

Research Article

Enhancing Good Governance in Taguig City's Sangguniang Kabataan (SK): A Multi-Sectoral Perspective for Community Development Initiatives

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ABSTRACT

This study explores the perceptions of various sectors regarding the practice of good governance in Taguig City's Sangguniang Kabataan (SK) and its influence on community development. Grounded in Good Governance Theory, it assessed insights from SK officials, youth constituents, adult residents, and barangay officials, focusing on key governance principles: transparency, participation, effectiveness, accountability, and rule of law. Using a mixed-method approach—surveys and interviews with 150 respondents from selected barangays—the study identified strengths and challenges in SK governance. Findings revealed moderate adherence to good governance standards. Participation (3.65), accountability (3.65), and rule of law (3.66) were rated positively, while audit report preparation and submission received the lowest score (3.20), signaling a need for improvement. Respondents also highlighted gaps in project management, social inclusion, and transparency. The study concludes that although the SK exhibits a foundational commitment to good governance, targeted improvements are necessary. It recommends enhancing audit and reporting systems, expanding youth engagement in policymaking, and strengthening management and legal protocols. These reforms aim to bolster the SK's effectiveness and accountability, ultimately advancing inclusive and sustainable community development across Taguig City.

Keywords: Good Governance; Transparency; Participation; Accountability; Effectiveness; Adherence to Rule of Law

1. INTRODUCTION

According to De Leon (2014), Article II, Section 13 of the 1987 Philippine Constitution emphasizes the crucial role of the youth in national development. It mandates the state to promote and safeguard the youth's physical, moral, spiritual, intellectual, and social well-being, while also instilling patriotism, nationalism, and encouraging their active participation in public and civic life. This constitutional provision affirms the significance of youth engagement in societal affairs, viewing it as an essential means to nurture a sense of patriotism and national service among young Filipinos.

The active involvement of the youth in governance is a unique and defining aspect of the Philippine political system, setting the country apart as a global model in youth participation in public affairs (Palafox, 2020). This advocacy is institutionalized through Republic Act 7160, known as the Local Government Code of 1991, which introduces young individuals to public service at an early stage (Republic Act 7160, 1991). A key feature of this legislation is the creation of the Sangguniang Kabataan (SK), which serves as a formal mechanism for youth involvement in electoral and governance processes (Gonzales, 2018). As the official body representing the Katipunan ng Kabataan (KK), the SK empowers elected youth leaders to voice their constituents' concerns and deliver youth-focused programs at the barangay level (Gonzales, 2018). This system not only cultivates leadership skills but also ensures that young people have a meaningful role in shaping local policies and services (Palafox, 2020).

As the youngest elected officials in the Philippine government, members of the Sangguniang Kabataan (SK) are entrusted with the crucial responsibility of maintaining accountability in public service. This aligns with Article XI of the 1987 Philippine Constitution, which establishes that public office is a public trust. It requires all public officials and employees to demonstrate the highest standards of responsibility, integrity, loyalty, and efficiency in serving the people (Constitution of the Philippines, 1987). This constitutional provision highlights the duty of public servants to act in the best interests of the public and to uphold justice

and patriotism in the delivery of government services.

Effective public service is closely tied to the principles of good governance. Good governance refers to how public institutions manage resources, conduct public affairs, and uphold human rights in a transparent, accountable, and law-abiding manner—free from corruption and abuse. It encompasses the overall process through which services are delivered to the people. Public officials must ensure that all programs and initiatives are executed with integrity and are in full compliance with legal and ethical standards. Ultimately, the well-being of the citizens should be at the heart of all public service efforts, with public interest prioritized over personal gain.

As elected officials of the Sangguniang Kabataan (SK) and the youngest actors in the political landscape, youth leaders must be educated in the principles of good governance. As future leaders of the nation, it is essential that they receive proper guidance in managing and implementing programs effectively and ethically. A solid understanding of good governance will equip SK officials with the knowledge and skills needed to serve their communities with integrity and accountability.

Through this study, the researcher aims to contribute to community development by advocating for good governance in public service. It is crucial that members of the Sangguniang Kabataan are properly guided to prevent the emergence of corrupt practices, as public service is, ultimately, a public trust.

2. MATERIALS AND METHODS

This study utilized a mixed methods design that integrated both quantitative and qualitative approaches to thoroughly assess multi-sectoral perceptions of good governance among Sangguniang Kabataan (SK) officials in Taguig City. The quantitative aspect, based on Sreekumar's (2023) framework, aimed to examine how particular events and influencing factors impact the target population. Structured survey questionnaires, adapted from Dr. Brillantes's "Developing Indicators of Local Governance in the Philippines: Towards an ISO for LGU," were used as the primary data-gathering tool, with prior permission obtained. The questionnaire, shown in Appendix D, consisted of four sections: (1) the demographic profile, which collected information on barangay of residence, length of residency, and stakeholder classification; (2) the status of SK programs and services, which evaluated the implementation in selected barangays; (3) perceptions of good governance across five dimensions—accountability, participation, transparency, effectiveness and efficiency, and adherence to the rule of law; and (4) the governance challenges encountered by SK officials in carrying out their roles. Responses were coded and analyzed using statistical methods such as frequency distributions, mean comparisons, and correlations to identify trends and relationships among the variables.

In parallel, the qualitative component, guided by Girardin (2023), explored the lived experiences and personal perspectives of SK officials. Semi-structured interviews were conducted to gain insight into the challenges faced by these youth leaders in implementing good governance. The interviews were designed to elicit participants' beliefs, emotions, and contextual understanding of their organizational roles. Interview transcripts were then examined through thematic coding, and a systematic content analysis was conducted to identify common patterns and recurring themes.

To ensure the validity and credibility of the findings, data triangulation was employed by combining the quantitative survey results with qualitative interview insights. This mixed methods strategy provided a more comprehensive view of SK governance practices in Taguig City, with measurable indicators supported and enriched by the narratives and contextual realities experienced by the officials themselves.

3. RESULTS AND DISCUSSIONS

1. Assessment of the duties and responsibilities of SK of the selected barangay in terms of the following? (This question is exclusive for SK Officials)

The survey results indicate that Sangguniang Kabataan officials in the selected barangays most consistently fulfill the duty of distributing project funds equitably, earning a mean score of 4.00—interpreted as "Complied." In contrast, adherence to the PYDP program during project implementation received a mean of 3.40 ("Partially Complied") and ranked second, while the preparation and submission of audit reports scored lowest, with a mean of 3.20, also interpreted as "Partially Complied." These findings suggest that, although budget allocation practices are fully observed, there remains room for improvement in both PYDP compliance and timely audit reporting.

Table 1. Assessment on the duties and responsibilities of SK of the selected barangay

Indicator	Mean	VI
Preparation and submission of Audit report.	3.20	Partially Complied
Compliance with the PYDP program in the implementation of the SK Projects.	3.40	Partially Complied
Budget allocation for every project is equally distributed.	4.00	Complied
Overall	3.53	Complied

2. The multi-sector perception of the SK in terms of good governance?

2.1. Participation

Members of the Katipunan ng Kabataan overwhelmingly agree that the SK promotes participation, with an overall mean score of 4.00 (“Strongly Agree”). Among the participation indicators, formulating a vision and mission with youth involvement received the lowest rating—though still strong—at a mean of 3.89 (“Strongly Agree”), placing it fifth in the ranking. Four other indicators each achieved a perfect mean of 4.00 (“Strongly Agree”): holding sectoral meetings and public consultations; consistently involving beneficiaries in programs and decision-making; maintaining a visible presence beyond the barangay hall to bolster community engagement; and installing suggestion boxes in high-traffic areas such as the plaza, market, and barangay hall. These results suggest that while youth leaders believe they excel in facilitating participatory activities, there is slightly less—but still strong—involvement when it comes to collaboratively crafting their vision and mission.

Among Sangguniang Kabataan officials themselves, perceptions of participatory practices remain very positive, with an overall mean score of 3.99 (“Strongly Agree”). The indicator receiving the lowest rating is the conduct of sectoral meetings and public consultations/dialogues, which scored a mean of 3.97 (“Strongly Agree”). Meanwhile, four other participation measures each achieved a mean of 4.00 (“Strongly Agree”): consistently involving beneficiaries in programs and decision-making; maintaining visibility beyond the barangay hall to foster community engagement; placing suggestion boxes in key locations such as the plaza, public market, and barangay hall; and involving youth in the formulation of the SK’s vision and mission. These results indicate that while SK officials believe they excel at most participatory activities, there is slightly less—but still strong—engagement when it comes to holding structured meetings and consultations.

Adult constituents also express strong agreement that the SK fosters participation, yielding an overall mean of 3.62 (“Strongly Agree”). They rated the conduct of sectoral meetings and public consultations highest (mean = 3.84), followed by involving youth in crafting the vision and mission (3.71). Visibility beyond the barangay hall to engage the community ranked third (3.63), while the provision of suggestion boxes in high-traffic areas such as the plaza, market, and barangay hall received a slightly lower score of 3.53. The lowest rating—though still positive—went to the extent beneficiaries are involved and consulted in SK programs and processes (3.37, “Agree”), suggesting that adults perceive these consultations as less consistent than other participatory practices.

Barangay officials offered a more tempered view of SK participation, with an overall mean score of **2.89** (“Agree”). They rated the SK’s community visibility highest (mean = 2.93), followed closely by youth involvement in shaping the vision and mission (2.90). In contrast, the conduct of sectoral meetings and public consultations, the extent to which beneficiaries are consulted, and the provision of suggestion boxes all tied at a mean of **2.87** (“Agree”). These results suggest that while barangay officials generally agree that participatory mechanisms are in place, they perceive these practices as only moderately fulfilled.

Overall, respondents across all sectors strongly agree that the SK excels in fostering participation, with an aggregate mean of 3.65. Leading the list is the conduct of sectoral meetings and public consultations/dialogues (mean = 3.71), indicating that structured engagement is most evident. Close behind is the SK’s visibility beyond the barangay hall into the wider community (3.66), followed by youth involvement in crafting the organization’s vision and mission (3.65). The provision of suggestion boxes in high-traffic areas also scores highly (3.61), while the extent to which beneficiaries are regularly consulted ranks fifth (3.56). These results demonstrate a robust perception of participatory governance among SK officials, with all five indicators receiving a “Strongly Agree” interpretation.

Among the four stakeholder groups, Sangguniang Kabataan officials rate their own participatory practices the highest (mean = 3.99), followed closely by the Katipunan ng Kabataan (mean = 3.98). Adult constituents place them third (mean = 3.62), while barangay officials offer the most reserved assessment (mean = 2.89). This hierarchy underscores varying expectations and experiences of engagement across sectors. As Maela and Selepe (2023) contend, genuine, equitable public participation is a cornerstone of good governance at the local level, enabling organizations to consult with all affected parties before making decisions.

In line with this principle, one SK official emphasized that motivating youth to take part in consultations and dialogues—particularly those that shape programs and procedures affecting them—is a clear indicator of sound governance.

Indicator	Katipunan ng Kabataan		SK official		Adult Constituents		Barangay Officials		Overall	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
Conducts Sectoral meetings and public consultations/dialogues.	4.00	SA	3.97	SA	3.84	SA	2.87	A	3.71	SA
The Beneficiaries are always involved and consulted in programs and processes.	4.00	SA	4.00	SA	3.37	A	2.87	A	3.56	SA
Visibility not only in Barangay Hall but also in their community to encourage public participation	4.00	SA	4.00	SA	3.63	SA	2.93	A	3.66	SA
Provides suggestion boxes in built-up areas such as the barangay hall, plaza, public market, and the like.	4.00	SA	4.00	SA	3.53	SA	2.87	A	3.61	SA
Formulates vision and mission that involves the participation of Katipunan ng Kabataan.	3.89	SA	4.00	SA	3.71	SA	2.90	A	3.65	SA
PART-MEAN	4.00	SA	3.99	SA	3.62	SA	2.89	A	3.65	SA

Table 2. Multi-sector perception in terms of Participation

2.2 Accountability

Members of the Katipunan ng Kabataan unanimously rated every accountability indicator at the same high level, each earning a mean score of 4.00—interpreted as “Strongly Agree.” As a result, their overall assessment of the SK’s accountability also reached a mean of 4.00, reflecting their strong confidence in the officials’ responsible conduct.

Sangguniang Kabataan officials themselves also gave uniformly high marks across all accountability measures, with each indicator receiving a mean score of 4.00—interpreted as “Strongly Agree.” Consequently, their collective evaluation of the SK’s accountability likewise averaged 4.00, demonstrating their unanimous confidence in fulfilling their fiduciary and ethical duties.

Adult constituents rated the SK’s accountability practices positively, yielding an overall mean of 3.60 (“Strongly Agree”). They identified project proposal submission as the strongest practice (mean = 3.82, “Strongly Agree”), followed by adherence to the Ethics and Accountability Law and the Anti-Graft and Corrupt Practices Act (3.73, “Strongly Agree”). Proper accounting of assets and liabilities came next (3.61, “Strongly Agree”), with the availability of complete financial and LGU accomplishment reports ranking fourth (3.55, “Strongly Agree”). Posting the Commission on Audit report in conspicuous locations received a mean of 3.47 (“Agree”), while the lowest score—3.45 (“Agree”)—was given to the practice of displaying project implementations on bulletin boards and monitoring ongoing projects. These results suggest that, although adult constituents generally believe SK officials uphold strong accountability standards, they see room for improvement in project posting and monitoring procedures.

Barangay officials rated the SK’s project proposal submissions most favorably (mean = 3.00, “Agree”). Four other accountability measures—posting COA audit reports in visible locations, accurately accounting for assets and liabilities, maintaining complete financial and LGU accomplishment reports, and displaying and tracking project implementations—each scored 2.90 (“Agree”). The lowest score (2.83, “Agree”) was given to the operationalization of public accountability under the Ethics and Accountability Law and the Anti-Graft and Corrupt Practices Act. Overall, the accountability dimension averaged 2.91 (“Agree”), with barangay officials pinpointing ethical and legal compliance as the SK’s primary area for improvement.

Across all stakeholder groups, the strongest accountability practice identified was the submission of project proposals, which earned the highest mean score of 3.74 (“Strongly Agree”). Close behind, public accountability—measured by adherence to the Ethics and Accountability Law and the Anti-Graft and Corrupt Practices Act—scored a mean of 3.67 (“Strongly Agree”). Proper accounting of assets and liabilities followed with a 3.65 mean, and the availability of complete financial and LGU accomplishment reports received a 3.63 mean, both also interpreted as “Strongly Agree.” Posting the Commission on Audit report in visible locations recorded a mean of 3.60, while the practice of displaying and monitoring projects on bulletin boards ranked lowest at 3.59 (“Strongly Agree”). The overall mean of 3.65 underscores that, from a multi-sector perspective, SK officials demonstrate robust accountability in their governance practices.

Khotami (2017) defines accountability as the obligation to explain and justify actions to those who have entrusted responsibility—detailing who is responsible, for what, and how they will be held answerable. According to one respondent, effective data management has enabled SK officials to display project information on barangay bulletin boards and actively monitor ongoing initiatives. This demonstrates that robust record-keeping underpins good governance by ensuring that SK leaders can be held responsible for the programs and projects they oversee.

Table 3. Multi-sector perception in terms of Accountability.

Indicator	Katipunan ng Kabataan		SK official		Adult Constituents		Barangay Officials		Overall	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
Public accountability operationalized through Ethics and Accountability Law and Anti-Graft and Corrupt Practices Act.	4.00	SA	4.00	SA	3.73	SA	2.83	A	3.67	SA
Audit report of the COA is posted in conspicuous places.	4.00	SA	4.00	SA	3.47	A	2.90	A	3.60	SA
Their assets and liabilities are well accounted for	4.00	SA	4.00	SA	3.61	SA	2.90	A	3.65	SA
Has a complete and available financial and LGU accomplishment reports.	4.00	SA	4.00	SA	3.55	SA	2.90	A	3.63	SA
Provides proposal projects	4.00	SA	4.00	SA	3.82	SA	3.00	A	3.74	SA
Implemented projects are posted in bulletin board and monitors on-going projects.	4.00	SA	4.00	SA	3.45	A	2.90	A	3.59	SA
ACCNT-MEAN	4.00	SA	4.00	SA	3.60	SA	2.91	A	3.65	SA

2.3 Transparency

Both the Katipunan ng Kabataan and SK officials gave uniformly high marks across every transparency indicator, each item earning a mean score of 4.00—interpreted as “Strongly Agree.” Their collective assessment of the SK’s transparency also averaged 4.00, reflecting a shared conviction that robust transparency practices are firmly in place.

Adult constituents generally agree that the SK maintains transparent practices, with an overall mean of 3.58 (“Strongly Agree”). At the top of their list is the presence of a management information system (MIS), scoring 3.71. Tied for second (both 3.67) are the regular updating of community data boards and spot maps, and the clear presentation of the budget and Annual Investment Plan to all Katipunan ng Kabataan members. Fourth in rank is the community-oriented aspect of the MIS (3.59), followed by two indicators—publication of the annual accomplishment report and holding regular Katipunan assemblies—each at 3.57. The availability of a complaint desk or suggestion box comes next (3.55), with the reporting of cash flows in published form slightly lower at 3.51. The lowest score (3.37, “Agree”) was given to the catalogue of services offered. These results indicate that while adult constituents see strong transparency overall, they view some areas—particularly detailed service catalogs—as needing enhancement.

Barangay officials generally perceive the SK’s transparency practices as satisfactory, though with room for improvement. The highest-rated indicators, both tied at rank 1.5 with a mean of 2.90 and a verbal interpretation of “Agree,” are the presentation of the annual accomplishment report and the Annual Investment Plan (AIP) to members of the Katipunan ng Kabataan. Three other indicators follow closely, all tied at rank 4 with a mean of 2.87—these include the presence of a management information system, regular updates of community data boards and spot maps, and the conduct of regular Katipunan ng Kabataan assemblies. The publication of cash flow reports is placed sixth with a mean of 2.80. Lastly, three indicators tied at rank 7.5, each with a mean of 2.73, include the catalogue of services, the community-oriented MIS, and the availability of a complaint desk or suggestion box. Overall, the total mean for transparency is 2.82, verbally interpreted as “Agree.” This suggests that while barangay officials acknowledge transparency efforts by the SK, they see key areas—especially community feedback systems and service cataloging—as needing enhancement.

The overall results for the transparency variable reveal a total mean of 3.62, which is verbally interpreted as “Strongly Agree.” This indicates that respondents across all sectors generally perceive the Sangguniang Kabataan (SK) to demonstrate a high level of transparency in their governance.

Among the specific indicators, the highest-rated is the presence of a management information system, which holds the top rank with a mean of 3.67, reflecting a strong consensus on its effectiveness. Closely following, in a tie for second rank, are the indicators: “presents the budget and Annual Investment Plan (AIP) to every member of the Katipunan ng Kabataan”—also with a mean of 3.67. In third place is the indicator on regular updates of the community data board and spot map, scoring a mean of 3.66.

Tied at rank 4.5 are the indicators on the annual accomplishment report and the conduct of regular Katipunan ng Kabataan assemblies, each with a mean of 3.63. These are followed by the community-oriented Management Information System (MIS) at rank 6, with a mean of 3.61.

Two indicators share the 7.5 rank: the complaint desk and/or suggestion box, and the publication of cash flow reports,

both receiving a mean of 3.59. Finally, the lowest-rated indicator, though still positively viewed, is the catalogue of services, which holds the last rank with a mean of 3.53, yet still retains a verbal interpretation of "Strongly Agree."

Overall, the data reflect a strong perception among stakeholders that SK officials are transparent in their operations, particularly in terms of information management and public disclosure of financial and planning documents. However, slight gaps remain in community engagement tools like feedback mechanisms and service cataloging, suggesting areas for future improvement.

According to Armenia (2021), transparency within public institutions is a cornerstone of democratic societies, emphasizing that free and open access to information is fundamental to upholding democratic values. This principle holds true regardless of a country's level of development, as both developed and developing nations increasingly recognize the critical role that transparency plays in fostering accountability and trust.

In the context of this study, one of the challenges identified by SK officials is the effective dissemination of information to the public. A key concern raised is the absence of a comprehensive catalogue of services, which directly affects the quality of governance in terms of transparency. Without a readily available and accessible catalogue, the Katipunan ng Kabataan—the youth constituency—remains uninformed about the programs and services being offered by the SK. This gap limits meaningful engagement and reduces the potential for youth participation in community development efforts. Hence, establishing a clear and updated catalogue of services is essential for ensuring that the principles of transparency and participatory governance are upheld.

Table 4. Multi-sector perception of SK good governance in terms of Transparency

Indicator	Katipunan ng Kabataan		SK official		Adult Constituents		Barangay Officials		Overall	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
There is presence of a management information system, catalogue of services, annual accomplishment report, community-oriented Management Information System (MIS), complaint desk and/or suggestion box, etc	4.00	SA	4.00	SA	3.71	SA	2.87	A	3.67	SA
Reports of cashflows are published.	4.00	SA	4.00	SA	3.37	A	2.73	A	3.53	SA
Regular updates of community data board and spot map	4.00	SA	4.00	SA	3.57	SA	2.90	A	3.63	SA
Conducts regular Katipunan ng kabataan assemblies	4.00	SA	4.00	SA	3.59	SA	2.73	A	3.61	SA
Presents budget and Annual Investment Plan (AIP) to every member of the Katipunan ng Kabataan.	4.00	SA	4.00	SA	3.55	SA	2.73	A	3.59	SA
TRANS-MEAN	4.00	SA	4.00	SA	3.51	SA	2.80	A	3.59	SA
	4.00	SA	4.00	SA	3.67	SA	2.87	A	3.66	SA
	4.00	SA	4.00	SA	3.57	SA	2.87	A	3.63	SA
	4.00	SA	4.00	SA	3.67	SA	2.90	A	3.67	SA
	4.00	SA	4.00	SA	3.58	SA	2.82	A	3.62	SA

2.4. Effectiveness

The responses of the Katipunan ng Kabataan and SK Officials regarding the effectiveness of SK governance showed consistent and positive perceptions. Both groups rated all indicators under the effectiveness variable equally, with each indicator receiving a mean score of 4.0, which is verbally interpreted as "strongly agree". These indicators were also uniformly ranked at 6.5, indicating that no single item stood out as significantly higher or lower in importance or implementation. The overall mean for the effectiveness variable is likewise 4.0, reflecting a strong consensus among these two sectors that the Sangguniang Kabataan demonstrates good governance in terms of effectiveness. This suggests that both the youth constituents and SK officials recognize that the programs and initiatives are being carried out efficiently and in line with their intended goals.

The adult constituents' perception of SK good governance in terms of effectiveness differed notably from those of the

Katipunan ng Kabataan and SK officials. Their responses revealed a more moderate evaluation, with varying levels of agreement across indicators. The highest-rated indicator was the accessibility of SK basic services distributed in the area, receiving a mean of 3.69, verbally interpreted as strongly agree. This was followed by SK services related to active citizenship, with a mean of 3.57, and health-related services, which scored 3.55—both also receiving a verbal interpretation of strongly agree.

Other indicators, such as equitable distribution of services based on budget, economic empowerment, and adequate funding for devolved services, received slightly lower means (ranging from 3.47 to 3.51) and were interpreted as agree. The lowest-rated indicators included SK services related to peace building and security, governance, environment, global community, education, and especially social inclusion and equity, with the last receiving a mean of 3.35, indicating relatively lower satisfaction.

Overall, the total mean for the effectiveness variable among adult constituents was 3.49, which is verbally interpreted as "agree". This suggests that while adults acknowledge efforts by SK officials, they perceive gaps in service delivery and effectiveness, especially in less visible or less emphasized areas like social inclusion and global engagement.

The overall mean score for the effectiveness variable among the barangay officials is 2.46, which is verbally interpreted as "disagree." This indicates that, compared to other sectors, the barangay officials have the lowest perception of effectiveness in the governance of Sangguniang Kabataan (SK). Among the indicators, the highest-ranked is the equitable and rational distribution of basic services as evidenced in the budget, with a mean of 2.97 and interpreted as "agree." This is followed by better access to SK basic services distributed in the area, which received a mean of 2.87, also interpreted as "agree." The third in rank is the adequate funding of devolved SK services, which has a mean of 2.77. These three areas were the only indicators that barangay officials agreed with, reflecting their appreciation for visible and tangible efforts in budget distribution and service delivery.

However, the remaining indicators mostly received lower scores and were interpreted as "disagree." These include SK services identified for devolution under the nine centers for youth participation, particularly in areas such as economic empowerment (mean = 2.40), education (2.33), social inclusion and equity (2.30), active citizenship (2.30), environment and global mobility (2.27), peace building and security (2.23), and governance (2.23). The consistently low scores in these areas suggest that the barangay officials perceive weaknesses in SK implementation of programs that relate to long-term development and youth empowerment.

In summary, while barangay officials acknowledge certain areas of SK service effectiveness, particularly those that are concrete and budget-related, they largely express dissatisfaction with the broader developmental aspects under the nine centers for youth participation. This highlights a gap in the visibility, communication, or actual implementation of programs in key youth development sectors, pointing to a need for strengthened engagement, planning, and transparency in these areas.

The overall result for the effectiveness variable has a total mean of 3.52, which is verbally interpreted as strongly agree. Among the indicators, the highest-ranked is better accessibility of the SK basic services distributed in the area, which received a mean of 3.67. This is followed by the indicator on being equitable and rational in distributing basic services among beneficiaries as evidenced in the budget, with a mean of 3.63, also interpreted as strongly agree. In third rank are two indicators that tied: SK services identified for devolution under the nine centers for youth participation in terms of health, and adequately funded SK services, both obtaining a mean of 3.57 and likewise verbally interpreted as strongly agree.

Next in the ranking is the indicator on active citizenship under the nine centers for youth participation, with a mean of 3.51 and verbal interpretation of strongly agree. Economic empowerment follows in sixth place with a mean of 3.50, also strongly agreed upon by the respondents. In the eighth rank, three indicators tied with a mean of 3.47 and were verbally interpreted as agree. These include the SK services under the nine centers for education, environment, and global mobility. Tied in the tenth rank are indicators relating to peace building and security and governance, both receiving a mean of 3.46, also interpreted as agree. Lastly, the lowest-ranked indicator is on social inclusion and equity, which received a mean of 3.44 and a verbal interpretation of agree.

Overall, the results reflect that respondents perceive the SK officials' governance as effective, particularly in the areas of service accessibility, budget distribution, and health-focused initiatives. However, slightly lower scores in areas such as social inclusion, education, and global engagement suggest potential areas for further development and increased visibility.

In the article by Beauty (2020), effective service delivery is described as having a clear objective—to meet the expectations of the end-user. While the term "product" is often associated with tangible or physical items, the article emphasizes that services are also part of this definition. A key aspect of service provision is the direct relationship between the service-rendering organization and its consumers. The ultimate goal is to establish a satisfactory interaction that fulfills the expectations of the recipients. The study highlights that measuring service effectiveness should not be limited to the delivery process alone; it must also take into account the extent to which organizational expectations are met. Therefore, if the services provided align with and satisfy the expectations of the organization, the delivery can be considered effective.

According to one of the respondents in the study, a significant challenge lies in the implementation of the Philippine Youth Development Plan (PYDP). Specifically, the nine centers of youth participation outlined in the PYDP are not frequently incorporated into the SK's agenda. Survey results suggest that it is currently unfeasible for SK officials to implement all of the programs mandated by the national government. To address this issue and support effective governance, it is recommended that the programs under the nine centers be formally included in the SK agenda to ensure alignment with national goals and better execution at the local level.

Table 5. Multi-sector perception in terms of Effectiveness

Indicator	Katipunan ng Kabataan		SK official		Adult Constituents		Barangay Officials		Overall	
	Mea n	VI	Mea n	VI	Mea n	VI	Mea n	VI	Mea n	VI
2.1.1 SK Services identified for devolution under the nine centers for youth participation:	4.00	SA	4.00	SA	3.55	SA	2.63	A	3.57	SA
a) Health	4.00	SA	4.00	SA	3.47	A	2.40	D	3.50	SA
a) Economic empowerment	4.00	SA	4.00	SA	3.41	A	2.33	D	3.47	A
b) Education	4.00	SA	4.00	SA	3.35	A	2.30	D	3.44	A
c) Social inclusion and equity	4.00	SA	4.00	SA	3.45	A	2.23	D	3.46	A
d) Peace building and security	4.00	SA	4.00	SA	3.45	A	2.23	D	3.46	A
e) Governance	4.00	SA	4.00	SA	3.57	SA	2.30	D	3.51	SA
f) Active citizenship	4.00	SA	4.00	SA	3.45	A	2.27	D	3.47	A
g) Environment	4.00	SA	4.00	SA	3.45	A	2.27	D	3.47	A
h) Global mobility	4.00	SA	4.00	SA	3.47	A	2.77	A	3.57	SA
2.4.2 Devolved SK services are adequately funded.	4.00	SA	4.00	SA	3.51	SA	2.97	A	3.63	SA
2.4.3 Equitable and rational in distributing basic services among beneficiaries as evidenced in the budget.	4.00	SA	4.00	SA	3.69	SA	2.87	A	3.67	SA
EFFECT-MEAN	4.00	SA	4.00	SA	3.49	A	2.46	D	3.52	SA

2.5. Adherence to Rule of Law

In terms of the Rule of Law, the multi-sector perception of SK good governance reveals consistent results from the Katipunan ng Kabataan and the SK officials. Both groups responded identically in the survey, giving all indicators in this variable a mean score of 4.0, which is verbally interpreted as "strongly agree." Each indicator also received the same rank of 2.5. These results suggest that both the Katipunan ng Kabataan and the SK officials perceive that the Sangguniang Kabataan exercises good governance under the principle of Rule of Law.

Meanwhile, the adult constituents provided varied responses. Among them, the indicator that ordinances are periodically implemented, enforced, reviewed, and updated ranked first with a mean of 3.73 and a verbal interpretation of "strongly agree." This was followed by the indicator on the effective implementation of legal, fiscal, environmental, and cultural laws, which received a mean of 3.71 and the same verbal interpretation. The third in rank was the indicator regarding respect for customary and ancestral laws, such as Shariah Law, which had a mean of 3.63 and was also interpreted as "strongly agree." The indicator ranked lowest among adult constituents was the establishment of a prominently posted workflow for the guidance of all, which received a mean of 3.47 and was verbally interpreted as "agree." The total mean for all indicators under the Rule of Law among adult respondents was 3.63, with an overall verbal interpretation of "strongly agree."

For the barangay officials, the indicator concerning the establishment of a workflow prominently posted for the guidance of all ranked first under the Rule of Law variable, receiving a mean of 2.93 and a verbal interpretation of "agree." Following closely are two indicators tied in the second rank with a mean of 2.90, both verbally interpreted as "agree." These indicators include the periodic implementation, enforcement, review, and updating of ordinances, as well as the respect for customary and ancestral laws, such as Shariah Law. The lowest-ranked indicator was the effective implementation of legal, fiscal, environmental, and cultural laws, which received a mean score of 2.87 and was also interpreted as "agree." The total mean for all Rule of Law indicators among barangay officials is 2.90, with a verbal interpretation of "agree." Overall, barangay officials perceive that SK officials exhibit good governance in terms of adherence to the Rule of Law.

For the overall perception of the Rule of Law, the indicator stating that ordinances are periodically implemented, enforced, reviewed, and updated ranked first, with a mean score of 3.69 and a verbal interpretation of "strongly agree." This was followed by the indicator on the effective implementation of legal, fiscal, environmental, and cultural laws, which ranked second with a mean of 3.67, also verbally interpreted as "strongly agree." In third place was the indicator reflecting respect for customary and ancestral laws, such as Shariah Law, which obtained a mean of 3.65 and was similarly interpreted as "strongly agree." The indicator concerning the establishment of a workflow prominently posted for the guidance of all ranked last, with a mean of 3.61 but still receiving the verbal interpretation of "strongly agree." The overall mean for the Rule of Law variable was 3.66, indicating that the multi-sector respondents perceive that there is good governance among SK officials in terms of adherence to the Rule of Law.

According to Gardner (2021), the Rule of Law is a centuries-old principle that governs how states are administered. Unlike Rule by Law—where the government is considered above the law and uses it primarily as a tool for control—the Rule of Law asserts that all individuals and institutions, including the government, must abide by the supremacy of the law. One of the challenges identified by SK officials involves instances where rules are not consistently followed. However, the establishment and clear posting of workflows for public guidance can help address this issue, reinforcing the perception that there is sound governance and respect for the Rule of Law within the SK leadership.

Table 6. Multi-sector perception in terms of Adherence to Rule of Law

Indicator	Katipunan ng Kabataan		SK official		Adult Constituents		Barangay Officials		Overall	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI	Mean	VI
2.5.1 The ordinances are periodically implemented and enforced, reviewed and updated	4.00	SA	4.00	SA	3.73	SA	2.90	A	3.69	SA
2.5.2 There is establishment of workflow prominently posted for the guidance of all.	4.00	SA	4.00	SA	3.47	A	2.93	A	3.61	SA
2.5.3 Effectively implement legal, fiscal, environmental and cultural laws.	4.00	SA	4.00	SA	3.71	SA	2.87	A	3.67	SA
2.5.4 Respects customary and ancestral laws, e.g., Shariah Law.	4.00	SA	4.00	SA	3.63	SA	2.90	A	3.65	SA
ROL-MEAN	4.00	SA	4.00	SA	3.63	SA	2.90	A	3.66	SA

3. Test of Difference on the Perception of the Respondents in terms of their Classification of Sector Profile (Fisher's ANOVA)

The Fisher's ANOVA analysis on the respondents' perceptions, classified according to sector profile, revealed statistically significant differences across all governance variables. Specifically, the computed F-values for Participation (116.483), Accountability (116.319), Transparency (106.668), Effectiveness (171.724), and Adherence to the Rule of Law (107.289) all substantially exceeded the critical F-value of 2.667. Furthermore, each variable yielded a P-value of 0.000, leading to the rejection of the null hypothesis (H_0) in all cases. These results indicate that the observed differences in perception are not attributable to random variation. Rather, they reflect meaningful distinctions in how each sector views the dimensions of good governance, emphasizing the significance of sector-specific perspectives in the overall assessment of SK officials' performance.

Table 7. Significant Difference between the Perceptions of the respondents in terms of their classification

Variable	F-value		Degree of Freedom		P-value	Decision	Interpretation
	Computed	Critical	Between	Within			
Participation	116.483	2.667	3	146	0.000	Reject H_0	Significant
Accountability	116.319	2.667	3	146	0.000	Reject H_0	Significant
Transparency	106.668	2.667	3	146	0.000	Reject H_0	Significant
Effectiveness	171.724	2.667	3	146	0.000	Reject H_0	Significant
Adherence to the Rule of Law	107.289	2.667	3	146	0.000	Reject H_0	Significant

4. Challenges encountered by the SK officials in terms of good governance.

4.1 Participation

The challenges encountered by the SK officials in terms of participation primarily revolve around the lack of active engagement from their constituents. The most significant issue reported is the minimal participation of the youth in various SK activities and programs. Another common challenge is the low attendance of SK members during special meetings, often due to

scheduling conflicts. Additionally, some SK officials noted minor difficulties such as the failure of certain projects to reach their intended beneficiaries, insufficient training, and limited awareness among the youth about SK initiatives. The lack of constituent participation suggests a broader issue of disinterest in SK programs, which poses a threat to effective governance. Without active community involvement, especially from the youth sector, the SK's capacity to govern and implement meaningful programs may be significantly hindered.

Table 8. Challenges encountered by the SK officials in terms Participation

Problem encountered	No. of respondents
lack of active participation within constituent	5
sk officials is not attending special meeting due to schedule	4
some projects can't reach target audience participants	1
participative in sport activities	1
they guide the youth to participate	1
resources constraint	1
inadequate training	1
competing commitments	1
limited awareness	1
skepticum and distant	1
engaging marginalized gaps	1
communication barriers	1
cultural norms	1
not all sk official is committed	1

4.2 Accountability

The challenges encountered by the SK officials in terms of accountability primarily center on their personal accountability in performing their roles. The most common issue identified is the difficulty of being accountable for the actions and responsibilities expected of them. Another key challenge is the failure of some SK officials to fully commit to their tasks and duties. Additionally, there are minimal but notable issues such as the lack of sufficient audit reports, limited competence in data management and analysis, lapses in ethical conduct, and other related concerns. These findings indicate that the core challenge lies in the SK officials' internal sense of accountability and responsibility in fulfilling their mandates.

Table 9. Challenges encountered by the SK officials in terms Accountability

Problems	No. of respondents
be accountable on what do you do	3
not responsible for their task and duties	2
insufficient audit report and lack of competence	1
so far the council know how to handle situation	1
weak enforcement or manpower for mechanism of accountability	1
data management and analysis	1
ethical conduct	1
political pressure	1
conflict of interest	1
financial management	1
Transparency	1
resistance to change	1
community expectation	1
sk official is not aware of the importance of the role they have	1

4.3 Transparency

The data reveal that the most common challenge encountered by the SK officials in terms of transparency is the difficulty of being fully transparent within the community. This issue highlights a significant barrier to fostering trust and accountability in governance. The second most frequently cited challenge is the limited access to information, which further hinders effective communication between the SK and their constituents. Other minimal yet relevant challenges include inadequate documentation, limited oversight mechanisms, and the ineffective dissemination of information to the public.

Overall, SK officials identified that maintaining transparency in the community remains the most significant obstacle in ensuring good governance.

Table 10. Challenges encountered by the SK officials in terms of Transparency

Problems	No. of respondents
transparent to all in community	4
limited access to information	2
lack of audit report	1
sometimes the council can't a lot time to post transparency	1
Important to have this.	1
youth inexperience	1
technical skills	1
pressure from stakeholders	1
confidentiality concern	1
inadequate documentation	1
language and literacy barriers	1
complex reporting process	1
limited resources	1
limited oversight mechanism	1
dissemination of information to the public	1
very good idea if we have this	1
must have in every purok	1

4.3 Effectiveness

In terms of effectiveness, two challenges were identified as the most pressing by SK officials: the lack of budget and political interference. These issues significantly hinder the successful implementation and sustainability of programs and services. The insufficient budget limits the scope and quality of initiatives, while political interference disrupts decision-making processes and autonomy. In addition to these, SK officials also reported several minimal challenges, such as time constraints, inadequate post-event assessments to address issues, and other operational difficulties. Collectively, these challenges affect the overall effectiveness of the SK in fulfilling its mandate of serving the youth and the community efficiently.

Table 11. Challenges encountered by the SK officials in terms Effectiveness

Problems	No. of respondents
lack of budget to lack of effectiveness	2
political interference	2
not all nine centers of participation is tackled with projects	1
projects are effective and implemented	1
community engagement	1
lack of training and capacity building	1
socio-cultural norms	1
time constraint	1
cooperation and participation for effectiveness	1
ineffective because of error and undone job	1
assessment after the event to fix issue	1
even not committed but they are affective	1

4.4 Adherence to Rule of Law

The challenges encountered by the SK officials in terms of adherence to the rule of law primarily involve three key issues: limited knowledge of legal frameworks, political interference, and difficulties in ensuring legal compliance. These were identified

as the most common challenges that hinder the proper implementation and enforcement of rules within the organization. On the other hand, less frequently encountered issues include cultural norms that may conflict with formal laws, conflicting priorities among stakeholders, and instances of corruption or bribery. These challenges collectively affect the SK officials' ability to consistently uphold and implement the principles of the rule of law in governance.

Table 12. Challenges encountered by the SK officials in terms Adherence to rule of law

Problems	No. of respondents
limited legal knowledge	2
political interference	2
legal compliance	2
the council knows how to adhere	1
lack of established set of local laws concerning the youth	1
inconsistent enforcement	1
inadequate legal support	1
conflicting priorities	1
weak oversight mechanism	1
corruption and bribery	1
capacity building	1
cultural norms	1
some of them are not giving importance to the law especially compliance with SOCE	1
not able to follow the rules sometimes	1

4. CONCLUSION

1. What is the status of the implementation of the SK duties and responsibilities in selected barangay in Taguig?

The self-assessment conducted by the SK officials of the selected barangays reveals a strong commitment to equitable budget management, as demonstrated by a perfect score in the area of budget allocation. This indicates a commendable effort in ensuring fair and responsible distribution of financial resources. Additionally, the SK officials exhibit a moderate level of compliance with the Philippine Youth Development Plan (PYDP), although there is a clear recognition of the need for strengthened adherence to the program's objectives. The most notable area requiring improvement is the preparation and timely submission of audit reports, which received the lowest score among the assessed indicators. This highlights a critical gap in accountability practices. Overall, the assessment reflects the SK officials' dedication to fiscal responsibility and transparency, while also emphasizing the need for continued capacity-building, particularly in audit compliance and documentation processes.

2. What is the multi-sector perception of the SK in terms of good governance?

The study reveals that the Sangguniang Kabataan (SK) is broadly viewed across various sectors as a committed and capable body in delivering good governance. Across all five core areas—**Participation, Accountability, Transparency, Effectiveness, and Adherence to the Rule of Law**—the youth and SK officials consistently express strong satisfaction and approval, indicating internal confidence in their governance efforts.

Participation is one of the SK's strengths, with both the SK and youth recognizing the value of inclusive decision-making. However, there is a shared call for improved consultation processes and more strategic engagement of constituents, particularly from adults and barangay officials who encourage deeper outreach.

In terms of **Accountability**, the SK is perceived as trustworthy and responsible, especially by the youth and SK leaders themselves. Yet, feedback from adult and barangay constituents points to a need for stronger project implementation practices and clearer mechanisms for public accountability.

On the matter of **Transparency**, while the SK earns praise for information dissemination and management systems, gaps remain—especially in areas like the accessibility of a service catalogue and public reporting. These are seen as critical to reinforcing public trust and ensuring full transparency.

Regarding **Effectiveness**, there is strong recognition of the SK's efforts to deliver accessible basic services. Nonetheless, adults and barangay officials emphasize the importance of addressing underserved areas such as social inclusion and equitable

service distribution. This feedback signals a need for the SK to ensure that programs reach all sectors of the youth community.

Lastly, the SK is widely acknowledged for its **adherence to the Rule of Law**, with unanimous approval from the youth and officials. However, both adult and barangay respondents suggest that more structured workflows and clearer procedural guidelines would enhance compliance and consistency.

Overall, the SK's governance performance is viewed positively, especially by the youth it serves. Still, insights from other sectors highlight specific areas for growth. Strengthening institutional processes, expanding stakeholder engagement, and enhancing transparency and accountability mechanisms will further empower the SK to fulfill its mandate as an effective and inclusive youth governance body.

3. Significant difference between the perceptions of the respondents in terms of their classification?

The findings from the ANOVA analysis reveal that respondents' perceptions of key governance dimensions—Participation, Accountability, Transparency, Effectiveness and Efficiency, and Adherence to the Rule of Law—differ significantly based on their sector profile. These differences are statistically significant and not due to chance, indicating that each group brings a unique perspective to how SK governance is evaluated. These distinctions highlight the importance of considering sector-based viewpoints when assessing governance performance, and they should be carefully factored into future assessments and policy-making efforts.

4. What are the challenges encountered by the SK officials in terms of good governance?

As the youngest public servants, Sangguniang Kabataan (SK) officials play a vital role in promoting good governance within their communities. However, despite their efforts, several challenges persist. Among the key governance variables, adherence to the rule of law poses the greatest difficulty for SK officials. Limited legal knowledge often results in weak compliance, while external political interference further undermines their ability to uphold the law. Effectiveness ranks as the second most significant challenge, primarily due to budget constraints and political influences that hinder the efficient delivery of services and fulfillment of duties. On the other hand, the SK officials face relatively fewer challenges in participation, accountability, and transparency, where only minimal issues were reported that affect their overall performance in practicing good governance.

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