office on Public Information keeps communication lines open between the public and the provincial government.
2. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.

Province  
MODEL B

Features:

1. It has 20 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Officer
3. As in Model A, there are six staff offices, while three line offices are merged with other related offices: OPD with OSWD; ODC with QCEDM; OPI with OPA. All other line offices remain the same.
4. There are six staff and ten line offices.



## PROVINCE Model B-1

May be adopted by First and Second Class Provinces

This model has the same offices as Model B, except that a) the Office for Economic Enterprise and Cooperatives Development is now under the direct supervision of the Governor; and b) clustering of offices is effected.

### Key Considerations:

1. The province considers the merging of some offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has twenty offices, the second largest next to Model A.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, two of which are heads of offices:
    - o Architect
    - o Environment and Natural Resources Officer

- Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprises Officer

3. It has six staff and nine line offices supervised by the Governor through the Provincial Administrator.
4. Three line offices are merged with other related offices:
  - Office on Population Development with the Office on Social Welfare and Development Services;
  - Office for the Development of Cooperatives with the Office for Economic Enterprises Development; and
  - Office on Public Information with the Office of the Provincial Administrator.
5. Clustering of offices is effected to attain closer coordination of programs and projects.
6. Each cluster is headed by a Chairman, selected from among the heads of offices within each cluster, on a rotation basis.
7. The Office for Economic Enterprise and Cooperatives Development is placed under the direct supervision of the Governor, to enable the chief executive to directly monitor and direct its operations.
8. This model is comparable to Model B in terms of maintenance and personal services expense.

Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first and second class provinces combined, the following are considered as priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure and public works, including housing projects and school buildings program;
3. Social Welfare and Development Services;
4. Agriculture, including agricultural research and agricultural extension;
5. Environment and natural resources, including environmental law enforcement, environmental programs, and community based forestry programs; and
6. Livelihood programs and cooperatives.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

TECHNICAL SERVICES B Cluster

15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)

Line Office Under the Direct Supervision of the Governor:

20. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices

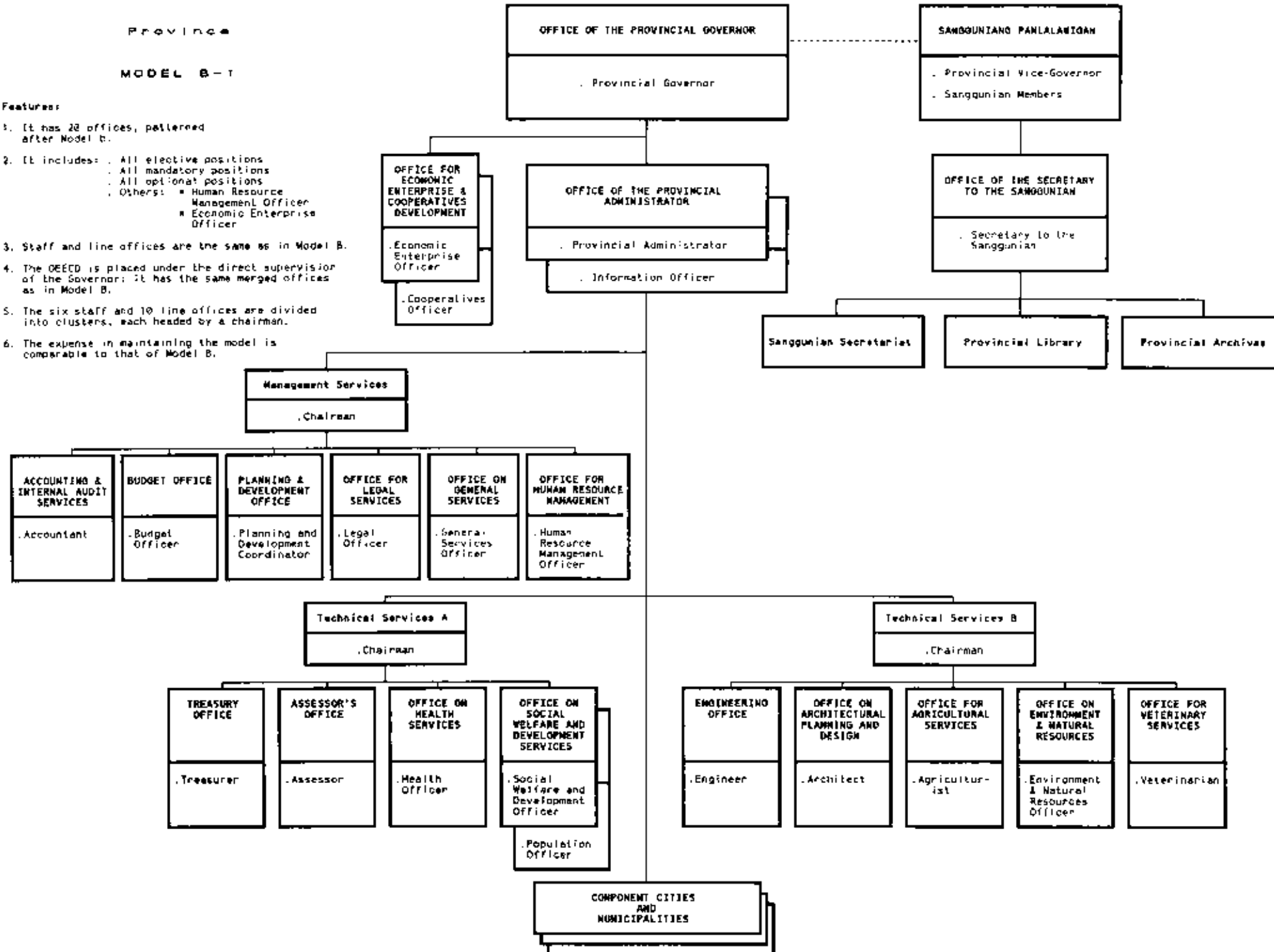
Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

1. The Office on Public Information keeps communication lines open between the public and the provincial government.
2. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.

Province  
MODEL B-1

Features:

1. It has 28 offices, patterned after Model B.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - Human Resource Management Officer
    - Economic Enterprise Officer
3. Staff and line offices are the same as in Model B.
4. The OEED is placed under the direct supervision of the Governor; it has the same merged offices as in Model B.
5. The six staff and 10 line offices are divided into clusters, each headed by a chairman.
6. The expense in maintaining the model is comparable to that of Model B.



## PROVINCE Model B-2

May be adopted by First and Second Class Provinces

This model is the same as Model B-1, except that the office clusters are each headed by a fulltime Assistant Provincial Administrator instead of a "Chairman."

### Key Considerations:

1. The province considers the merging of a minimum number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has twenty offices, the second largest next to Model A.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, two of which are heads of offices:
    - o Architect
    - o Environment and Natural Resources Officer

- Other positions not provided for in the LGC:
  - o Human Resource Management Officer
  - o Economic Enterprise Officer
  - o Assistant Provincial Administrator (not found in Models B and B-1)
- 3. It has six staff and nine line offices supervised by the Governor through the Provincial Administrator.
- 4. Three line offices are merged with other related offices:
  - Office on Population Development with the Office on Social Welfare and Development Services;
  - Office for the Development of Cooperatives with the Office for Economic Enterprise Development; and
  - Office on Public Information with the Office of the Provincial Administrator.
- 5. The Office for Economic Enterprise and Cooperatives Development is placed under the direct supervision of the Governor, to enable the chief executive to directly monitor and direct its operations.
- 6. Clustering of offices is effected to attain closer coordination of programs and projects.
- 7. Each cluster is headed by an Assistant Provincial Administrator.
- 8. While this model is less expensive than the A models, it is nevertheless more expensive to maintain than Models B and B-1.

Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first and second class provinces combined, the following are considered as priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure and public works, including housing projects and school buildings program;
3. Social Welfare and Development Services;
4. Agriculture, including agricultural research and agricultural extension;
5. Environment and natural resources, including environmental law enforcement, environmental programs, and community based forestry programs; and
6. Livelihood programs and cooperatives.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

TECHNICAL SERVICES B Cluster

15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agricultural Services (OAS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Veterinary Services (OVS)

Line Offices Under the Direct Supervision of the Governor:

20. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices

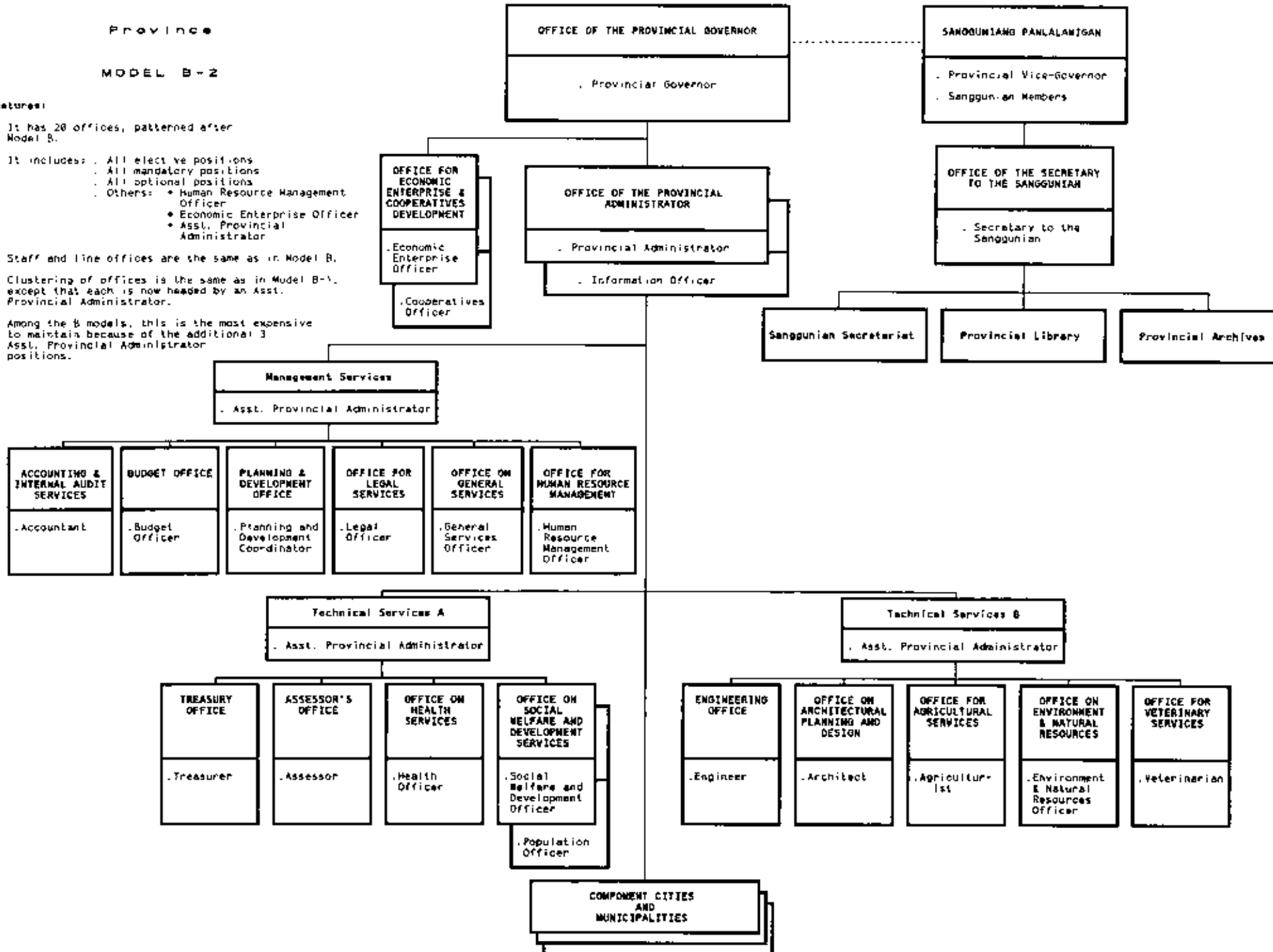
Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

1. The Office on Public Information keeps communication lines open between the public and the provincial government.
2. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.



Features:

1. It has 20 offices, patterned after Model B.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Officer
    - \* Asst. Provincial Administrator
3. Staff and line offices are the same as in Model B.
4. Clustering of offices is the same as in Model B-1, except that each is now headed by an Asst. Provincial Administrator.
5. Among the 8 models, this is the most expensive to maintain because of the additional 3 Asst. Provincial Administrator positions.



## PROVINCE Model C

May be adopted by First, Second and Third Class Provinces

This model has the same number of offices as Models D and E. However, the specific offices included are not exactly the same in each of the three models.

### Key Considerations:

1. The province considers the merging of some offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has nineteen offices, the same number of offices that the D and E models have.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, one of which is a head of office:
    - o Cooperatives Officer
  - Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprise Officer

3. It has six staff and nine line offices supervised by the Governor through the Provincial Administrator.
4. Four line offices are merged with other related offices:
  - Office on Population Development with the Office on Social Welfare and Development Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office on Agricultural Services; and
  - Office on Public Information with the Office of the Provincial Administrator.
5. It is comparable to Model B-2 in terms of administrative and personal services expense.

### Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first, second, and third class provinces combined, the following are considered as priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure and public works, housing projects and school buildings program;
3. Social welfare and development services;
4. Agriculture, including agricultural research and agricultural extension;
5. Livelihood programs and cooperatives; and
6. Environment and natural resources, including environmental law enforcement and environmental programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)
5. Accounting and Internal Audit Services (AIAS)
6. Budget Office (BO)
7. Planning and Development Office (PDO)
8. Office for Legal Services (OLS)
9. Office on General Services (OGS)
10. Office for Human Resource Management (OHRM)
11. Treasury Office (TO)
12. Assessor's Office (AO)
13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)
15. Engineering and Architectural Planning Office (EO)
16. Office for Agriculture, Environment and Natural Resources (OAENR)
17. Office for Veterinary Services (OVS)
18. Office for the Development of Cooperatives (ODC)
19. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices

Other line offices which may not seem to be part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

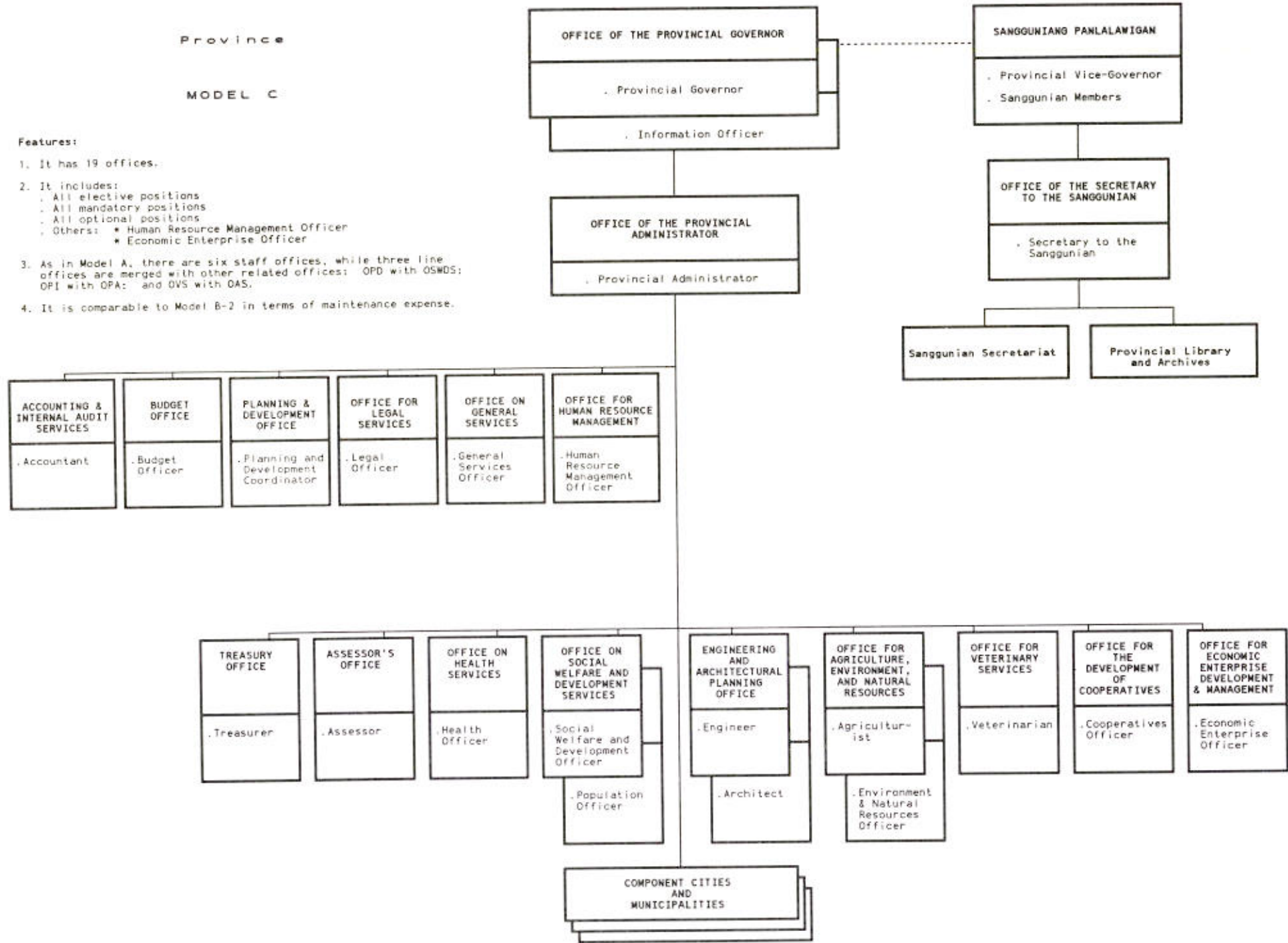
1. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.
2. The Office on Social Welfare and Development Services supports the health and livelihood programs.
3. The Office on the Development of Cooperatives supports the agriculture and livelihood programs.

Province

MODEL C

Features:

1. It has 19 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others: \* Human Resource Management Officer
  - \* Economic Enterprise Officer
3. As in Model A, there are six staff offices, while three line offices are merged with other related offices: OPD with OSWDS; OPI with OPA; and DVS with OAS.
4. It is comparable to Model B-2 in terms of maintenance expense.



## PROVINCE Model C-1

May be adopted by First, Second and Third Class Provinces

This model has the same number of offices as Models C. They only differ in two respects: a) the Office for Economic Enterprises Development and Management is placed under the direct supervision of the Governor, while in Model C, the Office for Economic Enterprises Development and Management is supervised by the Governor through the Provincial Administrator; and b) in this model, clustering of offices is effected.

### Key Considerations:

1. The province considers the merging of some offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has nineteen offices, the same offices found in Model C.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, one of which is a head of office:
    - o Cooperatives Officer

- Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
  - o Economic Enterprises Officer
3. It has six staff and nine line offices supervised by the Governor through the Provincial Administrator.
  4. Four line offices are merged with other related offices:
    - Office on Population Development with the Office on Social Welfare and Development Services;
    - Office on Architectural Planning and Design with the Engineering Office;
    - Office on Environment and Natural Resources with the Office on Agricultural Services; and
    - Office on Public Information with the Office of the Provincial Administrator.
  5. Clustering of offices is effected to ensure closer coordination of programs and projects.
  6. Each office cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
  7. It is comparable to Model B-2 in terms of administrative and personal services expense.

### Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first, second, and third class provinces combined, the following are considered as priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure and public works, housing projects and school buildings program;
3. Social welfare and development services;
4. Agriculture, including agricultural research and agricultural extension;
5. Livelihood programs and cooperatives; and
6. Environment and natural resources, including environmental law enforcement and environmental programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

13. Office on Health Services (OHS)
14. Office on Social Welfare and Development Services (OSWDS)

TECHNICAL SERVICES B Cluster

15. Engineering and Architectural Planning Office (EAPO)
16. Office for Agriculture, Environment, and Natural Resources (OAENR)
17. Office for Veterinary Services (OVS)
18. Office for the Development of Cooperatives (ODC)
19. Office for Economic Enterprises Development and Management (OEEDM)

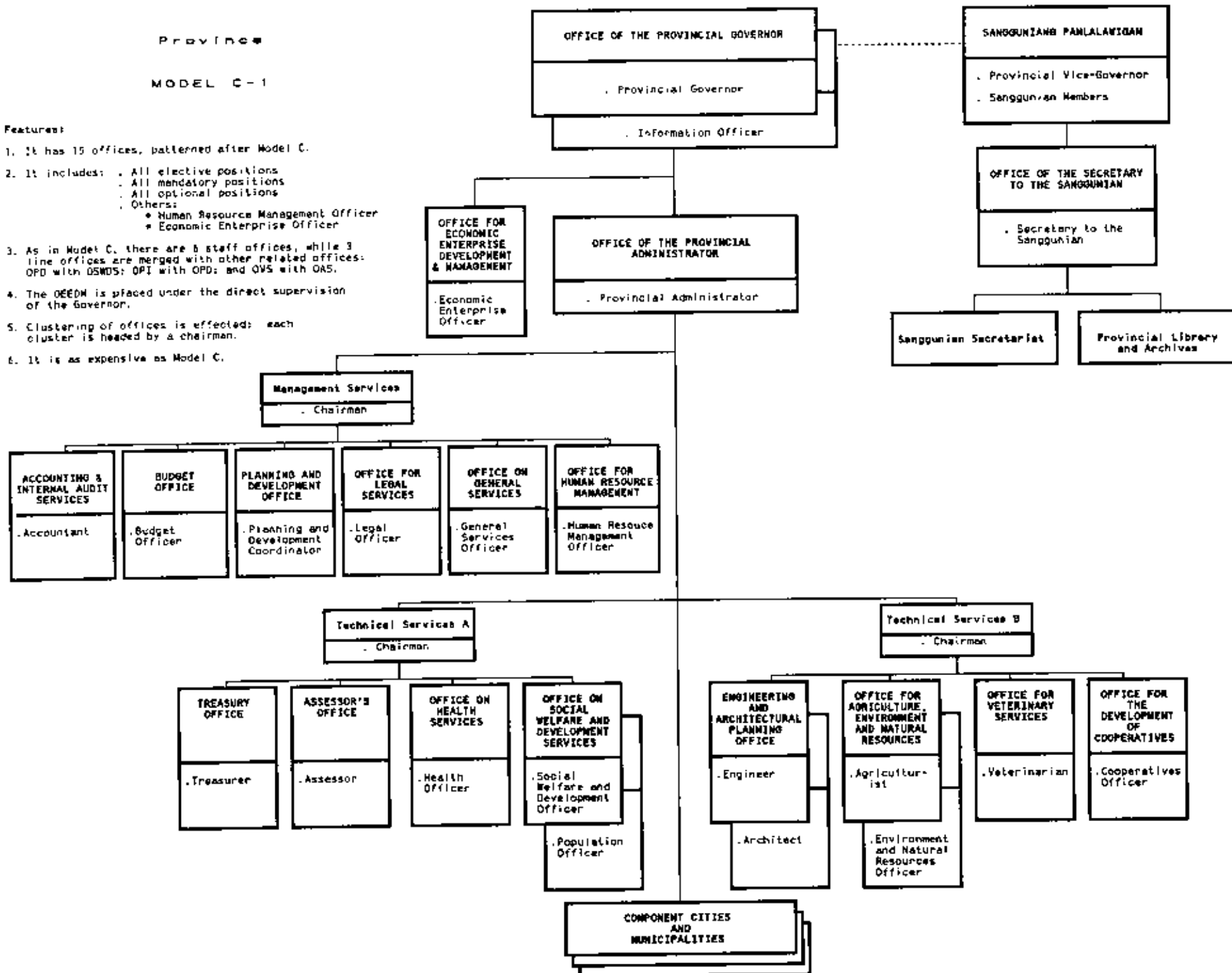
Complementary Offices:

Other line offices which may not seem to be part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

1. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.
2. The Office on Social Welfare and Development Services supports the health and livelihood programs.
3. The Office on the Development of Cooperatives supports the agriculture and livelihood programs.

Features:

1. It has 15 offices, patterned after Model C.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Officer
3. As in Model C, there are 8 staff offices, while 3 line offices are merged with other related offices: OPD with OSWDS; OPI with OPD; and QVS with OAS.
4. The OEEDM is placed under the direct supervision of the Governor.
5. Clustering of offices is effected: each cluster is headed by a chairman.
6. It is as expensive as Model C.



## PROVINCE Model C-2

May be adopted by First, Second and Third Class Provinces

This model has the same number of offices as Models C and C-1. They only differ in two respects: a) the Office for Economic Enterprise Development and Management is placed under the direct supervision of the Governor, while in Model C, the Office for Economic Enterprise Development and Management is supervised by the Governor through the Provincial Administrator; and b) in this Model, clustering of office is effected.

It differs from Model C-1 in only one aspect: the office clusters are now headed by a fulltime Assistant Provincial Administrator, a new position that needs to be created.

### Key Considerations:

1. The province considers the merging of some offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has nineteen offices, the same offices found in Model C.
2. It includes:

- All elective positions:
  - o Governor
  - o Vice-Governor
  - o Sanggunian Members
- All mandatory positions, each one as head of office.

- All optional positions, one of which is a head of office:
  - o Cooperatives Officer
- Other positions not provided for in the Local Government Code:
  - o Human Resource Management Officer
  - o Economic Enterprises Officer
  - o Assistant Provincial Administrator

3. It has six staff and nine line offices supervised by the Governor through the Provincial Administrator.
4. Four line offices are merged with other related offices:
  - Office on Population Development with the Office on Social Welfare and Development Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office on Agricultural Services; and
  - Office on Public Information with the Office of the Provincial Administrator.
5. Clustering of offices is effected to ensure closer coordination of programs and projects.
6. Each office cluster is headed by an Assistant Provincial Administrator, a position which is not provided for in the Code, but which can be created for the purpose.
7. Among the C models, this is the most expensive because of the three additional positions of Assistant Provincial Administrator.



Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, for first, second, and third class provinces combined, the following are considered as priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure and public works, housing projects and school buildings program;
3. Social welfare and development services;
4. Agriculture, including agricultural research and agricultural extension;
5. Livelihood programs and cooperatives; and
6. Environment and natural resources, including environmental law enforcement and environmental programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

TECHNICAL SERVICES B Cluster

15. Engineering and Architectural Planning Office (EAPO)
16. Office for Agriculture, Environment, and Natural Resources (OAENR)
17. Office for Veterinary Services (OVS)
18. Office for the Development of Cooperatives (ODC)
19. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

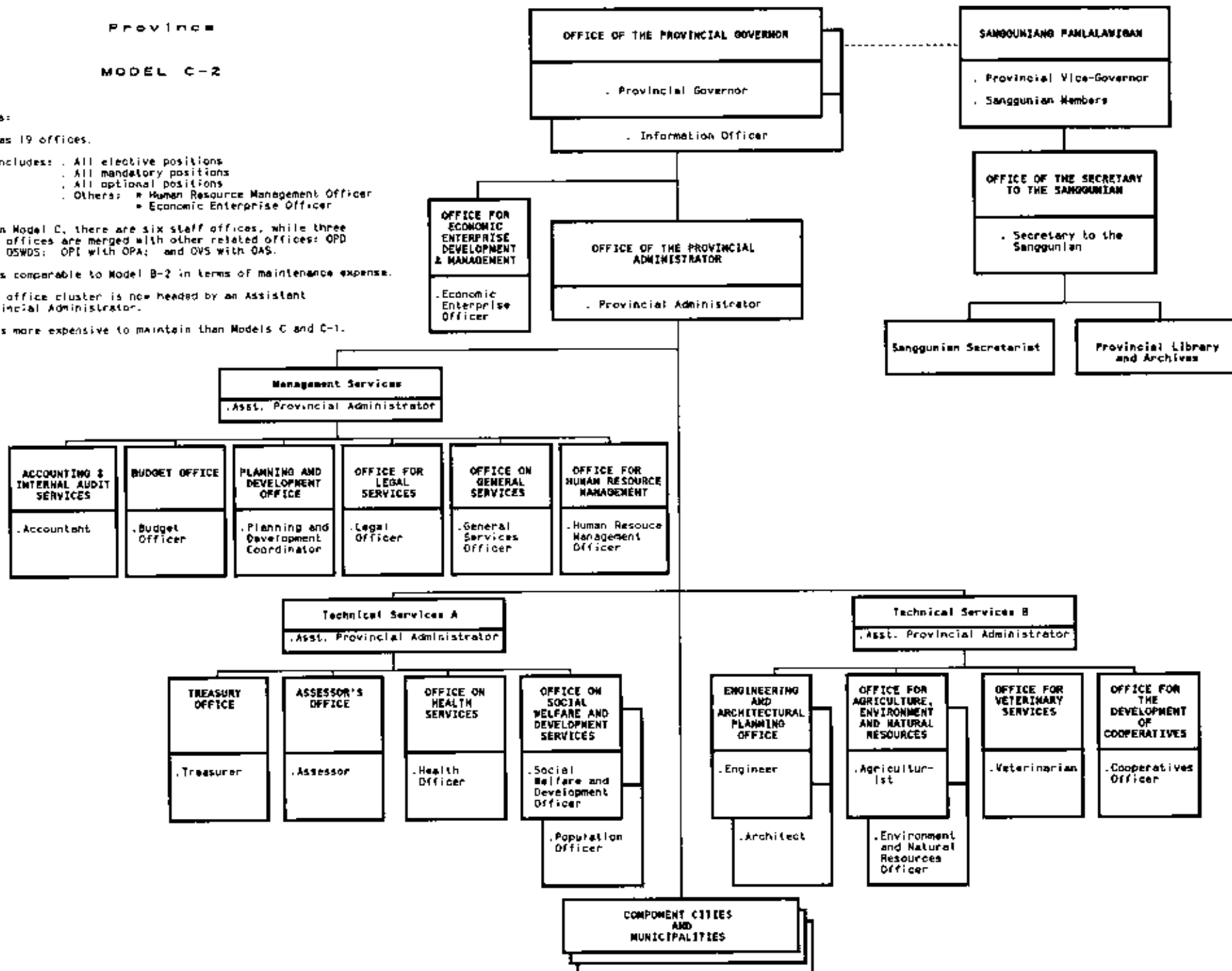
Other line offices which may not seem to be part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

1. The Office for Veterinary Services is a necessary partner in the delivery of agricultural services; it is also a component of the health and social welfare programs.
2. The Office on Social Welfare and Development Services supports the health and livelihood programs.
3. The Office on the Development of Cooperatives supports the agriculture and livelihood programs.

Province  
MODEL C-2

Features:

1. It has 19 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others: \* Human Resource Management Officer
  - \* Economic Enterprise Officer
3. As in Model C, there are six staff offices, while three line offices are merged with other related offices: OPD with OSWDS; OPI with OPA; and OVS with OAS.
4. It is comparable to Model B-2 in terms of maintenance expense.
5. Each office cluster is now headed by an Assistant Provincial Administrator.
6. It is more expensive to maintain than Models C and C-1.



## PROVINCE Model D

May be adopted by First, Second and Third Class Provinces

This model has the same number of offices as Models C and E. However, the specific offices included are not exactly the same in each of the 3 models.

### Key Considerations:

1. The province considers the merging of some offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has nineteen offices, the same number of offices that the C and E models have.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, three of which are heads of offices:
    - o Population Development Officer
    - o Architect
    - o Environment and Natural Resources Officer

- Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprises Officer

3. It has five staff and ten line offices supervised by the Governor through the Provincial Administrator.
4. Four line offices are merged with other related offices:
  - Office on Population Development with the Office on Social Welfare and Development Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office on Agricultural Services; and
  - Office on Public Information with the Office of the Provincial Administrator.
5. Compared with Model C, this model is less expensive to maintain.

### Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, this model was designed for first, second and third class provinces which consider the following as their service priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure, including public works and school buildings;
3. Agriculture, including agricultural research and agricultural extension;
4. Social Welfare services;
5. Environment and Natural Resources, including environmental law enforcement and environmental programs; and
6. Livelihood programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

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

Line Offices Under the General Supervision of the Governor:

10. Treasury Office (TO)
11. Assessor's Office (AO)
12. Office on Health Services (OHS)
13. Office on Social Welfare and Development Services (OSWDS)
14. Office on Population Development (OPD)
15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agricultural and Veterinary Services (OAVS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices

Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

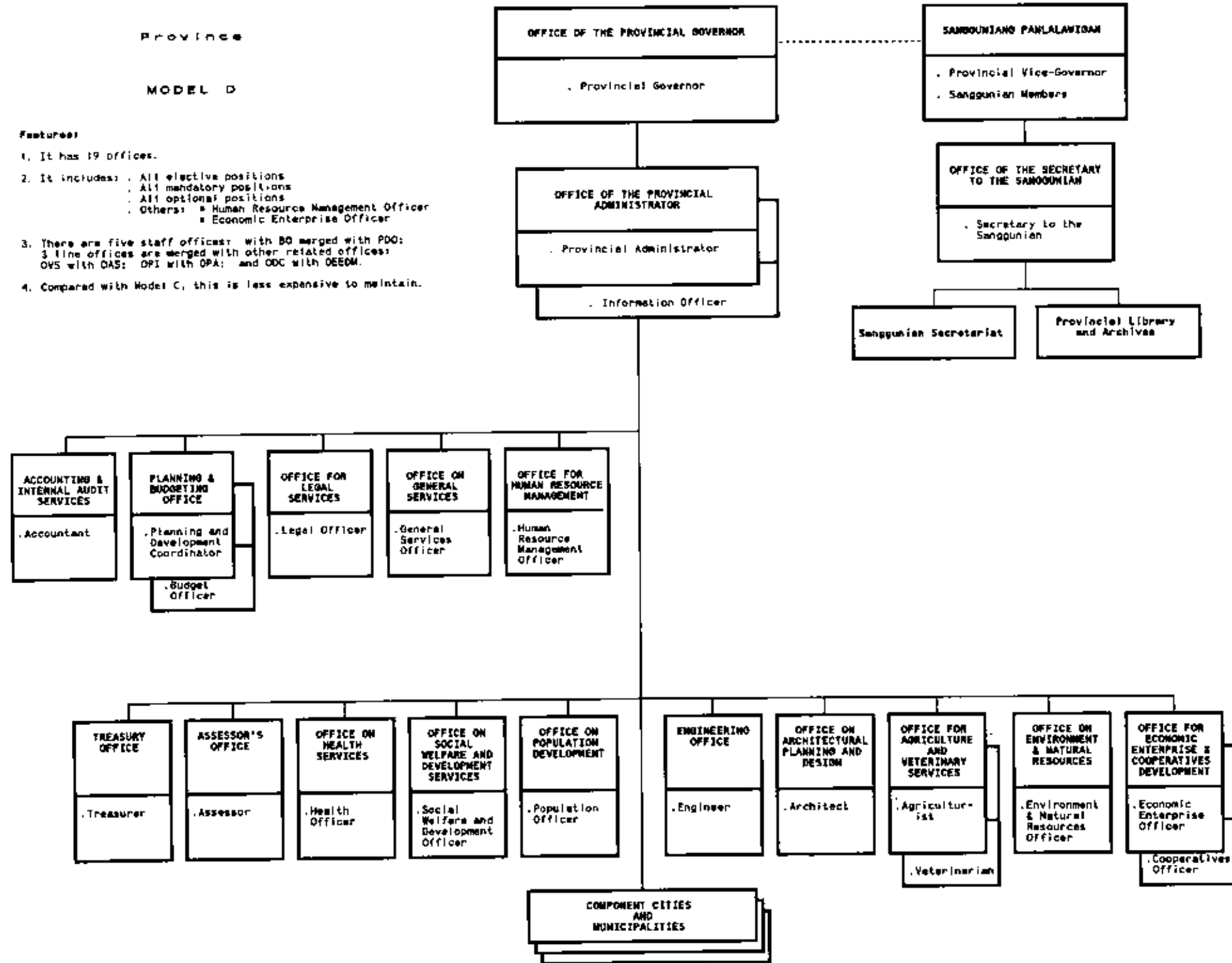
1. The Office on Architectural Planning and Design supports the engineering programs.
2. The Office for Economic Enterprises and Cooperatives Development supports the social welfare, agricultural and livelihood programs.

Province

MODEL D

Features:

1. It has 19 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others: \* Human Resource Management Officer
  - \* Economic Enterprise Officer
3. There are five staff officers: with BO merged with PDO;  
3 line offices are merged with other related offices:  
OVS with OAS; DPI with OPA; and ODC with DEEDM.
4. Compared with Model C, this is less expensive to maintain.



## PROVINCE Model D-1

May be adopted by First, Second and Third Class Provinces

This model is the same as Model D, except for the clustering of offices, and the transfer of the Office for Economic Enterprises Development and Management to the direct supervision of the Governor.

### Key Considerations:

1. The province considers the merging some offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has nineteen offices, exactly the same offices that Model D has.
2. It includes:

- All elective positions:
  - o Governor
  - o Vice-Governor
  - o Sanggunian Members
- All mandatory positions, each one as head of office.
- All optional positions, three of which are heads of offices:
  - o Population Development Officer
  - o Architect
  - o Environment and Natural Resources Officer

- Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprise Officer

3. Four line offices are merged with other related offices:

- Office on Population Development with the Office on Social Welfare and Development Services;
- Office on Architectural Planning and Design with the Engineering Office;
- Office on Environment and Natural Resources with the Office on Agricultural Services; and
- Office on Public Information with the Office of the Provincial Administrator.

4. It has five staff and nine line offices supervised by the Governor through the Provincial Administrator.
5. The Office of Economic Enterprises and Cooperatives Development is placed directly under the supervision of the Governor to enable the chief executive to closely supervise its operations.
6. Clustering of offices is effected to attain closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected from among the heads of offices within the cluster, on a rotation basis.
8. It is as expensive as Model D.

Service Priorities:

The service priorities listed hereunder based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, this model was designed for first, second and third class provinces which consider the following as their service priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure, including public works and school buildings;
3. Agriculture, including agricultural research and agricultural extension;
4. Social welfare services;
5. Environment and Natural Resources, including environmental law enforcement and environmental programs; and
6. Livelihood programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

TECHNICAL SERVICES B Cluster

15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agriculture and Veterinary Services (OAVS)
18. Office on Environment and Natural Resources (OENR)

Line Office Under the Direct Supervision of the Governor:

19. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices

Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

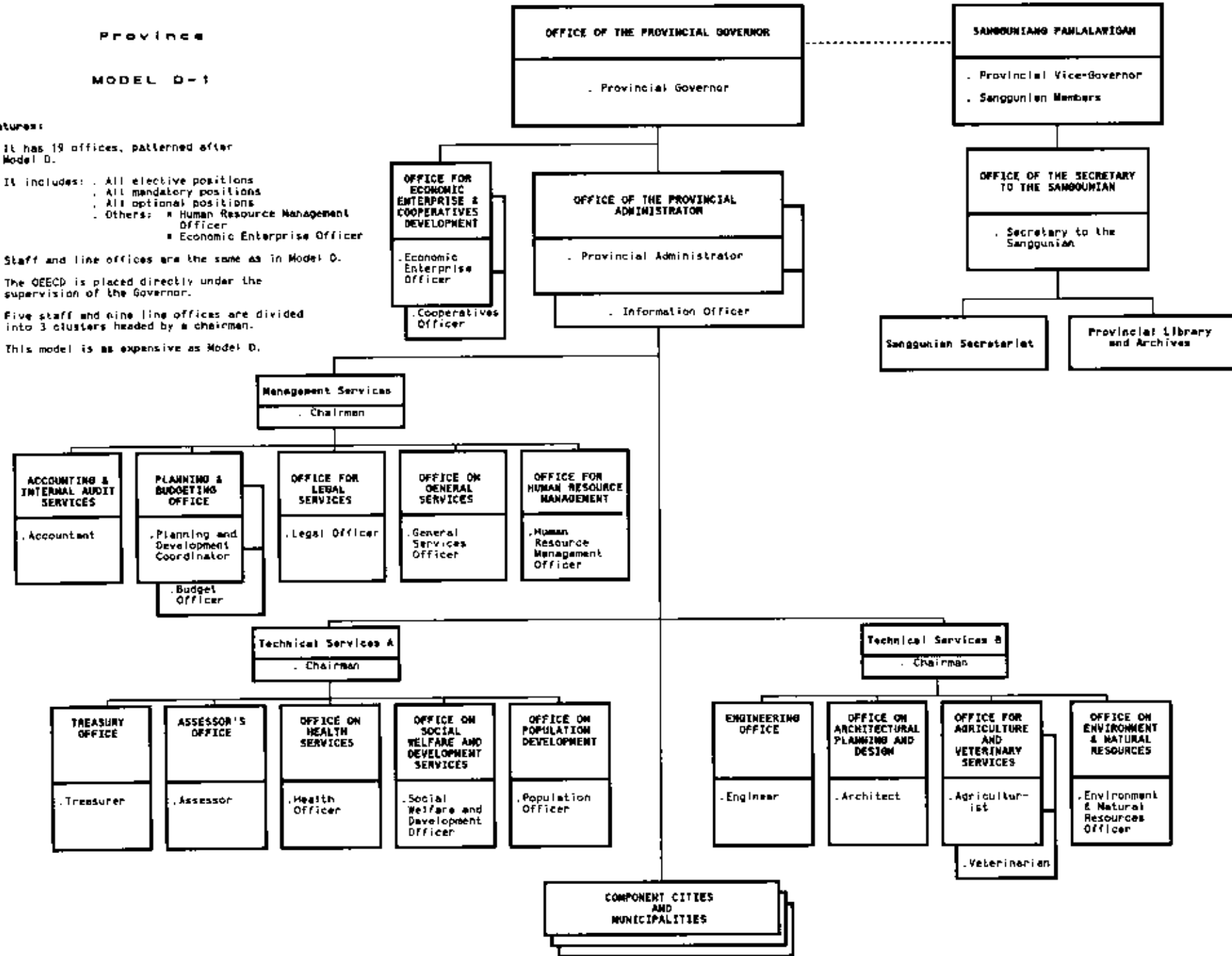
1. The Office on Architectural Planning and Design supports the engineering programs.
2. The Office for Economic Enterprises and Cooperatives Development supports the social welfare and agricultural programs.

Province

MODEL D-1

Features:

1. It has 19 offices, patterned after Model D.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - Others:
    - Human Resource Management Officer
    - Economic Enterprise Officer
3. Staff and line offices are the same as in Model D.
4. The OECD is placed directly under the supervision of the Governor.
5. Five staff and nine line offices are divided into 3 clusters headed by a chairman.
6. This model is as expensive as Model D.





## PROVINCE Model D-2

May be adopted by First, Second and Third Class Provinces

This model is the same as Model D, except for the clustering of offices.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has nineteen offices, the same number of offices that the C and E models have.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, three of which are heads of offices:
    - o Population Development Officer
    - o Architect
    - o Environment and Natural Resources Officer

- Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprises Officer
- o Assistant Provincial Administrator (not found in Models D, and D-1)

3. Four line offices are merged with other related offices:

- Office on Population Development with the Office on Social Welfare and Development Services;
- Office on Architectural Planning and Design with the Engineering Office;
- Office on Environment and Natural Resources with the Office on Agricultural Services; and
- Office on Public Information with the Office of the Provincial Administrator.

4. Like Model D, it has five staff and ten line offices supervised by the Governor through the Provincial Administrator.

5. Clustering of offices is effected to attain closer coordination of programs and projects.

6. Each cluster is headed by an Assistant Provincial Administrator.

7. The Office for Economic Enterprises and Cooperatives Development is placed as one of the office in one of the clusters.

8. Among the D models, together with Model D-3, this is the most expensive to maintain, because of the additional positions of Assistant Provincial Administrator.

Service Priorities:

The service priorities listed hereunder is based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, this model was designed for first, second and third class provinces which consider the following as their service priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure, including public works and school buildings;
3. Agriculture, including agricultural research and agricultural extension;
4. Social Welfare services;
5. Environment and Natural Resources, including environmental law enforcement and environmental programs; and
6. Livelihood programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

TECHNICAL SERVICES B Cluster

15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agricultural and Veterinary Services (OAVS)
18. Office on Environment and Natural Resources (OENR)
19. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices:

Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

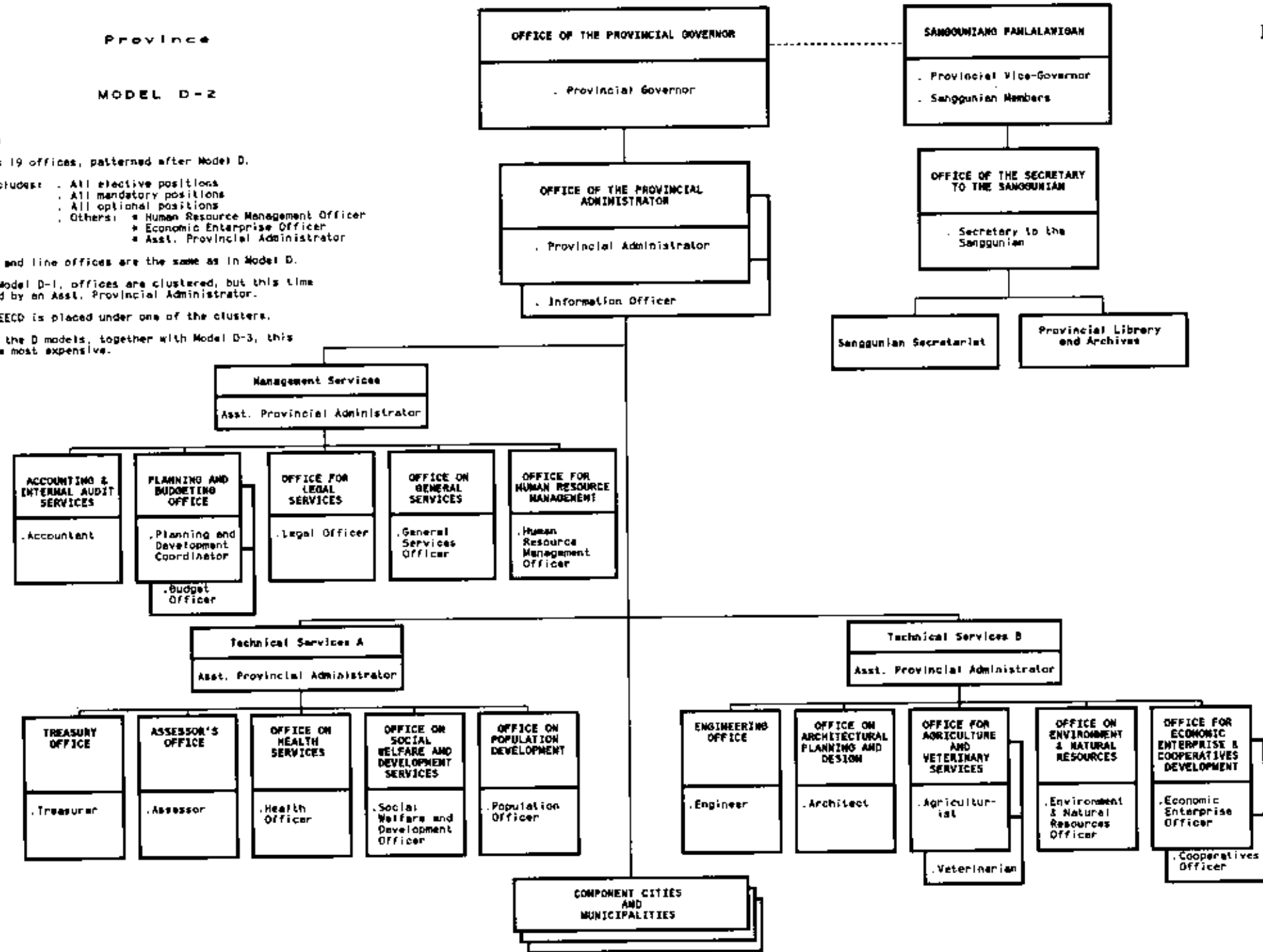
1. The Office on Architectural Planning and Design supports the engineering programs.
2. The Office for Economic Enterprises and Cooperatives Development supports the social welfare and agricultural programs.

Province

MODEL D-2

Features:

1. It has 19 offices, patterned after Model D.
2. It includes:
  - All elective positions
  - All mandatory positions
  - All optional positions
  - Others:
    - Human Resource Management Officer
    - Economic Enterprise Officer
    - Asst. Provincial Administrator
3. Staff and line offices are the same as in Model D.
4. Like Model D-1, offices are clustered, but this time headed by an Asst. Provincial Administrator.
5. The OEEDC is placed under one of the clusters.
6. Among the D models, together with Model D-3, this is the most expensive.



## PROVINCE Model D-3

May be adopted by First, Second and Third Class Provinces

This model is exactly the same as Model D-1, except for the head of each of the office clusters, which is now a fulltime Assistant Provincial Administrator.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code; and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has nineteen offices, the same number of offices that the C and E models have.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - All optional positions, three of which are heads of offices:
    - o Population Development Officer
    - o Architect
    - o Environment and Natural Resources Officer

- Other positions not provided for in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprises Officer
- o Assistant Provincial Administrator

3. Four line offices are merged with other related offices:

- Office on Population Development with the Office on Social Welfare and Development Services;
- Office on Architectural Planning and Design with the Engineering Office;
- Office on Environment and Natural Resources with the Office on Agricultural Services; and
- Office on Public Information with the Office of the Provincial Administrator.

4. It has five staff and nine line offices supervised by the Governor through the Provincial Administrator.
5. The Office of Economic Enterprises and Cooperatives Development is placed directly under the supervision of the Governor to enable the chief executive to closely supervise its operations.
6. Clustering of offices is effected to attain closer coordination of programs and projects.
7. Each cluster is headed by an Assistant Provincial Administrator.
8. Among the D models, together with Model D-2, this is the most expensive to maintain.

Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, this model was designed for first, second and third class provinces which consider the following as their service priorities:

1. Health, including field health services, hospital services; and tertiary health services;
2. Infrastructure, including public works and school buildings;
3. Agriculture, including agricultural research and agricultural extension;
4. Social Welfare services;
5. Environment and Natural Resources, including environmental law enforcement and environmental programs; and
6. Livelihood programs.

Offices:

1. Office of the Provincial Governor (OPG)
2. Sangguniang Panlalawigan (SP)
3. Office of the Secretary to the Sanggunian (OSS)
4. Office of the Provincial Administrator (OPA)

Staff Offices Under the General Supervision of the Governor:

MANAGEMENT SERVICES Cluster

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

Line Offices Under the General Supervision of the Governor:

TECHNICAL SERVICES A Cluster

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

TECHNICAL SERVICES B Cluster

15. Engineering Office (EO)
16. Office on Architectural Planning and Design (OAPD)
17. Office for Agriculture and Veterinary Services (OAVS)
18. Office on Environment and Natural Resources (OENR)

Line Offices Under the Direct Supervision of the Governor:

19. Office for Economic Enterprises Development and Management (OEEDM)

Complementary Offices

Other line offices which may not seem to part of the major service delivery concerns are also included to enable the provincial government to fully implement its program thrusts as envisioned. Thus:

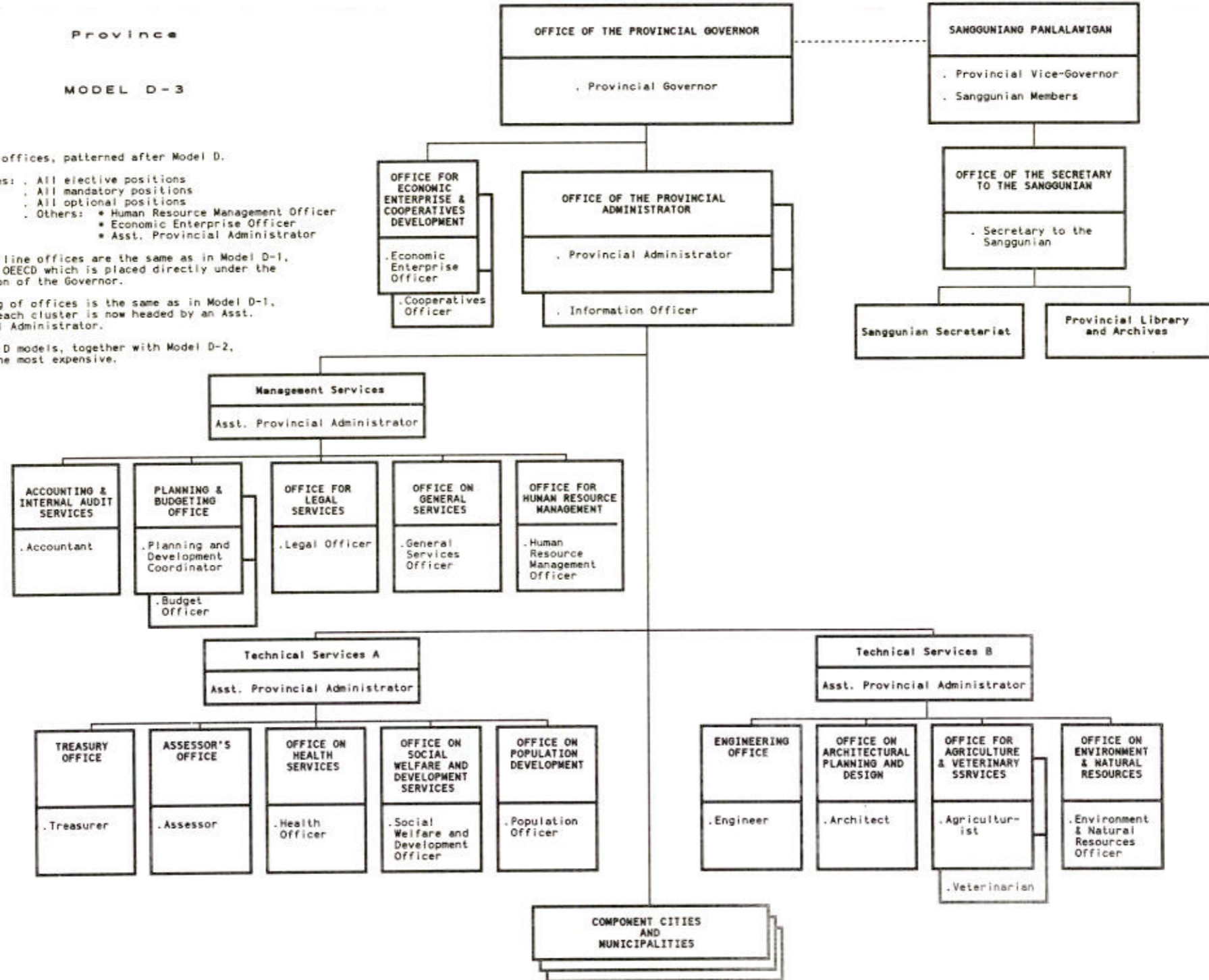
1. The Office on Architectural Planning and Design supports the engineering programs.
2. The Office for Economic Enterprises and Cooperatives Development supports the social welfare and agricultural programs.

Province

MODEL D-3

Features:

1. It has 19 offices, patterned after Model D.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Officer
    - \* Asst. Provincial Administrator
3. Staff and line offices are the same as in Model D-1, including OECD which is placed directly under the supervision of the Governor.
4. Clustering of offices is the same as in Model D-1, although each cluster is now headed by an Asst. Provincial Administrator.
5. Among the D models, together with Model D-2, this is the most expensive.



## PROVINCE Model E

May be adopted by First, Second and Third Class Provinces

This model has the same number of offices as Models C and D. However, the specific offices included are not exactly the same in each of the 3 models.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Even with the reduction of one office into a mere function of one of the line offices, it can still effectively cope with the service demands of its constituents.
3. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code (LGC); and
4. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 19 offices, the same number of offices that the C and D models have.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office.
  - Four optional positions, two of which are heads of offices:
    - o Architect
    - o Information Officer

- Other positions not provided for in the LGC:

- o Human Resource Management Officer
  - o Economic Enterprise Officer
3. It has 5 staff and 10 line offices supervised by the Governor through the Provincial Administrator.
  4. One staff office, the Budget Office, is merged with the Planning and Development Office.
  5. Two line offices are merged with other related offices:
    - o Office on Environment and Natural Resources with the Office on Agricultural Services; and
    - o Office for the Development of Cooperatives with the Office for Economic Enterprise Development and Management.
  6. Compared with Model D, this model is less expensive to maintain.

### Service Priorities:

The service priorities listed hereunder are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, this model was designed for first, second and third class provinces which consider the following as their service priorities:

1. Health, including field health services, hospital services; and tertiary health services;

2. Infrastructure, including public works and school buildings;
3. Agriculture, including agricultural research and agricultural extension;
4. Social Welfare services;
5. Environment and Natural Resources, including environmental law enforcement and environmental programs; and
6. Livelihood programs.

Offices:

1. Office of the Provincial Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services
9. Office for Human Resource Management

Line Offices under the general supervision of the Governor:

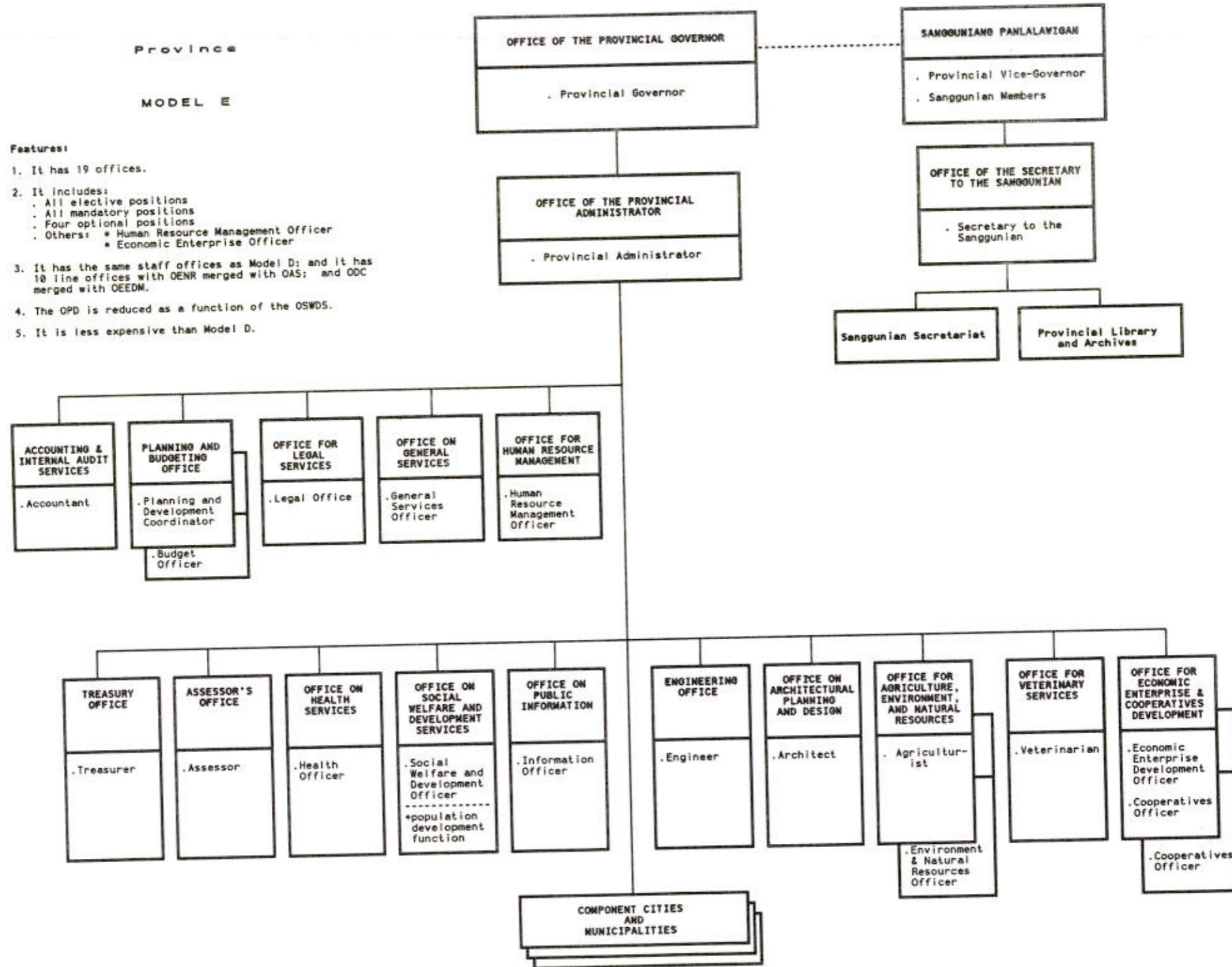
10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development
14. Office on Population Development
15. Engineering Office
16. Office on Architectural Planning and Design
17. Office for Agriculture and Veterinary Services
18. Office on Environment and Natural Resources
19. Office for Economic Enterprise and Cooperatives Development



Province  
MODEL E

Features:

1. It has 19 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . Four optional positions
  - . Others: \* Human Resource Management Officer
  - \* Economic Enterprise Officer
3. It has the same staff offices as Model D; and it has 10 line offices with DENR merged with OAS; and OOC merged with OEDM.
4. The OPD is reduced as a function of the OSWDS.
5. It is less expensive than Model D.



## PROVINCE Model E-1

May be adopted by First, Second and Third Class Provinces

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Even with the reduction of one office into a mere function of one of the line offices, it can still effectively cope with the service demands of its constituents;
3. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code (LGC); and
4. It can financially afford to maintain all the offices included in this model.

### Features:

1. This model has 19 offices, the same number of offices that the C and D models have.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions, each one as head of office
  - Four optional positions, two of which are heads of offices:
    - o Architect
    - o Economic Enterprise Officer.
3. It has 5 staff and 8 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices have been merged with other related offices:

- The Budget Office with the Planning and Development Office
- The Office on Environment and Natural Resources with the Office on Agricultural Services. The position of Environment and Natural Resources Officer is optional for provinces
- The Office for the Development of Cooperatives with the Office for Economic Enterprise Development and Management. The position of Cooperatives Officer is optional for provinces.

### Service Priorities:

Compared with the C models, which may also be adopted by either first, second, or third class provinces, this model considers environment as one of its service priorities instead of cooperatives. This is due to the fact that a number of provinces within this grouping listed environment as one of their priorities instead of cooperatives.

The service priorities were based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

Thus, this model was designed considering the needs of the above mentioned group of provinces:

1. Health, including field health services, hospital services, and tertiary health services;
2. Infrastructure, including public works and school buildings;
3. Agriculture, including agricultural research and agricultural extension;
4. Social welfare services;

Offices:

1. Office of the Provincial Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services
9. Office for Human Resource Management

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development

TECHNICAL SERVICES B Cluster

14. Engineering Office
15. Office on Architectural Planning and Design
16. Office for Agriculture, Environment, and Natural Resources
17. Office for Veterinary Services

Offices under the direct supervision of the Governor:

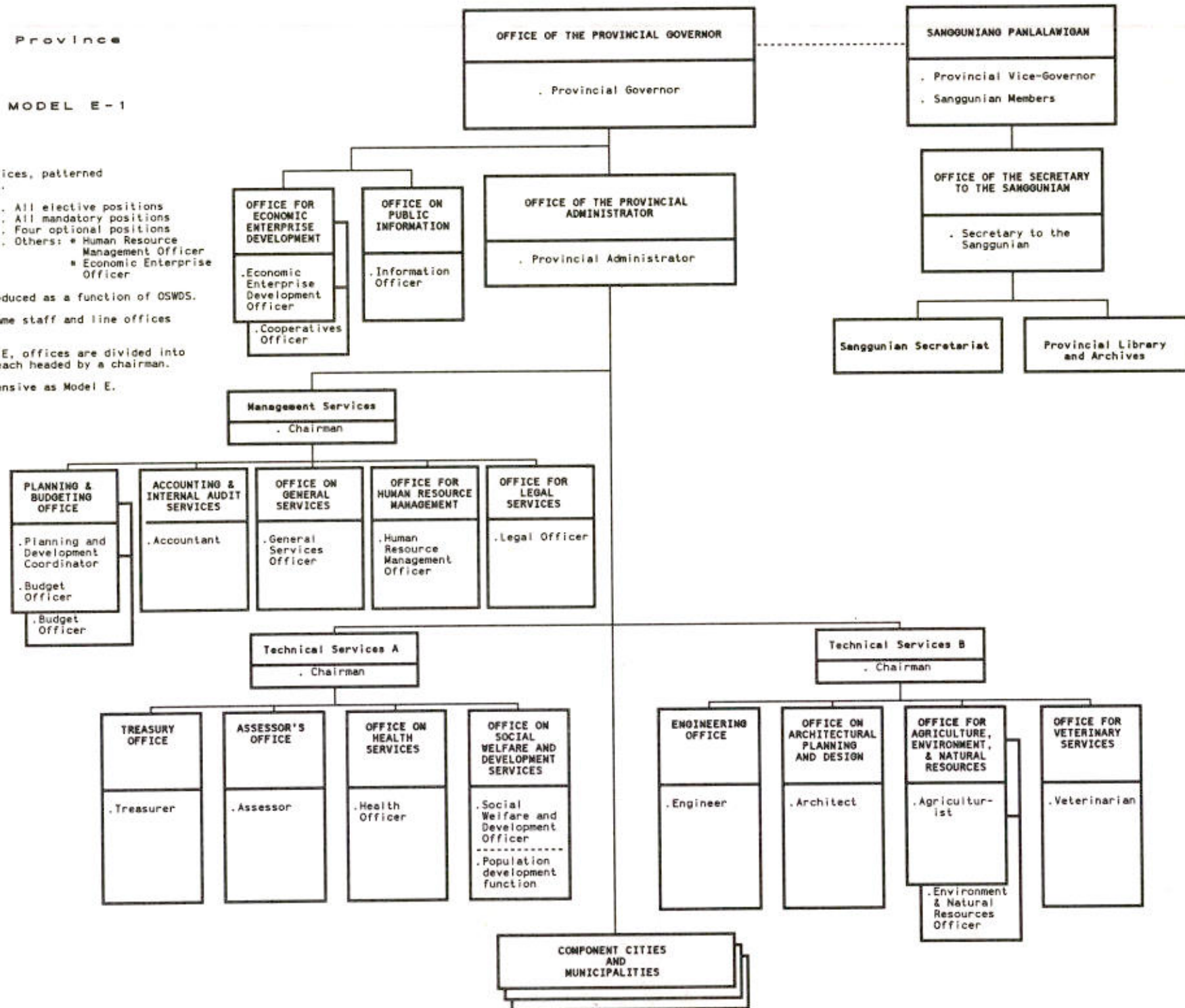
18. Office on Public Information
19. Office for Economic Enterprise and Cooperatives Development

Financial Implications:

This model is as expensive as Model E.

Features:

1. It has 19 offices, patterned after Model E.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . Four optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Officer
3. The OPD is reduced as a function of OSWDS.
4. It has the same staff and line offices as Model E.
5. Unlike Model E, offices are divided into 3 clusters, each headed by a chairman.
6. It is as expensive as Model E.



## PROVINCE Model F

May be adopted by Second and Third Class Provinces

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in service the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code (LGC); and
3. It can financially afford to maintain all the offices included in the model.

### Features:

1. This model has 17 offices, 5 offices less than what Model A has.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions
  - All optional positions, two of which are placed as heads of offices:
    - o Environment and Natural Resources Officer
    - o Information Officer
  - Other positions not provided for in the LGC:
    - o Human Resource Management Officer
    - o Economic Enterprise Officer

3. It has 5 staff and 8 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices are merged with other related offices:

- The Office for Human Resource Management with the Office of the Provincial Administrator. The Human Resource Management Officer is not provided for in the LGC.
- The Office on Social Welfare and Development and the Office on Population Development with the Office on Health Services. The Population Officer is an optional position.
- The Office for Veterinary Services with the Office for Agricultural Services.
- The Office for the Development of Cooperatives with the Office for Economic Enterprise Development and Management. The Cooperatives Officer is an optional position for provinces.

### Service Priorities:

1. Infrastructure, including public works and school building programs;
2. Health, including hospital, tertiary, and field health services;
3. Agriculture, including agricultural research and agricultural extension;
4. Environment and natural resources, including community based forestry programs;
5. Livelihood programs; and
6. Social welfare and development, including population development services.

Offices:

1. Office of the Provincial Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Development Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

10. Treasury Office
11. Assessor's Office
12. Office on Health and Social Welfare Services
13. Engineering and Architectural Planning Office
14. Office for Agriculture and Veterinary Services
15. Office on Environment and Natural Resources
16. Office on Economic Enterprise and Cooperatives Development
17. Office on Public Information

Financial Implications:

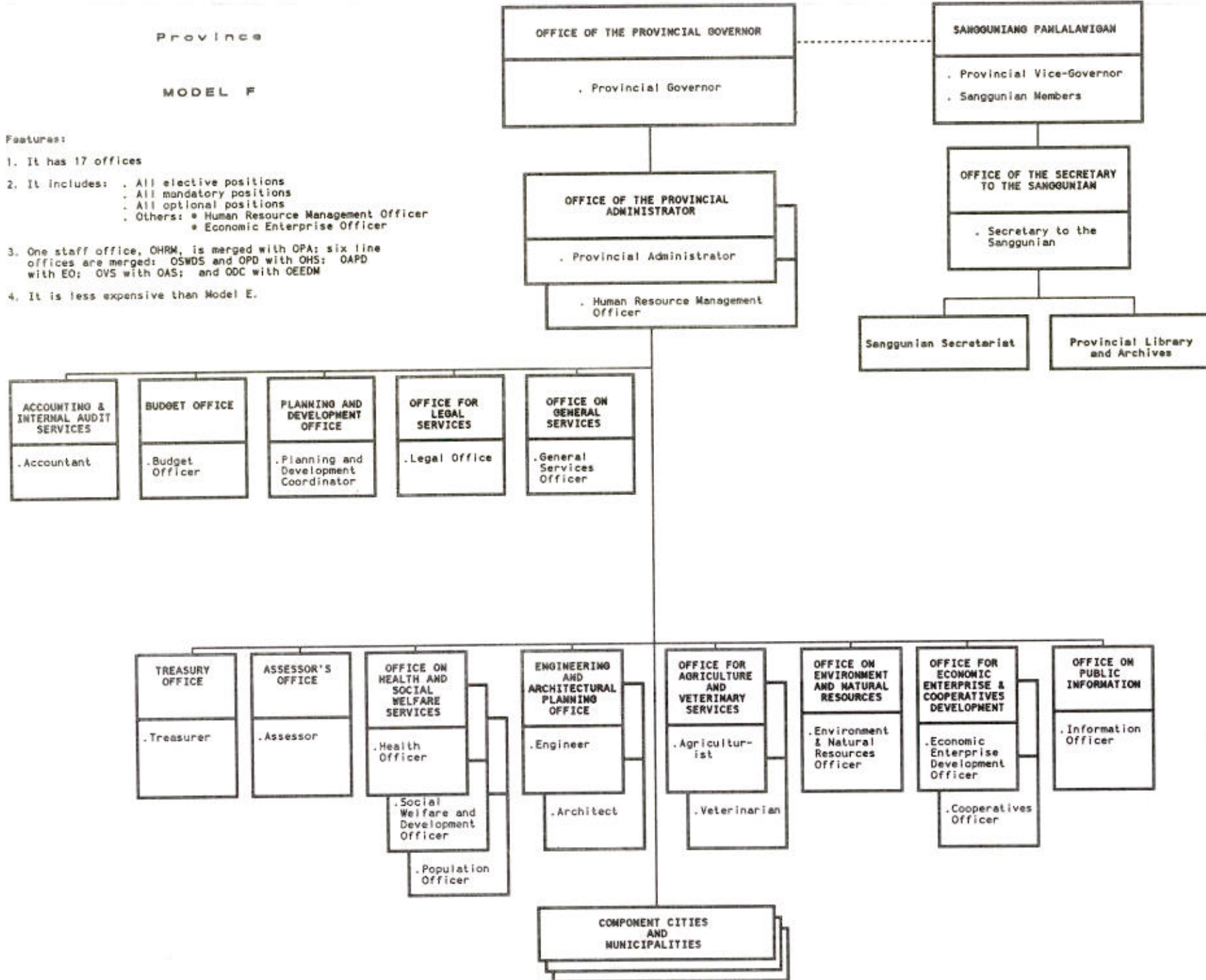
This model is less expensive than Model E.

Province

MODEL F

Features:

1. It has 17 offices
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others: \* Human Resource Management Officer
  - \* Economic Enterprise Officer
3. One staff office, OHRM, is merged with OPA; six line offices are merged: OSWDS and OPD with OHS: OAPD with EO; OVS with OAS; and ODC with OEDM
4. It is less expensive than Model E.



## PROVINCE Model F-1

May be adopted by Second and Third Class Provinces

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in service the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code (LGC); and
3. It can financially afford to maintain all the offices included in the model.

### Features:

1. This model has 17 offices, 5 offices less than what Model A has.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions
  - All optional positions, two of which are placed as heads of offices:
    - o Environment and Natural Resources Officer
    - o Information Officer
  - Other positions not provided for in the LGC:
    - o Human Resource Management Officer
    - o Economic Enterprise Officer

3. It has 5 staff and 8 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices are merged with other related offices:
  - The Office for Human Resource Management with the Office of the Provincial Administrator. The Human Resource Management Officer is not provided for in the LGC.
  - The Office on Social Welfare and Development and the Office on Population Development with the Office on Health Services. The Population Officer is an optional position.
  - The Office for Veterinary Services with the Office for Agricultural Services.
  - The Office for the Development of Cooperatives with the Office for Economic Enterprise Development and Management. The Cooperatives Officer is an optional position for provinces.
5. Unlike Model F, the Office for Economic Enterprise and Cooperatives Development and the Office on Public Information are now placed directly under the supervision of the Governor.
6. Clustering of offices is effected to attain closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected from among the heads of offices within the cluster on a rotation basis.

### Service Priorities:

1. Infrastructure, including public works and school building programs;
2. Health, including hospital, tertiary, and field health services;
3. Agriculture, including agricultural research and agricultural extension;
4. Environment and natural resources, including community based forestry programs;



5. Livelihood programs; and
6. Social welfare and development, including population development services.

Offices:

1. Office of the Provincial Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Development Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES Cluster

10. Treasury Office
11. Assessor's Office
12. Office on Health and Social Welfare Services
13. Engineering and Architectural Planning Office
14. Office for Agriculture and Veterinary Services
15. Office on Environment and Natural Resources

Line Offices under the direct supervision of the Governor:

16. Office on Economic Enterprise and Cooperatives Development
17. Office on Public Information

Financial Implications:

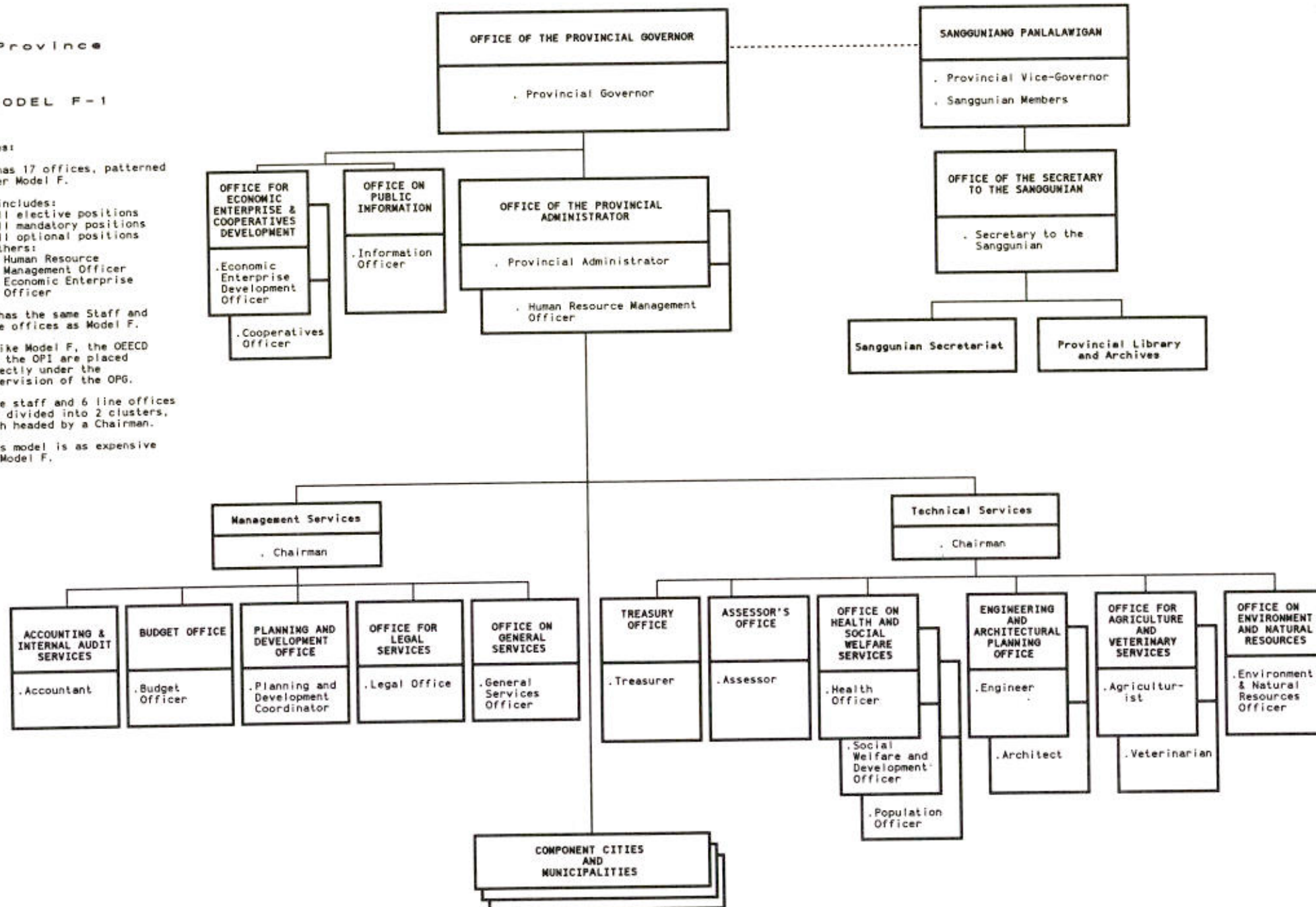
This model is as expensive than Model F.

Province

MODEL F-1

Features:

1. It has 17 offices, patterned after Model F.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Development Officer
3. It has the same Staff and line offices as Model F.
4. Unlike Model F, the OECD and the OPI are placed directly under the supervision of the OPG.
5. Five staff and 6 line offices are divided into 2 clusters, each headed by a Chairman.
6. This model is as expensive as Model F.



## PROVINCE Model F-2

May be adopted by Second and Third Class Provinces

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in service the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code (LGC);
3. It considers smaller clusters of offices as a more effective mechanism for coordinating programs and projects;
4. It can financially afford to maintain all the offices included in the model.

### Features:

1. This model has 17 offices, 5 offices less than what Model A has.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sanggunian Members
  - All mandatory positions
  - All optional positions, two of which are placed as heads of offices:
    - o Environment and Natural Resources Officer
    - o Information Officer
  - Other positions not provided for in the LGC:
    - o Human Resource Management Officer
    - o Economic Enterprise Officer

3. It has 5 staff and 8 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices are merged with other related offices:

- The Office for Human Resource Management with the Office of the Provincial Administrator. The Human Resource Management Officer is not provided for in the LGC.
- The Office on Social Welfare and Development and the Office on Population Development with the Office on Health Services. The Population Officer is an optional position.
- The Office for Veterinary Services with the Office for Agricultural Services.
- The Office for the Development of Cooperatives with the Office for Economic Enterprise Development and Management. The Cooperatives Officer is an optional position for provinces.

5. Unlike Model F, the Office for Economic Enterprise and Cooperatives Development and the Office on Public Information are now placed directly under the supervision of the Governor.

6. Clustering of offices is effected to attain closer coordination of programs and projects.

7. Each cluster is headed by a Chairman, selected from among the heads of offices within the cluster on a rotation basis.

### Service Priorities:

1. Infrastructure, including public works and school building programs;
2. Health, including hospital, tertiary, and field health services;
3. Agriculture, including agricultural research and agricultural extension;
4. Environment and natural resources, including community based forestry programs;

5. Livelihood programs; and
6. Social welfare and development, including population development services.

Offices:

1. Office of the Provincial Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Development Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

10. Treasury Office
11. Assessor's Office
12. Office on Health and Social Welfare Services

TECHNICAL SERVICES B Cluster

13. Engineering and Architectural Planning Office
14. Office for Agriculture and Veterinary Services
15. Office on Environment and Natural Resources

Line Offices under the direct supervision of the Governor:

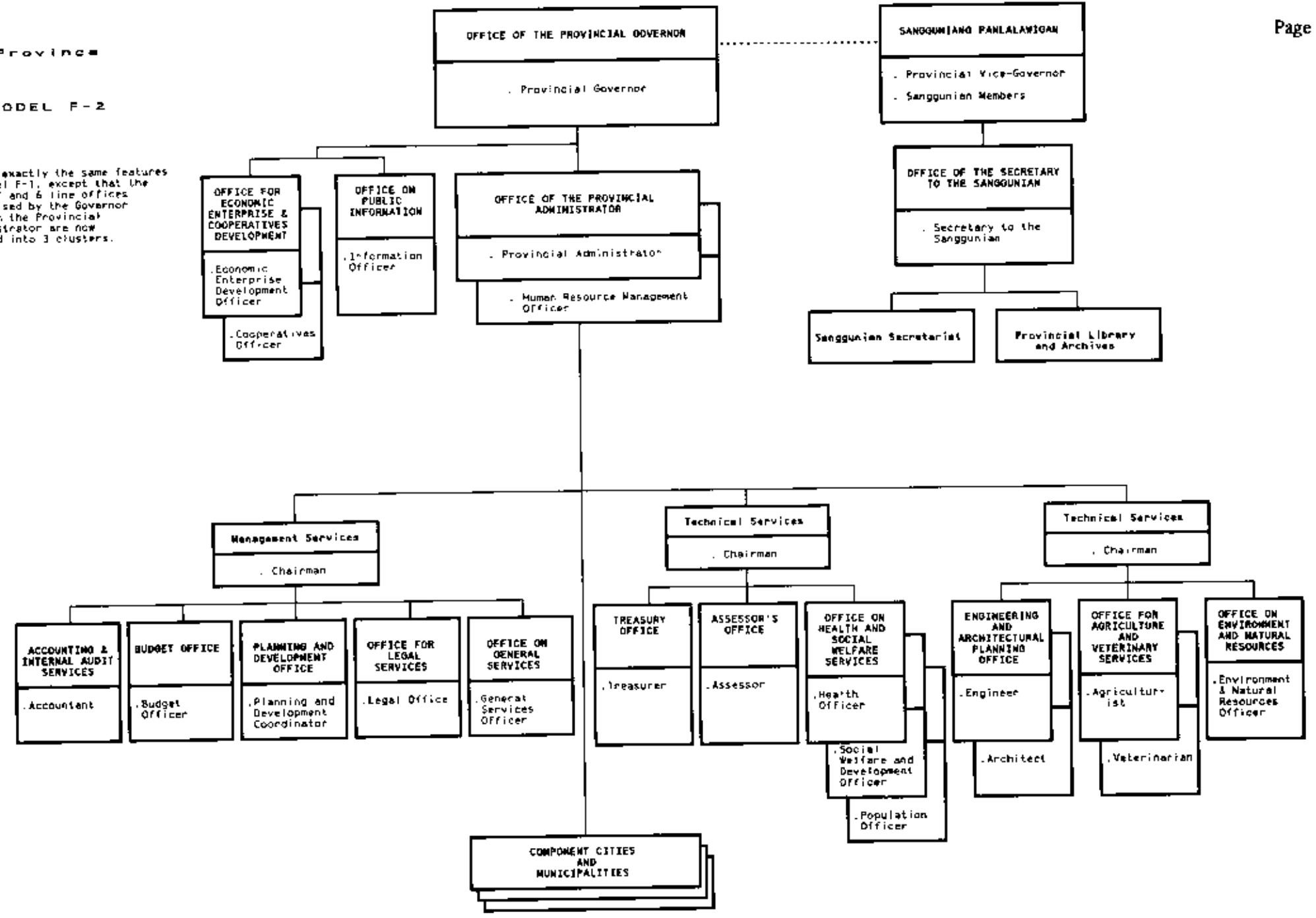
16. Office on Economic Enterprise and Cooperatives Development
17. Office on Public Information

Financial Implications:

This model is as expensive than Model F.

Province  
MODEL F-2

Features:  
It has exactly the same features as Model F-1, except that the 5 staff and 6 line offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters.



## PROVINCE Model G

May be adopted by Second and Third Class Provinces

This model differs from Model F in only one aspect. It considers social welfare and development as a higher service priority than health services. And since the provinces concerned cannot afford to have both as separate offices, the Office on Health Services and the Office on Population Development are merged with the Office on Social Welfare and Development Services, as differentiated from Model F which considers health services as a higher priority than social welfare and development services.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in service the public;
2. Its service delivery system requires the creation and maintenance of offices which are not provided for in the new Local Government Code (LGC); and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 17 offices, 5 offices less than what Model A has.
2. It includes:

- All elective positions:
  - o Governor
  - o Vice-Governor
  - o Sanggunian Members
- All mandatory positions

- All optional positions, two of which are placed as heads of offices:
    - o Environment and Natural Resources Officer
    - o Information Officer
  - Other positions not provided for in the LGC:
    - o Human Resource Management Officer
    - o Economic Enterprise Officer
3. It has 5 staff and 8 line offices supervised by the Governor through the Provincial Administrator.
  4. The following offices are merged with other related offices:
    - The Office for Human Resource Management with the Office of the Provincial Administrator.
    - The Office on Health Services and the Office on Population Development with the Office on Social Welfare and Development.
    - The Office for Veterinary Services with the Office for Agricultural Services.
    - The Office for the Development of Cooperatives with the Office for Economic Enterprise Development and Management.
  5. This model is as expensive as Model F.

Service Priorities:

The service priorities for this model are the same as that of Model F, except that social welfare is considered as a higher priority than health services.

1. Infrastructure, including public works and school building programs;
2. Social welfare and development, including population development services;
3. Health, including hospital, tertiary, and field health services;
4. Agriculture, including agricultural research and agricultural extension;
5. Environment and natural resources, including community based forestry programs; and
6. Livelihood programs.

Offices:

1. Office of the Provincial Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Development Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

10. Treasury Office
11. Assessor's Office
12. Office on Social Welfare and Health Services
13. Engineering and Architectural Planning Office
14. Office for Agriculture and Veterinary Services
15. Office on Environment and Natural Resources

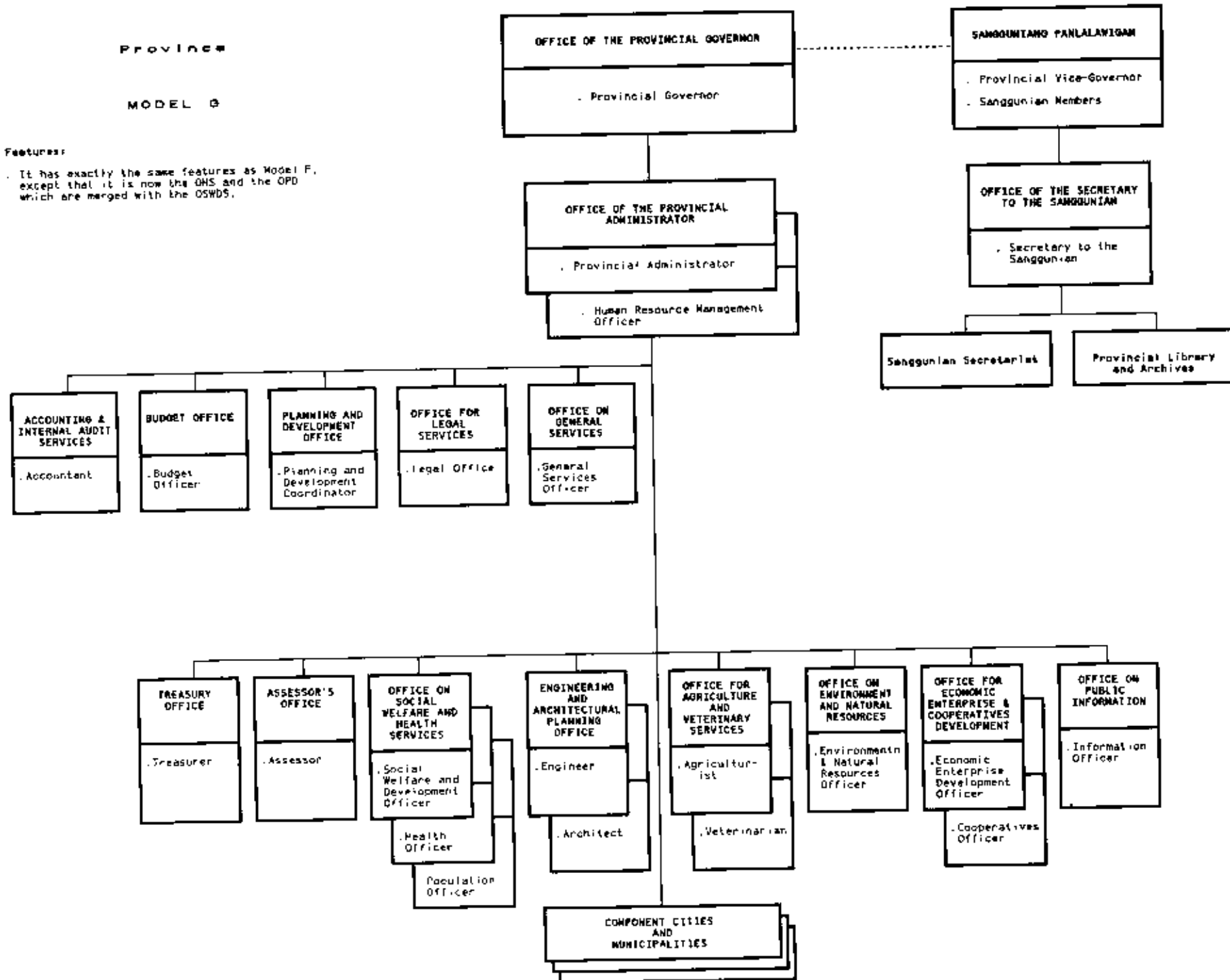
16. Office on Economic Enterprise and Cooperatives Development
17. Office on Public Information

Province

MODEL G

Features:

It has exactly the same features as Model F, except that it is now the OHS and the OPD which are merged with the OSWDS.





## PROVINCE Model H

May be adopted by Second and Third Class Provinces

This model has the same number of offices as Models F and G. However, the specific offices included are not exactly the same as that of either model. And because the OEEDM has been reduced as a function of the OPG, the expense of maintaining this model is less than that of Models F and G.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Even with the reduction of one office into a mere function of one of the line offices, it can still effectively cope with the service demands of its constituents;
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 17 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions, one of which is placed as head of office:
    - o Cooperatives Officer

- One position which is not provided for in the Local Government Code (LGC):

- o Human Resource Management Officer

3. It has 5 staff and 8 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices are merged with other related offices:

- the Budget Office with the Planning and Development Office;
- the Office on Population Development with the Office on Social Welfare and Development Services;
- the Office on Architectural Planning and Design with the Engineering Office; and
- the Office on Environment and Natural Resources with the Office for Agricultural Services.

5. The Office for Economic Enterprise Development and Management is reduced as a function of the Office of the Provincial Governor.

6. This model is less expensive than Models F and G, because one office, the OEEDM, has been deleted and its functions placed under the responsibility of the Office of the Governor. Models F and G has the same number of offices, but it has not deleted any office, instead it has merged some of its offices with other related offices.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs;
5. Livelihood programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services
9. Office for Human Resource Management

Line Offices under the general supervision of the Governor:

10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development Services
14. Engineering and Architectural Planning Office

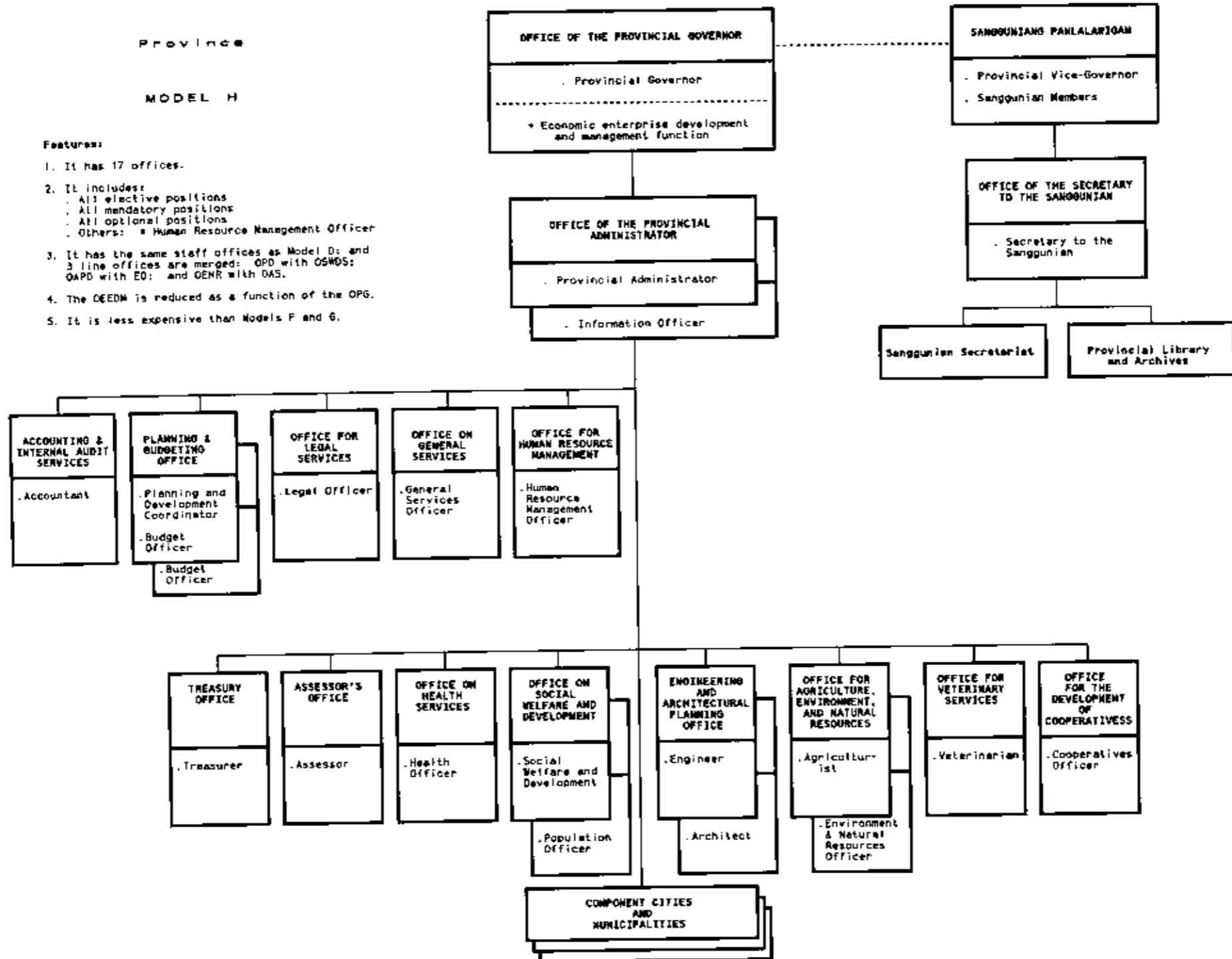
15. Office for Agriculture, Environment and Natural Resources
16. Office for Veterinary Services
17. Office for the Development of Cooperatives

Province

MODEL H

Features:

1. It has 17 offices.
2. It includes:
  - All elective positions
  - All mandatory positions
  - All optional positions
  - Others: \* Human Resource Management Officer
3. It has the same staff offices as Model D; and 3 line offices are merged: OPD with OSWOS; OAPD with EO; and DENR with OAS.
4. The DEEDM is reduced as a function of the OPG.
5. It is less expensive than Models F and G.



## PROVINCE Model H-1

May be adopted by Second and Third Class Provinces

This differs from Model H in only one aspect: the staff and line offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters. The clustering of offices is a scheme used to maximize coordination and monitoring of programs and projects of offices within each cluster.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Even with the reduction of one office into a mere function of one of the line offices, it can still effectively cope with the service demands of its constituents;
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 17 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions, one of which is placed as head of office:
    - o Cooperatives Officer

- One position which is not provided for in the Local Government Code (LGC):
    - o Human Resource Management Officer
3. It has 5 staff and 8 line offices supervised by the Governor through the Provincial Administrator.
  4. The following offices are merged with other related offices:
    - the Budget Office with the Planning and Development Office;
    - the Office on Population Development with the Office on Social Welfare and Development Services;
    - the Office on Architectural Planning and Design with the Engineering Office; and
    - the Office on Environment and Natural Resources with the Office for Agricultural Services.
  5. The Office for Economic Enterprise Development and Management is reduced as a function of the Office of the Provincial Governor.
  6. Clustering of offices is effected to attain closer coordination of programs and projects.
  7. Each cluster is headed by a Chairman, selected on rotation basis, from among the heads of offices within each cluster.
  8. This model is as expensive as Model H.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs;
5. Livelihood programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services
9. Office for Human Resource Management

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development Services

TECHNICAL SERVICES B Cluster

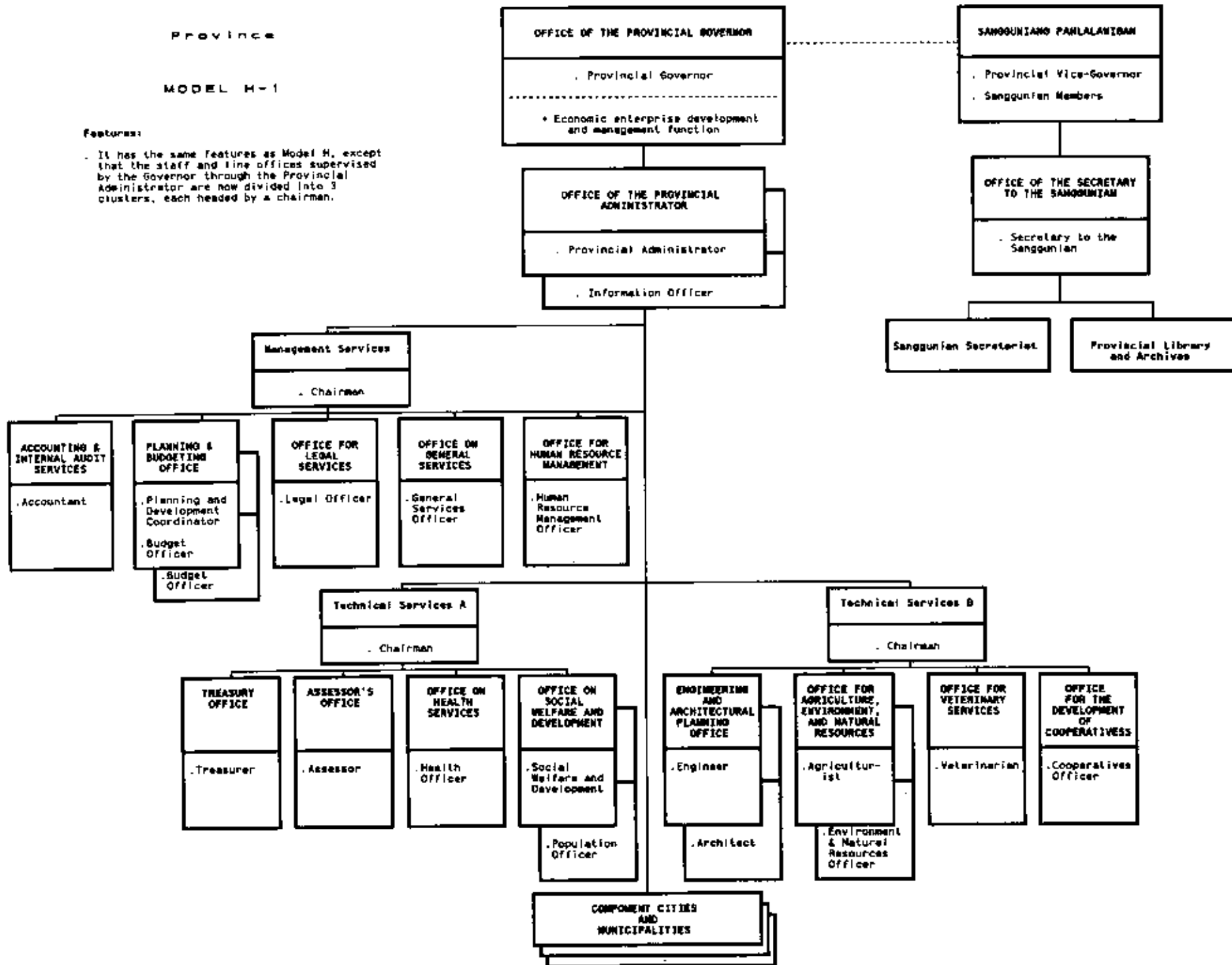
14. Engineering and Architectural Planning Office
15. Office for Agriculture, Environment and Natural Resources
16. Office for Veterinary Services
17. Office for the Development of Cooperatives

Province

MODEL H-1

Features:

- It has the same features as Model H, except that the staff and line offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters, each headed by a chairman.



## PROVINCE Model I

May be adopted by Second and Third Class Provinces

This model has the same number of offices as Models J, K, and L, but it is the most expensive to maintain among the four models, since no office has been deleted, unlike in the 3 other models which deleted some offices.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of an office which is not provided for in the new Local Government Code (LGC); and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions
  - Others which are not provided for in the Local Government Code (LGC):
    - o Human Resource Management Officer
    - o Economic Enterprise Officer

3. It has 4 staff and 8 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices are merged with other related offices:

- the Budget Office with the Planning and Development Office;
- the Office on Population Development with the Office on Social Welfare and Development Services;
- the Office on Architectural Planning and Design with the Engineering Office:
  - o the Office on Environment and Natural Resources and the Office for the Development of Cooperatives with the Office for Agricultural Services; and
  - o the Office on Public Information and the Office for Human Resource Management are merged with the Office of the Provincial Administrator.

5. This model is only slightly less expensive than Model H.

6. This model is as expensive as Model I.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;

4. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs;
5. Livelihood programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

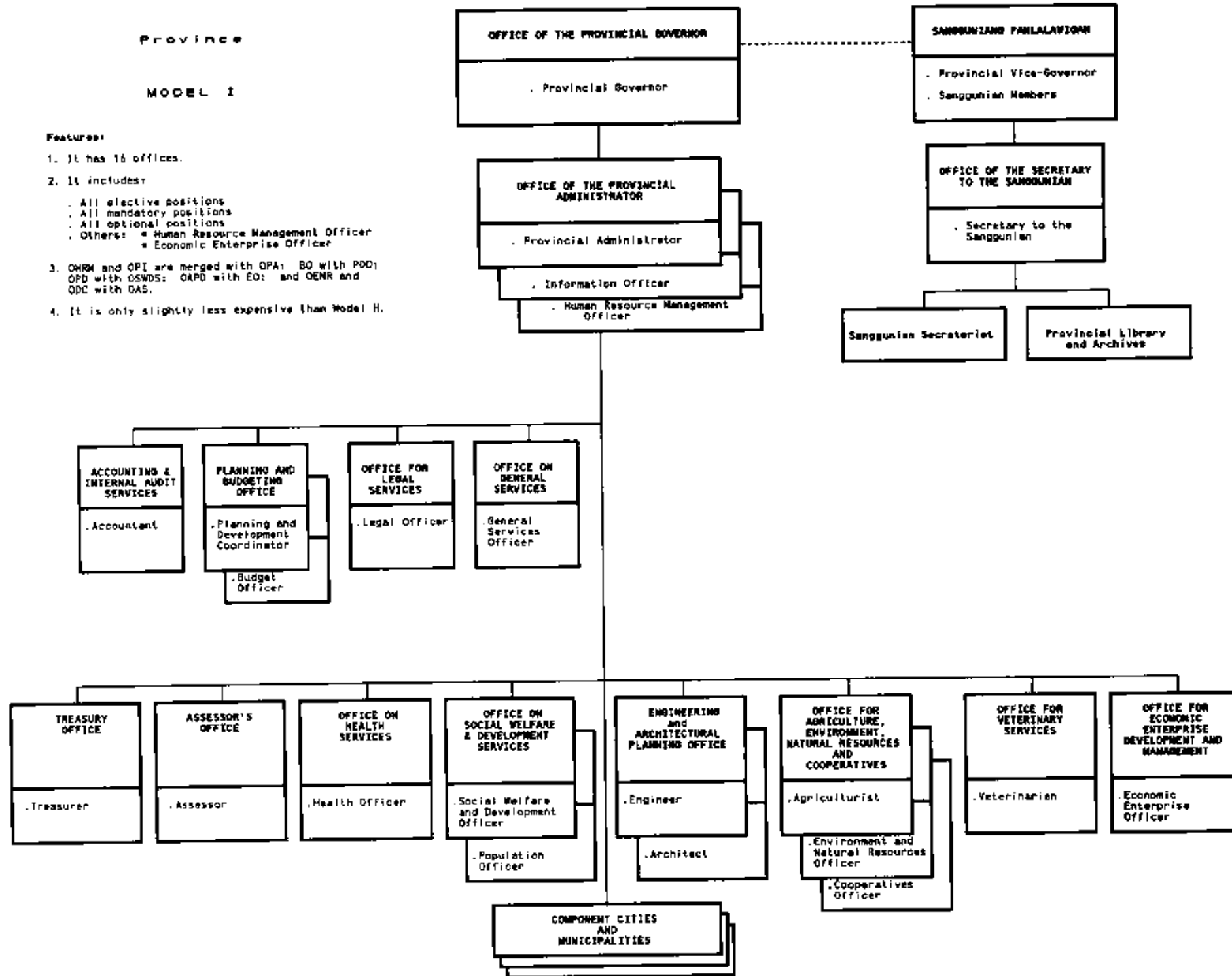
9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services
13. Engineering and Architectural Planning Office
14. Office for Agriculture, Environment, Natural Resources and Cooperatives
15. Office for Veterinary Services
16. Office for Economic Enterprise Development and Management



MODEL 1

Features:

1. It has 16 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others:
    - \* Human Resource Management Officer
    - \* Economic Enterprise Officer
3. CHRM and OPI are merged with OPA; BO with PDD; OPD with OSWDS; QAPD with EO; and OENR and QDC with DAS.
4. It is only slightly less expensive than Model H.



## PROVINCE Model I-1

May be adopted by Second and Third Class Provinces

This model differs from Model I in only two aspects: a) the Office for Economic Enterprise Development and Management is now placed directly under the Office of the Provincial Governor; and b) all offices under the general supervision of the Governor are now divided into clusters.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Its service delivery system requires the creation and maintenance of an office which is not provided for in the new Local Government Code (LGC); and
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions
  - Others which are not provided for in the Local Government Code (LGC):
    - o Human Resource Management Officer
    - o Economic Enterprise Officer

3. It has 4 staff and 8 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices are merged with other related offices:

- the Budget Office with the Planning and Development Office;
- the Office on Population Development with the Office on Social Welfare and Development Services;
  - o the Office on Architectural Planning and Design with the Engineering Office;
  - o the Office on Environment and Natural Resources and the Office for the Development of Cooperatives with the Office for Agricultural Services; and
  - o the Office for Human Resource Management is placed under the direct supervision of the Governor.

5. Clustering of offices is effected to attain closer coordination of programs and projects.
6. Each cluster is headed by a Chairman, selected from among the heads of offices under each cluster on a rotation basis.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;

4. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs;
5. Livelihood programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services

TECHNICAL SERVICES B Cluster

13. Engineering and Architectural Planning Office
14. Office for Agriculture, Environment, Natural Resources and Cooperatives
15. Office for Veterinary Services

Line Office under the direct supervision of the Governor:

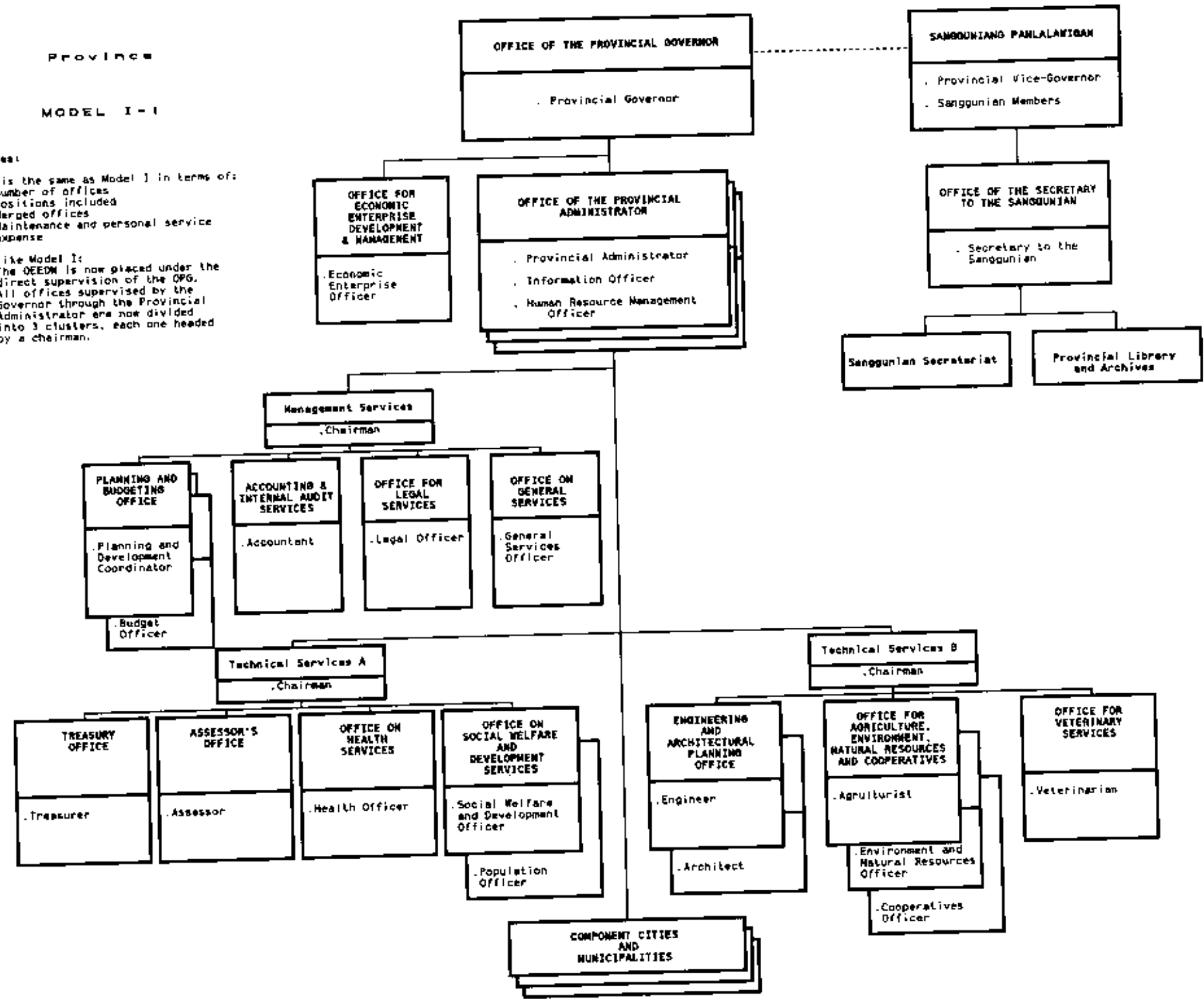
16. Office for Economic Enterprise Development and Management

Province

MODEL I - I

Features:

1. It is the same as Model 1 in terms of:
  - . Number of offices
  - . Positions included
  - . Merged offices
  - . Maintenance and personal service expense
2. Unlike Model 1:
  - . The OEEDM is now placed under the direct supervision of the DPG.
  - . All offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters, each one headed by a chairman.



## PROVINCE Model J

May be adopted by Third and Fourth Class Provinces

This model has the same number of offices as Models I, K, and L. It differs from Model H in three aspects: a) it has only 16 offices, as compared to the 17 offices of Model H; this is because b) the Office for Legal Services, a staff office, is now merged with the Office of the Provincial Governor; and c) livelihood programs is considered as a higher service priority than environment and natural resources, which placed higher than livelihood programs in Model H.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Even with the reduction of one office into a mere function of one of the line offices, it can still effectively cope with the service demands of its constituents;
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions, one of which is placed as head of office:
    - o Cooperatives Officer

- One position which is not provided for in the Local Government Code (LGC):
  - o Human Resource Management Officer
- 3. It has 4 staff and 8 line offices supervised by the Governor through the Provincial Administrator.
- 4. The following offices are merged with other related offices:
  - the Budget Office with the Planning and Development Office;
  - the Office for Legal Services is merged with the Office of the Provincial Governor;
  - the Office on Population Development with the Office on Social Welfare and Development Services;
  - the Office on Architectural Planning and Design with the Engineering Office; and
  - the Office on Environment and Natural Resources with the Office for Agricultural Services.
- 5. The Office for Economic Enterprise Development and Management is reduced as a function of the Office of the Provincial Governor.
- 6. This model is less expensive than Model I, but more expensive than Models K and L, since unlike the two, it has only one office reduced as a function of another.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office on General Services
8. Office for Human Resource Management

Line Offices under the general supervision of the Governor:

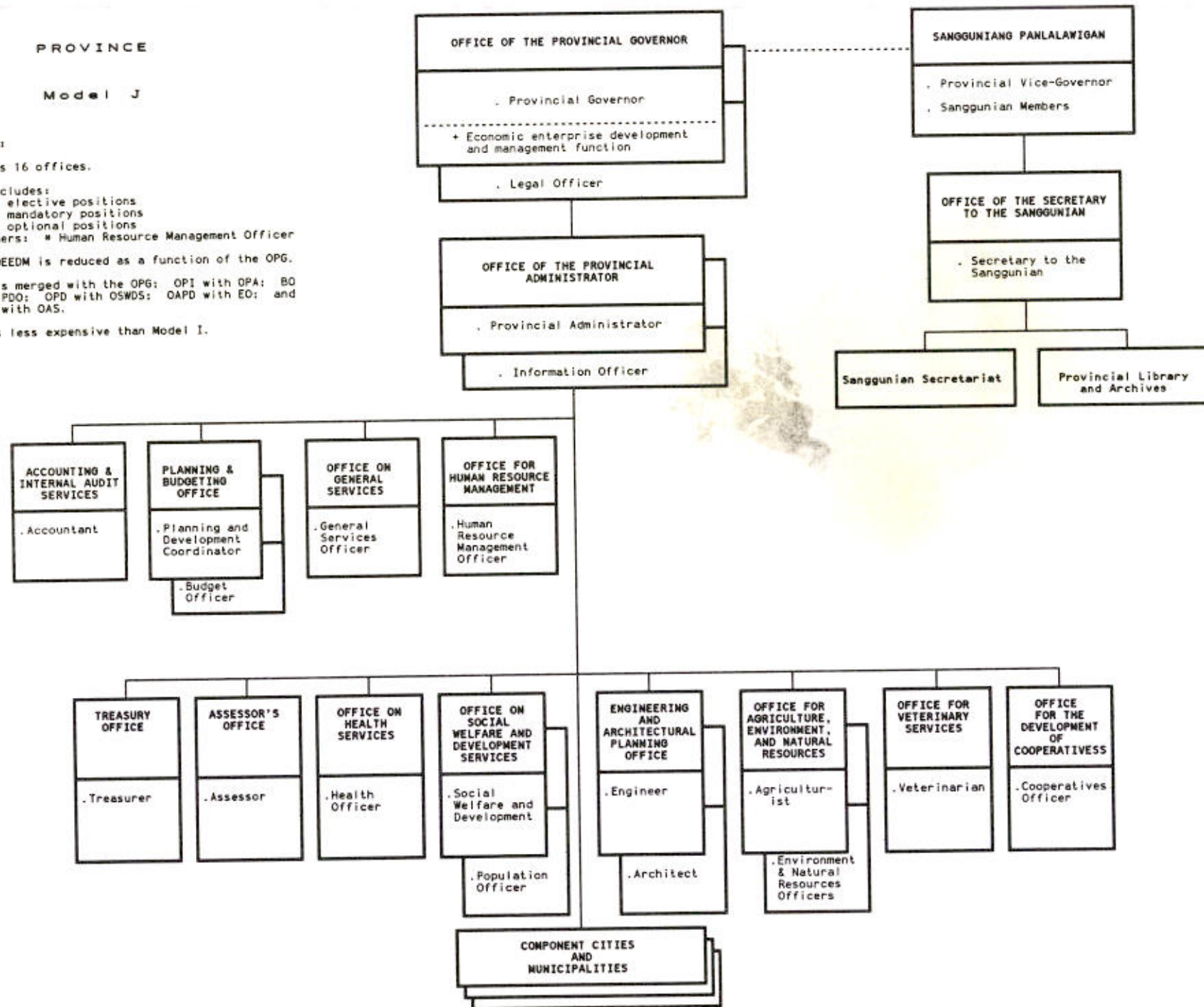
9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services
13. Engineering and Architectural Planning Office
14. Office for Agriculture, Environment and Natural Resources
15. Office for Veterinary Services
16. Office for the Development of Cooperatives

PROVINCE

Model J

Features:

1. It has 16 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
  - . Others: \* Human Resource Management Officer
3. The OEEDM is reduced as a function of the OPG.
4. OLS is merged with the OPG; OPI with OPA; BO with PDO; OPD with OSWDS; OAPD with EO; and OENR with OAS.
5. It is less expensive than Model I.



## PROVINCE Model J-1

May be adopted by Third and Fourth Class Provinces

This differs from Model J in only one aspect: the staff and line offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters. The clustering of offices is a scheme used to maximize coordination and monitoring of programs and projects of offices within each cluster.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. Even with the reduction of one office into a mere function of one of the line offices, it can still effectively cope with the service demands of its constituents;
3. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions, one of which is placed as head of office:
    - o Cooperatives Officer

- One position which is not provided for in the Local Government Code (LGC):
    - o Human Resource Management Officer
3. It has 4 staff and 8 line offices supervised by the Governor through the Provincial Administrator.
  4. The following offices are merged with other related offices:
    - the Budget Office with the Planning and Development Office;
    - the Office on Population Development with the Office on Social Welfare and Development Services;
    - the Office for Legal Services is merged with the Office of the Provincial Governor;
    - the Office on Architectural Planning and Design with the Engineering Office; and
    - the Office on Environment and Natural Resources with the Office for Agricultural Services.
  5. The Office for Economic Enterprise Development and Management is reduced as a function of the Office of the Provincial Governor.
  6. Clustering of offices is effected to attain closer coordination of programs and projects.
  7. Each cluster is headed by a Chairman, selected on a rotation basis, from among the heads of offices within each cluster.
  8. This model is as expensive as Model J.



Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office on General Services
8. Office for Human Resource Management

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

9. Treasury Office
10. Assessor's Office

11. Office on Health Services
12. Office on Social Welfare and Development Services

TECHNICAL SERVICES B Cluster

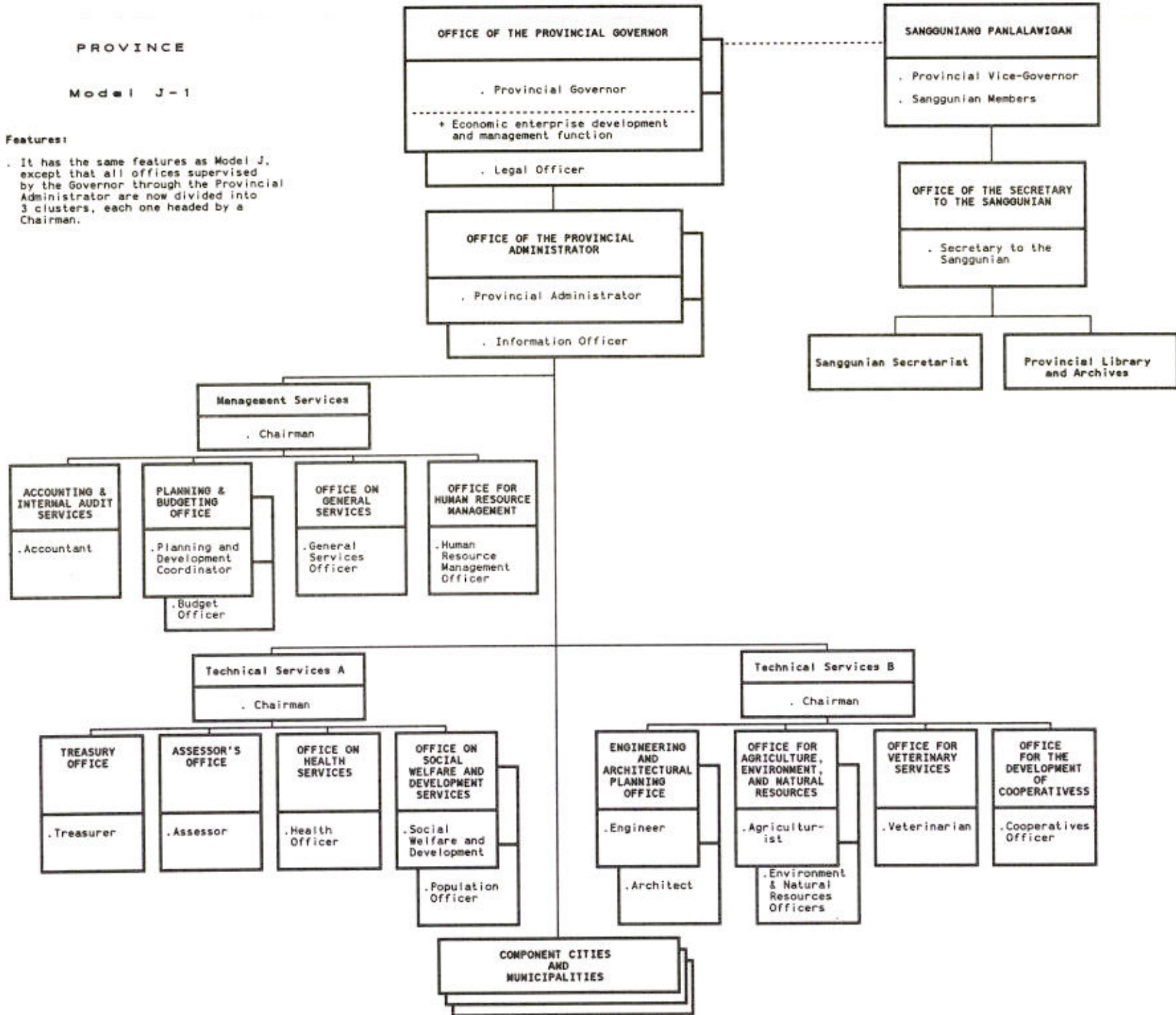
13. Engineering and Architectural Planning Office
14. Office for Agriculture, Environment and Natural Resources
15. Office for Veterinary Services
16. Office for the Development of Cooperatives

PROVINCE

Model J-1

Features:

- It has the same features as Model J, except that all offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters, each one headed by a Chairman.



## PROVINCE Model K

May be adopted by Third and Fourth Class Provinces

This model differs from all other previous models in two aspects:

- a) Two offices, which are not specifically mentioned under the Local Government Code (LGC), but which may be created under the provisions of the same law, have been reduced as functions of other offices. These are:
  - The Office for Human Resource Management, provided for under Sec. 8, of CSC MC #19, s. 1992; human resource management is, however provided for in the LGC as a responsibility of the Office of the Administrator; and
  - The Office for Economic Enterprise Development and Management. This Office exists in many provincial governments which operate certain business establishments for both economic and social welfare reasons.
- b) All offices which are headed by optional positions are merged with other related offices headed by either elective or mandatory positions.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. The reduction of two offices into mere functions of other offices will not in any way affect the effectiveness of the province's service delivery programs;
3. Its service delivery system requires the creation and maintenance of an office which is not provided for in the new Local Government Code (LGC); and
4. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:

- All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions
3. It has 5 staff and 7 line offices supervised by the Governor through the Provincial Administrator.
  4. The following offices are merged with other related offices:
    - the Office on Population Development with the Office on Social Welfare and Development Services;
    - the Office on Architectural Planning and Design with the Engineering Office;
    - the Office on Environment and Natural Resources and the Office for the Development of Cooperatives with the Office for Agricultural Services; and
    - the Office on Public Information is merged with the Office of the Provincial Governor.
  5. The following offices are reduced as functions of other offices:
    - The Office for Economic Enterprise Development and Management as a function under the Office of the Provincial Governor; and
    - The Office for Human Resource Management as a function under the Office of the Provincial Administrator, as provided for in the LGC.

6. Although it has the same number of offices as Model J, it is less expensive to maintain because it has only five offices merged with another as compared to the six of Model J. In this model, two offices were reduced as a function of 2 other offices as compared to one deleted office in Model J.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and Agricultural extension;
4. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs;
5. Livelihood programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Development Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

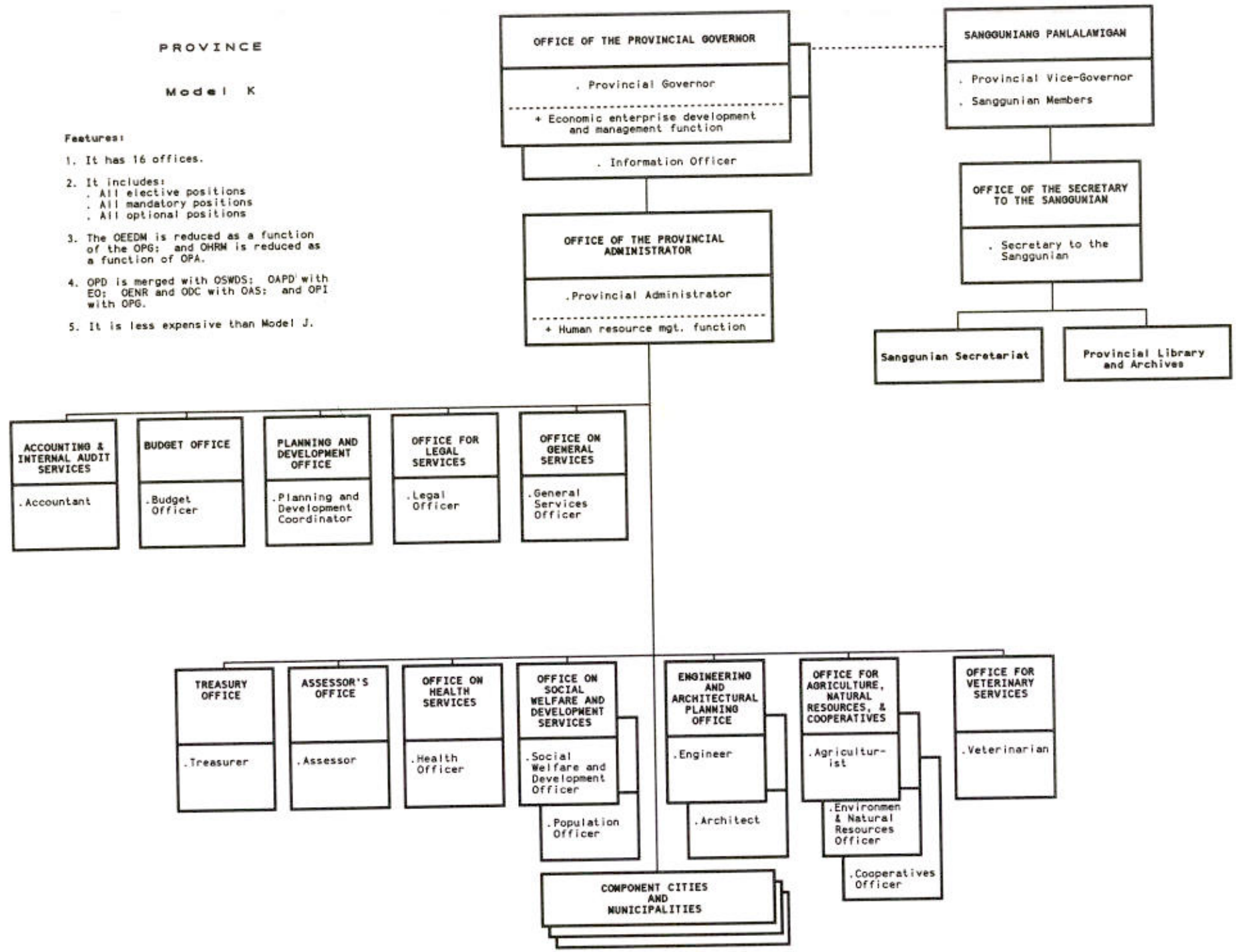
10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development Services
14. Engineering and Architectural Planning Office
15. Office for Agriculture, Environment, Natural Resources and Cooperatives
16. Office for Veterinary Services

PROVINCE

Model K

Features:

1. It has 16 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . All optional positions
3. The OEEDM is reduced as a function of the OPG; and OHRM is reduced as a function of OPA.
4. OPD is merged with OSWDS; OAPD with EO; OENR and ODC with OAS; and OPI with OPG.
5. It is less expensive than Model J.



## PROVINCE Model K-1

May be adopted by Third and Fourth Class Provinces

This model has the same features as Model K, except for the clustering of offices which are under the general supervision of the Governor.

### Key Considerations:

1. The province considers the merging of a number of offices as an efficient way of managing its programs without sacrificing effectiveness in serving the public;
2. The reduction of two offices into mere functions of other offices will not in any way affect the effectiveness of the province's service delivery programs;
3. Its service delivery system requires the creation and maintenance of an office which is not provided for in the new Local Government Code (LGC); and
4. It is financially capable of maintaining all the offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - All optional positions
3. It has 5 staff and 7 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices are merged with other related offices:
  - the Office on Population Development with the Office on Social Welfare and Development Services;
  - the Office on Architectural Planning and Design with the Engineering Office;
  - the Office on Environment and Natural Resources and the Office for the Development of Cooperatives with the Office for Agricultural Services; and
  - the Office on Public Information is merged with the Office of the Provincial Governor.
5. The following offices are reduced as functions of other offices:
  - The Office for Economic Enterprise Development and Management as a function under the Office of the Provincial Governor; and
  - The Office for Human Resource Management as a function under the Office of the Provincial Administrator, as provided for in the LGC.
6. Clustering of offices is effected to attain closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected from among the heads of offices within each cluster on a rotation basis.
8. This model is as expensive as Model K.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, and school building programs;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs;
5. Livelihood programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Development Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development Services

TECHNICAL SERVICES B Cluster

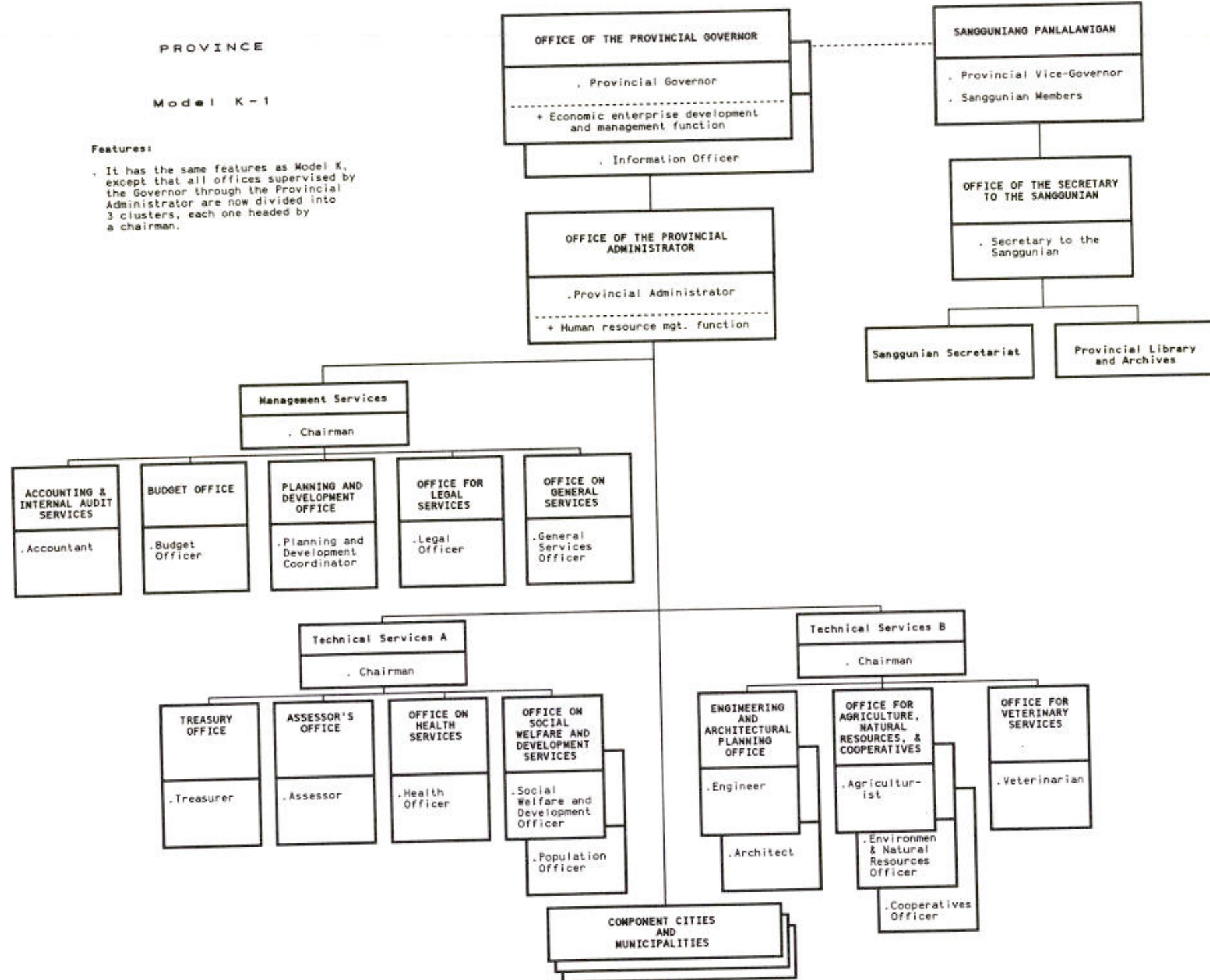
14. Engineering and Architectural Planning Office
15. Office for Agriculture, Environment, Natural Resources and Cooperatives
16. Office for Veterinary Services

PROVINCE

Model K-1

Features:

- It has the same features as Model K, except that all offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters, each one headed by a chairman.





## PROVINCE Model L

May be adopted by Third, Fourth, and Fifth Class Provinces

This model is different from all other models for provinces in the sense that it is the only model where all optional positions and all other positions not mandated in the Local Government Code (LGC) have not been included; neither is there a merger of offices which are headed by mandated positions. Instead, the responsibilities of the offices to which the optional and other positions belong, have been reduced to mere functions of other related offices. While service priorities have been considered in designing this model, the financial capability of the province was also considered.

This model, like Models I, J, and K, has 16 offices, but the offices included under each model vary in several instances.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other line offices, the province can still effectively cope with the service demands of its constituents;
2. At present, its service requirements can be adequately met without the need to have additional offices; and
3. It is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan

- All mandatory positions
3. It has 5 staff and 7 line offices supervised by the Governor through the Provincial Administrator.
  4. The following offices are reduced as functions of other related offices:
    - the Office on Public Information, as a function of the Office of the Provincial Governor;
    - the Office for Economic Enterprise Development and Management, also as a function of the Office of the Provincial Governor;
    - the Office for Human Resource Management, as a function of the Office of the Provincial Administrator;
    - the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
    - the Office on Architectural Planning and Design, as a function of the Engineering Office;
    - the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services; and
    - the Office for the Development of Cooperatives, also as a function of the Office for Agricultural Services.
  5. Compared with Model K, there is a considerable reduction in expense for this model.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Budgeting Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

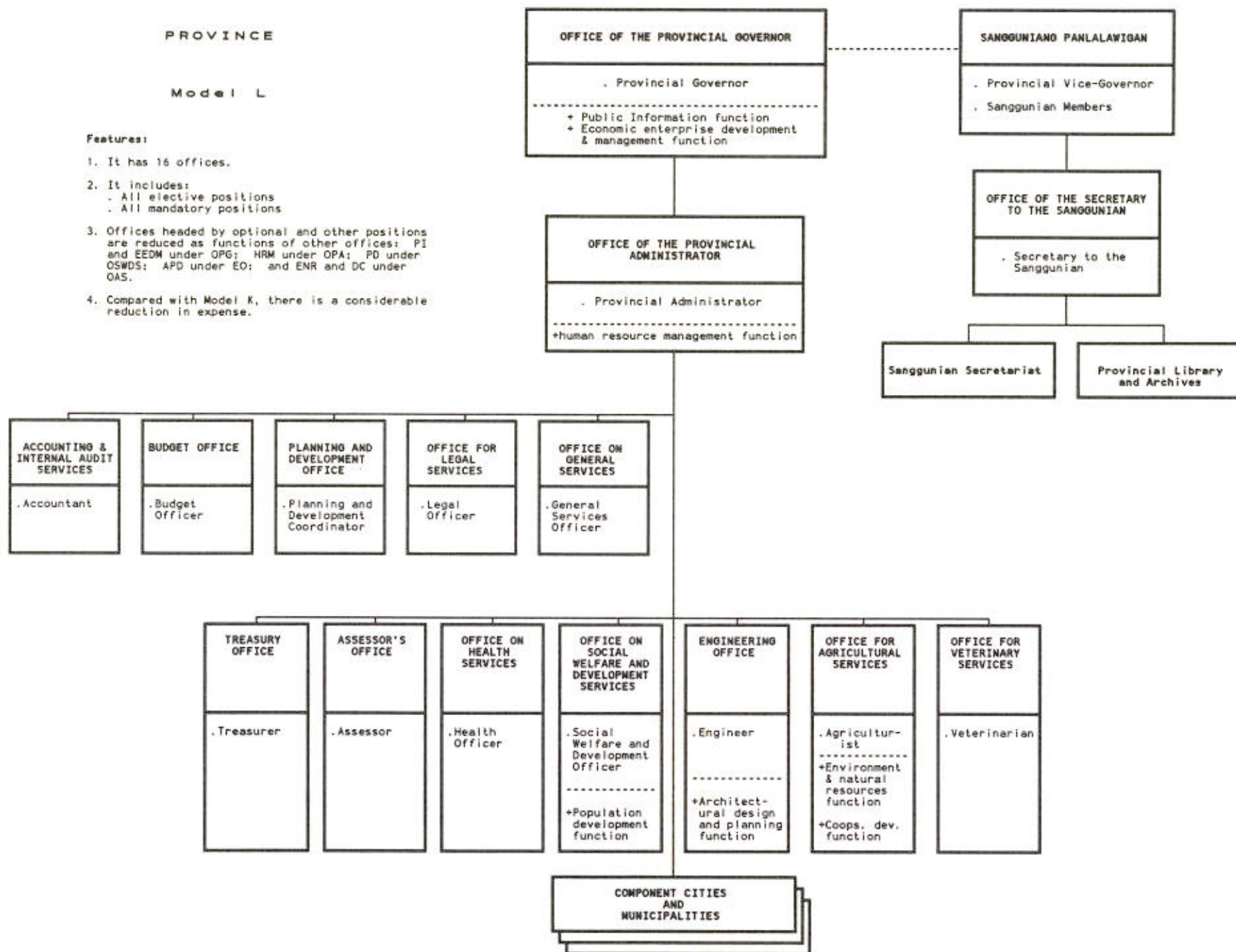
10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development Services
14. Engineering and Architectural Planning Office
15. Office for Agricultural Services
16. Office for Veterinary Services

PROVINCE

Model L

Features:

1. It has 16 offices.
2. It includes:
  - All elective positions
  - All mandatory positions
3. Offices headed by optional and other positions are reduced as functions of other offices: PI and EEDM under OPG; HRM under OPA; PD under OSWDS; APD under EO; and ENR and DC under OAS.
4. Compared with Model K, there is a considerable reduction in expense.



## PROVINCE Model L-1

May be adopted by Third, Fourth, and Fifth Class Provinces

This differs from Model L in only one aspect: the staff and line offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters. The clustering of offices is a scheme used to maximize coordination and monitoring of programs and projects of offices within each cluster.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other line offices, the province can still effectively cope with the service demands of its constituents;
2. At present, its service requirements can be adequately met without the need to have additional offices; and
3. It is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
3. It has 5 staff and 7 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices are reduced as functions of other related offices:

- the Office on Public Information, as a function of the Office of the Provincial Governor;
- the Office for Economic Enterprise Development and Management, also as a function of the Office of the Provincial Governor;
- the Office for Human Resource Management, as a function of the Office of the Provincial Administrator;
- the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
- the Office on Architectural Planning and Design, as a function of the Engineering Office;
- the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services; and
- the Office for the Development of Cooperatives, also as a function of the Office for Agricultural Services.

5. Clustering of offices is effected to attain closer coordination of programs and projects.
6. Each cluster is headed by a Chairman, selected from among the heads of offices within each cluster on a rotation basis.
7. This model approximates the expense of Model L in terms of office maintenance and personal services.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Budgeting Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development Services

TECHNICAL SERVICES B Cluster

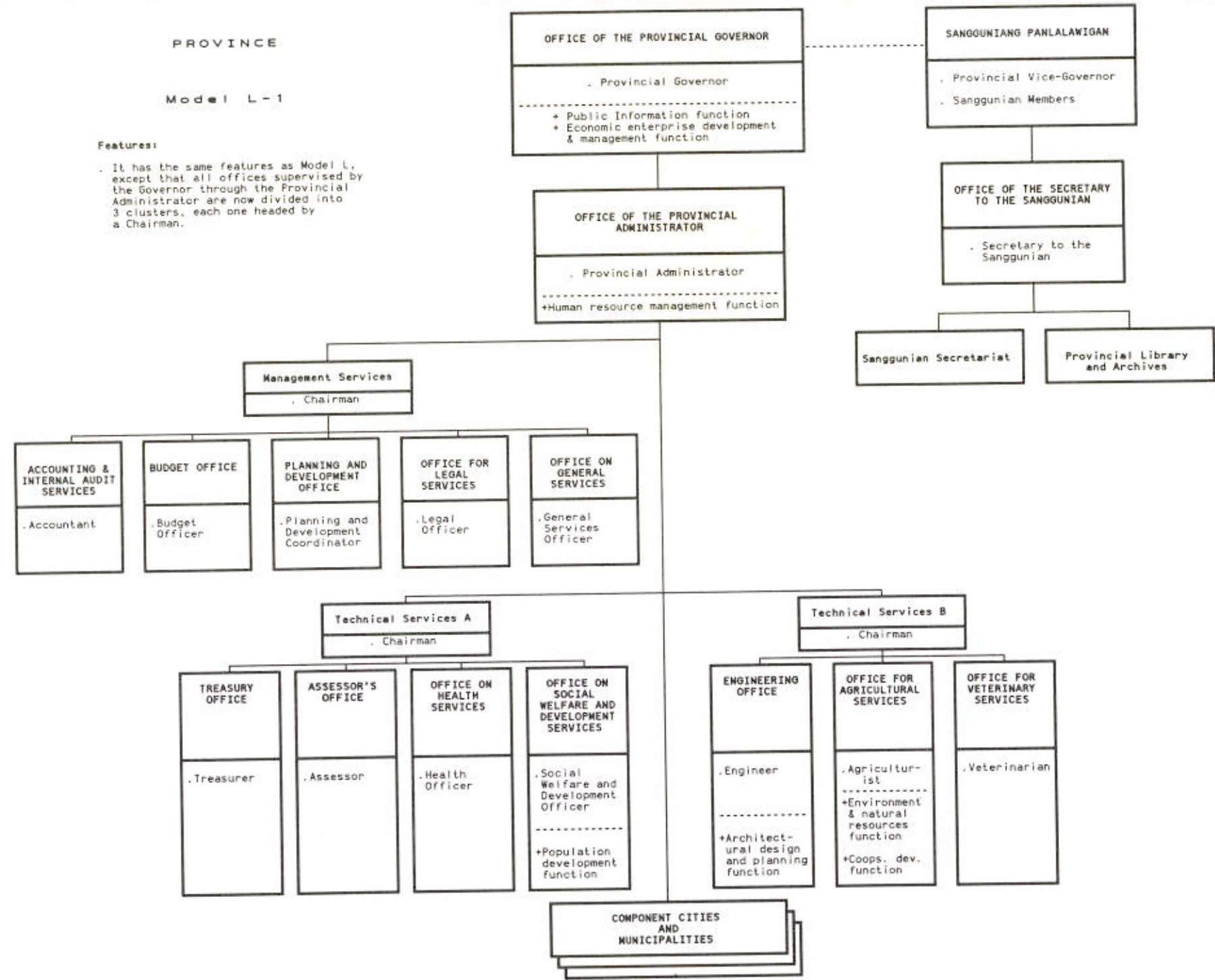
14. Engineering and Architectural Planning Office
15. Office for Agricultural Services
16. Office for Veterinary Services

PROVINCE

Model L-1

Features:

- It has the same features as Model L, except that all offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters, each one headed by a Chairman.



## PROVINCE Model L-2

May be adopted by Third, Fourth, and Fifth Class Provinces

This model is the same as Model L-1, except that there are now only two clusters of offices.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other line offices, the province can still effectively cope with the service demands of its constituents;
2. At present, its service requirements can be adequately met without the need to have additional offices; and
3. It is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 16 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
3. It has 5 staff and 7 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices are reduced as functions of other related offices:

- the Office on Public Information, as a function of the Office of the Provincial Governor;
- the Office for Economic Enterprise Development and Management, also as a function of the Office of the Provincial Governor;
- the Office for Human Resource Management, as a function of the Office of the Provincial Administrator;
- the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
- the Office on Architectural Planning and Design, as a function of the Engineering Office;
- the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services; and
- the Office for the Development of Cooperatives, also as a function of the Office for Agricultural Services.

5. Clustering of offices is effected to attain closer coordination of programs and projects.
6. Each cluster is headed by a Chairman, selected from among the heads of offices within each cluster on a rotation basis.
7. This model approximates the expense of Model L in terms of office maintenance and personal services.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

**MANAGEMENT SERVICES Cluster**

5. Accounting and Internal Audit Services
6. Budget Office
7. Planning and Budgeting Office
8. Office for Legal Services
9. Office on General Services

Line Offices under the general supervision of the Governor:

**TECHNICAL SERVICES Cluster**

10. Treasury Office
11. Assessor's Office
12. Office on Health Services
13. Office on Social Welfare and Development Services
14. Engineering and Architectural Planning Office
15. Office for Agricultural Services
16. Office for Veterinary Services

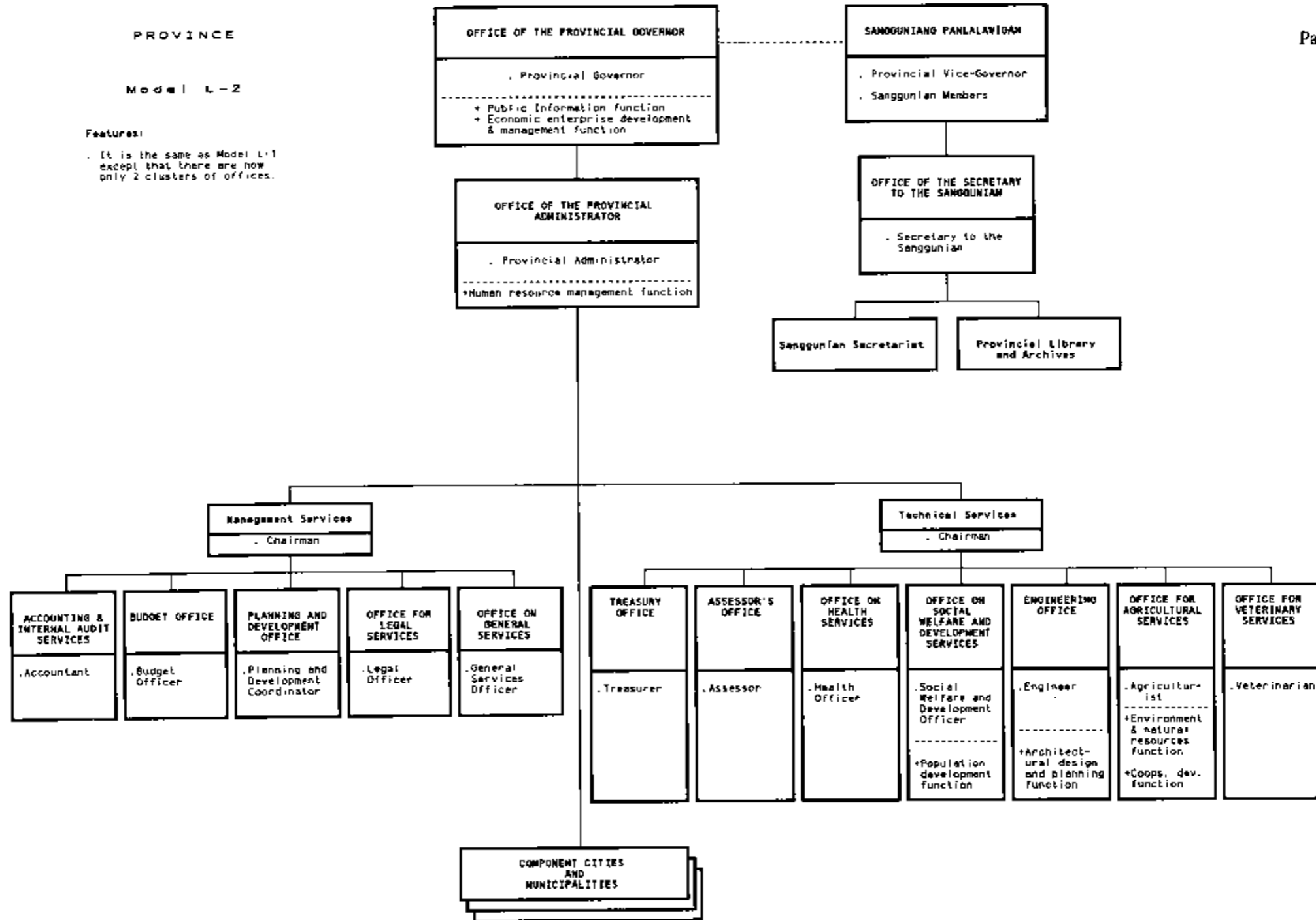


PROVINCE

Model L-2

Features:

- It is the same as Model L-1 except that there are now only 2 clusters of offices.



## PROVINCE Model M

May be adopted by Third, Fourth, and Fifth Class Provinces

For the first time among the models, merging of line offices is done even among those headed by mandatory positions.

This model, like Model N, has 15 offices, although the offices included in each model are not necessarily the same.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including one line office headed by a mandatory position is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. It is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 15 offices.
2. It includes:

- All elective positions:

- o Governor
- o Vice-Governor
- o Sangguniang Panlalawigan

- All mandatory positions

- One optional position:

- o Cooperatives Officer

- Others not mandated in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprise Officer

3. It has 4 staff and 7 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices have been merged with other related offices:

- Office for Human Resource Management with the Office of the Provincial Administrator;
- Budget Office with the Planning and Development Office; and
- Office for Veterinary Services with the Office for Agricultural Services.

5. The following offices are reduced as functions of other related offices:

- the Office on Public Information, as a function of the Office of the Provincial Governor;
- the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
- the Office on Architectural Planning and Design, as a function of the Engineering Office; and
- the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services.

6. This model approximates the expense of Model L in terms of office maintenance and personal services.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

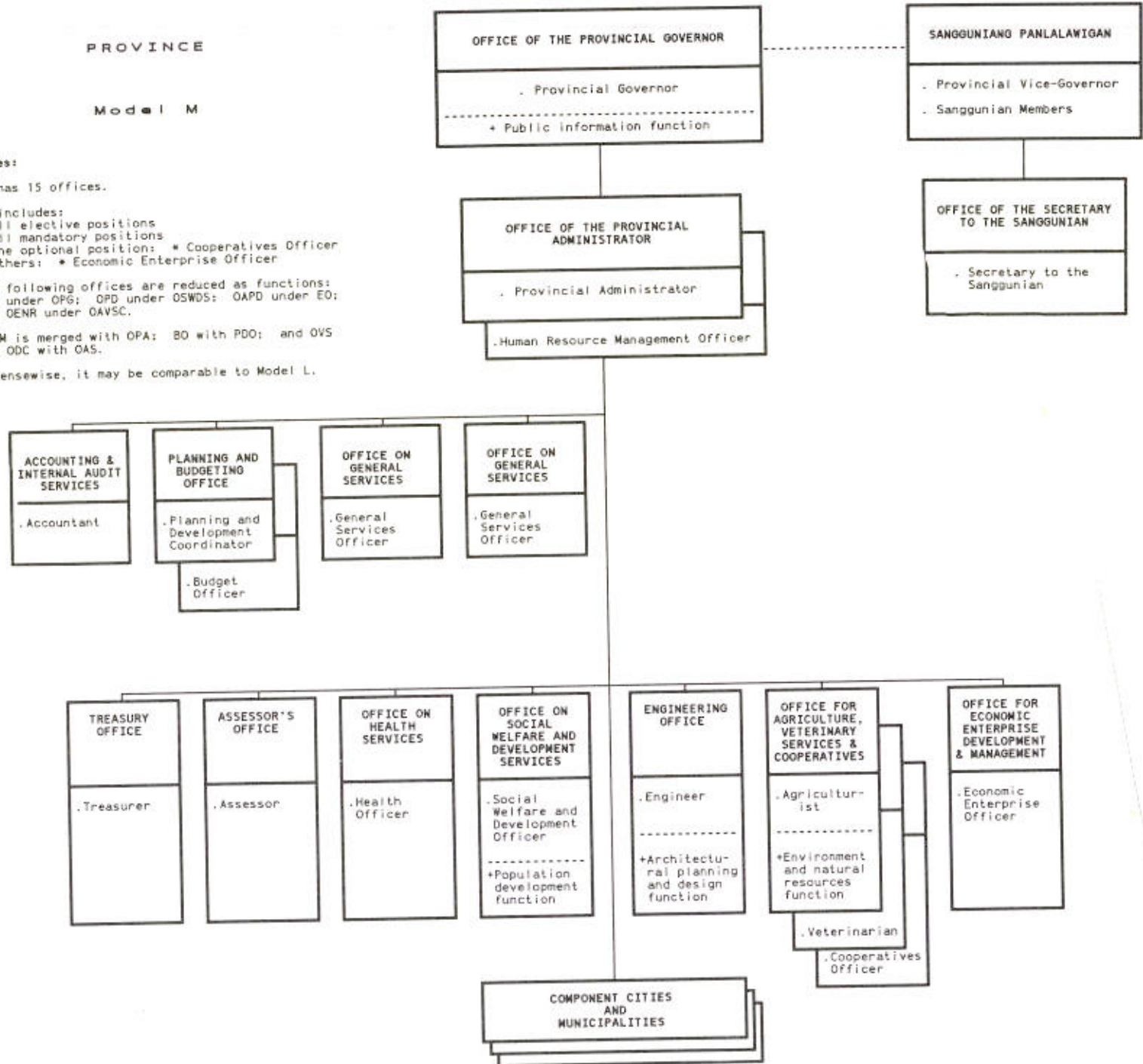
9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services
13. Engineering Office
14. Office for Agriculture, Veterinary Services and Cooperatives
15. Office for Economic Enterprise Development and Management

PROVINCE

Model M

Features:

1. It has 15 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . One optional position: \* Cooperatives Officer
  - . Others: \* Economic Enterprise Officer
3. The following offices are reduced as functions: OPI under OPG; OPD under OSWDS; OAPD under EO; and DENR under OAVSC.
4. OHRM is merged with OPA; BO with PDO; and OVS and ODC with OAS.
5. Expensewise, it may be comparable to Model L.



## PROVINCE Model M-1

May be adopted by Third, Fourth, and Fifth Class Provinces

This model is the same as Model M, except that all offices under the general supervision of the Governor are divided into clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including one line office headed by a mandatory position is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. It is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 15 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - One optional position
    - o Cooperatives Officer
  - Others not mandated in the Local Government Code:

- o Human Resource Management Officer
- o Economic Enterprise Officer

3. It has 4 staff and 7 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Office for Human Resource Management with the Office of the Provincial Administrator;
  - Budget Office with the Planning and Development Office; and
  - Office for Veterinary Services with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
  - the Office on Architectural Planning and Design, as a function of the Engineering Office; and
  - the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services.
6. Clustering of offices is effected to attain closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
8. This model approximates the expense of Model M in terms of office maintenance and personal services.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services

TECHNICAL SERVICES B Cluster

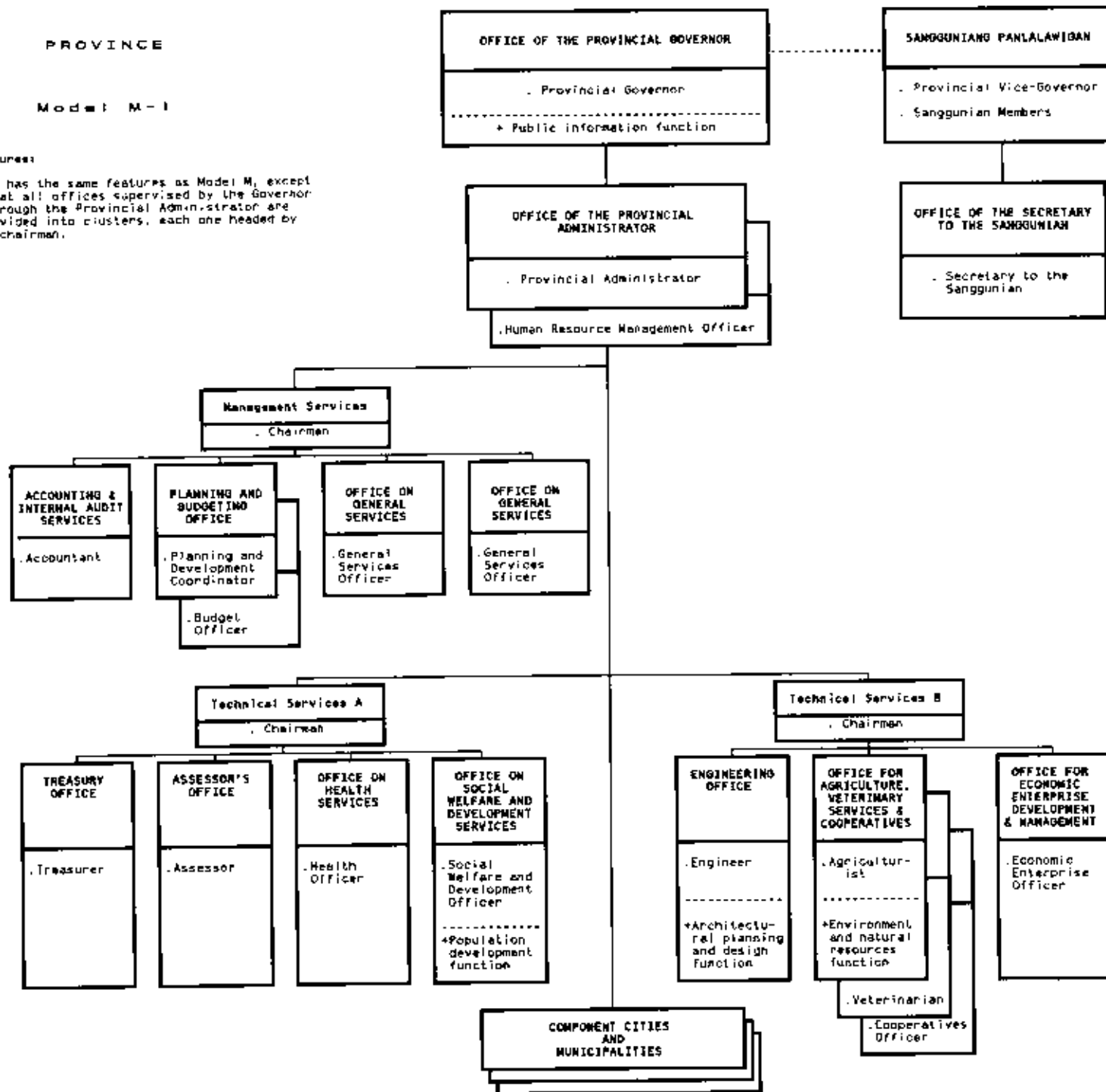
13. Engineering Office
14. Office for Agriculture, Veterinary Services and Cooperatives
15. Office for Economic Enterprise Development and Management

PROVINCE

Model M-1

Features:

It has the same features as Model M<sub>1</sub>, except that all offices supervised by the Governor through the Provincial Administrator are divided into clusters, each one headed by a chairman.



## PROVINCE Model N

May be adopted by Third, Fourth, and Fifth Class Provinces

This model, like Model M, has 15 offices, although the offices included in each model are not necessarily the same.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other line offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 15 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - One optional position:
    - o Cooperatives Officer

- One position not mandated in the Local Government Code:
  - o Human Resource Management Officer

3. It has 4 staff and 7 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Office for Human Resource Management with the Office of the Provincial Administrator;
  - Budget Office with the Planning and Development Office; and
  - Office for Office for the Development of Cooperatives with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
  - the Office on Architectural Planning and Design, as a function of the Engineering Office; and
  - the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services.
6. This model is less expensive than Model M.



Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services

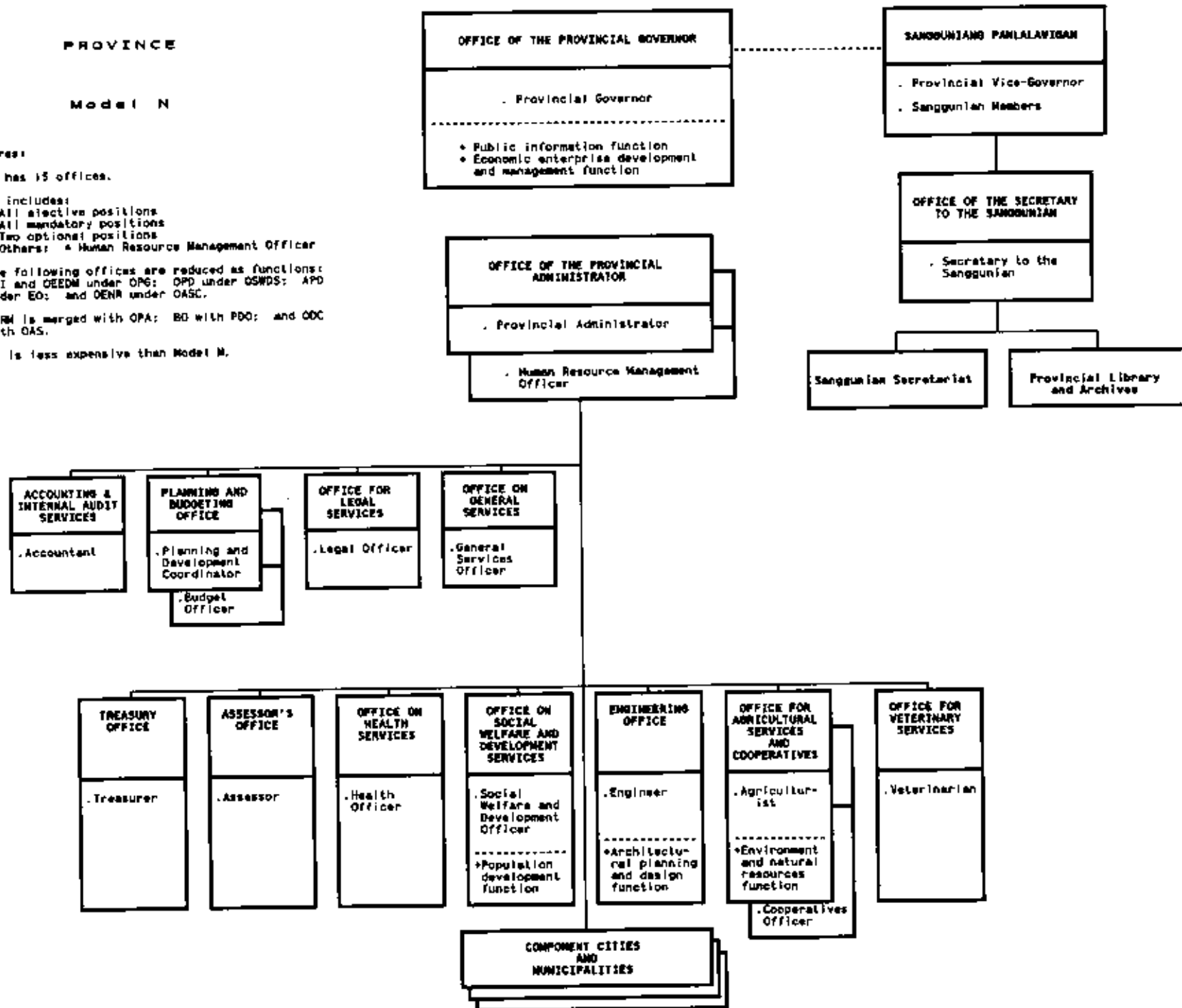
13. Engineering Office
14. Office for Agricultural Services and Cooperatives
15. Office for Veterinary Services

PROVINCE

Model N

Features:

1. It has 15 offices.
2. It includes:
  - All elective positions
  - All mandatory positions
  - Two optional positions
  - Others: A Human Resource Management Officer
3. The following offices are reduced as functions: OPI and CEEDM under OPG; OPD under OSWDS; APD under EO; and OENR under OASC.
4. OHRM is merged with OPA; BO with PDO; and ODC with OAS.
5. It is less expensive than Model M.



## PROVINCE Model N-1

May be adopted by Third, Fourth, and Fifth Class Provinces

This model is the same as Model N, except that all offices under the general supervision of the Governor are divided into clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 15 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - One optional position:
    - o Cooperatives Officer

- One position not mandated in the Local Government Code:

o Human Resource Management Officer

3. It has 4 staff and 7 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Office for Human Resource Management with the Office of the Provincial Administrator;
  - Budget Office with the Planning and Development Office; and
  - Office for Office for the Development of Cooperatives with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
  - the Office on Architectural Planning and Design, as a function of the Engineering Office; and
  - the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services.
6. Clustering of offices is effected to ensure closer coordination of programs and projects.

7. Each cluster is headed by a Chairman, selected from among the heads of offices within each cluster on a rotation basis.
8. Expensewise, this model is comparable to Model N.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services

TECHNICAL SERVICES B Cluster

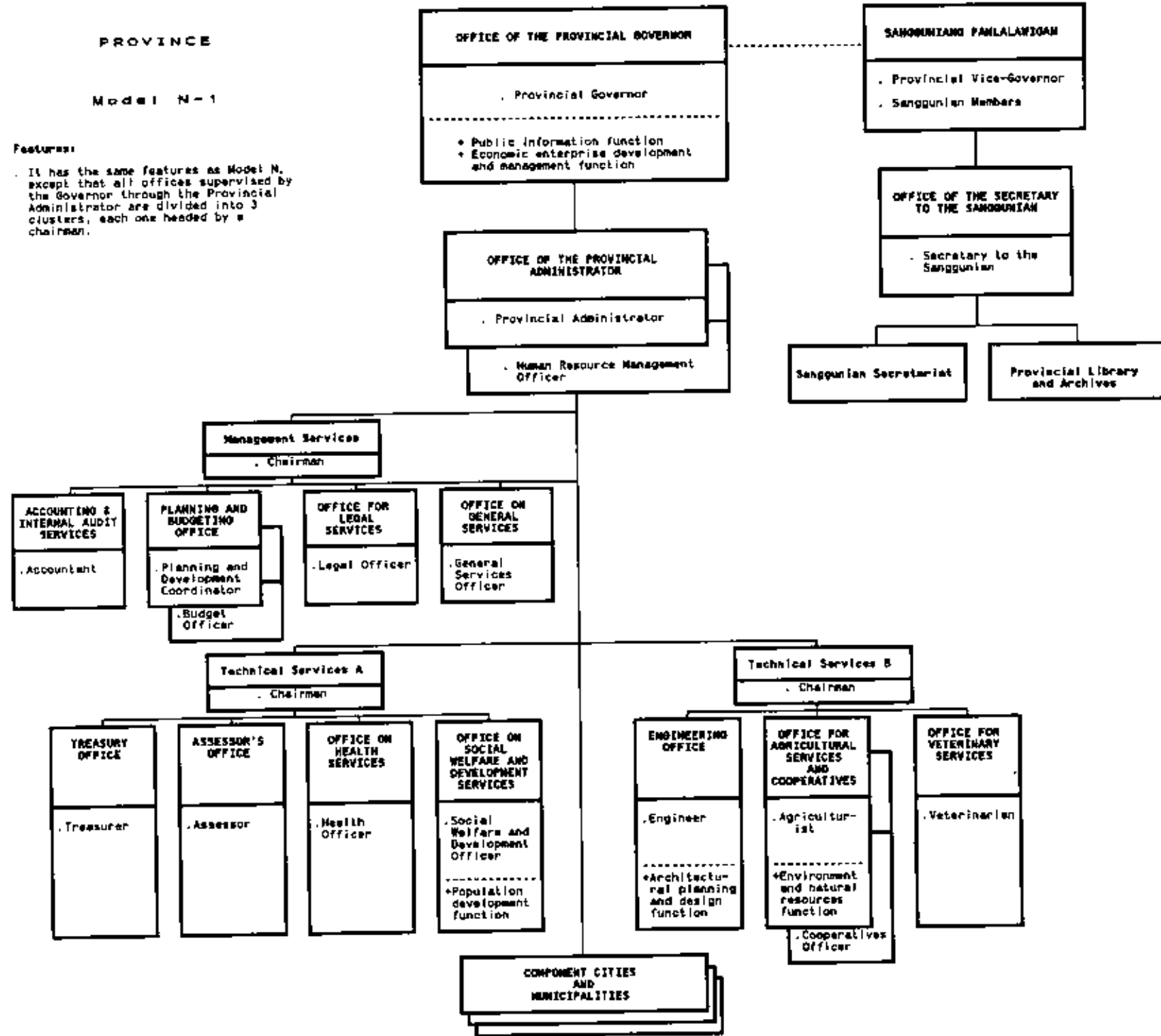
13. Engineering Office
14. Office for Agricultural Services and Cooperatives
15. Office for Veterinary Services

PROVINCE

Model N-1

Features:

It has the same features as Model N, except that all offices supervised by the Governor through the Provincial Administrator are divided into 3 clusters, each one headed by a chairman.



## PROVINCE Model N-2

May be adopted by Third, Fourth, and Fifth Class Provinces

This model is the same as Model N-1, except that all offices under the general supervision of the Governor are now divided into only two clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 15 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - One optional position:
    - o Cooperatives Officer

- One position not mandated in the Local Government Code:
    - o Human Resource Management Officer
3. It has 4 staff and 7 line offices supervised by the Governor through the Provincial Administrator.
  4. The following offices have been merged with other related offices:
    - Office for Human Resource Management with the Office of the Provincial Administrator;
    - Budget Office with the Planning and Development Office; and
    - Office for Office for the Development of Cooperatives with the Office for Agricultural Services.
  5. The following offices are reduced as functions of other related offices:
    - the Office on Public Information, as a function of the Office of the Provincial Governor;
    - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
    - the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
    - the Office on Architectural Planning and Design, as a function of the Engineering Office; and
    - the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services.
  6. Clustering of offices is effected to ensure closer coordination of programs and projects.

7. Each cluster is headed by a Chairman, selected from among the heads of offices within each cluster on a rotation basis.
8. Expensewise, this model is comparable to Model N.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Livelihood programs;
5. Social welfare and development, including population development; and
6. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

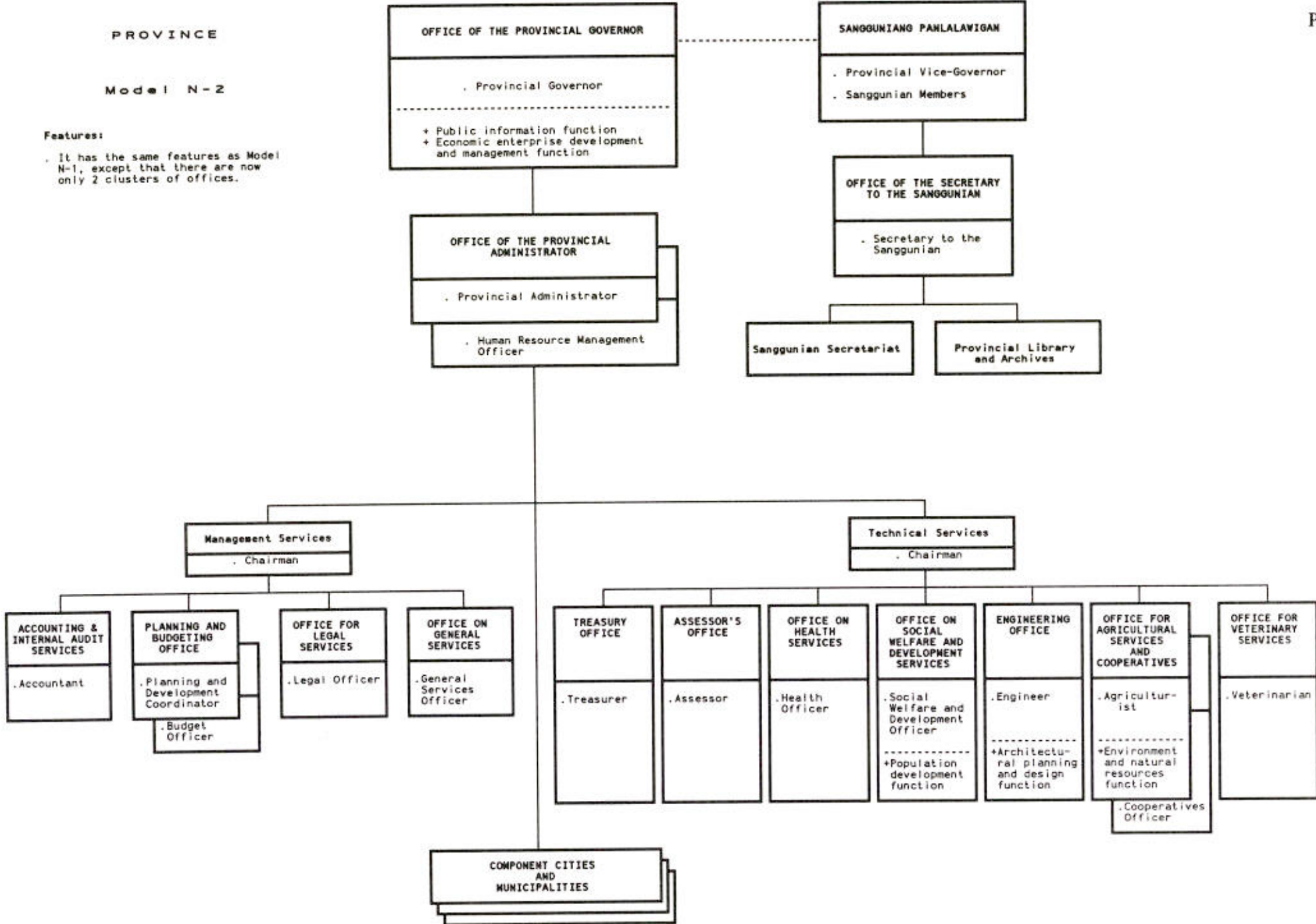
TECHNICAL SERVICES Cluster

9. Treasury Office
10. Assessor's Office
11. Office on Health Services
12. Office on Social Welfare and Development Services
13. Engineering Office
14. Office for Agricultural Services and Cooperatives
15. Office for Veterinary Services

PROVINCE

Model N-2

Features:  
 . It has the same features as Model N-1, except that there are now only 2 clusters of offices.





## PROVINCE Model O

May be adopted by Fourth and Fifth Class Provinces

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 14 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - Two optional positions:
    - o Architect
    - o Environment and Natural Resources Officer
3. It has 4 staff and 6 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices have been merged with other related offices:

- Budget Office with the Planning and Development Office;
- Office on Social Welfare and Development with the Office on Health Services;
- Office on Architectural Planning and Design with the Engineering Office;
- Office on Environment and Natural Resources with the Office for Agricultural Services; and
- Office for Veterinary Services also with the Office for Agricultural Services.

5. The following offices are reduced as functions of other related offices:

- the Office on Public Information, as a function of the Office of the Provincial Governor;
- the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
- the Office for Human Resource Management, as function of the Office of the Provincial Administrator; and
- the Office on Population Development, as a function of the Office on Social Welfare and Development Services.

6. This model is less expensive than Model N.

### Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Cooperatives;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

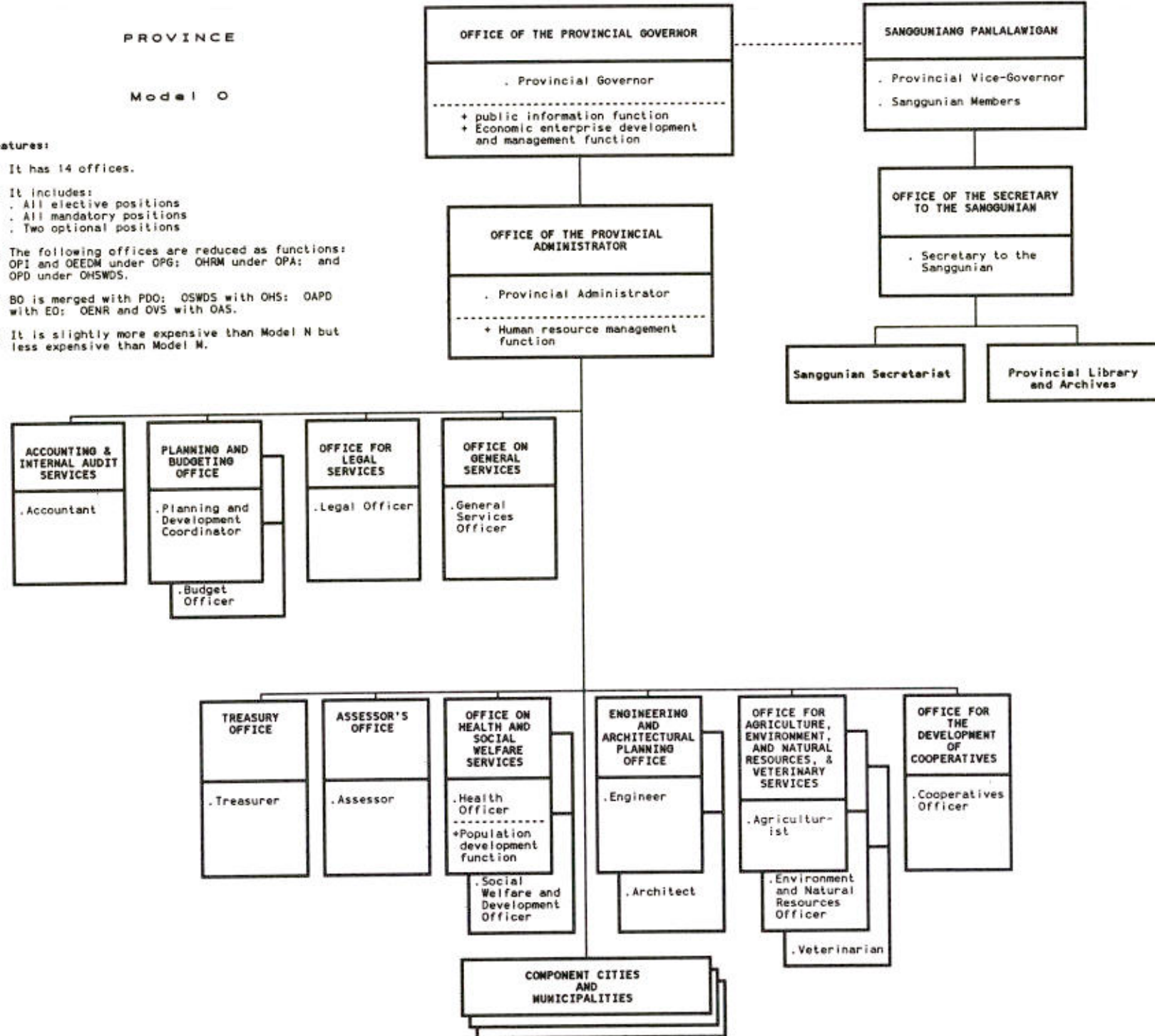
Line Offices under the general supervision of the Governor:

9. Treasury Office
10. Assessor's Office
11. Office on Health and Social Welfare Services
12. Engineering Architectural Planning Office
13. Office for Agriculture, Environment, Natural Resources and Veterinary Services
14. Office for the Development of Cooperatives

PROVINCE  
Model O

Features:

1. It has 14 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . Two optional positions
3. The following offices are reduced as functions: OPI and OEEDM under OPG; OHRM under OPA; and OPD under OHSWDS.
4. BO is merged with PDO; OSWDS with OHS; OAPD with ED; OENR and OVS with OAS.
5. It is slightly more expensive than Model N but less expensive than Model M.



## PROVINCE Model O-1

May be adopted by Fourth and Fifth Class Provinces

This model is the same as Model O, except that all offices under the general supervision of the Governor are divided into clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 14 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Pantalawigan
  - All mandatory positions
  - Two optional positions:
    - o Architect
    - o Environment and Natural Resources Officer

3. It has 4 staff and 6 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Budget Office with the Planning and Development Office;
  - Office on Social Welfare and Development with the Office on Health Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office for Agricultural Services; and
  - Office for Veterinary Services also with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
  - the Office for Human Resource Management, as function of the Office of the Provincial Administrator; and
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services.
6. Clustering of offices is effective to attain closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
8. This model is as expensive as Model O.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Cooperatives;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

9. Treasury Office
10. Assessor's Office
11. Office on Health and Social Welfare Services

TECHNICAL SERVICES B Cluster

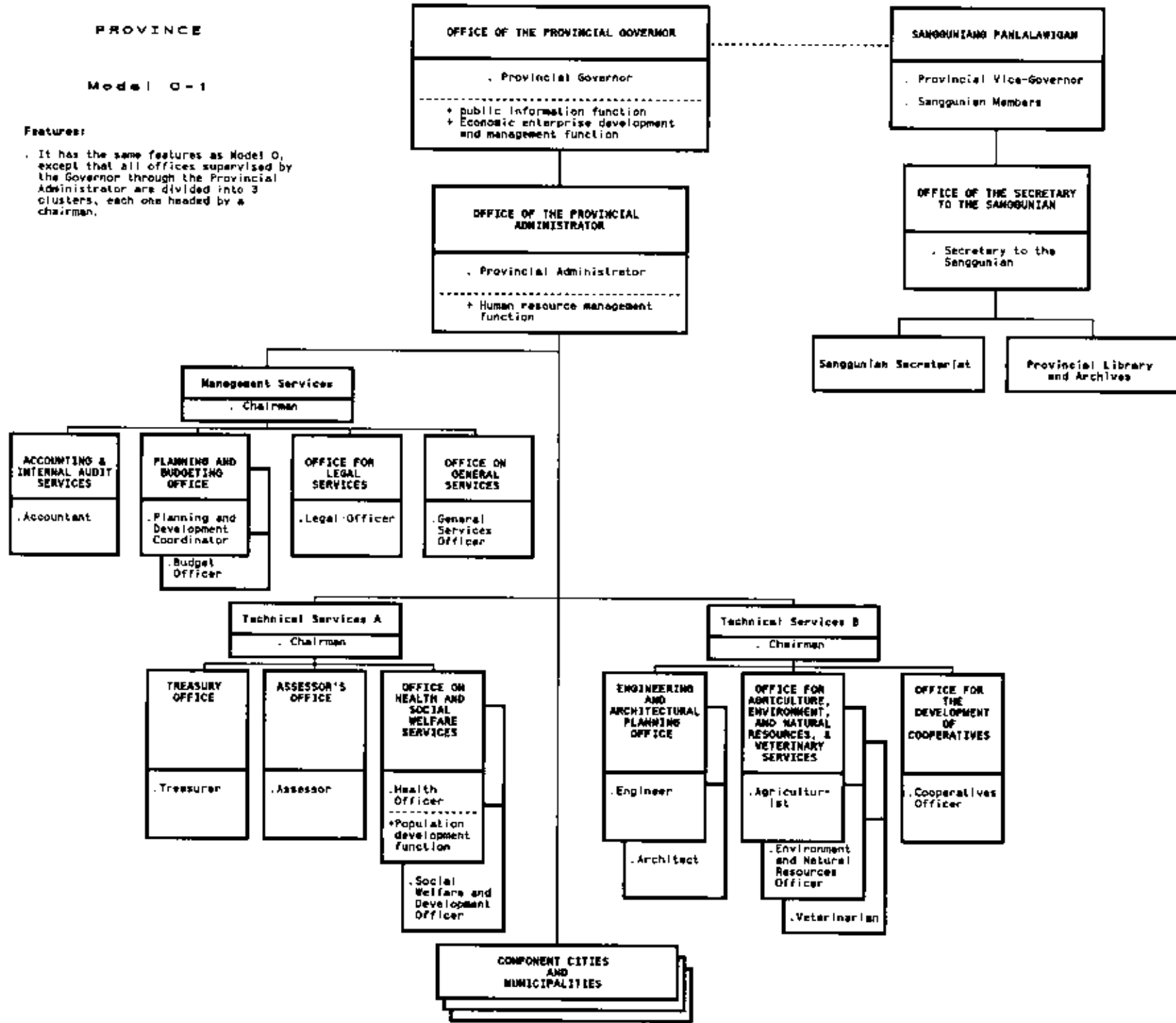
12. Engineering Architectural Planning Office
13. Office for Agriculture, Environment, Natural Resources and Veterinary Services
14. Office for the Development of Cooperatives

PROVINCE

Model O-1

Features:

- It has the same features as Model O, except that all offices supervised by the Governor through the Provincial Administrator are divided into 3 clusters, each one headed by a chairman.



## PROVINCE Model O-2

May be adopted by Fourth and Fifth Class Provinces

This model is the same as Model O-1, except that there are now only two clusters of offices.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the primary program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 14 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - Two optional positions:
    - o Architect
    - o Environment and Natural Resources Officer

3. It has 4 staff and 6 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Budget Office with the Planning and Development Office;
  - Office on Social Welfare and Development with the Office on Health Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office for Agricultural Services; and
  - Office for Veterinary Services also with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
  - the Office for Human Resource Management, as function of the Office of the Provincial Administrator; and
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services.
6. Clustering of offices is effective to attain closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
8. This model is as expensive as Model O.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Cooperatives;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services
8. Office on General Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES Cluster

9. Treasury Office
10. Assessor's Office
11. Office on Health and Social Welfare Services
12. Engineering Architectural Planning Office
13. Office for Agriculture, Environment, Natural Resources and Veterinary Services
14. Office for the Development of Cooperatives

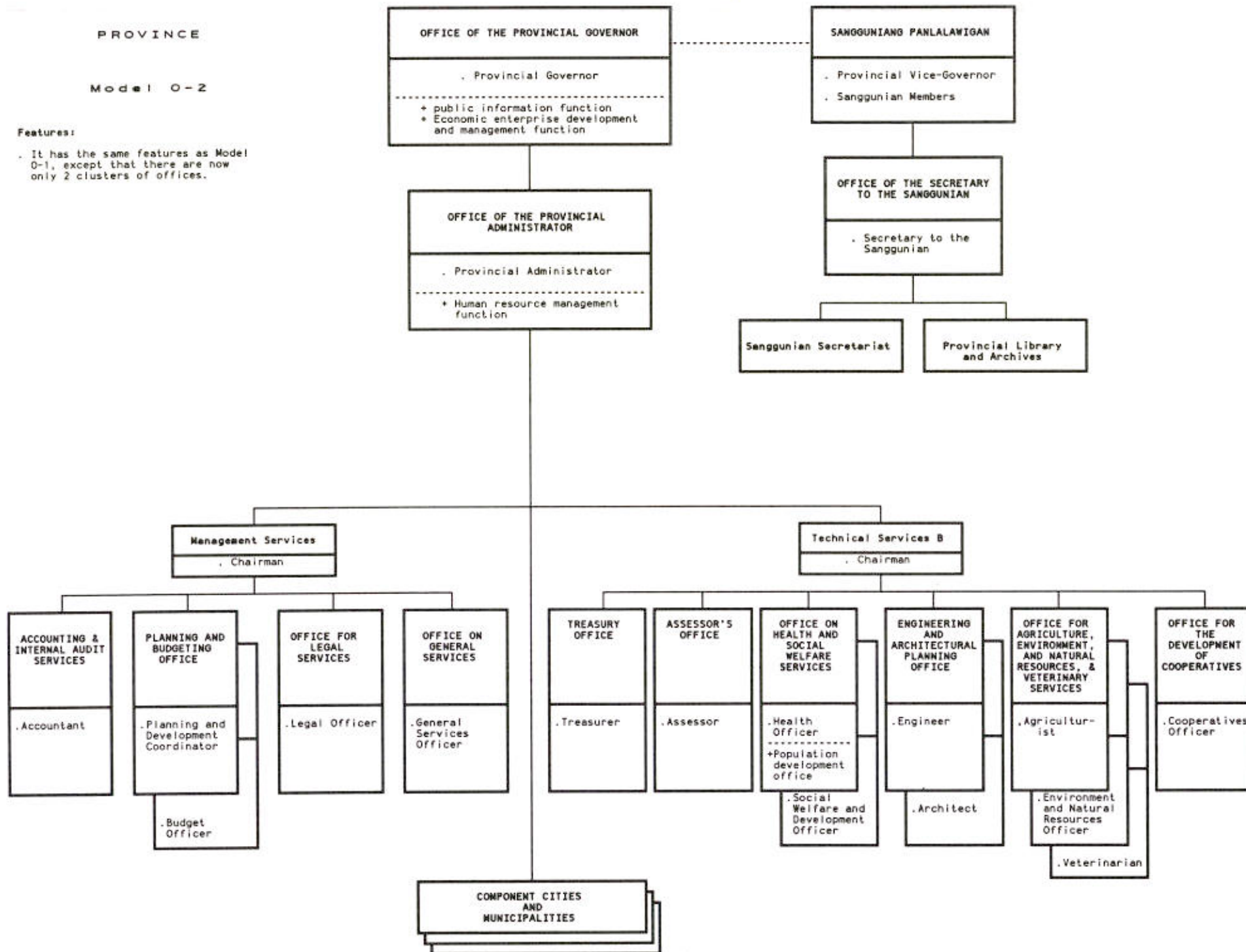


PROVINCE

Model 0-2

Features:

- . It has the same features as Model 0-1, except that there are now only 2 clusters of offices.



## PROVINCE Model P

May be adopted by Fourth and Fifth Class Provinces

This model, along with Model Q, has the least number of offices among all models for provinces.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the basic program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 13 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - Three optional positions:
    - o Architect
    - o Environment and Natural Resources Officer
    - o Cooperatives Officer

3. It has 3 staff and 6 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Budget Office with the Planning and Development Office;
  - Office on General Services with the Office of the Provincial Administrator;
  - Office on Social Welfare and Development with the Office on Health Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office for Agricultural Services; and
  - Office for Veterinary Services also with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
  - the Office for Human Resource Management, as function of the Office of the Provincial Administrator; and
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services.
6. This model is slightly less expensive than Model O.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Cooperatives;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services

Line Offices under the general supervision of the Governor:

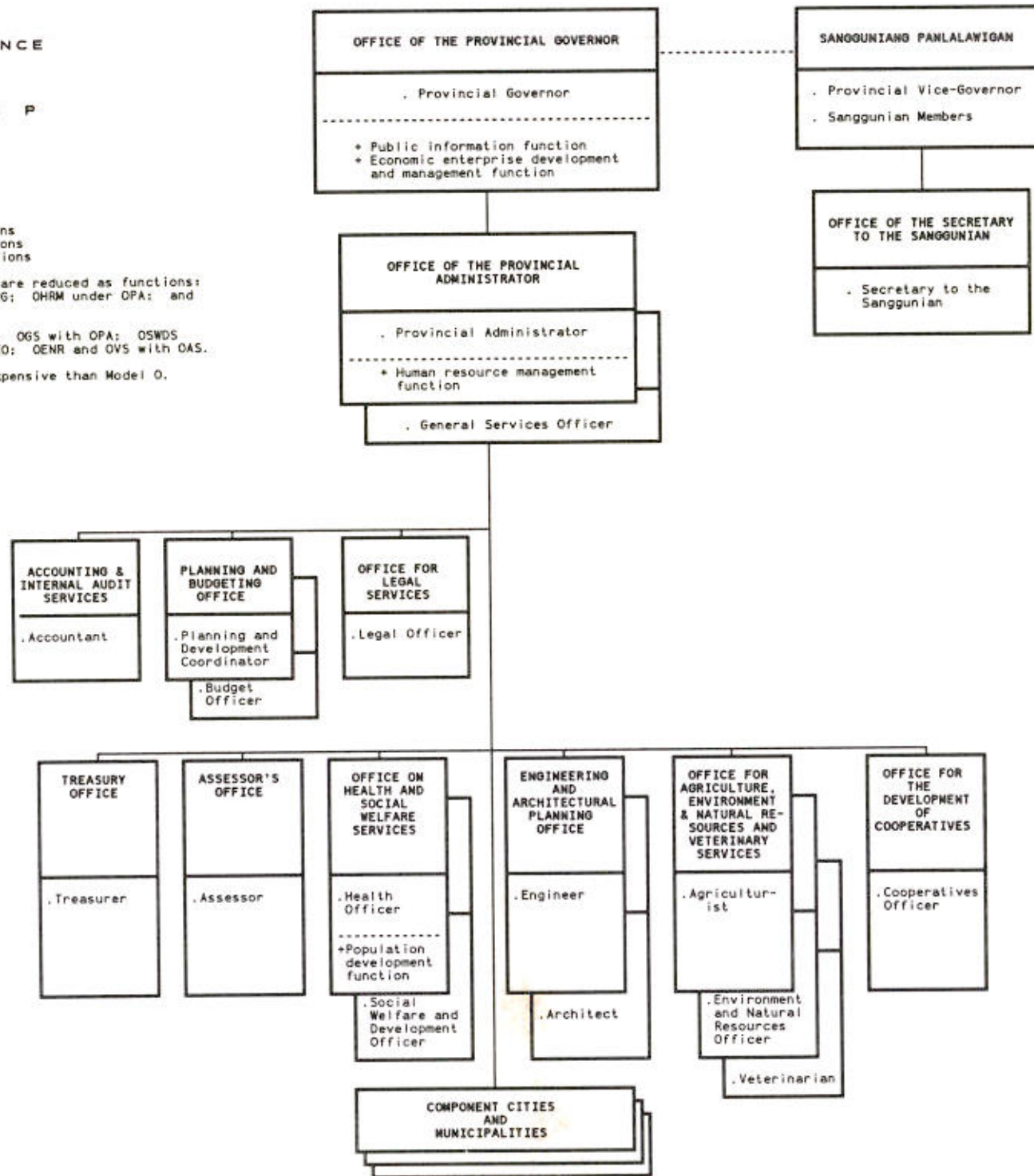
8. Treasury Office
9. Assessor's Office
10. Office on Health and Social Welfare Services
11. Engineering Architectural Planning Office
12. Office for Agriculture, Environment, Natural Resources and Veterinary Services
13. Office for the Development of Cooperatives

PROVINCE

Model P

Features:

1. It has 13 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
  - . Three optional positions
3. The following offices are reduced as functions:
  - OP1 and OEEDM under OP6; OHRM under OPA; and
  - OPD under OHSWDS.
4. BO is merged with PDD; OGS with OPA; OSWDS with OHS; OAPD with EO; OENR and OVS with OAS.
5. It is slightly less expensive than Model O.



## PROVINCE Model P-1

May be adopted by Fourth and Fifth Class Provinces

This model is the same as Model P, except that all the offices under the general supervision of the Governor are divided into clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the basic program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 13 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - Three optional positions:
    - o Architect
    - o Environment and Natural Resources Officer
    - o Cooperatives Officer

3. It has 3 staff and 6 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Budget Office with the Planning and Development Office;
  - Office on General Services with the Office of the Provincial Administrator;
  - Office on Social Welfare and Development with the Office on Health Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office for Agricultural Services; and
  - Office for Veterinary Services also with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
  - the Office for Human Resource Management, as function of the Office of the Provincial Administrator; and
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services.
6. Clustering is effected to ensure closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
8. This model is as expensive as Model P.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Cooperatives;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

8. Treasury Office
9. Assessor's Office
10. Office on Health and Social Welfare Services

TECHNICAL SERVICES B Cluster

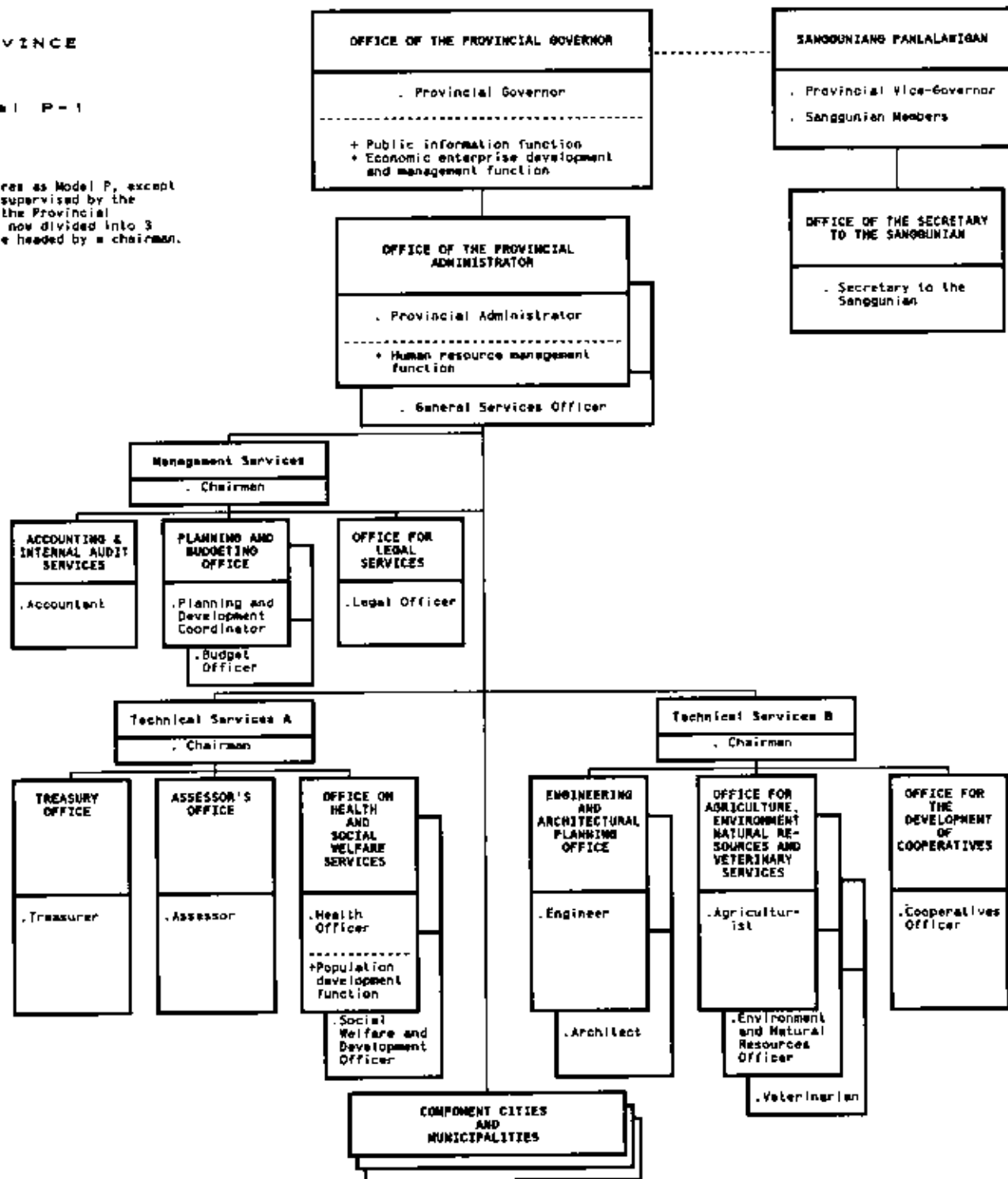
11. Engineering Architectural Planning Office
12. Office for Agriculture, Environment, Natural Resources and Veterinary Services
13. Office for the Development of Cooperatives

PROVINCE

Model P-1

Features:

It has same features as Model P, except that all offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters, each one headed by a chairman.



## PROVINCE Model P-2

May be adopted by Fourth and Fifth Class Provinces

This model is the same as Model P-1, except that there are now only two office clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the basic program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 13 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
  - Three optional positions:
    - o Architect
    - o Environment and Natural Resources Officer
    - o Cooperatives Officer

3. It has 3 staff and 6 line offices supervised by the Governor through the Provincial Administrator.
4. The following offices have been merged with other related offices:
  - Budget Office with the Planning and Development Office;
  - Office on General Services with the Office of the Provincial Administrator;
  - Office on Social Welfare and Development with the Office on Health Services;
  - Office on Architectural Planning and Design with the Engineering Office;
  - Office on Environment and Natural Resources with the Office for Agricultural Services; and
  - Office for Veterinary Services also with the Office for Agricultural Services.
5. The following offices are reduced as functions of other related offices:
  - the Office on Public Information, as a function of the Office of the Provincial Governor;
  - the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
  - the Office for Human Resource Management, as function of the Office of the Provincial Administrator; and
  - the Office on Population Development, as a function of the Office on Social Welfare and Development Services.
6. Clustering is effected to ensure closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
8. This model is as expensive as Model P.



Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Health, including hospital services, field and tertiary health services;
3. Agriculture, including agricultural research, and agricultural extension;
4. Cooperatives;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES Cluster

8. Treasury Office
9. Assessor's Office

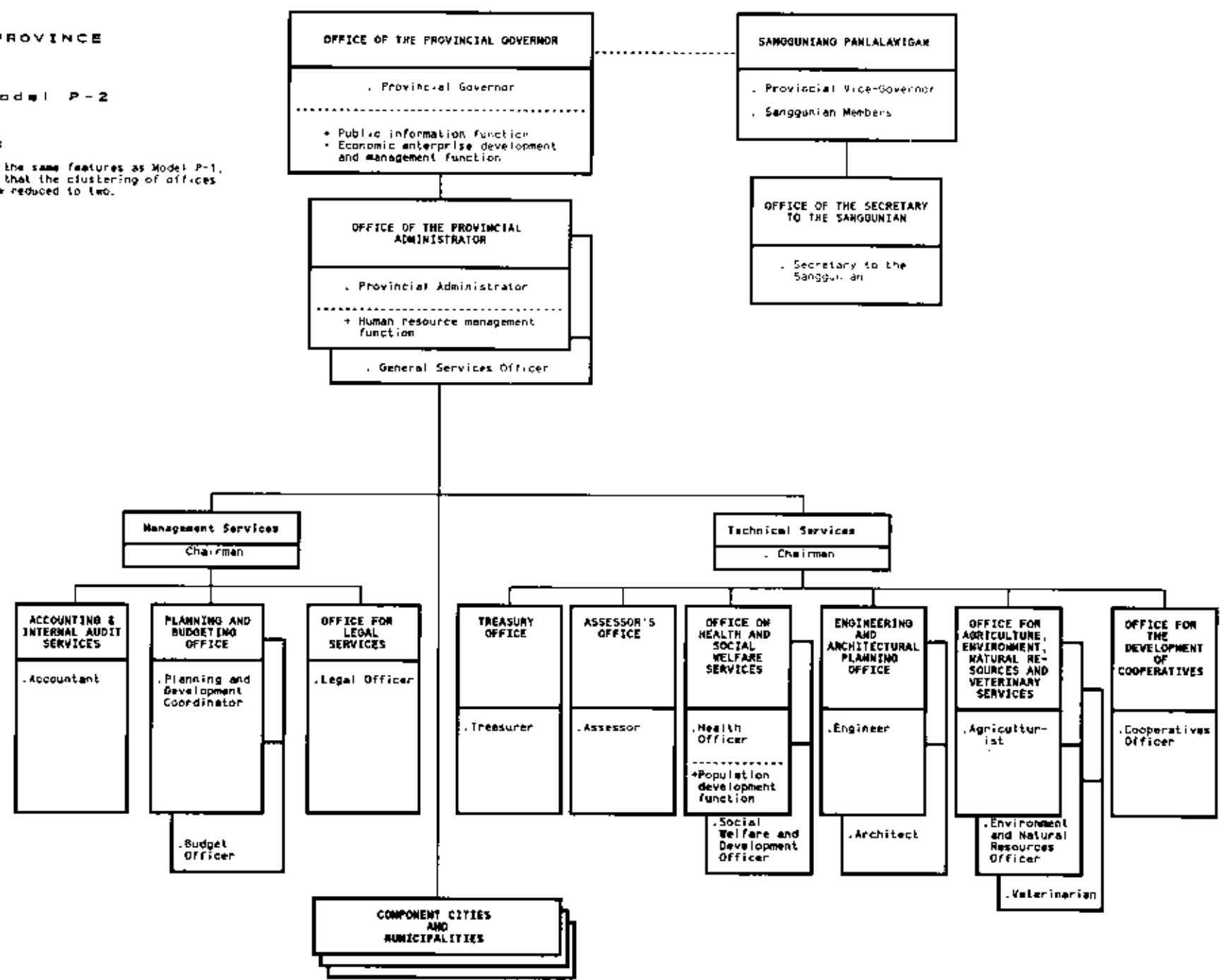
10. Office on Health and Social Welfare Services
11. Engineering Architectural Planning Office
12. Office for Agriculture, Environment, Natural Resources and Veterinary Services
13. Office for the Development of Cooperatives

PROVINCE

Model P-2

Features:

- It has the same features as Model P-1, except that the clustering of offices are now reduced to two.



## PROVINCE Model Q

May be adopted by Fifth Class Provinces

This model, along with Model P, has the least number of offices among all models for provinces.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the basic program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 13 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
3. It has 3 staff and 6 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices have been merged with other related offices:

- Budget Office with the Planning and Development Office;
- Office on General Services with the Office of the Provincial Administrator; and
- Office for Veterinary Services also with the Office for Agricultural Services.

5. The following offices are reduced as functions of other related offices:

- the Office on Public Information, as a function of the Office of the Provincial Governor;
- the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
- the Office for Human Resource Management, as function of the Office of the Provincial Administrator;
- the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
- the Office on Architectural Planning and Design, as a function of the Engineering Office;
- the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services; and
- the Office for the Development of Cooperations, as a function of the Office for Agricultural Services.

6. This model is slightly less expensive than Model P.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Livelihood Programs;
3. Agriculture, including agricultural research, and agricultural extension;
4. Health, including hospital services, field and tertiary health services;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services

Line Offices under the general supervision of the Governor:

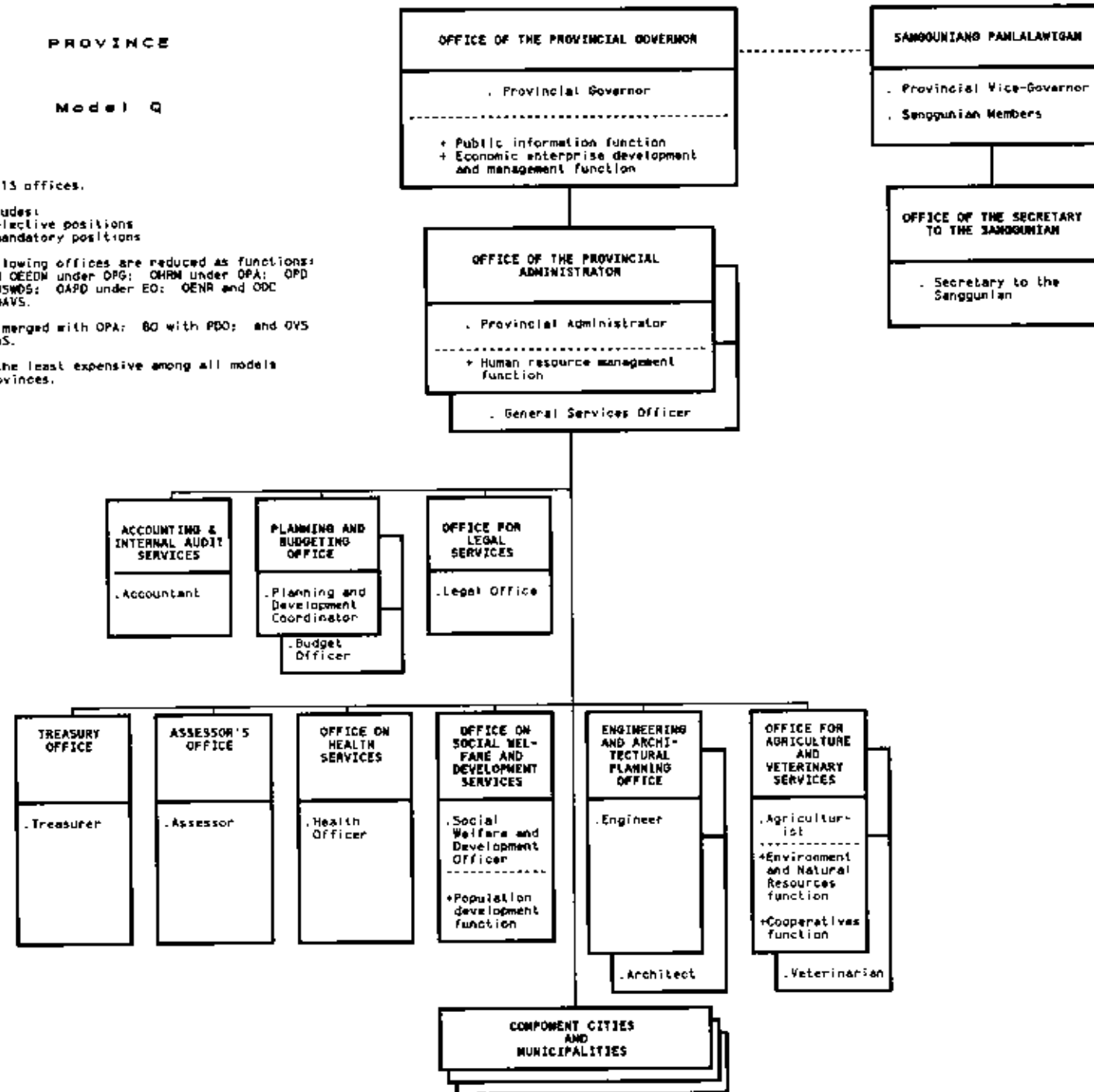
8. Treasury Office
9. Assessor's Office
10. Office on Health Services
11. Office on Social Welfare and Development Services
12. Engineering Office
13. Office for Agriculture and Veterinary Services

PROVINCE

Model Q

Features:

1. It has 13 offices.
2. It includes:
  - . All elective positions
  - . All mandatory positions
3. The following offices are reduced as functions: OPI and OEEDM under OPG; OHRM under OPA; OPD under OSWDS; OAPD under EO; OENR and ODC under OAVS.
4. OGS is merged with OPA; BO with PBO; and OVS with OAS.
5. It is the least expensive among all models for provinces.



## PROVINCE Model Q-1

May be adopted by Fifth Class Provinces

This model is the same as Model Q, except that all offices under the general supervision of the Governor are divided into clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the basic program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 13 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
3. It has 3 staff and 6 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices have been merged with other related offices:

- Budget Office with the Planning and Development Office;
- Office on General Services with the Office of the Provincial Administrator; and
- Office for Veterinary Services also with the Office for Agricultural Services.

5. The following offices are reduced as functions of other related offices:

- the Office on Public Information, as a function of the Office of the Provincial Governor;
- the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
- the Office for Human Resource Management, as function of the Office of the Provincial Administrator;
- the Office on Population Development, as a function of the Office on Social Welfare and Development Services; and
- the Office on Architectural Planning and Design, as a function of the Engineering Office;
- the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services; and
- the Office for the Development of Cooperations, as a function of the Office for Agricultural Services.

6. Clustering of offices is effective to ensure closer coordination of programs and projects.

7. Each cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
8. This model is as expensive as Model Q.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Livelihood Programs;
3. Agriculture, including agricultural research, and agricultural extension;
4. Health, including hospital services, field and tertiary health services;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES A Cluster

8. Treasury Office
9. Assessor's Office
10. Engineering Office

TECHNICAL SERVICES B Cluster

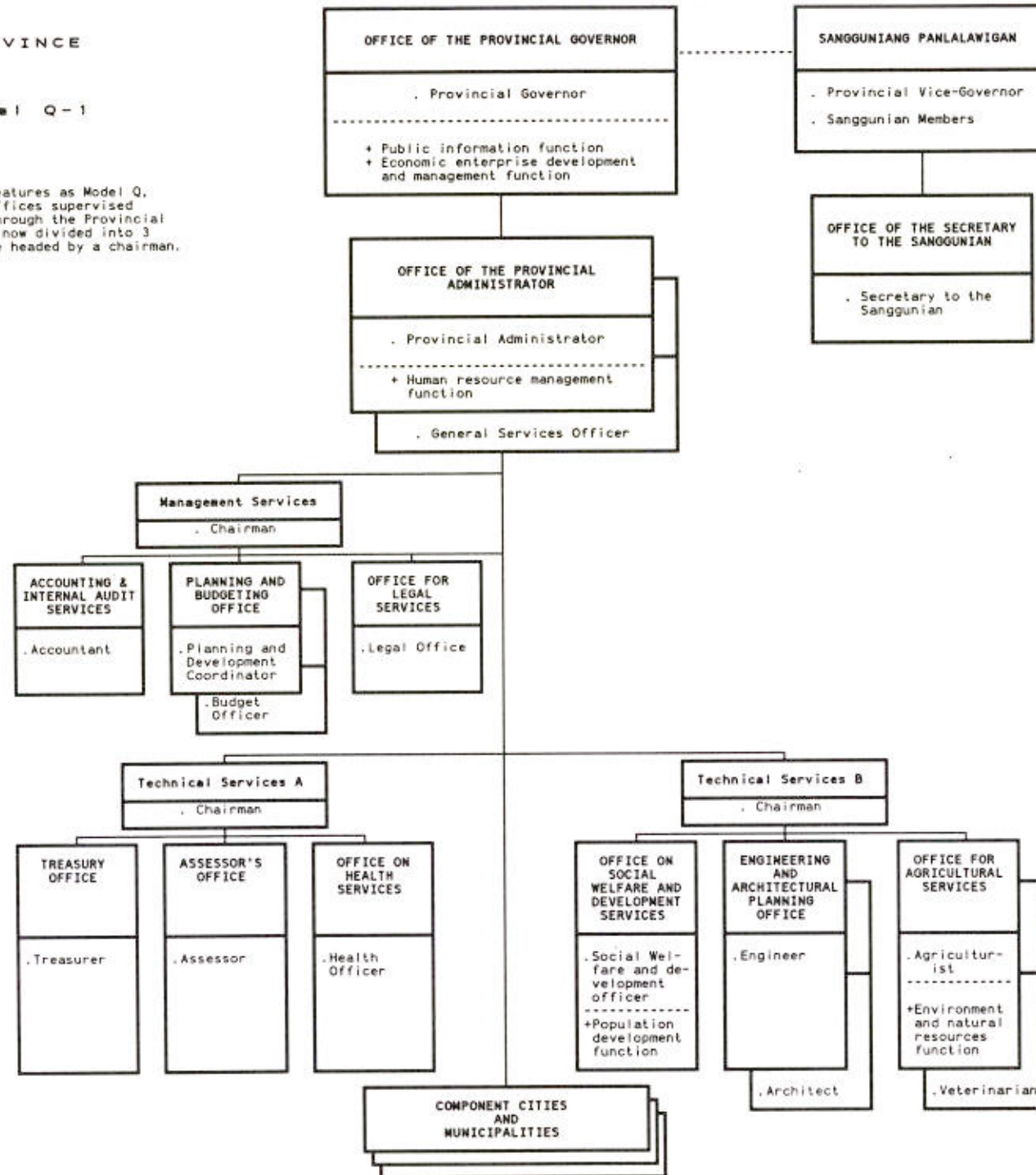
11. Office on Health Services
12. Office on Social Welfare and Development Services
13. Office for Agriculture and Veterinary Services

PROVINCE

Model Q-1

Features:

- It has the same features as Model Q, except that all offices supervised by the Governor through the Provincial Administrator are now divided into 3 clusters, each one headed by a chairman.





## PROVINCE Model Q-2

May be adopted by Fifth Class Provinces

This model is the same as Model Q-1, except the offices under the general supervision of the Governor are now divided into only two clusters.

### Key Considerations:

1. Even with the reduction of several offices into mere functions of other offices, the province can still effectively cope with the service demands of its constituents;
2. Merging of offices, including those headed by mandatory positions is necessary and will not unduly affect the basic program thrusts of the provincial government; and
3. The province is financially capable of maintaining all offices included in the model.

### Features:

1. This model has 13 offices.
2. It includes:
  - All elective positions:
    - o Governor
    - o Vice-Governor
    - o Sangguniang Panlalawigan
  - All mandatory positions
3. It has 3 staff and 6 line offices supervised by the Governor through the Provincial Administrator.

4. The following offices have been merged with other related offices:

- Budget Office with the Planning and Development Office;
- Office on General Services with the Office of the Provincial Administrator; and
- Office for Veterinary Services also with the Office for Agricultural Services.

5. The following offices are reduced as functions of other related offices:

- the Office on Public Information, as a function of the Office of the Provincial Governor;
- the Office for Economic Enterprise Development and Management, as a function of the Office of the Provincial Governor;
- the Office for Human Resource Management, as function of the Office of the Provincial Administrator;
- the Office on Population Development, as a function of the Office on Social Welfare and Development Services;
- the Office on Architectural Planning and Design, as a function of the Engineering Office;
- the Office on Environment and Natural Resources, as a function of the Office for Agricultural Services; and
- the Office for the Development of Cooperations, as a function of the Office for Agricultural Services.

6. Clustering of offices is effective to ensure closer coordination of programs and projects.
7. Each cluster is headed by a Chairman, selected on a rotation basis from among the heads of offices within each cluster.
8. This model is as expensive as Model Q.

Service Priorities:

The following service priorities are based on the results of a survey conducted for the purpose of determining organizational structures which can effectively deliver the service requirements of a particular class or group of classes of provinces.

1. Infrastructure, including public works, school building programs, and communication facilities;
2. Livelihood Programs;
3. Agriculture, including agricultural research, and agricultural extension;
4. Health, including hospital services, field and tertiary health services;
5. Environment and natural resources, including community based forestry programs, environmental law enforcement, and environmental programs; and
6. Social welfare and development, including population development.

Offices:

1. Office of the Governor
2. Sangguniang Panlalawigan
3. Office of the Secretary to the Sanggunian
4. Office of the Provincial Administrator

Staff Offices under the general supervision of the Governor:

MANAGEMENT SERVICES Cluster

5. Accounting and Internal Audit Services
6. Planning and Budgeting Office
7. Office for Legal Services

Line Offices under the general supervision of the Governor:

TECHNICAL SERVICES Cluster

8. Treasury Office
9. Assessor's Office

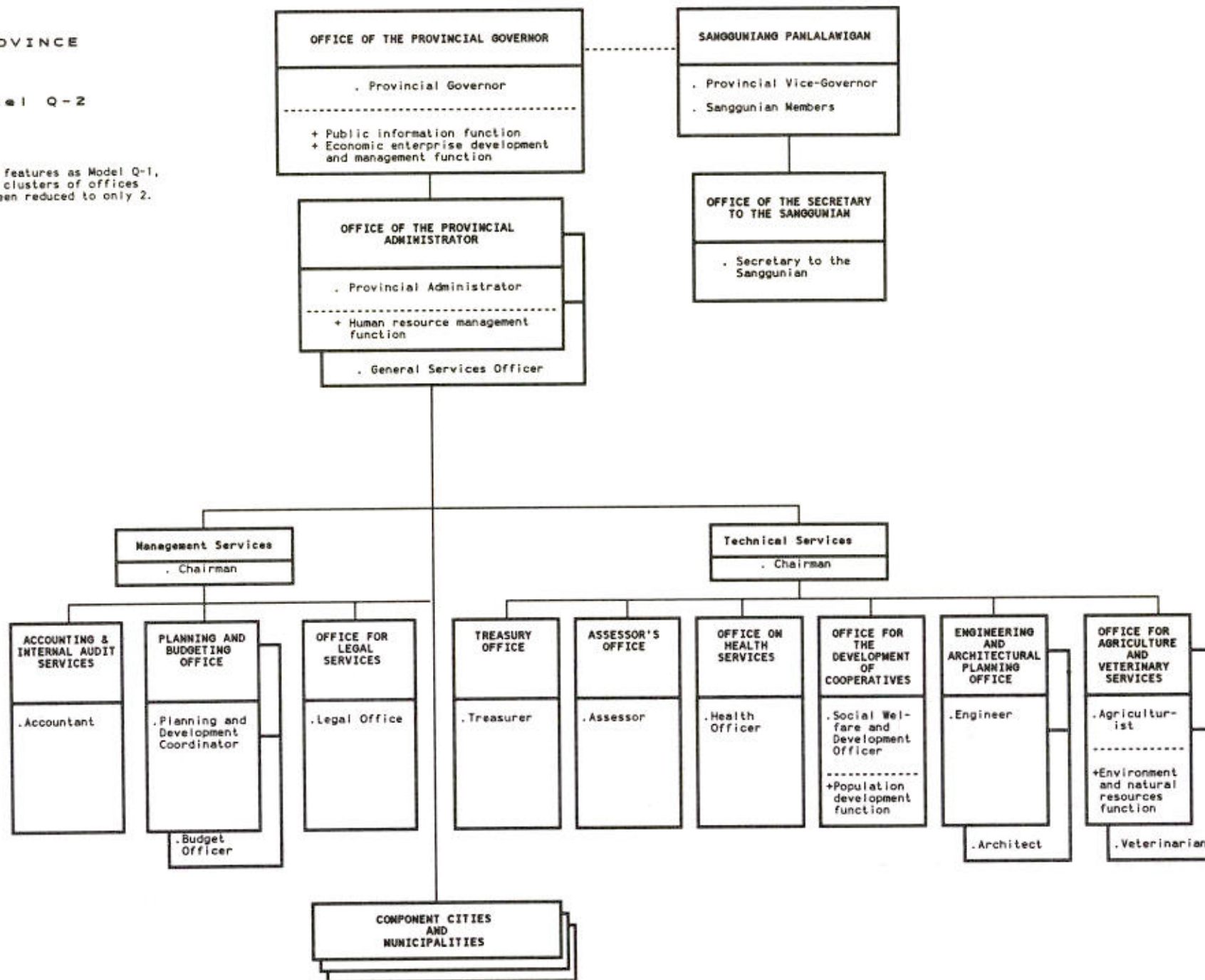
10. Engineering Office
11. Office on Health Services
12. Office on Social Welfare and Development Services
13. Office for Agriculture and Veterinary Services

PROVINCE

Model Q-2

Features:

- It has the same features as Model Q-1, except that the clusters of offices here now have been reduced to only 2.



C. SUMMARY OF BASIC MODELS FOR PROVINCES

MODEL	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1. Office of the Provincial Governor (OPG)	OPG	OPG	OPG/OPI	OPG	OPG	OPG	OPG	OPG/eedm	OPG	OPG/OLS/eedm	OPG/OPI/eedm	OPG/pi/eedm	OPG/pi	OPG/pi/eedm	OPG/pi/eedm	OPG/pi/eedm	OPG/PI/EEDM	
2. Sangguniang Panlalawigan (SP)	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	SP	
3. Office of the Sanggunian Secretary (OSS)	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	OSS	
4. Office of the Provincial Administrator (OPA)	OPA	OPA/OPI	OPA	OPA/OPI	OPA	OPA/OHRM	OPA/OHRM	OPA/OPI	OPA/OPI/OHRM	OPA/OPI	OPA/hrm	OPA/hrm	OPA/OHRM	OPA/OHRM	OPA/hrm	OPA/OGS/hrm	OPA/OGS/hrm	
5. Accounting and Internal Audit Services (AIAS)	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	AIAS	
6. Budget Office (BO)	BO	BO	BO	*	*	BO	BO	*	*	*	BO	BO	*	*	*	*	*	
7. Planning and Development Office (PDO)	PDO	PDO	PDO	PDO/BO	PDO/BO	PDO	PDO	PDO/BO	PDO/BO	PDO/BO	PDO	PDO	PDO/BO	PDO/BO	PDO/BO	PDO/BO	PDO/BO	
8. Office for Legal Services (OLS)	OLS	OLS	OLS	OLS	OLS	OLS	OLS	OLS	OLS	*	OLS	OLS	OLS	OLS	OLS	OLS	OLS	
9. Office on General Services (OGS)	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	OGS	*	
10. Treasury Office (TO)	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	TO	
11. Assessor's Office (AO)	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	AO	
12. Office on Health Services (OHS)	OHS	OHS	OHS	OHS	OHS	OHS/OSWDS/OPD	*	OHS	OHS	OHS	OHS	OHS	OHS	OHS	OHS	OHS/OSWDS/pd	OHS/OSWDS/pd	OHS
13. Office on Social Welfare & Development Services (OSWDS)	OSWDS	OSWDS/OPD	OSWDS/OPD	OSWDS	OSWDS/pd	*	OSWDS/OHS/OPD	OSWDS/OPD	OSWDS/OPD	OSWDS/OPD	OSWDS/OPD	OSWDS/pd	OSWDS/pd	OSWDS/pd	OSWDS/pd	*	*	OSWDS/pd
14. Office on Population Development (OPD)	OPD	*	*	OPD	---	*	*	*	*	*	*	---	---	---	---	---	---	
15. Engineering Office (EO)	EO	EO	EO/OAPD	EO	EO	EO/OAPD	EO/OAPD	EO/OAPD	EO/OAPD	EO/OAPD	EO/OAPD	EO/apd	EO/apd	EO/apd	EO/OAPD	EO/OAPD	EO/apd	
16. Office on Architectural Planning and Design (OAPD)	OAPD	OAPD	*	OAPD	OAPD	*	*	*	*	*	*	---	---	---	*	*	---	
17. Office for Agricultural Services (OAS)	OAS	OAS	OAS/OENR	OAS/OVS	OAS/OENR	OAS/OVS	OAS/OVS	OAS/OENR	OAS/OENR/ODC	OAS/OENR	OAS/OENR/ODC	OAS/enr/dc	OAS/OVS/ODC/enr	OAS/ODC/enr	OAS/OENR/OVS	OAS/OENR/OVS	OAS/OVS/enr/dc	
18. Office on Environment and Natural Resources (OENR)	OENR	OENR	*	OENR	*	OENR	OENR	*	*	*	*	---	---	---	*	*	---	
19. Office for Veterinary Services (OVS)	OVS	OVS	OVS	*	OVS	*	*	OVS	OVS	OVS	OVS	OVS	*	OVS	*	*	*	
20. Office for the Development of Cooperatives (ODC)	ODC	*	ODC	*	*	*	*	ODC	*	ODC	*	---	*	*	ODC	ODC	---	
21. Office on Public Information (OPI)	OPI	*	*	*	OPI	OPI	OPI	*	*	*	*	---	---	---	---	---	---	
22. Office for Human Resource Management (OHRM)	OHRM	OHRM	OHRM	OHRM	OHRM	*	*	OHRM	*	OHRM	---	---	*	*	---	---	---	
23. Office for Economic Enterprises Development and Management (OEEDM)	OEEDM	OEEDM/ODC	OEEDM	OEEDM/ODC	OEEDM/ODC	OEEDM/ODC	OEEDM/ODC	---	OEEDM	---	---	---	OEEDM	---	---	---	---	
	23	20	19	19	19	17	17	17	16	16	16	16	15	15	14	13	13	
	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	offices	

Legend: \* - The Office has been merged with another  
 --- - The Office has been deleted, its functions assigned to another office.

## V. GLOSSARY OF TERMS AND ABBREVIATIONS USED IN THE GUIDEBOOK

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