

Seal of Good Local Governance and Stakeholders' Satisfaction: A Sequential Explanatory Approach

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ABSTRACT

This study investigates the correlation between the conferment of the Seal of Good Local Governance (SGLG) and stakeholders' satisfaction with public service delivery in selected cities and municipalities of the First Congressional District of Negros Occidental, Philippines. Anchored in the theories of New Public Management, Public Value Management, and Good Governance, the research evaluates the extent to which Local Government Units (LGUs) fulfill performance standards across ten core governance areas, including financial administration, disaster preparedness, social protection, and environmental management, among others. Employing an explanatory sequential mixed-methods design, the study integrates quantitative data from 750 respondents, comprising stakeholders and program implementers, with qualitative insights from in-depth interviews. The research instruments demonstrated strong validity and reliability, with a Content Validity Index (CVI) of 0.94, a Cronbach's alpha of 0.871 for the stakeholders' instrument, and 0.878 for the implementers' instrument. Results reveal a generally high level of satisfaction among stakeholders, indicating that effective implementation of SGLG indicators positively influences public perception and trust. Nonetheless, findings highlight specific areas requiring attention, particularly participatory governance and the sustainability of local programs. These results suggest that while SGLG recognition reflects commendable governance practices, it must be coupled with consistent stakeholder engagement and adaptive strategies to address evolving community needs. The study underscores the importance of transparent, accountable, and community-centered governance. The findings imply that institutionalizing performance-based frameworks like the SGLG can strengthen public administration by aligning service delivery with citizen expectations and governance standards.

Keywords: Business, Friendliness, Competitiveness, Disaster Preparedness, Environmental Management, Satisfaction, Stakeholders, Seal of Good Governance

INTRODUCTION

This study focuses on the impact of the Seal of Good Local Governance (SGLG) in the Philippines, a program designed to recognize local government units (LGUs) for strong governance performance. While the SGLG sets criteria for excellence in areas like transparency, accountability, and service delivery, there is limited research on whether receiving this award actually leads to improved community satisfaction or sustainable governance. Many LGUs, especially in lower-income areas, struggle to meet SGLG requirements, often due to stakeholder expectations for more transparency and better services. The recent expansion of SGLG criteria to ten indicators in 2022 further emphasizes the need to understand whether these standards align with the lived experiences of residents.

This research aims to explore the relationship between a city's receipt of the SGLG and its achievement of key performance indicators, as well as how stakeholder satisfaction reflects or influences governance success. By examining this, the study fills a gap between formal governance recognition and the actual impact on the community, offering valuable insights for improving local governance and ensuring that public administration goes beyond compliance to deliver tangible benefits to citizens.

Objectives of the Study

This study evaluates stakeholder satisfaction with Local Government Units (LGUs) and assesses how effectively LGU employees implement programs aligned with the Seal of Good Local Governance (SGLG) Key Performance Indicators. It focuses on financial management, disaster preparedness, health, education, peace and order, and environmental protection. The research also explores the link between satisfaction and program implementation, identifies challenges and opportunities in meeting SGLG standards, and proposes strategies for sustaining good governance. Ultimately, it aims to provide actionable recommendations to enhance LGU performance and community service delivery.

Theoretical Framework

This study is grounded in three key theories, New Public Management (NPM), Public Value Management (PVM), and Good Governance Theory, to assess how the implementation of the Seal of Good Local Governance (SGLG) influences stakeholder satisfaction. NPM focuses on efficiency and measurable outcomes, aligning with SGLG's performance-based approach. PVM emphasizes stakeholder engagement and value creation, highlighting the importance of responsive and inclusive services. Good Governance Theory provides the ethical and normative foundation, stressing transparency, accountability, and participation. Together, these frameworks offer a comprehensive lens for analysing how SGLG implementation in the First Congressional District of Negros Occidental reflects broader governance reforms and impacts public satisfaction.

Conceptual Framework

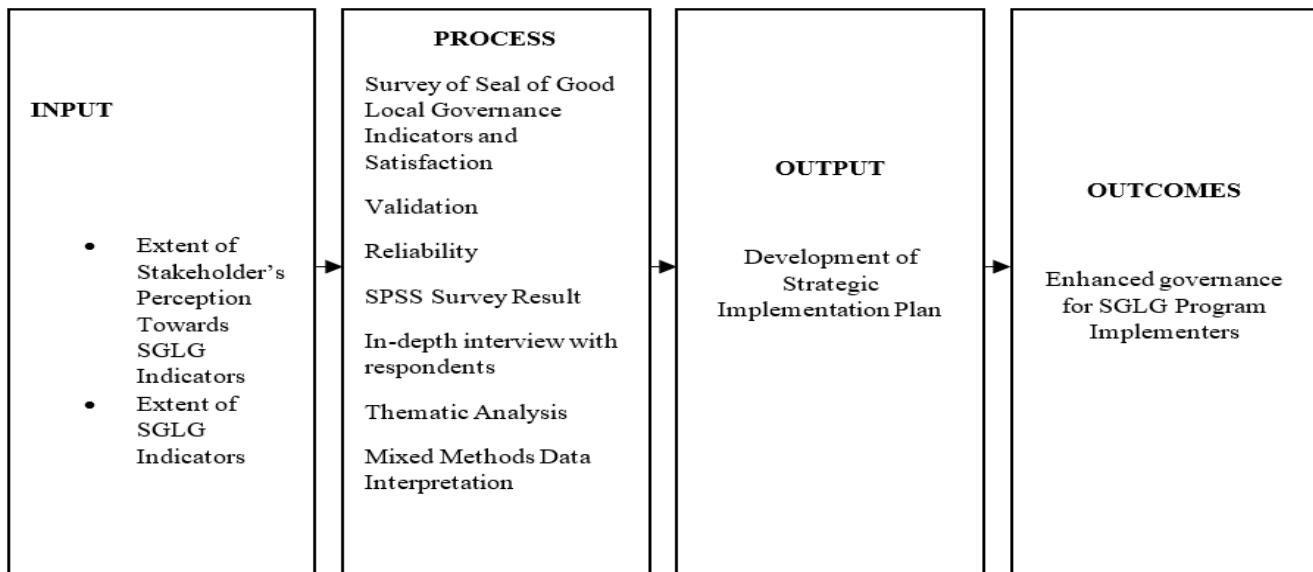


Figure 1: A Schematic Diagram Illustrating the Conceptual Framework of the Study

This study uses the IPOO (Input-Process-Output-Outcome) framework to explore the relationship between the Seal of Good Local Governance (SGLG) and stakeholder satisfaction. Grounded in New Public Management, Public Value Management, and sound governance principles, the framework begins with inputs like SGLG indicators and stakeholder profiles. It follows a two-phase research process, quantitative surveys and statistical analysis, then qualitative interviews and thematic analysis. The outputs include findings on how SGLG affects stakeholder perceptions and recommendations for improving LGU performance. The expected outcomes are better public service delivery, increased trust in government, and stronger accountability, highlighting the framework's value in assessing the broader impacts of governance reforms.

Significance of the Study

This study focuses on improving public governance in LGUs, particularly in Negros Occidental, by evaluating the impact of the Seal of Good Local Governance (SGLG). It provides a framework for performance improvement, enhances communication between stakeholders and the government, and encourages community

engagement. Additionally, the research serves as a resource for future studies on public administration and stakeholder satisfaction in local governance.

Scope and Limitations

This study examined stakeholder satisfaction and the extent of program implementation under the Seal of Good Local Governance (SGLG), focusing on ten core governance areas during the 2024–2025 academic year. A total of 750 respondents, comprising 384 stakeholders and 366 program implementers from the First Congressional District of Negros Occidental, participated, representing the entire target population. Data collection took place from April 2024 to March 2025 using an adapted-modified questionnaire, complemented by in-depth interviews to explore perceptions of SGLG implementation and satisfaction based on Department of the Interior and Local Government (DILG) standards.

Significance of the Study

This study aims to support the improvement of essential public services and programs by offering insights into governance performance across ten core areas under the Seal of Good Local Governance (SGLG). It highlights the importance of aligning government implementation with stakeholder expectations to foster holistic community development.

For Local Government Units (LGUs) in Negros Occidental, the findings guide prioritizing reforms, resource allocation, and targeted interventions.

For stakeholders, the study emphasizes the value of effective program execution, coordination, and public participation in enhancing trust and governance outcomes.

For future researchers, it offers a replicable IPOO-based, mixed-methods framework and presents a statistically significant moderate positive correlation ($r = 0.386$, $p < 0.01$) between the extent of program implementation and stakeholder satisfaction, underscoring the importance of citizen-centered, data-driven governance in driving sustainable improvements.

MATERIALS AND METHODS

Research Design

This study used an explanatory sequential mixed-methods design to explore stakeholder satisfaction with LGUs implementing the Seal of Good Local Governance (SGLG). It began with a structured survey of program implementers and stakeholders, such as citizens, business owners, and civil society members, focusing on key governance indicators like financial administration, disaster preparedness, health, education, and youth development. The qualitative phase followed, involving in-depth interviews with selected respondents to explain the survey trends. Thematic analysis revealed that while transparency and service delivery were generally appreciated, participatory governance was often seen as limited or symbolic. This approach provided a deeper, more nuanced understanding of how governance reforms are perceived and experienced locally.

Phase I. Quantitative Respondents of The Study

Respondents of the Study

This study draws respondents from a total population of 427,568 individuals based on the 2020 census, including LGU personnel and stakeholders from Escalante City, San Carlos City, and the municipalities of Calatrava and Toboso. Population data were sourced from the Philippine Statistics Authority (PSA) and the Department of the Interior and Local Government (DILG). The sample consisted of 384 constituents and 366 LGU program implementers, selected using Cochran's formula. Stratified random sampling was applied to ensure balanced representation across all areas.

Sampling Technique

This study used non-probability sampling, specifically convenience sampling, selecting participants based on their availability and willingness to participate. This method is appropriate for qualitative and exploratory research where random sampling is not feasible (Etikan, 2021).

City or Municipality	Estimated Population (N)	No. of Respondents for Stakeholders	No. of Respondents for Program Implementers
Escalante City	94,833	103	100
Toboso	43,455	47	50
Calatrava	82,540	90	100
San Carlos City	132,650	144	116
Total	353,478	384	366

Instrument

The survey for the study "Seal of Good Governance and Stakeholders' Satisfaction" consists of two main sections. The first section assesses the implementation of SGLG indicators in key governance areas (e.g., financial administration, disaster preparedness, etc.) through a 4-point Likert scale. The second section measures stakeholder satisfaction with these same indicators using the same scale, with an open-ended question for additional feedback. This structure allows for a direct correlation analysis between governance practices and stakeholder satisfaction.

Validity of the Instrument

The survey for the study *"Seal of Good Governance and Stakeholders' Satisfaction: A Correlational Study"* assessed the implementation of SGLG indicators and stakeholder satisfaction using a 4-point Likert scale. It consisted of two sections: one for program implementers and another for stakeholders. Expert review showed that while some items in key areas (e.g., Financial Administration, Disaster Preparedness, and Tourism) did not meet the required Content Validity Ratio (CVR) of 0.78 and were removed, the instrument overall demonstrated strong content validity with a Content Validity Index (CVI) of 0.94.

Reliability of the Instrument

The study ensured the reliability of its research instruments by conducting a pilot test with 30 participants from the 2nd District of Negros Occidental. Reliability was assessed using Cronbach's Alpha, a method for testing internal consistency. The results showed a Cronbach's Alpha coefficient of 0.871 for the Stakeholders' Instrument and 0.878 for the Implementers' Instrument, both indicating excellent internal consistency. These findings confirm that the instruments are reliable and capable of producing stable, consistent data for analyzing the implementation and perceptions of the Seal of Good Local Governance (SGLG) indicators.

Data Gathering Procedure

After confirming the validity and reliability of the research instrument, the researchers sought and received permission from the mayors of five Local Government Units (LGUs) to conduct the study. Selected respondents were invited to participate, and upon their approval, data collection began. The researcher personally distributed the questionnaires, providing a clear explanation of each item to ensure respondent understanding and maintaining strict confidentiality. A brief orientation was also given to guide proper administration. Once completed, all responses were collected, tabulated, interpreted, and analysed using the statistical methods

outlined in the study's methodology, in alignment with the research objectives and hypotheses. Subsequently, 14 items were rejected above the falling threshold.

Data Analysis

The researcher analysed both quantitative and qualitative data after collection. Mean and standard deviation were used to assess stakeholders' satisfaction and LGU employees' implementation of SGLG indicators as shown in Tables 2–11, as well as stakeholders' perceptions of LGU performance as shown in Tables 12–21. Pearson's r was applied to examine the relationship between satisfaction and implementation of SGLG initiatives as indicated in Table 22. The findings, along with insights from in-depth interviews, will be used to develop recommendations for improving LGU performance and stakeholder satisfaction.

Extent of Assessment Based on the Key Performance Indicators (KPIs) of the Seal of Good Governance for Program Implementers

The study assessed the level of implementation and stakeholders' satisfaction with the Key Performance Indicators (KPIs) under the Seal of Good Local Governance by interpreting the mean score for each response according to a specific scale.

Numerical Scale	Range of Mean	Description	Interpretation
4	3.26 4.00	Highly Implemented	The LGU has fully adopted and institutionalized practices in ten (10) governance core areas of the SGLG.
3	2.51 3.25	Often Implemented	The SGLG practices are generally observed but require refinement to achieve excellence in the LGU.
2	1.76 2.50	Rarely Implemented	The LGU demonstrates limited practices, with significant room for improvement in the areas under SGLG.
1	1.00 1.75	Never Implemented	The LGU lacks effective SGLG practices.

Extent of Stakeholders' Satisfaction Based on the Key Performance Indicators (KPIs) of the Seal of Good Governance of Local Government Units (LGUs)

Numerical Scale	Range of Mean	Description	Interpretation
4	3.26 4.00	Highly Satisfied	The stakeholders are satisfied with the practices of the LGU as compliant with the ten (10) governance core areas of the SGLG.
3	2.51 3.25	Satisfied	The stakeholders are content with the practices of the LGU as compliant with the ten (10) governance core areas of the SGLG.
2	1.76 2.50	Rarely Satisfied	The stakeholders are somewhat satisfied since the LGU demonstrates limited practices, with significant room for improvement in the areas under SGLG.
1	1.00 1.75	Never Satisfied	The stakeholders see that the LGU lacks effective SGLG practices.

The Likert scale enabled the researcher to categorize responses based on stakeholders' satisfaction and program implementers' perspectives on the Key Performance Indicators (KPIs). A higher score reflected a more favourable assessment, while a lower score identified areas for improvement.

Phase II: Qualitative Phase of The Study

Participants of the Study

Five respondents with at least five years of governance experience and district representation were purposively selected to provide informed insights on stakeholder satisfaction and program implementation.

Research Instrument

The in-depth interview questions aim to explore the real experiences of local government officials involved with the Seal of Good Local Governance (SGLG) program. The first part gathers information about their roles, length of involvement, and the progress of their LGU in meeting SGLG requirements, including its impact on their daily work and decisions. The second part examines the challenges faced, support received, strategies for meeting standards, and innovations developed. It also looks at community responses, areas of improvement, and suggestions for enhancing the SGLG process. The interviews conclude with reflections on how the program has influenced public service and governance culture.

Data Gathering Procedure

The researcher sent a consent letter to potential interviewees, requesting permission to conduct one-on-one interviews about their insights and experiences with the Seal of Good Local Governance, focusing on its ten governance areas. Five stakeholders and five implementers were invited to participate. After receiving their acceptance and approval, the researcher began the data collection process.

Data Analysis Procedure

To achieve Objective 4, the researcher used thematic analysis of qualitative data, organizing codes and categories into a hierarchical structure visualized through a dendrogram. This helped identify main themes and sub-themes from stakeholder insights, which informed the creation of a Strategic Implementation Plan. The findings will guide proposed actions for LGUs to improve performance, address gaps, sustain best practices, and boost stakeholder satisfaction.

Ethical Considerations

The researcher adhered to strict ethical standards to protect participants' rights, privacy, and confidentiality throughout the study. Informed consent was obtained before data collection, ensuring participants understood the study's purpose, voluntary involvement, and right to withdraw at any time. Confidentiality was maintained by safeguarding personal information and anonymizing participants and organizations in the final report. Honesty and transparency were prioritized, and no deception was used regarding the study's objectives. The researcher committed to accurate data collection and analysis practices and disposed of sensitive materials adequately, including shredding survey forms, to prevent unauthorized access.

RESULTS AND DISCUSSIONS

QUANTITATIVE DATA

Table 2: Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Financial Administration and Sustainability)

Statements	Mean	SD	INTPN
1. The LGU is transparent enough with its stakeholders in terms of financial budgets.	3.40	0.57	Highly Satisfied
2. The LGU practices good financial housekeeping every fiscal year.	3.25	0.51	Satisfied

3. The LGU is upholding the practice of fiscal discipline by adhering to the prescribed budgetary rules.	3.45	0.56	Highly Satisfied
4. The LGU practices accountability in the use of public funds.	3.40	0.56	Highly Satisfied
Financial Administration and Sustainability Mean	3.38	0.44	Highly Satisfied

Table 2 shows that stakeholders are "Highly Satisfied" with their LGU's performance in Financial Administration and Sustainability, with an overall mean of 3.38. High scores in budget adherence (3.45) and transparency (3.40) reflect strong financial governance, while financial housekeeping (3.25) suggests minor areas for improvement. These findings highlight the positive impact of sound financial practices on trust, service delivery, and stakeholder engagement.

Table 3. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Disaster Preparedness)

Statements	Mean	SD	INTPN
1. The LGU is well-equipped with equipment and facilities to aid during disasters and calamities.	3.48	0.59	Highly Satisfied
2. The Command Center is visible for DRRMO to carry out its procedures.	3.39	0.53	Highly Satisfied
3. The LGU has employees who are well-trained and well-equipped with DRRM policies and procedures.	3.43	0.59	Highly Satisfied
4. The LGU prepares well enough for their facilities before, during, and after the disasters and calamities.	3.33	0.53	Highly Satisfied
Disaster Preparedness Mean	3.41	0.40	Highly Satisfied

Table 3 indicates that stakeholders are "Highly Satisfied" with their LGU's Disaster Preparedness, with a mean score of 3.41, led by strong ratings in disaster equipment readiness (3.48) and employee training (3.43). While overall preparedness is commendable, areas like disaster-related facility preparations (3.33) show room for improvement. To enhance resilience, LGUs should strengthen barangay- and household-level implementation through public education, localized drills, and capacity-building efforts.

Table 4. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Social Protection and Sensitivity)

Statements	Mean	SD	INTPN
1. The LGU generates jobs and livelihoods for the community.	3.39	0.56	Highly Satisfied
2. The LGU makes proper health care accessible to the public.	3.35	0.55	Highly Satisfied
3. The LGU promotes social security to everyone alike.	3.29	0.52	Highly Satisfied
4. The LGU promotes equality and equity to both citizens and employees of the city.	3.33	0.56	Highly Satisfied
Social Protection and Sensitivity Mean	3.34	0.43	Highly Satisfied

Table 4 shows that stakeholders are "Highly Satisfied" with their LGU's performance in Social Protection and Sensitivity, with an overall mean of 3.34. Employment and livelihood support scored highest (3.39), while social security programs scored lowest (3.29), indicating a need for improvement. To enhance service delivery and public trust, LGUs should strengthen coordination, data-driven planning, and localized implementation of social protection programs.

Table 5. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Health Compliance and Responsiveness)

Statements	Mean	SD	INTPN
1. The LGU has sustainable health policies and programs that would promote and strengthen the well-being of the public.	3.35	0.57	Highly Satisfied
2. The health services provided by the LGU are responsive to the needs of the public.	3.31	0.55	Highly Satisfied
3. The health care facilities of the LGU are adherent and in line with the Department of Health procedures.	3.39	0.54	Highly Satisfied
4. The personnel of the medical facilities are all competent.	3.36	0.55	Highly Satisfied
Health Compliance and Responsiveness Mean	3.35	0.41	Highly Satisfied

Table 5 shows that stakeholders are "Highly Satisfied" with their LGU's Health Compliance and Responsiveness, with high scores for healthcare facility compliance and medical personnel competence. However, responsiveness to public needs scored slightly lower, indicating an area for improvement. To maintain satisfaction, LGUs should focus on preventive measures, community engagement, and data-driven service delivery.

Table 6. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Sustainable Education)

Statements	Mean	SD	INTPN
1. The LGU has devised programs for the out-of-school youth.	3.38	0.52	Highly Satisfied
2. The LGU has established child development centers throughout the city.	3.31	0.51	Highly Satisfied
3. The LGU has given support funds to the special education and alternative learning system.	3.32	0.50	Highly Satisfied
4. The LGU supports the programs and policies of the Schools Division Office in the city.	3.37	0.50	Highly Satisfied
Sustainable Education Mean	3.34	0.39	Highly Satisfied

Table 6 reveals that stakeholders are "Highly Satisfied" with their LGU's performance in Sustainable Education, with an overall mean of 3.34. Strongest ratings were for out-of-school youth programs (3.38) and support for the Schools Division Office (3.37), while child development centers (3.31) showed room for improvement. To sustain inclusive education efforts, LGUs should enhance early childhood infrastructure and maintain responsive, community-based planning guided by continuous stakeholder feedback.

Table 7. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Business-Friendliness and Competitiveness)

Statements	Mean	SD	INTPN
1. The LGU devises a simplified business processing and licensing system.	3.42	0.52	Highly Satisfied
2. The LGU has an updated and visible Citizens' charter.	3.32	0.48	Highly Satisfied
3. Promotion of sustainable business growth is evident in the city.	3.26	0.54	Highly Satisfied
4. The LGU continuously promotes local investment.	3.29	0.54	Satisfied
Business Friendliness and Competitiveness Mean	3.32	0.41	Highly Satisfied

Table 7 shows that stakeholders are "Highly Satisfied" with their LGUs' Business-Friendliness and Competitiveness, with an overall mean score of 3.32. While streamlining business processes received the highest rating (3.42), support for sustainable business development (3.26) suggests the need for further improvement. Strengthening support for SMEs, encouraging green initiatives, and fostering public-private collaboration are key to sustaining economic growth and meeting governance standards.

Table 8. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Safety, Peace, and Order)

Statements	Mean	SD	INTPN
1. The LGU, together with the PNP, is promoting peace and order throughout the city.	3.48	0.52	Highly Satisfied
2. The LGU establishes the Local Peace and Order Council.	3.42	0.50	Highly Satisfied
3. The LGU establishes and implements a community-oriented policing mechanism.	3.31	0.49	Highly Satisfied
4. The adoption of the Local Anti-Crime Action Plan is evident to the public.	3.42	0.53	Highly Satisfied
Safety, Peace, and Order Mean	3.41	0.39	Highly Satisfied

Table 8 shows that stakeholders are "Highly Satisfied" with their LGU's performance in Safety, Peace, and Order, with an overall mean of 3.41. The highest rating (3.48) was for LGU collaboration with the PNP, followed by institutional mechanisms for peace and order (3.42) and anti-criminality strategies (3.42), while community-based policing scored lower (3.31), indicating room for improvement. To enhance public safety, LGUs should strengthen grassroots engagement, promote collaborative policing, and focus on outcomes-driven initiatives.

Table 9. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Environmental Management)

Statements	Mean	SD	INTPN
1. The LGU has an existing Material Recovery Facility (MRF) in the city.	3.36	0.55	Highly Satisfied

2. Maintaining an organized Local Solid Waste Management board is a top priority for the LGU.	3.33	0.57	Highly Satisfied
3. Support for local policies, programs, systems, and local legislation is evident in the LGU in the city.	3.32	0.53	Highly Satisfied
4. There is strict compliance with the standards as set by the Ecological Solid Waste Management Act of 2000.	3.33	0.54	Highly Satisfied
Environmental Management Mean	3.33	0.45	Highly Satisfied

Table 9 shows that stakeholders are "Highly Satisfied" with the LGU's Environmental Management, with strong ratings for materials recovery facilities and waste management board functionality. However, support for local environmental policies received slightly lower scores, indicating room for improvement in policy enforcement. The study suggests that a more participatory approach is needed to strengthen sustainability and public trust in environmental governance.

Table 10. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Tourism, Heritage Development, Culture, and Arts)

Statements	Mean	SD	INTPN
1. There is a visible Tourist Information and Assistance Center on the city premises.	3.38	0.56	Highly Satisfied
2. There is an establishment of a tracking system for tourism data.	3.17	0.56	Satisfied
3. There are policies and mandates about the preservation of culture and heritage within the city.	3.27	0.56	Highly Satisfied
4. There are PAPs implemented to attract both global and local tourists.	3.29	0.56	Highly Satisfied
Tourism, Heritage Development, Culture, and Arts Mean	3.28	0.43	Highly Satisfied

Table 10 shows that stakeholders are "Highly Satisfied" with their LGUs' tourism, cultural preservation, and arts initiatives, with an overall mean score of 3.28. The Tourist Information and Assistance Center received the highest rating (3.38), while the tourism data tracking system scored lowest (3.17), signaling a need for better data collection and analysis. Strengthening data-driven planning can help the LGU optimize tourism strategies, support sustainable development, and preserve cultural heritage more effectively.

Table 11. Stakeholders Perceive the LGU's Performance in the Areas of Seal of Good Local Governance (Youth Development)

Statements	Mean	SD	INTPN
1. Some programs and policies are geared towards the youth.	3.33	0.51	Highly Satisfied
2. Youth are encouraged to engage with the LGU.	3.28	0.52	Highly Satisfied
3. Seminars and trainings for youth development are held for the LGU.	3.33	0.50	Highly Satisfied
4. Promotion for youth development is intensive and evident.	3.32	0.51	Highly Satisfied

5. There are establishments in the city where the youth can engage with their fellows.	3.32	0.53	Highly Satisfied
Youth Development Mean	3.32	0.40	Highly Satisfied

Table 11 indicates that stakeholders are “Highly Satisfied” with the LGU’s youth development initiatives, with an overall mean score of 3.32. Programs, training, and youth-centered spaces were rated highly, while youth engagement in LGU decision-making scored slightly lower at 3.28, suggesting a need for greater inclusion. To foster long-term civic vitality, LGUs should expand platforms for meaningful youth participation in governance and policy-making.

Table 12. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Financial Administration and Sustainability)

Statements	Mean	SD	INTPN
1. The LGU is transparent enough with its stakeholders in terms of financial budgets.	3.58	0.49	Highly Implemented
2. The LGU practices good financial housekeeping every fiscal year.	3.29	0.45	Highly Implemented
3. The LGU is upholding the practice of fiscal discipline by adhering to the prescribed budgetary rules.	3.33	0.47	Highly Implemented
4. The LGU practices accountability in the use of public funds.	3.27	0.44	Highly Implemented
Financial Administration and Sustainability Mean	3.37	0.32	Highly Implemented

Table 12 shows that LGU employees “Highly Implemented” Financial Administration and Sustainability initiatives, with an overall mean score of 3.37. Transparency in budgeting was the highest-rated (3.58), reflecting strong governance, though accountability in fund use scored lower (3.27), indicating room for improved oversight. Strengthening accountability mechanisms will enhance trust and support sustainable, participatory development.

Table 13. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Disaster Preparedness)

Statements	Mean	SD	INTPN
1. The LGU is well-equipped with equipment and facilities to aid during disasters and calamities.	3.60	0.49	Highly Implemented
2. The Command Center is visible for DRRMO to carry out its procedures.	3.46	0.50	Highly Implemented
3. The LGU is resilient enough to withstand disasters and calamities.	3.27	0.45	Highly Implemented
4. The LGU has employees who are well-trained and well-equipped with DRRM policies and procedures.	3.34	0.49	Highly Implemented
Disaster Preparedness Mean	3.42	0.27	Highly Implemented

Table 13 reveals that Disaster Preparedness initiatives are “Highly Implemented” by LGU employees, with a mean score of 3.42 and a low standard deviation of 0.27, indicating consistent practices. Strong ratings for equipment availability and command center visibility highlight infrastructure readiness, while slightly lower scores in employee training and resilience suggest areas for growth. Continuous staff development and a culture of preparedness are essential for sustaining effective, community-focused disaster response.

Table 14. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Social Protection and Sensitivity)

Statements	Mean	SD	INTPN
1. The LGU generates jobs and livelihoods for the community.	3.31	0.46	Highly Implemented
2. The LGU makes proper health care accessible to the public.	3.23	0.42	Often Implemented
3. The LGU promotes social security for everyone alike.	3.20	0.40	Often Implemented
4. The LGU promotes equality and equity to both citizens and employees of the city.	3.24	0.43	Often Implemented
Social Protection and Sensitivity Mean	3.24	0.29	Often Implemented

Table 14 shows that stakeholders perceive the LGU's implementation of Social Protection and Sensitivity initiatives as "Often Implemented" with an overall mean of 3.24. Job and livelihood programs scored highest (3.31), while areas like healthcare access, social security, and equity rated lower, indicating implementation gaps. The findings suggest a need for better program reach, monitoring, and equitable access. As Del Rosario (2021) highlights, effective social protection requires consistent, accessible services, not just policies, to build a more resilient and inclusive community.

Table 15. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Health Compliance and Responsiveness)

Statements	Mean	SD	INTPN
1. The LGU has sustainable health policies and programs that would promote and strengthen the well-being of the public.	3.38	0.49	Highly Implemented
2. The medical facilities of the LGU are well-equipped with technologies and equipment.	3.28	0.45	Highly Implemented
3. The healthcare facilities of the LGU are adherent and in line with the Department of Health procedures.	3.22	0.42	Often Implemented
4. The personnel of the medical facilities are all competent.	3.19	0.40	Often Implemented
Health Compliance and Responsiveness Mean	3.27	0.29	Highly Implemented

Table 15 shows that the LGU's implementation of Health Compliance and Responsiveness initiatives is "Highly Implemented," with an overall mean score of 3.27. While the LGU performs well in sustaining health policies (3.38) and providing medical technology (3.28), areas like adherence to Department of Health procedures (3.22) and staff competence (3.19) need improvement. This indicates that while infrastructure and policies are strong, there is a need for better service delivery and staff training to enhance healthcare quality and public trust.

Table 16. The extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Sustainable Education)

Statements	Mean	SD	INTPN
1.The LGU has devised programs for out-of-school youth.	3.27	0.44	Highly Implemented
2.The LGU has established child development centers throughout the city.	3.27	0.44	Highly Implemented
3.The LGU has given support funds to the special education and alternative learning system.	3.19	0.39	Often Implemented
4. The LGU supports the programs and policies of the Schools Division Office in the city.	3.19	0.40	Often Implemented
Sustainable Education Mean	3.23	0.30	Often Implemented

Table 16 shows that the LGU's efforts in promoting Sustainable Education are "Implemented" with an overall mean score of 3.23. Programs for out-of-school youth and child development centers scored higher (3.27), while funding for special education and support for the Schools Division Office were slightly lower (3.19), indicating areas for improvement. The findings suggest the LGU has made progress but needs to focus on consistent, long-term support for specialized and alternative education programs through strategic funding and continuous evaluation to foster an inclusive, equitable education system.

Table 17. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Business-Friendliness and Competitiveness)

Statements	Mean	SD	INTPN
1. The LGU devises a simplified business processing and licensing system.	3.34	0.47	Highly Implemented
2. The LGU has an updated and visible Citizens' Charter.	3.18	0.38	Often Implemented
3. The LGU has an updated Local Investment Incentive Code.	3.16	0.36	Often Implemented
4. The LGU continuously promotes local investment.	3.13	0.34	Often Implemented
Business Friendliness and Competitiveness Mean	3.20	0.30	Often Implemented

Table 17 shows that stakeholders perceive the LGU's efforts in promoting Business-Friendliness and Competitiveness as "Often Implemented," with an overall mean score of 3.20. While business process simplification scored highest (3.34), lower ratings in policy updates and investment promotion (3.18–3.13) indicate areas needing improvement. To enhance competitiveness, the LGU should focus on regularly updating business-related policies and strengthening its investment strategies.

Table 18. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Safety, Peace, and Order)

Statements	Mean	SD	INTPN
1. The LGU, together with the PNP, is promoting peace and order throughout the city.	3.55	0.50	Highly Implemented
2. The LGU establishes the Local Peace and Order Council.	3.21	0.40	Often Implemented
3. The LGU establishes and implements a community-oriented policing mechanism.	3.13	0.34	Often Implemented
4. The adoption of the Local Anti-Crime Action Plan is evident to the public.	3.20	0.40	Often Implemented
Safety, Peace, and Order Mean	3.27	0.28	Highly Implemented

Table 18 indicates that stakeholders view the LGU's Safety, Peace, and Order initiatives as "Highly Implemented," with an overall mean score of 3.27. Strong collaboration with the PNP (3.55) was noted, but lower scores in community policing and council activities highlight areas for growth. Strengthening local councils and community-based programs can enhance public trust and create a more sustainable, inclusive approach to public safety.

Table 19. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Environmental Management)

Statements	Mean	SD	INTPN
1. The LGU has an existing Material Recovery Facility (MRF) in the city.	3.21	0.45	Often Implemented
2. The LGU has access to the sanitary landfill or alternative technology.	3.12	0.35	Often Implemented
3. Maintaining an organized Local Solid Waste Management board is a top priority for the LGU.	3.19	0.41	Often Implemented
4. There is strict compliance with the standards set by the Ecological Solid Waste Management Act of 2000.	3.19	0.39	Often Implemented
Environmental Management Mean	3.18	0.29	Often Implemented

Table 19 shows that stakeholders rate the LGU's environmental management as "Often Implemented," with an overall mean of 3.18. While the presence of a Material Recovery Facility is a positive sign, gaps remain in landfill access, waste management, and law compliance. To improve, the LGU should enhance enforcement, promote community involvement, and adopt innovative, sustainable practices through education, partnerships, and incentives.

Table 20. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Tourism, Heritage Development, Culture, and Arts)

Statements	Mean	SD	INTPN
1. There is a visible Tourist Information and Assistance Center on the city premises.	3.29	0.45	Highly Implemented

2. There is an establishment of a tracking system for tourism data.	3.17	0.37	Often Implemented
3. There are policies and mandates on the preservation of culture and heritage within the city.	3.18	0.38	Often Implemented
4. There are PAPs implemented to attract both global and local tourists.	3.15	0.38	Often Implemented
Tourism, Heritage Development, Culture, and Arts Mean	3.20	0.28	Often Implemented

Table 20 reveals that stakeholders rate the LGU's efforts in Tourism, Heritage Development, Culture, and Arts as "Often Implemented" (mean = 3.20), with notable strengths in the Tourist Information and Assistance Center. However, lower scores in areas like tourism data tracking, cultural preservation, and tourist-attraction programs suggest the need for a more strategic, data-driven approach. To improve, the LGU should focus on better data systems, cultural preservation, and community involvement to ensure sustainable tourism and cultural growth.

Table 21. Extent to which LGU Employees Have Implemented Initiatives Aligned with SGLG (Youth Development)

Statements	Mean	SD	INTPN
1. Some programs and policies are geared towards the youth.	3.32	0.47	Highly Implemented
2. Youth are encouraged to engage with the LGU.	3.19	0.40	Often Implemented
3. Seminars and trainings for youth development are held for the LGU.	3.15	0.36	Often Implemented
4. Promotion for youth development is intensive and evident.	3.18	0.39	Often Implemented
Youth Development Mean	3.21	0.29	Often Implemented

Table 21 shows that stakeholders rate the LGU's Youth Development initiatives as "Often Implemented" (mean = 3.21), suggesting basic programs are in place but lack consistent engagement. While youth policies scored well (3.32), areas like youth engagement, training, and program promotion received lower scores, indicating gaps. To improve, the LGU should foster inclusive platforms, collaborate with youth organizations, and expand leadership and civic training to empower youth and promote community development.

Table 22. Relationship Between Stakeholders' Satisfaction and the Extent of Implementation by LGU Employees

	Implementers of SGLG	Stakeholders' Satisfaction	INTPN
Implementers of SGLG	-	0.386 ($p < 0.05$)	Accepted
Stakeholders' Satisfaction	0.386 ($p < 0.05$)	-	

Table 22 reveals a moderate positive correlation between SGLG implementation and stakeholder satisfaction ($r = 0.386$, $p < 0.01$), indicating that effective program execution improves public approval. However, satisfaction is also influenced by communication, service quality, and citizen engagement. To further boost trust and satisfaction, the LGU should focus on transparency, participatory governance, and responsiveness to community needs.

Qualitative Data

Mixed Method Data

Table 23. Meta-Inference Table of Quantitative and Qualitative Data

Core SGLG Area	Quantitative Inference	Qualitative Inference	Meta-Inference
Financial Administration & Sustainability	High satisfaction (Mean: 3.38) and high implementation (Mean: 3.37). Stakeholders commend transparency and fiscal discipline.	Program implementers stressed early difficulty in documentation and MOVs.	Strong fiscal management contributes to stakeholder trust, but improved documentation systems are essential for sustainability and audit readiness.
Disaster Preparedness	Very high satisfaction and implementation (Means: 3.41 & 3.42). Effective equipment, personnel, and facilities.	Pressure due to DRRM compliance and documentation stress.	LGUs show operational strength, but streamlining DRRM reporting and reducing administrative burden could enhance focus on readiness.
Social Protection & Sensitivity	Satisfaction is high (Mean: 3.34), but implementation is slightly lower (Mean: 3.24).	Uneven program delivery and low community awareness.	Despite stakeholder satisfaction, service gaps exist. There's a need for equity-focused strategies and stronger communication.
Health Compliance & Responsiveness	High satisfaction (Mean: 3.35); implementation slightly varied (Mean: 3.27).	Issues in sustaining competent health staff and facility compliance.	Good policies exist, but human resource capacity and procedural alignment need improvement. Continuous training is key.
Sustainable Education	Stakeholder satisfaction is high (Mean: 3.34), and implementation is moderate (Mean: 3.23).	Limited sustainability in funding and special education support.	Programs are valued, but a lack of consistency hampers long-term impact. Multi-year funding plans are recommended.
Business-Friendliness & Competitiveness	Satisfaction at 3.32, implementation at 3.20.	Limited investment promotion and outdated incentives.	Simplified systems work, but LGUs must modernize investment policies and expand promotion to remain competitive.
Safety, Peace, & Order	Very high satisfaction (Mean: 3.41); moderate implementation (Mean: 3.27).	Some implementation gaps in community policing.	Strong collaboration with PNP exists, but greater grassroots participation is needed.

Environmental Management	Satisfaction is high (Mean: 3.33); implementation is slightly lower (Mean: 3.18).	Implementation seen as sporadic; ecological goals at risk.	LGUs need to shift from basic compliance to long-term sustainability measures and community involvement.
Tourism, Culture & Arts	Satisfaction at 3.28; implementation lower (Mean: 3.20).	Weak tracking systems and public engagement in tourism initiatives.	Cultural potential is underutilized due to limited data and strategic planning. Smart tourism tools are recommended.
Youth Development	High satisfaction (Mean: 3.32); implementation perceived as tokenistic (Mean: 3.21).	Youth involvement is limited to symbolic roles.	Empowerment strategies needed; youth councils should gain real authority in governance planning.

Data Integration of Both Quantitative and Qualitative Data

The integration of quantitative and qualitative data shows that while stakeholders are generally highly satisfied with LGU efforts under the SGLG, implementers report operational challenges affecting execution. Strong alignment in areas like Disaster Preparedness points to effective governance, but gaps in Youth Development and Tourism reveal planning and resource issues. To bridge these gaps, improved communication, public awareness, and stronger feedback mechanisms are essential.

CONCLUSION AND RECOMMENDATION

Summary of Findings

The study finds that stakeholders are highly satisfied with LGU performance in key SGLG areas such as Disaster Preparedness, Financial Administration, and Youth Development, with satisfaction scores between 3.28 and 3.41. However, implementation gaps remain in areas like Business Friendliness, Environmental Management, and Sustainable Education. A moderate positive correlation ($r = 0.386$, $p < 0.01$) between implementation and satisfaction highlights that stronger governance enhances public trust. The results emphasize the need for more strategic, data-driven, and participatory approaches to further improve citizen-centred governance.

Conclusions

This study evaluated LGU performance under the SGLG framework, finding high stakeholder satisfaction and moderately high implementation. A moderate positive correlation ($r = 0.386$, $p < 0.01$) suggests that better program execution leads to higher public approval. While areas like Disaster Preparedness and Financial Administration showed strong alignment, gaps in Youth Development, Tourism, and Environmental Management highlight the need for more participatory and strategic improvements. The study calls for improved citizen engagement, institutionalized participatory mechanisms, and performance systems for more effective, community-driven governance.

Recommendations

This study emphasizes that the Seal of Good Local Governance (SGLG) has improved LGUs in Negros Occidental's First Congressional District, fostering more organized and responsive governance. To maintain this progress, LGUs should move beyond compliance and implement long-term, inclusive strategies in key areas like business development, youth empowerment, education, and tourism. Collaboration with stakeholders such as NGOs, civil society, and the private sector is essential for co-designing projects and ensuring accountability, while citizens' participation through grassroots activities and digital engagement will ensure governance remains collaborative, data-driven, and sustainable.

Strategic Implementation Plan For The Lgus Of The First District

The Strategic Implementation Plan for LGUs in the First Congressional District of Negros Occidental outlines a one-year roadmap to improve governance in areas with low SGLG scores, including tourism, environmental management, and youth development. It features quarterly actions such as capacity-building, policy reforms, and community engagement, aiming to align local efforts with national standards. The plan promotes better service delivery, accountability, and inclusive governance through collaboration and efficient resource use.

Area	Quarter	Action	Budget	Remarks
Business-Friendliness & Competitiveness	Q1	Convene Economic Strategy Team & update Incentive Code	₱300,000	Consultant fees, legal review, stakeholder workshops, printing of updated code.
	Q2	Host “First District Investor Forum” & launch online business portal	₱600,000	Venue, AV equipment, marketing, IT development & hosting (portal MVP).
	Q3	Develop and deploy a real-time Business Dashboard	₱1,200,000	Software development, data integration, training for staff on dashboard use.
	Q4	Conduct an investor satisfaction survey and refine the strategy	₱200,000	Survey design, data collection, analysis, and strategy workshop.
Youth Development	Q1	Amend the youth council charter to grant decision-making seats	₱100,000	Legal drafting, consultative meetings, and publication.
	Q2	Run a 3-month Youth Leadership Academy (training, mentorship)	₱500,000	Curriculum development, facilitator fees, materials, and stipends for youth participants.
	Q3	Allocate 5% of the municipal youth budget to youth-proposed projects	₱2,000,000	Dedicated fund for youth initiatives; administrative costs for managing grants.
	Q4	Publish Youth Engagement Report and host a public feedback forum	₱150,000	Report production, printing, venue for the forum, and facilitation.
Sustainable Education	Q1	Sign MOUs with NGOs/HEIs for multi-year grants (special ed & ALS)	₱100,000	MOU facilitation, legal review, and initial seed fund to demonstrate commitment.
	Q2	Deploy mobile learning units in 5 barangays	₱1,000,000	Van rental/purchase, equipment, educational materials, facilitator stipends.

	Q3	Train facilitators on progress-tracking & data collection	₱250,000	Workshop costs, materials, travel allowance for trainers and staff.
	Q4	Convene “Learning Review” workshop; adjust programs based on findings	₱200,000	Workshop venue, facilitators, report printing.
Tourism, Heritage Development, Culture and Arts	Q1	Blueprint basic tourism data system & kiosk design	₱150,000	Consultant fees, design prototypes, stakeholder consultations.
	Q2	Train 20 barangay culture volunteers	₱250,000	Training venue, materials, meals, volunteer stipends.
	Q3	Launch data portal & host “Heritage & Arts Festival”	₱800,000	IT deployment, festival logistics, marketing, artists’ fees.
	Q4	Publish Year-end Culture Report; stakeholder validation workshop	₱200,000	Report production, printing, and workshop costs.

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