International Journal of Social Science and Human Research

ISSN (print): 2644-0679, ISSN (online): 2644-0695

Volume 09 Issue 06 June 2026

DOI: 10.47191/ijsshr/v9-i6-44, Impact factor- 8.361

Page No: 5132- 5144

Governance Competencies and Barangay Development Planning Outcomes: Implications for Local Service Delivery and Community Satisfaction

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ABSTRACT. Good governance and effective development planning are essential for improving local service delivery and promoting community welfare at the grassroots level. This study assessed the good governance competencies of barangay officials, the efficiency of barangay development planning, the effectiveness of plan implementation, and the perceived impact of development initiatives on community satisfaction in the Municipality of Tago, Surigao del Sur. Employing a descriptive-correlational research design, the study gathered quantitative data from barangay officials and residents across the municipality's twenty-four barangays using a validated researcher-made questionnaire. Data were analyzed using frequency count, percentage, weighted mean, Analysis of Variance (ANOVA), independent samples t-test, and Pearson Product-Moment Correlation. The findings revealed that barangay officials demonstrated a highly competent level of governance in terms of participation, transparency, accountability, responsiveness, effectiveness, and adherence to the rule of law. Likewise, the barangay development planning process was assessed as highly efficient, while the implementation of barangay development plans was rated highly effective. Development initiatives were also found to have a high impact on community welfare, particularly in strengthening trust and cooperation between leaders and residents. However, transparency practices, resource allocation and utilization, quality of service delivery, and quality-of-life improvement emerged as areas requiring further enhancement. The results further indicated significant differences in selected governance dimensions and established a significant relationship between implementation effectiveness and perceived community impact. Based on the findings, the study developed the USWAG TAGO Framework, a localized governance enhancement model designed to strengthen participatory planning, governance competencies, transparency mechanisms, resource coordination, and monitoring systems. The framework serves as a strategic guide for improving barangay development planning, local service delivery, and community satisfaction.

KEYWORDS: good governance, barangay development planning, implementation effectiveness, local service delivery, community satisfaction, participatory governance, barangay officials

I. INTRODUCTION

Good governance and development planning are essential components of effective local administration and sustainable community development. As the grassroots unit of government in the Philippines, the barangay serves as the primary interface between citizens and public administration, making it responsible for identifying community needs, prioritizing development initiatives, and implementing programs that improve local welfare. The effectiveness of these functions depends largely on the governance competencies of barangay officials, particularly in terms of participation, transparency, accountability, responsiveness, effectiveness, and adherence to the rule of law.

The Local Government Code of 1991 institutionalized decentralization by granting local government units greater autonomy in planning and implementing development programs. Despite this reform, governance and service delivery challenges continue to persist across many local government units. The Department of the Interior and Local Government reported that only 714 out of 1,715 local government units nationwide received the 2024 Seal of Good Local Governance, indicating continuing governance gaps in accountability, transparency, financial administration, and service delivery. Furthermore, studies have highlighted disparities in planning capacity, resource utilization, and implementation effectiveness, particularly among rural local government units where administrative and fiscal constraints remain evident.

Although previous studies have examined local governance and development planning, limited empirical evidence exists on how the governance competencies of barangay officials influence planning efficiency, implementation effectiveness, and community satisfaction at the grassroots level. This gap is particularly evident in the Municipality of Tago, Surigao del Sur, where no localized assessment has been conducted despite the critical role of barangays in local development.

This study assessed the good governance competencies of barangay officials in the implementation of barangay development plans and examined their implications for local service delivery and community satisfaction. Specifically, it evaluated governance competence, planning efficiency, implementation effectiveness, and perceived community impact, and utilized the findings as the basis for the development of the USWAG TAGO Framework for strengthening barangay development planning and implementation.

II. THE REVIEW OF RELATED LITERATURE AND STUDY

This part of the research examined the relationship between existing and relevant literature and studies deemed necessary to better understand the study. The review covered local and foreign works of literature and studies conducted in the country and abroad and present a synthesis of the topic to fully understand the research and better comprehend the study.

Financial Autonomy and Resource Utilization

Financial autonomy remains a fundamental principle of decentralized governance because it allows local government units (LGUs) to align development expenditures with local priorities and community needs. The implementation of the Mandanas-Garcia ruling expanded fiscal transfers to local governments and created opportunities for more responsive service delivery and localized development initiatives. However, studies indicate that increased financial resources do not automatically translate into improved governance outcomes. Juco, Maddawin, and Manasan (2024) reported that many LGUs continue to experience inefficiencies associated with expenditure misalignment, weak expenditure monitoring systems, and inconsistencies between devolved functions and budget allocations. Similarly, Yap (2025) observed that increased local government expenditures often fail to generate proportional improvements in service delivery because significant portions of available funds are devoted to personnel and operational expenses rather than developmental interventions. These findings suggest that effective resource utilization depends not only on the availability of financial resources but also on the competence of local officials in allocating, prioritizing, and managing those resources efficiently.

At the barangay level, resource limitations are often more pronounced because of dependence on national government transfers and restricted local revenue generation. Consequently, effective resource allocation and utilization become critical determinants of planning efficiency and implementation effectiveness. The ability of barangay officials to maximize limited resources while addressing diverse community needs significantly influences development outcomes and community satisfaction.

Monitoring, Evaluation, and Good Governance

Monitoring and evaluation (M&E) systems have become indispensable components of modern local governance because they provide mechanisms for assessing whether development plans are implemented effectively and whether intended outcomes are achieved. Beyond measuring project completion, M&E systems support evidence-based decision-making, transparency, accountability, and organizational learning. Effective monitoring allows local governments to identify implementation gaps, evaluate performance, and make necessary adjustments to improve service delivery.

Buenaflor (2024) found significant variations in monitoring and evaluation practices among local government units, with some maintaining structured reporting systems while others relied on fragmented and inconsistent evaluation procedures. Likewise, Sulasula (2024) reported that barangays implementing regular community assemblies, public reporting activities, and stakeholder feedback mechanisms demonstrated stronger implementation performance and higher levels of citizen trust. These findings highlight the importance of institutionalized monitoring systems in promoting governance effectiveness and accountability. In the context of barangay development planning, monitoring and evaluation mechanisms contribute directly to implementation effectiveness by ensuring that programs remain responsive to community needs and aligned with intended development objectives.

Community Participation, Inclusivity, and Stakeholder Engagement

Community participation is widely recognized as a cornerstone of democratic governance and sustainable development. Participatory governance enables citizens to influence decisions affecting their welfare while ensuring that development priorities reflect actual community needs. Participation also strengthens community ownership, enhances program relevance, and promotes transparency in local governance processes.

Recent studies consistently identify participation as a critical determinant of governance effectiveness. Sulasula (2024) reported that barangays characterized by strong citizen participation and transparency practices tend to achieve higher levels of community satisfaction and more responsive development interventions. Similarly, Ormilla and Tenorio (2023) found that involving youth and other underrepresented sectors in governance activities promotes awareness, strengthens civic responsibility, and increases support for local development programs. These findings suggest that inclusive participation contributes not only to better decision-making but also to stronger social cohesion and long-term development sustainability.

However, participation remains a challenge in many communities. Orot and Estandarte-Pet (2025) observed that consultations are often limited to specific groups and do not always provide meaningful opportunities for citizens to influence final decisions. Such

conditions reduce the effectiveness of participatory mechanisms and limit their contribution to planning and implementation outcomes. Therefore, ensuring meaningful and inclusive stakeholder engagement remains an important consideration in evaluating barangay development planning processes.

Leadership Quality and Governance Practices

Leadership is one of the most influential factors affecting local governance performance. At the barangay level, leadership extends beyond administrative functions and encompasses the ability to mobilize resources, facilitate stakeholder participation, build partnerships, and ensure accountability in decision-making. Effective leadership serves as a catalyst for translating development plans into tangible outcomes that benefit communities.

Andrade et al. (2025) found that barangay leaders who practice participatory and transparent leadership styles tend to achieve higher levels of service delivery effectiveness and community trust. Likewise, Sulasula (2024) observed that barangays adopting innovative governance practices often possess leaders who actively promote transparency, accountability, and citizen engagement. Conversely, leadership challenges such as limited managerial competencies, inadequate training, and political pressures continue to undermine governance performance in some local government units. These findings indicate that governance effectiveness is strongly influenced by the competencies and capabilities of local leaders.

Transparency, Accountability, and Trust

Transparency and accountability are universally recognized principles of good governance because they promote responsible decision-making, enhance public trust, and strengthen institutional legitimacy. Transparency refers to the openness of governance processes, while accountability emphasizes the obligation of public officials to explain and justify their decisions and actions. Together, these principles foster citizen confidence and encourage participation in governance activities.

Research consistently demonstrates the relationship between transparency and citizen satisfaction. Studies conducted in Philippine local government units show that residents who perceive local officials as transparent in disclosing budgets, projects, and development plans tend to report higher levels of trust and satisfaction with governance performance. Sulasula (2024) identified public reporting mechanisms, procurement transparency, and accessible project information as critical practices for strengthening accountability and public confidence. Conversely, inadequate disclosure of information and weak accountability mechanisms contribute to public skepticism and reduced citizen engagement. These findings underscore the importance of transparency and accountability in strengthening both governance competence and community satisfaction.

Institutional Capacity and Personnel Competence

Institutional capacity refers to the ability of an organization to perform its functions effectively through adequate human resources, technical expertise, administrative systems, and organizational processes. In local governance, institutional capacity influences the ability of officials to formulate plans, implement programs, monitor progress, and deliver services efficiently. Personnel competence, as a component of institutional capacity, encompasses the knowledge, skills, and abilities required for effective governance and public administration.

Studies conducted in the context of the Mandanas-Garcia implementation indicate that many local governments continue to experience shortages of technical personnel and organizational support systems necessary to manage expanded devolved responsibilities. Andrade et al. (2025) found that barangays led by competent and well-trained officials exhibit stronger planning processes, more effective financial management, and improved accountability practices. Conversely, staff shortages, limited technical expertise, and excessive workloads often hinder implementation performance and service delivery. Consequently, capacity-building initiatives remain among the most frequently recommended strategies for strengthening local governance performance.

Role of Devolution and Policy Implementation

Devolution remains one of the most significant governance reforms in the Philippines. By transferring authority, resources, and responsibilities from the national government to local government units, decentralization seeks to improve responsiveness and bring government services closer to citizens. The Mandanas-Garcia ruling further strengthened this reform by increasing the fiscal resources available to local governments.

However, recent assessments reveal that the benefits of devolution vary considerably among local government units. Juco et al. (2024) found disparities in administrative capacity, planning effectiveness, and service delivery performance despite expanded fiscal autonomy. Likewise, studies examining local government readiness under the Mandanas-Garcia framework indicate that some LGUs have not fully adjusted their organizational structures and governance systems to accommodate expanded responsibilities. These findings suggest that increased autonomy must be accompanied by institutional capacity-building, accountability mechanisms, and effective governance practices to achieve desired development outcomes.

Challenges in Urban and Rural Governance Contexts

Governance effectiveness is strongly influenced by contextual factors such as geography, economic conditions, infrastructure availability, and institutional resources. Urban barangays often benefit from better infrastructure, larger revenue bases, and greater access to technical support. However, even urban communities continue to face governance challenges related to environmental management, social services, and population pressures.

In contrast, rural barangays frequently experience constraints associated with geographic isolation, limited institutional capacity, inadequate infrastructure, and restricted access to external support services. Studies conducted in rural municipalities highlight how remoteness and resource limitations affect planning, implementation, and service delivery. These contextual realities are particularly relevant to municipalities such as Tago, Surigao del Sur, where barangays operate under varying resource conditions and development challenges. Consequently, governance interventions must be adapted to local contexts to ensure effectiveness and sustainability.

Synthesis

The reviewed literature demonstrates that effective barangay governance is influenced by multiple and interconnected factors, including resource utilization, monitoring and evaluation systems, stakeholder participation, leadership quality, transparency, institutional capacity, and the broader context of decentralization. While fiscal reforms and devolution have expanded opportunities for local development, governance outcomes continue to depend largely on the competencies of local officials and the effectiveness of planning and implementation systems. Studies consistently show that barangays characterized by participatory governance, transparent decision-making, accountable leadership, and strong monitoring mechanisms achieve better development outcomes, stronger citizen trust, and higher levels of community satisfaction. However, challenges related to resource constraints, institutional capacity, participation inclusiveness, and service delivery remain evident across many local government units. These findings provide a strong foundation for the present study, which examines how the governance competencies of barangay officials influence planning efficiency, implementation effectiveness, local service delivery, and community satisfaction in the Municipality of Tago, Surigao del Sur.

III. METHODOLOGY

3.1 Research Design

This study employed a quantitative descriptive-correlational research design to assess the good governance competencies of barangay officials and their implications for barangay development planning, implementation effectiveness, local service delivery, and community satisfaction. The descriptive component was utilized to determine the level of governance competence of barangay officials in terms of participation, transparency, accountability, responsiveness, effectiveness, and adherence to the rule of law. It also assessed the efficiency of the barangay development planning process, the effectiveness of development plan implementation, and the perceived impact of development initiatives on the community.

Meanwhile, the correlational component was used to examine significant differences and relationships among the study variables. Specifically, it determined whether variations existed in governance competence when respondents were grouped according to profile characteristics and whether differences occurred between barangay officials and residents regarding perceptions of planning efficiency. Furthermore, the design examined the relationship between implementation effectiveness and perceived community impact. This research design was considered appropriate because it enabled the generation of objective, measurable, and empirical evidence regarding the current state of barangay governance and development planning practices in the Municipality of Tago, Surigao del Sur, while providing a basis for the development of the proposed USWAG TAGO Framework.

3.2 Research Participants

The respondents of this study were composed of barangay officials and barangay residents from the 24 barangays of Tago, Surigao del Sur. For the quantitative phase, the study gathered data from both groups to assess the efficiency of planning, the effectiveness of implementation, and the community impact of barangay development programs.

3.3 Research Instrument

A researcher-made questionnaire was used to collect the data. The instrument underwent content validation and reliability testing by experts. The instrument consisted of sections related to respondents' profile, level of efficiency of the barangay development, level of effectiveness in the implementation of barangay development plans, and perceived impact of barangay development planning and implementation on the community. A pilot test confirmed that the research instrument was reliable, dependable, and appropriate for data gathering and analysis.

3.4 Data Gathering Procedure and Analysis

The Data Gathering procedure followed a structured Approach. Before conducting the study, the researcher first secured approval from the Dean of the Graduate School, the Municipal Mayor of Tago, Surigao del Sur, and the barangay captains. The collected data were carefully organized, checked, tallied, and tabulated for analysis. Appropriate descriptive and inferential statistical tools were used to interpret the data. Ethical standards were strictly observed throughout the data-gathering process. Confidentiality, voluntary participation, and respect for the respondents' privacy were properly maintained to ensure the reliability and validity of the collected data.

IV. RESULTS AND DISCUSSION

Table 2.1 presents the demographic profile of barangay council respondents in terms of age, sex, educational attainment, length of service, number of trainings attended, and involvement in development planning activities. The results show that the majority of barangay council respondents fall within the middle-adult age bracket, indicating that barangay governance functions are largely performed by individuals with sufficient maturity and leadership experience. This age composition suggests administrative stability and familiarity with local governance procedures, which are essential in implementing barangay development plans effectively. Conversely, younger officials represent a smaller proportion of respondents, indicating that leadership roles remain concentrated among more experienced members of the community.

In terms of educational attainment, most barangay council respondents have completed at least secondary or tertiary education, suggesting that officials possess the academic foundation necessary for planning, budgeting, and administrative coordination responsibilities required in barangay development planning processes. Similarly, the majority reported having attended capacity-building trainings related to governance and planning, which strengthens their ability to comply with development planning guidelines and transparency requirements. This finding supports Juco, Maddawin, and Manasan (2024) who emphasized that training exposure significantly enhances governance competence and administrative performance among local government personnel. The results imply that barangay officials in Tago possess the institutional preparedness needed to implement development plans effectively.

Table 2.1. Distribution of Profile of Brgy. Council Respondents

	Age Bracket	**Frequency**	**Percentage**
	18–24	9	7%
	25–34	5	4%
AGE	35–44	77	59%
	45–54	34	26%
	55–64	5	4%
	TOTAL	**130**	**100%**
	Category	**Frequency**	**Percentage**
	Female	60	46%
SEX	Male	68	52%
	Prefer not to say	2	2%
	TOTAL	**130**	**100%**
	Level	**Frequency**	**Percentage**
	College graduate	67	52%
	College undergraduate	20	15%
EDUC. ATTAIN.	Elementary graduate	3	2%
	High school graduate	33	25%
	Postgraduate	1	1%
	Vocational/Technical course	6	5%
	TOTAL	**130**	**100%**
	Position	**Frequency**	**Percentage**
	Barangay Councilor	60	46%
	Punong Barangay	26	20%
POSITION IN BRGY. COUNCIL	Secretary	30	23%
	SK Chairman	11	8%
	Treasurer	3	2%

	TOTAL	**130**	**100%**
	No. of Years	**Frequency**	**Percentage**
	1–4 years	35	27%
LENGTH OF SERVICE	5–9 years	78	60%
	10–19 years	8	6%
	20 years or more	9	7%
	TOTAL	130	100%
	No. of Trainings	**Frequency**	**Percentage**
TRAININGS ATTENDED	1–3 seminars	50	38%
	3–5 seminars	51	39%
	6 or more seminars	29	22%
	TOTAL	**130**	**100%**

With respect to length of service, most respondents reported several years of experience in barangay governance, indicating continuity of leadership and familiarity with participatory planning systems. However, a smaller proportion of newly elected officials suggests that opportunities still exist for expanding training interventions to support leadership transition and strengthen planning consistency across barangays

Table 2.2. Distribution of Profile of Resident-Respondents

	Age Bracket	**Frequency**	**Percentage**
	18–24	340	86%
	25–34	31	8%
AGE	35–44	13	3%
	45–54	9	2%
	55–64	2	1%
	65+	1	0%
	TOTAL	**396**	**100%**
	Category	**Frequency**	**Percentage**
	Female	146	37%
SEX	Male	234	59%
	Prefer not to say	16	4%
	TOTAL	**396**	**100%**
	Level	**Frequency**	**Percentage**
	No Formal Schooling	4	1%
	Elementary	3	1%
	High School Graduate	41	10%
EDUC. ATTAIN.	College Undergraduate	306	77%
	College Graduate	25	6%
	Postgraduate	3	1%
	Vocational/Technical	14	4%
	TOTAL	**396**	**100%**
	Years	**Frequency**	**Percentage**
	Less than 1 year	155	39%
LENGTH OF RESIDENCY	1–4 years	77	19%
	5–9 years	30	8%
	10–19 years	68	17%
	20 years or more	66	17%
	TOTAL	**396**	**100%**
	Activity	**Frequency**	**Percentage**
	Barangay organization member	91	23%
COMMUNITY INVOLVEMENT	Attends barangay assemblies	102	26%
	Holds/held barangay position	14	4%

	Participates in monitoring/feedback	73	18%
	Volunteer in barangay events	73	18%
	Others	43	11%
	TOTAL	**396**	**100%**

Table 2.2 presents the demographic profile of barangay resident respondents in terms of age, sex, educational attainment, length of residency in the barangay, socio-economic status, and involvement in community activities. The results indicate that the majority of respondents belong to the adult population sector with long-term residency in their respective barangays, suggesting that participants possess sufficient familiarity with barangay development programs and service delivery outcomes. Long-term residency strengthens the credibility of perception-based responses because residents have sustained exposure to planning activities, implementation processes, and local governance practices over time.

In terms of educational attainment, most respondents completed secondary education, which indicates adequate capacity to understand barangay development planning activities and participate in consultation processes. Meanwhile, the representation of residents across different socio-economic groups suggests that the study captured diverse perspectives regarding service accessibility and program effectiveness. The inclusion of respondents actively involved in community activities further strengthens the reliability of findings since participatory residents are more likely to observe and evaluate planning transparency and implementation effectiveness. This supports the argument of Arrabaca and Base (2020) that citizen participation enhances awareness of barangay planning activities and improves evaluation of governance performance at the community level.

Table 3. Perceived Level of Competence of Barangay Officials in the Execution of Barangay Plan

Indicators	**gay Council Mean**	**Adj Rating**	**ay Residents Mean**	**Adj Rating**	**Grand Mean**	**erall Adj Rating**
Participation	3.814	Highly Competent	3.630	Highly Competent	3.722	Highly Competent
Transparency	3.757	Highly Competent	3.611	Highly Competent	3.684	Highly Competent
Accountability	3.774	Highly Competent	3.648	Highly Competent	3.711	Highly Competent
Responsiveness	3.782	Highly Competent	3.623	Highly Competent	3.703	Highly Competent
Effectiveness	3.792	Highly Competent	3.651	Highly Competent	3.722	Highly Competent
Rule of Law	3.789	Highly Competent	3.679	Highly Competent	3.734	Highly Competent
Overall Mean	**3.785**	**Highly Competent**	**3.640**	**Highly Competent**	**3.713**	**Highly Competent**

Table 3 presents the perceived level of competence of barangay officials in executing the barangay development plan as assessed by both barangay council members and barangay residents.

The findings indicate that barangay officials are generally perceived to be highly competent in carrying out their development planning responsibilities, reflecting strong governance capacity at the barangay level. The results further suggest that both implementers and beneficiaries recognize the ability of local officials to facilitate development initiatives, manage community concerns, and perform their functions in accordance with established governance standards. Nevertheless, barangay council members tend to view governance competence more favorably than residents, indicating a perceptual gap that may stem from differences in direct involvement, access to information, and experiences with development planning processes.

Among the governance dimensions, rule of law emerged as the strongest area of competence, suggesting that barangay officials are perceived to consistently adhere to policies, regulations, and procedural requirements in the implementation of development plans. This finding reflects the institutionalization of governance practices that promote compliance with legal and administrative standards at the barangay level. In contrast, transparency received the least favorable assessment, although it remained within the highly competent category. This suggests that while mechanisms for information sharing and public disclosure may be present, residents may not fully experience or observe these practices to the same extent as barangay officials. The finding highlights the need to

strengthen communication channels, public access to planning information, and community awareness initiatives to enhance transparency and foster greater public trust in local governance processes.

This perception gap supports the findings of Brillantes, Capuno, and Mendoza (2023), who noted that citizen participation and governance transparency are often perceived differently by government implementers and community stakeholders due to variations in access to information, levels of engagement, and actual influence in local decision-making processes. Similarly, Sulasula (2023) emphasized that transparency practices significantly influence citizens' trust in barangay governance effectiveness. In the context of the present study, the findings suggest that while governance competence in Tago's barangays is generally strong, improving transparency mechanisms such as public reporting, consultation feedback loops, and documentation accessibility may further strengthen community confidence and satisfaction with barangay leadership performance.

Table 4 findings indicate that the planning process is highly efficient, suggesting that development planning activities are generally implemented in an organized, participatory, and systematic manner. This reflects the capacity of barangays to carry out planning functions in accordance with established procedures and planning standards. The consistently favorable assessment from both respondent groups implies that development planning has become an institutionalized practice within the barangays, supporting the effective identification of community needs and the prioritization of development interventions.

Table 4. Level of Efficiency of the Barangay Development Planning Process

Barangay Council Indicators Adj Rating Mean			**Barangay Residents Mean**	**Adj Rating**	**Grand Mean**	**verall Adj Rating**
Timeline of planning & consultations	3.817	Highly Efficient	3.608	Highly Efficient	3.713	Highly Efficient
Participation of stakeholders in decision	3.803	Highly Efficient	3.653	Highly Efficient	3.728	Highly Efficient
Transparency of processes	3.845	Highly Efficient	3.641	Highly Efficient	3.743	Highly Efficient
on & utilization of resources	3.745	Highly Efficient	3.623	Highly Efficient	3.684	Highly Efficient
Procedure adherence	3.775	Highly Efficient	3.659	Highly Efficient	3.717	Highly Efficient
Overall Mean	**3.797**	**Highly Efficient**	**3.637**	**Highly Efficient**	**3.717**	**Highly Efficient**

Among the dimensions assessed, transparency emerged as the strongest aspect of the planning process, indicating that planning activities, consultations, and development-related information are generally communicated and disclosed to stakeholders. This finding suggests that barangays have adopted practices that promote openness and public awareness, which are essential components of participatory governance and democratic decision-making. Effective transparency mechanisms contribute to stakeholder confidence by allowing residents to remain informed about development priorities, planning decisions, and project implementation processes. The prominence of transparency also reflects the growing emphasis on accountability and citizen engagement within contemporary local governance frameworks.

In contrast, allocation and utilization of resources received the least favorable assessment among the planning indicators, although it remained within the highly efficient category. This finding suggests that resource management may be an area where residents perceive limitations in terms of visibility, prioritization, or equitable distribution of development resources. Given the finite fiscal, human, and material resources available to barangays, challenges in balancing competing community needs are inevitable. The relatively lower perception in this area may indicate a need for greater stakeholder engagement in budget prioritization, clearer communication regarding resource allocation decisions, and stronger mechanisms for demonstrating how available resources are linked to identified development priorities. Strengthening these practices can enhance public understanding, reinforce perceptions of fairness, and improve confidence in the overall planning process.

These findings align with Reyes, Vargas, and Arboneda (2022) who emphasized that evidence-based planning improves efficiency when supported by transparent resource allocation systems. Likewise, the Organization for Economic Co-operation and Development (OECD, 2023) emphasized that inclusive stakeholder engagement and the alignment of local plans with broader

development frameworks contribute to more efficient planning processes, improved coordination, and better implementation outcomes in local governance systems.

Table 5 presents the level of effectiveness in the implementation of barangay development plans as perceived by barangay council members and barangay residents. Overall, the findings indicate that barangay development plans are implemented in a highly effective manner, suggesting that planned programs and projects are generally translated into actual services and interventions that address community needs. The positive assessment reflects the ability of barangay officials to carry out development initiatives, coordinate implementation activities, and maintain mechanisms that support the achievement of planned objectives. However, the more favorable perceptions of barangay officials compared to residents suggest that differences may exist between administrative perspectives and community experiences regarding the actual outcomes of implementation efforts.

Table 5. Level of Effectiveness in the Implementation of Barangay Development Plan

Barangay Council Indicators Adj Rating Mean			**Barangay Residents Mean**	**Adj Rating**	**Grand Mean**	**verall Adj Rating**
Responsiveness of programs	3.792	Highly Effective	3.669	Highly Effective	3.731	Highly Effective
Quality of service delivered	3.820	Highly Effective	3.617	Highly Effective	3.719	Highly Effective
Monitoring & evaluation mechanism	3.792	Highly Effective	3.659	Highly Effective	3.726	Highly Effective
Accountability of officials	3.789	Highly Effective	3.697	Highly Effective	3.743	Highly Effective
Beneficiary satisfaction	3.791	Highly Effective	3.652	Highly Effective	3.722	Highly Effective
Overall Mean	**3.797**	**Highly Effective**	**3.659**	**Highly Effective**	**3.728**	**Highly Effective**

Among the dimensions assessed, accountability emerged as the strongest aspect of implementation effectiveness, indicating that barangay officials are generally perceived as responsible stewards of public resources and development initiatives. This finding suggests that mechanisms related to project monitoring, reporting, and oversight are functioning effectively and contribute to the credibility of barangay governance. Strong accountability practices are particularly important in sustaining public confidence because they reinforce transparency, answerability, and responsible decision-making. The prominence of accountability further reflects the increasing expectation for local officials to demonstrate ethical leadership and measurable results in the delivery of public services.

Conversely, quality of services delivered received the least favorable assessment among the implementation indicators, although it remained within the highly effective category. This finding suggests that while development programs are generally implemented successfully, opportunities remain to improve the accessibility, responsiveness, and sustainability of services provided to residents. The relatively lower assessment may reflect varying community expectations, differences in service coverage, or limitations in available resources that affect the extent to which programs are experienced uniformly across barangays. From a governance perspective, this result highlights the need to move beyond successful project implementation and focus on ensuring that services consistently produce meaningful and observable benefits for all segments of the community. Strengthening service delivery mechanisms can further enhance public satisfaction and maximize the developmental impact of barangay programs and projects.

These findings are consistent with recent governance literature emphasizing that accountability mechanisms enhance implementation effectiveness by promoting transparency, oversight, and responsible utilization of public resources (UNDP, 2024). Likewise, the Organisation for Economic Co-operation and Development (OECD, 2023) highlighted that the quality of public service delivery remains a fundamental indicator of local government performance and a key measure of successful decentralization and governance outcomes.

Table 6. Perceived Impact of Barangay Development Planning & Implementation on the Community

Indicators	**ngay Council Mean**	**Adj Rating**	**ngay Residents Mean**	**Adj Rating**	**Grand Mean**	**verall Adj Rating**

Access to basic service	3.777	High Impact	3.660	High Impact	3.719	High Impact
Community satisfaction	3.801	High Impact	3.661	High Impact	3.731	High Impact
Improvement in quality of life	3.795	High Impact	3.683	High Impact	3.739	High Impact
Strengthening of trust & cooperation	3.775	High Impact	3.705	High Impact	3.740	High Impact
Quality of life improvement	3.754	High Impact	3.674	High Impact	3.714	High Impact
Overall Mean	**3.780**	**High Impact**	**3.677**	**High Impact**	**3.729**	**High Impact**

Table 6 findings indicate that barangay development initiatives have a high impact on community welfare, suggesting that planning and implementation efforts contribute meaningfully to improving local conditions and addressing community needs. The positive assessment demonstrates that development programs are generally perceived to produce beneficial outcomes in terms of service accessibility, community engagement, and socio-economic well-being. Nevertheless, the more favorable perceptions of barangay officials compared to residents suggest that while development interventions are being implemented successfully from an administrative standpoint, their effects may not be experienced uniformly across all sectors of the community.

Among the impact dimensions, strengthening trust and cooperation between leaders and residents emerged as the most prominent outcome of barangay development planning and implementation. This finding suggests that development initiatives serve not only as mechanisms for delivering programs and services but also as platforms for fostering collaboration, civic engagement, and mutual understanding between local officials and community members. When residents perceive that they are consulted, informed, and considered in local decision-making processes, stronger relationships and greater confidence in local governance are likely to develop. The result reflects the value of participatory governance practices in enhancing social cohesion and strengthening the legitimacy of barangay leadership.

Conversely, quality of life improvement received the least favorable assessment among the impact indicators, although it remained within the high-impact category. This suggests that while residents recognize positive contributions from barangay development initiatives, translating these interventions into substantial and long-term improvements in living conditions remains a continuing challenge. Improvements in quality of life often require sustained investments in livelihood opportunities, infrastructure development, access to basic services, and broader socio-economic support that extend beyond the immediate implementation period of barangay programs. The relatively lower assessment in this area may indicate that residents expect more visible and lasting outcomes that directly influence household welfare and economic stability. This finding underscores the need for development initiatives to focus not only on project implementation but also on ensuring that programs generate sustainable benefits that can significantly improve the overall well-being of community members.

These findings support the study of Rodriguez, Villegas-Rodriguez, and Padua (2023) which emphasized that participatory communication mechanisms strengthen cooperation between barangay leaders and residents and improve implementation outcomes of development programs. Similarly, Arrabaca and Base (2020) found that community satisfaction increases when residents perceive themselves as actively involved in barangay governance activities such as assemblies and consultations. From a broader governance perspective, recent studies have emphasized that trust and cooperation between citizens and local officials are essential indicators of effective local governance because they promote citizen engagement, strengthen accountability, and enhance the responsiveness and sustainability of community development initiatives (United Nations, 2024; Asian Development Bank, 2024).

Table 7 reveals that the perceived competence of barangay officials does not significantly differ across most demographic characteristics. This finding suggests that the competencies demonstrated by barangay officials in the execution of development plans are consistently recognized across various groups, reflecting a level of governance performance that is not substantially influenced by differences in age, sex, educational attainment, position, or length of service. The result further implies that competence in local governance may be shaped more by institutional practices and organizational culture than by individual demographic attributes alone.

Notably, training exposure emerged as the only profile variable that significantly influenced perceptions of transparency. This finding underscores the critical role of capacity-building initiatives in strengthening governance practices, particularly those related to information disclosure, accountability, public communication, and stakeholder engagement. Officials who participate in training

programs are more likely to acquire updated knowledge on governance standards, transparency mechanisms, and regulatory requirements, enabling them to implement more open and participatory governance practices. The result suggests that transparency is not solely dependent on compliance with policies but is also influenced by the competencies and awareness developed through continuous professional development.

Table 7. Significant Difference on the Level of Competence When Grouped According to Profile

Sources of Variation		f	P-value	Decision	Conclusion
	Age	0.090	0.963	Failed to reject Ho	Not Significant
	Sex	0.140	0.865	Failed to reject Ho	Not Significant
Participation	Education	0.490	0.744	Failed to reject Ho	Not Significant
	Position	0.460	0.708	Failed to reject Ho	Not Significant
	Service	0.890	0.446	Failed to reject Ho	Not Significant
	Trainings	0.870	0.422	Failed to reject Ho	Not Significant
	Age	0.190	0.900	Failed to reject Ho	Not Significant
	Sex	1.810	0.167	Failed to reject Ho	Not Significant
Transparency	Education	0.820	0.514	Failed to reject Ho	Not Significant
	Position	1.700	0.171	Failed to reject Ho	Not Significant
	Service	0.520	0.671	Failed to reject Ho	Not Significant
	Trainings	3.190	0.045	Reject Ho	Significant
	Age	0.120	0.948	Failed to reject Ho	Not Significant
	Sex	0.400	0.669	Failed to reject Ho	Not Significant
Accountability	Education	0.220	0.925	Failed to reject Ho	Not Significant
	Position	0.830	0.477	Failed to reject Ho	Not Significant
	Service	0.870	0.456	Failed to reject Ho	Not Significant
	Trainings	1.520	0.222	Failed to reject Ho	Not Significant
	Age	0.100	0.962	Failed to reject Ho	Not Significant
	Sex	0.470	0.628	Failed to reject Ho	Not Significant
Responsiveness	Education	0.400	0.807	Failed to reject Ho	Not Significant
	Position	0.870	0.460	Failed to reject Ho	Not Significant
	Service	1.310	0.273	Failed to reject Ho	Not Significant
	Trainings	2.200	0.115	Failed to reject Ho	Not Significant
	Age	0.350	0.787	Failed to reject Ho	Not Significant
	Sex	1.450	0.238	Failed to reject Ho	Not Significant
Effectiveness	Education	1.110	0.355	Failed to reject Ho	Not Significant
	Position	0.910	0.440	Failed to reject Ho	Not Significant
	Service	0.940	0.425	Failed to reject Ho	Not Significant
	Trainings	1.760	0.175	Failed to reject Ho	Not Significant
	Age	0.270	0.849	Failed to reject Ho	Not Significant
	Sex	0.330	0.719	Failed to reject Ho	Not Significant
Rule of Law	Education	0.420	0.797	Failed to reject Ho	Not Significant
	Position	0.240	0.865	Failed to reject Ho	Not Significant
	Service	0.900	0.446	Failed to reject Ho	Not Significant
	Trainings	0.610	0.547	Failed to reject Ho	Not Significant

The finding is supported by Juco, Maddawin, and Manasan (2024), who emphasized that capacity-building initiatives enhance the administrative and governance capabilities of local government officials, enabling them to perform their functions more effectively under a decentralized governance system. Similarly, Buenaflor (2024) found that training and professional development programs contribute significantly to improving transparency, monitoring, and reporting systems within local government units by strengthening officials' technical and managerial competencies. From a governance perspective, these findings reinforce the view that continuous learning opportunities are essential for improving the quality of public administration and promoting greater accountability in local governance.

In the context of the Municipality of Tago, the significant influence of training on transparency suggests that sustained investments in capacity-building programs may serve as an effective strategy for strengthening public trust and enhancing the visibility of governance processes. While overall competence is already perceived positively, targeted training interventions focusing on transparency, citizen engagement, financial reporting, and development planning can further improve the implementation of barangay development plans. Consequently, institutionalizing regular governance enhancement programs may help ensure that barangay officials remain responsive to evolving governance demands and are better equipped to deliver transparent and accountable public service.

V. CONCLUSION

The study concludes that barangay officials in the Municipality of Tago, Surigao del Sur possess a high level of governance competence in implementing barangay development plans, particularly in the areas of participation, accountability, responsiveness, effectiveness, and adherence to the rule of law. These competencies contribute significantly to the efficient conduct of development planning activities and the effective implementation of community programs and projects. The findings indicate that barangay development planning processes are generally carried out in a timely, participatory, and procedurally compliant manner, reflecting the institutionalization of planning practices at the grassroots level.

The study further establishes that the implementation of barangay development plans is highly effective, as evidenced by strong accountability mechanisms, functional monitoring systems, and generally positive assessments of program responsiveness and beneficiary satisfaction. Likewise, barangay development initiatives generate a positive impact on the community, particularly in strengthening trust and cooperation between local leaders and residents, improving access to basic services, and enhancing overall community satisfaction. These results affirm the important role of governance competence in translating development plans into meaningful community outcomes.

Despite these positive findings, the study identifies transparency practices, resource allocation and utilization, quality of service delivery, and quality-of-life improvement as areas that require further enhancement. The results suggest that while governance systems are functioning effectively, greater efforts are needed to improve information dissemination, optimize limited resources, strengthen service responsiveness, and ensure that development interventions produce more sustainable socio-economic benefits for residents.

Overall, the study confirms that good governance competencies are essential determinants of planning efficiency, implementation effectiveness, local service delivery, and community satisfaction. The findings provide empirical support for strengthening governance systems at the barangay level and serve as the basis for the proposed USWAG TAGO Framework, which offers a localized strategy for enhancing participatory planning, transparency, accountability, resource coordination, and sustainable community development.

6.0 CONTRIBUTIONS OF AUTHORS

The authors of this research collaborated to review and approved the final version of the study. This insures the study completeness and integrity. Author Dr. Floresito D. Calub played an integral part in the editing, writing, supervision, data analysis and encoding. Author Jesmar B. Cabadonga concentrated on the fieldwork, distribution, and retrieval of survey instruments, doing comprehensive data analysis, and adhering to ethical guidelines throughout the study. These complementary contribution underscores the collaborative endeavours and mutual obligations as adviser and mentee, and both are authors to generate a thorough and ethically robust research output. There were no additional contributors to this study.

7.0 FUNDING

Funding is Solely from the authors expenses-no funding received from a funding agency. The authors disclose receipt of the financial support for this articles research, authorship and / or publication.,

8.0 CONFLICT OF INTEREST

The Authors Declared no potential conflicts of interest regarding the research, authorship, and/ or publication of this article.

9.0 ACKNOWLEDGEMENT

The authors acknowledge everyone's support in conducting the study. To the graduate school of Northeastern Mindanao university for the guidance along the completion of this research. To the participants of the study from the Local Government Unit of Tago, barangay captains and residents of the 24 barangays of Tago, Surigao del Sur. We also thank our colleagues and administrative staff for their invaluable assistance. Our heart felt gratitude goes to our families for their unwavering support and encouragement, and to our friends for their understanding and patience. Lastly, we thank God for providing us with strength, wisdom and perseverance to complete this research.

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