



**LAGUNA COLLEGE OF BUSINESS AND ARTS  
SCHOOL OF GRADUATE STUDIES**

**AWARENESS AND IMPLEMENTATION OF THE SEAL OF GOOD LOCAL  
GOVERNANCE AMONG LOCAL GOVERNMENT OFFICIALS  
IN THE PROVINCE OF MARINDUQUE**

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A Master's Thesis  
Presented to the  
Faculty of the School of Graduate Studies  
Laguna College of Business and Arts

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In partial fulfillment  
of the requirements for the Degree  
**MASTER IN MANAGEMENT**  
Major in Public Administration

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By

**ANDREW B. GONZALVO**

June 2021



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**APPROVAL SHEET**

This thesis hereto titled:

**AWARENESS AND IMPLEMENTATION OF THE SEAL OF GOOD LOCAL  
GOVERNANCE AMONG LOCAL GOVERNMENT OFFICIALS  
IN THE PROVINCE OF MARINDUQUE**

prepared and submitted by ANDREW B. GONZALVO, in partial fulfillment of the requirements for the degree, Master in Management, Major in Public Administration, has been examined and recommended for acceptance and approval for final defense.

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**DR. MA. LORENA M. TAGALA**  
Dean, School of Graduate Studies



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#### LCBA Research Ethics and Integrity Board Clearance

The LCBA Research Ethics and Integrity Board (LCBA-REIB) has recently reviewed your responses to the conditions placed upon the ethical approval for the project outlined below. Your Research Project is now deemed to meet the requirements stipulated in the LCBA Research Manual and full ethical approval has been granted.

Project Title	<b>AWARENESS AND IMPLEMENTATION OF THE SEAL OF GOOD LOCAL GOVERNANCE AMONG LOCAL GOVERNMENT OFFICIALS IN THE PROVINCE OF MARINDUQUE</b>
Approval Date	
Expiry Date	
LCBA-REIB Decision	<b>CLEARED AND APPROVED</b>

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- (a) conduct the research project strictly in accordance with the proposal submitted and granted ethics approval, including any amendments made to the proposal required by the LCBA-REIB
- (b) advise (email: [info@lcba.edu.ph](mailto:info@lcba.edu.ph)) immediately of any complaints or other issues in relation to the project which may warrant review of the ethical approval of the research project
- (c) make submission for approval of amendments to the approved project before implementing such changes
- (d) Provide a 'final report' when the research project is complete
- (e) Advise in writing if the research project has been discontinued.

Please note that failure to comply with the conditions of approval may result in withdrawal of approval for the research project.

Chair, LCBA Research Ethics and Integrity Board

**MA. LORENA M. TAGALA, LPT, EdD**  
Dean, School of Graduate Studies



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**Certificate of Quantitative Data Treatment**

This certifies that the Master's thesis entitled, **AWARENESS AND IMPLEMENTATION OF THE SEAL OF GOOD LOCAL GOVERNANCE AMONG LOCAL GOVERNMENT OFFICIALS IN THE PROVINCE OF MARINDUQUE** conducted by Andrew B. Gonzalvo, whose research design was quantitative, had been subjected to Quantitative Data Treatment utilizing Statistical Package for Social Sciences (SPSS) at Laguna College of Business and Arts by the undersigned.

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*“Alone we can do so little; together we can do so much.”*

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- **ABG**



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#### ABSTRACT

**Title** : **AWARENESS AND IMPLEMENTATION OF THE SEAL OF GOOD LOCAL GOVERNANCE AMONG LOCAL GOVERNMENT OFFICIALS IN THE PROVINCE OF MARINDUQUE**

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**Degree** : Master in Management, Major in Public Administration

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**Adviser** : Dr. Ramir. R. Larino

**Keywords** : Local Governance, Awareness, Implementation, Compliance, Local Government Units, Local Government Officials

This study was conducted to determine the level of awareness and implementation of Seal of Good Local Governance among the LGU officials in Marinduque. The research employed the descriptive quantitative correlational research design. The respondents of the research study were the LGU officials who are directly involved in the SGLG. The researcher utilized a questionnaire as an instrument of the study. And as statistical treatment, four-point likert scale, mean, percentage, and Pearson Product-Moment Correlation were used.

As the results revealed, the LGU officials are fully aware of the requirements of the SGLG. As for the level of implementation, most of SGLG requirements are either Implemented or Partially Implemented. Meanwhile, significant correlation between awareness and implementation was established in Social Protection and Environmental Management.

Based from the findings, the following were concluded: LGU officials of Marinduque have good grasp of the SGLG requirements; there is a poor implementation of some LGUs programs, projects, and activities required by the SGLG; awareness on the SGLG and Implementation of the SGLG are sometimes correlated but most of the times, the high level of awareness does not translate to high level of implementation; the structural and fiscal capacity of the LGUs affect the SGLG implementation; inability to address the challenges faced by the LGUs in the SGLG implementation creates a vacuum of compliance; less prosperous localities are unlikely to develop good governance practices; and the proposed SGLG Program Implementation Guide is a helpful guide to the LGUs in improving their state of local governance.



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### Chapter 1

#### THE PROBLEM AND ITS BACKGROUND

##### Introduction

When there is poor governance, there is hardly any development. According to Brennan (2015), one of the reasons why a nation fails in providing the basic necessities to people is poor governance. While numerous unpleasant outcomes result from poor governance, such as poor service delivery and unsatisfied clients, it is also crucial to dig into the factors that lead to it, such as dysfunctional organizational structure and lack of political will. It is in this context that governance has become a “hot” topic as evidence mounts on the critical role it plays in determining societal well-being.

In contrast, good governance depicts the picture of growth and progress. Political will and the presence of various mechanisms provide a legitimate source of success among government leaders as they institutionalize good governance in and between processes and day-to-day operations.

While governance is an important factor in the development of a country, it is also essential to understand the factors leading to poor government performance, measure it, and improve it. But how do we measure such a complex, intangible concept? First, there is a need to define what governance and good governance are. Governance is the exercise of power or authority— political, economic, administrative or otherwise—to manage a country's resources and affairs. It comprises the mechanisms, processes, and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences. On the other hand, good governance means competent management of a country's resources and affairs



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in a manner that is open, transparent, accountable, equitable, and responsive to people's needs.

It is in this context that the Department of the Interior and Local Government introduced the Seal of Good Local Governance (SGLG) in 2015 that sought to assess the performance of local government units. The SGLG puts a premium on integrity and good performance as it seeks to institutionalize the continuity of local governance reforms and development. The SGLG is geared towards institutionalizing a culture of performance among local governments. It helps strengthen the use of performance information for evidence-based actions and interventions - both at the local and national levels, towards a "*Gobyernong may Malasakit tungo sa Pagbabago at Patuloy na pag-unlad*".

Despite this performance measurement mechanism, still, several LGUs have difficulty to upscale their performance and failed the challenge of passing the SGLG. In MIMAROPA alone, out of the seventy-eight (78) provinces, cities, and municipalities, only seven (7) local government units have been recognized as SGLG passers in 2019 which translates to only nine percent (9%) passing rate. Out of the 7 LGUs, four (4) LGUs are from the Province of Oriental Mindoro, one (1) from Occidental Mindoro, one (1) from Palawan, and one (1) from Romblon. This performance in SGLG is dismal compared to regions II, III, and I which have 41%, 26%, and 50% passing rate respectively.

To emphasize further, the Province of Marinduque is the only province in MIMAROPA region that has no SGLG passer in 2019. From 2016 to 2019, the said province produced no SGLG passers, an outcome that can be attributed to its struggles in coping with the SGLG assessment criteria and indicators. While others managed to have at least one passer in those years, the Province of Marinduque, despite the capacity development and interventions provided by the



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DILG, has not been able to step up on the SGLG board, lagging behind other provinces. To elaborate, the Province of Marinduque produced no SGLG passers in 2016, 2017, 2018, and 2019. On the other hand, the Province of Occidental Mindoro has 17% passers in 2016, 42% passers in 2017, 8% in 2018, and 8% in 2019. Meanwhile, the Province of Oriental Mindoro had 19% passers in 2016, 44% in 2017, 13% in 2018, and 25% in 2019. As for the Province of Palawan, it was able to produce 13% SGLG passers in 2016 and 2017 and 4% both in 2018 and 2019. Finally, Romblon Province managed to have 11% passers in 2016, 22% in 2017, and 6% in 2018 and 2019.

The researcher, as an employee of the Department of the Interior and Local Government (DILG) - the principal agency responsible for SGLG implementation, is profoundly concerned about the program performance of the local governments in the Province of Marinduque. The question remains unanswered as to why the said province has not been able to produce SGLG passers since 2016 while other provinces managed to bag the award. With these premises, the researcher was prompted to conduct this study to identify the weak areas that need to be strengthened and identify appropriate capacity development thereon.

Furthermore, this study determined whether there is a relationship between awareness and implementation of the SGLG that will be vital in future LGU planning and development of appropriate interventions. Results of this study will provide a picture of the current status of LGUs' compliance with SGLG indicators and level of implementation that will be an essential input in crafting strategies and defining priorities to pass the said award in the years to come. An enhancement program was proposed.

Lastly, the research study dwelt on the implementation of the government policies specifically in the planning, organizing, directing, coordinating, and controlling of government



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operations that are very much related to public administration, as the degree being taken up by the researcher.

#### **Theoretical/Conceptual Framework**

Taplin and Clark, (2012) defined Theory of Change as an approach for strategic planning and monitoring and evaluation that makes explicit assumptions and indicators that move resources and interventions to outputs and higher-level outcomes. It is an articulation of how an intervention contributes to a desired changed state (impact) with specific pathways of where and how the changes happen progressively, while also recognizing that the chosen pathway of the intervention does not necessarily account for all contingencies that may be encountered in implementation.

In essence, the Theory of Change of SGLG is that local government performance is expected to improve across varied governance areas through evaluating the performance of LGUs and awarding qualifiers (passers), and by tying SGLG to incentives and stakeholder support. The ToC of the SGLG explains why the local governance performance improved significantly since the SGLG was implemented in 2015. To illustrate, Union on Local Authorities of the Philippines (2020) revealed that in 2009, before the program was implemented, 480 local governments obtained "adverse financial audit findings." In 2013, this number was reduced to only 120, a 75% decrease.

Furthermore, Taplin and Clark (2012) described Theory of Change as a planning and issue framing tool and a monitoring and evaluation tool. As an evaluation tool, ToC identifies the specific goals of the program and ties those goals to particular interventions. Data can then be collected to evaluate progress toward the stated goals as well as the effectiveness of interventions in producing outcomes. In relation to the objective of this study which is to measure the level of



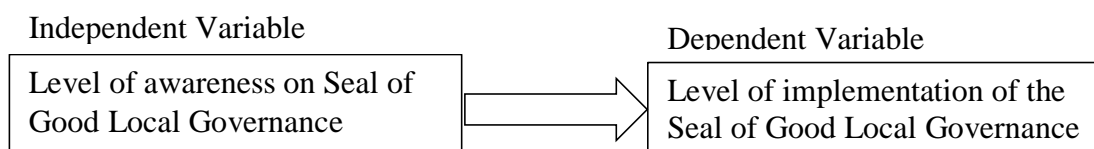
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awareness and implementation of the SGLG, the ToC helped the researcher identify the weakness and strength of the LGUs and later on determine the appropriate interventions to produce the desired results.

#### Research Paradigm

This study employed the Independent Variable and Dependent Variable paradigm as illustrated in the figure below:



*Figure 1: Research Paradigm*

As shown in Figure 1, there are two connected boxes that represent the variables that were investigated in the study. The independent variable included the level of awareness of respondents on SGLG assessment criteria and indicators vis-à-vis the seven governance areas. Meanwhile, the dependent variable box shows the level of implementation of SGLG on the seven governance areas also. The arrow in the middle represents the possible correlation of awareness on and implementation of the SGLG.

#### Statement of the Problem

This research aimed to identify the most common challenges faced by the LGUs in the Province of Marinduque in the SGLG implementation and to come up with a program or intervention that would help the local governments of Marinduque to get a high chance of passing the SGLG Award. Specifically, this study sought to answer the following questions:



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1. What is the level of awareness of the LGU officials on the Seal of Good Local Governance (SGLG) in the following governance areas:

1.1 Financial Administration,

1.2 Disaster Preparedness,

1.3 Social Protection,

1.4 Peace and Order,

1.5 Business Friendliness and Competitiveness,

1.6 Environmental Management, and

1.7 Culture and the Arts?

2. What is the level of implementation of the Seal of Good Local Governance (SGLG) in the following governance areas:

2.1 Financial Administration,

2.2 Disaster Preparedness,

2.3 Social Protection,

2.4 Peace and Order,

2.5 Business Friendliness and Competitiveness,

2.6 Environmental Management, and

2.7 Culture and the Arts?



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3. Is there a significant relationship between the level of awareness and the level of implementation of LGU officials on the SGLG?
4. What are the challenges that the local government units face in the implementation of the SGLG?
- 5: Based on the findings of the study, what SGLG Program Implementation Guide may be proposed?

#### **Hypothesis**

H<sub>0</sub>: There is no significant relationship between the level of awareness on and implementation of SGLG.

#### **Scope and Delimitations**

While the Seal of Good Local Governance is implemented in national scope, this research study was delimited only to the six (6) local governments of Marinduque namely: Municipalities of Boac, Buenavista, Gasan, Mogpog, Santa Cruz, and Torrijos. Moreover, only those local government officials and personnel of the six (6) municipalities with direct involvement in the SGLG were the subject of the research study to generate accurate and significant responses. These LGU officials were the accountants, planning and development coordinator, disaster risk reduction management officer, social welfare development officer, DILG field officers, business permits and licensing officer, environment and natural resources officers, and tourism officer. These scope and delimitations were set to attain the purpose of this study which is to identify level of awareness and implementation of the SGLG in the LGUs of Marinduque being the only province in MIMAROPA region that produced no SGLG qualifiers from 2016-2019.



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#### **Significance of the Study**

The results and findings of the study would be most significant and beneficial to the following:

**LGU officials of the Province of Marinduque.** Through this study, they will have a picture of their level of awareness on and implementation of SGLG that will serve as input on how they will address the gaps and identify interventions to close these gaps. With this information, the LGUs will be able to determine the enabling and hindering factors that contribute to their performance insofar as the SGLG is concerned. Moreover, the results of this study will serve as a basis on how the LGUs would manage their priorities in the context of passing the SGLG.

**DILG officials.** This study will provide them with inputs of how it would formulate and enact future SGLG policy designs and assessment criteria and indicators based on the challenges and recommendations of the LGUs. Being the principal agency in charge of the SGLG implementation, the DILG has to have a picture of how the LGUs perceive each assessment criterion and the LGUs' level of readiness based on their compliance from each indicator.

**Researcher.** As for the researcher of this study, he will get to know how the respondents perceive the SGLG as an award system. The researcher will be able to come up with recommendations to the DILG central office on how to enhance the implementation of the SGLG based on the challenges and recommendations of the respondents.

**Future researchers.** They can utilize this research paper as their reference in the conduct of similar or related studies.

#### **Definition of Terms**

The researcher operationally defined the following terms through their use in this study, as follows:



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**Business-Friendliness and Competitiveness.** It is a governance area in the SGLG that refers to an LGU's unconventional initiative in encouraging local investment, together with local business enterprises and the working sector, through the adoption of policies, programs, systems, structures and/or local legislation to attract and create investment opportunities, and promote a business climate conducive to sustainable business growth.

**Challenges.** This refers to the problems and issues that the LGUs faced in the implementation of the SGLG.

**Disaster Preparedness.** It is a governance area in the SGLG that refers to an LGU's preparedness for any disaster or natural or man-made calamity, by adopting relevant plans, taking proactive actions, and building its capacity to respond effectively to emergencies when needed

**Environmental Protection.** It is a governance area in the SGLG that refers to an LGU's initiative to institute policies and programs that consistently and significantly preserves and protects the integrity of the environment with primary focus on solid waste management and ecological balance, as well as mitigation and adaptation to climate change

**Financial Administration.** It is a governance area in the SGLG that refers to the condition where an LGU demonstrates positive and stable economic performance, and maintains, preserves and mandatorily upholds the practice of fiscal discipline, accountability and transparency by adhering to budgetary rules, public financial management, generally accepted and recognized accounting and auditing standards and full disclosure policy

**Governance Area.** This refers to the seven (7) governance areas of the local governance used in determining the clustering of the SGLG assessment criteria and indicators



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**Indicators.** This refers to the general competency areas for governance outputs which concrete data points from various sources.

**Level of Awareness.** This refers to the degree of consciousness of the respondent or the state or ability to perceive or understand the SGLG assessment criteria and indicators. In this study, the researcher will use the 4-Likert Scale to measure the respondents' level of awareness on SGLG assessment criteria and indicators, whose operational definition varies depending on the level of awareness.

**Level of Implementation.** This refers to the degree of compliance or adherence of the LGUs to the SGLG assessment criteria and indicators across the varied governance areas. In this study, the researcher will use the 4-Likert Scale to measure the LGUs' level of implementation of the SGLG across the seven governance areas and indicators, whose operational definition varies depending on the level of compliance.

**Peace and Order.** It is a governance area in the SGLG that refers to a condition where an LGU establishes good and respectable performance in terms of maintaining peace and order in the community as demonstrated by reduced crime rate, effective anti-illegal drugs campaign, and efficient traffic management, among others, through the implementation of activities, programs and policies, and the appropriate provision of support mechanisms to ensure the safety and protection of its constituencies from injuries and unnecessary threats to life, security and property.

**Recommendations.** This refers to the proposed actions or interventions necessary to enhance the implementation of the SGLG.

**Seal of Good Local Governance.** A progressive performance assessment system that



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gives LGUs distinction for their remarkable performance across governance areas. It puts primacy to integrity and good performance as pillars of meaningful local autonomy and development. The Seal of Good Local Governance (SGLG) is an award, incentive, honor and recognition-based program for all LGUs which encourages commitment from LGUs to continually progress and improve their performance along various governance areas.

**Social Protection.** It is a governance area in the SGLG that refers to an LGU's sensitivity and responsiveness to the needs of its constituents, recognizing and upholding the rights and privileges particularly those belonging to the vulnerable or disadvantaged sectors, such as, but not limited to, women, children, indigenous people, elderly, persons with disability (PWD), and informal settlers.

**Tourism, Culture and the Arts.** It is a governance area in the SGLG that refers to an LGU's ability to promote and protect Philippine identity through local heritage and culture, or local legacy, in terms of preserving the cultural, historical and indigenous significance of the community, marketing the characteristics which the LGU is known or recognized for, and attracting foreign and local visitors and tourists to the locality.



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#### Chapter 2

#### REVIEW OF RELATED LITERATURE

This chapter shows the related literatures of the variables to be used in the conduct of this research including the concept of good governance, the application and operationalization of the Seal of Good Local Governance (SGLG) in this research study, and the identification of the challenges encountered by the LGUs in the implementation of the SGLG and the possible recommended actions to address these challenges.

#### Good Governance

According to Ackerman (2017) good governance refers to all kinds of institutional structures that promote both substantive outcomes and public legitimacy with the challenge to balance expertise and democratic participation beyond both the ballot box and scientific laboratory to produce public policies that solve important social problems and are accepted as legitimate by citizens. This concept of good governance was further elaborated by Rahman (2016) in his paper titled: Governance and Good Governance: A Theoretical Framework, wherein he explained that good governance is interrelated with participatory development, human rights, democratization, and economic development. Rahman added that a government can only be legitimate if it is based on the consent of the governed and if such is given through a recognized participatory process. Meanwhile, Bachelet (2020) revealed that good governance, anti-corruption and human rights share common principles. And together, they result in greater wellbeing; systems in which the fruits of development are better managed and more effectively shared. On the other hand, United Nations New York (2020) deduced that weak governance of resource-based revenue, in terms of accountability, transparency and government capability in the delivery of services has a





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particularly corrosive impact on equitable and peaceful development.

#### **Good Governance in the Philippines**

As discussed in Chapter 7 of Philippine Development Plan 2011-2016, good governance is described as a concept that sets the normative standards of development which fosters participation, ensures transparency, demands accountability, promotes efficiency, and upholds the rule of law in economic, political and administrative institutions and processes. Moreover, the aforementioned plan defined good governance as a cornerstone of good governance is adherence to the rule of law, that is, the impersonal and impartial application of stable and predictable laws, statutes, rules, and regulations, without regard for social status or political considerations. The Philippine government's public image will continually improve as it strives to become safer, more effective, productive, and people-centered.

According to Chapter 5 of the 2017-2022 Philippine Development Plan, changes have led to raising the rankings of the Philippines in most of the global metrics. While the country received recognition from foreign award-giving organizations, it still ranked lower than most of its neighbors in the Association of Southeast Asian Nations (ASEAN). The challenge now is to improve the structure and maintain previous successes or even exceed them.

In his study report of the Worldwide Governance Indicators (WGI) project published by the World Bank on September 25, 2020, Paloso (2019) quoted that the Philippines has made progress in streamlining government processes and procedures, but more needs to be done to resolve corruption and justice system problems. He reiterated that except for WGI-Voice and Transparency, where Indonesia held its advantage over the Philippines, Singapore and Brunei continued to lead ASEAN across all metrics. The Philippines stayed in 6th place, combining all



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the percentile scores for the metrics, doing marginally better than the ASEAN average. In addition, Paloso's analysis claimed that the Philippines had the largest increase in the WGI-Government Effectiveness from 51.9 percentile in 2017 to 55.3 percentile in 2018. The nation is also one of only three countries that have improved its WGI-Regulatory Quality percentile rank. Furthermore, for WGI-Voice and Transparency, the Philippines stuck in the top 1/3. However, the nation reported the highest decrease in WGI-Control of Corruption relative to the rest of ASEAN, slipping almost 6 notches from 39.9 percentile in 2017 to 34.1 percentile in 2018.

The Worldwide Governance Indicators (WGI) are a research dataset from World Bank summarizing the views on the quality of governance provided by a large number of enterprise, citizen and expert survey respondents in industrial and developing countries vis-a vis the five dimensions of governance namely: Voice and Accountability, Government Effectiveness, Control and Corruption, Rule of Law, and Regulatory Quality. These data are gathered from a number of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms. The WGI does not reflect the official views of the World Bank, its Executive Directors, or the countries they represent. The WGI is not used by the World Bank Group to allocate resources.

These aggregate indicators combine the views of a large number of enterprise, citizens and expert survey respondents in industrial and developing countries. They are based on over 30 individual data sources produced by a variety of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms.

#### **Awareness**

Awareness was described by Cox (2015) as something that occurs almost as a side effect



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of meditation practice. He further clarified that by repeatedly concentrating on the breath, and realizing when our mind wanders, individuals naturally begin to gain knowledge of where our mind is and where it goes. In addition, he showed that the more people practice, the more they become acquainted with being conscious of their emotions, and so it begins to become second nature.

For Niedra (2020) awareness is a state of consciousness where you can see or witness yourself, as if you were looking at yourself from outside yourself. With meditation and mindfulness (karma yoga), it is a state you can access, as long as you can unhook your mind, which sometimes assumes it is the same as awareness. Niedra, on the other hand, stated that awareness is also a state in which information exists, but it has a different consistency. It can understand the mind and also know a totally non-mind self such as being self.

Meanwhile, Feldmann (2017) described awareness campaigns as a sustained attempt to educate people and raise public awareness of the cause or problem of an organization. And they should target individuals who share the values and principles of the organization in almost every case, inform those potential supporters about the problem or cause, and create new contacts for the donor database. He further enumerated the five mistakes people are making with their awareness campaigns as follows: people's definition of success is too narrow; people did not include an action in their materials; people only focused only on email signups; people spend too much time talking about the organization instead of the issue; and people forgot to measure or they are measuring the wrong thing.

On the other hand, Esquivel (2020) enumerated the five key steps to planning a standout awareness campaign which include the defining of the audience, using every angle, optimizing



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awareness campaign landing page, making it easy, and empowering the audience.

As for the level of awareness, Overgaard (2015) clarified that while significant progress has been made in measuring the level of awareness, and researchers have made steady progress in delineating the neural correlates of consciousness, it is still impossible to explicitly quantify the content of awareness and connect the subjective experience of a person to an objective state of the world or the individual. He added that research has changed from a rigid logic of dissociation and the search for subjective and objective thresholds for awareness to more graded methods in which all measurements are considered by conscious and unconscious processes.

For SGLG, the DILG as the principal agency responsible for the program implementation ensures that the concerned stakeholders are well aware and informed of the program before it gets implemented on the ground. These stakeholders include the LGU officials who are the key subject of the SGLG implementation, the DILG officers who are the key implementer of the program, concerned national government agencies, and civil society organizations. Program orientation is conducted before the implementation so that these stakeholders, especially the LGUs, are able to know the SGLG requirements. During the orientation, each SGLG indicator is thoroughly discussed and the required means of verifications are enumerated to inform the LGU officials of the structures and mechanisms that need to be complied with and the required documents to be submitted.

#### **Implementation**

Rouse (2015) defined implementation as the carrying out, execution, or practice of a plan, a method, or any design, idea, model, specification, standard, or policy for doing something. As such, implementation is the action that any preliminary thought must follow for anything to occur.



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Implementation for Stroud (2020) requires executing the process enhancements that have been built over the life of the project. In every implementation, there are key elements that mostly include preparation: planning the job, planning the tasks and subtasks, scheduling the time, and planning the people and resources. An understanding phase must be applied to these planning components i.e. understanding the "why and understanding whether or not the project succeeded.

Moreover, Olsen (2020) explained that implementation is the process by which policies and strategies are translated into action to achieve strategic goals and objectives. The implementation of the strategic plan is as important, or even more important, as your strategy. In addition, the most common reasons strategic plans fail are lack of ownership; lack of communication; getting mired in the day-to-day; out of the ordinary, overwhelming plan; meaningless plan; annual strategy; not considering implementation; no progress report; no accountability; and lack of empowerment.

Meanwhile, Eby (2017) defined strategic implementation as a key ingredient of modern business. When a company establishes a plan to achieve its objectives, the next step towards effective execution is implementation. Essentially, the process of implementation explains how a business aims to accomplish its objectives. Implementation, however, requires the entire organization to participate, so implementation is as essential, if not more so than the strategy itself.

#### **Link Between Awareness and Implementation**

In the study conducted by Osman, Haji-Othman, Salahudin, and Safizal (2015) about the Awareness and Implementation of Green Concepts In Marketing Mix: A Case of Malaysia, correlation test to find if there is any link between awareness on the concept of green marketing and the implementation of green marketing activities yielded a significant and positive correlation



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between awareness and implementation with the coefficient of 0.047. In this case, awareness is correlated with implementation.

Similarly, in the study of Okpara and Edwin (2015) titled: Self Awareness And Organizational Performance In The Nigerian Banking Sector, it was concluded that self-awareness positively influences net profit and return on investment. This shows that there is a relationship between self-awareness and organizational performance.

#### **The Seal of Good Local Governance (SGLG)**

While good governance is such a broad and complex concept, a mechanism to measure and manage it should be in place to institutionalize a system that would bolster performance measurement and management. In light of this, the national government, through the Department of the Interior and Local Government, introduced an award system in 2015 that would recognize and incentivize the exemplary performance of local government units (LGUs) - the Seal of Good Local Governance. Referred to as the remodeled and enhanced version of the defunct Seal of Good Housekeeping (SGH), the SGLG is a transition and evolution from a simple performance assessment tool to a complex and output-based performance measurement tool able to track local government performance consistently and measurably.

The Seal of Good Local Governance Act of 2019 or RA 11292 defines the SGLG as an award, incentive, honor, and recognition-based program for all LGUs to continually progress and improve their performance. For 2015-2019 SGLG assessment, the local government units had to pass the seven (7) governance areas of Financial Administration; Disaster Preparedness, Social Protection, Peace and Order, Business Friendliness and Competitiveness, Environmental Management, and Tourism, Culture and the Arts. The seven (7) governance areas are defined as



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follows:

**Financial Administration.** It is a governance area in the SGLG that refers to the condition where an LGU demonstrates positive and stable economic performance, and maintains, preserves and mandatorily upholds the practice of fiscal discipline, accountability and transparency by adhering to budgetary rules, public financial management, generally accepted and recognized accounting and auditing standards and full disclosure policy.

**Disaster Preparedness.** It is a governance area in the SGLG that refers to an LGU's preparedness for any disaster or natural or man-made calamity, by adopting relevant plans, taking proactive actions, and building its capacity to respond effectively to emergencies when needed.

Maminta (2019) found out in her study entitled: Level of Awareness on Disaster Preparedness, that the level of awareness on disaster preparedness is given emphasis by local government units only after experiencing a disaster. She further surmised that LGUs awareness on disaster preparedness is related to residents being ready at all times.

Similarly, Nifa, Lin, Rani, and Wei, (2018) claimed that education plays an essential role in increasing the level of awareness of the people in order for them to be resilient when it comes to disasters.

Meanwhile, according to UNDRR (2019), the well-conceived emergency preparedness and response plans do not only save lives and property, they often also contribute to resilience and post-disaster recovery by lessening the impact of a disaster. It is therefore vital for every LGU to formulate their disaster plans, have an early warning system in place, and improve emergency response services to achieve and build a disaster resilient community.

**Social Protection.** It is a governance area in the SGLG that refers to an LGU's sensitivity



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and responsiveness to the needs of its constituents, recognizing and upholding the rights and privileges particularly those belonging to the vulnerable or disadvantaged sectors, such as, but not limited to, women, children, indigenous people, elderly, persons with disability (PWD), and informal settlers.

The Department of Economic and Social Affairs of the United Nations (2018) through its reports entitled: Promoting Inclusion through Social Protection, said that social protection is a potent development policy tool that can alleviate poverty, inequality and social exclusion. The report further concluded that the only way to break the intergenerational cycle of poverty and to achieve inclusion is having access to basic social protection and to social services. To achieve this, combined contributory and tax-financed schemes is essential.

**Peace and Order.** It is a governance area in the SGLG that refers to a condition where an LGU establishes good and respectable performance in terms of maintaining peace and order in the community as demonstrated by reduced crime rate, effective anti-illegal drugs campaign, and efficient traffic management, among others, through the implementation of activities, programs and policies, and the appropriate provision of support mechanisms to ensure the safety and protection of its constituencies from injuries and unnecessary threats to life, security and property.

Tuscano (2017) mentioned that education and awareness play an essential role in the quest for peace. He further claimed that peace is a principle that should be taught universally and must be integrated into curriculum and to the learning process whether through formal or informal education.

Meanwhile, Año (2019) reminded the LGUs on the roles of the Local Peace and Order Councils in the performance of their functions in so far as maintaining and promoting peace and





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order is concerned, through a DILG memorandum circular. One of which is the formulation of the Peace and Order and Public Safety (POPS) Plan which contains detailed strategies and approaches in curbing criminality and maintaining peace and order in the community.

**Business-Friendliness and Competitiveness.** It is a governance area in the SGLG that refers to an LGU's unconventional initiative in encouraging local investment, together with local business enterprises and the working sector, through the adoption of policies, programs, systems, structures and/or local legislation to attract and create investment opportunities, and promote a business climate conducive to sustainable business growth.

Sullivan (2018), said that developing one's voice and establishing market positioning are some of the ways to generate awareness in business and keep up with the competition. Further, he recommended the collaboration and partnership with media by creating a news pipeline, identification of trends in media, and forging relationships with media.

Meanwhile, according to Pozon (2019) the local government business competitiveness in the Philippines is starting to earn gains. The local government units regardless of their economic standings are starting to improve their business landscapes, with focus on reforms and attracting investments and business ventures.

**Environmental Protection.** It is a governance area in the SGLG that refers to an LGU's initiative to institute policies and programs that consistently and significantly preserve and protect the integrity of the environment with primary focus on solid waste management and ecological balance, as well as mitigation and adaptation to climate change.

Clark (2019) mentioned that promoting environmental awareness is beneficial to everyone because it makes our organizations cheaper to run. However, awareness of environmental issues



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should start from the top, with the high-up leaders and managers setting a good example, then employees following suit.

According to Salazar (2020) there is still a lot to be done in so far as advocacy on environmental management and protection is concerned. In the Philippines, there are only 186 sanitary landfills which represents only the 25% of LGUs that need the facility. As regards the illegal dumpsites, Salazar revealed that there are still 331 illegal dumpsites in operation despite several closures made by the DENR.

**Tourism, Culture and the Arts.** It is a governance area in the SGLG that refers to an LGU's ability to promote and protect Philippine identity through local heritage and culture, or local legacy, in terms of preserving the cultural, historical and indigenous significance of the community, marketing the characteristics which the LGU is known or recognized for, and attracting foreign and local visitors and tourists to the locality.

UNWTO (2017), defined Cultural Tourism as a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination.

For Zab (2016), the presence of tourism data is important because it serves as a vital input to create marketing strategies, development plans, and investment programs which harness the potential of LGUs in tourism promotion and programming.

With the passage of the SGLG Act, Año (2019) said that local government units would improve their services and that the SGLG is seen as a tool in propelling good governance of local government units.

Meanwhile, Legarda (2018), in her keynote speech during the 2018 SGLG Awarding said



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that the Seal of Good Local Governance has become an assurance that local government units are on the right track. This strengthens the core of the program where LGUs are expected to provide their constituents the services they deserve.

Moreover, according to Duterte-Carpio (2016), the Seal of Good Local Governance award inspires local chief executives like her to serve the public better. Additionally, Domingo (2016), said the SGLG award is a testament to the good leadership and dedicated public servants that they have in the city government in Davao.

In Marinduque, passing the SGLG has been so elusive that no local government units in the Province was able to qualify in the said award since 2016. According to the list of SGLG passers from the DILG website: [dilg.gov.ph](http://dilg.gov.ph), no LGUs in the Province of Marinduque passed the SGLG in 2016, 2017, 2018, and 2019. As compared with other provinces in the MIMAROPA region, Marinduque's SGLG performance is the lowest. Starting from 2016 to 2019, the said province produced no SGLG passers, an outcome that can be attributed to its struggles in coping with the SGLG indicators. While other provinces in MIMAROPA region managed to produce at least one passer in those years, the Province of Marinduque, despite the capacity development and interventions provided by the DILG, has not been able to step up on the SGLG board, lagging behind other provinces.

Rocha (2019) in her research study titled: Strategies of LGUs in Marinduque on the Performance for the Seal of Good Local Governance: An Assessment, cited that while the Province of Marinduque had been employing strategies to pass the SGLG, various factors were observed as reasons why they had difficulty in qualifying for the said award. In her summary of findings, she cited that the reason why the Municipalities of Buenavista and Gasan were not able to pass the



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2016 SGLG assessment is due to the failure of the said LGUs to deduct premium contributions from employees' salaries which automatically disqualify them to pass the Financial Administration area.

In addition, she cited that the failure of the Municipalities of Gasan, Mogpog, and Sta Cruz to pass the Disaster Preparedness area is due to non-compliance with hiring of plantilla position for local disaster risk reduction officer. She further revealed that the Municipality of Gasan has no evacuation guides and is non-compliant with the use of prescribed disaster-related report templates.

Moreover, the Municipality of Buenavista has no stockpile of goods and the Municipality of Gasan has no Memorandum of Agreement ready. As to the Business-Friendliness and Competitiveness area, Rocha cited that the Municipality of Buenavista was not able to comply with the business permits and licensing system standards. Further, she mentioned that the Municipality of Sta. Cruz failed to pass the Peace and Order area because of LGU's failure to produce a Sanggunian-approved Anti-Criminality Action Plan.

#### **Synthesis**

The literature and studies cited are valuable contributions to the current research and have served as a guide to defining the problem for the researcher. These are information sources from which the research issues have been drawn up and discussed.

Ackerman (2017), Bachelet (2020), and United Nations New York (2020) provided their insights about good governance. According to them, good governance is a key ingredient towards development rooted in accountability, quality service delivery, citizen participation, and legitimate policies.



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Meanwhile, Cox (2015), Niedra (2020), and Feldmann (2017), Esquivel (2020), and Overgaard (2015) cited awareness as a state of being educated and a state in which information exists. Rouse (2015), Stroud (2020), Olsen (2020), and Eby (2017) defined implementation as the execution of the plan which requires preparation to achieve the strategic goals and objectives. Moreover, the link between awareness and implementation was established in the study of Osman et al. (2015) and Okpara et al. (2015) which revealed that there is a correlation between the two variables.

As regards SGLG, the RA 11292 defines it as an award, incentive, honor, and recognition-based program for all LGUs to continually progress and improve their performance across the seven (7) governance areas of Financial Administration; Disaster Preparedness, Social Protection, Peace and Order, Business Friendliness and Competitiveness, Environmental Management, and Tourism, Culture and the Arts. For Año (2019), Legarda (2018), Duterte-Carpio (2016), and Domingo (2016), SGLG is a tool in propelling good governance of local government units.

Lastly, Rocha (2019) cited in her study the failure to adhere with the basic laws and requirements as the reason why LGUs in Marinduque had difficulty in qualifying for the said award.

#### **Gaps Bridged by Present Study**

Some studies have been made by other researchers relative to the Seal Good Local Governance. Medina-Guce in 2019 made a study entitled: Seal of Good Local Governance: Leveraging on Performance Evaluation Lessons for Improved Local Governance which aimed to mine insights from the five years of the Seal of Good Local Governance (SGLG) data particularly on the performance of LGUs based on the available SGLG datasets. In the same year, Rocha conducted



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a research study entitled Strategies of LGUs in Marinduque in the Performance in the Seal of Good Local Governance: An Assessment, which focused only on the strategies employed by the LGUs as regards SGLG.

However, none of the aforementioned studies focused on the local government officials' level of awareness on and implementation of the SGLG and how these two variables are related with each other. As such, this study will serve as a very good source of information for local government units in improving their state of local governance and for future researchers who would want to conduct a research similar to this.



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#### Chapter 3

#### METHODOLOGY

This chapter presents the descriptions of research methodology including research design, population and sampling, respondents of the study, research instrument, data-gathering procedure, validation of instrument, and treatment of quantitative data.

##### **Research Design**

To realize the objectives of this study which are to assess the level of awareness of the respondents and implementation of the local government units (LGUs) of the Seal of Good Local Governance (SGLG), this research employed the descriptive quantitative correlational research design. Quantitative research, as described by Creswell (2018), is a method for testing objective theories by investigating the relationship between variables. These variables can then be measured using instruments, resulting in numeric data that can be examined using statistical processes. Those who conduct this type of study have preconceived notions about how to test theories deductively, building in protections against bias, controlling for alternative or counterfactual explanations, and being able to generalize and replicate the findings. This design was employed since this research analyzed the result of the survey using statistical tools and it dealt on identifying the level of awareness of the respondents and level of compliance of LGUs with SGLG assessment criteria and indicators.

Moreover, to test the relationship between the dependent and independent variable, a descriptive-correlational research was used. Deemed appropriate for this study, the descriptive-correlational research determined whether awareness was correlational with the compliance of the LGUs with the SGLG assessment criteria and indicators.



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#### Population and Sampling

Since the Seal of Good Local Governance is a governance and criteria-based assessment, the respondents were pre-determined using the purposive sampling. In purposive sampling technique, the researcher chooses to examine the entire population that have a particular characteristic. According to Creswel (2018) a minimum of thirty respondents for quantitative research is acceptable. In this regard, only those local government officials that have direct participation in the SGLG were used as respondents. This was to get accurate data and information vital in analyzing the results of the study.

#### Respondents of the Study

The respondents were composed of local government officials and DILG field officers of the six (6) municipalities of the Province of Marinduque, namely: Boac, Buenavista, Gasan, Mogpog, Santa Cruz, and Torrijos. These respondents were the six (6) accountants, six (6) planning and development coordinators, six (6) treasurers, six (6) disaster risk reduction and management officers, six (6) social welfare and development officers, six (6) DILG field officers, six (6) business permits and licensing officer or local economic and investment officer, six (6) environment and natural resources officers, and six (6) tourism officer.

The table below is the distribution of respondents per governance area:

**Table A**  
**Distribution of Respondents per Governance Area**

No.	Governance Area	No. of Respondents	Position
1	Financial Administration	12	Accountant and Planning and Development Coordinator
2	Disaster Preparedness	6	Disaster Risk Reduction Management Officer
3	Social Protection	6	Social Welfare and Development





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4	Peace and Order	6	Officer DILG Field Officer
5	Business Friendliness and Competitiveness	6	Business Permits and Licensing Officer or Local Economic and Investment Promotions Officer
6	Environmental Management	6	Environment and Natural Resources Officer
7	Tourism, Culture and the Arts	6	Tourism Officer
<b>TOTAL</b>		<b>48</b>	

As shown in Table 1, a total of 48 respondents were involved in the study. In particular, 12 respondents for Financial Administration composed of accountant and development and planning coordinator, 6 respondents for Disaster Preparedness composed of the disaster risk reduction management officers, 6 respondents for Social Protection composed of the social welfare and development officers, 6 respondents for Peace and Order composed of DILG field officers, 6 respondents for Business Friendliness and Competitiveness composed of the Business Permits and Licensing Officer or Local Economic and Investment Promotions Officer, 6 respondents for Environmental Management composed of the Environment and Natural Resources Officer, and 6 respondents for Tourism, Culture and the Arts composed of the tourism officers.

#### **Research Instrument**

To get the necessary data and information, the researcher used a researcher-made survey questionnaire, modified according to the area of concern of the respondents. The first part included the profile of the respondents. The second part contained questions to determine the level of awareness of the respondents with the Seal of Good Local Governance assessment criteria and indicators. Meanwhile, the third part generated responses regarding the level of compliance of the LGUs with the SGLG assessment criteria and indicator. The fourth and fifth part were also



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included to identify the challenges faced by the LGUs in the SGLG implementation and to draw recommendations on how to further improve the implementation of the SGLG in their local government units.

Moreover, a four-point Likert scale was used to determine the respondents' level of awareness and the LGUs' compliance with the SGLG assessment criteria and indicators. To arrive at the definite interpretation of result for each factor including the level of awareness and level of implementation, a mean range was assigned on each scale as shown below:

*Scale on the Level of Awareness on SGLG*

Scale	Range Interval	Descriptive Rating/Verbal Interpretation
4	3.26 - 4.00	Fully Aware
3	2.51 - 3.25	Aware
2	1.76 - 2.50	Slightly Aware
1	1.00 - 1.75	Not Aware

*Scale on the Level of Implementation of SGLG*

Scale	Range Interval	Descriptive Rating/Verbal Interpretation
4	3.26 - 4.00	Fully Implemented
3	2.51 - 3.25	Implemented
2	1.76 - 2.50	Slightly Implemented
1	1.00 - 1.75	Not Implemented

Lastly, there was a total of forty-two (42) variables in the survey questionnaire pertaining to the level of awareness and level of implementation of SGLG across the seven (7) governance areas, with six (6) variables each governance area, distributed as follows:

Governance Area	No. of Variable
Financial Administration	6
Disaster Preparedness	6
Social Protection	6
Peace and Order	6



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Business-Friendliness and Competitiveness	6
Environmental Management	6
Tourism, Culture and the Arts	6
<b>Total</b>	<b>42</b>

#### **Validation of the Instrument**

To establish consistency of the instrument with existing policy guidelines of the Seal of Good Local Governance, the researcher sought the assistance of the DILG personnel involved in the implementation of the program. Moreover, the researcher consulted the school research experts to ensure that questions in the survey instrument were clear and valid. Based on the feedback of these experts, the researcher modified the initial instrument and incorporated their recommendations and suggestions in the revised one. Revision of instruments was made until all corrections had been incorporated. After finalizing the research instrument, pilot testing was conducted outside the target respondents. With the help of a statistician, the responses gathered from the pilot testing were put under the reliability test using the Cronbach's Alpha Reliability Test. The result of the Cronbach's Alpha Reliability Test was found acceptable which gave the signal to the researcher to administer the research instrument to the actual respondents.

#### **Data-Gathering Procedure**

The data gathering procedure in the conduct of this study included the process assessment of the level of awareness, level of compliance, identification of challenges, and generating recommendations, data collection, and post-data collection.

Before administering the instrument and gathering the necessary data, the researcher wrote a letter to the DILG Provincial Director of Marinduque and Local Chief Executives of the six (6)



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local governments of the Province seeking authority to conduct data gathering in the concerned local government units. After getting approval from the concerned, the researcher prepared self-made questionnaires. Given the present COVID-19 pandemic, the researcher distributed and retrieved the survey instruments to and from respondents via electronic means. Then, scores were tabulated and analysis and interpretation of data were prepared to come up with conclusions and recommendations. Specific interventions were proposed to provide solutions to further improve the implementation of the SGLG.

#### **Ethical Considerations**

The ethical guidelines as specified in the Research Manual of the school were followed by the researcher as those ethical considerations were taken into account all throughout this paper. The questionnaire was participated in voluntarily by the local government officials and employees and DILG personnel. The consent of the respondents was asked by the researcher explaining to them the importance/significance and objectives of the study. The data and information gathered were kept in confidentiality.

In this study, the researcher cited related-literature and research to establish correlation and theoretical framework. The researcher also did not intend to copy the work of any author. Hence, their names and the year these materials were published were also cited.

In addition, the questionnaire was designed to collect only the relevant information for the study and there were no private or personal questions that were asked from the respondents. The works of researchers of other authors were properly recognized.

#### **Treatment of Quantitative Data**

The Statistical Package for the Social Sciences (SPSS) was used to sort and analyze the



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data that were gathered in order to facilitate the tabulation and analysis. Further, the following were the statistical tools that were applied to the study:

1. For SOP numbers 1 and 2, the Likert Scale, frequency and mean were used to determine the level of awareness and level of SGLG implementation.
2. For SOP number 3, the Pearson Product-Moment Correlation was utilized to determine if there was a significant relationship between the level of awareness and implementation of the SGLG.
3. For SOP number 4, the frequency and percentage were used to identify the most common challenges faced by the LGUs in the implementation of the SGLG.



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#### Chapter 4

#### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the interpretation and analysis of data gathered in order to discuss the answers to the research problems of the study. The study attempts to determine the level of awareness and level of implementation of the local government unit officials relative to the Seal of Good Local Governance in the Province of Marinduque.

**Problem Number 1. What is the Level of Awareness of Local Government Officials in the following governance areas:**

##### 1.1 Financial Administration

Table 1.1 shows the level of awareness of the LGU officials on the Seal of Good Local Governance (SGLG) in terms of Financial Administration. The composite mean is **3.33** and interpreted as **Fully Aware**. The LGU officials' awareness on *Conduct of LDC Meetings and Approved and Updated Comprehensive Development Plan, LDIP, and AIP* have the highest mean which is **3.67** and interpreted as **Fully Aware**. The LGU officials' awareness on *Utilization Rate of 20% Internal Revenue Allotment Component* has the lowest mean which is **2.67** and interpreted as **Aware**.

**Table 1.1**

#### Level of Awareness of Local Government Units Officials on Financial Administration

Indicator	Mean	Interpretation
With at least qualified COA opinion	3.33	FA
Compliance with Full Disclosure Policy	3.17	A
Utilization rate of 20% internal revenue allotment component	2.67	A
Composition of Local Development Council	3.50	FA



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Conduct of LDC Meetings	3.67	FA
Approved and Updated Comprehensive Development Plan, LDIP, and AIP	3.67	FA
<b>Composite Mean</b>	<b>3.33</b>	<b>FA</b>

Legend: 3.26-4.00 Fully Aware (FA), 2.51-3.25 Aware (A), 1.76-2.50 Partially Aware (PA), 1.00-1.75 Not Aware (NA)

The results imply that the level of awareness of the LGU Officials on Financial Administration is very high which implies that the local officials involved in the governance area of Financial Administration particularly the Accountant and Municipal Planning and Development Coordinator are very much aware of the requirements of the SGLG.

However, the Utilization Rate of 20% IRA which got the lowest mean of can be implied that LGU officials are not well aware of this SGLG requirement. This particular requirement indicates effective management of available financial resources to help LGUs implement priority development initiatives contained in its local development plans and Annual Investment Program through its Development Fund. Section 287 of RA 7160 requires LGUs to appropriate at least 20% of its annual IRA for development projects. DILG-DBM JMC 2017-1 dated February 22, 2017 provides the updated guidelines in the use of the said fund. Fund utilized refers to funds disbursed.

Meanwhile, the indicator of Conduct of LDC Meetings and the Presence of Approved and Updated Comprehensive Development Plan, LDIP, and AIP garnered the highest mean under Financial Administration. This implies that LGU officials are well aware of the mandatory requirement of Section 110 of RA 7160 which mandates every Local Development Council (LDC) to convene at least once in a semester. Additionally, the very high mean of the indicator Approved PDPFP/CDP, LDIP and AIP implies that the LDC members are very much aware of their task which is to assist the Sanggunian in setting the direction of economic and social development, as



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well as, coordinating development efforts within the LGU through formulation of socioeconomic development policies and investment programs of varying planning periods per Sec. 106 and 109, of the Local Government Code.

Feldmann (2017) described awareness campaigns as a sustained attempt to educate people and raise public awareness of the cause or problem of an organization. In this connection and to address the low awareness level of LGU officials in some indicators under financial administration, LGUs should target individuals who share the values and principles of the organization in almost every case, inform those potential supporters about the problem or cause, and create new contacts for the donor database.

#### 1.2 Disaster Preparedness

Table 1.2 shows the level of awareness of the LGU officials on the Seal of Good Local Governance (SGLG) in terms of Disaster Preparedness. The composite mean is **3.44** and interpreted as **Fully Aware**. The LGU officials' awareness on *Plantilla position for the head of the Local Disaster Risk Reduction Management Office* has the highest mean which is **4.00** and interpreted as **Fully Aware**. The LGU officials' awareness on *Prepositioning of Goods, Relief Operations, Medical and Security Services* has the lowest mean which is **3.00** and is interpreted as **Aware**.

**Table 1.2**  
**Level of Awareness of Local Government Units Officials on Disaster Preparedness**

Indicator	Mean	Interpretation
Plantilla position for the head of the Local Disaster Risk Reduction Management Office	4.00	FA
Plans available: CLUP, LDRRM plan & budget, LCCAP, Contingency plan, CBDRRM plans	3.67	FA
Early warning system in-place	3.33	FA





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Prepositioning of goods, relief operations, medical and security services	3.00	A
Search and rescue team organized, equipped, and trained	3.17	A
Standard Operating Procedures available: incident command system, operations center, pre-emptive evacuation	3.50	FA
<b>Composite Mean</b>	<b>3.44</b>	<b>FA</b>

Legend: 3.26-4.00 Fully Aware (FA), 2.51-3.25 Aware (A), 1.76-2.50 Partially Aware (PA), 1.00-1.75 Not Aware (NA)

The results on the level of awareness of LGU officials on Disaster Preparedness implies that the Local Disaster Risk Reduction and Management Officers who are in-charge in this governance area are very much aware of the SGLG requirements. Particularly, the 4.00 composite mean under the indicator Plantilla Position for the Head of the Local Disaster Risk Reduction implies that the LGUs are well aware of the minimum requirements of establishing an LDRRM Office responsible for the development and implementation of programs or strategies relative to disaster risk reduction pursuant to Sec. 12 of RA 10121 and NDRRMC-DILG-DBM-CCC JMC 2014-1: Implementing Guidelines for the Establishment of LDRRM Offices or Barangay DRRM Committee in LGUs. Further, it also implies that the LGUs are fully aware of the requirement of the NDRRMC-DILG-DBM-CCC JMC 2014-1 provides for the creation of a permanent (plantilla) position for a Local DRRM Officer serving as head of the LDDRM Office.

On the other hand, the results also imply that awareness on Search and Rescue Team Organized, Equipped, and Trained should be further intensified. LDRRMOs should be aware of the provision of Section 12 of RA 10121 that mandates the LDRRMO to organize, train, equip and supervise local emergency response teams, and to provide continuing training to improve the competence of staff in civil defense and DRRM.

Furthermore, based on the results, the indicator Prepositioning of Goods, Relief Operations, Medical and Security Services has the lowest mean which implies that some



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LDRRMOs are not fully aware of the requirement to have systems that facilitate the deployment and management of predetermined goods and resources even before the occurrence of disasters. This indicates the level of LGU readiness with the ability to provide for immediate essential needs such as relief goods, medical support and medicines. MOA can be forged with suppliers (or in some cases, Purchase Order) such as supermarkets for the prepositioning of relief goods and other supplies, and pharmacies for medical supplies based on Rule 4 Section 4 (14) of the IRR of RA 10121. NDRRMC Disaster Preparedness Minimum Standards Vol. 2 prescribes that the minimum for stockpiling is 500 food packs and 500 hygiene kits.

In support to this, Maminta (2019) found out in her study entitled: Level of Awareness on Disaster Preparedness, that the level of awareness on disaster preparedness is given emphasis by local government units only after experiencing a disaster. She further concluded that LGUs awareness on disaster preparedness has implications to residents in being ready at all times. With this, LGU officials are considered as the key players in making their constituents aware of the cause and effect of the disasters and how they can effectively respond and manage their effects.

Further, Nifa et al. (2018) mentioned that educating the people on disaster preparedness is very vital in increasing their level of awareness and is a crucial aspect in all of the countries around the world to build resilience to disasters. In the post-2015 framework for DRR, the importance of education and awareness-raising programs have been agreed as the top priorities in the policy of disaster. To this, it is concluded that the educational and awareness-raising efforts have to be the responsibility of everyone rather than implemented and promoted by governments and media agencies only.

### **1.3 Social Protection**



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Table 1.3 shows the level of awareness of the LGU officials on the Seal of Good Local Governance (SGLG) in terms of Social Protection. The composite mean is **3.58** and interpreted as **Fully Aware**. The LGU officials' awareness on the *Seal of Child-friendly Local Governance Awardee* has the highest mean which is **4.00** and is interpreted as **Fully Aware**. The LGU officials' awareness on *Presence of Gender and Development Mechanism and Violence Against Women and Children Mechanism* has the lowest mean which **3.17** and interpreted as **Aware**.

**Table 1.3**  
**Level of Awareness of Local Government Units Officials on Social Protection**

Indicator	Mean	Interpretation
Seal of Child-friendly Local Governance awardee	4.00	FA
Licensed local social welfare and development officer	3.83	FA
Compliance with accessibility law	3.67	FA
PhilHealth-accredited main health facility	3.33	FA
Updated code for children	3.50	FA
Presence of gender and development mechanism and violence against women and children mechanism	3.17	A
<b>Composite Mean</b>	<b>3.58</b>	<b>FA</b>

Legend: 3.26-4.00 Fully Aware (FA), 2.51-3.25 Aware (A), 1.76-2.50 Partially Aware (PA), 1.00-1.75 Not Aware (NA)

This implies that the key implementer of the governance area of Social Protection who are the Local Social Welfare and Development Officers are very much aware of the SGLG requirements. Good to note is the indicator of Seal of Child-friendly Local Governance Awardee (SCFLGA) which has a perfect mean of 4 which implies that the LSWDOs are very much aware of the importance of having a SCFLGA award which is given to LGUs in recognition of their vital role in promoting children's rights to survival, development, protection and participation as well as in ensuring child-friendly governance.

Although with a 3.33 composite mean under the indicator PhilHealth-accredited Main Health



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Facility, the LGUs need further increasing of their awareness level in this indicator. This implies that some LSWDOs are not fully aware of the requirement to have LGU hospitals or health facilities accredited by Philhealth to be capable of delivering particular health services. Main health facilities should be LGU managed hospitals and main health centers (excluding Barangay Health Stations (BHS)). Based on CLUP Guidebook Volume 2 (adopted thru HLURB Board Resolution No. 918 s. 2014), main health center engages in a broad range of activities covering mostly referrals from BHS and the preventive, promotive and curative aspects of health care.

The results further implies that the LSWDOs are not fully aware of the requirement of having a gender and development mechanism and violence against women and children mechanism. The establishment of LGU facility where cases filed in barangays relative to violence against women and children, such as physical, sexual and psychological abuse, can be reported and referred to pursuant to RA 9262 and RA 9710. It is also important for LGUs to have a mechanism that will be able demonstrate the step-by-step process of handling cases from filing to referral to resolution. Lastly, LSWDOs also should be fully aware of the provision of Section 47 of the IRR of RA 9262 which states the duty of the barangay in developing a system of recording and reporting cases of VAWC and assistance provided to victims.

Relative to this, the SGLG Act of 2019 reiterates that the LGUs officials should have a very high level of awareness on their social protection programs and initiatives to reach that level of sensitivity and responsiveness to the needs of its constituents, recognizing and upholding the rights and privileges particularly those belonging to the vulnerable or disadvantaged sectors, such as, but not limited to, women, children, indigenous people, elderly, persons with disability (PWD), and informal settlers.



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Lastly, according to the report of the Department of Economic and Social Affairs of the United Nations (2018) entitled: Promoting Inclusion through Social Protection Universal, social protection is a potent development policy tool that can alleviate poverty, inequality and social exclusion. If only LGUs and the national government are fully aware of the responsive social protection programs that the people need, then we can reduce poverty and inequality and ultimately attain inclusive economic growth.

#### 1.4 Peace and Order

Table 1.4 shows the level of awareness of local government unit officials in the province of Marinduque in terms of Peace and Order. This generates a general composite mean of **3.56** and interpreted as **Fully Aware**. The indicator *Regulation on Firecracker and Pyrotechnic Devices* has the highest mean which is **4.0** and interpreted as **Fully Aware**. Meanwhile, the indicator *Increase in Drug-cleared Barangays* has the least mean of **3.17** and is interpreted as **Aware**.

**Table 1.4**  
**Level of Awareness of Local Government Units Officials on Peace and Order**

Indicator	Mean	Interpretation
Passed the Peace and Order Council Performance Audit	3.83	FA
Local peace and order council convened	3.67	FA
Implementation of Peace and Order, and Public Safety Plan	3.33	FA
Increase in drug-cleared barangays	3.17	A
Activated local anti-drug abuse council	3.33	FA
Regulation on firecracker and pyrotechnic devices	4.00	FA
<b>Composite Mean</b>	<b>3.56</b>	<b>FA</b>

Legend: 3.26-4.00 Fully Aware (FA), 2.51-3.25 Aware (A), 1.76-2.50 Partially Aware (PA), 1.00-1.75 Not Aware (NA)

The results imply that the respondents are very much aware of the SGLG requirements under the area of Peace and Order. This means that the concerned officials are aware of the need to have a condition where an LGU establishes good and respectable performance in terms of



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maintaining peace and order in the community as demonstrated by reduced crime rate, effective anti-illegal drugs campaign, regulation on firecrackers and pyrotechnic devices, among others, through the implementation of activities, programs and policies, and the appropriate provision of support mechanisms to ensure the safety and protection of its constituencies from injuries and unnecessary threats to life, security and property.

With a perfect composite mean of 4.00 under indicator Regulation on Firecracker and Pyrotechnic Devices, it implies that the respondents are fully aware of the requirement to comply with the regulating the sale, manufacture, and use of firecrackers and other pyrotechnic devices pursuant to DILG MC 2016-176 and RA 7183. This further implies that these key officials are fully aware of the need to have an ordinance or similar issuance stating total ban of firecrackers and pyrotechnic devices or designating specific zones for manufacturing, display and exhibition of firecrackers.

On the other hand, the table above implies that some of the respondents are not fully aware of the need to have an Increase in Drug-cleared Barangays which measures the effectiveness of local efforts to eradicate the proliferation of the use of illegal drugs. DDB Resolution No. 3 revitalizes the Barangay Drug Abuse Councils and their crucial role in drug clearing operations as also stipulated in Section 391 of the LG Code. The same issuance also states that the Oversight Committee, led by PDEA as Chairperson declares a barangay as drug-free after satisfying the 14 parameters.

In this connection, Tuscano (2017) said that in the quest for peace, education and awareness play an essential role. Whether through formal or informal learning or education, peace is taught as a universal value that must be integrated into the curriculum and to the learning



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process. While Tuscano emphasized the importance of the education system in promoting peace, LGUs as the frontline service providers of peace and order programs through their Local Peace and Order Councils, should be highly aware of the peace and order programs and initiatives and consider that people are well informed of these programs.

#### 1.5 Business Friendliness and Competitiveness

Table 1.5 shows the level of awareness of local government unit officials in the province of Marinduque in terms of Business Friendliness and Competitiveness. This generates a general composite mean of **3.69** and interpreted as **Fully Aware**. The indicators *Presence of Citizen's Charter for Securing Permits for New and Business Renewal* and *Presence of Business One-Stop-Shop (BOSS)* have the highest mean which is **4.00** and are interpreted as **Fully Aware**. Meanwhile, the indicator Use of Computerized System for Tracking and Summarizing Business Data has the least mean of **3.17** and interpreted as **Aware**.

**Table 1.5**  
**Level of Awareness of Local Government Units Officials on**  
**Business Friendliness and Competitiveness**

Indicator	Mean	Interpretation
Presence of Citizen's Charter for securing permits for new and business renewal	4.00	FA
Updated investment and incentive code	3.83	FA
Release of business permits for new business is not more than 2 days	3.50	FA
Release of business permits for business renewal is not more than 1 day	3.67	FA
Presence of Business One-Stop-Shop (BOSS)	4.00	FA
Use of computerized system for tracking and summarizing business data	3.17	A
<b>Composite Mean</b>	<b>3.69</b>	<b>FA</b>

Legend: 3.26-4.00 Fully Aware (FA), 2.51-3.25 Aware (A), 1.76-2.50 Partially Aware (PA), 1.00-1.75 Not Aware (NA)

This implies that the Business Processing and Licensing Officers are fully aware of the requirements and the need to have unconventional initiative in encouraging local investment,



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together with local business enterprises and the working sector, through the adoption of policies, programs, systems, structures and/or local legislation to attract and create investment opportunities, and promote a business climate conducive to sustainable business growth.

As can be gleaned from the table, the indicator Presence of Citizen's Charter for Securing Permits for New and Business Renewal is one of the two indicators that got a mean of 4.00 which implies that the BPOs are well aware of the need to comply with the standards in processing business permits and licenses pursuant to DILG MC No. 2010-113, DILG-DTI JMC No. 1, s. 2010 and DILG MC No. 2016-104, and DILG-DTI-DICT JMC No. 2016-01 which provides that processing of business permits should be within the following scope: (a) Three (3) steps, both for new and renewal of business, namely: application filing and verification; assessment; and pay and claim (b) Not more than 1 day processing time for business renewal (c) Not more than 2 days processing for new business (d) Presence of Business One-Stop-Shop (seasonal or all-year round).

Furthermore, the table implies that some BPOs are not fully aware of the Use of Computerized System for Tracking and Summarizing Business Data. LGUs should be fully aware that it is necessary to systematize economic databases for the optimal use and reference of the LGU in support of DILG MC No. 2010-113 and DILG MC No. 2016-104. Accordingly, the required economic data that need to be tracked using the computerized system are: (a) no. of new businesses; (b) no. of business renewals; (c) amount of capital investment derived from registered new businesses; and (d) no. of employees derived from registered new businesses and business renewals.

According to Sullivan (2018), developing one's voice and establishing market positioning are some of the ways to generate awareness in business and keep up with the competition. He





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further suggested the creation of a news pipeline, identification of trends in media, and forging relationships with media to lay foundation in the success of business and competition.

### 1.6 Environmental Management

Table 1.6 shows the level of awareness of local government unit officials in the province of Marinduque in terms of Environmental Management. This generates a general composite mean of **3.42** and interpreted as **Fully Aware**. The indicator *Ten-year Solid Waste Management Plan* has the highest mean which is **4.00** and interpreted as **Fully Aware**. Meanwhile, the indicator *Promoting Social Awareness and Social Responsibility Programs in Relation to Environmental Protection* has the least mean of **2.83** and interpreted as **Aware**.

**Table 1.6**  
**Level of Awareness of Local Government Units Officials on Environmental Management**

Indicator	Mean	Interpretation
Ten-year solid waste management plan	4.00	FA
Organized municipal solid waste management board	3.17	A
Materials recovery facility	3.67	FA
Access to sanitary landfill or alternative technology, as final disposal	3.33	FA
No operating controlled/open dumpsite	3.50	FA
Promoting social awareness and social responsibility programs in relation to environmental protection	2.83	A
<b>Composite Mean</b>	<b>3.42</b>	<b>FA</b>

Legend: 3.26-4.00 Fully Aware (FA), 2.51-3.25 Aware (A), 1.76-2.50 Partially Aware (PA), 1.00-1.75 Not Aware (NA)

This implies that the Municipal Environmental and Natural Resources Officers (MENRO) are fully aware of the requirements of the Environmental Management indicators and the need to have initiative to institute policies and programs that consistently and significantly preserves and protects the integrity of the environment with primary focus on solid waste management and



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ecological balance, as well as mitigation and adaptation to climate change.

Significantly, it implies that the MENRO are very much aware of the need to have the capacity to safeguard the environment by complying with RA 9003 particularly on the adoption of a 10-year SWM Plan pursuant to Section 2 and 17 of the Act. Meanwhile, it also implies that the LGUs should increase its level of awareness on the requirement of having an Organized Municipal Solid Waste Management Board according to the provision of Section 11 of RA 9003 relative to the establishment of a Local Solid Waste Management Board and its composition. Lastly, it implies that some respondents are now well aware of the necessity to have a Sanitary Landfill which refers to a waste disposal site designed, constructed, operated and maintained in a manner that exerts engineering control over significant potential environment impacts arising from the development and operation of the facility.

To this, Clark (2019) said that everyone benefits if we all promote environmental awareness which makes our organizations cheaper to run. However, he emphasized that awareness of environmental issues should start from the top, that is the high-up leaders and managers should set a good example, then employees will follow suit. This observation is very much true because LGU officials should first be aware of the environmental management indicators and requirements of the SGLG before they can effectively and efficiently implement programs and initiatives.

#### **1.7 Tourism, Culture and the Arts**

Table 1.7 shows the level of awareness of local government unit officials in the province of Marinduque in terms of Tourism, Culture and the Arts. This generates a general composite mean of **3.19** and interpreted as **Aware**. The indicator *Presence of Information/Assistance Desks* has the highest mean which is 3.83 and interpreted as Fully Aware. Meanwhile, the indicator *Presence of*



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*Cultural Property Inventory* has the least mean of **2.67** and interpreted as **Aware**.

**Table 1.7**  
**Level of Awareness of Local Government Units Officials on Tourism, Culture and the Arts**

Indicator	Mean	Interpretation
Permanent or designate tourism officer	3.67	FA
Presence of Information/assistance desks	3.83	FA
Presence of a tracking system for local tourism statistics	2.83	A
Presence of Local Council for Culture and the Arts	3.17	FA
Budget appropriation for the conservation of cultural property	3.00	A
Presence of cultural property inventory	2.67	A
<b>Composite Mean</b>	<b>3.19</b>	<b>A</b>

Legend: 3.26-4.00 Fully Aware (FA), 2.51-3.25 Aware (A), 1.76-2.50 Partially Aware (PA), 1.00-1.75 Not Aware (NA)

This implies that some Tourism Officers are not fully aware of the SGLG requirements under this governance area. Awareness on Tourism, Culture and the Arts means that the LGUs are fully aware of the importance of having the ability to promote and protect Philippine identity through local heritage and culture, or local legacy, in terms of preserving the cultural, historical and indigenous significance of the community, marketing the characteristics which the LGU is known or recognized for, and attracting foreign and local visitors and tourists to the locality.

However, most of the Tourism Officers are fully aware of the Presence of Information/Assistance Desks which implies that they fully understand the need to comply with the provision of Sec. 43 of the Tourism Act which provides that where tourism is a significant industry, the LGUs shall establish a tourist information and assistance center which shall serve as one-stop information center or desk for tourists and tourism enterprises. Similarly, the table also implies that the respondents are fully aware of the provision of Sec. 42 of RA 9593 (Tourism Act of 2009), which provides that a province, city or municipality in which tourism is a significant industry shall have a permanent position for a tourism officer. Functions of said officer include



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taking the lead in the: preparation and implementation of local tourism development plans, coordination with the Department of Tourism, and ensuring that local tourism development is in line with national policies.

On the contrary, it also implies that there is a need to be done to increase the level of awareness of the respondents on the Presence of the Cultural Property Inventory. Documentation of cultural property is a cornerstone of effective cultural heritage preservation and promotion. LGUs are to maintain a record of the cultural properties under its jurisdiction. These local inventories will eventually form part of the Philippine Registry of Cultural Property (PRECUP) that is to be managed by the National Commission for Culture and the Arts (NCCA) (Sec. 16 of RA 10066 and DILG-NCCA JMC No. 2018-01) Cultural property refers to all products of human creativity by which a people and a nation reveal their identity including places of worship, schools and natural history specimens and sites. At the minimum, the inventory/registry must contain the following information on each cultural property: (a) name of property; (b) significance or how the property depicts/represents the identity of the locals; (c) type (whether movable tangible, immovable tangible, or intangible); and (d) photograph or related multimedia files (video, audio, etc), if available. Location and ownership should be recorded but must be kept confidential. Per NCCA Board Resolution No. 2017-330 and DILGNCCA JMC No. 2018-01, this inventory is to be submitted to NCCA including Sanggunian ordinances or resolution recognizing such, Said submission is formally acknowledged by the Commission through a letter addressed to concerned LGU.

According to UNWTO General Assembly (2017) Cultural Tourism implies a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and



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consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions”.

Given this, LGUs should be fully aware of how tourism and culture work together in order to come up with programs and initiatives that will address issues on tourism and culture. Having a full understanding of the SGLG requirements on Tourism, Culture and Arts should be given primary attention before LGUs could do so.

**Problem Number 2. What is the Level of Implementation of the Seal of Good Local Governance (SGLG) in the following governance areas:**

#### **2.1 Financial Administration**

Table 2.1 shows the level of implementation of the Seal of Good Local Governance in the province of Marinduque in terms of Financial Administration. This generates a general composite mean of **2.75** and interpreted as **Implemented**. The indicator *Compliance with Full Disclosure Policy* has the highest mean which is 4.00 and interpreted as Fully Implemented. Meanwhile, the indicator *Utilization Rate of 20% Internal Revenue Allotment Component* has the least mean of **1.17** and interpreted as **Not Implemented**.

**Table 2.1**  
**Level of Implementation of the SGLG on Financial Administration**

Indicator	Mean	Interpretation
Unqualified or qualified COA opinion	3.00	I
Compliance with Full Disclosure Policy	4.00	FI
Utilization rate of 20% internal revenue allotment component	1.17	NI



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Composition of Local Development Council	3.33	I
Conduct of LDC Meetings	2.33	SI
Approved and Updated Comprehensive Development Plan, LDIP, and AIP	2.67	I
<b>Composite Mean</b>	<b>2.75</b>	<b>I</b>

Legend: 3.26-4.00 Fully Implemented (FI), 2.51-3.25 Implemented (A), 1.76-2.50 Slightly Implemented (SI), 1.00-1.75 Not Implemented (NI)

This implies that much should be done on the level of implementation under Financial Administration. Firstly, LGUs of Marinduque do not observe the proper utilization of the 20% of IRA for a specific year. Low budget utilization redounds to poor planning and implementation of development projects in the LGUs which affect their chance in passing the SGLG. According to SGLG guidelines, LGUs have to have a 100% IRA utilization to pass the Seal and considerations are given to LGUs which have at least 66% of utilization rate for municipality level.

To support this, the results of the SGLG for year 2019 revealed that the utilization rate of the municipalities in the Province of Marinduque ranged only from 40% -62%, which fell short of the ceiling even for the reconsideration. To this, LGUs must have a concrete plan on how to utilize their 20% of IRA and strictly implement priority development initiatives and projects contained in their local development plans and Annual Investment Program.

The table also reveals that a low mean for the Conduct of LDC Meeting. Although the level of awareness for this indicator is very high, it did not translate to the same level of implementation as shown in the table. As mandated by Section 110 of RA 7160 every Local Development Council (LDC) should convene at least once in a semester to formulate long-term, medium term, and annual socio-economic development plan and policies; coordinate, monitor and evaluate programs and projects, among others. Despite the leniency of the Local Government Code requiring only one LDC meeting per semester, most LGUs fail in this indicator due to the absence of a Civil Society



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Organization (CSO) representative during the meeting, not to mention that the minutes of the LDC meeting should reflect inputs from the CSO representative.

However, LGUs in Marinduque revealed notable level of implementation in Compliance with Full Disclosure Policy (FDP) which implies that LGUs strictly adhere to the FDP which requires them to fully disclose particular financial transactions in at least three conspicuous places and FDP portal to show how funds are managed, disbursed and used. Posting requirements are pursuant to Section 84 of Republic Act No. 10352 (GAA) FY 2013 and DILG MC 2013-140. To this, the LGUs are expected to sustain this high level of implementation on Compliance with Full Disclosure Policy and strictly observe the regular posting of their financial transactions in the mentioned platforms.

According to Rouse (2015), implementation is the carrying out, execution, or practice of a plan, a method, or any design, idea, model, specification, standard, or policy for doing something. As such, implementation is the action that any preliminary thought must follow for anything to occur. In relation to the results as shown in the table, some indicators under Financial Administration were not properly implemented hence, the low mean. This suggests that LGUs in Marinduque need careful planning and strategic approaches on how they could improve their level of implementation especially in the utilization of the 20% of IRA and those areas that need primary attention.

#### **2.2 Disaster Preparedness**

Table 2.2 shows the level of awareness of Seal of Good Local Governance in the province of Marinduque in terms of Disaster Preparedness. This generates a general composite mean of 2.25 and interpreted as Slightly Implemented. The indicator *Prepositioning of Goods, Relief*



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*Operations, Medical and Security Services* has the highest mean which is **2.67** and interpreted as **Implemented**. Meanwhile, the indicator *Search and Rescue Team Organized, Equipped, and Trained* has the least mean of **1.83** and interpreted as **Slightly Implemented**.

**Table 2.2**  
**Level of Implementation of the SGLG on Disaster Preparedness**

Indicator	Mean	Interpretation
Plantilla position for the head of the Local Disaster Risk Reduction Management Office	2.50	SI
Plans available: CLUP, LDRRM plan & budget, LCCAP, Contingency plan, CDBRRM plans	2.00	SI
Early warning system in-place	2.33	SI
Prepositioning of goods, relief operations, medical and security services	2.67	I
Search and rescue team organized, equipped, and trained	1.83	SI
Standard Operating Procedures available: incident command system, operations center, pre-emptive evacuation	2.17	SI
<b>Composite Mean</b>	<b>2.25</b>	<b>SI</b>

Legend: 3.26-4.00 Fully Implemented (FI), 2.51-3.25 Implemented (A), 1.76-2.50 Slightly Implemented (SI), 1.00-1.75 Not Implemented (NI)

This implies that LGUs in Marinduque failed to institutionalize disaster preparedness in the province, thereby demonstrating poor implementation in disaster preparedness and response due to failure to adopt relevant plans, take proactive actions, and build capacity to respond effectively to emergencies when needed. This can be further explained by the absence or non-compliance of the LGUs with Section 12 of RA 10121 which mandates the LDRRMO to organize, train, equip and supervise local emergency response teams, and to provide continuing training to improve the competence of staff in civil defense and DRRM. Based on the National Disaster Preparedness Plan: Disaster Preparedness Minimum Standards Vol. 2, LGUs should have the following: (a) Water rescue kit, at the minimum, contains: rope, lifejacket, flotation ring; (b)





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Extrication kit, at the minimum, contains: spine board, rope for water rescue, shovel or alternate digging device; (c) Personal protective gear refers to helmet, goggles, work gloves & boots; (d) First aid kit, at the minimum, contains: adhesive strips, medical tape, conforming bandage, triangular bandage, wound dressing, swabs antiseptic, scissors, tweezers, safety pin, disposable gloves, plastic bag, first aid instruction booklet; and (e) Emergency medical kit or survival kit, at the minimum, contains food, water, flashlight, battery, radio, medications and medical items, whistle and other signaling device. Failure of the LGUs to provide the aforementioned would automatically disqualify them from passing the SGLG. In this connection, LGUs must prepare and strictly implement their Disaster Risk Reduction and Management Plan with corresponding budget to ensure that the required training for the Search and Rescue Team and the purchase of the mentioned equipment are well taken care of.

The table also reveals a low mean for the indicator Plans Available: CLUP, LDRRM Plan and Budget, LCCAP, Contingency Plan, CBDRRM Plan which means that the said SGLG requirement is just slightly implemented. This implies that some LGUs fail to formulate and update disaster plans that would be the LGUs basis in responding to any kind of disaster. As the saying goes, failure to plan is like planning to fail, LGUs should ensure that these Plans are readily available before, during, and after the disasters.

Although getting the highest mean under the governance area of Disaster Preparedness, the indicator Plantilla Position for the Head of the Local Disaster Risk Reduction Management Office should also be given primary attention by the LGUs in Marinduque. This implies that not all municipalities have Plantilla Position for the Head of the LDRRMO which can significantly affect the strict implementation of the disaster risk reduction and management programs and activities in



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the province.

The low level of implementation of the SGLG in terms of Disaster Preparedness has also been validated by the results of the SGLG 2019 Assessment which revealed that no LGUs in the Province of Marinduque passed the said governance area. It is therefore vital for the municipalities of Marinduque to institutionalize Disaster Preparedness in the area and ensure strict implementation of RA 10121 or the Philippine Disaster Risk Reduction and Management Act of 2010. As such, there is a need to institutionalize the policies, structures, coordination mechanisms and programs with continuing budget appropriation on disaster risk reduction from national down to local levels towards building a disaster-resilient nation and communities.

In support to this, UNDRR (2019) said that having well-conceived emergency preparedness and response plans does not only save lives and property, they often also contribute to resilience and post-disaster recovery by lessening the impact of a disaster. To this, creating and improving disaster preparedness plans, strengthening an early warning system, and upgrading the LGUs' emergency response services will help a lot in achieving sustainability and building a disaster resilient community.

### 2.3 Social Protection

Table 2.3 shows the level of implementation of the Seal of Good Local Governance in the province of Marinduque in terms of Social Protection. This generates a general composite mean of **2.36** and interpreted as **Slightly Implemented**. The indicator *Seal of Child-friendly Local Governance Awardee* has the highest mean which is **4.00** and interpreted as **Fully Implemented**. Meanwhile, the indicator *PhilHealth-accredited Main Health Facility* has the least mean of **1.50** and interpreted as **Not Implemented**.



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**Table 2.3**  
**Level of Implementation of the SGLG on Social Protection**

Indicator	Mean	Interpretation
Seal of Child-friendly Local Governance awardee	4.00	FI
Licensed local social welfare and development officer	2.50	SI
Compliance with accessibility law	1.83	SI
PhilHealth-accredited main health facility	1.50	NI
Updated code for children	2.33	SI
Presence of gender and development mechanism and violence against women and children mechanism	2.00	SI
<b>Composite Mean</b>	<b>2.36</b>	<b>SI</b>

Legend: 3.26-4.00 Fully Implemented (FI), 2.51-3.25 Implemented (A), 1.76-2.50 Slightly Implemented (SI), 1.00-1.75 Not Implemented (NI)

The results imply that the LGUs in Marinduque are not fully and effectively implementing their social protection programs as revealed by the low composite mean. This redounds to low compliance in the PhilHealth accreditation of the main health facilities. According to the SGLG guidelines, every municipality should have at least one LGU managed health facility or rural health unit accredited by PhilHealth for Maternal Care Package, and either Primary Care Benefits or TB-DOTs. Seemingly, the LGUs did not prioritize these requirements which will negatively affect its implementation of its health support programs to the people.

It also implies poor implementation of the Accessibility Law which promotes the protection and welfare for the differently abled people. As prescribed by the Accessibility Law, the government structures such as the municipal halls and rural health units should have a facility to cater the needs of the PDWs like ramps and accessible toilets. This suggests that much have to be done in the LGUs in so far as protecting and promoting the welfare of the PDWs.

With a mostly “Slightly Implemented” level of implementation under the governance area of social protection, it can be deduced that the social protection programs are not inclusive and



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that not all, especially the vulnerable groups, have access to basic social services. LGUs therefore should ensure accessibility and inclusivity of all groups of individuals in crafting strategies and approaches so that the social needs of the people will be attended properly.

In support to this, the World Social Situation Report (2018) revealed and concluded that to break the intergenerational cycle of poverty and attain inclusivity, there must be an access to basic social protection and to social services. A combination of contributory and tax-financed schemes should be considered to achieve universal coverage and ensure social protection for all. Overall, the report deduced that the design and implementation of these social protection schemes and programs should not perpetuate negative stereotypes and discrimination to make it inclusive.

#### 2.4 Peace and Order

Table 2.4 shows the level of implementation of the Seal of Good Local Governance in the province of Marinduque in terms of Peace and Order. This generates a general composite mean of **2.61** and interpreted as **Implemented**. The indicator *Increase in Drug-cleared Barangays* has the highest mean which is **3.17** and interpreted as **Implemented**. Meanwhile, the indicator *Implementation of Peace and Order, and Public Safety Plan* has the least mean of **2.17** and interpreted as **Slightly Implemented**.

**Table 2.4**  
**Level of Implementation of the SGLG on Peace and Order**

Indicator	Mean	Interpretation
Passed the Peace and Order Council Performance Audit	2.67	I
Local peace and order council convened	2.33	SI
Implementation of Peace and Order, and Public Safety Plan	2.17	SI
Increase in drug-cleared barangays	3.17	I
Activated local anti-drug abuse council	2.50	SI
Regulation on firecracker and pyrotechnic devices	2.83	I
<b>Composite Mean</b>	<b>2.61</b>	<b>I</b>

Legend: 3.26-4.00 Fully Implemented (FI), 2.51-3.25 Implemented (A), 1.76-2.50 Slightly Implemented (SI), 1.00-1.75 Not



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Implemented (NI)

The results imply that the requirements under the governance area of Peace and Order are not fully complied with, hence failure to pass the SGLG. As revealed in the table, the composite mean of the level of implementation under Peace and Order is only 2.61 which means that not all SGLG requirements are fully implemented. This calls for an effective and strict implementation of the Peace and Order programs in the LGUs, particularly the implementation of the Peace and Order and Public Safety Plans. The POPS Plan is a 3-year term plan formulated by the Local Peace and Order Council which aims to support the LGUs in their priority action and program thrusts that facilitate maintenance of peace and order and public safety within the locality. According to the SGLG guidelines, the municipalities should have at least 75% completion of the Plan or utilization of funds intended for peace and order projects and activities. Seemingly, the LGUs in the Province of Marinduque failed to fully implement the POPS Plan projects and activities which is a serious matter and should be given primary attention.

The results also imply that some LGUs in Marinduque were not able to comply with the requirements to convene their Local Peace and Order Councils and Local Anti-Drug Abuse Councils as prescribed by DILGDDDB JMC 2018-01. Failure to conduct regular quarterly LPOC and LADAC meetings would mean poor coordinated efforts among the LGU, civil society, private sector, academe and the citizenry in the suppression of criminality and maintenance of peace and order in the locality. In this connection, LPOCs and LADACs are required to convene and meet at least once in a quarter to address pressing peace and order concerns in their localities and come up with strategies on how to effectively implement peace and order and anti-illegal drugs programs.

In support to this, Año (2019) reminded all Local Chief Executives (LCE) and Sanggunian



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Members of the duties and functions of the Local Peace and Order Councils (LPOC) through a DILG Memorandum Circular. The MC mentions the formulation of a Peace and Order and Public Safety (POPS) Plan, with a suggested outline and examples. On November 2, 2015, MC 2015-128, entitled Guidelines on the Formulation of Peace and Order and Public Safety Plan, was issued. It is to be formulated and approved by the POC to improve life in the communities by ensuring social protection and safety. As a requirement for consideration and review of the DILG, the POPS Plan serves as the basis of approval for budget allocation for the so-called Confidential Fund. Additionally, to address the issue of some LGUs not convening regularly their LPOCs, Omnibus Guidelines on Peace and Order Councils was issued on August 27, 2019 by virtue of DILG-MC 2019-143 which mandates the LPOCs under the duties and functions, to convene quarterly.

#### 2.5 Business Friendliness and Competitiveness

Table 2.5 shows the level of implementation of the Seal of Good Local Governance in the province of Marinduque in terms of Business Friendliness and Competitiveness. This generates a general composite mean of **2.64** and interpreted as **Implemented**. The indicator *Presence of Business One-Stop-Shop (BOSS)* has the highest mean which is **3.33** and interpreted as **Fully Implemented**. Meanwhile, the indicator *Updated Investment and Incentive Code* has the least mean of **1.83** and interpreted as **Slightly Implemented**.

**Table 2.5**  
**Level of Implementation of the SGLG on Business Friendliness and Competitiveness**

Indicator	Mean	Interpretation
Presence of Citizen's Charter for securing permits for new and business renewal	2.33	SI
Updated investment and incentive code	1.83	SI
Release of business permits for new business is not more than 2 days	2.50	SI
Release of business permits for business renewal is not more than 1 day	2.67	I



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Presence of Business One-Stop-Shop (BOSS)	3.33	FI
Use of computerized system for tracking and summarizing business data	3.17	I
<b>Composite Mean</b>	<b>2.64</b>	<b>I</b>

Legend: 3.26-4.00 Fully Implemented (FI), 2.51-3.25 Implemented (A), 1.76-2.50 Slightly Implemented (SI), 1.00-1.75 Not Implemented (NI)

This implies that some SGLG requirements under the governance area of Business-Friendliness and Competiveness are not fully complied with and much has to be done in order to improve their implementation on the said area. For example, the Updated Local Investment and Incentive Code (LIIC) got the lowest mean of 1.83 which means that it is only slightly implemented. In support of these findings, according to the SGLG results in 2019, only one LGU had updated Investment and Incentive Code while the rest are outdated. The updating of Investment and Incentive Code entails setting aside existing ordinances and resolutions on investments and resolutions because these have already been repealed or amended; duplicate(s) other ordinances; contrary to national laws and policies; and generally, requires modification to remain responsive to demands of current realities. Looking at these results, there is a need for LGUs to push through on updating their LIICs and as a form of legislative measure to strengthen initiatives to draw local and foreign investment.

The results also imply low compliance on the presence of Citizen's Charter for securing permits for new and business. A citizen's charter is a tool that facilitates the delivery of quality and prompt services to citizens with clearly defined activities and specified standards, quality, timeframe and responsible officers. To this, LGUs should further strengthen their efforts to encourage businesses and investments by simplifying business processing and licensing with the establishment of a Citizen's Charter pursuant to the ARTA Law and the Ease of Doing Business (EODB) Law.



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On the contrary, on the national scale, Pozon (2019) said that local government business competitiveness is on the rise. Provinces, cities and municipalities of all economic standings are taking significant steps in improving their own business landscapes, focusing on reforms and attractions for investments and business ventures.

#### 2.6 Environmental Management

Table 2.6 shows the level of implementation of the Seal of Good Local Governance in the province of Marinduque in terms of Environmental Management. This generates a general composite mean of **2.28** and interpreted as **Slightly Implemented**. The indicator *Ten-year solid Waste Management Plan* has the highest mean which is **3.00** and interpreted as **Implemented**. Meanwhile, the indicator *Access to Sanitary Landfill or Alternative Technology, as Final Disposal* has the least mean of **1.50** and interpreted as **Not Implemented**.

**Table 2.6**  
**Level of Implementation of the SGLG on Environmental Management**

Indicator	Mean	Interpretation
Ten-year solid waste management plan	3.00	I
Organized municipal solid waste management board	2.67	I
Materials recovery facility	2.50	SI
Access to sanitary landfill or alternative technology, as final disposal	1.50	NI
No operating controlled/open dumpsite	1.67	NI
Promoting social awareness and social responsibility programs in relation to environmental protection	2.33	SI
<b>Composite Mean</b>	<b>2.28</b>	<b>SI</b>

Legend: 3.26-4.00 Fully Implemented (FI), 2.51-3.25 Implemented (A), 1.76-2.50 Slightly Implemented (SI), 1.00-1.75 Not Implemented (NI)

The results imply a very low level of implementation of SGLG requirements under the governance area of Environmental Management. One glaring observation is the non-compliance with the establishment of sanitary landfill as final disposal. Sanitary landfill refers to a waste





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disposal site designed, constructed, operated and maintained in a manner that exerts engineering control over significant potential environment impacts arising from the development and operation of the facility. This non-compliance of LGUs of having sanitary landfill as final disposal is quite disturbing because it implies that LGUs fail to have a facility that would take care of the segregation and disposal of residual wastes, which if not given primary attention, pose a great threat to the environment.

To support these findings, according Salazar (2020) during the senate hearing on said waste the Philippines has only 186 sanitary landfills servicing about 407 local government units which only represents only 25 percent of the total number of LGUs that need sanitary landfills.

The results also imply that some LGUs in Marinduque do not fully implement the requirement of Section 37 of RA 9003 which prohibits the use of open dumpsites for solid waste sites. The law provided three years after the implementation of the law in 2001 to convert all open dumps to controlled dumps. Consequently, five years following its effectivity, controlled dumpsites have also been banned. This is supported by the DENR's statement citing that at present, some 331 illegal dumps are in operation despite several closures made by the department.

#### **2.7 Tourism, Culture and the Arts**

Table 2.7 shows the level of implementation of the Seal of Good Local Governance in the province of Marinduque in terms of Tourism, Culture and the Arts. This generates a general composite mean of 2.17 and interpreted as Slightly Implemented. The indicator *Permanent or Designate Tourism Officer* has the highest mean which is **3.17** and interpreted as **Implemented**. Meanwhile, the indicator *Presence of Cultural Property Inventory* has the least mean of **1.33** and interpreted as **Not Implemented**.



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**Table 2.7**  
**Level of Implementation of the SGLG on Tourism, Culture and the Arts**

Indicator	Mean	Interpretation
Permanent or designate tourism officer	3.17	I
Presence of Information/assistance desks	2.00	SI
Presence of a tracking system for local tourism statistics	1.67	NI
Presence of Local Council for Culture and the Arts	3.00	I
Budget appropriation for the conservation of cultural property	1.83	SI
Presence of cultural property inventory	1.33	NI
<b>Composite Mean</b>	<b>2.17</b>	<b>SI</b>

Legend: 3.26-4.00 Fully Implemented (FI), 2.51-3.25 Implemented (A), 1.76-2.50 Slightly Implemented (SI), 1.00-1.75 Not Implemented (NI)

This implies that some SGLG requirements under Tourism, Culture and Arts are not fully complied with particularly the indicator of presence of cultural property inventory. Consistent with the low level of awareness on the said indicator, the results imply that most LGUs do not make a cultural property inventory which is supposed to serve as a cornerstone of effective cultural heritage preservation and promotion. LGUs are to maintain a record of the cultural properties under its jurisdiction. These local inventories will eventually form part of the Philippine Registry of Cultural Property (PRECUP) that is to be managed by the National Commission for Culture and the Arts (NCCA).

The results also imply that establishing a tracking system for local tourism statistics is not given a primary attention hence non-compliance with the said SGLG requirement. Recording of tourism data helps an LGU come up with more informed decisions to develop the industry in the locality, as well as, ascertain the economic and social impact of tourism in support of RA 9593. At the minimum, tourism data refers to information on the number of tourist arrivals, and registered tourism enterprises.

In support of this, Zab (2016) emphasized the importance of tourism data citing that they



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are vital inputs in creating marketing strategies, development plans, and investment programs to harness the LGUs' tourism potentials. To realize this, a training program for basic tourism statistics can be recommended.

#### **Problem Number 3. Is there a significant relationship between the level of awareness and the level of implementation of LGU officials on the SGLG?**

Table 3 shows the test of significant relationship between the level of awareness and the level implementation of LGU officials on the SGLG.

**Table 3**  
**Test of Significant Relationship Between the Level of Awareness and the Level Implementation of LGU officials on the SGLG**

Level of Awareness	Level of Implementation	r value	p value	Remarks	Decision
Financial Admin	Social Protection	.831*	.040	Significant	Reject Ho
	Environmental Management	-.817*	.047	Significant	Reject Ho

\*\* . Correlation is significant at the 0.01 level      \* . Correlation is significant at the 0.05 level (2-tailed).

The probability value of Social Protection and Environmental Management are all less than the level of significance at .05 thus reject the null hypothesis. It can be concluded that there is a significant relationship between the level of awareness and the level of implementation of LGU officials on the SGLG in terms of Social Protection and Environmental Management.

Relative to this, in the study conducted by Osman, Haji-Othman, Salahudin, and Safizal (2015) about the Awareness and Implementation of Green Concepts In Marketing Mix: A Case of Malaysia, correlation test to find if there is any link between awareness on the concept of green marketing and the implementation of green marketing activities yielded a significant and positive



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correlation between awareness and implementation. In this case, awareness is correlated with implementation. Similarly, in the study of Okpara and Edwin (2015) titled: Self Awareness And Organizational Performance In The Nigerian Banking Sector, it was concluded that self-awareness positively influences net profit and return on investment. This shows that there is a relationship between self-awareness and organizational performance.

On the contrary, findings revealed that not all variables have significant correlation, thus accepting the Ho. To this, it can be implied that the high level of awareness on the SGLG requirements does not always translate to a high level of implementation of the SGLG. This conclusion poses a very good point of discussion. When local government officials have a high level of awareness on the SGLG, it will not follow that their level of implementation will also be high as there are more critical factors that affect the implementation of the SGLG requirements aside from the mere awareness of the requirements. One is the structural and fiscal capacity of the LGUs to comply with all those requirements that become a disadvantage for low income class LGUs. The capacity of the LGUs to implement those overwhelming SGLG requirements become a justifiable reason why most of the LGUs fail to comply with the SGLG requirements, and in the end fail to qualify or pass the Award.

In support of this, study of Alam et al. (2016) titled: Awareness to Implementation on Select Quality and Patient Safety Indicators Among Nursing Staff, results revealed that the level of the nurses on quality, patient safety and general safety was found to be good. However, the implementation of quality and patient safety indicators was lower than the awareness level. This shows that awareness and implementation are not correlated.

**Problem Number 4: What are the challenges that the local government units face in the**



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#### implementation of the SGLG?

Table 4 reflects the most common problems encountered by the local government units in the implementation of the SGLG. Responses were tallied and analyzed using frequency in order to get the percentage and statistical ranking. This survey was administered to be able to provide appropriate interventions that would address the prevailing and most common challenges met by the officials in the LGU in the implementation of the SGLG.

**Table 4**  
**The Challenges that the Local Government Units Face in the Implementation of the SGLG**

Indicators	Frequency	Percent
LGUs do not have the structural and fiscal capacity to comply with SGLG requirements.	19	39.58
Overlapping of LGUs' programs/projects/activities (PPAs) which affect the compliance with SGLG requirements	9	18.75
Key LGU officials are passive about the SGLG.	10	20.83
SGLG requirements are difficult to comply with.	16	33.33
The applicability of some indicators does not correspond to the capacity or income class of the LGUs.	28	58.33
SGLG policy guidelines and list of indicators are issued and released behind time.	18	37.50
There is not enough time for the preparation of the SGLG requirements.	5	10.42
Information regarding the SGLG policy, including its components and implementation strategies/mechanisms are not properly communicated.	3	6.25
SGLG policy provisions are not specific/direct, ambiguous, and cannot be easily understood by its intended users.	1	2.08
Inquiries and clarifications concerning the policy are not properly addressed/handled by parties responsible.	1	2.08

Of all the identified common challenges met by local government officials in the implementation of the SGLG, one prevailed to be the first in rank which is the “The applicability of some indicators does not correspond to the capacity or income class of the LGUs.” This implies



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that LGUs in Marinduque cannot keep up with the demands of the SGLG requirements because of their income class classification which is mostly 3<sup>rd</sup>-6<sup>th</sup> class municipalities.

Consistent with Medina-Guce (2019) in her report on SGLG entitled: Seal of Good Local Governance: Leveraging on Performance Evaluation Lessons for Improved Local Governance, she concluded that when disaggregated per local government type, the average performance trend is downward for provinces, Highly Urbanized Cities, and municipalities, and upward for CCs-ICCs. This may be a product of various factors, such as the differences in the level of difficulty of the Assessment Criteria and indicators.

Another challenge that is being faced by the LGUs is “LGUs do not have the structural and fiscal capacity to comply with the SGLG requirements” which ranked second. In support to this, Local Government Finance and Fiscal Decentralization Reform Program (LGFFDR) in its Program Impact Assessment report revealed that less prosperous localities are unlikely to develop good governance practices, including transparent and efficient service delivery systems due to a lack of accountability between constituents and their local governments. This lack of basic services restrains the development prospects of the Philippines.

**Problem Number 5: Based on the findings of the study, what SGLG Program Implementation Guide may be proposed?**

#### **Rationale**

The Department of the Interior and Local Government introduced the Seal of Good Local Governance (SGLG) in 2015 which sought to assess the performance of local government units. The SGLG puts a premium on integrity and good performance as it seeks to institutionalize the continuity of local governance reforms and development. The SGLG is geared towards



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institutionalizing a culture of performance among local governments. It helps strengthen the use of performance information for evidence-based actions and interventions - both at the local and national levels

However, since its implementation in 2015, no local government units in Marinduque were able to get the award. While other provinces managed to have at least one passer in in 2015-2019, the Province of Marinduque, has not been able to step up on the SGLG board, lagging behind other provinces. Findings of this study revealed that some SGLG criteria and indicators were poorly and ineffectively implemented. Results further revealed that it is the structural and fiscal capacity of the LGUs that significantly affect them from meeting the requirements of the SGLG. The non-compliance with the SGLG standards automatically bar them from qualifying in the said award.

Given the foregoing, LGUs should put more effort and strengthen their structural and fiscal capacity so that they can improve their state of local governance and in the end get the SGLG Award. Necessary capacity development interventions and strategies need to be carried out to increase the chance of the LGUs in passing the SGLG.

To this, the SGLG Implementation Program Guide is being proposed by the researcher.

#### **The SGLG Implementation Program Guide**

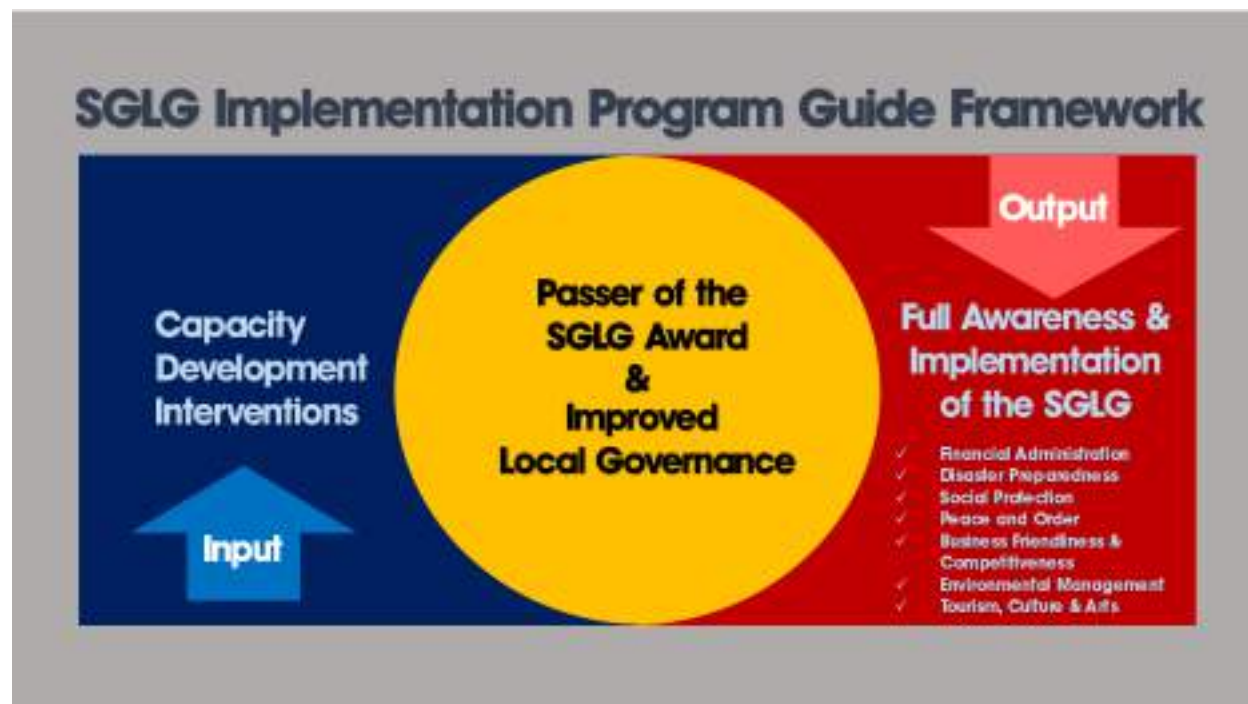
Based on the result of the study, the SGLG Implementation Program Guide which details the necessary capacity development interventions and recommendations to help the LGUs fully implement and comply with the SGLG requirements was proposed.

Looking at the Framework, the capacity development interventions which detail the strategies and approaches are associated with the level of awareness and implementation of the SGLG in the local government units. Once the LGUs fully implement and comply with the SGLG

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standard through these capacity development interventions, their state of local governance is



expected to improve and finally will have a greater chance of qualifying in the SGLG Award. Input items were indicated at the left side: Capacity Development Interventions while output items were indicated at the right side: Full Awareness and Implementation of the SGLG. The item at the center is the impact: Improved Local Governance and Passer of the SGLG.

**Table 5**  
**The SGLG Implementation Program Guide**

Areas of Concern	Objectives	Strategies/Activities	Time Frame	Persons Involved	Source of Fund	Success Indicator
Awareness on the SGLG	To intensify awareness campaign on the Seal of Good Local Governance program and keep abreast of pertinent laws and policy guidelines related to the SGLG	Attendance in the SGLG Rollout Orientation provided by the DILG	Every first quarter of the year	Local government officials and department heads involved in the SGLG implementation	LGU funds, but may be free of charge given that most activities are conducted thru online	100% of the LGU officials and department heads involved in the SGLG have been oriented and trained on SGLG policy guidelines
		Attendance in the information dissemination campaign of NGAs relative to pertinent laws	As need arises	Local government officials and department heads involved in the SGLG	LGU funds, but may be free of charge given that most activities are conducted	100% of the LGU officials and department heads involved in the SGLG have been oriented and trained





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		and policy guidelines		implementation	thru online	on pertinent laws and policy guidelines issued by NGAs
Implementation of the SGLG	To fully implement and comply with the SGLG standards and requirements thereby improving the state of local governance of the LGUs	Issuance of Executive Order relative to the creation of a SGLG Team that will be in-charge in the planning, monitoring, and compliance with the SGLG requirements	100 days after the local elections	Municipal Mayors	No funding requirement	100% of municipalities have created a SGLG Team
		Creation and establishment of a monitoring system particularly for the purpose of tracking the status or development of SGLG requirements to	Third quarter of 2021	SGLG Team members	No funding requirement needed as monitoring can be done through the use of google sheet only	100% of municipalities have created monitoring system
		Coordination with NGAs relative to the preparation of local plans and how they should be implemented which are non-negotiable requirements of the SGLG	Third quarter of 2021	Concerned local government officials and department heads	No funding requirement as NGAs provide free technical assistance in the preparation of local plans because it is part of their mandate	90% of local plans have been prepared and fully implemented and executed
		Increase the fiscal capacity of the LGUs by updating the Local Revenue Code so that they can keep up with the demanding requirements of the SGLG	First quarter of 2021	Local Finance Committee and Local Sanggunian	LGU budget	90% of the Local Revenue Code have been updated
Implementation of the SGLG	To fully implement and comply with the SGLG standards and requirements thereby improving the state of local governance of	Full implementation of the Mandanas Ruling which will expand the fiscal capacity of LGUs to implement programs, projects, and	2022 onwards	LCEs, Sanggunian Members, and Local Government Officials	LGU budget	90% of LGU program and project implementation have been improved



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the LGUs

activities.

Representation of Local Leagues during SGLG consultation before the final policy guidelines are adopted and take into full effect

First quarter of the year on or before the SGLG consultation

Members of the League of Municipalities

No funding requirements

100% of the challenges and problems faced by the LGU in the SGLG implementation have been addressed

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### SCHOOL OF GRADUATE STUDIES

#### Chapter 5

#### SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions and recommendations based on the data gathered and presented.

#### Summary of Findings

Based on the data gathered and after careful and thorough analysis of the investigation, the following are the findings of the study in summarized form.

#### 1. Level of Awareness of Local Government Unit Officials on the SGLG

- 1.1 In the governance area of Financial Administration, the general composite mean was **3.33** and interpreted as **Fully Aware**.
- 1.2 In the governance area of Disaster Preparedness, it has a general composite mean of **3.44** interpreted as **Fully Aware**.
- 1.3 In the governance area of Social Protection, it has a general mean composite of **3.58** and interpreted as **Fully Aware**.
- 1.4 In the governance area of Peace and Order, it has a general composite mean of **3.56** and interpreted as **Fully Aware**.
- 1.5 In the governance area of Business Friendliness and Competitiveness, it has a general composite mean of **3.69** and interpreted as **Fully Aware**.
- 1.6 In the governance area of Environmental Management, it has a general composite mean of **3.43** and interpreted as **Fully Aware**.
- 1.7 In the governance area of Tourism, Culture and the Arts, it has a general composite mean of **3.19** and interpreted as **Aware**.



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#### 2. Level of Implementation of the SGLG

- 2.1 In the governance area of Financial Administration, the general composite mean was **2.75** and interpreted as **Implemented**.
- 2.2 In the governance area of Disaster Preparedness, it has a general composite mean of **2.25** interpreted as **Partially Implemented**.
- 2.3 In the governance area of Social Protection, it has a general mean composite of **2.36** and interpreted as **Partially Implemented**.
- 2.4 In the governance area of Peace and Order, it has a general composite mean of **2.61** and interpreted as **Implemented**.
- 2.5 In the governance area of Business Friendliness and Competitiveness, it has a general composite mean of **2.64** and interpreted as **Implemented**.
- 2.6 In the governance area of Environmental Management, it has a general composite mean of **2.28** and interpreted as **Partially Implemented**.
- 2.7 In the governance area of Tourism, Culture and the Arts, it has a general composite mean of **2.17** and interpreted as **Partially Implemented**.

#### 3. On the Test of Significant Relationship between the Level of Awareness and the Level of Implementation of LGU Officials on the SGLG

The computed Pearson Correlation Coefficient generated a p-value of 0.000 was less than the level of significance of 0.05 in some governance areas. This therefore established correlations between the level of awareness and level of implementation of the SGLG which means that the two variables had significant relationships. But in some governance areas, no significant relationship between the two variables was established. The reason for this is the high level of



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awareness does not always translate to high a level of implementation of the SGLG because there are more critical factors that affect the implementation such as structural and fiscal capacity of the LGUs.

#### **4. The challenges that the local government units face in the implementation of the SGLG**

The applicability of some indicators does not correspond to the capacity or income class of the LGUs and LGUs do not have the structural and fiscal capacity to comply with SGLG requirements are among the top two challenges that the LGUs face in the implementation of the Seal of Good Local Governance.

#### **5. The proposed program**

As an output, a SGLG Implementation Program Guide is proposed for the LGU officials of Marinduque which is brief, easy to understand, and detailed.

#### **Conclusions**

Based on the aforementioned findings of the study, the following conclusions have been derived:

1. That LGU officials have a good grasp and understanding of the SGLG in most of the SGLG requirements. This is an indication that they possess the right level of awareness and education as what their positions as local government officials and functionaries require. Moreover, the high level of awareness of the LGU officials on the SGLG requirements means that they fully understand the basic provisions of existing laws, guidelines, and procedures in the implementation of LGU programs, thrusts, and strategies. While awareness is sometimes a relative concept, LGU officials' cognizance and knowledge on these basic laws and SGLG requirements cannot be taken lightly as it will impact the way they implement LGU programs and activities. On



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the other hand, while the level of awareness of LGU officials on the SGLG is generally high, results show that some SGLG requirements are not fully understood by them. This indicates a need for a reorientation or training on the basic requirements of the law especially on Local Government Code, RA 10121 or the Philippines Risk Reduction and Management Act of 2010, Accessibility Law, Ease of Doing Business Law, and the requirements of the National Commission for Culture and the Arts relative to the conduct of cultural property inventory.

2. That there was a poor implementation of some LGUs programs, projects, and activities required by the SGLG as indicated by the seemingly low level of implementation across the seven governance areas. This perceived condition among the LGUs of Marinduque can be attributed to the low or non-compliance with the basic provisions of the laws, and existing policies and guidelines. For example, under the area of Tourism, Culture and Arts which registered the lowest level of implementation, it can be inferred that most LGUs do not make a cultural property inventory which is supposed to serve as a cornerstone of effective cultural heritage preservation and promotion. The low level of implementation of the SGLG could be also attributed to poor and defective planning and implementation of LGU programs and projects. Nonetheless, the LGUs inability to effectively implement and comply with the SGLG requirements are caused by other factors beyond the control of the LGUs. Examples of these are the lack of resources and fiscal capacity to fully implement the national and local programs and comply with the SGLG standards.

3. That there was a significant relationship between the level of awareness and level of implementation in some governance areas of the SGLG. This indicated positive or direct correlation between the level of awareness and implementation of the SGLG. On the contrary, it can also be deduced that sometimes a level of awareness does not translate to a high level of



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implementation. When local government officials have a high level of awareness on the SGLG, it will not follow that their level of implementation will also be high as there are more critical factors that affect the implementation of the SGLG requirements aside from the mere awareness of the requirements. One is the structural and fiscal capacity of the LGUs to comply with all those requirements that become a disadvantage for low income class LGUs. The capacity of the LGUs to implement those overwhelming SGLG requirements become a justifiable reason why most of the LGUs fail to comply with the SGLG requirements, and in the end fail to qualify or pass the Award.

4. That challenges are inevitable in the implementation and compliance with the SGLG standards, particularly the uniform applicability of the SGLG indicators to LGUs regardless of its capacity and income class. This creates a vacuum of compliance for those low income class LGUs that do not have sufficient resources and capacity to comply with the SGLG standards. It can also be deduced that the less prosperous localities are unlikely to develop good governance practices, including transparent and efficient service delivery systems due to a lack of capacity to provide basic services to the constituents.

5. That capacity development interventions and recommendations, through the SGLG Program Implementation Guide, relative to the implementation of the SGLG were necessary to help the LGUs meet the SGLG standards and qualify for the SGLG Award.

#### **Recommendations**

Based on the findings summarized and conclusion drawn, the following recommendations are hereby offered:

1. Since the level of awareness of the local government officials on the SGLG is already



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generally high, they may continuously enhance their awareness and knowledge on the SGLG by attending to the rollout or orientation provided by the DILG relative to the updated or new SGLG policy guidelines. The LGU officials may also consider attending to the information dissemination campaign of national agencies to keep abreast of pertinent laws and policy guidelines such as Office of the Civil Defense for Disaster Preparedness, DENR for Environmental Management, DSWD for Social Protection, PNP for Peace and Order, DICT and ARTA for Business Friendliness and Competitiveness, and DOT for Tourism Promotions, and NCCA for Preservation of Cultural Heritage.

2. Considering the low level of implementation of the SGLG, LGUs may push further for sound planning and strict implementation LGU programs that affect their chance in passing the SGLG. The local chief executives of the LGUs may create a SGLG team solely devoted for the monitoring of their compliance with the SGLG requirements. They may create a monitoring system particularly tracking the status or development of SGLG requirements to keep them closely informed of their compliance with SGLG requirements. They may also coordinate with the concerned national government agencies about the preparation and implementation of local plans such as CLUP, POPS Plan, Cultural Property Inventory, Solid Waste Management Plan etc. as absence and poor implementation of these plans will automatically disqualify them from the SGLG.

3. While awareness is key, it does not always result in effective implementation and full compliance with the SGLG requirements due to poor structure and limited fiscal capacity of the LGUs. To this, the LGUs may try a drastic move by updating their Revenue Codes to increase their locally resource income. They may also take advantage of the implementation of the





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Mandanas Ruling which will expectedly increase the Internal Revenue Allotment of the LGUs, thereby expanding the fiscal capacity of LGUs to implement programs, projects, and activities.

4. Given that some SGLG requirements are difficult to comply with because of their applicability across all LGUs regardless of the income class, the LGUs through LGU Leagues such as Leagues of Municipalities should make a representation to the SGLG Council to consider this serious problem or challenge in crafting SGLG policy guidelines and criteria. They may manifest their stand through the SGLG consultation which is being done before the final policy guidelines are adopted and take into full effect.

5. The LGU officials may consider the proposed SGLG Implementation Program Guide. The Proponent proposed capacity development interventions and recommendations to increase the chance of the LGUs in meeting the SGLG requirements and finally be awarded with the prestigious Seal.

6. Future researchers may add other framework or program development tools that could be widely adopted by the LGUs particularly in the implementation of the SGLG.



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#### APPENDIX A

#### Letter for Validation of Questionnaire

March 3, 2021

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear \_\_\_\_\_:

I am a graduate school student of Laguna College of Business and Arts taking up Master of Management in Public Administration and currently working on my study entitled “**Awareness and Implementation of the Seal of Good Local Governance among Local Government Officials in the Province of Marinduque**”.

With your expertise, I am humbly asking your permission to validate the attached survey instrument for the study using the attached rating tool.

I am looking forward to hearing that my request would merit your positive response regarding this matter. Thank you very much.

Respectfully yours,

**ANDREW B. GONZALVO**  
*Researcher*

Noted:

**DR. RAMIR R. LARINO**  
*Thesis Adviser*

**DR. MA. LORENA M. TAGALA**  
*Dean, School of Graduate Studies*



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#### APPENDIX B

#### Letter of Data Request to Municipal Mayors of Marinduque

April 22, 2021

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear Mayor \_\_\_\_\_;

Greetings!

The Undersigned is currently conducting his Research Study entitled: **“AWARENESS AND IMPLEMENTATION OF THE SEAL OF GOOD LOCAL GOVERNANCE AMONG LOCAL GOVERNMENT OFFICIALS IN THE PROVINCE OF MARINDUQUE”** as part of the requirements for the degree of Master in Management Major in Public Administration program at Laguna College of Business and Arts.

In this connection, may he respectfully request permission from your good office to conduct his research by sending out a set of survey questionnaire to the Office of the Municipal Planning and Development Coordinator (MPDC), Municipal Accountant, Municipal Disaster Risk Reduction and Management Officer (MDRRMO), Local Social Welfare and Development Officer *or* Social Welfare Officer, Business Processing and Licensing Officer (BPLO), Municipal Environment and Natural Resources Officer (MENRO), and Tourism Officer.

Rest assured that all gathered data will be treated with utmost confidentiality and will be used solely for this purpose.

Thank you very much and MORE POWER!

Very truly yours,

**ANDREW B. GONZALVO**  
Researcher/MMPA Student

Noted:

**DR. RAMIR R. LARINO**  
Research Adviser

Approved:

**DR. MA. LORENA M. TAGALA**  
Dean, School of Graduate Studies





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**APPENDIX C**

**Letter of Data Request to DILG Provincial Director of Marinduque**

April 22, 2021

**DIR. GERMAN F. YAP**  
DILG Provincial Director  
Province of Marinduque

Attention: **MLGOOs of Boac, Buenavista, Gasan, Mogpog, Santa Cruz, and Torrijos**

Dear Dir. Yap;

Greetings!

The Undersigned is currently conducting his Research Study entitled: **“AWARENESS AND IMPLEMENTATION OF THE SEAL OF GOOD LOCAL GOVERNANCE AMONG LOCAL GOVERNMENT OFFICIALS IN THE PROVINCE OF MARINDUQUE”** as part of the requirements for the degree of Master in Management Major in Public Administration program at Laguna College of Business and Arts.

In this connection, may he respectfully request permission from your good office to conduct his research by sending out a survey questionnaire to the Municipal Local Government Operations Officers (MLGOOs) of Boac, Buenavista, Gasan, Mogpog, Santa Cruz, and Torrijos. These MLGOOs are requested to provide responses on SGLG Awareness and Implementation particularly in the area of Peace and Order.

Rest assured that all gathered data will be treated with utmost confidentiality and will be used solely for this purpose.

Thank you very much and **MORE POWER!**

Very truly yours,

**ANDREW B. GONZALVO**  
Researcher/MMPA Student

Noted:

**DR. RAMIR R. LARINO**  
Research Adviser

Approved by:

**DR. MA. LORENA M. TAGALA**  
Dean, School of Graduates Studies



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#### APPENDIX D

#### SURVEY QUESTIONNAIRE

Dear Respondent:

The undersigned is currently conducting his thesis titled: **“Awareness and Implementation of the Seal of Good Local Governance among Local Government Officials in the Province of Marinduque”** as part of the requirements for the degree of Master in Management Major in Public Administration. In line with this, I am asking your favor to please answer this survey questionnaire.

Rest assured that all gathered data will be treated with utmost confidentiality and will be used solely for this purpose

Thank you very much for your positive response. God Bless.

Respectfully yours,

**ANDREW B. GONZALVO**

---

#### Profile of the Respondent

Direction: Kindly provide the following information.

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Name of Local Government Unit: \_\_\_\_\_

#### Part I. Level of Awareness on Seal of Good Local Governance

Direction: The following are the SGLG assessment criteria and indicators that local government units should know. Please put a check (/) on the space that corresponds to the answer of your choice considering the level of your awareness on the following SGLG requirements. Remarks column is provided for a short description, explanation, or reason why such is the level of your awareness.

4 - Fully Aware

2 - Slightly Aware

3 - Aware

1 - Not Aware



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No	Governance Areas	4	3	2	1	Remarks
<b>1</b>	<b>Financial Administration</b>					
1.1	With at least qualified COA opinion					
1.2	Compliance with Full Disclosure Policy					
1.3	Utilization rate of 20% internal revenue allotment component					
1.4	Composition of Local Development Council					
1.5	Conduct of LDC Meetings					
1.6	Approved and Updated Comprehensive Development Plan, LDIP, and AIP					
<b>2</b>	<b>Disaster Preparedness</b>					
2.1	Plantilla position for the head of the Local Disaster Risk Reduction Management Office					
2.2	Plans available: CLUP, LDRRM plan & budget, LCCAP, Contingency plan, CBDRRM plans					
2.3	Early warning system in-place					
2.4	Prepositioning of goods, relief operations, medical and security services					
2.5	Search and rescue team organized, equipped, and trained					
2.6	Standard Operating Procedures available: incident command system, operations center, pre-emptive evacuation					
<b>3</b>	<b>Social Protection</b>					
3.1	Seal of Child-friendly Local Governance awardee					
3.2	Licensed local social welfare and development officer					
3.3	Compliance with accessibility law					



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No	Governance Areas	4	3	2	1	Remarks
3.4	PhilHealth-accredited main health facility					
3.5	Updated code for children					
3.6	Presence of gender and development mechanism and violence against women and children mechanism					
<b>4</b>	<b>Peace and Order</b>					
4.1	Passed the Peace and Order Council Performance Audit					
4.2	Local peace and order council convened					
4.3	Implementation of Peace and Order, and Public Safety Plan					
4.4	Increase in drug-cleared barangays					
4.5	Activated local anti-drug abuse council					
4.6	Regulation on firecracker and pyrotechnic devices					
<b>5</b>	<b>Business-Friendliness and Competitiveness</b>					
5.1	Presence of Citizen's Charter for securing permits for new and business renewal					
5.2	Updated investment and incentive code					
5.3	Release of business permits for new business is not more than 2 days					
5.4	Release of business permits for business renewal is not more than 1 day					
5.5	Presence of Business One-Stop-Shop (BOSS)					
5.6	Use of computerized system for tracking and summarizing business data					
<b>6</b>	<b>Environmental Management</b>					
6.1	Ten-year solid waste management plan					
6.2	Organized municipal solid waste					



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No	Governance Areas	4	3	2	1	Remarks
	management board					
6.3	Materials recovery facility					
6.4	Access to sanitary landfill or alternative technology, as final disposal					
6.5	No operating controlled/open dumpsite					
6.6	Promoting social awareness and social responsibility programs in relation to environmental protection					
<b>7</b>	<b>Tourism, Culture and the Arts</b>					
7.1	Permanent or designate tourism officer					
7.2	Presence of Information/assistance desks					
7.3	Presence of a tracking system for local tourism statistics					
7.4	Presence of Local Council for Culture and the Arts					
7.5	Budget appropriation for the conservation of cultural property					
7.6	Presence of cultural property inventory					

#### Part II. Level of Implementation of the Seal of Good Local Governance

Direction: This part aims to assess the level of implementation of the SGLG by the local government units. Please put a check (/) on the space that corresponds to the answer of your choice considering the present level of implementation of your LGUs on the following SGLG requirements. Remarks column is provided for a short description, explanation, or reason why such is the level of your awareness.

4 - Fully Implemented

2 - Slightly Implemented

3 - Implemented

1 - Not Implemented

No	Governance Areas	4	3	2	1	Remarks
<b>1</b>	<b>Financial Administration</b>					
1.1	With at least qualified COA opinion					



## LAGUNA COLLEGE OF BUSINESS AND ARTS

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No	Governance Areas	4	3	2	1	Remarks
1.2	Compliance with Full Disclosure Policy					
1.3	Utilization rate of 20% internal revenue allotment component					
1.4	Composition of Local Development Council					
1.5	Conduct of LDC Meetings					
1.6	Approved and Updated Comprehensive Development Plan, LDIP, and AIP					
<b>2</b>	<b>Disaster Preparedness</b>					
2.1	Plantilla position for the head of the Local Disaster Risk Reduction Management Office					
2.2	Plans available: CLUP, LDRRM plan & budget, LCCAP, Contingency plan, CBDRRM plans					
2.3	Early warning system in-place					
2.4	Prepositioning of goods, relief operations, medical and security services					
2.5	Search and rescue team organized, equipped, and trained					
2.6	Standard Operating Procedures available: incident command system, operations center, pre-emptive evacuation					
<b>3</b>	<b>Social Protection</b>					
3.1	Seal of Child-friendly Local Governance awardee					
3.2	Licensed local social welfare and development officer					
3.3	Compliance with accessibility law					
3.4	PhilHealth-accredited main health facility					
3.5	Updated code for children					



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No	Governance Areas	4	3	2	1	Remarks
3.6	Presence of gender and development mechanism and violence against women and children mechanism					
<b>4</b>	<b>Peace and Order</b>					
4.1	Passed the Peace and Order Council Performance Audit					
4.2	Local peace and order council convened					
4.3	Implementation of Peace and Order, and Public Safety Plan					
4.4	Increase in drug-cleared barangays					
4.5	Activated local anti-drug abuse council					
4.6	Regulation on firecracker and pyrotechnic devices					
<b>5</b>	<b>Business-Friendliness and Competitiveness</b>					
5.1	Presence of Citizen's Charter for securing permits for new and business renewal					
5.2	Updated investment and incentive code					
5.3	Release of business permits for new business is not more than 2 days					
5.4	Release of business permits for business renewal is not more than 1 day					
5.5	Presence of Business One-Stop-Shop (BOSS)					
5.6	Use of computerized system for tracking and summarizing business data					
<b>6</b>	<b>Environmental Management</b>					
6.1	Ten-year solid waste management plan					
6.2	Organized municipal solid waste management board					
6.3	Materials recovery facility					



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No	Governance Areas	4	3	2	1	Remarks
6.4	Access to sanitary landfill or alternative technology, as final disposal					
6.5	No operating controlled/open dumpsite					
6.6	Promoting social awareness and social responsibility programs in relation to environmental protection					
<b>7</b>	<b>Tourism, Culture and the Arts</b>					
7.1	Permanent or designate tourism officer					
7.2	Presence of Information/assistance desks					
7.3	Presence of a tracking system for local tourism statistics					
7.4	Presence of Local Council for Culture and the Arts					
7.5	Budget appropriation for the conservation of cultural property					
7.6	Presence of cultural property inventory					

### Part III: Challenges in the SGLG Implementation

Direction: Challenges refer to the issues and hindering factors such as policy content of the SGLG guidelines, applicability of criteria and indicator requirement, readiness and attitude towards the SGLG, etc., that the respondents perceive as significant factors in the implementation of the SGLG. Identify the challenges encountered by the LGUs in the SGLG implementation by checking the appropriate boxes.

Challenges in SGLG Implementation	
	LGUs do not have the structural and fiscal capacity to comply with SGLG requirements.
	Overlapping of LGUs' programs/projects/activities (PPAs) which affect the compliance with SGLG requirements
	Key LGU officials are passive about the SGLG.
	SGLG requirements are difficult to comply with.
	The applicability of some indicators does not correspond to the capacity or income class of the LGUs.





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	SGLG policy guidelines and list of indicators are issued and released behind time.
	There is not enough time for the preparation of the SGLG requirements.
	Information regarding the SGLG policy, including its components and implementation strategies/mechanisms are not properly communicated.
	SGLG policy provisions are not specific/direct, ambiguous, and cannot be easily understood by its intended users.
	Inquiries and clarifications concerning the policy are not properly addressed/handled by parties responsible.

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#### APPENDIX E

#### Chronbach's Alpha Reliability Test

Variables	Cronbach's Alpha	No of Items	Decision
Level of Awareness on Seal of Good Local Governance	.726	42	Accept
Level of Implementation of the Seal of Good Local Governance	.855	42	Accept

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.717	42

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.617	2.200	3.000	.800	1.364	.025	42

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
109.9000	162.322	12.74057	42



## LAGUNA COLLEGE OF BUSINESS AND ARTS

### SCHOOL OF GRADUATE STUDIES

#### Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded <sup>a</sup>	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IFA1	105.1000	283.656	.609	.	.846
IFA2	105.2000	279.511	.788	.	.842
IFA3	105.0000	300.889	.171	.	.856
IFA4	105.2000	296.622	.305	.	.853
IFA5	105.0000	288.667	.537	.	.848
IFA6	105.2000	296.178	.317	.	.853
IDP1	105.1000	284.100	.659	.	.845
IDP2	105.2000	281.956	.717	.	.844
IDP3	105.0000	297.111	.267	.	.854
IDP4	105.3000	296.011	.323	.	.852
IDP5	105.2000	289.067	.514	.	.848
IDP6	105.2000	288.178	.539	.	.848
ISP1	105.1000	295.656	.299	.	.853
ISP2	105.0000	301.556	.202	.	.855
ISP3	104.9000	300.989	.155	.	.856
ISP4	105.4000	332.711	-.589	.	.872
ISP5	105.2000	291.956	.433	.	.850
ISP6	105.1000	313.433	-.144	.	.862
IPO1	105.2000	288.400	.533	.	.848
IPO2	105.0000	302.889	.121	.	.857
IPO3	105.1000	271.656	.933	.	.838
IPO4	105.4000	317.600	-.238	.	.865
IPO5	105.1000	277.878	.840	.	.841
IPO6	105.1000	281.211	.742	.	.843



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IBC1	105.2000	308.622	-.018	.	.859
IBC2	105.0000	329.111	-.507	.	.870
IBC3	105.3000	296.011	.323	.	.852
IBC4	104.9000	306.544	.032	.	.859
IBC5	105.1000	286.544	.533	.	.847
IBC6	105.0000	303.556	.105	.	.857
IEM1	105.2000	286.178	.669	.	.846
IEM2	105.0000	297.556	.256	.	.854
IEM3	105.1000	284.767	.639	.	.846
IEM4	105.1000	292.989	.407	.	.851
IEM5	105.3000	303.122	.151	.	.856
IEM6	105.0000	307.778	.000	.	.860
ITC1	105.1000	279.211	.800	.	.842
ITC2	105.2000	283.067	.685	.	.845
ITC3	105.2000	290.622	.471	.	.849
ITC4	105.3000	320.456	-.302	.	.866
ITC5	105.1000	280.989	.749	.	.843
ITC6	105.3000	300.900	.217	.	.854

## LAGUNA COLLEGE OF BUSINESS AND ARTS

### SCHOOL OF GRADUATE STUDIES

#### Curriculum Vitae

## ANDREW B. GONZALVO, MMPA

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### SUMMARY

Local Government Operations Officer VI and at the same time Assistant Division Chief of the Local Government Monitoring and Evaluation Division (LGMED) of MIMAROPA

### EXPERIENCE HIGHLIGHTS

NATURE OF WORK / POSITION	INCLUSIVE YEARS	COMPANY
Local Government Operations Officer	Jan 2009 - present	DILG MIMAROPA Region
Loan Officer/ Collector	Jul 2008 – Dec 2008	Quezon APC Lending Co., Inc.
Part-time Instructor	Jun 2007 – Apr 2008	Romblon State University

### EDUCATION

- **Master of Management Major in Public Administration**  
Laguna College of Business and Arts, Calamba City, Laguna
- **Bachelor of Arts Major in Political Science**  
Romblon State University, Odiongan, Romblon

### PROFESSIONAL GROWTH ACTIVITIES

DATE	TITLE OF SEMINAR/WORKSHOP/ CONFERENCE	VENUE	TYPE OF PARTICIPATION
Dec 2020	Training on the Preparation of Public Service Continuity Plan	DILG Office	Participant
Aug	ISO-QMS Training	DILG Office	Participant



## LAGUNA COLLEGE OF BUSINESS AND ARTS

### SCHOOL OF GRADUATE STUDIES

DATE	TITLE OF SEMINAR/WORKSHOP/ CONFERENCE	VENUE	TYPE OF PARTICIPATION
2020			
Aug 2020	Orientation of Project S.H.I.E.L.D.: Reducing Vulnerabilities and Reducing Resiliency at Work under the New Normal	DILG Office	Participant
Mar 2020	Orientation on Citizens Satisfaction Index System (CSIS)	Cebu City	Participant
Apr 2018	National Orientation on Seal of Good Local Governance	Quezon City	Participant
Sep 2018	Upscaling LGRC MIMAROPA Through Knowledge Management Audit	Quezon City	Participant
Sep 2018	National Orientation on the Enhanced Comprehensive Local Integration Program	Quezon City	Participant
Oct 2017	Training-Workshop on Peace and Order and Public Safety Planning	Puerto Princesa City	Participant

#### PERSONAL INFORMATION

- Roman Catholic
- Born March 31, 1982
- Single
- 5'9" in height

#### PROFESSIONAL REFERENCES

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