



Local Governance Performance and Service Delivery Effectiveness: A Correlational Study of Local Government Officials in Masbate Province

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Abstract. This study examined the level of performance in local governance and the degree of effectiveness in service delivery of local government officials in Masbate Province, Philippines, addressing the limited number of studies that jointly assess governance performance, service delivery effectiveness, and official performance ratings among municipalities within a single island province. Using a descriptive-correlational design with a complementary qualitative component, the study surveyed 32 randomly selected elected officials — Mayors, Vice-Mayors, and Sangguniang Bayan members — from Masbate City and the municipalities of Dimasalang and Palanas, selected through systematic sampling after the local government units were arranged according to income classification. Data were gathered using a researcher-developed questionnaire adapted from an established local governance rating scale, validated by a panel of experts and found highly reliable (reliability coefficient = .89), supplemented by a focus group discussion with members of the Sangguniang Bayan. Frequency and percentage distribution, weighted mean, chi-square test, Pearson r, and analysis of variance were used to analyze the data. Results showed that local governance performance and service delivery effectiveness were both rated high to much effective across all measured domains, with age, sex, and educational attainment significantly associated with governance performance, and civil status, length of service, and number of constituents significantly associated with official performance ratings. Governance performance was significantly and strongly correlated with service delivery effectiveness and with official performance ratings, and significant differences in governance performance and in most service delivery domains were observed among municipalities. Limited financial resources, low compensation, restricted partnerships, and shortages of technical personnel emerged as key constraints. These findings informed a proposed action plan addressing permitting efficiency, investment incentives, agri-tourism promotion, partnership-building, and workforce development, offering local government units in Masbate Province an evidence-based framework for strengthening governance and public service delivery.

Keywords: Governance effectiveness; Local government officials; Masbate Province; Performance management system; Service delivery

Introduction

The Local Government Code of 1991 or R.A. 7160 mandates that service delivery is the primary responsibility of the local government unit (ADB, 2018). Hence, every local government unit like, provinces, cities and municipalities have its own set of priorities, the objective of which is for the upliftment and development of the locality and its constituents. Different LGU's in the country spent millions of pesos for the implementation of various projects and programs to accelerate countryside development (Brillantes & Fernandez, 2018; Balisacan & Hill, 2018). Balgos (2006) says that one of the features of the "reborn" local government after the passage of RA 7160 is that LGUs are now mandated to institute management systems that would translate to better and more efficient delivery of basic services. This emphasis on the corporate nature of local governance means that like the private sector, LGUs must serve their constituents as customers who have every right to demand better services (Tapales, 2015; Brillantes & Fernandez, 2018; Gonzales, 2018).

The delivery of basic services covered the areas in agriculture, health, social services, public works, tourism, school building program and environment and natural resources among LGUs as to provinces, cities and

municipalities (World Bank, 2018). The province of Masbate is classified as an agricultural province hence, it envisioned agricultural development which is a convergence of coordinated efforts among the municipal and provincial agricultural offices based on local programs and priorities as well as national institutions like the Department of Agriculture (DA), Department of Environment and Natural Resources (DENR), and Bureau of Fisheries and Aquatic Resources (BFAR) through their national banner programs and projects. Support from national institutions is significant in pursuing strategic intervention since the province has limited resources (Magno, 2012; NEDA, 2018; Llanto, 2018).

Agricultural services extended by the Provincial Agriculture Office (PAO) to the sector comprise various development programs and projects directed towards improving the livelihood and living conditions of farmers and fisher folks in particular and the inhabitants of the province in general. Taking the task of immense importance, training and extension services is carried out, promoting the use of latest appropriate and sustainable agri – fishery technology which would enable the province to propel its economy at the most efficient level of productivity. (ELA – Province of Masbate, Local Government Academy, 2016; Reyes & Tabuga, 2018)

The Executive – Legislative Agenda (ELA) serve as the operational framework and guide in implementing interventions and strategies that address the needs of the constituents within the term of office of the provincial leadership. Every year assessment forums were conducted to monitor the progress of ELA implementation and its impact in terms of addressing priority programs and projects of the province to ensure the promotion of public welfare (Brillantes & Fernandez, 2018; World Bank, 2018). After the end of its term of the elected officials the Executive – Legislative Agenda shall be updated together with various departments of the Provincial Government in consonance with the new leadership (Capuno, 2010; NEDA, 2018).

To continually improve and aspire for good governance of the province, committed leadership is a pre – requisite for initiating change. Ideally, the Local Government Officials of the local government unit must actively support transparent and accountable service delivery for the poor (Gonzales, 2018). They must be active in endorsing programs necessary for resource allocation in support with improved service delivery (Brillantes & Cuachon 2016; Llanto, 2018). According to the Regional Director of Department and Interior and Local Government (DILG) in his speech during the Bicol Regional Development Council Meeting that, it has been envisioned that the municipal/city comprehensive development plan captures/harmonizes plans, programs and projects of all stakeholders as it strengthens links of planning, budgeting, investment programs and expenditures management as being articulated by the Joint Memorandum Circular No. 1 series of 2007 among DILG, NEDA (National Economic and Development Authority), DBM (department of Budget and Management), and DOF (Department of Finance) (DILG, 2007; Manasan 2018).

Despite this substantial body of national and provincial policy guidance, comparatively few studies examine how governance performance and service delivery effectiveness are jointly experienced and assessed among elected officials within a single island province, and fewer still combine performance-management benchmarking with primary data gathered directly from local chief executives and legislators. This gap is especially pronounced in Masbate Province, where the interplay between officials' governance ratings and their service delivery outcomes and the constraints that limit both – has not been systematically documented to inform a locally grounded action plan.

To address this gap, this study determined the level of performance on local governance of local government units and the degree of effectiveness in service delivery of the local government officials of Masbate, and examined the relationship between officials' profile, governance performance, and service delivery effectiveness as basis for a proposed action plan.

Research Questions

This study determined the level of performance on local governance of local government units and degree of effectiveness in service delivery of the local government officials of Masbate. Findings served as basis for a proposed action plan.

Specifically, it sought answers to the following questions:

1. What is the profile of the local government officials of Masbate in terms of: age, gender, civil status, highest educational attainment, number of years of service in government, term of office, number of constituents; and position held?
2. What is the level of performance in local governance of the local government units of Masbate in terms of: administrative governance, social governance, economic governance, environmental governance, and valuing fundamentals of governance?
 - 2.1 What is the summary of the grand mean and over-all distribution of the level of performance of the Local Government Units?
3. What is the degree of effectiveness in service delivery of the local government officials of Masbate in terms of:
 - 3.1 Policy Formulation Implementation and Evaluation;
 - 3.2 Revenue Generation;
 - 3.3 Technology Acquisition; and
 - 3.4 Information, Education and Communication?



4. What is the performance evaluation rating of the local government units of Masbate based on the Local Government Performance Management System (LGPMS)?
5. Is there a significant relationship between:
 - 5.1 profile and level of performance on local governance;
 - 5.2 profile and degree of effectiveness in service delivery;
 - 5.3 profile and performance evaluation rating based on LGPMS;
 - 5.4 level of performance on local governance and degree of effectiveness in service delivery;
 - 5.5 level of performance on local governance and performance evaluation rating based on the LGPMS; and
 - 5.6 degree of effectiveness in service delivery and performance evaluation rating based on LGPMS?
6. Is there a significant difference between:
 - 6.1 the level of performance on local governance of Local Government Units among Municipalities; and
 - 6.2 degree of effectiveness on services delivery of the Local Government officials among Municipalities?
7. What are the other perceived factors that facilitate or restrain the level of performance of local government units and effectiveness in service delivery of the local government officials of Masbate?
8. What action plan can be proposed based on the findings of the study?

Scope and Delimitation of the Study

This study focused on the level of performance in local governance and the degree of effectiveness in service delivery among local government officials in the Province of Masbate. It covered the provincial government and its municipalities, with particular emphasis on governance practices, service delivery mechanisms, and their alignment with the mandates and principles of the Local Government Code of 1991 (Republic Act No. 7160) (ADB, 2018; Brillantes & Fernandez, 2018). The respondents comprised provincial, city, and municipal officials who occupied positions with direct governance and service delivery responsibilities. Their demographic and professional characteristics, including age, gender, civil status, educational attainment, years in service, term of office, number of constituents served, and position held, were considered as independent variables. Governance performance was assessed in terms of administrative governance, social governance, economic governance, environmental governance, and valuing the fundamentals of governance, while service delivery effectiveness was evaluated based on policy formulation, implementation and evaluation, revenue generation, technology acquisition, and information, education, and communication (IEC). The Local Government Performance Management System (LGPMS) served as the principal basis for evaluating the performance of the local government units (LGUs). The data collection and assessment were confined to the term of office of the incumbent provincial and municipal officials during the conduct of the study. Geographically, the investigation was limited to the Province of Masbate and included its provincial offices and municipalities; comparative data from other provinces were not incorporated. Based on the findings, the study also sought to formulate a feasible and adaptable action plan intended to strengthen governance performance and improve service delivery effectiveness within the province. In terms of delimitation, the study excluded barangay-level officials and governance structures and was confined to the provincial, city, and municipal levels covered by the research design. The assessment primarily reflected the perspectives and responses of local government officials; consequently, the views of constituents, civil society organizations, community groups, and other external stakeholders were not directly incorporated. The study relied principally on self-reported information obtained from the respondents and secondary performance data derived from the LGPMS, without employing other independent audit, assessment, or performance-monitoring instruments. Furthermore, the investigation was restricted to the specified dimensions of governance and service delivery operationalized in the research instrument and therefore did not attempt to encompass all possible dimensions of public administration or local government performance. Finally, the proposed action plan was developed specifically in response to the institutional, administrative, and contextual conditions of Masbate and, therefore, should be adapted with caution when considered for application in other provinces or local government settings with different political, socioeconomic, institutional, and developmental conditions.

Literature Review

Decentralization and the Evolution of Local Governance

Decentralization has become one of the most influential governance reforms implemented worldwide to improve public administration and service delivery. According to decentralization theory, transferring political, administrative, and fiscal authority from central governments to local governments shortens the distance between decision-makers and citizens, thereby improving responsiveness, accountability, and efficiency (World Bank, 2004). Martinez-Vazquez and McNab (2003) argued that successful decentralization requires adequate fiscal resources, institutional capacity, and clearly defined responsibilities to prevent fragmentation of governance functions. Likewise, Faguet (2012, 2014) emphasized that decentralization improves local responsiveness only when complemented by transparency, civic participation, and effective oversight mechanisms. The Asian Development

Bank (2018) and OECD (2017) further stressed that fiscal devolution should be accompanied by performance information systems and capacity-building initiatives to ensure measurable development outcomes. In the Philippine context, the enactment of Republic Act No. 7160 institutionalized decentralization by devolving major governmental functions to Local Government Units (LGUs). Brillantes and Fernandez (2018) emphasized that effective decentralization requires competent leadership, participatory governance, evidence-based planning, and accountability systems beyond mere legal devolution. Similarly, the Philippine Development Plan and Ambisyon Natin 2040 identify LGUs as primary drivers of inclusive growth and sustainable local development through results-based governance (NEDA, 2018). Collectively, these studies establish decentralization as the fundamental theoretical basis for understanding local governance performance and service delivery effectiveness.

Institutional Capacity and Governance Performance

Institutional capacity has consistently been identified as one of the strongest determinants of governance effectiveness. International development literature emphasizes that governance quality depends not only on devolved authority but also on organizational competence, administrative efficiency, strategic planning, leadership capability, and financial management (Asian Development Bank, 2018; OECD, 2011). Performance measurement systems enable governments to evaluate institutional outcomes and identify areas requiring intervention. Within the Philippine setting, the Department of the Interior and Local Government developed the Local Government Performance Management System (LGPMS) to standardize governance assessment across administrative, social, economic, environmental, and governance fundamentals (DILG, 2018). Brillantes and Fernandez (2018) likewise noted that effective governance depends upon capable institutions that integrate planning, budgeting, monitoring, and accountability into local development processes. Consequently, institutional capacity provides the operational foundation through which governance performance is translated into measurable public service outcomes.

Accountability, Transparency, and Citizen Participation

Good governance requires strong accountability systems that encourage transparency, citizen engagement, and institutional integrity. Ostrom (1990) proposed that sustainable governance depends on clearly defined institutional rules, participatory decision-making, monitoring systems, and conflict-resolution mechanisms. Empirical studies by Olken (2007) and Björkman and Svensson (2009) demonstrated that audits, community monitoring, and citizen scorecards reduce corruption while improving service delivery outcomes. Similarly, Faguet (2014) argued that accountability mechanisms prevent elite capture and improve local government responsiveness. Philippine case studies further revealed that open governance practices—including citizen charters, participatory budgeting, grievance mechanisms, and public disclosure—improve accountability, public trust, and service efficiency (Gonzales, 2018; Reyes & Tabuga, 2018). These findings consistently demonstrate that accountability mechanisms strengthen institutional legitimacy while enhancing governance effectiveness.

Fiscal Capacity and Economic Governance

Fiscal capacity determines the ability of local governments to finance public services and development initiatives. International literature consistently demonstrates that effective fiscal decentralization depends upon local revenue generation, efficient public expenditure, and well-designed intergovernmental transfer systems (de Mello, 2000; Martinez-Vazquez & McNab, 2003). Philippine studies reveal that many LGUs remain dependent on the Internal Revenue Allotment (IRA), resulting in uneven infrastructure development, limited service provision, and disparities in governance performance (Llanto, 2018; Manasan, 2018). Municipalities possessing stronger fiscal capacity and diversified revenue sources generally demonstrate higher governance performance and improved service delivery outcomes. Consequently, strengthening fiscal management remains essential for achieving sustainable local governance.

Technology, Innovation, and Public Service Delivery

Digital governance has emerged as an important strategy for improving efficiency, transparency, and accountability in public administration. International studies indicate that technological innovations strengthen financial management, permit processing, public communication, and citizen engagement (OECD, 2011; World Bank, 2018). Likewise, e-governance initiatives facilitate evidence-based decision-making through improved information systems and performance monitoring. Philippine studies similarly demonstrate that online budgeting systems, electronic revenue collection, digital communication platforms, and information and communication technologies improve transparency, administrative efficiency, and citizen satisfaction (Gonzales, 2018; Llanto, 2018). These findings suggest that technology acquisition and effective information, education, and communication systems are increasingly important determinants of governance performance and service delivery effectiveness.

Performance Measurement and Service Delivery Effectiveness

Performance measurement systems enable governments to evaluate governance outcomes objectively while supporting evidence-based planning and continuous improvement. The Local Government Performance Management System (LGPMS) measures governance across administrative, social, economic, environmental, and governance fundamentals while linking governance performance with service delivery outcomes (DILG, 2018).

International evidence further indicates that performance information systems, citizen feedback mechanisms, and monitoring frameworks improve organizational learning and accountability (Asian Development Bank, 2018; World Bank, 2018). Empirical studies consistently demonstrate that governance performance significantly influences policy implementation, revenue generation, technology acquisition, and information dissemination (Reyes & Tabuga, 2018). Consequently, governance performance serves as a principal determinant of service delivery effectiveness within decentralized public administration systems.

Synthesis of the State of Knowledge and Research Gap

The reviewed literature consistently demonstrates that decentralization improves governance only when supported by adequate fiscal capacity, institutional capability, accountability systems, citizen participation, and performance measurement frameworks. Governance performance and service delivery are multidimensional constructs influenced by financial resources, managerial competence, transparency, technological innovation, and evidence-based planning (Brillantes & Fernandez, 2018; DILG, 2018; Faguet, 2014; Llanto, 2018; Manasan, 2018; Martinez-Vazquez & McNab, 2003; World Bank, 2018). Nevertheless, existing studies predominantly examine governance at national or regional levels, with limited comparative analyses among municipalities within a single island province. Few investigations integrate LGPMS benchmarking with primary data obtained from elected local officials or simultaneously assess governance performance, service delivery effectiveness, and contextual institutional constraints. Moreover, evidence-based action plans tailored to provincial governance contexts remain limited. The present study addresses these gaps by integrating quantitative and qualitative evidence to examine local governance and service delivery among municipalities in Masbate Province while developing an evidence-informed action plan for strengthening local governance and public service delivery.

Methodology

Research Design

This study determined the level of performance on local governance of local government units and degree of effectiveness in service delivery of the local government officials of Masbate. This study made use of the descriptive, correlational survey employing both qualitative and quantitative techniques. Thematic content analysis was used for data gathered from the focus group discussion (FGD).

Respondents and Sampling

The target population of the study consisted of all elected local government officials, Mayors, Vice-Mayors, and Sangguniang Bayan Members, serving in the twenty (20) municipalities and one (1) component city that comprise Masbate Province. To arrive at the sampling frame, the twenty-one (21) Local Government Units (LGUs) were first arranged according to income classification, from the component city down to the twenty municipalities. Using systematic sampling, every k th LGU on the ordered list was selected until three (3) LGUs, Masbate City, and the municipalities of Dimasalang and Palanas, were drawn. Officials serving in these three LGUs who were incumbent Mayors, Vice-Mayors, or Sangguniang Bayan Members at the time of data collection were included as respondents, yielding a total sample of thirty-two (32) elected officials, three (3) Mayors, three (3) Vice-Mayors, and twenty-six (26) Sangguniang Bayan Members. Officials who had not completed at least one full year in office, and appointive (non-elected) LGU personnel, were excluded from the sample. The following presents the selected respondents and their distribution per category. The component city of Masbate province, Masbate City, the heart of the Philippines, a 4th class municipality found in the second congressional district with a total population of about 95389 and its 30 barangays belonged to the urban areas in the country. It has 30 barangay health stations with total land area of 188.00 km². The city government has 12 elected local officials. Dimasalang, Masbate, with 10 elected government officials, a 4th class municipality found in the third congressional district of the province of Masbate. It has 20 barangays with a total area of 148.07 km² and a total population of 26192. Palanas, Masbate, with 10 elected government officials, a 4th class municipality found in the third congressional district of the province of Masbate. It has 24 barangays with a total area of 171.10 and a total population of 26222.

Research Locale

The study was conducted in the municipality of Dimasalang, Palanas and Masbate City. The respondents were 32 randomly selected elected local government officials. Data collection was limited to the respective local government units of Dimasalang, Palanas, and Masbate City; officials in these three LGUs were given questionnaires to answer, and their issues and concerns informed the study's proposed action plan. The researcher likewise conducted informal interviews and a group discussion to validate the survey data (ADB, 2018; Gonzales, 2018). Data collection took place at the offices of the three participating LGUs described above. The study was conducted in the Province of Masbate. It is a 1st class island province of the Philippines located in the Bicol region. Its capital is Masbate City and consists of three major islands: Masbate, Ticao and Burias. Masbate covers a total area of 4151.78 square kilometers (1603.01 sq. mi) (Balisacan & Hill, 2018). Masbate comprises twenty (20) municipalities and one (1) component city, with 550 barangays, all encompasses by 3 congressional districts. The Philippines does not



conduct a national census in 2017. The closest official demographic counts are the 2015 Census and the 2020 Census. In the 2015 census, the province of Masbate had 834,650 residents, while Masbate City had 85,302 residents. For the 2020 census, the province had a total population of 908,920, and Masbate City had 104,522 residents with a density of 210 inhabitants per square kilometer or 540 inhabitants per square mile (NEDA, 2018).

Research Instrument

The instrument is composed of three parts. Part 1 gathered the respondent's profile in terms of age, sex, civil status, highest educational attainment, number of years in service, term of office, number of constituents served, and position held. Part 2 measured the level of performance in local governance across five dimensions, administrative, social, economic, environmental, and valuing-fundamentals governance — while Part 3 measured the degree of effectiveness in service delivery across four dimensions: policy formulation, implementation and evaluation; revenue generation; technology acquisition; and information, education, and communication. Parts 2 and 3 used a five-point rating scale (1 = Very Low/Not Effective to 5 = Excellent/Very Much Effective) adapted from the Local Government Performance Management System (LGPMS) rating scale of the Department of the Interior and Local Government, with the specific items contextualized to the governance and service-delivery functions of Masbate's LGUs. The adapted instrument was content-validated by a panel of three jurors, the dissertation adviser, a professor of the Osmeña Colleges Graduate School, and a local government official, and subjected to a reliability test, yielding a Cronbach's alpha of .89, described as highly reliable. It also employed a semi-structured interview method using a researcher made interview guide questionnaire for the focus group discussion (FGD). The interview questions were intentionally made to be open ended so that the researcher could capture the ideas and thoughts from the respondents without leading the discussion. The use of audio recording through cellular phone was also utilized to facilitate further the data gathering. The researcher prepared two letters. The first letter was addressed to the Dean of the Graduate School seeking for approval in conducting the study. The second letter was addressed to the municipal mayors of the chosen LGUs for proper information and for the researcher to obtain permission from the said office. When the letters were approved the researcher personally conducted the distribution of the research instrument to the identified respondents of the study. All the respondents were given the survey tool. The researcher himself personally requested the respondents if he could have a personal encounter with Local Government Officials in a form of a focus group discussion (FGD) to discuss issues, concerns and problems in local governance and service delivery.

Data Gathering Procedure

Data collection proceeded in the following sequence. First, the researcher secured written permission to conduct the study from the Dean of the Graduate School, the DILG Provincial Director, and the Local Chief Executives of the three participating LGUs. Second, the adapted questionnaire and rating scale, already validated by the three-member panel of jurors described above, were personally distributed by the researcher to the thirty-two (32) identified respondents in Masbate City and the municipalities of Dimasalang and Palanas, and were subsequently retrieved upon completion. Third, one week after the survey was administered, the researcher arranged a focus group discussion (FGD) with eight (8) members of the Sangguniang Bayan, conducted in December 2017 and documented through audio recording, to validate and enrich the survey findings with qualitative insight on issues, concerns, and problems in local governance and service delivery. Finally, the data gathered from both the questionnaire and the FGD were encoded, tabulated, and analyzed using the statistical treatment described below, from which the findings, conclusions, and recommendations — including the proposed action plan, were drawn.

Statistical Treatment

Frequency counts and percentage distribution were used to describe the respondents' profile. Weighted mean was used to determine the level of performance in local governance and the degree of effectiveness in service delivery per indicator and per dimension. The chi-square test of independence was used to determine the significance of the relationship between the respondents' profile and the categorical governance and service-delivery variables, while the Pearson product-moment correlation coefficient (Pearson r) was used to determine the significance of the relationship among the continuous governance performance, service delivery effectiveness, and performance evaluation rating variables. One-way analysis of variance (ANOVA) was used to test for significant differences in governance performance and service delivery effectiveness among municipalities. All hypotheses were tested at the .05 level of significance. Responses from the focus group discussion were analyzed using thematic content analysis to identify recurring factors that facilitate or restrain governance performance and service delivery effectiveness.

Results and Discussions

Research Question 1: On Profile of the Local Government Officials of Masbate?

Table 1. Frequency Distribution of the Respondents in Terms of Profile

Age	Frequency	Percent
40 below	4	12.5
41 – 50	15	46.8
51 – 60	10	31.3
61 above	3	9.4
Total	32	100
Gender		
Male	22	68.75
Female	10	31.25
Total	32	100
Civil Status		
Single	2	6.3
Married	30	93.7
Widow	0	0
Total	32	100
Highest Educational Attainment		
With Master's Degree	3	9.4
College Graduate	25	78.1
College Level	3	9.4
High School Graduate	1	3.1
Total	32	100
Number of Yrs. In Service		
1 – 2 years	15	46.9
3 – 4 years	1	3.1
5 – 6 years	8	25.0
7 – 8 years	1	3.1
9 years above	7	21.9
Total	32	100
Term of Office		
First Term	15	46.8
Second Term	11	34.4
Third Term	6	18.8
Total	32	100
Number of Constituents		
20,000 – 30, 000	20	62.5
40,000 – 50, 000	0	0
50,000 and above	12	37.5
Total	32	100
Position Held		
Mayor	3	9.4
Vice-Mayor	3	9.4
Sangguniang Bayan Members	26	81.3
Total	32	100

Table 1 revealed that 15 or 46.8% of the Local Government Officials were within the age interval of 41 to 50. There were ten (10) or 31.3% of the Local Government Officials within the age interval of 51 to 60. Meanwhile about three (3) or 9.4% of the respondents were within the age 61 years and above. Only four (4) or 12.5% of the respondents were within the age 40 and below. Hence, the study further revealed that majority of the Local Government Officials of Masbate was of the age interval 41 to 50. With respect to the respondents' sex, the table shows that 22 or 68.75% were male, while ten (10) or 31.25% were female. Hence majority of the respondents were male. As to the respondents' civil status, there were 30 or 93.7% who were married and two (2) or 6.3% were single. Hence, majority of the respondents were married and family oriented.

The respondents' highest educational attainment revealed that 25 or 78.1% were college graduate. There were three (3) or 9.4% who obtained a Master's degree, while those who obtained a college level education were also three (3) or 9.4%. Only one (1) or 3.1% of the respondents obtained a high school graduate education. Most of the Local Government Officials of the Province of Masbate graduated from college. On the other hand, the respondents' number of years of experience in government revealed that 15 or 46.9% were mostly neophytes as they were within the office for one to two years. One (1) or 3.1% of the respondents had an experience of three (3) to four (4) years in government service, and also one (1) or 3.1% of the respondents had an experience in the government service equivalent to seven (7) to eight (8) years. The highest number of years that Local Government Officials of Masbate occupying in the government service was nine (9) years and above with seven (7) or 21.9%.

As to term of office that the respondents experienced, there were 15 or 46.8% who were neophytes in their first term of office. About 11 or 34.4% of the respondents experienced the second term and only one (6) or 18.8% experienced the third term. The number of constituents being served by the respondents was accounted to 20000, 30000 and 50000 and above, respectively. Twenty (20) or 62.5% served the 20000 – 30000 range of constituents and twelve (12) or 37.5% of the respondents served a number of constituents of about 50000 and above. As to position held, three (3) or 9.4% of the respondents were mayors, and also three (3) or 9.4% were vice, mayors. Majority or 26 and about 81.3% of the respondents were members of the Sangguniang Bayan. This is because of the political structure of the Local Government where there is only one mayor, one vice mayor and eight members of the Sangguniang Bayan. Meanwhile, the city council comprises of twelve (12) elected Sangguniang Panlungsod.

The Local Government Code of 1991 otherwise known as Republic Act 7160 provides a more responsive and accountable local government structure which instituted through a system of decentralization with effective mechanisms of recall, initiative and referendum. It allocates among the local government units their powers, responsibilities and resources. It provides the qualifications, election, appointment and removal, term of office, salaries, powers and functions and duties of local officials, and all matters relating to the organization and operation of the local units.

Research Question 2: On Level of Performance in Local Governance of the Local Government Units of Masbate

Table 2. Level of Performance on Local Governance of the Local Government Units

Service Areas	Performance Index (LGPMs)	Verbal Description	Performance Index (LGU Evaluation)	Verbal Description
A. Administrative Governance				
Local Legislation	4.11	High	4.98	High
Development Planning	5.00	Excellent	4.96	High
Resource Allocation and Utilization	4.50	High	4.85	High
Human Resource Mgt. and Development	5.00	Excellent	4.77	High
Over-all Performance	4.65	High	4.89	High
B. Social Governance				
Health Services	4.83	High	4.76	High
Support to Education Services	4.45	High	4.79	High
Support to Housing Services	5.00	Excellent	4.58	High
Peace, Security and Disaster Risk Management	4.50	High	4.86	High
Over-all Performance	4.70	High	4.74	High

C. Economic Governance				
Support to Agricultural Sector	5.00	Excellent	4.66	High
Entrepreneurship, Business and Industry Promotion	5.00	Excellent	4.60	High
Over-all Performance	5.00	Excellent	4.63	High
D. Environmental Governance				
Forest Ecosystem Management	5.00	Excellent	4.67	High
Fresh Water Management	5.00	Excellent	4.69	High
Urban Ecosystem Management	5.00	Excellent	4.69	High
Over-all Performance	5.00	Excellent	4.68	High
E. Valuing Fundamentals of Governance				
Participation	4.33	High	4.69	High
Transparency	5.00	Excellent	4.79	High
Financial Accountability	4.48	High	4.76	High
Over-all Performance	4.60	High	4.75	High
Over-all Performance Index	4.79	High	4.74	High

The overall performance index (OPI) rating of the Province of Masbate was 4.79 or high based on the LGPMS assessment while it obtained an overall performance index rating of 4.74 or high based on the assessment of the local government officials. Both have the same rating considering that the local government officials were satisfied of the services afforded by the province to its local government units. On LGPMS OPI rating, the Province of Masbate obtained the following OPI ratings from the five facets of governance. The Administrative governance has an OPI rating of 4.65 or High, Social Governance obtained an OPI rating of 4.70 or High, Economic Governance obtained an OPI rating of 5.00 or Excellent, Environmental Governance obtained an OPI rating of 5.00 or Excellent and the Valuing Fundamentals of Governance obtained an OPI rating of 4.60 or High. It was seen that the OPI rating of the province was high, however these areas further need enhancement for more improvements and better opportunities it can offer to its constituents. On the OPI rating of the Local Government Officials of the province, it got the following ratings on the five facets of governance, Administrative Governance was rated 4.89 or High, Social Governance got a rating of 4.74 or High, Economic Governance obtained a rating of 4.63 or High, Environmental Governance got a rating of 4.68 or High and the Valuing Fundamentals of Governance got a rating of 4.75 or High. The ratings on the two areas; Economic Governance and Environmental Governance vary; the LGPMS OPI rating rated the two areas as Excellent while the Local Government Officials rated the two areas as High. The assessment of the Local Government Officials was only high considering the economic activities of their respective LGUs which were not at par with those considered as first class city/municipality.

Table 3. Summary Table of the Grand Mean and Over-All Mean Distribution of the Level of Performance of the Local Government Units

Service Areas	Performance Index (LGPMS)	Verbal Description	Performance Index (LGU Evaluation)	Verbal Description
Administrative Governance	4.65	High	4.89	High
Social Governance	4.70	High	4.74	High
Economic Governance	5.00	Excellent	4.63	High
Environmental Governance	5.00	Excellent	4.68	High
Valuing fundamentals of Governance	4.60	High	4.75	High
Grand Mean	4.79	High	4.74	High

Table 3 shows the summary of the grand mean and the overall mean distribution of the Level of Performance of the LGUs considering the two (2) overall performance index (OPI), LGPMS and Local Government Officials evaluation. The table further revealed that the five facets of governance were rated high from both groups (LGPMS

and Local Government Officials). The grand mean rating from LGPMS was 4.79, verbally described as high. While the rating from the local government officials obtained a 4.74, verbally described as high. This means that the performance of the LGU is within the level of expectations from its constituents. Meanwhile, the two areas; Economic Governance and Environmental Governance need interventions among those LGUs who rated and evaluated the performance of their LGUs included in this survey. The area that has the lowest rating under economic governance is entrepreneurship, business and industry promotion in which other LGU in the province consider as the weak point and therefore need intervention and support. Under environmental governance, the area that has the lowest rating was the forest ecosystem management. The overall rating of the province in this area is high under the LGPMS rating, however there are other municipalities that have a weak forest ecosystem management; hence they need to consider an intervention program for such.

Research Question 3: On Degree of Effectiveness in Service Delivery of the Local Government Officials of Masbate

Table 4. Mean Distribution of the Degree of Effectiveness of Service Delivery in Terms of Policy Formulation Implementation and Evaluation

Areas of Policy Formulation		Mean	Verbal Description
1.	Eradication of Extreme Poverty and Hunger	4.97	Much Effective
2.	Achieving Universal Primary Education	4.97	Much Effective
3.	Promoting Gender Equality	5.00	Very Much Effective
4.	Reducing Child Mortality	4.97	Much Effective
5.	Improvement of Maternal Health	4.97	Much Effective
6.	Combat HIV/AIDS, Malaria and other Diseases	4.97	Much Effective
7.	Ensuring Environmental Sustainability	4.97	Much Effective
8.	Developing Global Partnership for Development	4.97	Much Effective
Over – All Mean		4.97	Much Effective

The preceding table 4 contains the mean distribution of the degree of effectiveness of service delivery in terms of policy formulation implementation and evaluation. This area was rated 4.97 or Much Effective as shown in its overall mean. On its promotion to gender equality, the rating was 5.00 or very much effective. This means that the province was in better position crafting policies on its gender sensitivity issues. Gender sensitivity in governance is intended to increase women's participation in politics – not only in formal political structures but also in civic engagement. It also meant to strengthen gender awareness and capacities among both male and female politicians and civil servants; deliver services addressing the specific needs and interests of women's rights. Other areas like eradication of extreme poverty and hunger, achieving universal primary education, reducing child mortality, improvement of maternal health, combatting HIV/AIDS, malaria and other diseases, ensuring environmental sustainability, developing global partnership for development got a mean rating of 4.97 or Much Effective. OECD (2011), Performance Management in the government sector consists of four parts: planning, implementation and inspection, evaluation and feedback. Under implementation and inspection, central administrative agencies push for the policies through an efficient distribution of resources and examine the implementation of the policies to achieve the goals. Major policies that have significant impact to society were identified and managed in which the inspection list of the policy quality management manual for each policy phase were provided to prevent policy failure. Moreover, the policies crafted on the areas mentioned were successful considering its rating which was much effective.

Table 5. Mean Distribution of the Degree of Effectiveness of Service Delivery in Terms of Revenue Generation

Revenue Generation		Mean	Verbal Description
1.	Policies and procedures for collection are in place systematically and communicated for revenue generation.	4.69	Much Effective
2.	Responsibilities for collections segregated from accounting functions.	4.69	Much Effective
3.	Billings are reviewed and approved prior to billing and recording.	4.69	Much Effective
4.	Record billing are prepared for individual client	4.66	Much Effective
5.	Penalties and other fees are periodically reviewed and approved by the legislative	4.72	Much Effective
6.	Receivables are collected within the calendar year	4.63	Much Effective
Over – All Mean		4.68	Much Effective

Table 5 presents the mean distribution of the degree of effectiveness of Service Delivery in terms of revenue generation. The overall mean rating is 4.68 or Much Effective. Further, the province is competitive in generating revenues. However, on penalties and other fees periodically reviewed and approved by the legislative got a mean rating of 4.72 or much effective. This means that the province – initiated effort to collect penalties and other fees as it was reviewed periodically by its legislators. On the other hand, on the receivables collected within the calendar year, got a mean rating of 4.63 or much effective. This means that receivables are manageable in the province as it can be collected within the given year. The local revenue code of the province serves as the guide in the collection of its local taxes, fees and other charges. It also provides an incentive scheme that promotes efficiency in real property assessment and real property tax collection. The information on any proposed imposition and on the schedule of market values used for assessment was well disseminated. The province is guided by an updated real property tax maps for property identification. Its real property records and information are indexed in order to facilitate easy access by real property owners. It also has the tax records management for its business tax like the regular updating of the list of taxpayers. The revenue enhancement measures were implemented.

Table 6. Mean Distribution of the Degree of Effectiveness of Service Delivery in Terms of Technology Acquisition

Technology Acquisition	Mean	Verbal Description
1. Identifying, planning and properly justifying the information and system requirements	4.75	Much Effective
2. IT experts are hired for re-structuring the information system	4.59	Much Effective
3. Identifying development alternatives for better service delivery	4.56	Much Effective
4. Use of proven technology	4.53	Much Effective
5. Availability of outside technical expertise	4.53	Much Effective
6. Long term reliance on vendor/supplier support	4.59	Much Effective
Over – All Mean	4.59	Much Effective

Table 6 shows the mean distribution of the degree of effectiveness of Service Delivery in terms of technology acquisition. The overall mean rating was 4.59 or much effective. The province adopted the use of technology in realizing its programs and activities particularly in its delivery of basic services. Its effort in identifying, planning and properly justifying the information and system requirements was rated 4.75 or much effective. The province however properly identified, planned carefully on its information and system requirements as basis for decision making and making priorities on programs and projects. The use of proven technology and availability of outside technical expertise were rated 4.53 or much effective. The province adopted the modern technology in its service delivery and sought the help of experts from outside sources for this purpose.

Table 7. Mean Distribution of the Degree of Effectiveness of Service Delivery in Terms of Information, Education, and Communication

Information, Education and Communication	Mean	Verbal Description
1. Mobilization of all sectors in town to participate in the development plans and programs	4.72	Much Effective
2. Conferences, seminars and trainings are held regularly	4.78	Much Effective
3. Mentoring and peer coaching is practiced	4.63	Much Effective
4. Conduct research for improvement and enhancement of service delivery	4.59	Much Effective
5. Benchmarking with other LGUs	4.59	Much Effective
6. Feed-backing and monitoring of individual performance	4.66	Much Effective
Over all Mean	4.66	Much Effective

Table 7 presents the mean distribution of the degree of effectiveness of the LGU in terms of Information, Education and Communication. The overall mean rating of 4.66 or much effective revealed that the province of Masbate has been doing their efforts in strengthening the capacity of local governments and improving the service classification system. The indicator on conferences, seminars and training held regularly was rated 4.78 or much effective. While indicators like, conduct research for improvement and enhancement of service delivery and benchmarking with other LGUs were rated 4.59 or much effective.

Research Question 4: On Performance Evaluation Rating of the Local Government Units of Masbate Based on the Local Government Performance Management System (LGPMS)

Table 8. Performance Evaluation Rating of the Local Government Units of Masbate Based on the Local Government Performance System (LGPMS)

LGU Performance	Mean	Verbal Description
Administrative Governance	4.65	High
Social Governance	4.70	High
Economic Governance	5.00	Excellent
Environmental Governance	5.00	Excellent
Valuing Fundamentals of Governance	4.60	High
Overall Performance Index	4.79	High

The overall performance rating of the province of Masbate per LGPMS record was 4.79 or high as seen in Table 8. There are two areas of LGU performance rated 5.00 or Excellent. These are the Economic Governance and Environmental Governance respectively. Per report of the LGPMS of the province, areas with excellent performance under economic governance were the following: a) Entrepreneurship and Industry Promotion – very capable of promoting a business – friendly environment. Customer – oriented civil application system is in place. Speedy processing and release of building, occupancy and business permits characterize the system (for municipalities and cities). A management authority was created to take the lead in promoting the investment potentials of the LGU. Initiatives such as provision of tax incentives, assistance in product labeling especially for SMEs and support to job fairs are in place. b) Support to Fishery Services – funding for the fishery sector was fully provided such as the rehabilitation or construction of fishery-related infrastructure, e.g., marine culture park, fish port, sea cages. Credit, production support, research and development, and market development services are available. Most if not all the fisher folks benefited from fishery extension and on – site research services or facilities. c) Support to agriculture sector – financial support is adequate for a) communal irrigation system, farm – to – market road, and post – harvest facilities, either in the aspect of maintenance or rehabilitation; and b) agricultural extension and on – site research services or facilities, i.e., credit facilitation services, production support services, research and development, and market development services, benefiting most if not all farmer – beneficiaries. Areas with excellent performance under Environmental Governance were the following: a) Freshwater Ecosystems Management – was of importance to LGU. Long-term planning is valued. Civil Society Organization (CSO) and citizen participation are recognized and are mobilized in fresh water protection and rehabilitation. Areas for rehabilitation and protection are set, and that target areas for rehabilitation and protection were met. b) Forest Ecosystems Management – is central to the concerns of LGU. Long term planning is paramount. CSOs and citizens are mobilized in forest protection. Areas for reforestation and protection are set, and that target areas for reforestation and protection were met. c) Coastal Marine Ecosystems Management – is a core concern of the LGU. Long term planning was practiced. CSOs and citizens are engaged in coastal marine protection and rehabilitation. Areas for rehabilitation and protection were set, and that target areas for rehabilitation and protection were met. The performance on Valuing Fundamentals of Governance was rated 4.60 or High. Per LGPMS report of the Province there were two areas considered priority for improvement; a) Participation – Strengthening CSO participation in Local Special Bodies and the Citizen Feedback System, including the maximization of CSO engagement in development projects was a must action. There were merits to it. In addition to the principal of participation, other desirable governance values like transparency, accountability and consensus- influenced decisions are reinforced. b) Financial Accountability – efforts to improve financial accountability were acknowledged. However, administrative capacity to ensure observance of guidelines relative to accounting, internal control, procurement and financial transactions need to be strengthened.

Research Question 5: On Profile and Level of Performance on Local Governance

Table 9. Relationship Between the Profile and the Level of Performance on Local Governance

Profile Variables	Level Of Performance		Decision on Ho	Conclusion
	Chi – square Value	P – value		
Age	64.00	0.026	Reject	Significant
Sex	38.36	0.003	Reject	Highly Significant
Civil Status	32.00	0.077	Failed to Reject	Not Significant
Highest Educational Attainment	64.00	0.000	Reject	Highly Significant
Number of Years of Service in Government	74.11	0.231	Failed to Reject	Not Significant
Term of Office	34.37	0.156	Failed to Reject	Not Significant
Number of Constituents	10.39	0.109	Failed to Reject	Not Significant
Position Held	12.93	0.166	Failed to Reject	Not Significant

The findings in this table ventured on determining whether or not there is a significant relationship between the profile and the level of performance on local governance. This query is coupled with testing a hypothesis that there is no significant relationship between the profile and the level of performance on local governance. On the basis of the findings of the study, the variables of age, sex and highest educational attainment are both significant in the performance on local governance, considering its P – values of 0.026 for age, 0.003 for gender and 0.00 for highest educational attainment hence; the null hypothesis is rejected. This indicates that age is significantly associated with governance performance, which may reflect the accumulated experience typically associated with older officials, although the cross-sectional design of this study does not establish a causal, age-driven improvement in performance. Sex was likewise found to be significantly associated with local governance performance; as the sample was predominantly male, this association should be interpreted with caution given the uneven distribution between male and female respondents, and does not by itself indicate that either sex performs better than the other. Highest educational attainment also showed a significant association with performance on local governance, suggesting that officials with higher educational attainment may be better positioned to apply theoretical and analytical perspectives to their duties and responsibilities as a public servant. On the other hand, the variables: civil status, number of years in service, term of office, number of constituents and position held are not significantly related on the performance on local governance, this warrants not to reject the null hypothesis.

Table 10. Relationship Between the Profile and the Degree of Effectiveness of Service Delivery

Profile Variables	Degree of Effectiveness		Decision on Ho	Conclusion
	Chi – square Value	P – value		
Age	38.357	0.003	Reject	Highly Significant
Sex	64.00	0.000	Reject	Highly Significant
Civil Status	64.00	0.000	Reject	Highly Significant
Highest Educational Attainment	42.831	0.522	Failed to Reject	Not Significant
Number of Years of Service in Government	7.060	0.133	Failed to Reject	Not Significant
Term of Office	64.320	0.536	Failed to Reject	Not Significant
Number of Constituents	38.357	0.072	Failed to Reject	Not Significant
Position Held	64.000	0.026	Reject	Significant

Table 10 shows the test of significant relationship between the profile and the degree of effectiveness of service delivery of the Local Government Officials. It reveals that the variables of age, sex, civil status and position held have a significant bearing on the effectiveness of the service delivery among the Local Government Officials considering the P – values of 0.003 for age, 0.000 for sex, 0.000 for civil status and 0.026 for position held, thus the null hypothesis is rejected. As regards to age, when the Local Government Official is getting older the more one can be effective in the service delivery. Sex is significantly related to the service delivery among the Local Government Officials as evident in the study, where male Local Government Officials dominate the female. On the other hand, civil status is significantly related to the service delivery among the Local Government Officials, where all of the respondents were already married. This means that all married Local Government Officials are responsible leaders considering their experiences in their respective families; hence they are effective in the performance of service delivery. Meanwhile the position held is significantly related to the effectiveness of service delivery among the Local Government Officials. There were three positions included in the study, namely; the Mayor, Vice mayor and Sangguniang Bayan Members, each of these positions were considered, considering the effectiveness of service delivery. Moreover, the variables highest educational attainment, number of years in service, term of office and number of constituents do not have any bearing in the effectiveness of service delivery among the Local Government Officials, hence it fails to reject the null hypothesis. Local government performance usually refers to outputs or results achieved in local governments in service delivery, income and expenditure. Along these lines, measuring municipal performance means assessing how well a municipality performs when delivering goods and services to the public. The performance measures often include the volume, quality, efficiency and outcomes and providing these goods and services. They might also include measures focus on the institutional, financial and human resource capacities to develop, implement and monitor/evaluate its policies and programs.

Table 11. Relationship Between the Profile and the Level of Performance of the Local Government Unit Based on Local Government Performance Management System (LGPMS)

Profile Variables	LGPMS Rating		Decision on Ho	Conclusion
	Chi – square Value	P – value		
Age	10.393	0.109	Failed to Reject	Not Significant
Sex	0.556	0.757	Failed to Reject	Not Significant
Civil Status	64.000	0.000	Reject	Highly Significant
Highest Educational Attainment	6.408	0.379	Failed to Reject	Not Significant



Number of Years of Service in Government	20.148	0.028	Reject	Significant
Term of Office	7.060	0.133	Failed to Reject	Not Significant
Number of Constituents	64.00	0.000	Reject	Highly Significant
Position Held	0.015	0.989	Failed to Reject	Not Significant

Table 11 presents the test of significant relationship between the profile and the level of performance of the LGU based on LGPMS rating. It further revealed that the variables civil status, number of years of service in government and number of constituents are significantly related with performance of LGU based on LGPMS rating with a P – values of 0.000 for civil status, 0.028 for number of years of service in government and 0.000 for number of constituents and that the null hypothesis is rejected. On the other hand, the variables; age, sex, highest educational attainment, number of years in service, term of office and position held do not have bearing on the performance of LGU based on LGPMS rating, thus null hypothesis is not rejected. The LGPMS is considered as a self – assessment and web – paged development management tool for provinces, cities and municipalities capable of providing information on the capacities and limitations of LGUs in the delivery of essential public services. It measures the five key performance areas of governance in which case, this governance is influenced by the local government officials' civil status, number of years of service in government and number of constituents whom they serve.

Table 12. Relationship Between the Local Governance and the Degree of Effectiveness in Service Delivery

Local Governance	Degree of Effectiveness		Decision on H_0	Conclusion
	r – Value	P – Value		
Administrative Governance	0.890	0.000	Reject	Highly Significant
Social Governance	0.836	0.000	Reject	Highly Significant
Economic Governance	0.842	0.000	Reject	Highly Significant
Environmental Governance	0.841	0.000	Reject	Highly Significant
Valuing Fundamentals of Governance	0.867	0.000	Reject	Highly Significant

Table 12 shows the test of significant relationship between the local governance and degree of effectiveness in service delivery. The findings of the study further revealed that administrative governance, social governance, economic governance, environmental governance and valuing fundamentals of governance are highly significant in the effectiveness of the service delivery among the Local Government Officials considering the P – values of 0.000 in all areas, and that the null hypothesis is rejected. This means that the five areas in local governance were significantly influencing the effectiveness of the service delivery among the Local Government Officials. The LGPMS is considered as a self – assessment and web – paged development management tool for provinces, cities and municipalities capable of providing information on the capacities and limitations of LGUs in the delivery of essential public services, hence the degree of effectiveness in the service delivery is influenced by the five areas of governance.

Table 13. Relationship Between the Levels of Performance on Local Governance and Performance Evaluation Rating Based on the Local Government Performance Management System (LGPMS)

Local Governance	LGPMS Rating		Decision on H_0	Conclusion
	r – Value	P – Value		
Administrative Governance	0.919	0.000	Reject	Highly Significant
Social Governance	0.772	0.000	Reject	Highly Significant
Economic Governance	0.803	0.000	Reject	Highly Significant
Environmental Governance	0.759	0.000	Reject	Highly Significant
Valuing Fundamentals of Governance	0.905	0.000	Reject	Highly Significant

Table 13 shows the significant relationship between the level of performance on local governance and performance evaluation rating based on the LGPMS. The findings revealed that the five areas in governance namely: administrative governance, social governance, economic governance, environmental governance, and valuing fundamentals of governance have high significant relationship in the performance evaluation rating based on the LGPMS considering all their P – values of 0.000. This means that the rating of LGPMS on the level of performance is highly influenced by the five areas of local governance.

Table 14. Relationship Between the Degree of Effectiveness in Service Delivery and Performance Evaluation Rating Based on Local Government Performance Management System (LGPMS)

Service Delivery	LGPMS Rating		Decision on H_0	Conclusion
	r – value	P – value		
Policy Formulation, Implementation and Evaluation	0.999	0.000	Reject	Highly Significant
Revenue Generation	0.889	0.000	Reject	Highly Significant
Technology Acquisition	0.776	0.000	Reject	Highly Significant
Information, Education and Communication	0.825	0.000	Reject	Highly Significant

Table 14 presents the test of significant relationship between the degree of effectiveness in service delivery and performance evaluation rating based on LGPMS. The table revealed further that the service delivery areas on the following; policy formulation, implementation and evaluation, revenue generation, technology acquisition and information, education and communication have a high significant relationship on the performance evaluation rating based on the LGPMS considering all their P – values of 0.000, which warrant the rejection of the null hypothesis. This means that the four areas in service delivery significantly influence on the performance evaluation rating based on the LGPMS.

Research Question 6: On Level of Performance on Local Governance of Local Government Units and Degree of Effectiveness in Service Delivery of the Local Government Officials of Masbate

Table 15. Differences on the Level of Performance on Local Governance of Local Government Units Among Municipalities

Local Governance	Performance Rating		Decision on H_0	Conclusion
	F – Value	P – Value		
Administrative Governance	87.930	0.000	Reject	Highly Significant
Social Governance	28.975	0.000	Reject	Highly Significant
Economic Governance	47.628	0.000	Reject	Highly Significant
Environmental Governance	56.171	0.000	Reject	Highly Significant
Valuing Fundamentals of Governance	68.149	0.000	Reject	Highly Significant

On the basis of the findings of the study, there is evidence to reject the null hypothesis presented in Table 15 considering the P – values of 0.000 of all the areas in local governance. This means that the five facets of governance are having significant differences among municipalities as rated by Mayors, Vice mayors and Sangguniang Bayan Members. Furthermore, the rating showed that different LGUs in the province have a common perception on the performance of local governance in the service delivery. Local autonomy enables the LGUs to charter their own destiny and to strategize development programs, project and activities to achieve their desired vision and goals. Local autonomy under the 1987 Philippine constitution is not absolute sovereignty of power by the LGU but it simply means the decentralization (Mosquito, 2011).

Table 16. Differences on the Degree of Effectiveness on Service Delivery of the Local Government Officials Among Municipalities

Service Delivery	Degree of Effectiveness		Decision on H_0	Conclusion
	F – value	P – value		
Policy Formulation, Implementation and Evaluation	0.629	0.540	Failed to Reject	Not Significant
Revenue Generation	55.235	0.000	Reject	Highly Significant
Technology Acquisition	26.710	0.000	Reject	Highly Significant
Information, Education and Communication	35.496	0.000	Reject	Highly Significant

Table 16 shows the test of significant differences on the degree of effectiveness of service delivery among municipalities. There is evidence not to reject the null hypothesis that there is no significant difference between the degree of effectiveness of service delivery of the Local Government Officials on policy formulation, implementation and evaluation among municipalities considering the P – value of 0.540. It further revealed from the findings of this study that revenue generation, technology acquisition and information, education and communication have significant differences among municipalities considering their P – values of 0.000, in which the rejection of null



hypothesis is considered. It is generally accepted that the areas having significant differences among municipalities were those that greatly influenced the service delivery.

Research Question 7. Perceived Factors that Facilitate or Restrain the Performance on Local Governance of Local Government Units and Effectiveness in Service Delivery of the Local Chief Executive Officers of Masbate.

Among the common prevalent problems the LGU's were facing is on the *limited financial* resources to fund for their priority programs and projects. They could not push through on the implementation of all their identified priorities due to budgetary constraints. Other LGUs considered *low compensation* in local government that demotivates employees to show off their best abilities. They also considered the *limited tie up and partnerships*, *lack of manpower and technical resources*.

Limited Financial Resources

The main source of income of every municipality is the Internal Revenue Allotment (IRA) allocated from the national government. It is released per quarter in a given year. Once it is released then the LGU would start mobilizing their identified programs and projects. Considering the LGU as fourth class municipality it has limited financial resources and that they could not push through on the implementation of all their identified priorities. The *Principles of Theories of Local Government of Peter Watt* says that "The role of local government is viewed in the context of the overall role of government per se. A particular advantage of local government lies in its ability to arrange for the provision of local public goods in line with local tastes and preferences." A number of arguments suggest that local governments should be assigned adequate powers of local taxation to finance their expenditure responsibilities rather than having to rely on central government grant.

Low Compensation

This is the common battle cry of the leaders in a fourth class municipality the fact that their income is solely dependent of IRA. They cannot raise their compensation as high as the national government employees because of budgetary constraints.

Limited Tie Up and Partnerships

The LGU considered tie up and partnerships a strong mechanism in local governance. They ventured into partnerships with People's Organization, Civic and Religious Organizations as well as Local entrepreneurs however the number of the mentioned parties was very limited in the area. They however exerted effort to the constituents to venture into cooperative with the support coming from the local chief executive.

Lack of Manpower and Technical Resources

This was a common concern of the fourth class municipality considering a problem of limited financial resources and low compensation. Manpower and technical resources can be more attractive if the LGU can offer the best package to the aspiring applicants. The common practice is to train someone who is in the current position, other than hiring experts from the outside which is very expensive.

The succeeding pages present the Proposed Action Plan which is the output of this study.

Ethical Considerations

This study adhered to the ethical principles of respect for persons, beneficence, and justice, consistent with the Belmont Report, the Declaration of Helsinki, the Philippine Data Privacy Act of 2012 (Republic Act No. 10173), and institutional research ethics guidelines. Prior to data collection, ethical clearance and the necessary permissions were obtained from the Research Ethics Committee (REC) of Osmeña Colleges – Graduate School, approved on November 15, 2017, as well as from the participating Local Government Units (LGUs). Participation was voluntary, and informed consent was documented through signed written consent forms obtained from all respondents after explaining the study's objectives, procedures, potential risks and benefits, confidentiality measures, and their right to withdraw at any time without penalty. Participants' identities and responses were kept strictly confidential through the use of identification codes, and all data were securely stored in password-protected electronic files and locked physical storage accessible only to the researcher for a period of five years from the completion of the study, after which the data will be securely disposed of through permanent deletion of electronic files and shredding of physical documents. The study posed minimal risk to participants and was conducted in a manner that respected their privacy, dignity, and professional responsibilities. Data were collected solely for academic purposes and were analyzed and reported honestly without fabrication, falsification, or selective reporting. All sources were properly acknowledged following APA 7th edition to uphold academic integrity and avoid plagiarism. The findings and proposed action plan are intended to support evidence-based policymaking, strengthen local governance, and improve public service delivery in Masbate Province while safeguarding the rights, welfare, and confidentiality of all research participants.



Conclusion

Taken together, these findings indicate that local governance in Masbate Province is being carried out by a predominantly experienced, college-educated corps of officials, and that both governance performance and service delivery effectiveness are consistently rated high to much effective across all measured domains — whether assessed through the Local Government Performance Management System or through the officials' own evaluation. This convergence between the two assessment sources strengthens confidence in the overall finding that the province's LGUs are performing above the midpoint of the rating scale, while also showing that economic governance, environmental governance, and valuing the fundamentals of governance are the areas with the most room for improvement. The study further demonstrates that governance performance does not occur in isolation: it is significantly and strongly associated with service delivery effectiveness and with officials' performance evaluation ratings, confirming that improvements in governance capacity are likely to translate into more effective public service outcomes. Age, sex, and educational attainment were significantly associated with governance performance, while civil status, length of service, and number of constituents served were significantly associated with performance evaluation ratings — associations that should be read as descriptive patterns within this sample rather than as evidence that any demographic characteristic causes better or worse governance. Significant differences in governance performance, and in service delivery effectiveness for revenue generation, technology acquisition, and information, education, and communication, were likewise observed among municipalities, pointing to uneven local capacity that the proposed action plan seeks to address; effectiveness in policy formulation, implementation, and evaluation, by contrast, did not differ significantly among municipalities, suggesting more uniform practice in that domain. Despite these generally favorable ratings, local government officials identified limited financial resources, low compensation, restricted partnerships, and shortages of manpower and technical expertise as persistent constraints on governance and service delivery, particularly for fourth-class municipalities reliant on the Internal Revenue Allotment. These constraints, rather than the officials' demographic profile, appear to be the more actionable levers for improvement. The study contributes to the local governance literature by jointly examining governance performance, service delivery effectiveness, and official performance ratings among municipalities within a single island province, and by translating these findings into a context-specific action plan. Future research may extend this work by replicating the design in other provinces, incorporating the perspectives of constituents and civil society organizations, and employing longitudinal or mixed-method approaches to track how governance performance and service delivery evolve over successive terms of office.

Recommendations

To address the areas of concern identified in this study, the recommendations below are presented as specific, actionable, and evidence-based strategies directly linked to the study's findings, together with the responsible stakeholders and suggested monitoring indicators for each. Primary implementation responsibility rests with the respective Local Government Units (LGUs) of Masbate City, Dimasalang, and Palanas, in coordination with the Provincial Government of Masbate, the Department of the Interior and Local Government (DILG) Provincial Office, and relevant national agencies (e.g., the Department of Trade and Industry, Department of Tourism, and Department of Agriculture) where partnerships or funding support are needed. First, to address the limited financial resources constraining program implementation, LGUs are encouraged to diversify local revenue sources and pursue national agency co-funding for priority projects, with the number of new revenue-generating measures adopted and the percentage growth in locally sourced revenue serving as monitoring indicators over a two-to-three-year implementation period. Second, to address low compensation that limits workforce retention, LGUs are encouraged to review compensation and incentive structures for technical and administrative personnel within the bounds of the Salary Standardization Law, tracked through staff retention rates. Third, to address limited partnerships, LGUs are encouraged to formalize memoranda of agreement with People's Organizations, civic and religious groups, and local entrepreneurs, monitored through the number of active partnership agreements per year. Fourth, to address shortages of manpower and technical expertise, LGUs are encouraged to invest in structured training and capacity-building programs, in coordination with DILG and the Civil Service Commission, monitored through the number of personnel completing relevant training annually. The proposed Action Plan below operationalizes these recommendations and is likewise recommended for implementation by the local government units.

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