

Research Article

Local Governance Review: The Case Of Marinduque Island, Philippines

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ABSTRACT

Enacted in 1991, the Local Government Code (LGC) aimed to decentralize power and enhance local autonomy. It devolved responsibilities from the national government to local government units (LGUs), allowing them to manage local resources and services more effectively. Over the three decades of decentralization, this paper looked into the significant challenges and strategies faced by local government units in the lens of the Province of Marinduque. This review highlights the recurring problems and issues and responsive local governance practices in the areas of social, economic, environmental, and governance and politics, and responses made by the LGUs and the citizens of Marinduque to those problems experienced. Using survey questionnaire, key informant respondents were identified to represent sectors of farmer, fisherfolk, women, labor, youth, LGU, NGA, CSO and academe. The analysis reveals that although areas are seen to have notable gains of development, it is still beset by issues, problems and challenges. Identified challenges include limited resources and capacity of LGUs, financial constraints that hindered service delivery and community responsiveness, and incompetent leadership and governance including framework of policies. While local governance is grounded by challenges, LGUs and citizens of Marinduque continued to respond with innovative strategies focused on coordination between NGAs and LGUs, citizen empowerment to increase public support and participation, strengthening economic sustainability and resiliency, and policy-driven leadership for stable governance. The groundwork for effective decentralized governance has been laid but realization of the goal still requires continuous reforms in the praxis of local governance.

Keywords: Local governance; Decentralized government; Local challenges; Local governance strategies; Marinduque; Local governance review

1. INTRODUCTION

The creation of the Local Government Code (LGC) of the Philippines in 1991 envisioned a self-reliant community that contributes to the national development. Its passage created more opportunities than heretofore imagined (Brillantes & Cabo, retrieved 2025). The Code through decentralized governance devolved powers and responsibilities from the national government to local government units, including provinces, cities, municipalities, and barangays, aimed to bring governance closer to the people and make it more responsive to local needs. Local autonomy principle enshrined in the Code granted LGUs the authority to create their own policies, enact ordinances, and manage local resources with the intention to empower local leaders and communities to address the unique challenges and needs of their community. It also provided LGUs with the financial independence to generate their own revenues through local taxes, fees, and charges that is crucial in funding local development projects and services. The Code likewise emphasized the importance of citizen involvement in local governance, calling for establishment of public participation mechanisms that ensure hearing of community voices in decision-making processes. For Brillantes and Cuachon (2003), the intent of the LGC aligns with the core characteristics of good governance of creating a participatory, transparent, responsive, equitable, effective and efficient and accountable government.

While the LGC played a significant role in shaping local governance in the Philippines, its implementation is confronted with question on whether it has significantly contributed to the improvement and promotion of a more responsive and resilient local government system. While, mechanisms are enshrined in the Code, they are not always implemented or followed all the time (Atienza & Go, 2023). Thus, the effectiveness of the Code has been a long ongoing discourse on local governance reform in the Philippines.

Capuno (2005) in his review of the decentralization status in the country concluded that the uneven quality of local governance may have contributed to imbalanced regional growth. Such economic condition determines the unacceptability of local governance under local autonomy in the LGC of 1991. He furthered that development and quality of governance has

empirical linkage. As shown in the status of poverty incidence in most provinces of the country from 1991 to 2000, five provinces, including Marinduque, listed in the top 10 province with the highest poverty incidence were still included when censused in 2000. As the 1987 Constitution granted LGUs greater local fiscal autonomy, it is expected that it has allowed them to respond more appropriately and faster to the needs of their constituents.

In 2017, Capuno wrote what he called tug of war between local and national government under a decentralized government. This includes: 1) financial, that the devolved functions did not include additional money for the LGUS resulting to many unfunded mandates; 2) local health system that became fragmented. Health services in the different levels of local government became a separate part of supposed to be one whole system of health services; 3) management of shared resources requiring cooperation between two or more affected localities; 4) proliferation of infrastructure due to duplication of services delivered by both national and local government; and, 5) inter-alliances, or coordinated planning, financing, and provisions, which partnership work only if it is mutually benefiting and self-enforcing. He then suggested a good principle to heed, that for decentralization to work, consideration and decision should be made first made in favor of appropriate public service to be devolved and be given priority of funding.

Daquioag (2025), during a policy forum on review of local governance in the Philippines expressed that included in the gaps of the 30-year-old local governance are: 1) use of outdated statistics and data to support various government programs; 2) absence of a modern and centralized mechanism to notify Local Government Units (LGUs) of legislative changes; 3) lack of standardized Monitoring and Evaluation (M&E) for Government Programs; 4) Local Government Code 1991's lack of relevance to the needs or priorities of LGUs today; and 5) necessity of further research into the implications of the Mandanas-Garcia Ruling. Because local governments deal directly with individuals and must provide more specialized services, they are frequently under more strain. According to Pujono et.al. (2024), the effective implementation by local governments is severely hampered by a few problems, such as shifting regulations, a lack of experience, and a lack of integration between the planning and budgeting processes.

As local governance in the Philippines plays a crucial role both in the implementation of national policies and the delivery of public services, the challenges the LGUs face caused significant gaps in policy and implementation. Capuno (2011), as mentioned by Kikuchi (2018), believed that developing the capacity of government officials is key to improving governmental performance at the local level. Thus, this review serves as a critical assessment of the current state of local governance in the Philippines, in the lens of the Province of Marinduque, aiming to identify the pressing and recurring problems and the interventions mutually initiated by the people and the government that possibly enhanced local governance framework, ultimately contributing to a more responsive and inclusive governance at the local level.

2. MATERIALS AND METHODS

The study seeks to analyze the implementation status of governance structure by looking at the recurring problems of local governance in the province of Marinduque, the reasons of the recurring problems, and the actions taken by the local government units and the citizen in addressing the problems. The research study was carried out in the Province of Marinduque, one of the islands that make up the MIMAROPA Region. Boac, Buenavista, Gasan, Mogpog, Sta. Cruz and Torrijos are the six municipalities that make up the single district of Marinduque.

The research employed a quantitative approach as one of the methodologies applied by the researcher in gathering data on the status of local governance in the Province of Marinduque. To show the different aspects of local governance, the study used a descriptive approach to gather information. To provide a comprehensive understanding of the local governance landscape from the perceptions of various stakeholders, survey questionnaires were individually distributed among thirteen (13) key representatives of basic sectors of farmer, fisherfolk, women, labor/OFW and youth. While, from the intermediary sectors were represented by elected official and appointed employee from local government units, employees from national government agency present in the province of Marinduque, civil society representative, and from the academe. The recurring problems of local governance enumerated in the options of answers of the key informant were based on the study Review of the Local Governance in the Philippines from 1991 to 2021 initiated by the Philippine Society for Public Administration (PSPA). The researcher served as partner of the PSPA, through Romblon State University for data gathering in the Province of Marinduque.

3. RESULTS AND DISCUSSION

Table 1. Status of Recurring Problem in Local Governance in the Province of Marinduque

CLASSIFICATION	LEVEL OF DEVELOPMENT	VERBAL DESCRIPTION
Social	3.71	<i>Notable Gain</i>
Economics	3.14	<i>Erratic</i>
Environment	3.6	<i>Notable Gain</i>
Governance and Politics	3.13	<i>Erratic</i>
Grand Mean	3.39	<i>Erratic</i>

When the local governance of the Province of Marinduque for the past three decades was assessed, data revealed notable

gains in the areas of Social and Environment, while, posed erratic development on areas of Economics and Governance and Politics.

The assessment of local governance in the Province of Marinduque over the past three decades reveals a mixed picture of development across different areas. Social Development showing the most significant progress, suggests that initiatives related to social welfare, education, health, and community engagement have been relatively successful, leading to improvements in the quality of life for residents. While, Governance and Politics receiving the lowest score, indicates that governance structures, political stability, transparency, and public trust may be lacking. This could point to issues such as bureaucratic inefficiencies, corruption, or a lack of citizen engagement in political processes.

Overall, local governance in the province of Marinduque displayed erratic progress of gains or development. While Marinduque has made commendable strides in social and environmental areas, the erratic nature of economic growth and the lower performance in governance and politics indicate that there is still work to be done to ensure comprehensive and equitable development across all sectors.

Table 2.1. Status of Recurring Problem on Social Area

ISSUES OF LOCAL GOVERNANCE	Mean	Verbal Interpretation
Poor Inter-Local Coordination on Health	3.46	<i>Notable Gains</i>
Inactive LDCs and Weak CSO Presence	3.69	<i>Notable Gains</i>
Peace and Order	4.38	<i>Sustained Progress</i>
Lack of Capacities	3.31	<i>Erratic</i>
Grand Mean	3.71	<i>Notable Gains</i>

The data regarding the Social area of governance in the Province of Marinduque over the past three decades of decentralization provides a nuanced understanding of the province's progress and challenges.

The province of Marinduque for the past three decades of decentralization revealed to have notable gain with 3.71, indicating significant improvements in various aspects of social governance. This suggests that the decentralization efforts have positively impacted the delivery of social services and the overall well-being of the community.

The issue of peace and order stands out with a high score of 4.38, reflecting sustained positive progress. This indicates that the province has made effective strides in enhancing safety and security, which is crucial for fostering a stable environment for social development. Improved peace and order can lead to greater community trust, increased investment, and enhanced quality of life for residents. In contrast, the issue of capacity to deliver social services received a score of 3.31, indicating erratic or inconsistent development. This suggests that while there have been improvements in some areas, challenges remain in effectively delivering social services. Factors contributing to this inconsistency may include inadequate resources, insufficient training for personnel, or bureaucratic hurdles that hinder the efficient implementation of social programs.

Table 2.2. Reasons and Responses on the Recurring Issues in Social Area

Category	Reasons: Key Issues/Problems/Challenges	LGUs/Citizen Responses: Best Practices/Innovative Policies/Programs
Resources	1. Kulang ng BHWs	1. The LGU provides additional incentives to the Health Personnel deployed to the LGU to complement its human resources
	2. Lack of medical staffs	2. Nagpamigay ng mga maintenance medicine para sa isang buwang konsumu
	3. Kulang sa mga gamot (maintenance)	3. Citizens resolve to going outside the province to get proper treatment
	4. Mga gusaling pang-medisina	4. Provision of Incentives to Barangay Tanods
	5. Lack of funds	5. Sponsor Training of Katarungang Pambarangay
	6. Functionality of MPOC	6. Empowerment of barangay particularly in times of Community Quarantine.
	7. Limited capacity for several facilities such as hospitals, schools, course and buildings	7. One good program of the LGU is the installations of CCTV camera and street lights
	8. Availability of personnel and funds to attend and utilize in capacity, capability building trainings and seminars	8. LGU asked help from the National Government in funding improvements to the province
	9. Some incompetent official	
	10. Increasing cases of rape	

		9. Effective HRM Plan on Capacity Building (Inventory of Seminars/ Trainings of each and every employee in their 201 file)
Process	1. Patients complains or improper treatment done in the produce 2. Information dissemination. 3. Politics 4. Palakasan system	1. Present ang BHW services sa barangays 2. Peace is maintained due to proper information and awareness programs of the officials as well as people in the province were culturally nice people. 3. Aktibo ang kapulisan sa pagpunta sa mga paaralan
Policy & Guidelines	1. Issuance of MC of the DILG setting the guidelines and procedures in the Accreditation and Recognition of CSOs, and its memberships to the LGUs Local Special Bodies 2. Organized program on peace and order 3. Peace and order and public safety plan with funding 4. Regular role oath of policies/guidelines in LGU operation by concerned NGA	1. Government always invite CSOs to forums/meetings 2. Conduct of CSO Assembly for their assignment to the different Local Special Bodies 3. Conferring of Certificate of Accreditation to each and every organization who met and complied with the standards set in the application for accreditation
Linkaging/Partnership	1. Linkaging among LGUs and the national government (DOH) for the clear implementation of programs, projects and activities on health 2. Support to the PNP and Barangay	1. Mayroong mga partnership sa ibang pribadong indibidwal 2. Given the help of the DOH, PGM is better now with projects and programs implemented in the province 3. LGU is in well coordination to directives released by the national agency as seen during the pandemic 4. Coordination of PNP and the LGUs

The analysis of recurring problems in the social area of governance in the Province of Marinduque reveals several underlying reasons for the challenges faced, as well as the strategies employed to address these issues.

On *resources*, respondents commonly answered challenges on insufficient supplies, personnel, training to equip the available personnel on delivering the basic services mandated from them, and lack and/or unfunctional social facilities like hospital and school. However, these issues are addressed either of the LGU and the citizens by seeking help from the national government, especially in funding; availing the needed social service like medical outside the province; and providing additional incentives to individuals who served the LGUs to complement their manpower need.

On problem related to *process*, Social area according to respondents is still affected by influence of politics, and this is addressed by active engagement of personnel delivering social services in the barangays and the community.

Social area, on aspect of *policy and guidelines*, is challenged on the presence of appropriate guidelines related to public participation, definite program or plan on peace and order, and defined role of NGA over operation of the LGUs. These are addressed by implementing mechanisms that creates wider participation from public organization.

On aspect of *linkaging/partnership*, Social area struggle on engaging partnership and support with NGA for proper program implementation. LGU addressed this by establishing strong coordination with partner-NGA and even with private individuals or organizations.

Table 3.1. Status of Recurring Problem on Economic Area

ISSUES OF LOCAL GOVERNANCE	Mean	Verbal Interpretation
IRA Dependency	2.69	<i>Erratic</i>
Underspending	3.08	<i>Erratic</i>
Low Revenue Generation	3.31	<i>Erratic</i>
LGU Taxation	3.85	<i>Notable Gains</i>
Low International Funding	2.92	<i>Erratic</i>
No fund for NGA programs mandated to be implemented by	2.92	<i>Erratic</i>

LGUs		
Poor Inter-local Coordination on Fisheries Management	3.00	<i>Erratic</i>
Low Agricultural Productivity	3.38	<i>Notable Gains</i>
Grand Mean	3.14	<i>Erratic</i>

Legend: 5.00 – 4.21 Sustained Progress, 3.40 – 2.61, Erratic 1.80 – 1.00 Getting Worse, 4.20 – 3.41, Notable Gains, 2.60 – 1.81 No Progress

The assessment of the Economic area in the Province of Marinduque over the past three decades reveals a complex picture of progress and challenges. The area has generally shown erratic development, indicating inconsistent progress. While data displays that taxation and agricultural productivity had significantly improved, all others on the other hand reported no progress or erratic development. This indicates that economic growth has been inconsistent, and some areas may have even regressed.

The issue of IRA (Internal Revenue Allotment) dependency has received a predominantly negative response, indicating that the situation has worsened or shown no progress. This suggests that the province's reliance on IRA funding has not decreased, and Marinduque LGUs may still be struggling to generate sufficient revenue from local sources. In contrast, the issue of taxation has shown high significant improvement. This indicates that local government of Marinduque have made efforts to enhance their tax collection systems, leading to increased revenue and greater financial autonomy.

Table 3.2. Reasons and Responses on the Recurring Issues in Economic Area

Category	Reasons: Key Issues/Problems/Challenges	LGUs/Citizen Responses: Best Practices/Innovative Policies/Programs
Resources	1. Unavailability of other source of income for LGUs	1. Strengthening the local income – generating program/project of their LGU
	2. Majority of funds comes only from IRA	2. Establishment of Local Economic Enterprises
	3. Incompetent Officials/Lack of competence of public officials to address the problem	3. Income generating initiatives on basic services such as water and market services
	4. There are no income generating initiatives	4. Strict implementation of IGP projects of the municipality and the excellent performance of our public officials to secure high revenue of the municipality
	5. Citizens that are not paying taxes.	5. Double Designation of LGU
	6. Fund is still a problem in decentralization	6. Personnel/Hiring Job Order
	7. No budget	7. Citizens shift to livestock management
	8. Source of fund	8. Ayuda mula sa agriculture at DAR, PCIC, NFA on Seeds, abono
	9. Expensive fish and marine products	9. One time-Food supply during disaster (typhoon)
	10. Provision of Farm Implements to the local farmers (seeds, fertilization, equipment/tools, water system, etc.)	
	11. Low yield ng mga magsasaka dahil sa sunod-sunod na bagyo	
	12. Lugi ang mga magsasaka	
	13. Force majeure/Kalamidad	
	14. Agricultural products are from Quezon Province	
Process	1. Politics	1. Tight/Bureaucratic guidelines and procedures in the utilization of Government Funds
	2. Personal interest	2. Posting of proposed projects for public information
	3. Corruption	3. LGU prepare everything so that when the budget is release it will be awarded quickly and the project will process quickly
	4. No proper utilization of profit/ Notable to create an income – generating profit.	4. Conduct of regular Inventory of Business Establishment
	5. Exercise of Fiscal Autonomy and Taxing Power of the LGU	5. The LCE shall be transparent to the constituents. The LGUs as reminded them to be transparent and remit the money generated from these projects
	6. Slow process	
	7. Budget release on the central government takes so much time	
	8. Transparent leadership	
	9. Projects are not evident	
	10. No consultation to the people.	
	11. NGAs are not that visible to the public	
	12. Lack of Vision	

	13. No information on International Funding 14. Illegal fishing 15. No efforts to utilize the abandoned land for Agri purposes	6. Effective Collection 7. Nakapaskil ang mga hindi pa bayad sa buwis sa lupa 8. Mayroong mga amnesty 9. Napunta sa mga barangay ang munisipyo 10. Citizens here in our LGU submits their tax reports on time and have the public officials who are with integrity and honesty 11. Mayroong public consultation 12. The most response of LGUs to this problem is primarily to adopt it on their AIP or Future targets for them to become complaint. 13. Despite the lack of funds local officials improvise and really works beyond their discretion to deliver the NGA 14. Based on experience, whenever there are concerns of LGU to be coordinated internationally, it shall stand to the LGUs initiatives. It's gonna be a letter or a report for meeting 15. All fisherman were warned/oriented to safe and sustainable fishing 16. Management Council to effectively implement local and national laws on the utilization, management and conservation of marine resources
Policy & Guidelines	1. Lack of Local revenue Plan and Non-Updating of Revenue Code 2. Mataas na buwis 3. Defined scope of taxing power of the LGU (Book II, Title One, RA7160) 4. Everything is being taxed even the certifications needed prior to returning to the province due to pandemic 5. PS Limitation (Sec. 325, RA 7160) 6. Interpretation in the implementation of Fishery Code 7. Lack on rules 8. No programs to help the local farmers 9. No plan	1. Regular Revision of Revenue Code of the LGU 2. Creates monitoring Committee that wise oversee the implementation of the Provides clear policies in the utilization of funds in the General Provision of the enacted Animal Budget (CDF) 3. Enactment of Tourism and Investment Code 4. Enactment of Ordinance to levy taxes, fees and charges 5. Strengthening of the Local Fisheries and Aquatic Resources 6. Enacted Guidance Institutionalizing the Farmers and Fisherman Month Celebration in Boac every May show casing the Best 7. Programs such as; free corps, LAV loan, free livestock dispersal, sagip saka and other livelihood programs
Linkaging/Partnership	1. Localized insurgency and criminality from off international organizations and corporations that seek to partner with the Philippines (SOCIAL) 2. Non support of the citizens 3. Lack of support to the local farmers 4. Weak support from the LGU	1. Localized partnerships with international organizations and corporations within generally peaceful areas

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5. Rivalry among stakeholders of the marine resources
 6. Coordination of LGUs to concerned International Agencies
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The analysis of the Economic area in the Province of Marinduque highlights several underlying reasons for the recurring issues, categorized into resources, processes, policies and guidelines, and linking/partnerships.

For *resources*, it was established unanimously by the respondents that the problem is on budget brought by weak source of income with majority dependent only on IRA from the national government, low income by farmers due to natural calamities, and unpaid taxes by the residents. These challenges are addressed by strengthening the local enterprises initiated by the LGUs, providing support to famers through related NGA, and hiring additional personnel to perform functions including taxation.

On *process*, politics, unethical practices, incompetent exercise of function, and lack of economic-related plans were some of the identified reasons of the recurring problems. These are addressed by the LGU, in particular, by establishing thorough planning, informational activities, coordination, and strict implementation of rules and procedures.

While for *policy and guidelines*, problems of absence of revenue plan and rules, and restrictions given by approved policies, including taxation are challenges that bring the recurrence of economic problems in Marinduque. The LGU address these by revisions of the Revenue Code, creation of monitoring committees, initiating contextualized local programs and projects, and enacting new local policies to back up the existing.

Lastly, on linking/partnership, Economics is affected by none-support from the people, the public partners and other government agencies. These are addressed through establishing local partnerships among various stakeholders.

In summary, the economic area in Marinduque faces significant challenges related to resources, processes, policies, and partnerships. However, the proactive measures taken by the LGUs to address these issues—such as strengthening local enterprises, enhancing planning and coordination, revising policies, and fostering partnerships—demonstrate a commitment to improving economic governance. By continuing to address these challenges through strategic initiatives and collaboration, the province can work towards achieving more sustainable and inclusive economic growth.

Table 4.1. Status of Recurring Problem on Environmental Area

ISSUES OF LOCAL GOVERNANCE	Mean	Verbal Interpretation
Poor Inter-Local Coordination on Watershed and Marine	3.00	<i>Erratic</i>
Poor Inter-Local Coordination on Pollution Control	4.08	<i>Notable Gains</i>
Poor Inter-Local Coordination on Forest Management	3.69	<i>Notable Gains</i>
Poor Inter-local Coordination on Solid Waste Management	3.69	<i>Notable Gains</i>
Environmental Degradation	3.54	<i>Notable Gains</i>
Grand Mean	3.6	<i>Notable Gains</i>

Legend: 5.00 – 4.21 Sustained Progress, 3.40 – 2.61, Erratic 1.80 – 1.00 Getting Worse, 4.20 – 3.41, Notable Gains, 2.60 – 1.81 No Progress

The assessment of the Environmental area of local governance in the Province of Marinduque indicates a generally positive trend, with notable gains reported at 3.6. However, a closer examination of specific issues reveals a mixed picture of progress and ongoing challenges.

The issue on pollution control has shown the most positive improvement over the past three decades. This is probably due to the reason that Marinduque for the past three decades remain to be industry-free and minor contributors to pollution are immediately addressed by the LGUs. In contrast, the concern regarding poor inter-local coordination on watershed and marine management has received a negative assessment, indicating that the situation is getting worse, showing no progress, or exhibiting erratic improvements. This suggests that despite some successes in environmental governance, there are significant challenges in collaboration among LGUs and other stakeholders regarding the management of shared resources like watersheds and marine areas.

Table 4.2. Reasons and Responses on the Recurring Issues in Environment Area

Category	Reasons: Key Issues/Problems/Challenges	LGUs/Citizen Responses: Best Practices/Innovative Policies/Programs
Resources	1. Lack of personnel /No regular employee to do the job 2. Lack of technical capacity of the duty designated personnel to do the job	1. LGU has prioritized the conservation/protection of marine resources as well as its habitat for sustainable use

	- Expensive wet goods which is the result of the non-regulation marine resources management - There still some barangay in our municipality who are still sufferings for the lack of water supply. - Budget - Under appreciated workers - Double Designation - Local government are given little resources. It remained concentrated with the DENR. - Tamad na mamamayan ng barangay/People - people who are constantly dumping waste/burning forest. - Kaunting basurahan sa lugar - MENRO, optional position (PS Cap) - Responsibilities of contactors on projects that affect the environment - Kakulangan ng wastong kaalaman ng mga tao - Flash flood	- Double designation of an employee in compliance to PS Cap Limitation - MENRO, designated position
Process	- Lack of vision - Lack of prioritization - Failure to plan - Maling pagtatapon ng basura - Waste management - Politics - Certain efforts on solid waste management segregation - Pagsisiga ng mga plastic - Illegal Logging - Solid waste output steadily increasing with urbanization and development - Coordination of proper waste disposal - Poor implementation of National and Local Laws (Arbor Day and Tree farming and Butterfly Propagations Guidance)	- Citizens got used to it - May nag-orient tungkol sa pagsisiga o pagsusunod ng plastic - Pagsisiga - Mayroong MRF - Pagandahan ng Purok - May nag-orient/Mga orientation/seminar - Localized approach to Forest management without any or little cooperation with other agency or offices - Pagrecycle - Paligsahan sa barangay - May mga poster na ipinapaskil sa barangay - One of the best practices in our municipality is the strict implementation. - Coastal Clean Up (once a year)
Policy & Guidelines	- No policies/laws/ordinances were made by the LGU to protect marine resources - PS Cap Limitation - Efforts on using legislation to oblige people to plant trees - Wala masyadong batas - Development vs. The Environment - Kaunting batas - Illegal mining and even legal one - Local legislative policies are used to preserve the environment - No advocacies and laws to conserve the environment	- Ordinance declaring facts of Central Marinduque or Marinduque Wildlife Sanctuary - Ordinance on requiring the graduates to plant trees - One of the best of our LGU is the yearly tree planting and tree caring activity - Ordinances in relations to solid waste management - Strong advocacy chosen laws were passed to protect the environment, especially the ordinances that will make

Linkaging/Partnership	1. In relation to marine resources, there is no proper coordination with the people in regards to the law that officials implement 2. LGUs individually implement solid waste management programs, without much consideration for the advantages of pooling resources and implementing joint projects therefor.	6. Local ordinance such as the solid waste management and planting trees as requirement for graduation
		1. LGU with partnership with different civic organization to maintain pollution control. In addition is the conducts and seminars and conference to people by the LGU spread awareness in regards to pollution control 2. Strengthening coordination with all of the other LGUs in the province for a cleaner, greener and safer forest. 3. Stronger coordination to LGUs. Laws to promote a greener environment 4. Pagsali sa MACEC.

The assessment of the Environmental area of local governance in the Province of Marinduque reveals several recurring problems, categorized into resources, processes, policies and guidelines, and linkaging/partnerships.

On *resources*, the study revealed the following reasons of the environmental area's recurring problem with: insufficient number of personnel, the capability of the available personnel to perform given function, unavailable environmental support-resources, environmental-related behavior of people, irresponsible implementation of public projects by private contractors. The LGU meagerly responded on the issues, as expressed in the gathered responses which is limited to prioritizing marine resource's protection, giving dual function to available manpower, and designating acting officer to lead the LGU in environmental.

On *process*, recurring problems are caused by either absence of rules and priority, and poor implementation both of the LGU and the residents of environmental rules and regulations. These was addressed by LGUs and the residents, particularly in the barangay level, with implementing local environmental activities like purok beautification contest, conduct of environmental-related orientation, continuing implementation of usual environmental projects ie. material recovery facility, recycling.

On *policy and guidelines*, similarly with the *process*, respondents expressed that the problem on environment that continuously recurred is due to absence of corresponding local laws and on the existing legislations, is the enforcement power embodied by the law. These issues were addressed by the LGUs creating ordinances, directing localized implementation of national laws.

On *linkaging/partnership*, the concern of LGUs having no coordination with other concerned agency and the people was expressed. This was anyway countered by initiating partnership with private organizations advocating for environmental protection, as well as strengthening coordination with other LGUs in the province.

In summary, the Environmental area of governance in Marinduque faces several challenges related to resources, processes, policies, and partnerships. While the LGUs have made some efforts to address these issues, more comprehensive and coordinated actions are needed. By enhancing personnel capacity, improving enforcement of environmental regulations, fostering community engagement, and strengthening partnerships, Marinduque can work towards more effective and sustainable environmental governance.

Table 5.1. Status of Recurring Problem on Governance and Politics Area

ISSUES OF LOCAL GOVERNANCE	Mean	Verbal Interpretation
Too much partisan	2.85	<i>Erratic</i>
Control of national to LGU	3.08	<i>Erratic</i>
Capacity of LGU to implement NGA's projects	2.85	<i>Erratic</i>
Harmonization of planning between central and LGUs	3.46	<i>Notable Gains</i>
Support from NGA in the devolved functions	3.23	<i>Erratic</i>
Consultation between NGA and LGUs	3.00	<i>Erratic</i>
Overlapping programs and functions	3.00	<i>Erratic</i>
No clear accountabilities	3.23	<i>Erratic</i>
Lack of Human Resource	2.85	<i>Erratic</i>
Lack of Qualified People	3.38	<i>Erratic</i>

Problems in the Delivery of Basic Services	3.38	<i>Erratic</i>
Low Citizen's Participation	3.62	<i>Notable Gains</i>
Grand Mean	3.13	<i>Erratic</i>

Legend: 5.00 – 4.21 Sustained Progress, 3.40 – 2.61, Erratic 1.80 – 1.00 Getting Worse, 4.20 – 3.41, Notable Gains, 2.60 – 1.81 No Progress

The assessment of the Governance and Politics area in the Province of Marinduque presents a nuanced picture of local governance, highlighting both achievements and ongoing challenges.

Governance and Politics area in the Province of Marinduque indicates a complex and somewhat erratic development trajectory, with a score of 3.13 reflecting inconsistencies in governance over the decades of decentralization. The result suggests that while there have been some advancements in governance and political processes, these improvements have not been consistent. This erratic development may reflect fluctuations in political stability, changes in leadership, or varying levels of commitment to governance reforms.

The issue of low citizen participation has shown the highest positive development. This suggests that there may be ongoing efforts to engage citizens more actively in governance processes. This could involve initiatives aimed at increasing public involvement in decision-making, community programs, or local governance. On the other hand, with the lowest development and revealed to be erratic as observed over the past three decades are too much partisan, capacity of LGU to implement NGA's projects, and lack of human resource. These results suggests that political divisions and party loyalty may be hindering effective governance, leading to conflicts that detract from the focus on community needs and service delivery. The low capacity of LGU may indicate a lack of resources, training, or support necessary for LGUs to carry out these projects successfully. And, the shortage of qualified personnel within LGUs can hinder their ability to deliver services effectively and manage projects.

Table 5.2. Reasons and Responses on the Recurring Issues in Politics and Governance Area

Category	Reasons: Key Issues/Problems/Challenges	LGUs/Citizen Responses: Best Practices/Innovative Policies/Programs
Resources	1. Infrastructure Projects 2. Funds (not included in the devolved functions in the LGU) 3. Funding specifically are not evident for to resolved agencies 4. Lack of personnel to do the job 5. LGU requests for Placement Program from the National Government but still the LGU provides honorarium to the personnel 6. Lack of time 7. Low wages offered 8. People with skills tend to leave the province 9. job creation. 10. Education, accessible, free to all 11. Qualified people tend to leave the province to seek for greener pasture 12. incompetent public officials 13. Number of Basic Services and Facilities that shall be delivered and maintained by the LGU -versus- The meager funds and resources of the LGU 14. LGU Programs vs. National Programs of the devolved functions/services 15. Low yield 16. Problems on health function 17. Worst health services due to lack of funds and knowledge and also water and electricity 18. Equipment 19. Incompetent officials 20. Public officials who are not approachable.	1. Maximization of LGU Fund/Budget to implement priority projects than effective learning 2. Maraming infrastructure projects 3. May mga improvements, FMRs 4. Multi-tasking (Double designation) 5. Launch of new projects and programs funded help the government that will give birth to jobs 6. Existing human resources are sent to trainings and even graduate studies 7. Networking to facilitate the out-sourcing of the necessary funds in the delivery of Basic Services 8. Mayroong medical mission at ayuda, seeds, abono, etc. 9. New equipment were bought and communication to people who are in need are extended had for them to call the authority when in need
Process	1. Devolution of functions without the necessary funding resulting to lack of personnel to do the job	1. Launches programs/projects or activities that will benefit their constituent 2. They do this with transparency.

2. Funding receives from higher LGU to implement projects because of too much politicking among government officials
3. The function is decentralized but the budget is not
4. Fund dependent
5. Monopoly of politicians
6. Political dynasty
7. Palakasan system
8. Local politics is very limited to those who can afford electoral expenses
9. Personal Interest
10. Vote buying
11. Prioritization
12. LGU Priority Projects vs. National Development Agenda
13. No proper monitoring and feedback
14. The main concern here is the national government does not really address the needs of LGU. In addition due to national control projects were not delivered on time and most of the time is delayed
15. Some power and accountabilities of the LGU and National Government continue to overlap
16. Planning process mandated in section 114 (b) (RA 7160) is not observed
17. LGUs specialized on their jurisdiction
18. As observe during calamities, rehabilitation took years instead of rapid action.
19. Doble doble ang natatanggap ng isang tao
20. Misused of funds and corruption
21. Hindi well-announced sa publiko ang transparency board
22. The law and implementation of law is soft due to different reasons such as padrino and sometimes the head is also the one involve.
23. Unfunded created positions (waiting for the availability of funds)
24. Creation of Plantilla Position entails an increase in the PS Cap.
25. The very reason why others leave government is because they do not regularized employee.
26. Hiring of the right person, at the right position, at the right qualification, at the right time, at the right cost.
27. Kaunting komunikasyon sa mga tao
28. Kulang sa aksiyon
29. Education, Awareness to certain information
30. The main problem here is once na magsalita ka againts the current administration you will be red tag at ikaw ang babaliktarin kahit pa your just speak for what you observe. if the comments and suggestions were good accept it for improvement
31. Selection of qualified beneficiaries for the short programs
32. Compliance to a lot of requirements
3. Effective Development Planning and Receptive/Functional Local Development Council
4. Proof of proper planning are the projects particularly on infrastructure
5. Since LCEs have their own decisions when it comes to PPAs, based on experience PGM has always complied and adhere to what the National Government has to say
6. There are various programs that are launched to maximize the policies from the national government
7. Lobbyings is the key since having national connections will fastrack the release of funds and projects of the LGU.
8. LGU has their own local planning council that address the concerns and followed by the LGU in their future projects and activities
9. The best practice of LGU is to refer local development plan to stay with their direction to what they want to achieve
10. Inasigurado naman kung tama ang listahan ng mga benepisyaryo
11. Counterparting scheme to implement the project
12. Complementation of personnel to the LGU thru Placement Program
13. Proper delegation of function through temporary designation of employees of LGUs
14. Through certain designation, although temporary, will state that an employees is accountable
15. Double Designation
16. Instead of taking action on a certain issue, finger-pointing has become the norm
17. Massive Campaign in the Activities, Reactivation of Sectional Organizations (Women, Children, Farmer, Fisherman, PWD, LGBTQ, etc.)
18. Madalas na mga pagpupulong
19. Hinihikayat ang mga tao sa Clean-Up Drive
20. LGU – only tap 4Ps and other stakeholders wherein participation is required
21. Open forums, social media platforms where netizens/citizens, even the simple ones can voice out their concerns
22. Citizens have the freedom here to speak and at the same time people help the government in achieving its goal.

		23. Effective and Sound Planning to maximize the utilization of LGU funds. 24. Coordination with BHWs 25. One good practice of our LGU is the creation social media platform for faster transactions and inquiry. In addition is the addition of public desk to assist the public. 26. Consultation 27. LGU and NGAs meetings are also done na online platforms.
Policy & Guidelines	1. Rapid changes in administration and lack of competitive and knowledgeable officials are the main reasons for this overlapping and duplication and programs. With this overlapping of programs and function it leads 2. One problem i see is the rapid changes in leadership since local officials is only given 3 years per term until 3 terms. It is too short to really address and give solution to the problem of every LGU 3. Mandanas ruling; change of leader in the national government 4. Mandanas ruling; Lack of guidelines and clarity of the function from NGAs 5. There are certain limitations in terms of policies 6. Latitude of power of LCEs 7. NGA has their non-set of Survey Tools which data gathered is use to implement programs without presenting it to the LGU. 8. No laws/IRR/Other supporting laws to state the accountabilities 9. PS cap Limitation (Sec 325, RA 7160) 10. Established HRM Policies in Recruitment	1. Of course the best practice of the citizens is to reelects those officials that they believe will really help them in addressing their concerns in their respective localities. 2. The LGU established a Monitoring Committee which assess the implementation of programs by the NGA 3. Several laws were passed by the NGAs to support incapable people who wish to study and employed in the future 4. Enacted Municipal Ordinance Creating the Positions and Setting the Qualification Standards and Duties and Functions to hire the most qualifies person to the position 5. Enactment of Municipal Ordinance No. 2022-70 Peoples Participation Ordinance of Boac as mandated by Sec. 34, RA 7160 which promote the establishment of POs and CSOs to become active partners in the pursuit of local autonomy
Linkaging/Partnership	1. This is chaotic, the lack of planning and proper coordination is the main challenge. In addition central government does not know what is the real situation on the ground not until they go there. 2. Communication/Coordination to the right National Agency. 3. People do not just participate without getting something in return immediately.	1. Government and LGUs are collaborating in planning 2. Proper coordination with the authority is a must, sending communications, and meeting them is a plus. Through these, some LGUs were able to ask for help effectively. 3. Sending letters/communications to NGA for them to ask for assistance/approval

The assessment of the Politics and Governance area in the Province of Marinduque over the past three decades reveals a rich and complex landscape, characterized by a variety of recurring problems and responses from both local government units (LGUs) and the community.

On *resources*, prominent in the responses is the deficiency of needed budget, personnel and their capability, also of the LGUs to perform or deliver the devolved function of the national government. LGUS are also uncertain on whether to prioritize implementation of local programs and projects or those of the national agency. These issues were addressed by simply implementing priority projects out of the meager fund, giving double function to available personnel, and outsourcing needed fun for the delivery of basic services.

On *process*, politized implementation was expressed by the respondents, with presence of palakasan, personal interests over the public, and monopoly. The process of devolving the functions of national government to local government without the corresponding resources is a repeatedly expressed reason. The devolution also led to overlapping functions between LGUs and NGAs, delayed implementation of programs and projects by the NGA, duplicated services/benefits received by beneficiaries, and

NGAs implementation of projects not based on needs of the local community. This situation was worsened in the issuance of Executive Order 138, directing the implementation of full devolution under Republic Act No. 7160. As to the solutions made by both LGUs and the people, embracing the good governance principles of transparency and consultation in planning to implementation of priority programs and projects. The process is said to include creation of special working committees which involve people and sectoral organizations of the community. Use of social media platforms in information dissemination, communication and even in the delivery of basic services to the people were also pointed.

On *policy and guidelines*, the short term of local leaders (three years) which issued to rapid changes in leadership, priority programs and projects, opportunity to address problems and situations in the community is at the top of the reasons given by the respondents. The Executive Order 138 itself, issued in June 1, 2021, directing the full devolution of executive functions to local government caused the recurring problems in Politics and Governance area. To address the given reasons, it is said that they greatly depend on the people re-electing the most suited to the position, passing national legislations that support the needs of the LGUs, and the LGUs enacting ordinance on upgrading the qualifications of personnel to deliver the devolved functions of the LGUs.

Lastly, on *linkaging/partnerships*, communication and coordination between LGUs and NGAs played the main reason, as well as people's participation. These was addressed by institutionalizing coordination activities both with other agencies and the people.

In summary, the Politics and Governance area in Marinduque faces a range of challenges related to resources, processes, policies, and partnerships. While there are efforts to address these issues, significant barriers remain. By focusing on enhancing resource allocation, improving processes, enacting supportive policies, and fostering collaboration, Marinduque can work towards a more effective and inclusive governance framework.

4. CONCLUSION

The local governance of the Province of Marinduque indicates a mixed picture of progress and challenges across different governance areas. While the areas of Social and Environmental poses positive developments over the decades of local autonomy, Economic and Politics and Governance areas revealed to have inconsistent advancement.

Success in Social and Environmental areas suggests that Marinduque has made significant strides in improving the well-being of its citizens and addressing environmental issues. The reference to "decades of local autonomy" implies that the province has benefited from having more control over its governance, allowing for tailored solutions that address local needs effectively. In contrast, the economic and political governance areas are described as having "inconsistent advancement." suggests that while there may have been some progress, it has not been steady or uniform. The inconsistency in these areas could hinder overall development and affect the province's ability to sustain improvements in social and environmental governance. Despite local government units (LGUs) and citizens are taking proactive steps to improve all areas of governance there are still ongoing challenges in resources, processes, policies, and partnerships.

The situation in Marinduque illustrates a critical interconnectedness between social, economic, environmental, and political governance. The proactive measures taken by local government units (LGUs) and citizens in the social and economic areas highlight a commitment to improvement, yet the persistent challenges in resources, processes, policies, and partnerships across all sectors suggest that without a holistic approach, progress may be limited. If Marinduque continues to address its governance challenges in a fragmented manner, the gains made in social and economic areas may not be sustainable, as they are intricately linked to environmental and political stability. Therefore, a comprehensive strategy that integrates efforts across all governance areas—enhancing collaboration among LGUs, engaging communities, and aligning policies—will be essential for fostering resilience and achieving long-term, inclusive growth. This integrated approach will not only strengthen the province's capacity to tackle current challenges but also ensure that improvements in one area positively influence the others, creating a synergistic effect that benefits the entire community

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