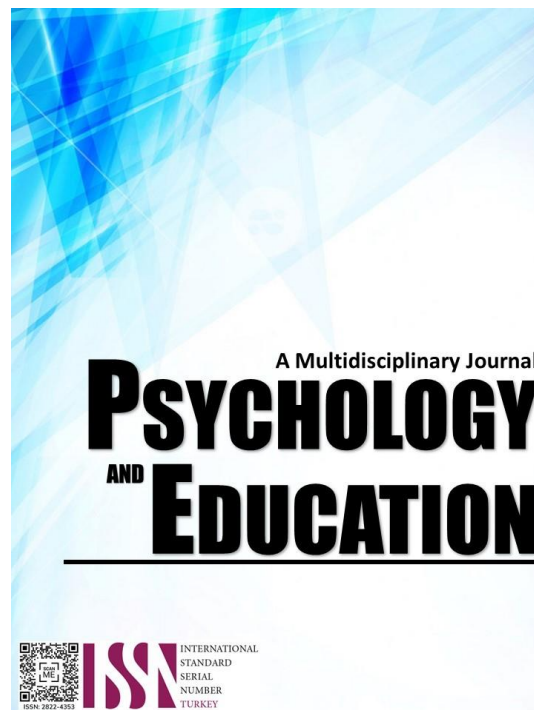


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## Application of Principles of Good Governance in the Implementation of Support Services Under the Comprehensive Agrarian Reform Program (CARP) in the Province of Marinduque: Basis to Formulate New Theory

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### Abstract

The study focused on the application of the Principles of Good Governance in the implementation of support services under the CARP in the Province of Marinduque. It examined the application of the Eight (8) Principles of Good Governance as cited by the United Nations Development Program (UNDP). It also analyzed which among these principles are mostly applied and the significant difference on the application of Principles of Good Governance in the implementation of the CARP's support services in the province. The study also focused on the formulation of new theory that will aid in the program implementation. This paper used descriptive quantitative research design and utilized five hundred eighty-one (581) respondents. The barangays in the municipalities of Marinduque, where ARBOs are situated were the seat of this research. Major findings of the study revealed that the mostly applied Principles of Good Governance in the implementation of support services under the CARP were: Principle of Participation, Principle of Transparency, Principle of Consensus Orientation, and Principle of Accountability. In conclusion, the CARP implementers have been applying the eight Principles of Good Governance in the implementation of CARP's support services in the province of Marinduque. The researcher proposed new theory in the principles of good governance that will hopefully aid in the program execution.

**Keywords:** *principles of good governance, application, implementation, support services, CARP*

### Introduction

The term governance is a very old one, has been revived recently, and became one of the most attractive concepts in social science, especially in public administration. It is widely used as a new notion meaning 'something new and reformed' associated with government and public administration, which is supposed to replace the negative images. As you can see in 'local governance,' 'global governance,' and 'environmental governance,' ... etc., governance has been used in many cases as a suffix, which means reform. The popularity of governance has something to do with distrust of the government. Many people have been disappointed with the ability of the government to tackle social problems. It leads to a reconsideration of the traditional theories of public administration. The self-confidence of conventional public administration has been destroyed and faced an 'identity crisis.' Public administration, which has been supposed to be administration – a bureaucratic administration.

Over the past 50 years, practice and conceptual terrain of public administration have undergone four phases, namely traditional public administration, public management, new public management, and most recently, governance. Each phase reflected the changes in its internal and external environment. Public administration as a democratic institution must be built on structures and processes that are accountable,

transparent, decentralized, and able to manage legitimate elections and the administration of justice and operate under the oversight of the parliament. Furthermore, it should combat exclusion, protect public goods, actively engage civil society and the private sector, use the power of ICT to promote e-participation, and strengthen partnerships among sectors, groups, and levels of government. Revitalizing public administration for people-centered development would require reform efforts that incorporate these characteristics (Cheema 2005). In other words, there is a paradigm shift between the link of government and citizens from mere public administration to governance. Governance is relevant, timely, interactive, collaborative, inclusive, highly structured, and more.

The government has evolved from being exclusive to inclusive. The government thinks and decides considering its internal environment (Personnel Structure and Policies and Organizational Work Environment) and external environment (Politics, Economics, and Social Environment), the views and opinions of its citizens, the stakeholders, and the societal relationships. The bottoms-up budgeting (public consultation) explains the ecology in public administration because it provides the administrators a wider knowledge of the application and operation of public administration within the peculiarity of environments and societies.

The Department of Agrarian Reform was created by the virtue of Republic Act No. 6657, otherwise known as the Comprehensive Agrarian Reform Program (CARP). It was amended by the virtue of Republic Act No. 9700, which is otherwise known as the Comprehensive Agrarian Reform Program with Extension and Reforms (CARPER). One of its components is the establishment of Support Services in which DAR capacitates the farmer-beneficiaries or Agrarian Reform Beneficiaries (ARBs) on how they can improve the awarded lands, and of course the resources within the land. However, the individual ARB is a requisite to include himself within the Agrarian Reform Beneficiaries Organizations (ARBOs), be it a farmer association duly registered in the Department of Labor and Employment (DOLE) or a cooperative with the jurisdiction of the Cooperative Development Authority (CDA).

The DAR provides support services to ARBs, such as training and seminars. It also provides common-service facilities (CSF) like farm equipment and implements infrastructure projects such as farm-to-market roads and irrigation. Moreover, through the various support services provided by DAR, farmers have slowly evolved from being mere landless tenants or hacienda farmworkers to landowners and food producers to agribusiness men. The support services component of CARPER is under the responsibility of the Program Beneficiaries Development Division (PBDD). In this research, the implementation of Support Services under the Comprehensive Agrarian Reform Program (CARP) is emphasized, particularly the application of principles of good governance, specifically in the province of Marinduque. The aspects and principles of good governance enlisted by the United Nations (UN) play a part in effective public administration. Good governance is vital nowadays as the Department of Agrarian Reform faces potential merging with another government agency as proposed by reliable lawmakers. DAR, therefore, needs to prove its worth and existence. Moreover, the agency must level up and upgrade how it renders services to its beneficiaries since it magnifies its third decade in the country.

### Research Questions

This study focused on the application of principles of good governance in the implementation of Support Services under Comprehensive Agrarian Reform Program (CARP) in the province of Marinduque. This paper in details sought to answer the following problems;

1. How are the following principles of good governance applied in the implementation of support services of CARP as identified by the ARBO members, CARP implementers, and barangay officials (where ARBOs are located) and by the members of PARCCOM?
  - 1.1. participation;
  - 1.2. consistent with the Rule of Law;
  - 1.3. transparency;
  - 1.4. responsiveness;
  - 1.5. consensus orientation;
  - 1.6. equitability and inclusivity;
  - 1.7. effectiveness and efficiency; and
  - 1.8. accountability
2. Based on the analysis, which among the principles of good governance is mostly applied in the implementation of support services under CARP in the province of Marinduque?
3. Is there any significant difference in the application of principles of good governance among the ARBO members, the CARP implementers, the Barangay Local Government Units (BLGUs), and the Provincial Agrarian Reform Coordinating Committee (PARCCOM) members in the implementation of support services under the CARP in the province of Marinduque?
4. What new theory in governance could be formulated and proposed by the researcher to further improve the implementation of government programs and services?

### Literature Review

According to International Bureau of Education (2011), governance is defined as the systems and practices that are designed to provide stability, rule of law, accountability, transparency, responsiveness, equity and inclusivity, empowerment, and widespread involvement. In addition, governance refers to the standards, principles, and guidelines that guide the management of public affairs in a transparent, participatory, inclusive, and responsive manner. Therefore, governance might be subtle and difficult to see. According to Office of the Higher Commissioner of Human Rights (2012), governance refers to all forms of government, including the institutions, procedures, and customs used to determine and control matters of public concern. The process of governing gains a normative or evaluative quality through good governance. From the standpoint of human rights, it essentially refers to the procedure by which public institutions manage public resources, conduct public affairs, and ensure the implementation of human rights. Human rights and good government go hand in

hand. Governments and other political and social actors can use the norms and concepts of human rights to guide their actions. They also offer a set of performance criteria that may be used to hold these actors responsible. Furthermore, human rights concepts guide the creation of legislative frameworks, policies, programs, budgetary allocations, and other governance-related initiatives. On the other hand, human rights cannot be upheld and safeguarded in a sustainable manner without sound government. An atmosphere that is supportive and enabling is necessary for the realization of human rights. UNDP's Eight Principles of Good Governance has been chosen to be one of the variables of this study because, among the various principles and theories of good governance, the UNDP's principle is universally and generally applicable to the Philippine setting.

### **Participatory**

It refers to the opportunity for active involvement by all sectors of society in the decision-making process regarding all issues of interest. Participation is fostered by enabling environments where pertinent information is appropriately disseminated in a timely fashion, so that all concerned people can voice their opinion in an unconstrained manner for an example of indicators of access and citizen participation.

### **Consistent with the rule of law**

According to the United Nations Office on Drugs and Crimes (UNODC) (2019), it is the use of established norms that represent broadly accepted societal values, eschew particularism, and have widespread public support in the exercise of state authority. It implies that when there are legal frameworks, there is law and order, the judiciary is impartial and effective, and contracts and property rights are upheld.

### **Transparent**

Transparency allows for the scrutiny of the decision-making process by interested members of society. The foundation of transparency is a collaborative effort between authorities and the people and groups that have the motivation and opportunity to use the information. An independent court, a free, competitive, responsible press, and an active, critical civil society are important examples of this. A transparent government makes it evident what is being done, how and why activities take place, who is engaged, and by what principles choices are made. Rules and processes must be plain and understandable.

### **Responsive**

It is present where institutions and procedures are able to rapidly and effectively serve all stakeholders while safeguarding the interests of all citizens. In addition, responsiveness includes gender responsiveness and the inclusion of both genders in governance. Built-in

discriminatory practices that impact ethnic or minority groups are also identified and addressed.

### **Consensus-oriented**

According to UNODC (2019) consensus orientation ensures that the existing systems serve the best interests of society. This may be one of the most difficult principles, as any action or policy is likely to affect different groups in society in different and often opposing ways.

### **Effective and Efficient**

According to UNODC (2019), it may be found in situations where institutions and procedures make the best use of available resources to provide outcomes that satisfy societal demands. Effectiveness and efficiency call for raising the level of quality and uniformity in public service delivery, professionalizing the bureaucracy, concentrating government efforts on crucial duties, and getting rid of overlaps or redundancies in resources and operations.

### **Accountable**

It is based on the principle that every person or group is responsible for their actions, especially when their acts affect the public interest. It refers to the answerability or responsibility for one's actions so that systems exist for decision-makers in government, the private sector, and civil society organizations to answer to the public and to institutional stakeholders.

## **Methodology**

The study employed a quantitative research method, which involves a systematic investigation of phenomena by collecting quantifiable data and applying statistical, mathematical, or computational techniques. The research locale for this study was the Department of Agrarian Reform in the Province of Marinduque, an island province situated in the MIMAROPA region of Luzon, Philippines. The research population primarily consisted of CARP implementers, specifically the Provincial Program Beneficiaries Development Division (PPBDD), including field personnel or Development Facilitators (DFs). The study also considered the perspectives of Agrarian Reform Beneficiaries Organizations (ARBOs) members, as well as the viewpoints and opinions of the Provincial Agrarian Reform Coordinating Committee (PARCCOM) members and Private Sectors Representatives (PSRs). These individuals are responsible for monitoring CARP-related projects, programs, and activities. The opinions of barangay officials representing the communities where the ARB organizations are located were also taken into account. For the ARBO members, a sample

of 410 respondents was selected, representing 10% of the total validated ARBO members' population in Marinduque. However, only 91% of the questionnaires were retrieved, resulting in a total of 581 respondents being considered for the study. To gather data, the researcher developed a questionnaire as the main data collection tool. The questionnaire underwent a validation process, with adjustments made based on corrections and considerations. Experts in the field of governance, including faculty members from the School of Governance, CARP implementers, and some members of the ARB organizations, participated in the validation and reliability testing of the instrument. The questionnaire was administered to CARP implementers (Support Services Staff/PPBDD personnel), barangay officials, PARCCOM's Private Sector Representatives, and Agrarian Reform Beneficiaries (ARBs) who are also members of DAR-assisted organizations or ARBOs. Statistical tools such as measures of frequency, measures of central tendency, and measures of position were used so that the gathered numerical data would be translated verbally and textually. Analysis of Variance (ANOVA) was also considered in this study. In interpreting the data collected from the respondents using the research instrument, Likert Scale was used with corresponding numerical and verbal descriptors.

## Results and Discussion

### Application of Principles of Good Governance in the Implementation of Support Services of CARP as identified by the ARBO members, the CARP implementers, barangay officials (where ARBOs are located), and by the members of the PARCCOM.

The table below illustrates the application of the principle of participation in the implementation of Support Services under CARP.

It can be grasped from Table 1.1 that among the respondents, the CARP Implementers highly believed that the Principle of Participation of Good Governance is “mostly applied” in the implementation of support services under CARP. It acquired the highest computed mean of 4.57. Among the application of principle of participation, the one which obtained the highest average belong to the first one presented which states that there is an active involvement and participation of the community in the program's planning process.

Table 1.1. *Application of the Principle of Participation in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i>                                                                           | <i>ARBO</i> | <i>CI</i> | <i>BLG Us</i> | <i>PAR CCO M</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|-------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|---------------|------------------|------------|--------------------------|
| 1. There is an active involvement and participation of the community in terms of planning.                                    | 4.61        | 4.82      | 4.77          | 4.71             | 4.73       | Mostly Applied           |
| 2. The CARP implementers let the ARBO members in sharing their ideas whenever there is meeting or forum.                      | 4.56        | 4.59      | 4.28          | 4.57             | 4.50       | Mostly Applied           |
| 3. DAR encourages the ARBO members to participate in any conference called out by the LGU or even NGOs.                       | 4.53        | 4.71      | 4.42          | 4.71             | 4.59       | Mostly Applied           |
| 4. The ARBO members play a very crucial role in the attainment of common good, by means of consulting them from time to time. | 4.62        | 4.65      | 4.5           | 4.71             | 4.62       | Mostly Applied           |
| 5. DAR considers the background and concerns of ARBO members before arriving to a decision.                                   | 4.39        | 4.59      | 4.14          | 4.57             | 4.42       | More Applied             |
|                                                                                                                               | 4.54        | 4.67      | 4.42          | 4.66             | 4.57       | Mostly Applied           |

Its computed mean is 4.73 being described as “mostly applied”. In general, the CARP implementers “mostly applied” the principle of participation vis a vis the implementation of Support Services under CARP by encouraging the ARBO members to participate and involve themselves especially during the planning periods, the total computed mean is 4.57. This could simply be explained by commentaries of its beneficiaries that the DAR has always been open to the ARBs and other partners in the attainment of CARP's success. The CARP implementers always welcome what the ARBO members say or suggest because they extremely believe that the people's participation is an essential aspect of good governance.



Table 1.2. *Application of the Principle of Consistency with the Rule of Law in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i>                                 | <i>ARBO</i> | <i>CI</i> | <i>BLGUs</i> | <i>PARC COM</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|-------------------------------------------------------------------------------------|-------------|-----------|--------------|-----------------|------------|--------------------------|
| 1. The CARP implementers strictly adhere to RA 6657 as amended by RA 9700.          | 4.09        | 4.35      | 4.28         | 4.43            | 4.29       | More Applied             |
| 2. The CARP implementers have wide knowledge on the legal framework of the program. | 4.28        | 4.53      | 4.51         | 4.43            | 4.44       | More Applied             |
| 3. DAR ensures that there is peace and order alongside CARP execution.              | 4.55        | 4.59      | 4.66         | 4.86            | 4.67       | Mostly Applied           |
| 4. The human rights and norms of the ARBO members are considered.                   | 4.62        | 4.41      | 4.66         | 4.43            | 4.50       | Mostly Applied           |
| 5. DAR practices impartiality alongside CARP implementation.                        | 4.21        | 4.29      | 4.42         | 4.43            | 4.34       | More Applied             |
|                                                                                     | 4.35        | 4.56      | 4.51         | 4.57            | 4.45       | More Applied             |

It can be found on the table presented above that in the implementation of support services under CARP the principle of good governance particularly the principle of consistency with rule of law is applied by ensuring that there is peace and order alongside with the program execution, this indicator reached 4.67 computed mean with verbal description of “mostly applied”. Among the respondents, the PARCCOM members strongly believed that the DAR adheres to principle of consistency with the rule of law as support services of CARP is being implemented in Marinduque; data revealed that the response obtained 4.52 being described as “mostly applied”. Generally, the principle of good governance being applied to CARP implementation is “more applied” with 4.45 numerical rating.

It can be observed from the table presented above that the principle of transparency is being applied in the implementation of support services under CARP by means of providing the ARBO members and beneficiaries an access to information with regards to the program execution whenever they need it, this indicator earned the highest mean rating of 4.62 with corresponding adjectival rating of “mostly applied”. Among the groups of the respondents, it was the CARP implementers who viewed most of the program with high application of the aforesaid principle of good governance, their rating indicates 4.63 with verbal

description of “mostly applied”. The respondents believed that there is application of principle of transparency vis a vis implementation of support services under CARP which obtained a general average of 4.56 being described as “mostly applied”.

Table 1.3. *Application of the Principle of Transparency in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i>                                             | <i>ARBO</i> | <i>CI</i> | <i>BLGUs</i> | <i>PAR CCO M</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|-------------------------------------------------------------------------------------------------|-------------|-----------|--------------|------------------|------------|--------------------------|
| 1. Accomplishments are transparent to beneficiaries and ARBO members.                           | 4.5         | 4.65      | 4.28         | 4.57             | 4.50       | Mostly Applied           |
| 2. Budgets are known by its member and beneficiaries.                                           | 4.78        | 4.71      | 4.22         | 4.57             | 4.57       | Mostly Applied           |
| 3. Problems are relayed to members and beneficiaries.                                           | 4.43        | 4.59      | 4.51         | 4.57             | 4.53       | Mostly Applied           |
| 4. Me Verbal Descriptor mbers can easily retrieve and access data from the implementing agency. | 4.76        | 4.71      | 4.28         | 4.71             | 4.62       | Mostly Applied           |
| 5. There is significant sources and a system that provides free flow of information.            | 4.57        | 4.47      | 4.87         | 4.43             | 4.59       | Mostly Applied           |
|                                                                                                 | 4.61        | 4.63      | 4.43         | 4.57             | 4.56       | Mostly Applied           |

The CARP implementers must provide a system that is in reach of its beneficiaries. Transparency is a must in achieving good governance in government programs. Its members and stakeholders deserve to know if the agency is working or not, if it is accomplished, or not, and if it attains its targets or the other way around. Addink (2019) mentioned that an organization must adapt to a system that is comprehensible and acceptable to all its members, his idea is affirmed by Florida (2000) for an organization to be relatable and relevant to its subordinates as well, of course, the entire stakeholders which composed its environment should develop an applicable mechanism and approach.

Table 1.4. *Application of the Principle of Responsiveness in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i>               | <i>ARBO</i> | <i>CI</i> | <i>BLGUs</i> | <i>PARC COM</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|-------------------------------------------------------------------|-------------|-----------|--------------|-----------------|------------|--------------------------|
| 1. Consideration of everybody's ideas, opinions and perspectives. | 4.26        | 4.35      | 4.87         | 4.57            | 4.51       | Mostly Applied           |
| 2. Decentralize processes.                                        | 4.19        | 4.29      | 4.43         | 4.14            | 4.26       | More Applied             |
| 3. Adheres to RA 11032                                            | 4.57        | 4.53      | 3.99         | 4.29            | 4.35       | More Applied             |
| 4. Citizen's Charter is operationalized.                          | 4.52        | 4.35      | 4.64         | 4.43            | 4.49       | More Applied             |
| 5. DAR is easy to be reached thru its hotlines.                   | 4.35        | 4.47      | 4.37         | 4.43            | 4.41       | More Applied             |
|                                                                   | 4.38        | 4.40      | 4.46         | 4.37            | 4.40       | More Applied             |

Table 1.4 revealed that in the implementation of support services under CARP the DAR applied the principle of responsiveness as one of the principles of good governance by means of considering the opinions and ideas of its members and beneficiaries without gender stereotyping and discrimination. It has an average score of 4.52 being described as “mostly applied”. From the groups of respondents, it can be gleaned on the table that the barangay officials firmly believed that DAR is responsive when it comes to the execution of CARP across the province. DAR’s support services are responsive enough to the queries and demands of its stakeholders and its beneficiaries. BLGUs’ response garnered an average score of 4.46 with an adjectival rating of “more applied”. Generally, the principle of responsiveness was “more applied” in the implementation of support services by obtaining a 4.40 numerical rating. It was evident that CARP implementers are always responsive. One of DAR’s programs received recognition from the Office of the President for its responsiveness in attending to clients’ queries sent via Hotline 8888. The implementation of CARP’s support services has attained success because DAR executes the program with utmost responsiveness and great awareness of the needs of its end beneficiaries. Through responsiveness, implementers were able to identify necessities and resolve massive conflicts that might occur or before they will be worst.

Table 1.5. *Application of the Principle of Consensus-Orientation in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i>                                           | <i>ARBO</i> | <i>CI</i> | <i>BLGUs</i> | <i>PARC COM</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|-----------------------------------------------------------------------------------------------|-------------|-----------|--------------|-----------------|------------|--------------------------|
| 1. Viewpoints of the beneficiaries are taken into account in the planning process.            | 4.62        | 4.71      | 4.77         | 4.29            | 4.60       | Mostly Applied           |
| 2. The head of the organization mediates the differing interests to meet the broad consensus. | 4.78        | 4.59      | 4.28         | 4.71            | 4.59       | Mostly Applied           |
| 3. Decisions made are based consensus.                                                        | 4.58        | 4.65      | 4.42         | 4.57            | 4.56       | Mostly Applied           |
| 4. Oral arguments are conducted.                                                              | 4.62        | 4.59      | 4.50         | 4.57            | 4.57       | Mostly Applied           |
| 5. Fusion of ideas.                                                                           | 4.23        | 4.35      | 4.14         | 4.43            | 4.29       | More Applied             |
|                                                                                               | 4.57        | 4.58      | 4.42         | 4.51            | 4.52       | Mostly Applied           |

The principle of consensus orientation is applied in the implementation of support services under CARP by means of mainly considering the viewpoints of the ARBO members, agrarian reform beneficiaries and such other stakeholders. These personalities were involved in the planning process, especially in the policy development and project execution. This response obtained an average rating of 4.60 with adjectival rating of “mostly applied”. Among the respondents, the CARP implementers stand to resolve that there is consensus orientation alongside the implementation of support services under CARP in Marinduque. Their response garnered an average of 4.58 with an adjectival rating of “mostly applied”. It implies that DAR assures unity, camaraderie, and harmony among all its programs, specifically the support services. All in all, DAR applies the aforementioned principle of good governance with a computed general mean of 4.52 being regarded as “mostly applied”. The CARP implementers make sure that the conflicting ideas are resolved because if not, it will cause more complicated troubles in the future. The CARP implementers frequently visit the ARBOs for discussion of issues and concerns that affect ARBOs’ decision-making.

Table 1.6. *Application of the Principle of Equitability and Inclusivity in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i>                                                            | <i>ARBO</i> | <i>CI</i> | <i>BLGUs</i> | <i>PARC COM</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|----------------------------------------------------------------------------------------------------------------|-------------|-----------|--------------|-----------------|------------|--------------------------|
| 1. DAR welcomes what the ARBO members say.                                                                     | 4.75        | 4.71      | 4.66         | 4.29            | 4.60       | Mostly Applied           |
| 2. DAR respects religion, culture, political beliefs and sexual orientation and identity of its beneficiaries. | 4.50        | 4.59      | 4.66         | 4.86            | 4.65       | Mostly Applied           |
| 3. Equal opportunities for all.                                                                                | 4.26        | 4.29      | 4.61         | 4.00            | 4.29       | More Applied             |
| 4. DAR prioritizes marginalized sectors.                                                                       | 4.65        | 4.35      | 4.72         | 3.86            | 4.40       | More Applied             |
| 5. Considers the vulnerable sector in the policy making process.                                               | 4.11        | 4.12      | 4.75         | 4.43            | 4.35       | More Applied             |
|                                                                                                                | 4.45        | 4.41      | 4.68         | 4.29            | 4.46       | More Applied             |

It can be observed from the table that the DAR applied the principles of good governance particularly the principle of equitability and inclusivity in the implementation of support services under CARP by respecting the religion, culture, political beliefs and sexual orientation and identity of its beneficiaries., it obtained an average score of 4.65 with adjectival rating of “mostly applied”. Among the set of respondents, it could be inferred that the BLGUs highly observed that the principle of equitability and inclusivity in the implementation of support services under CARP is applied. It obtained the computed mean of 4.68 being described as “mostly applied”. All in all, there is a computed mean of 4.46 with verbal description of “more applied” which signified that the application of principle of good governance is applied in the implementation of support services under CARP. It could be assumed that respect for religion, culture, political beliefs, sexual identity/orientation, etc. should not always be a hindrance in the implementation of any government programs and interventions. There should always be inclusivity to serve the real purpose of any programs and projects. Everyone should have a chance to participate, partake, and benefit. By that, sustainable living can be promoted to everyone despite the diversity. According to Adel (2021) Governance is frequently branded as mere rules and regulations that many forget its inherent ethical and moral dimensions. It is no question anymore that social and environmental responsibility plays a critical role in future business strategy. Equity and inclusivity are more than bringing people to the table. It is about making sure that whatever decisions are made considers the wellbeing of involved stakeholders, particularly the most vulnerable groups. Good governance enables organizations to balance the conflicting needs of different stakeholders and interests to achieve the most

equitable solution with the most inclusive practices possible.

Table 1.7. *Application of the Principle of Effectiveness and Efficiency in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i> | <i>ARBO</i> | <i>CI</i> | <i>BLGUs</i> | <i>PARC COM</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|-----------------------------------------------------|-------------|-----------|--------------|-----------------|------------|--------------------------|
| 1. The process is systematic and standardized.      | 4.46        | 4.71      | 4.66         | 4.29            | 4.53       | Mostly Applied           |
| 2. There is professionalism at all times.           | 4.62        | 4.59      | 4.66         | 4.29            | 4.54       | Mostly Applied           |
| 3. There is streamlining of complex processes.      | 4.74        | 4.29      | 4.61         | 4.43            | 4.52       | Mostly Applied           |
| 4. The management is easy to be reached.            | 4.18        | 4.35      | 4.72         | 4               | 4.31       | More Applied             |
| 5. Decisions are thoroughly evaluated.              | 4.55        | 4.12      | 4.75         | 4.14            | 4.39       | More Applied             |
|                                                     | 4.51        | 4.41      | 4.68         | 4.23            | 4.46       | More Applied             |

It can be observed from table 1.7 that the principle of effectiveness and efficiency is being always applied in the implementation of support services of CARP in way that the implementers practice professionalism, it obtained the computed mean of 4.54 which is being described as “mostly applied”. Among the set of respondents, the group of the BLGUs emerged as notable, which responses obtained an average score of 4.68 with adjectival rating of “mostly applied” perhaps they have seen how effective and efficient the CARP implementers were in the implementation of support services. Generally, the principles of effectiveness and efficiency are “more applied” in the implementation of DAR’s support services with 4.46 average score.

Table 1.8. *Application of the Principle of Accountability in the Implementation of Support Services under the CARP*

| <i>Application of Principles of Good Governance</i>   | <i>ARBO</i> | <i>CI</i> | <i>BLGUs</i> | <i>PARC COM</i> | <i>Ave</i> | <i>Verbal Descriptor</i> |
|-------------------------------------------------------|-------------|-----------|--------------|-----------------|------------|--------------------------|
| 1. CARP implementers are accountable and responsible. | 4.47        | 4.47      | 4.74         | 4               | 4.42       | More Applied             |
| 2. CARP implementer                                   | 4.66        | 4.53      | 4.74         | 4.71            | 4.66       | Mostly Applied           |
| 3. DAR is proactive.                                  | 4.73        | 4.53      | 4.88         | 4.43            | 4.64       | Mostly Applied           |
| 4. DAR maintains ethics.                              | 4.64        | 4.59      | 4.88         | 3.86            | 4.49       | More Applied             |
| 5. CARP implementers are transparent in all aspect.   | 4.03        | 4.29      | 4.93         | 4.29            | 4.39       | More Applied             |
|                                                       | 4.51        | 4.48      | 4.83         | 4.26            | 4.52       | Mostly Applied           |

It can be seen from the table presented above that the CARP implementers applied the principle of



accountability in the implementation of support services by means of fulfilling what they have promised to the members of ARBO and its beneficiaries. This response yielded an average score of 4.66 which is being described as “mostly applied”. From the group of respondents, BLGUs believed that the aforementioned principle of good governance was actualized vis a vis CARP implementation, their response secured the top spot obtaining a computed mean of 4.83, described as “mostly applied”. Overall, the principle of accountability is “mostly applied” in the implementation of support services under CARP having an average score of 4.52.

### The Mostly Applied Principles of Good Governance in the Implementation of Support Services under the CARP in the Province of Marinduque

Table 2. *Mostly Applied Principles of Good Governance in the Implementation of Support Services under the CARP in the Province of Marinduque*

| <i>Principles Of Good Governance</i> | <i>Combined Mean Rating</i> | <i>Adjectival Equivalent</i> |
|--------------------------------------|-----------------------------|------------------------------|
| Participation                        | 4.57                        | Mostly Applied               |
| Consistent with the Rule of Law      | 4.45                        | More Applied                 |
| Transparency                         | 4.57                        | Mostly Applied               |
| Responsiveness                       | 4.40                        | More Applied                 |
| Consensus-Orientation                | 4.52                        | Mostly Applied               |
| Equitability and Inclusivity         | 4.46                        | More Applied                 |
| Effectiveness and Efficiency         | 4.44                        | More Applied                 |
| Accountability                       | 4.52                        | Mostly Applied               |
| General Average:                     | 4.49                        | More Applied                 |

It could be interpreted from all the data presented above that the Department of Agrarian Reform in the province of Marinduque generally applied the Eight Principles of Good Governance alongside the implementation of support services under Comprehensive Agrarian Reform Program. It obtained a general average of 4.49 with verbal description of “more applied”. It is obvious that for the research respondents, these eight principles of good governance are massively important in the support services under CARP in the province. It could also be inferred from the table that the mostly applied principle of good governance vis a vis implementation of support services under CARP was the Principles of Participation and Transparency, both principles

obtained average of 4.57 with adjectival rating of “mostly applied”.

### Significant Difference in the Application of the Principles of Good Governance among the ARBO members, the BLGUs, the CARP implementers, and the members of the PARCCOM in the Implementation of Support Services under the CARP in the Province of Marinduque

Table 3. *Significant Difference among the Level of Application of the Principles of Good Governance for the Respondents*

| <i>Principles of Good Governance</i> | <i>Median of the Level of Application of the Respondents</i> |              |                          |                | <i>p-value</i> | <i>Remarks</i>              |
|--------------------------------------|--------------------------------------------------------------|--------------|--------------------------|----------------|----------------|-----------------------------|
|                                      | <i>ARBs</i>                                                  | <i>BLGUs</i> | <i>CARP IMPLEMENTERS</i> | <i>PARCCOM</i> |                |                             |
| Participation                        | 4.6                                                          | 4.6          | 4.8                      | 4.6            | 0.004          | Significant                 |
| Consistent with the Rule of Law      | 4.4                                                          | 4.6          | 4.4                      | 4.6            | 0              | Significant                 |
| Transparency                         | 4.6                                                          | 4.4          | 4.8                      | 4.4            | 0              | Significant                 |
| Responsiveness                       | 4.6                                                          | 4.4          | 4.6                      | 4.4            | 0.609          | Significant not significant |
| Consensus-Orientation                | 4.6                                                          | 4.6          | 4.6                      | 4.2            | 0.514          | Significant not significant |
| Equitability and Inclusivity         | 4.4                                                          | 5            | 4.4                      | 4.2            | 0              | Significant                 |
| Effectiveness and Efficiency         | 4.6                                                          | 5            | 4.4                      | 4.2            | 0              | Significant                 |
| Accountability                       | 4.4                                                          | 5            | 4.6                      | 4.4            | 0              | Significant                 |
| Gen. Average:                        | 4.53                                                         | 4.7          | 4.58                     | 4.38           | 0.142          | Significant Not Significant |

It can be derived from Table 3 that there is significant difference in the level of application of the principles of good governance in the implementation of support services under the CARP in the province of Marinduque in terms of Principle of Participation, Consistency with the Rule of Law, Transparency, Equitability and Inclusivity, Effectivity and Efficiency and Principle of Accountability. The four groups of respondents have a similar level of observation on the application of these principles of good governance in terms of the implementation of support services. Furthermore, results revealed that there is no significant difference in the level of application of the principles of good governance in the implementation of support services under the CARP in terms of the Principle of Responsiveness and the Principle of Consensus Orientation. Results revealed that the groups of respondents have different ways or manners on how these aforementioned principles vi-a-vis the implementation of support services are carried over. Moreover, it could also be grasped on the table presented above that in general, there is significant difference among the observation of the respondents with regards to the level of application of principles of good governance in the implementation of support services under CARP in the Province of Marinduque. Result showed that there the general average of the computed p-value across all principles and set of

respondents was 0.142, greater than the parameter of 0.05 which interprets as not significant. Department of Agrarian Reform (2000) mentioned that the stakeholders and beneficiaries of the Comprehensive Agrarian Reform Program (DAR) have varied perspectives and appreciation regarding the execution of the numerous programs the organization is offering. Some viewed the program as an infringement of their rights (especially the landowners who were “grabbed” of their lands in the Land Acquisition and Distribution Program); however, in terms of support services (program beneficiaries’ development of ARBs and ARBOs), most people viewed as a steppingstone towards development and sustainable living.

### New Theory in Governance Formulated and Proposed by the Researcher to further improve the Implementation of Government Programs and Services

Based on the study conducted, the CARP implementers need to focus on the Principle of Responsiveness in the implementation of support services under CARP in Marinduque. Within this context, the researcher has formulated new theory regarding the Principles of Good Governance.

### Conclusion

Based on careful and thorough analysis of the data gathered through the utilization of some statistical process, it can be concluded that the implementers of CARP applied the principles of good governance in the implementation of numerous support service programs under CARP in the province of Marinduque. It can also be deduced that the ARBO members, BLGUs CARP implementers, and members of the PARCCOM have observed the implementation of CARP differently in terms of the Principle of Participation, Consistency with the Rule of Law, Transparency, Equitability and Inclusivity, Effectiveness and Efficiency and Principle of Accountability, for this end the null hypothesis is being rejected. However, there is no significant difference among the level of application of principles of good governance in the implementation of support services under CARP in terms of Principle of Responsiveness and Principle of Consensus Orientation; thus, the hypothesis is accepted.

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