



**STATUS OF ADHERENCE OF THE ORGANIZATIONAL STRUCTURE
OF THE MUNICIPAL GOVERNMENT OF BOAC, MARINDUQUE
WITH THE MANDATES OF THE NATIONAL GOVERNMENT
AND ITS EFFECT ON SERVICE DELIVERY: BASIS
FOR A PROPOSED POLICY INTERVENTION**

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Presented to the Faculty of Graduate School
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In Partial Fulfillment
of the requirements for the Degree
Master in Public Administration
major in Organization Studies

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RECOMMENDATION FOR ORAL EXAMINATION

This thesis attached hereto entitled **STATUS OF ADHERENCE OF THE ORGANIZATIONAL STRUCTURE OF THE MUNICIPAL GOVERNMENT OF BOAC, MARINDUQUE WITH THE MANDATES OF THE NATIONAL GOVERNMENT AND ITS EFFECT ON SERVICE DELIVERY: BASIS FOR A PROPOSED POLICY INTERVENTION** prepared and submitted by **JUSTIN ANGELO J. MANRIQUE** in partial fulfillment of the requirements for the degree of Master in Public Administration major in Organization Studies at Marinduque State University Graduate School is hereby recommended for Oral Examination.

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The Researcher



DEDICATION

With all love and honor, I dedicate my Master's thesis in Public Administration to the memory of my mother, *Ma. Araceli Jardeleza Manrique*, and to my late grandparents, *Celestino Monteras Manrique*, *Virginia Sarmiento Rey-Manrique*, and *Justo Los Baños Jardeleza*.

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ABSTRACT

This study examined the status of adherence of the organizational structure of the Municipal Government of Boac, Marinduque to national government mandates and analyzed how such adherence affects service delivery. Grounded in Structural Contingency Theory and Resource Dependence Theory, the research employed a mixed-methods case study approach, combining quantitative survey data with qualitative key-informant interviews. In particular, the study assessed compliance with selected national laws, including Republic Act Nos. 10121, 10915, 11535, 10070, 9593, 10691, and 10742, alongside the administrative, legal, and financial factors influencing adherence. Overall, the findings revealed that the Municipality of Boac demonstrated a generally low level of adherence to national mandates, with a grand mean interpreted as “adherent to a lesser extent.” Notably, however, Republic Act No. 10121 (Disaster Risk Reduction and Management) showed high compliance due to strong institutional support, adequate funding, and prioritization. In contrast, other mandated offices such as those for tourism, employment, youth development, cooperatives, and persons with disabilities were largely unestablished or only operationalized through personnel designation without sufficient funding. Furthermore, resource insufficiency emerged as the primary barrier to full compliance, and this was further compounded by limited political prioritization and a shortage of qualified personnel. In addition, the study established that organizational adherence has a moderate but significant impact on service delivery, particularly in terms of administrative efficiency, program implementation, and resource allocation. Likewise, offices with dedicated structures and sustained funding consistently demonstrated stronger service delivery outcomes compared to those operating under ad hoc arrangements. Based on these



findings, it is therefore recommended that a phased and strategic approach to organizational reform be adopted. Specifically, this includes the enactment of a local ordinance to establish mandated positions, the strengthening of local revenue generation mechanisms, investment in human resource development, and the institutionalization of monitoring and evaluation systems. Moreover, it is further recommended that a service delivery–centered organizational design be implemented to ensure that compliance with national mandates is effectively translated into measurable improvements in public service delivery.

Keywords: *Organizational structure; policy compliance; local governance; service delivery; Republic Act implementation; resource dependence; Structural Contingency Theory; municipal government; public administration; institutional capacity.*



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Chapter I

THE PROBLEM AND ITS BACKGROUND

This chapter provides an overview of the study, including its background, problem statement, significance, and scope. It establishes the foundation for analyzing the adherence of the Municipal Government of Boac, Marinduque, to national mandates, highlighting key issues and research objectives.

Introduction

Local governance serves as a cornerstone of rural and urban development, and the effectiveness of local government operations is closely anchored on the adequacy and responsiveness of their organizational structures. For local government units such as the Municipal Government of Boac, aligning internal organizational frameworks with national government mandates is not merely a structural requirement but a critical determinant of their capacity to deliver efficient and effective public services to constituents. This alignment becomes even more essential in a decentralized governance setting where LGUs act as primary implementers of national policies at the grassroots level (Congress of the Philippines, 1991).

The Republic of the Philippines operates under a decentralized system established through the Local Government Code of 1991, which devolves specific powers, responsibilities, and basic services to local government units. Despite this legal framework, challenges remain in ensuring that LGUs fully align their organizational structures with national mandates. Inadequate adherence to prescribed organizational arrangements may result in inefficiencies,



functional overlaps, and service delivery gaps, ultimately weakening public trust in local governance systems. As noted by Lapiz (2024), these challenges are further intensified in municipalities with limited fiscal capacity and high demand for responsive and inclusive governance.

The organizational structure of local governments cannot be overstated, as the Seal of Good Local Governance emphasizes the presence of offices and services mandated by various national laws, as assessed by the Department of the Interior and Local Government. It bears stressing that local governments that are compliant with the indicators of the Seal of Good Local Governance have higher levels of citizen satisfaction, highlighting the importance of performance-based governance systems. The study further emphasized that aligning organizational practices with measurable outcomes and stakeholder expectations enhances public trust and the effectiveness of service delivery (Olorga et al., 2026).

Opportunities exist for local governments to enhance service delivery through the improvement of their organizational structures. The Mandanas–Garcia ruling, as established in the Supreme Court case *Mandanas/Garcia vs. Ochoa*, provided local governments with increased shares under the National Tax Allotment. This expansion created greater fiscal capacity for local government units to finance additional positions and services as governance functions increasingly shift from national agencies to local jurisdictions (Tapia et al., 2023).

The Municipal Government of Boac, as the capital local government unit of Marinduque, plays a central role in delivering essential public services to its constituents. Its organizational structure is crucial in ensuring the effective implementation of national mandates related to disaster preparedness, healthcare, economic development, infrastructure,



and other governance functions. However, concerns remain regarding the extent to which the current organizational structure of the Municipal Government of Boac complies with national government directives and how such compliance, or lack thereof, influences its capacity to address the needs of its people effectively.

Specifically, several mandatory offices and positions required under national laws, such as the Local Tourism Officer, Public Employment Service Officer, Persons with Disability Affairs Office, Local Youth Development Officer, and Cooperative Development Officer, are often assigned to existing personnel occupying other plantilla positions. This arrangement means that these functions are carried out through designation rather than through dedicated appointments, frequently without additional compensation, workforce support, or sufficient resource allocation from management. Consequently, this setup limits the full implementation of programs, plans, and activities that could have been more effectively pursued by personnel solely dedicated to these mandated offices.

Given these circumstances, this study was significant because it sought to bridge the gap between policy requirements and actual governance practice. By examining the level of adherence of the Municipal Government of Boac to national mandates, the research aimed to identify organizational strengths, determine areas of non-compliance, and assess how these structural conditions affect public service delivery. Moreover, it intended to provide a clearer understanding of the challenges faced by the municipality in aligning its organizational framework with prescribed national standards while fulfilling its local governance responsibilities.



Furthermore, the study explored how deficiencies in organizational adherence impact the efficiency and effectiveness of government services across multiple sectors, including public health, education, infrastructure, and economic planning. These findings were essential in formulating recommendations for optimizing local government structures and enhancing service delivery, not only for Boac but also for other municipalities experiencing similar institutional challenges.

In the context of increasing public demand for transparency, accountability, and responsive governance, alignment between local organizational structures and national mandates has become essential. This research contributed to the broader discourse on local governance by identifying practical strategies and policy recommendations that may strengthen the organizational effectiveness of the Municipal Government of Boac. In doing so, it also offered a potential framework that other local government units may adopt in improving their compliance with national standards and in enhancing governance outcomes.

Finally, this study emphasized the importance of a strategically structured and nationally compliant local government organization in promoting sustainable development, inclusivity, and improved quality of life for citizens. It underscored that an effective organizational structure must not only adhere to national government mandates but must also remain responsive to the evolving developmental needs of its constituency (Olorga et al., 2026; Tapia et al., 2023).



Statement of the Problem

This study sought to determine how adherent the organizational structure of the Municipal Government of Boac, Marinduque is to national government mandates, and how the status of adherence impacts service delivery.

Specifically, it intended to answer the following problems:

1. What is the status of adherence of the organizational structure of the Municipal Government of Boac, Marinduque in terms of the following national mandates?
 - 1.1. Republic Act No. 10121
 - 1.2. Republic Act No. 10915
 - 1.3. Republic Act No. 11535
 - 1.4. Republic Act No. 10070
 - 1.5. Republic Act No. 9593
 - 1.6. Republic Act No. 10691
 - 1.7. Republic Act No. 10742
2. What are the administrative, legal, and financial obstacles preventing the adherence of the organizational structure of the Municipal Government of Boac to national mandates?
3. What administrative, legal, and financial opportunities have allowed the organizational structure of the Boac Municipal Government to adhere to national mandates?
4. How does the status of adherence of the organizational structure of the Municipal Government of Boac affect service delivery?



5. Based on the findings of the study, what policy interventions may be proposed by the researcher to ensure that the organizational structure of the Municipal Government of Boac adheres to national mandates and thus improves service delivery?

Significance of the Study

The significance of this study lies in its potential to enhance local governance by examining the adherence of the organizational structure of the Municipal Government of Boac, Marinduque, to the mandates of the national government under the laws cited in Civil Service Commission Memorandum Circular No. 12, s. 2022. This research seeks to provide insights that will benefit multiple stakeholders across sectors by addressing key issues in governance, organizational efficiency, and service delivery.

For Local Government Officials and Policymakers

The findings of this study could serve as a valuable resource for local government officials in Boac and similar municipalities, enabling them to identify areas of non-adherence within their organizational structures. By understanding these gaps, policymakers can formulate strategies to realign local operations with national mandates, ensuring a more effective service delivery. This research can also help design policy interventions that promote efficiency and responsiveness in governance.

For National Government Agencies

The study offers a clearer understanding of the challenges faced by local government units (LGUs) in implementing national policies and mandates. This understanding can guide



national agencies in refining their directives, providing better support mechanisms, and fostering stronger collaboration with LGUs to achieve shared goals.

For Other Local Government Units (LGUs)

The study's findings and recommendations can serve as a guide for other municipalities facing similar challenges in aligning their organizational structures with national directives. By presenting actionable insights and best practices, the research can inspire other LGUs to assess and improve their governance systems, thereby fostering better service delivery across the country.

For the Citizens of Boac and Similarly Situated Municipalities

Ultimately, the primary beneficiaries of this research are the residents of Boac, Marinduque. By improving the adherence between local and national governance structures, the quality of services delivered to citizens such as healthcare, education, disaster management, and infrastructure development can be significantly enhanced. The study underscores the importance of responsive and efficient governance in improving the overall quality of life for local communities.

At a broader level, this study emphasizes the critical role of organizational adherence in achieving the goals of decentralization and nation-building. It underscores the interconnectedness of national and local governance and highlights the need for a cohesive, well-structured approach to governance that prioritizes efficiency, accountability, and inclusivity.



For Researchers

The study will contribute to the growing body of knowledge on governance, decentralization, and organizational adherence. It will present a case study of the Municipal Government of Boac, highlighting best practices, challenges, and recommendations to inform future research in public administration and organizational management.

In conclusion, this research has the potential to make practical, theoretical, and policy-oriented contributions to the field of governance, with a specific focus on improving service delivery mechanisms of local government units in the Philippines.

Scope and Delimitation

This study evaluated the extent to which the organizational structure of the Municipal Government of Boac adheres to national government mandates and examined how such adherence influences service delivery. The research specifically focused on the municipality's organizational framework, including its core components, functional arrangements, and reporting structures, to determine their alignment with nationally prescribed legal requirements. In particular, the study examined mandates established by national laws enacted by Congress and assessed compliance by the presence or absence of required positions under these laws. However, positions mandated under the Local Government Code of 1991 were excluded from the analysis, as these positions are automatically institutionalized upon the creation of a local government unit.

Moreover, the study explored how organizational adherence affects the efficiency and effectiveness of essential public services, including healthcare, education, disaster



management, and public infrastructure. To provide a more comprehensive understanding, the perspectives of local government officials and employees were also considered, particularly regarding the challenges and opportunities associated with organizational compliance.

Geographically, the research was confined to the Municipal Government of Boac, Marinduque. Although its findings may offer relevant insights for other local government units (LGUs), the study was designed primarily to address the specific institutional context of Boac. The research did not encompass all dimensions of governance; rather, it concentrated on structural adherence to national mandates, excluding broader considerations such as political dynamics, electoral influences, or community participation. Additionally, the study focused solely on the municipality's organic organizational structure and did not assess workforce performance, personnel qualifications, or leadership effectiveness. Its primary concern was the existence or absence of mandated offices and positions and the implications of such structural conditions for service delivery.

While comparative references to other LGUs were utilized for contextual understanding, the study did not undertake an extensive comparative analysis of similarly or differently situated municipalities. These delimitations were intentionally established to maintain a focused and in-depth evaluation of the Municipal Government of Boac's structural compliance and to generate practical, feasible recommendations for improving organizational effectiveness and public service systems.

The data-gathering phase of the study was conducted during the third quarter of 2025, specifically from July to September. During this period, coordination meetings and official engagements with the Municipal Government of Boac were first undertaken, followed by the



systematic collection of data. Upon completion of data gathering, analysis and interpretation were immediately conducted. While the study provides relevant and actionable findings, it is recognized that its conclusions were based on available records and stakeholder participation, which may have been constrained by incomplete documentation or limited respondent availability. Nonetheless, the study sought to provide a structured and practical assessment of organizational adherence within a clearly defined and manageable research framework.



Chapter II

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents a comprehensive review of related literature and studies that provide context for the research. It includes discussions on existing knowledge, theoretical foundations, and the study's conceptual framework. Additionally, key terms that are used in the study are defined to establish a clear understanding of the research scope and focus.

What are Municipalities?

Municipalities are among the several local governments in the Philippines mandated by law and by the Constitution. Specifically, the 1987 Philippine Constitution mandates that the political subdivisions of the Philippines shall be provinces, cities, municipalities, and barangays. Likewise, the Constitution provided special conditions for the establishment of autonomous regions only in the Cordilleras and in Muslim Mindanao (Constitution of the Philippines, 1987).

In Section 3 of Article X (the provision on Local Governments) in the 1987 Philippine Constitution, Congress was mandated to enact a Local Government Code

“which shall provide for a more responsive and accountable local government structure instituted through a system of decentralization with effective mechanisms of recall, initiative, and referendum, allocate among the different local government units their powers, responsibilities, and resources, and provide for the qualifications, election, appointment and removal, term, salaries, powers and functions and duties of



local officials, and all other matters relating to the organization and operation of local units” (Constitution of the Philippines, 1987).

In line with the constitutional mandate to strengthen local autonomy, the Local Government Code of 1991 was enacted by the Congress of the Philippines in 1991 and signed into law by President Corazon C. Aquino on October 10, 1991. This landmark legislation established the legal framework for decentralization and defined the structure, powers, responsibilities, and functions of local government units (LGUs), including municipalities (Congress of the Philippines, 1991).

Under the Local Government Code, municipalities are mandated to provide the basic services and facilities enumerated under Section 17. Furthermore, the creation of a municipality requires compliance with specific fiscal, demographic, and territorial requirements, including a minimum average annual income of ₱2.5 million, based on 1991 constant prices, for the last two consecutive years, and either a population of at least 25,000 or a contiguous land area of no less than 50 square kilometers. These requirements are intended to ensure that newly created municipalities possess the financial and administrative capability to function effectively, autonomously, and sustainably (Congress of the Philippines, 1991).

Moreover, municipalities are required to establish mandatory positions that are essential for governance and public administration. These positions include the Municipal Treasurer, Assessor, Budget Officer, Planning and Development Coordinator, Engineer, Health Officer, Civil Registrar, Administrator, and Social Welfare and Development Officer. These offices perform critical administrative, fiscal, and regulatory functions necessary for local governance. In addition, municipalities may create optional positions, such as the



Environment and Natural Resources Officer, Cooperative Officer, Information Officer, Architect, Population Officer, Legal Officer, General Services Officer, and Veterinarian, depending on local priorities, needs, and resource capacity (Congress of the Philippines, 1991).

In terms of institutional authority, municipalities exercise both corporate and governmental powers. As corporate entities, they are authorized to acquire, manage, and dispose of property, enter contracts, and undertake actions that promote local welfare and development. As political and governmental units, municipalities are empowered to enact ordinances, impose and collect taxes, and ensure peace and order within their jurisdiction. These powers are fundamental in promoting local autonomy, administrative accountability, and responsive governance (Congress of the Philippines, 1991).

Additionally, Section 17 of the Local Government Code mandates municipalities to deliver a comprehensive range of basic services and facilities. These include healthcare and social welfare services such as maternal and child care, barangay health services, and social development programs; environmental management functions including sanitation and solid waste disposal; agricultural support initiatives such as seed distribution, farming assistance, and operation of buying stations; maintenance of public infrastructure like roads, bridges, and public markets; and educational and cultural services, including reading centers and public information dissemination. Collectively, these mandated services are intended to foster sustainable local development and enhance the quality of life of municipal constituents (Congress of the Philippines, 1991).

Recent studies have assessed the extent to which municipalities are able to fulfill their service mandates. A study by Lapiz (2024) analyzed the delivery of basic services by



Philippine municipalities. The research emphasized the continued relevance of assessing local governance structures to identify gaps and formulate responsive policies. It concluded that while many LGUs are compliant with national mandates, challenges remain in ensuring consistent and equitable service delivery, especially in resource-constrained areas.

Municipalities play a central role in the implementation of local governance in the Philippines. Guided by the Local Government Code of 1991, they are vested with broad governmental powers and responsibilities and are mandated to establish organizational structures that effectively support the delivery of essential public services. These structures are fundamental in ensuring that municipalities can fulfill their administrative, developmental, and regulatory functions in accordance with national standards. As local development increasingly relies on the institutional effectiveness of municipal governments, continuous evaluation, organizational strengthening, and policy support remain essential to enhance governance performance, improve service delivery, and ensure sustained compliance with national mandates (Congress of the Philippines, 1991).

Organizational Structure of Local Government Units

The organizational structure of local government units (LGUs) significantly influences their operational efficiency, service delivery capacity, and responsiveness to community needs. Recent literature has extensively examined the role of formal hierarchies, informal networks, organizational culture, and structural reforms in shaping local governance outcomes. According to the National League of Cities, the organizational structure of a local government refers to the systematic arrangement of roles, responsibilities, and institutional relationships



within a municipal entity to ensure effective governance and public service delivery. This structure determines the distribution of authority, decision-making processes, and communication flows, and is shaped by legal mandates, population demands, service requirements, and administrative capabilities (National League of Cities, n.d.).

Whetsell et al. (2021) examined the relationship between formal organizational hierarchies and informal networks in influencing information-seeking behavior within local governments. Using exponential random graph modeling on data gathered from 143 employees in a small city government, the study found that formal structures, such as status, departmental affiliation, and institutional permission systems, significantly shape how information is accessed and disseminated within organizations. The findings suggest that organizational design plays a critical role in enhancing knowledge flow and operational efficiency in public institutions (Whetsell et al., 2021).

Similarly, Abenoja et al. (2024) investigated the relationship between organizational culture and leadership styles among LGU departments in Santo Tomas, Davao del Norte. Through a descriptive correlational design involving 108 department heads and employees, the study revealed a significant positive correlation between strong organizational culture and effective leadership practices. This relationship was found to contribute directly to improved service delivery, emphasizing that internal organizational dynamics are essential to governance effectiveness (Abenoja et al., 2024).

Beyond the Philippine context, discussions on structural reforms in local governments have emerged globally. In Australia, proposals to consolidate or abolish smaller local councils have been advanced to address bureaucratic inefficiencies, duplication of services, and



financial mismanagement. Proponents argue that larger, consolidated councils may enhance efficiency and reduce operational redundancies, while critics caution against reduced local representation and diminished responsiveness to community-specific concerns (Chung, 2025).

Likewise, in the United Kingdom, reforms aimed at replacing multiple local councils with larger unitary authorities have been proposed to streamline governance and reduce administrative complexity. While these reforms may improve cost efficiency and service integration, concerns remain regarding the potential erosion of local democratic accountability and citizen participation in governance processes (Kendix, 2024).

Collectively, these studies underscore the critical role of organizational structure in determining the effectiveness of local governments. They highlight that both formal institutional arrangements and informal organizational networks must be carefully considered in designing governance systems that promote efficient information flow, responsive leadership, and quality public service delivery. As local governance continues to evolve, sustained research and evidence-based policy reforms remain essential for identifying best practices and optimizing organizational structures to meet both national mandates and local community needs.

Mandates of the National Government on Local Government Unit Organizational Structures

The cornerstone of local governance in the Philippines is **Republic Act No. 7160, otherwise known as the Local Government Code of 1991**. This legislation grants LGUs the autonomy to establish their organizational structures tailored to their specific service



requirements and financial capacities. However, this autonomy operates within the parameters set by national standards to maintain uniformity and accountability across all local governments (Congress of the Philippines, 1991).

The national government plays a crucial role in shaping the organizational structure of Local Government Units (LGUs) in the Philippines. This influence is primarily exerted through legislative mandates such as the Local Government Code of 1991 (Republic Act No. 7160), which provides the legal framework for LGU operations. The **Civil Service Commission (CSC) through Memorandum Circular No. 12, s. 2022** further refines this framework by specifying the mandatory positions that LGUs must establish to ensure the effective delivery of public services (Civil Service Commission [CSC], 2022).

Republic Act No. 10121 institutionalized disaster risk reduction and management (DRRM) in local governance by mandating the establishment of a Local Disaster Risk Reduction and Management Office (LDRRMO) in every province, city, and municipality in pursuit of the government's prioritization of disaster response as well as climate change adaptation (Congress of the Philippines, 2010a). The LDRRMO is responsible for developing disaster risk reduction strategies, coordinating emergency responses, and managing recovery efforts.

In addition to disaster risk reduction management and climate change adaptation, the Philippine government has also given priority to additional agricultural infrastructure to maximize the country's potential as an agricultural producer. **Republic Act No. 10915** mandates the appointment of Agricultural and Biosystems Engineers (ABEs) in municipal governments to oversee agricultural infrastructure projects and technological advancements



(Congress of the Philippines, 2016). These professionals are expected to play a crucial role in enhancing agricultural productivity and sustainability.

In recognition of the important role of cooperatives in economic development, **Republic Act No. 11535** mandates the establishment of a Cooperatives Development Officer (CDO) position in every local government unit (LGU) to strengthen support for cooperative enterprises (Congress of the Philippines, 2021). This has become important due to the increasing role of cooperatives in local development councils and other local special bodies.

The Philippine government has likewise provided necessary attention to managing the affairs of persons with disabilities, recognizing their important role in society, as well as to prevent discrimination. **Under Republic Act No. 10070**, the establishment of a Persons with Disability Affairs Office (PDAO) in every LGU is mandated to ensure the full inclusion of persons with disabilities (PWDs) in governance and development programs (Congress of the Philippines, 2010b). The PDAO may be placed as a section under the Local Social Welfare and Development Office.

Republic Act No. 9593 strengthens the role of Local Government Units in tourism development by requiring the appointment of a Tourism Officer in every Local Government Unit (Congress of the Philippines, 2009). The establishment of this position promotes local tourism initiatives and the sustainable management of tourism resources.

Under **Republic Act No. 10691**, Local Government Units were mandated to establish a Public Employment Service Office, which shall be under the office of the governor, city, or municipal mayor (Congress of the Philippines, 2015b). The purpose of the said law is to enable



LGUs to actively participate in economic development, particularly by providing employment opportunities for Filipinos.

In pursuit of reforming the Sangguniang Kabataan and increasing the role of the local government in youth governance, **Republic Act No. 10742** mandated the appointment of a Local Youth Development Officer (LYDO) in each local government unit. Under this law, municipalities are expected to have a Municipal Youth Development Officer who shall be in charge of youth affairs and coordinate efforts of the Sangguniang Kabataan and other youth organizations belonging to the Local Youth Development Council (Congress of the Philippines, 2015a).

Similarly, Shair-Rosenfield (2024) examined the effects of decentralization on intergovernmental coordination in the Philippines and found that although decentralization enhances local autonomy, effective governance requires clear policy direction, consistent national support, and strong coordination mechanisms between national and local governments. Without these, decentralization may lead to policy fragmentation, uneven implementation, and administrative inefficiencies across local government structures.

Taken together, these studies underscore the complex and dynamic relationship between national mandates and local governance structures. They emphasize that strengthening LGU effectiveness requires not only clear legislative and policy frameworks but also sustained capacity-building initiatives, institutional support, and collaborative governance mechanisms to ensure that local governments can successfully fulfill their mandated roles while maintaining responsive and efficient service delivery (Medina-Guce & Sanders, 2024; Shair-Rosenfield, 2024).



Factors Influencing the Status of Adherence of Local Government Organizational Structures to National Mandates

Medina-Guce and Sanders (2024) noted that the continuously evolving criteria of the SGLG may create implementation challenges for LGUs, particularly in maintaining consistent adherence to shifting policy standards and governance benchmarks. These evolving criteria, however, are still essential in ensuring that local governments continue to meet the challenges and standards of an evolving global and national landscape.

Similarly, Shair-Rosenfield (2024) examined the effects of decentralization on intergovernmental coordination in the Philippines and found that although decentralization enhances local autonomy, effective governance requires clear policy direction, consistent national support, and strong coordination mechanisms between national and local governments. Without these, decentralization may lead to policy fragmentation, uneven implementation, and administrative inefficiencies across local government structures.

Taken together, these studies underscore the complex and dynamic relationship between national mandates and local governance structures. They emphasize that strengthening LGU effectiveness requires not only clear legislative and policy frameworks but also sustained capacity-building initiatives, institutional support, and collaborative governance mechanisms to ensure that local governments can successfully fulfill their mandated roles while maintaining responsive and efficient service delivery (Medina-Guce & Sanders, 2024; Shair-Rosenfield, 2024).



Strategies for Local Government Units to Comply with National Mandates

Local Government Units (LGUs) in the Philippines employ a range of strategies to align their operations with national mandates while adapting to their respective institutional and socio-economic contexts. These strategies primarily focus on capacity building, fiscal strengthening, policy adaptation, and citizen engagement to improve compliance and service delivery.

The Department of the Interior and Local Government has played a central role in strengthening LGU compliance by implementing various capacity-building programs. According to its 2024 year-end report, the DILG conducted extensive training initiatives in areas such as local road maintenance and the preparation of Municipal Water Supply and Sanitation Master Plans. These programs successfully trained 1,146 out of 1,289 target LGUs, thereby equipping local governments with the technical and administrative competencies necessary to meet national governance standards (Department of the Interior and Local Government, 2024).

In addition, the Asian Development Bank, through its Local Governance Reform Project, has contributed to strengthening LGU compliance by enhancing local revenue generation capacities. Specifically, its initiatives focus on improving real property tax administration, enabling LGUs to generate sustainable financial resources necessary for implementing mandated public services, infrastructure projects, and local development programs (Asian Development Bank, 2020).

A significant structural opportunity for LGUs also emerged through the Mandanas–Garcia ruling, which expanded the fiscal resources of local governments by recalculating their



revenue shares to include all national taxes rather than solely internal revenue taxes. This shift from the Internal Revenue Allotment (IRA) to the National Tax Allotment (NTA) substantially increased LGU funding and transferred greater service delivery responsibilities from national agencies to local governments, particularly for services mandated under Section 17 of the Local Government Code of 1991 (Tapia et al., 2023).

Furthermore, the National Economic and Development Authority, through the Philippine Development Plan 2023–2028, underscored the importance of strengthening public feedback mechanisms to improve governance responsiveness. By enhancing citizen participation and social accountability frameworks, LGUs are better positioned to respond accurately and promptly to constituent needs while ensuring greater compliance with national mandates and governance objectives (National Economic and Development Authority, 2023).

Collectively, these initiatives demonstrate that effective LGU compliance with national mandates requires a multifaceted approach that combines institutional capacity-building, fiscal empowerment, decentralization reforms, and strengthened citizen engagement. These strategies not only enhance organizational adherence but also improve the efficiency, accountability, and responsiveness of local governance systems in the Philippines.

Impact of Organizational Structure on Service Delivery

The organizational structure of local governments is known to influence the effectiveness of their service delivery significantly. This portion of the review explores various dimensions of this impact, highlighting how structural configurations affect performance, coordination, and responsiveness.



Kaphle (2023) published a study that examined the relationship between organizational structure and performance in local governments. The research found that well-defined structures with clear accountability mechanisms enhance service delivery by improving efficiency and responsiveness to community needs. Conversely, ambiguous structures can lead to role overlaps, causing delays and reduced service quality.

A study by Parks and Ostrom (2024) analyzed how different organizational features influence coordination in public service delivery across 259 local political systems. The study showed that decentralized structures with autonomous departments often face coordination challenges, leading to fragmented services. In contrast, integrated structures with centralized oversight promoted cohesive service delivery and better resource utilization.

Another study by Muzanenhamo (2022) examined the need for organizational transformation within local authorities to improve service delivery. The study demonstrated that embracing change dimensions, such as adopting new technologies and restructuring departments, positively impacts performance. These transformations enable local governments to respond effectively to evolving community demands (Muzanenhamo, 2022).

Recent real-world examples further illustrate the impact of organizational structure on service delivery. In 2023, an Ernst & Young audit of Houston's 22 city departments uncovered issues such as misuse of city credit cards and inefficiencies in contracting practices. The audit recommended structural reforms, including consolidating departments and implementing rigorous monitoring systems, to enhance transparency and efficiency (Church, 2025).

The organizational structure of local governments plays a pivotal role in determining the efficiency and quality of service delivery. Studies and real-world examples from 2020 to



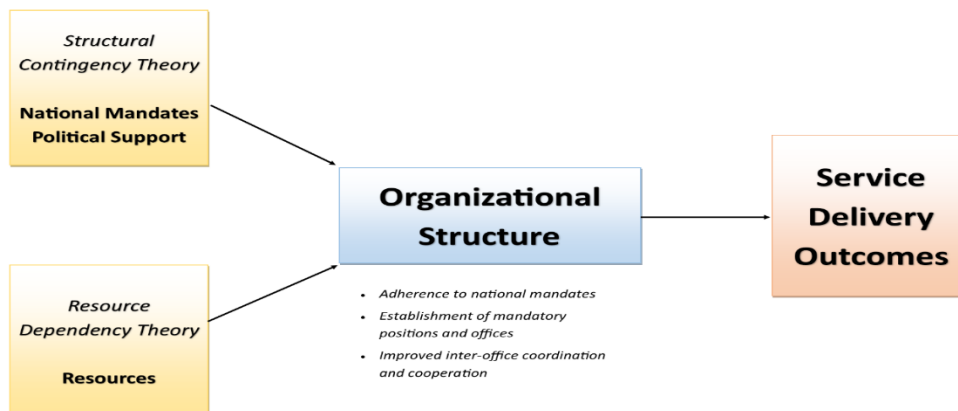
2024 underscore the importance of clear accountability, effective coordination, and adaptability to economic conditions. Structural reforms, whether through decentralization, interdepartmental collaboration, or organizational transformation, are essential strategies for local governments aiming to enhance their service delivery outcomes.

Theoretical Framework

This study was anchored on two complementary organizational theories: Structural Contingency Theory and Resource Dependence Theory. These theoretical frameworks guided the study’s core inquiries into the extent to which the Municipal Government of Boac adheres to national government mandates and how that adherence influences service delivery within the municipality. As illustrated in Figure 1, the central components of both theories were integrated to provide a comprehensive framework for analyzing organizational structure, institutional compliance, and governance effectiveness.

Figure 1.

Theoretical Paradigm





Structural Contingency Theory posits that organizational effectiveness is largely dependent on the degree to which an organization's structure aligns with its external environment and contextual conditions (Donaldson, 2001). Applied to local government units (LGUs), this theory suggests that municipalities must design and adapt their bureaucratic structures, administrative systems, and decision-making processes in accordance with their available resources, socio-economic conditions, and governance challenges. Municipalities with larger fiscal capacities, typically urbanized areas, are more likely to establish specialized offices and fully comply with mandated national structures due to their enhanced administrative and financial resources. Conversely, resource-constrained rural municipalities may adopt leaner organizational systems or decentralized arrangements to remain functional despite limitations. Thus, structural alignment with environmental realities is essential to achieving effective local governance and service delivery.

Complementing this perspective, Resource Dependence Theory emphasizes that organizations rely heavily on external resources, including funding, regulatory support, and institutional partnerships, to sustain operations and achieve organizational objectives (Pfeffer & Salancik, 1978). In the context of LGUs, compliance with national mandates often depends on the municipality's access to financial allocations, grants, national government support, and intergovernmental relationships. LGUs with stronger fiscal resources, such as increased national tax allocations or successful local revenue-generation systems, are generally better positioned to establish required offices, maintain personnel, and implement mandated governance structures. In contrast, municipalities with limited fiscal capacity may experience challenges in fully complying with national mandates, often resulting in partial implementation



or non-compliance. This dependency explains why many LGUs pursue alternative resource-generation strategies, including public-private partnerships, enhanced tax administration, and external development assistance, to sustain essential services and governance functions.

Together, Structural Contingency Theory and Resource Dependence Theory provide a robust analytical framework for understanding how organizational structure, environmental conditions, and resource availability collectively shape local government compliance and service delivery outcomes. These theories underscore that effective organizational adherence is not solely a matter of legal compliance but also a function of structural adaptability and resource accessibility, both of which are critical in determining the capacity of municipalities like Boac to fulfill national mandates and meet local development needs.

By integrating these theories, the study helped explain why some LGUs succeed in complying with national mandates while others face challenges. Structural Contingency Theory provides insights into how LGUs must adjust their structures in response to governance challenges, while Resource Dependence Theory explains why financial constraints shape these adaptations.

Together, these frameworks highlight the critical role of adaptability, access to resources, and strategic planning in achieving compliance and improving local service delivery.

Conceptual Framework

The conceptual framework of this study utilizes the Input, Process, Output, and Outcome (IPOO), with the end goal of being able to provide enhanced service delivery for the

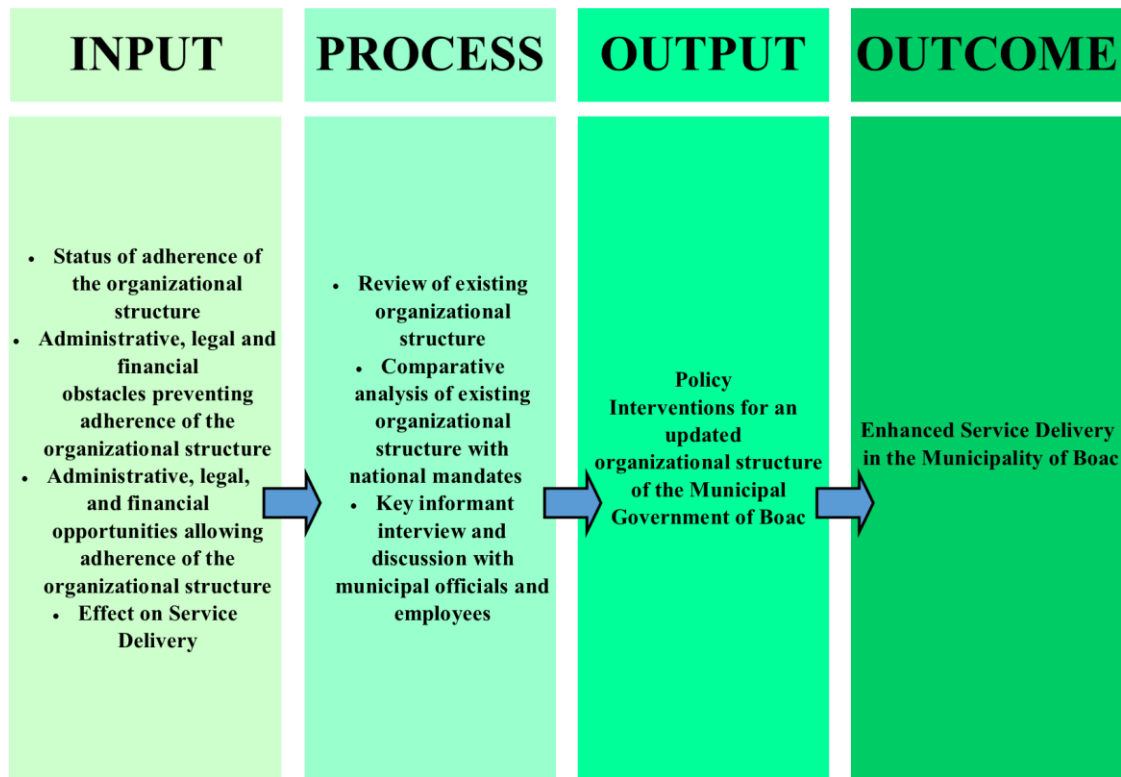


Municipality of Boac, Marinduque. It utilizes inputs from the different variables used in the study, and processes the information gathered from these inputs in order to come up with an output by way of policy intervention that is aimed at enhanced service delivery as the final outcome.

The conceptual paradigm in Figure 2 outlines the systematic approach for assessing and improving the organizational structure of the Municipal Government of Boac in compliance with national mandates.

Figure 2.

Conceptual Paradigm





First Component: Input. The input phase consists of essential information and resources necessary for the study. These include:

- a) National government mandates and requirements that dictate municipal organizational structures, specifically those cited in CSC Memorandum Circular No. 12, s. 2022.
- b) The existing organizational structure of the Municipal Government of Boac which shall serve as the baseline for analysis in determining the status of adherence.
- c) Administrative, legal, and financial obstacles against adherence.
- d) Administrative, legal, and financial opportunities allowing adherence.
- e) Effect of the status of adherence of the organizational structure on service delivery.

Second Component: Process. The process phase details the methods used to analyze the current organizational structure and determine compliance. It includes:

- a) Review and analysis of national mandates and local adherence records.
- b) Comparative analysis between the existing organizational structure of the Municipal Government of Boac, Marinduque, and the established national guidelines, identifying gaps or inconsistencies.
- c) Key informant interviews with municipal officials, gathering qualitative insights into structural challenges and potential improvements.

Third Component: Output. The output phase represents the immediate results of the analysis and research. In this study, the final output shall be a policy intervention to reform the organizational structure of the Municipal Government of Boac, Marinduque, to adhere to mandates set by the national government. This policy intervention shall be in the form of a



plan that recommends the positions to be established based on existing mandates while also considering the current financial capacity of the Municipal Government of Boac, Marinduque.

Fourth Component: Outcome. The ultimate goal (outcome) of the proposed study is the updated organizational structure of the municipal government that adheres to national mandates, leading to improved public service delivery. By ensuring compliance with national requirements, the municipal government can operate more efficiently, enhance accountability, and better serve its constituents.

The conceptual paradigm, following the Input-Process-Output-Outcome (IPOO) model, illustrates the process of evaluating the adherence of the Municipal Government of Boac, Marinduque's organizational structure to national government mandates. It outlines the inputs (government mandates, existing structure, and feedback), the process (analysis, comparisons, and interviews), the output (compliance assessment and recommendations), and the expected outcome: an updated organizational structure that leads to improved public service delivery.

Assumptions of the Study

This study examined the extent to which the organizational structure of the Municipal Government of Boac, Marinduque, adheres to national government mandates and how this adherence affects service delivery. Based on the study's objectives and review of relevant literature, the following assumptions were formulated:

1. The organizational structure of the Municipal Government of Boac, Marinduque is non-adherent to the mandates of the national government.



2. Opportunities for adherence include the influx of additional resources, such as the National Tax Allotment increase under the Supreme Court ruling in the Mandanas vs. Ochoa case, which could help the Municipal Government of Boac, Marinduque, adhere to the mandated positions provided by the national government.
3. The Personnel Services (PS) Limitation provision serves as a major obstacle for the Municipal Government of Boac, Marinduque against proposing and creating more positions in addition to the existing organizational structure, which would allow the organizational structure to adhere to national mandates.
4. The Municipal Government of Boac, Marinduque is generally non-adherent to the mandated positions in a first-class municipality, and this, therefore, adversely affects service delivery because those officials with additional designations suffer from divided attention and difficulty in prioritizing programs and policies for implementation.

These assumptions were tested using quantitative and qualitative methods to determine the status of adherence of the organizational structure of the Municipal Government of Boac and its impact on service delivery.

Definition of Terms

To ensure clarity and a common understanding of key concepts used in this study, the following terms were operationally and conceptually defined as used in this manuscript:



Adherence. This term refers to the extent to which the organizational structure of the Municipal Government of Boac conforms to national government mandates, particularly regarding the creation of mandated positions.

Decentralization. This refers to the process of transferring administrative, fiscal, and political responsibilities from the national government to local government units (LGUs), as mandated by the Local Government Code of 1991 (Republic Act No. 7160).

Effectiveness. This means the extent to which the Municipal Government of Boac achieves its intended outcomes in delivering public services under national mandates.

Efficiency. This refers to the municipal government's ability to optimize resources, personnel, and processes to provide services with minimal waste and redundancy.

Local Government Unit (LGU). This refers to a political subdivision of the Philippines, including provinces, cities, municipalities, and barangays, that exercises administrative autonomy in governance.

Mandates of the National Government. This refers to the general body of directives, policies, and legal requirements set by the Philippine national government that local government units must follow, including those established under Republic Act No. 7160 and other relevant laws and regulations.

Obstacles. This refers to administrative, legal, and financial constraints that may prevent the Municipal Government from adhering to national mandates within its organizational structure.

Opportunities. This refers to administrative, legal, and financial support that may cause the Municipal Government to adhere to national mandates in its organizational structure.



Organizational Structure. This refers to the formal system of roles, responsibilities, and hierarchy within the Municipal Government of Boac that determines how tasks are divided, coordinated, and supervised.

Public Service Delivery. This is the process by which the municipal government provides essential services, such as healthcare, education, infrastructure, and disaster response, to its constituents.

Resource Dependence. This refers to the extent to which the municipal government relies on external financial, human, and institutional resources to fulfill its functions effectively.

Service Delivery Efficiency. This refers to the municipal government's ability to provide timely, accessible, and high-quality public services with the resources available.

Structural Contingency Theory. This theoretical framework states that organizational effectiveness depends on the adherence between an organization's structure and external conditions, such as government mandates and resource availability.

These definitions will guide the interpretation of terms used throughout the study, ensuring consistency and accuracy in analysis and discussion. It must also be understood that these are the operational definitions of terms and may not necessarily reflect how the terms are used in other literature and studies.



Chapter III

RESEARCH METHODOLOGY

This chapter presents the research methodology used to evaluate the extent of adherence of the organizational structure of the Municipal Government of Boac to national government mandates and its impact on service delivery. It discusses the research design, study locale, population and sampling procedures, research instruments, data-gathering procedures, ethical considerations, and statistical treatment of data. These components are presented to clearly guide the reader through the systematic procedures undertaken in the conduct of the study.

Research Design

This study employed a mixed-methods case study approach, integrating both qualitative and quantitative data to obtain a comprehensive understanding of the organizational structure of the Municipal Government of Boac and its impact on service delivery. The use of this approach allowed for a more holistic analysis by combining numerical data with contextual and experiential insights.

Key informant interviews were conducted to gather in-depth perspectives from selected municipal officials directly involved in governance, planning, and decision-making processes. These interviews provided rich qualitative insights into organizational practices, challenges, and compliance with national government mandates.



In addition, survey questionnaires were administered to municipal personnel responsible for implementing mandated functions and services. This quantitative component captured broader perspectives across departments, ensuring wider representation of experiences related to organizational structure and service delivery implementation.

Research Locale

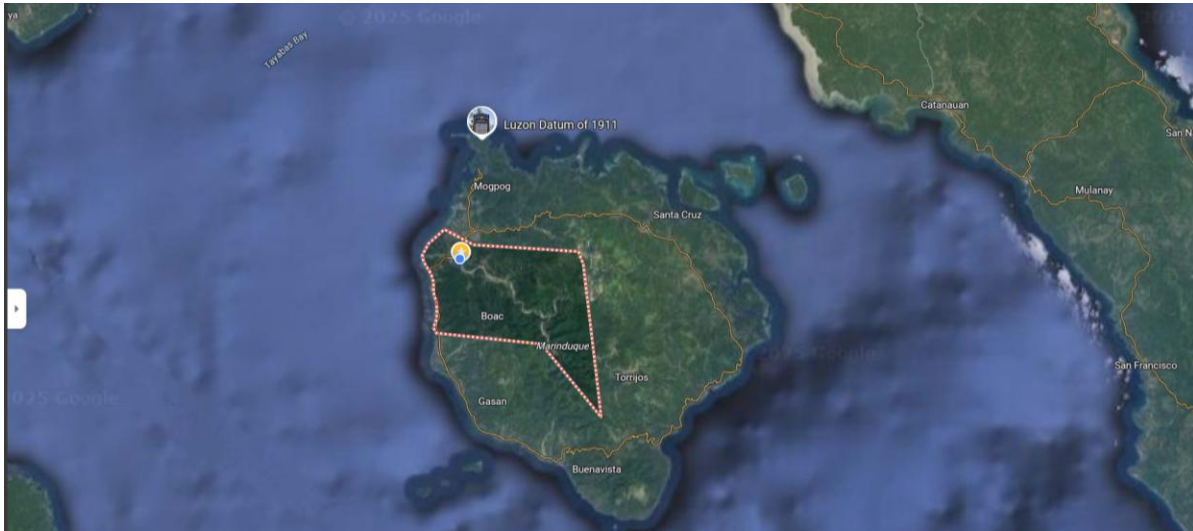
The study was conducted in the Municipality of Boac, Marinduque. Boac was founded in 1580 during the Spanish colonial period and served as a *pueblo* (town) within the then-province of Tayabas (now Quezon). It is also historically significant as the site of the July 31, 1900 Battle of Paye during the Philippine-American War. When Marinduque became a separate province in 1920, Boac was designated as its capital town.

At present, Boac is classified as a first-class municipality and serves as the capital of Marinduque. Based on the 2020 census, it has a population of 57,283. The municipality covers a total land area of approximately 212.70 square kilometers and is composed of 61 barangays. It is geographically located along the western seaboard of Marinduque and shares boundaries with all other municipalities in the province. Figure 3 presents the location map of the Municipality of Boac.



Figure 3.

Map of Boac, Marinduque



The researcher, who is currently an incumbent Sangguniang Bayan Member and a former Executive Assistant in the Municipal Government of Boac, selected the study locale based on prior familiarity with institutional concerns related to its organizational structure. This professional experience involved coordinating with various offices and officials within the municipal government, which provided valuable insights into the structural and operational challenges faced by the institution.

Such exposure allowed the researcher to gain a contextual understanding of governance processes, inter-office coordination, and service delivery dynamics within the municipality. Table 1 provides an overview of the leadership of the Municipal Government through a list of key officials.



Table 1

List of Key Officials

Position	Incumbent
Mayor	Armi Dela Cruz Carrion
Vice Mayor	Mark Anthony Estrada Seño
Sangguniang Bayan Member	Alejníc Andrew Magcamit Solomon
	Mark Angelo Loto Jinang
	Luisito Solano Laylay
	Gilmer Ricafrente Manguera
	Justin Angelo Jardeleza Manrique
	Francis Dela Cruz Jacinto
	Wilson Waquiz Mabute
	Gelacio Raphael Dela Cruz Mascareñas
Liga ng mga Barangay President	Donnah Cesista Miraflor
Pambayang Pederasyon ng mga Sangguniang Kabataan President	John Mark Manrique Jayag

Research Population and Sample

The study used purposive sampling, selecting key informants with direct knowledge and involvement in the organizational structure and service delivery of the Municipal Government of Boac, Marinduque. The selected offices also fulfill national mandates or have personnel designated to carry them out. Table 2 shows the distribution of the respondents who participated in the study.



Table 2

Respondents of the Study

Respondent No.	Office	Qualifications of the Respondents
1	Human Resource Management Section	Section Head
2	Municipal Disaster Risk Reduction Management Office	Section Head
3	Municipal Disaster Risk Reduction Management Office	Middle management level employee.
4	Municipal Budget Office	Department Head
5	Municipal Budget Office	Middle management level employee
6	Municipal Engineering Office	Department Head
7	Municipal Engineering Office	Middle management level employee
8	Municipal Social Welfare and Development Office	Department Head
9	Municipal Social Welfare and Development Office	Middle management level employee
10	Municipal Health Office	Department Head
11	Municipal Health Office	High level management employee
12	Municipal Planning and Development Office	Department Head
14	Municipal Agriculture Office	Middle management level employee
16	Municipal Information Section	Section Head
17	Municipal Information Section	Middle management level employee

Table 2 also presents the respondents' relevant qualifications in answering the survey questionnaire, thereby strengthening the credibility and reliability of the survey results. The responses obtained from the survey were further triangulated with the findings from the key informant interviews to provide deeper contextual understanding and validate the data gathered.

Table 3 presents the respondents who were interviewed by the researcher during the conduct of the study. The interviewees were selected from both management and employee representatives to ensure a balanced perspective from different levels of the organization within the Municipal Government of Boac. This balanced representation helped enhance the credibility of the findings and supported the triangulation of data derived from the key informant interviews conducted in the study.



Table 3

Key Informants of the Study

Respondent No.	Sector/Level	Qualifications of the Key Informants
1	Management	Department Head, member of the Local Finance Committee
2	Management	Department Head, member of the Local Finance Committee
3	Management	Section Head, Head of the HRMO
4	Management	Section Head, Head of the Information Office
5	Employees' Union	Employees' Union Officer
6	Employees' Union	Employees' Union Officer

Furthermore, specific parameters were established in selecting respondents to ensure the quality, reliability, and credibility of the data obtained from the key informant interviews. These criteria ensured that only individuals with relevant experience and direct involvement in the organizational processes of the Municipal Government of Boac, Marinduque were included in the study.

Research Instrument

Two primary research instruments were utilized:

1. Survey Questionnaire (For Municipal Government of Boac officials and employees):
 - a. Likert-scale questions on perceptions of organizational adherence with national mandates
 - b. Questions on service delivery efficiency and its relationship with municipal structure
 - c. Demographic and work-related data (e.g., department, years of service, role in national mandates)

The questionnaire ensured respondents' anonymity to encourage honest responses.



2. Semi-Structured Interview Guide (For Key Informants). The questionnaire for the semi-structured interview shall aim to identify the key informants' perspectives based on:

- a. Understanding of national mandates and their impact on the organizational structure of the Municipal Government of Boac;
- b. Perceptions on the adherence of the organizational structure of the Municipal Government of Boac with national requirements
- c. Challenges and recommendations for improving structural adherence of the Municipal Government of Boac.

The interviews were audio-recorded with informed consent under existing laws for transcription and recall purposes, and the transcripts were used for thematic analysis. These data-gathering instruments were validated by an official from the Department of the Interior and Local Government and by an official from the Municipal Planning and Development Office.

Data Gathering Procedure

The data-gathering process for this study involved several sequential steps, which commenced in August 2025 and concluded in September 2025.

1. **Coordination with Municipal Authorities:** The researcher obtained permission and support from the municipal leadership to conduct the study and distribute questionnaires.



2. **Distribution of Questionnaires to the Respondents:** Administration of the structured questionnaires was conducted with the selected respondents while ensuring anonymity and confidentiality.
3. **Collection of Completed Questionnaires:** A period of two weeks or 14 days was given for respondents to complete the questionnaires, with follow-up reminders to ensure a high response rate.
4. **Interview with Key Informants:** Select officials from the management of the Municipal Government and the Employees' Union were interviewed to provide in-depth information and perspectives on the organizational structure of the municipality.
5. **Data Compilation:** The data were gathered, transcribed, and analyzed to determine the findings of the study.

Statistical Treatment of Data

Various statistical techniques were employed to analyze the research questions and subproblems, ensuring that the findings were objective, consistent, and reliable. Given that the study examined the extent of adherence of the organizational structure of the Municipal Government of Boac to national government mandates and its implications for service delivery, appropriate statistical treatments were applied for each specific subproblem.

For the first subproblem, Likert Scale analysis was utilized alongside the computation of weighted mean scores. Since respondents were asked to evaluate the level of adherence of the municipal organizational structure using a Likert Scale, the weighted mean was used to determine the overall level of adherence based on aggregated responses. This approach



provided a quantitative basis for interpreting the perceived status of compliance. Table 4 presents the qualitative interpretation corresponding to the computed weighted mean values derived from the survey questionnaire responses.

Table 4

Likert Scale Table for the Extent of Adherence

Assigned Value	Scale	Verbal Interpretation	Qualitative Description
5	4.21-5.00	Adherent to a very great extent	The mandated office and positions are created and filled.
4	3.41-4.20	Adherent to a great extent	The mandated office has been created, but the concomitant positions are not at the optimal rank or salary grade level.
3	2.61-3.40	Adherent to a moderate extent	The mandated office and positions have been created but are currently vacant or unfunded.
2	1.81-2.60	Adherent to a lesser extent	The mandated office and positions are not created but are designated to another employee.
1	1.00-1.80	Adherent to at least some extent	The mandated office and positions have not been created, and no personnel have been designated for them.

For the second subproblem, the research instrument allowed respondents to select multiple responses in identifying the opportunities that enabled the Municipal Government of Boac to align its organizational structure with national government mandates. Given the nature of multiple-response data, frequency counts and percentage distribution were used to analyze and summarize the responses.

Similarly, for the third subproblem, respondents were likewise given multiple options to identify the barriers or constraints that hinder the municipality's compliance with national mandates in relation to its organizational structure. Accordingly, frequency and percentage



analyses were also employed to determine the most common challenges identified by the respondents.

For the fourth subproblem, both quantitative and qualitative data were analyzed. The quantitative data were analyzed using the mean and standard deviation to assess central tendency and variability in respondents' perceptions. Meanwhile, qualitative data obtained from key informant interviews with selected local government officials were subjected to thematic analysis. This allowed the study to identify recurring patterns and themes regarding the perceived effects of status of adherence of the organizational structure on service delivery within the municipality. Table 5 shows the Likert Scale Table used for assessing the impact of the status of adherence on service delivery.

Table 5

Likert Scale Table for Impact of Status of Adherence on Service Delivery

Assigned Value	Scale	Verbal Interpretation	Qualitative Description
5	4.21-5.00	Very Affected	Service delivery is significantly influenced by adherence; effects are highly evident and critical.
4	3.41-4.20	Moderately Affected	Service delivery is noticeably influenced by adherence, with observable but not extreme effects.
3	2.61-3.40	Somewhat Affected	Service delivery is partially influenced by adherence, with moderate and occasional effects.
2	1.81-2.60	Slightly Affected	Service delivery is minimally influenced by adherence, with only minor observable effects.
1	1.00-1.80	Not Affected at All	Service delivery is not influenced by adherence; no observable effects are present.



In addition to computing the mean, the study employed the standard deviation as a complementary statistical measure to assess the variability and dispersion of responses among respondents. While the mean provides a measure of central tendency, indicating the average perception of respondents, standard deviation offers a deeper understanding of how closely or widely individual responses are distributed around the mean. This is particularly important in Likert-scale data, where the consistency of responses reflects the level of agreement or divergence in perceptions among municipal personnel.

Standard deviation was used to determine the extent to which respondents shared similar views on the organizational structure's adherence to national mandates and its effects on service delivery. A low standard deviation indicates that responses are closely clustered around the mean, suggesting a high level of consensus among respondents. Conversely, a high standard deviation signifies a wider spread of responses, indicating differing perceptions or inconsistencies in experiences across departments or personnel. This measure therefore allowed the researcher to assess not only the general trend of responses but also the reliability and uniformity of these perceptions within the organization.

In the context of this study, the inclusion of standard deviation strengthened the interpretation of quantitative findings by highlighting the degree of agreement among respondents for each indicator. For instance, indicators with relatively low standard deviation values suggest that the level of adherence or its impact on service delivery is consistently experienced across the Municipal Government of Boac. On the other hand, higher standard deviation values point to uneven implementation, possible variations in awareness, or differing



operational conditions among offices. These insights were essential in identifying areas where organizational practices are either well-established or fragmented.

Furthermore, the combined use of mean and standard deviation enabled a more nuanced analysis of the data by integrating both central tendency and variability. This dual approach enhanced the robustness of the statistical treatment by ensuring that conclusions drawn from the data were not based solely on average values but were also supported by an understanding of response distribution. As such, standard deviation served as a critical tool in validating the consistency of findings and in supporting more informed and evidence-based interpretations of organizational adherence and service delivery outcomes.

For the fifth subproblem, recommendations were developed based on the synthesized findings from the first four subproblems. After identifying the strengths and gaps in the organizational structure of the Municipal Government of Boac, as well as the observed effects of adherence or non-adherence to national mandates, the study formulated policy-oriented and feasible interventions aimed at improving organizational effectiveness and enhancing service delivery outcomes.

Ethical Considerations

Ethical considerations were given utmost importance in this study. Informed consent was obtained from all participants after clearly explaining the purpose of the study, the procedures involved, and their rights as respondents, including their right to refuse participation or withdraw at any stage without any form of penalty or consequence.



To further ensure ethical compliance, all responses were anonymized, and confidentiality was strictly maintained throughout the research process. Data were securely stored and accessed only for research purposes, thereby safeguarding participants' privacy and protecting sensitive information.

The study likewise adhered to established ethical standards prescribed by relevant academic and institutional guidelines. In addition, full compliance with the Data Privacy Act of 2012 was strictly observed to ensure lawful processing, storage, and handling of all collected data.



Chapter IV

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents, analyzes, and interprets the data collected for this study on the adherence of the Municipal Government of Boac, Marinduque, to national mandates in its organizational structure and the resulting impacts on service delivery. Findings from the structured survey (Likert-scale responses) are presented first, with tables and figures; these quantitative results are then supplemented and interpreted in light of insights from key informant interviews (KII) with municipal officials and representatives of employees' unions.

Part I. Status of Adherence of the Organizational Structure of the Municipality of Boac, Marinduque to Various National Mandates

Findings on the status of adherence of the organizational structure of the Municipal Government of Boac to national mandates show that there is a generally low adherence level to national mandates. Out of the mandated positions under the herein cited national laws, only the Municipal Disaster Risk Reduction Management Office has been created. With the exception of the Agriculture Biosystems Engineer, all other positions in the Municipal Government's organizational structure are held merely by additional designation of existing personnel.

The findings in Table 6 reveal a generally low status of structural adherence by the Municipal Government of Boac, Marinduque to key national mandates, as reflected in the overall grand mean of 2.32 (SD = 1.047), which is interpreted as "adherent to a lesser extent."



Table 6

Status of Adherence of the Organizational Structure of the Municipal Government of Boac, Marinduque

National Mandate	Short Title	Provision	Mean	SD	Verbal Interpretation
1. R.A. 10121	Philippine Disaster Risk Reduction Management Act of 2010	Section 12	4.56	0.511	Adherent to a very great extent
2. R.A. 10915	Philippine Agricultural and Biosystems Engineering Act of 2016	Section 34	1.89	1.132	Adherent to a lesser extent
3. R.A. 11535	Mandatory Cooperatives Development Officer Law	Section 1	1.89	1.023	Adherent to a lesser extent
4. R.A. 10070	Person with Disability Affairs Officer Law	Section 4	2.00	1.188	Adherent to a lesser extent
5. R.A. 9593	Tourism Act of 2009	Section 42	1.89	1.323	Adherent to a lesser extent
6. R.A. 10691	PESO Amendment Act	Section 1	2.11	1.132	Adherent to a lesser extent
7. R.A. 10742	Sangguniang Kabataan Reform Act of 2015	Section 25	1.89	1.023	Adherent to a lesser extent
GRAND MEAN			2.32	1.047	Adherent to a lesser extent

Legend:

- 4.21 – 5.00 *Adherent to a very great extent*
- 3.41 – 4.20 *Adherent to a great extent*
- 2.61 – 3.40 *Adherent to a moderate extent*
- 1.81 – 2.60 *Adherent to a lesser extent*
- 1.00 – 1.80 *Adherent to a least extent*

This suggests that, at the organizational level, alignment with statutory requirements remains limited and potentially fragmented. Notably, a marked disparity is observed across specific laws. Adherence to Republic Act No. 10121 (mean = 4.56, SD = 0.511) is rated “adherent to a very great extent,” indicating strong institutionalization of disaster risk reduction and management structures. The relatively low standard deviation further implies consistency



in respondents' perceptions, underscoring that compliance with this mandate is both robust and systematically embedded within the organizational framework.

However, all other mandates including Republic Act No. 10915, Republic Act No. 11535, Republic Act No. 10070, Republic Act No. 9593, Republic Act No. 10691, and Republic Act No. 10742 garnered mean scores ranging from 1.89 to 2.11, all interpreted as "adherent to a lesser extent." These results signal substantial structural gaps in the operationalization of sector-specific mandates related to culture and history, business continuity, disability affairs, tourism development, fisheries management, and youth governance. The relatively higher standard deviations for several of these laws (e.g., RA 9593, SD = 1.323; RA 10070, SD = 1.188) suggest variability in implementation or uneven awareness across offices, indicating possible inconsistencies in structural integration and functional delineation.

The most significant finding of the study is the marked contrast between the very high adherence to Republic Act No. 10121, otherwise known as the Philippine Disaster Risk Reduction and Management Act of 2010, and the consistently low adherence to other national mandates. This pattern suggests that compliance is strongly influenced by factors such as the intensity of national oversight, the presence of earmarked funding, and the availability of performance-based incentives commonly associated with disaster risk reduction and management frameworks. In contrast, mandates without comparable enforcement mechanisms or dedicated resource allocations appear to be less integrated into the organizational structure of the Municipal Government of Boac.



From a service delivery standpoint, this uneven adherence may result in sectoral imbalances within the municipality. While disaster preparedness systems are comparatively well-developed and institutionalized, other sectors such as tourism promotion, fisheries regulation, persons with disability inclusion, youth development, and institutional continuity planning remain relatively underdeveloped. These findings indicate the need for structural realignment, policy harmonization, and strengthened institutional capacity to achieve more comprehensive compliance and more equitable, mandate-driven local governance.

Qualitative data from key informant interviews further explain the mechanisms behind this observed pattern. Respondents noted that disaster risk reduction and management (DRRM) functions are prioritized in municipal planning and budgeting due to their high public salience, as well as the consistent external funding and technical assistance provided by agencies such as the Provincial Government and the Office of Civil Defense. As a result, DRRM-related offices are more likely to have dedicated personnel and sustained resource allocation.

In contrast, key informants also emphasized that several national laws mandating the creation of specific local offices do not provide clear fiscal provisions, plantilla guidelines, or transitional implementation support. This absence of enabling mechanisms shifts the financial and administrative burden entirely to the local government. Where municipal revenues are insufficient, these mandated offices are either assigned as additional duties (designation) or remain unfilled, resulting in partial or non-implementation of certain functions.

Furthermore, KIIs revealed that, within the municipality, the Municipal Disaster Risk Reduction and Management Office (MDRRMO) is the only fully institutionalized mandated office, while other positions are generally implemented through designation. An exception is



the Agriculture Biosystems Engineer position, which cannot be filled through designation due to the absence of a qualified licensed professional within the municipality. The MDRRMO itself was institutionalized in 2018, having been prioritized by the previous administration in response to the impacts of Typhoon Nina in 2016.

Taken together, the quantitative and qualitative findings address the first subproblem by demonstrating that legal mandates alone do not automatically translate into organizational compliance. Rather, adherence is shaped by the interaction of fiscal capacity, administrative prioritization, external support systems, and the presence of clear implementation mechanisms. Where these conditions are present, mandates tend to be institutionalized; where they are absent, compliance remains limited or largely nominal.

Part II. Administrative, Legal, and Financial Obstacles Preventing Adherence

Resource insufficiency is the primary factor found to be hindering the adherence of the Municipal Government of Boac, Marinduque to national mandates. Table 7 presents a sectoral analysis of the administrative, legal, and financial barriers constraining adherence to national mandates within the organizational structure of the Municipal Government of Boac.

A notable and highly significant finding is that no obstacles were reported for the Philippine Disaster Risk Reduction and Management Act of 2010, with a recorded 0% across all categories. This reinforces earlier evidence of full structural institutionalization within the Municipal Government of Boac and suggests that disaster risk reduction and management mechanisms are both politically supported and sufficiently resourced. The complete absence



of reported constraints distinguishes Republic Act No. 10121 from all other mandates and underscores its exceptional level of implementation and organizational integration.

Table 7

Administrative, Legal and Financial Obstacles Preventing the Adherence of the Organizational Structure of the Municipal Government of Boac to National Mandates

Indicators	Lack of political will		Resource insufficiency		Not a priority of the administration		Lack of qualified personnel		Others	
	F	%	F	%	F	%	F	%	F	%
1. Republic Act No. 10121	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
2. Republic Act No. 10915	2	4.55	16	36.36	10	22.73	12	27.27	4	9.09
3. Republic Act No. 11535	6	14.29	18	42.86	8	19.05	8	19.05	2	4.76
4. Republic Act No. 10070	6	16.67	18	50.00	10	27.78	2	5.56	0	0.00
5. Republic Act No. 9593	6	18.75	16	50.00	8	25.00	2	6.25	0	0.00
6. Republic Act No. 10691	8	22.22	14	38.89	10	27.78	4	11.11	0	0.00
7. Republic Act No. 10742	8	23.53	16	47.06	8	23.53	2	5.88	0	0.00

In contrast, the dominant obstacle identified across the remaining national mandates is resource insufficiency, which consistently registered the highest percentage of responses. For Republic Act No. 10070 and Republic Act No. 9593, resource insufficiency reached 50.00%, while similarly high levels were observed for Republic Act No. 11535 (42.86%), Republic Act No. 10742 (47.06%), Republic Act No. 10915 (36.36%), and Republic Act No. 10691 (38.89%). These results indicate that fiscal, material, and logistical limitations serve as the primary structural bottlenecks hindering full compliance with mandated organizational requirements.



Overall, the findings suggest that national mandates without dedicated funding provisions or strong fiscal transfer mechanisms are less likely to be fully institutionalized within local government structures. This reinforces the critical role of resource availability in determining the extent to which local governments can effectively implement and sustain mandated offices and functions.

Secondary but notable barriers include “not a priority of the administration” and “lack of political will,” particularly for RA 10691 (22.22% political will; 27.78% priority) and RA 10742 (23.53% political will; 23.53% priority). These patterns suggest that, beyond financial constraints, political and strategic considerations influence the degree of institutional alignment. Meanwhile, the lack of qualified personnel is a moderate constraint for RA 10915 (27.27%) and RA 11535 (19.05%), highlighting capacity deficits in technical or specialized domains, such as cultural integration and continuity planning.

Generally, the results reveal a clear structural asymmetry within the Municipal Government of Boac: while disaster risk reduction under Republic Act No. 10121 is fully supported and institutionalized, sectoral mandates in areas such as tourism, agriculture, disability affairs, youth governance, job placement, and cooperatives development encounter substantial financial and administrative constraints. The most critical and policy-relevant finding is that resource insufficiency consistently emerges as the dominant barrier across mandates, often compounded by limited political prioritization and human resource gaps. This aligns with Lapiz (2024), who emphasized that compliance challenges are more pronounced in resource-constrained local government contexts where fiscal limitations directly hinder implementation capacity.



Similarly, Distor and Khaltar (2022) found that local government units (LGUs) with stronger fiscal capacity demonstrate higher levels of compliance with national mandates, underscoring the centrality of financial resources in institutional adherence. This is further supported by Delos Santos (2023), who argued that LGUs with higher self-generated revenues are more capable of innovating and restructuring service delivery systems, thereby improving compliance with national policy directives.

Collectively, these constraints contribute to uneven service delivery outcomes across mandated governance sectors. The findings highlight the need for strengthened fiscal decentralization mechanisms, targeted capacity-building initiatives, and stronger executive prioritization to ensure more comprehensive and balanced adherence to national mandates within local government organizational systems.

The key informant interview (KII) narratives further substantiate these findings and provide contextual clarity on how existing opportunities are operationalized. Respondents described a “seed-and-phase” approach, wherein external technical assistance—such as grants, donor-funded programs, or national agency support—initially enables the establishment of offices or pilot implementation of programs. Subsequently, the municipal government integrates these functions into its local budget to sustain operations over time. This transition from external seed funding to local fiscal absorption reflects a pragmatic strategy for institutionalizing mandates under constrained financial conditions.

KII respondents also clarified that resource insufficiency does not primarily refer to limitations in personnel services (PS) under the Local Government Code. In fact, the Municipal Government of Boac reportedly remains within PS limitations in its 2026 annual budget, with



an estimated buffer of approximately ₱14 million that could still support additional plantilla positions. However, this available buffer is not fully utilized due to competing demands for operational expenditures and service delivery requirements, effectively limiting the creation of mandated positions despite apparent fiscal space.

Administrative prioritization was also identified as a significant factor. The prevailing practice within the municipality favors the designation of existing personnel over the creation of new positions required by law. Members of the Local Finance Committee noted that governance operations have continued despite the absence of several mandated offices, largely due to the perceived competence and multitasking capacity of existing staff assigned with additional duties.

Another structural issue raised in the KIIs is the presence of workforce protectionism within the organization. The Employees' Union has consistently advocated for the creation of second-ranking positions within departments, particularly proposing at least one Salary Grade 18 (SG-18) position below each department head (SG-24). While these positions aim to provide career advancement opportunities for existing personnel, they do not necessarily correspond to the mandated positions required under national laws.

This situation creates tension with Civil Service Commission (CSC) Memorandum Circular No. 12, s. 2022, which emphasizes that local government units must prioritize the creation of legally mandated positions before establishing non-mandatory posts. Under this policy framework, appointments to newly created positions that are not aligned with statutory mandates may be subject to disapproval by the CSC. However, resistance from the Employees' Union has contributed to delays in implementing mandated organizational changes.



As a result, a governance impasse has emerged between statutory requirements and internal organizational preferences within the municipal government. In response, management has tended to accommodate workforce concerns, which has contributed to the deprioritization of the creation of several mandated positions and offices.

Overall, the combined evidence suggests that effective policy intervention should focus on strengthening fiscal mobilization strategies, institutionalizing mechanisms to convert external assistance into sustained local funding, and reinforcing executive commitment to compliance. In addition, investments in human resource development—including recruitment, training, and specialization of personnel—are essential, as technical capacity not only enables compliance but also ensures that mandated structures are functionally operationalized within local government systems (Lapiz, 2024; Distor & Khaltar, 2022; Delos Santos, 2023).

Part III. Administrative, Legal, and Financial Opportunities Allowing Adherence

The data gathered showed a more balanced rationale for the opportunities, allowing a high degree of adherence. Although this was applicable only to Republic Act No. 10121, the data showed a balanced result, with the presence of qualified personnel, prioritization of the administration, economic and revenue opportunities, and political will cited as reasons for the high extent of adherence to the said law. Table 8 delineates the enabling administrative, legal, and financial conditions that facilitated adherence to national mandates within the organizational structure of the Municipal Government of Boac.



Table 8

Administrative, Legal and Financial Opportunities Allowing the Organizational Structure of the Municipal Government of Boac to Adhere to National Mandates

Indicators	Political will of the administration		Economic and/or revenue opportunities		Prioritization of the administration		Presence of qualified personnel		Others	
	F	%	F	%	F	%	F	%	F	%
1. Republic Act No. 10121	14	24.14	14	24.14	14	24.14	16	27.59	0	0.00
2. Republic Act No. 10915	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
3. Republic Act No. 11535	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
4. Republic Act No. 10070	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
5. Republic Act No. 9593	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6. Republic Act No. 10691	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
7. Republic Act No. 10742	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

The results reveal a highly concentrated pattern of opportunities, with enabling factors identified exclusively for the Philippine Disaster Risk Reduction and Management Act of 2010, while all other mandates registered zero responses across all opportunity indicators. This sharp divergence constitutes the most significant finding of the analysis and underscores the exceptional institutional position of disaster risk reduction within the governance framework of the Municipal Government of Boac.

For Republic Act No. 10121, adherence is supported by a balanced convergence of political, financial, and human resource factors. The presence of qualified personnel (27.59%) emerged as the strongest enabling condition, followed closely by political will of the administration (24.14%), economic or revenue opportunities (24.14%), and administrative prioritization (24.14%). The relatively even distribution of these variables suggests that



compliance is not driven by a single determinant but by a synergistic alignment of leadership commitment, fiscal capacity, administrative support, and technical competence. This multidimensional support structure reflects a mature stage of institutionalization wherein disaster risk reduction functions are both structurally embedded and operationally sustained.

In addition to the survey findings, key informant interview (KII) responses highlighted contextual and historical factors that further explain this institutional prioritization. Respondents cited the impact of Typhoon Nina in 2016, which significantly affected the municipality during the Christmas season, as a critical turning point that prompted the prioritization of establishing the Municipal Disaster Risk Reduction and Management Office (MDRRMO). This institutional response was formalized in 2018, with the eventual appointment of permanent personnel to the office, reflecting a shift from designation-based arrangements to full institutionalization.

On the fiscal side, Republic Act No. 10121 mandates the allocation of five percent (5%) of all regular income to the Local Disaster Risk Reduction and Management Fund (LDRRMF), ensuring a dedicated and continuous funding stream for disaster-related programs and personnel. This built-in financial mechanism distinguishes it from other mandates and significantly enhances its feasibility for full implementation at the local level.

In contrast, the complete absence of identified opportunities for Republic Act No. 10915, Republic Act No. 11535, Republic Act No. 10070, Republic Act No. 9593, Republic Act No. 10691, and Republic Act No. 10742 indicates a critical structural gap. This suggests that these mandates lack comparable levels of political sponsorship, fiscal incentives, institutional prioritization, and human resource readiness necessary for integration into the



municipal organizational structure. This asymmetry reinforces earlier findings that disparities in compliance are shaped not only by constraints but also by unequal access to enabling conditions.

This observation is consistent with the recommendation of the Asian Development Bank (2020), which emphasized the need to strengthen local government revenue mobilization as a mechanism for sustaining mandated services and development initiatives. Enhanced fiscal capacity allows local government units to better support institutional requirements and improve compliance with national mandates.

Overall, the findings demonstrate that adherence to national mandates is highly contingent upon the convergence of political commitment, administrative prioritization, revenue support, and qualified human capital. The exclusive concentration of enabling opportunities within Republic Act No. 10121 highlights a model of successful institutional alignment, while simultaneously exposing systemic deficiencies in other governance areas. From a public administration perspective, this indicates that structural compliance is not automatically achieved through legislation alone but depends on the presence of enabling governance ecosystems that translate policy mandates into operational reality.

Key informants further identified procedural and policy ambiguities as secondary but significant constraints. Several national laws establish required offices but do not provide detailed implementing guidelines such as plantilla templates, recommended salary grades, or transitional funding mechanisms. This lack of clarity shifts implementation responsibility entirely to local governments, increasing administrative burden and political risk in initiating compliance.



Additionally, respondents noted that existing personnel often assume multiple roles through designations. While this arrangement allows continuity of operations under resource constraints, it also limits specialization, weakens program continuity, and reduces institutional memory over time.

In summary, the obstacles to compliance operate through interconnected fiscal, procedural, and human resource dimensions. Addressing these challenges therefore requires not only improvements in budgetary capacity but also clearer policy implementation frameworks and strengthened human resource management systems to support sustainable institutional compliance.

Part IV. Effect of the Status of Adherence of the Organizational Structure on Service Delivery

Findings indicate that service delivery within the Municipal Government of Boac has been adversely affected by low levels of adherence to several national mandates. These effects are particularly evident in the limited or absent funding allocated for plans, programs, and activities under the respective mandated laws, thereby constraining effective program implementation and weakening overall service delivery.

In the absence of institutionalized offices responsible for executing these mandates, allocating budgetary support for related programs becomes difficult or even infeasible. As a result, mandated functions are either implemented in a fragmented manner or not implemented at all, leading to gaps in service provision across key governance sectors.



Table 9 presents the extent to which adherence or non-adherence to national mandates influences service delivery in terms of financial commitment and administrative efficiency within the Municipal Government of Boac, highlighting the operational implications of structural compliance on local governance performance.

Table 9

Effect of the Status of Adherence of the Organizational Structure on Service Delivery

Indicators	Mean	SD	Verbal Interpretation
1. Republic Act No. 10121	3.89	1.132	Moderately Affected
2. Republic Act No. 10915	3.56	0.856	Moderately Affected
3. Republic Act No. 11535	2.78	0.428	Somewhat Affected
4. Republic Act No. 10070	3.44	0.984	Moderately Affected
5. Republic Act No. 9593	3.22	1.166	Somewhat Affected
6. Republic Act No. 10691	3.78	0.943	Moderately Affected
7. Republic Act No. 10742	3.67	0.840	Moderately Affected
GRAND MEAN	3.48	0.907	Moderately Affected

Legend:

- 4.21 – 5.00 *Very Affected*
- 3.41 – 4.20 *Moderately Affected*
- 2.61 – 3.40 *Somewhat Affected*
- 1.81 – 2.60 *Slightly Affected*
- 1.00 – 1.80 *Not Affected at All*

The overall grand mean of 3.48 (SD = 0.907), interpreted as “Moderately Affected,” indicates that structural alignment with national laws exerts a substantial and measurable influence on governance performance. This finding suggests that organizational compliance is not merely procedural but has direct implications for fiscal allocation, operational coordination, and service outcomes.



Among the mandates, Republic Act No. 10121 (mean = 3.89, SD = 1.132) and Republic Act No. 10691 (mean = 3.78, SD = 0.943) demonstrate the strongest perceived effects on service delivery, both falling within the “Moderately Affected” range. Similarly, Republic Act No. 10742 (mean = 3.67) and Republic Act No. 10915 (mean = 3.56) also reflect moderate influence. These results underscore that compliance or structural gaps in disaster risk reduction, fisheries management, youth governance, and cultural integration have tangible consequences for administrative efficiency and budgetary prioritization. The relatively higher mean for RA 10121 reinforces its institutional prominence and suggests that disaster-related mandates significantly shape fiscal planning and organizational processes.

Meanwhile, Republic Act No. 11535 (mean = 2.78, SD = 0.428) and Republic Act No. 9593 (mean = 3.22, SD = 1.166) are interpreted as “Somewhat Affected,” indicating comparatively lower perceived impact on service delivery. This may imply that continuity planning and tourism development functions are less integrated into core administrative and financial systems or are not yet fully operationalized within the municipal structure. The smaller standard deviation for RA 11535 further suggests consensus among respondents regarding its limited influence.

Results suggest that, despite varying degrees of structural adherence identified in earlier analyses, the impact on service delivery across most mandates remains consistently moderate. This indicates that even partial compliance or structural deficiencies can meaningfully affect both administrative efficiency and financial commitment within the Municipal Government of Boac. The findings affirm that organizational design and statutory alignment are critical determinants of effective local governance. In this context, adherence to



national mandates functions as a structural lever that shapes resource mobilization, prioritization, and operational coherence, while non-adherence constrains optimal service delivery and may contribute to persistent sectoral inefficiencies.

The key informant interviews (KIIs) provide concrete illustrations of these effects across specific mandated offices. For the Public Employment Service Office (PESO), informants reported that the absence of a fully institutionalized office limits the municipality's capacity to perform active labor market functions. Job-matching services are irregular, coordination with employers remains minimal, and access to national employment facilitation programs is constrained.

Similarly, in the case of cooperatives development, the lack of a dedicated Cooperatives Development Officer reduces the municipality's ability to provide technical assistance to cooperative enterprises, weakens financial monitoring of cooperative activities, and limits access to credit facilitation and enterprise development support. Across both sectors, informants emphasized that these structural gaps result in both quantitative reductions in service delivery (fewer programs and beneficiaries reached) and qualitative limitations (weaker technical capacity and reduced continuity of support).

The Local Youth Development Officer position likewise remains functionally dependent on designation rather than full institutionalization, despite its essential role in implementing the Local Youth Development Plan and providing oversight and support to the Sangguniang Kabataan system.



In addition, the Persons with Disability Affairs Office was created in 2022; however, it has not yet been fully institutionalized through permanent staffing and dedicated funding, although a designated personnel currently handles related functions.

KIIs further indicated that the primary consequence of low adherence to these mandated offices is the absence of sustained and adequately funded plans, programs, and activities within the affected sectors. In practice, designated personnel often resort to requesting funding from the Office of the Mayor, which provides more flexible but non-structural allocation of resources.

While the municipality has managed to sustain basic operations despite these gaps, respondents noted that such conditions have negatively affected its performance in the Seal of Good Local Governance (SGLG) assessment administered by the Department of the Interior and Local Government. Although the municipality was recognized in 2015, it has since struggled to achieve similar outcomes as assessment criteria have evolved to incorporate stricter alignment with national mandates examined in this study.

Table 10 presents the compliance status across the different national mandates, illustrating a clear relationship between the level of organizational adherence and the municipality's capacity to effectively implement programs and deliver services.



Table 10

Effect of the Status of Adherence on Mandated Service Delivery

National Mandate	Effect of Status of Adherence on Service Delivery	Mandated Services under R.A. 7160
R.A. 10121	MDRRMO established, with funded PPAs for DRRM-CCA under LDRRMP and LCCAP.	Not in R.A. 7160, additional imposition of R.A. 10121
R.A. 10915	No Agriculture Biosystems Engineering Office and no relevant PPAs.	Section 17, (2)(i), see in Appendix C.
R.A. 11535	Cooperatives Development Officer is designated, but no PPAs for cooperatives development.	Not in R.A. 7160, additional imposition of R.A. 11535
R.A. 10070	PDAO created but unfunded, with some funded PPAs for the PWD sector under MSWDO.	Section 17 (2)(iv), see in Appendix C.
R.A. 9593	Tourism Officer is designated; no Tourism Development Plan; PPAs for the tourism sector are integrated into the Office of the Mayor's funding.	Section 17 (2)(xi), see in Appendix C.
R.A. 10691	PESO is designated, with no funded PPAs.	Section 17 (2)(v), see in Appendix C.
R.A. 10742	LYDO is designated; LYDP exists, but PPAs are not funded.	Not in R.A. 7160, additional imposition of R.A. 10742

The findings show that sectors within the Municipal Government of Boac where dedicated offices are established and where funding is allocated for programs, projects, and activities (PPAs) demonstrate stronger institutional compliance and more structured service delivery. In contrast, sectors that rely solely on personnel designation or where PPAs remain unfunded exhibit weaker adherence to national mandates and limited program implementation. This pattern indicates that the degree of structural institutionalization within the municipal government significantly influences the effectiveness of translating national policies into operational local programs.

Among the mandates examined, the municipality demonstrates the highest level of adherence to the Philippine Disaster Risk Reduction and Management Act of 2010, which institutionalizes the Disaster Risk Reduction and Management (DRRM) framework. The establishment of the Municipal Disaster Risk Reduction and Management Office (MDRRMO),



along with the allocation of funded PPAs aligned with the Local Disaster Risk Reduction and Management Plan (LDRRMP) and the Local Climate Change Action Plan (LCCAP), reflects a high degree of institutionalization and program integration. This suggests that when an organizational structure includes a fully established office supported by dedicated funding and planning mechanisms, the implementation of national mandates becomes more systematic, coordinated, and sustainable.

In contrast, several mandates exhibit lower levels of adherence due to the absence of fully institutionalized offices and insufficient financial support for sectoral programs. Although positions such as the Cooperatives Development Officer, Tourism Officer, Public Employment Service Officer, and Local Youth Development Officer have been assigned through designation, the lack of funded PPAs limits their operational effectiveness and reduces their capacity to fully perform mandated functions. Similarly, the Persons with Disability Affairs Office (PDAO), while existing, remains unfunded, with related programs largely implemented through other offices such as the Municipal Social Welfare and Development Office. In the case of agricultural biosystems engineering, the absence of both a formal office and corresponding PPAs reflects minimal institutional compliance. These conditions indicate that designation alone, without accompanying structural and financial support, is insufficient for sustained and effective program implementation.

Overall, the analysis demonstrates that compliance with national mandates is closely linked to the extent of institutionalization and resource allocation within the municipal structure. Mandates supported by dedicated offices and sufficient funding mechanisms exhibit stronger compliance and more effective service delivery, while those lacking such support tend



to have limited implementation outcomes. These findings underscore the need to strengthen the organizational structure of the Municipal Government of Boac to ensure that national mandates are not only formally adopted but also operationalized through adequate administrative and financial commitment.

This observation is consistent with Abenoja et al. (2024), who found a significant relationship between strong organizational culture and improved service delivery outcomes. Similarly, Kaphle (2023) emphasized that well-defined organizational structures enhance service delivery efficiency and improve responsiveness to constituent needs.

Part V. Policy Interventions Proposed Based on Findings of the Study

Informants recommended a phased approach to institutionalization that aligns the creation of new plantilla positions with a multi-year budgeting framework, thereby reducing sudden fiscal pressure and improving political feasibility within the Municipal Government of Boac. Human resource officials further emphasized that institutionalization should be complemented by clearly defined competency frameworks and career-path development incentives to attract, develop, and retain specialized personnel needed for mandated offices.

Key informant interviews (KIIs) also highlighted the importance of strengthened national–local partnership mechanisms in facilitating smoother transitions toward full compliance. Respondents noted that when national government agencies provide transitional salary subsidies, standardized implementation guidelines (including sample plantilla structures and salary-grade specifications), or conditional grants, local government units are better



positioned to institutionalize mandated offices without compromising the stability of their recurrent budgets.

Finally, interviewees underscored the need for robust monitoring and evaluation systems to track both compliance levels and service delivery outcomes. Such mechanisms would enable the municipal council and executive branch to make more informed, evidence-based decisions regarding prioritization, resource allocation, and long-term organizational restructuring. Table 11 presents how the significant findings of the study were synthesized and used as the basis for formulating the proposed policy intervention.

Table 11

Significant Findings for Integration into the Proposed Policy Interventions

Significant Findings	Implication Formulated / Problem Identified	Policy Intervention	Feature of the Policy Intervention
Low overall adherence (Grand Mean: 2.32 – “lesser extent”)	Organizational structure is not fully aligned with national mandates	Enactment of an ordinance creating mandatory offices	Institutionalization of mandated positions and offices
High adherence to R.A. 10121 only	Compliance is uneven and sectorally imbalanced	Adoption of service delivery–centered organizational design	Clustering of offices based on service priorities
Resource insufficiency as primary obstacle	LGU lacks the fiscal capacity to immediately comply	Phased implementation strategy	Multi-year budget planning and gradual staffing
Designation of personnel instead of plantilla positions	Weak accountability and divided attention	Creation of dedicated plantilla positions	Full-time personnel assigned to mandated functions
Lack of qualified personnel	Limited technical capacity for service delivery	Capacity-building and recruitment programs	Training and hiring mechanisms for specialized roles
Moderate impact of adherence on service delivery (Mean: 3.48)	Structural gaps directly affect efficiency and outcomes	Establishment of a performance monitoring system	KPI-based evaluation and service delivery audits
Absence of opportunities for most mandates	Lack of political prioritization and institutional support	Strengthening inter-office coordination and planning	Creation of service clusters and coordination committees



Taken together, the survey and interview evidence point to a pragmatic, fiscally grounded policy roadmap:

1. Prioritize a surgical approach for restructuring the Municipal Government, particularly through an ordinance for the creation of mandatory positions and offices, and prioritize appropriations for the respective office heads of the said offices;
2. Intensify the implementation of revenue-generating measures to support the necessary budget allocation for office creation.
3. Phase-in recurrent costs through multi-year budget planning;
4. Invest in targeted capacity-building and competency frameworks, and
5. Institutionalize monitoring mechanisms to ensure accountability and continuous adjustment.

The primary policy intervention recommended is an ordinance, a draft of which is attached hereto as Appendix A. Another is an executive order to adopt a service-centered organizational design, a draft of which is attached as Appendix B.



Chapter V

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the culmination of the study by summarizing the major findings, drawing conclusions, and providing recommendations for policy and practice. It integrates and synthesizes data from the survey and key informant interviews to address the central research problem: the extent to which the organizational structure of the Municipal Government of Boac adheres to national government mandates and its implications for service delivery. The discussion is organized into three main sections: Summary of Findings, Conclusions, and Recommendations. Through this structure, the chapter provides a coherent and comprehensive account of the study's outcomes. It also identifies key pathways to strengthen local governance systems, enhancing compliance with statutory requirements and improving responsiveness to community needs.

Summary of Findings

The study's findings reveal that the organizational structure of the Municipality of Boac, Marinduque generally exercises a low extent of adherence to national mandates. Specifically, the findings can be summarized as follows:

1. The organizational structure of the Municipality of Boac generally demonstrates a lesser extent of adherence to national mandates on the creation of required offices and positions. Of the required positions outside the Local Government Code of



1991, only the creation of the Municipal Disaster Risk Reduction Management Office has been institutionalized.

- 1.1. The Municipal Disaster Risk Reduction Management Office under Republic Act No. 10121 is adherent to a great extent.
- 1.2. There is no existing position or office for an Agriculture Biosystems Engineer, thus a lesser extent of adherence.
- 1.3. There is no institutionalized position or office for a Cooperatives Development Officer, thus a lesser extent of adherence.
- 1.4. There is a created position for the Persons with Disability Affairs Officer, but the position has not yet been funded or filled, thus a lesser extent of adherence.
- 1.5. There is no institutionalized position or office for a Tourism Officer, thus a lesser extent of adherence.
- 1.6. There is no institutionalized position or office for the Public Employment Service Office Manager, thus a lesser extent of adherence.
- 1.7. There is no institutionalized position or office for the Local Youth Development Officer, thus a lesser extent of adherence.
2. Obstacles against the creation of mandatory positions and offices are primarily resource insufficiency, non-prioritization, lack of political will, lack of qualified personnel, and absence of clear implementing guidelines from the national government on how to implement the mandates. While the Municipal Government



of Boac, Marinduque has allowances under its Personal Services limitation, the annual budget is still divided, with a significant portion allocated to services.

3. The opportunities allowing adherence are only applicable to the MDRRMO, the institutionalization of which was pushed by political will and administrative prioritization.
4. There is a substantial effect of the status of adherence of the organizational structure on service delivery. Where the required offices or positions are not created, there is a major gap in service delivery, particularly the absence of plans, programs, and activities concerning the said sector.
5. The primary recommendation is the enactment of an ordinance creating the positions mandated under various national laws as discussed, with additional recommendations for enhancing revenue generation, strengthening monitoring mechanisms for the Municipal Government's organizational structure, and providing programs and training for the development of the skills and capacity of existing municipal personnel. Another policy recommendation is an executive order to adopt a service-centered organizational design.

Conclusions

The study concludes that the Municipal Government of Boac generally demonstrates a low to moderate extent of adherence to national organizational mandates. Compliance is strongest in areas where political salience, urgent public need, and sustained external support converge, particularly in disaster risk reduction and management. In contrast, mandates



involving specialized technical services and programs for vulnerable sectors remain relatively underdeveloped, reflecting uneven institutionalization across functions.

Fiscal constraints emerge as the primary limiting factor in achieving a high extent of adherence; however, the findings also highlight the decisive influence of political prioritization and administrative commitment in shaping implementation outcomes. This indicates that adherence is not determined solely by resource availability but also by the degree of institutional will and strategic focus within the local government structure.

A lesser extent of adherence, as evidenced in the study, is not a neutral administrative condition. It directly affects the quality, accessibility, and continuity of public services. Sectors such as disability affairs, youth development, agriculture, and cooperative development are particularly affected by the absence of fully institutionalized offices, resulting in fragmented implementation, limited program reach, and reduced beneficiary impact. Furthermore, reliance on multiple personnel designations in place of permanent positions creates inefficiencies in workflow, contributes to role overload, and adversely affects staff morale and organizational effectiveness.

Overall, the study affirms that organizational structure is not merely an administrative arrangement but a critical determinant of service delivery performance and local development outcomes. Strengthening the organizational framework of the municipal government is therefore both a governance requirement and a development imperative. Without sustained institutional reform and adequate resource allocation, many statutory mandates risk remaining largely symbolic rather than operational, with long-term implications for service delivery effectiveness and community welfare.



Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed to strengthen the adherence of the Municipal Government of Boac to national mandates and to enhance the effectiveness of service delivery:

1. Enactment of an Ordinance Creating and Institutionalizing Mandatory Offices and Positions. Since the study's findings found that almost all of the mandatory offices and positions have yet to be created, the foremost recommendation of this study is a policy intervention by way of enactment of a new municipal ordinance formally creating and institutionalizing all mandatory offices and positions required under Republic Act No. 7160 and other applicable national laws that were utilized in this study. While certain functions may currently be performed by designated employees holding other positions, the absence of formal legislative creation through an ordinance weakens institutional stability, accountability, and long-term compliance.

The Sangguniang Bayan, in coordination with the Local Chief Executive, may prioritize the passage of an ordinance that clearly establishes the organizational structure of the Municipal Government in accordance with statutory mandates, including but not limited to offices required under laws such as RA 10121 (DRRM), RA 10742 (Youth Development), RA 10691 (PESO institutionalization), RA 10070 (Persons with Disability Affairs Office), RA 9593 (Tourism Act), and other relevant statutes. The ordinance should specify plantilla positions, reporting lines, functions, and funding sources.

Formal legislative creation of these offices and positions ensures structural permanence, protects them from political turnover, clarifies authority and responsibility, and



strengthens compliance with the Civil Service Commission and the Department of Budget and Management regulations. More importantly, it institutionalizes service delivery mechanisms and prevents fragmentation or informality in the performance of mandated functions.

2. Institutionalization of a Comprehensive Organizational Review and Rationalization Program. The Municipal Government of Boac may institutionalize a periodic organizational review and rationalization program to evaluate whether its structure remains aligned with evolving national mandates. This review should include an audit of mandatory and optional positions, functional assignments, plantilla items, and departmental coordination mechanisms.

A structured review conducted every three to five years would ensure that compliance gaps are addressed systematically. The Municipal Human Resource Management Office, in coordination with the Civil Service Commission and the Department of the Interior and Local Government, should lead this initiative. Institutionalizing this process will ensure that structural adjustments are proactive and evidence-based rather than reactive.

3. Strengthening of Human Resource Capacity and Technical Competence. Findings indicate that compliance challenges are often associated with limited staffing and technical capacity. The Municipal Government may invest in continuous capacity-building programs for personnel in key mandated offices such as PESO, DRRMO, Cooperative Development, Tourism, and Youth Development.

Where financially feasible, the LGU should prioritize the creation and regularization of plantilla positions instead of relying heavily on contractual or job-order arrangements.



Strengthening technical competence will enhance both compliance and service delivery outcomes.

4. Enhancement of Fiscal Planning and Strategic Resource Allocation. Given that fiscal limitations pose significant obstacles to structural compliance, the Municipal Government may integrate compliance-related expenditures into its Annual Investment Plan and Executive-Legislative Agenda. Budget allocations for mandatory offices should be treated as priority obligations rather than discretionary expenditures.

The LGU may also pursue revenue enhancement strategies, improve local tax administration, and maximize national government grants and program funding. Aligning fiscal planning with structural mandates will ensure sustainability and prevent partial or symbolic compliance. With the existing Revenue Code of the Municipality already in its eighth year, there is now a reason to revisit it to introduce new revenue-generating measures to allocate more resources to services.

5. Strengthening of Intergovernmental Coordination and Technical Linkages. The municipality may strengthen coordination with national oversight agencies, such as the Department of the Interior and Local Government, the Department of Budget and Management, and the Civil Service Commission, to ensure clarity in the implementation of statutory requirements. Regular consultations, compliance briefings, and technical advisory sessions can help prevent misinterpretations and administrative delays. Participation in inter-LGU networks and benchmarking activities may also allow Boac to adopt best practices from similarly situated municipalities.



6. Institutionalization of Monitoring and Evaluation Mechanisms. To sustain compliance, the LGU may develop a monitoring and evaluation framework specifically focused on tracking adherence to national mandates. This may include compliance scorecards, internal audit mechanisms, and periodic reporting to the Sangguniang Bayan. Integrating compliance indicators into the performance evaluation of department heads will further institutionalize accountability and ensure that structural alignment is continuously monitored.

7. Strengthening of Political Commitment and Legislative Oversight. Sustained political commitment is essential to structural reform. The Local Chief Executive and the Sangguniang Bayan may consistently prioritize compliance with national mandates by providing legislative support, securing budget approval, and exercising oversight functions. Legislative oversight hearings may be conducted periodically to assess the operational status of mandatory offices. Embedding compliance within the political agenda ensures continuity across administrations.

8. Adoption of a Service Delivery-Centered Organizational Design. Ultimately, organizational reforms can be guided not only by formal compliance but also by the outcomes of service delivery. The effectiveness of offices such as PESO, Cooperative Development, Tourism, DRRMO, and Youth Development should be evaluated based on accessibility, responsiveness, and citizen satisfaction. Structural alignment with national mandates must translate into measurable improvements in public services. By adopting a service delivery-centered perspective, the Municipal Government of Boac can ensure that compliance with national mandates would yield tangible benefits for its constituents. The proposed policy intervention under this recommendation is attached as Appendix B.



9. Conduct of Related Studies. It is recommended that future researchers in the field of public administration expand this study by conducting comparative analyses across multiple local government units (LGUs) to determine whether the patterns of non-adherence observed in the Municipal Government of Boac are consistent in other municipalities with varying income classifications and resource capacities. Such comparative studies may provide a broader understanding of how structural, fiscal, and political factors influence compliance with national mandates across different local contexts.

Moreover, future studies may incorporate the workforce and human resource dimension, which was beyond the scope of this research, by examining how competencies, workload distribution, and personnel performance influence the effectiveness of mandated offices within the Municipal Government of Boac. Researchers are likewise encouraged to employ longitudinal research designs to assess how organizational adherence evolves over time, particularly in response to policy reforms, fiscal adjustments such as the Mandanas–Garcia ruling, and shifts in administrative leadership and priorities.

In addition, further research may focus on developing quantitative models or composite indices of organizational adherence and service delivery performance. Such tools may serve as benchmarking instruments for policymakers, oversight agencies, and local government units to evaluate compliance with national mandates and identify areas for institutional strengthening.

Collectively, these recommendations underscore that adherence to national mandates is not only a legal requirement but also a strategic mechanism for improving governance performance and enhancing public service delivery. Through sustained legislative action,



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institutional reform, fiscal discipline, and strong political commitment, local governments can achieve greater structural alignment with national standards and strengthen their capacity to deliver efficient, inclusive, and equitable services to their constituents.



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Appendix A

Proposed Policy Intervention for the Creation of Mandatory Positions

SANGGUNIANG BAYAN BILL NO. __, S. 2025

AN ORDINANCE CREATING ADDITIONAL MANDATORY POSITIONS AND OFFICES IN THE MUNICIPALITY OF BOAC, MARINDUQUE, APPROPRIATING FUNDS THEREFOR AND FOR OTHER RELATED PURPOSES

BE IT ORDAINED by the 12th Sangguniang Bayan of Boac, Marinduque, here in session assembled THAT:

ARTICLE I GENERAL PROVISIONS

Section 1. *Short Title.* This Ordinance shall be known and hereinafter referred to as the *Municipal Government Partial Restructuring Ordinance of 2025.*

Section 2. *Declaration of Policy.* It is hereby declared the policy of the Municipal Government of Boac, Marinduque, to ensure the conformity of its organizational structure with the standards set by the national government in various laws enacted by Congress.

Section 3. *Legal Basis.* In the enactment of this Ordinance, the following legal bases are utilized:

- a) Republic Act No. 9593
- b) Republic Act No. 10691
- c) Republic Act No. 10742
- d) Republic Act No. 10915
- e) Republic Act No. 11535

ARTICLE II CREATION OF THE MUNICIPAL TOURISM AND CULTURAL AFFAIRS OFFICE

Section 4. *Creation of the Municipal Tourism and Cultural Affairs Office.* The Municipal Tourism and Cultural Affairs Office of the Municipal Government of Boac, Marinduque is hereby created as an adjunct section under the Office of the Mayor.

Section 5. *Mandate of the Municipal Tourism and Cultural Affairs Office.* The Municipal Tourism and Cultural Affairs Office shall have the following mandates:

- a) *Tourism Development*



- i. Formulate the Municipal Tourism Development Plan aligned with national and provincial tourism policies and the Municipal Comprehensive Development Plan.
 - ii. Develop, promote, and implement tourism programs and projects that enhance the municipality's competitiveness as a tourist destination.
 - iii. Identify, develop, and maintain tourism sites, facilities, and attractions within the municipality in coordination with concerned offices.
 - iv. Strengthen tourism-related enterprises by providing support, technical assistance, and capacity-building programs for local tourism stakeholders.
 - v. Maintain a municipal tourism database and prepare an annual report on tourist arrivals, tourism revenues, and related indicators.
 - vi. Enforce tourism-related ordinances and regulations in coordination with other municipal offices and relevant agencies.
 - vii. Coordinate with the Department of Tourism (DOT) and other government agencies in the accreditation and monitoring of tourism establishments.
- b) *Cultural Development and Heritage Preservation*
- i. Formulate and implement programs for the promotion of local culture, arts, and heritage.
 - ii. Identify, document, and preserve cultural properties and heritage sites in partnership with the National Commission for Culture and the Arts (NCCA) and the National Historical Commission of the Philippines (NHCP).
 - iii. Support local artists, cultural workers, and indigenous communities through grants, workshops, and promotional activities.
 - iv. Develop and implement cultural education programs in coordination with schools and community organizations.
 - v. Organize cultural events, festivals, and exhibitions to strengthen local identity and cultural pride.
 - vi. Maintain a Municipal Cultural Inventory and recommend policies for the protection and preservation of cultural heritage.
- c) *Policy Formulation and Research*
- i. Recommend policies and draft local tourism and cultural legislation for adoption by the Sangguniang Bayan.
 - ii. Conduct research and feasibility studies on tourism and cultural projects to guide evidence-based planning.
 - iii. Monitor and evaluate tourism and cultural programs and submit periodic reports to the Local Chief Executive and the Sangguniang Bayan.
- d) *Investment Promotion and Partnerships*



- i. Promote investment opportunities in tourism and culture-related industries within the municipality.
 - ii. Facilitate linkages and partnerships with private sector investors, non-government organizations, and academic institutions.
 - iii. Develop incentive programs to attract tourism-related businesses and cultural enterprises.
- e) *Community Engagement and Capacity Building*
- i. Develop community-based tourism programs that ensure local participation and equitable benefit-sharing.
 - ii. Conduct training programs for tourism frontliners, cultural workers, and community guides.
 - iii. Promote awareness of tourism laws, cultural preservation, and sustainable development among local stakeholders.
- f) *Inter-agency and Inter-Local Government Coordination*
- i. Coordinate with provincial, regional, and national tourism and cultural agencies for technical assistance and program alignment.
 - ii. Establish linkages with neighboring municipalities and the provincial government for the development of joint tourism circuits and cultural exchange programs.

Section 6. *Creation of Concomitant Positions.* The following positions are hereby created under the Municipal Tourism and Cultural Affairs Office:

Position	Salary Grade	Qualifications
Supervising Tourism Operations Officer	22	<p>Education: Bachelor’s degree in Tourism, Business Administration/Management, Public Administration, Economics, Marketing, Law or a related field.</p> <p>Training: At least 16 hours of relevant training (e.g. tourism awareness, capability building, disaster risk management, basic tourism statistics, local tourism guidebook orientation, gender and development seminars).</p> <p>Experience: Minimum 3 years of relevant work experience in tourism-</p>



		related industry or government tourism operations. Eligibility: Career Service (Professional) / Second Level Eligibility.
Tourism Officer I	11	Education: Bachelor’s degree in Tourism, Business Administration, Public Administration, or related field. Training: At least 4 hours of relevant training. Experience: At least 1 year of relevant tourism work experience. Eligibility: Career Service (Professional) / Second Level Eligibility.
Administrative Aide IV (Clerk II)	4	Education: Completion of two years of college studies (at least 72 academic units) OR high school graduate with relevant vocational/trade course. Training: None required. Experience: None required. Eligibility: Career Service (Sub-professional) / First Level Eligibility.

Section 7. *Head of the Section.* The Supervising Tourism Operations Officer shall head the Municipal Tourism and Cultural Affairs Office.

**ARTICLE III
CREATION OF THE MUNICIPAL COOPERATIVES DEVELOPMENT OFFICE**

Section 8. *Creation of the Municipal Cooperatives Development Office.* There is hereby created a Municipal Cooperatives Development Office in the Municipality of Boac, Marinduque. It shall serve as an attached section under the Office of the Municipal Mayor.



Section 9. *Mandate of the Municipal Cooperatives Development Office.* The Municipal Cooperatives Development Office shall perform the following mandates:

- a) Take the lead in identifying groups, sectors, or communities that can be organized into cooperatives with the objective that the cooperatives to be organized shall be vehicles in poverty reduction, job creation, and socioeconomic development of the Municipality of Boac, Marinduque;
- b) Assist cooperatives in establishing linkages with government agencies, cooperative unions and federations, the academe, and non-government organizations involved in the promotion and integration of the concept of cooperatives in the livelihood of the people and other community activities;
- c) Spearhead the formulation of the Municipality of Boac Cooperative Development Plan, consistent with the Philippine National Development and Philippine Cooperative Medium-Term Development Plan, for consideration and integration in the Comprehensive Development Plan and Annual Investment Plan of the Municipal Government of Boac, Marinduque;
- d) Initiate and implement the localized program of the Municipal Government of Boac, Marinduque for cooperative promotion and development in line with the national policy on cooperatives;
- e) In collaboration with the Cooperative Development Authority (CDA), provide assistance to prospective cooperatives in the conduct of the required pre-registration seminar and pre-membership education seminar, and in the preparation of required documents for registration;
- f) In partnership with the CDA, the Department of Trade and Industry, other government agencies, cooperative unions and federations, the academe, and other private organizations, provide technical and other forms of assistance to duly-registered cooperatives to enhance their viability as an economic enterprise and social organization including, but not limited to, training and education, business management, finance and financial management;
- g) Assist cooperatives in the development and implementation of risk management plans and business continuity plans and management as a response to anticipated or unexpected artificial and natural calamities and disasters, to aid in their survival and, if necessary, subsequent rehabilitation;
- h) Identify cooperatives-related best practices for possible replication by the Municipal Government of Boac and collaborate, consolidate, or coordinate efforts, services, and resources with other LGUs relative to cooperative promotion, organization, and development;



- i) Recommend to the Sanggunian and advice the Municipal Mayor on all matters relative to cooperatives development and viability-enhancement, which will improve the livelihood and quality of life of Boakeños;
- j) Provide information as required by the Cooperative Development Authority in relation to its research projects;
- k) Perform such other functions contributory to cooperative promotion, organization, development, as may be deemed necessary, as long as it is not contrary to existing laws, rules, and regulations.

Furthermore, to ensure the accessibility of services to be provided by the Municipal Cooperative Development Office, the Municipal Government of Boac shall endeavor to establish an exclusive office space within the Municipal Hall Compound.

Section 10. *Creation of Concomitant Positions.* The following concomitant positions shall be created under the Municipal Cooperatives Development Office:

Position	Salary Grade	Qualifications
Senior Cooperatives Development Specialist	18	<p>Education: Bachelor's degree, preferably in cooperatives, business administration, or any related course from a recognized college or university</p> <p>Training: With eight (8) hours of relevant training</p> <p>Experience: Two (2) years of relevant experience</p> <p>Eligibility: Career Service Professional or Second Level Eligibility</p>
Cooperatives Development Specialist I	11	<p>Education: Bachelor's Degree relevant to the job</p> <p>Training: None required</p> <p>Experience: None required</p>



		<p>Eligibility: Career Service Professional or Second Level Eligibility</p>
Administrative Aide IV (Clerk II)	4	<p>Education: Completion of two years of college studies (at least 72 academic units) OR high school graduate with relevant vocational/trade course.</p> <p>Training: None required.</p> <p>Experience: None required.</p> <p>Eligibility: Career Service (Sub-professional) / First Level Eligibility.</p>

Section 11. *Head of the Office.* The Senior Cooperatives Development Specialist shall head the Cooperatives Development Office.

**ARTICLE IV
CREATION OF THE MUNICIPAL YOUTH DEVELOPMENT OFFICE**

Section 12. *Creation of the Municipal Youth Development Office.* There is hereby created a Municipal Youth Development Office, which shall be an attached section under the Office of the Mayor.

Section 13. *Mandate of the Municipal Youth Development Office.* The Municipal Youth Development Office shall perform the following mandates:

- a) Register and verify youth and youth-serving organizations subject to the revitalized Youth Organizations' Registration Program (YORP) guidelines;
- b) Provide technical assistance to the Boac Local Youth Development Council in the formulation of the Local Youth Development Plan (LYDP);
- c) Facilitate the election of the LYDC representatives;
- d) Serve as secretariat to the LYDC;
- e) Conduct the mandatory and continuing training of Sangguniang Kabataan officials and LYDC Members, in accordance with programs jointly designed by the Department of the Interior and Local Government and the National Youth Commission;



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- f) Provide technical, logistical, and other support in the conduct of the mandatory and continuing training programs, and to such other programs of the DILG and NYC;
- g) Coordinate with the LYDC about the local youth development programs and activities within the municipality, and
- h) Perform such other functions that may be designated by law or by ordinance, or as may be ordered by the Local Chief Executive and other appropriate authorities.

Section 14. *Creation of Concomitant Positions.* The following positions shall be created under the Municipal Youth Development Office:

Position	Salary Grade	Qualifications
Youth Development Officer III	18	<p>Education: Bachelor's degree related to the job</p> <p>Training: With eight (8) hours of relevant training</p> <p>Experience: Two (2) years of relevant experience</p> <p>Eligibility: Career Service Professional or Second Level Eligibility</p>
Youth Development Officer I	11	<p>Education: Bachelor's Degree relevant to the job</p> <p>Training: None required</p> <p>Experience: None required</p> <p>Eligibility: Career Service Professional or Second Level Eligibility</p>
Administrative Aide IV (Clerk II)	4	<p>Education: Completion of two years of college studies (at least 72 academic units) OR high school graduate with relevant vocational/trade course.</p> <p>Training: None required.</p>



	<p>Experience: None required.</p> <p>Eligibility: Career Service (Sub-professional) / First Level Eligibility.</p>
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Section 15. *Head of the Office.* The Youth Development Officer III shall serve as the head of the Municipal Youth Development Office.

ARTICLE V
CREATION OF THE POSITION OF MUNICIPAL AGRICULTURAL AND BIOSYSTEMS ENGINEER

Section 16. *Creation of the Position of the Municipal Agricultural and Biosystems Engineer.* There is hereby created one (1) position of Engineer III (Agriculture Biosystems Engineer) under the Office of the Mayor.

Section 17. *Qualifications and Salary Grade.* The qualification standards and salary grade of the Agricultural and Biosystems Engineer shall be as follows:

Position	Number of positions	Salary Grade	Qualifications
Engineer III (Agricultural and Biosystems Engineer)	1	19	<p>Education: Bachelor’s Degree in Agricultural Engineering or Agricultural and Biosystems Engineering</p> <p>Experience: 3 years of relevant experience in agricultural engineering or agricultural and biosystems engineering</p> <p>Training: 8 hours of relevant training</p> <p>Eligibility: Republic Act No. 10915</p>

ARTICLE VI
CREATION OF THE MUNICIPAL PUBLIC EMPLOYMENT SERVICES OFFICE



Section 18. *Creation of the Municipal Public Employment Services Office.* The Municipal Public Employment Services is hereby created as an ancillary section under the Office of the Municipal Mayor.

Section 19. *Creation of Concomitant Positions.* The following positions are hereby created under the Municipal Public Employment Services Office:

Position	Salary Grade	Qualifications
Senior Labor and Employment Officer	19	<p>Education: Bachelor's degree, preferably in any of the following:</p> <ul style="list-style-type: none"> • Operations Management; • Human Resource Management; • Human Resource Development; • Any other allied or relevant fields; <p>Training: With eight (8) hours of relevant training on employment facilitation</p> <p>Experience: Two (2) years of relevant experience in program management relative to employment facilitation;</p> <p>Eligibility: Career Service Professional or Second Level Eligibility</p>
Labor and Employment Officer I	11	<p>Education: Bachelor's degree, preferably in any of the following:</p> <ul style="list-style-type: none"> • Operations Management; • Human Resource Management; • Human Resource Development; • Any other allied or relevant fields; <p>Training: None required</p>



		<p>Experience: None required</p> <p>Eligibility: Career Service Professional or Second Level Eligibility</p>
Administrative Aide IV (Clerk II)	4	<p>Education: Completion of two years of college studies (at least 72 academic units) OR high school graduate with relevant vocational/trade course.</p> <p>Training: None required.</p> <p>Experience: None required.</p> <p>Eligibility: Career Service (Sub-professional) / First Level Eligibility.</p>

Section 20. *Head of the Office.* The Senior Labor and Employment Officer shall serve as the head of the Municipal Public Employment Service Office.

**ARTICLE VII
FINAL PROVISIONS**

Section 21. *Prioritization in the Local Investment Plan and Local Budget.* The offices and positions created under this Ordinance shall be prioritized in the Local Investment Program and in the succeeding Supplemental or Annual Budget, subject to the availability of funds under the Personnel Services limitation.

Funding for the positions that shall serve as the head of the newly-created sections shall be given preference.

Section 22. *Appointments.* The appointment of personnel to the positions created under this Ordinance shall conform to the rules prescribed by the Civil Service Commission.

Section 23. *Other Entitlements.* The heads of the created offices under this Ordinance shall be entitled to the benefits and emoluments due to other department and section heads of the Municipal Government, as may be applicable under existing auditing rules and regulations. These benefits may include but shall not be limited to Representation and Transportation Allowance, Communications Expenses, among others.



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Section 24. *Updates in the Staffing Pattern and Plantilla of Personnel.* The Human Resource Management Office shall cause the updating of the Plantilla of personnel and staffing pattern, as may be necessary, under this Ordinance.

Section 25. *Effectivity.* This Ordinance shall take effect upon approval of the Municipal Mayor.



Appendix B

**Proposed Policy Intervention for the Adoption of a Service Delivery-Centered
Organizational Design**

**EXECUTIVE ORDER NO. ____
Series of 2026**

**INSTITUTIONALIZING A SERVICE DELIVERY-CENTERED
ORGANIZATIONAL FRAMEWORK AND ESTABLISHING MECHANISMS FOR
PERFORMANCE, COORDINATION, AND MONITORING IN THE MUNICIPAL
GOVERNMENT OF BOAC, MARINDUQUE**

WHEREAS, Republic Act No. 7160, otherwise known as the Local Government Code of 1991, mandates local government units to ensure the effective and efficient delivery of basic services and facilities to their constituents;

WHEREAS, various national laws require the establishment of specific offices and positions within local government units to strengthen governance and sectoral service delivery;

WHEREAS, the Municipal Government of Boac recognizes the need to move beyond mere structural compliance with national mandates toward an outcome-oriented, service delivery-centered organizational design that ensures responsiveness, efficiency, and accountability;

WHEREAS, findings from recent studies and institutional assessments highlight the importance of aligning organizational structures, resource allocation, and administrative processes with measurable service delivery outcomes;

WHEREAS, there is a need to establish clear mechanisms for inter-office coordination, performance monitoring, and program evaluation to maximize the impact of limited local resources;

NOW, THEREFORE, I, _____, Municipal Mayor of Boac, Marinduque, by virtue of the powers vested in me by law, do hereby order:

SECTION 1. Declaration of Policy. The Municipal Government of Boac hereby adopts a service delivery-centered organizational framework, whereby the structuring of offices, allocation of resources, and implementation of programs shall be guided by the objective of delivering efficient, responsive, and measurable services to constituents.



SECTION 2. Adoption of Service Delivery Clusters. All offices of the Municipal Government shall be organized and coordinated under the following functional service clusters:

1. **Social Services Cluster** – covering health, social welfare, employment, youth development, and sectoral services;
2. **Economic Development Cluster** – covering agriculture, cooperatives, tourism, and local economic initiatives;
3. **Governance and Administration Cluster** – covering general administration, planning, budgeting, and institutional support services;
4. **Disaster Risk Reduction and Environmental Management Cluster** – covering disaster preparedness, climate resilience, and environmental protection.

The Municipal Planning and Development Office (MPDO) shall provide technical guidance on refining clustering arrangements.

SECTION 3. Strengthening Inter-Office Coordination. Each cluster shall establish a Cluster Coordination Committee, chaired by a designated Cluster Head, to ensure:

1. Integrated planning and implementation of programs, projects, and activities (PPAs);
2. Elimination of duplication of functions and resources;
3. Harmonization of sectoral plans with municipal development priorities.

SECTION 4. Establishment of Service Delivery Performance Indicators. All offices shall adopt Key Performance Indicators (KPIs) aligned with their respective mandates and service delivery functions, which shall include:

1. Output indicators (e.g., number of beneficiaries served, programs implemented);
2. Outcome indicators (e.g., employment rates, service accessibility, sectoral development outcomes);
3. Efficiency indicators (e.g., timeliness, resource utilization).

The MPDO, in coordination with the Municipal Budget Office and Human Resource Management Office (HRMO), shall develop a standardized KPI framework.

SECTION 5. Institutionalization of Monitoring and Evaluation Mechanisms. A Municipal Service Delivery Monitoring and Evaluation System is hereby established, which shall:

1. Require quarterly performance reporting by all offices;



2. Evaluate the effectiveness of programs and organizational arrangements;
3. Provide evidence-based recommendations for policy and structural improvements.

The MPDO shall serve as the lead office for monitoring and evaluation.

SECTION 6. Alignment with Budgeting and Planning Processes. All offices shall ensure that their proposed budgets, Annual Investment Programs (AIPs), and work plans are aligned with:

1. The service delivery–centered organizational framework;
2. Identified priority service outcomes;
3. Established performance indicators.

SECTION 7. Capacity Building and Human Resource Development. The Municipal Government shall prioritize the training, development, and deployment of qualified personnel to support service delivery functions, subject to existing laws, rules, and budgetary limitations.

SECTION 8. Role of the Sangguniang Bayan. This Executive Order shall be implemented in coordination with the Sangguniang Bayan, particularly in matters requiring legislative action, including the creation of positions, appropriation of funds, and institutional reforms.

SECTION 9. Separability Clause. If any provision of this Executive Order is declared invalid or unconstitutional, the remaining provisions shall remain in full force and effect.

SECTION 10. Effectivity. This Executive Order shall take effect immediately upon issuance.



Appendix C

Relevant Laws

Republic Act No. 7160: Local Government Code of 1991

(2) For a Municipality:

- (i) Extension and on-site research services and facilities related to agriculture and fishery activities which include dispersal of livestock and poultry, fingerlings, and other seedling materials for aquaculture; palay, corn, and vegetable seed farms; medicinal plant gardens; fruit tree, coconut, and other kinds of seedling nurseries; demonstration farms; quality control of copra and improvement and development of local distribution channels, preferably through cooperatives; interbarangay irrigation system; water and soil resource utilization and conservation projects; and enforcement of fishery laws in municipal waters including the conservation of mangroves;
- (ii) Pursuant to national policies and subject to supervision, control and review of the DENR, implementation of community-based forestry projects which include integrated social forestry programs and similar projects; management and control of communal forests with an area not exceeding fifty (50) square kilometers; establishment of tree parks, greenbelts, and similar forest development projects;
- (iii) Subject to the provisions of Title Five, Book I of this Code, health services which include the implementation of programs and projects on primary health care, maternal and child care, and communicable and non-communicable disease control services, access to



secondary and tertiary health services; purchase of medicines, medical supplies, and equipment needed to carry out the services herein enumerated;

(iv) Social welfare services which include programs and projects on child and youth welfare, family and community welfare, women's welfare, welfare of the elderly and disabled persons; community-based rehabilitation programs for vagrants, beggars, street children, scavengers, juvenile delinquents, and victims of drug abuse; livelihood and other pro-poor projects; nutrition services; and family planning services;

(v) Information services which include investments and job placement information systems, tax and marketing information systems, and maintenance of a public library;

(vi) Solid waste disposal system or environmental management system and services or facilities related to general hygiene and sanitation;

(vii) Municipal buildings, cultural centers, public parks including freedom parks, playgrounds, and other sports facilities and equipment, and other similar facilities;

(viii) Infrastructure facilities intended primarily to service the needs of the residents of the municipality and which are funded out of municipal funds including but not limited to, municipal roads and bridges; school buildings and other facilities for public elementary and secondary schools; clinics, health centers and other health facilities necessary to carry out health services; communal irrigation, small water impounding projects and other similar projects; fish ports; artesian wells, spring development, rainwater collectors and water supply



systems; seawalls, dikes, drainage and sewerage, and flood control; traffic signals and road signs; and similar facilities;

(ix) Public markets, slaughterhouses and other municipal enterprises;

(x) Public cemetery;

(xi) Tourism facilities and other tourist attractions, including the acquisition of equipment, regulation and supervision of business concessions, and security services for such facilities; and

(xii) Sites for police and fire stations and substations and municipal jail;

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CHAPTER II

Municipal Officials in General

Section 443. *Officials of the Municipal Government.* -

(a) There shall be in each municipality a municipal mayor, a municipal vice-mayor, sangguniang bayan members, a secretary to the sangguniang bayan, a municipal treasurer, a municipal assessor, a municipal accountant, a municipal budget officer, a municipal planning and development coordinator, a municipal engineer/building official, a municipal health officer and a municipal civil registrar.



(b) In addition thereto, the mayor may appoint a municipal administrator, a municipal legal officer, a municipal agriculturist, a municipal environment and natural resources officer, a municipal social welfare and development officer, a municipal architect, and a municipal information officer.

(c) The sangguniang bayan may:

(1) Maintain existing offices not mentioned in subsections (a) and (b) hereof;

(2) Create such other offices as may be necessary to carry out the purposes of the municipal government; or

(3) Consolidate the functions of any office with those of another in the interest of efficiency and economy.

(d) Unless otherwise provided herein, heads of departments and offices shall be appointed by the municipal mayor with the concurrence of the majority of all the sangguniang bayan members, subject to civil service law, rules and regulations. The sangguniang bayan shall act on the appointment within fifteen (15) days from the date of its submission; otherwise, the same shall be deemed confirmed.

Republic Act No. 10121: Philippine Disaster Risk Reduction Management Act of 2010

Section 12. *Local Disaster Risk Reduction and Management Office (LDRRMO).* - (a) There shall be established an LDRRMO in every province, city and municipality, and a Barangay Disaster Risk Reduction and Management Committee (BDRRMC) in every barangay which



shall be responsible for setting the direction, development, implementation and coordination of disaster risk management programs within their territorial jurisdiction.

(b) The LDRRMO shall be under the office of the governor, city or municipal mayor, and the punong barangay in case of the BDRRMC. The LDRRMOs shall be initially organized and composed of a DRRMO to be assisted by three (3) staff responsible for: (1) administration and training; (2) research and planning; and (3) operations and warning. The LDRRMOs and the BDRRMCs shall organize, train and directly supervise the local emergency response teams and the ACDVs.

Republic Act No. 10915: Philippine Agriculture and Biosystems Engineering Act of 2016

Section 34. *Personnel Required* -

(a) All concerned national government agencies, LGUs and SUCs implementing, regulating, funding and undertaking research, development, training and extension, testing, evaluation and inspection as well as technical audit of irrigation, farm mechanization, post harvest and agro processing facilities, agricultural and biosystems infrastructures, farm-to-market roads, agro-meteorology, forest mechanization development programs, and environmental protection and conservation programs and projects shall employ the required number of agricultural and biosystems engineers, and for this purpose, create various levels of agricultural and biosystems engineer positions;



Republic Act No. 11535: Mandatory Cooperatives Development Officer Law

Section 1. Section 443, Book III, Title Two, Chapter 2 of Republic Act No. 7160, is hereby amended to read as follows:

SEC. (443). *Officials of the Municipal Government.* - (a) There shall be in each municipality a municipal mayor, a municipal vice-mayor, sangguniang bayan members, a secretary to the sangguniang bayan, a municipal treasurer, a municipal assessor, a municipal accountant, a municipal budget officer, a municipal planning and development coordinator, a municipal engineer/building official, a municipal health officer, and a municipal civil registrar. A municipal Cooperatives Development Officer (CDO) shall also be appointed: *Provided*, That the municipality has the option to appoint a full fledged CDO or merge such position to an existing position or official in a related office, unit or departments in the municipal government: *Provided*, further, That if the municipality shall appoint a full fledged CDO, the municipality has the option to set the rank, remuneration and other emoluments of the municipal CDO subject to existing laws, rules and regulations.

Republic Act No. 10070: Person with Disability Affairs Officer Law

Sec. 40. Role of National Agencies and Local Government Units.

(a) Local government units shall promote the establishment of organizations of persons with disabilities (PWDs) in their respective territorial jurisdictions. National agencies and local government units may enter into joint ventures with organizations or associations of PWDs to



explore livelihood opportunities and other undertakings that shall enhance the health, physical fitness and the economic and social well-being of PWDs.

(b) Local government units shall organize and establish the following:

(1) Persons with Disability Affairs Office (PDAO)

PDAO shall be created in every province, city, and municipality. The local chief executive shall appoint a PWD affairs officer to manage and oversee the operations of the office pursuant to its mandate under this Act. Priority shall be given to qualified PWDs to head and man the said office in carrying out the following functions:

(i) Formulate and implement policies, plans, and programs for the promotion of the welfare of PWDs in coordination with concerned national and local government agencies;

(ii) Coordinate the implementation of the provisions of this Act, Batas Pambansa Blg. 344, otherwise known as the Accessibility Law, and other relevant laws at the local level;

(iii) Represent PWDs in meetings of local development councils and other special bodies;

(iv) Recommend and enjoin the participation of nongovernment organizations (NGOs) and people's organizations (POs) in the implementation of all disability-related laws and policies;

(v) Gather and compile relevant data on PWDs in their localities;



(vi) Disseminate information, including, but not limited to, programs and activities for PWDs, statistics on PWDs, including children with disability, and training and employment opportunities for PWDs;

(vii) Submit reports to the office of the local chief executive on the implementation of programs and services for the promotion of the welfare of PWDs in their respective areas of jurisdiction;

(viii) Ensure that the policies, plans, and programs for the promotion of the welfare of PWDs are funded by both the national and local government;

(ix) Monitor fundraising activities being conducted for the benefit of PWDs;

(x) Seek donations in cash or in kind from local or foreign donors to implement an approved work plan for PWDs, in accordance with existing laws and regulations; and

(xi) Perform such other functions as may be necessary for the promotion and protection of the welfare of the PWDs.

Republic Act No. 9593: Tourism Act of 2009

Section 42. *Tourism Officers.* - Every province, city, or municipality in which tourism is a significant industry shall have a permanent position for a tourism officer. He or she shall be responsible for preparing, implementing, and updating local tourism development plans and enforcing tourism laws, rules, and regulations. In the performance of his or her functions, the tourism officer shall coordinate with the Department and its attached agencies.



Republic Act No. 10691: PESO Amendment Act

SECTION 1. Section 3 of Republic Act No. 8759, otherwise known as the “*Public Employment Service Office Act of 1999*”, is hereby amended to read as follows:

“SEC. 3. Establishment of the Public Employment Service Office. – To carry out the above declared policy, there shall be established in all provinces, cities, and municipalities a Public Employment Service Office, hereinafter referred to as ‘PESO’, which shall be operated and maintained by local government units (LGUs). The PESOs shall be linked to the regional offices of the Department of Labor and Employment (DOLE) for coordination and technical supervision, and to the DOLE central office, to constitute the national public employment service network.

“The PESO shall be under the office of the governor, city or municipal mayor. The PESO shall initially be organized by, and composed of, a PESO manager and may be assisted by a labor and employment officer (LEO), as may be determined by the LGU.

Republic Act No. 10742: Sangguniang Kabataan Reform Act of 2015

SECTION 25. Creation. – There shall be in every province, city, and municipality a Youth Development Office which shall be headed by a youth development officer with the rank of at least division chief. Such may be put under the Office of the Local Chief Executive, the Office of the Planning and Development, the Office of the Social Welfare, or in any other office deemed appropriate by the local government unit. If the local government unit's funds are sufficient, it can be a separate department with divisions and units for policy and planning,



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administration and finance, and programs and operations. In the event when the local government unit has exceeded the prescribed personal services limitations, the local chief executive may designate existing personnel whom he or she deems fit to serve this purpose until such time that the local government unit can already create this office.



Appendix D

**Overview of the Organizational Structure of the Municipal Government of Boac,
Marinduque**

Executive Branch	Legislative Branch
<p>Office of the Mayor</p> <ul style="list-style-type: none"> • Administrative Section • Human Resource Management Section • Information and Library Services Section • Sports and Games Section • Community Affairs Section • Business Permit and Licensing Section • Nutrition Section • Information and Communications Technology Section 	<p>Office of the Vice Mayor</p>
<p>Office of the Municipal Administrator</p> <p>Municipal Health Office</p> <p>Municipal Engineering Office</p> <ul style="list-style-type: none"> • Administrative Section • Plazas and Parks • Solid Waste Disposal • Roads and Bridges • Electricity and Lighting <p>Municipal Planning and Development Office</p>	<p>Office of the Sangguniang Bayan</p> <p>Office of the Secretary to the Sangguniang Bayan</p>



<ul style="list-style-type: none">• Land Use and Zoning Municipal Accounting Office <ul style="list-style-type: none">• Internal Audit Service Municipal Real Property Assessment OfficeMunicipal Treasury Office <ul style="list-style-type: none">• Supply Section Municipal Budget OfficeMunicipal Agriculture OfficeMunicipal Social Welfare and Development OfficeMunicipal Disaster Risk Reduction Management OfficeMarket OperationSlaughterhouse Operation	
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Data obtained from Human Resource Management Section of the Municipal Government of Boac, Marinduque.



Appendix E

Research Instrument

1. Survey Questionnaire

This survey questionnaire serves to determine the status of adherence of the Municipal Government of Boac, Marinduque with the mandates of the national government.

Mandate	Adherent?		Level of Adherence (Rate 5-1 from highest to lowest)	Opportunities (if adherent)	Obstacles (if not adherent)	If not adherent, what actions are taken?	Effect of adherence or non- adherence on service delivery
	Yes	No					
			Encircle the number of your choice.	Tick the box(es) of all that apply	Tick the box(es) of all that apply	Write your answer in the blank space provided.	Write your answer in the blank space provided.
Mandate No. 1: R.A. No. 10121 This mandates for the operation of a Municipal Disaster Risk Reduction Management Office in the Municipality.			5 4 3 2 1	<input type="checkbox"/> Political will of the administration <input type="checkbox"/> Economic and/or revenue opportunities <input type="checkbox"/> Prioritization of the administration <input type="checkbox"/> Presence of qualified personnel <input type="checkbox"/> Others (please specify): _____	<input type="checkbox"/> Lack of political will <input type="checkbox"/> Resource insufficiency <input type="checkbox"/> Not a priority of the administration <input type="checkbox"/> Lack of qualified personnel <input type="checkbox"/> Others (please specify): _____		
Mandate No. 2: R.A. No. 10915 This law mandates the hiring of an Agriculture Biosystems Engineer in every municipality.			5 4 3 2 1	<input type="checkbox"/> Political will of the administration <input type="checkbox"/> Economic and/or revenue opportunities <input type="checkbox"/> Prioritization of the administration <input type="checkbox"/> Presence of qualified personnel <input type="checkbox"/> Others (please specify): _____	<input type="checkbox"/> Lack of political will <input type="checkbox"/> Resource insufficiency <input type="checkbox"/> Not a priority of the administration <input type="checkbox"/> Lack of qualified personnel <input type="checkbox"/> Others (please specify): _____		



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<p>Mandate No. 3: R.A. No. 11535 This law mandates the appointment of a Cooperatives Development Officer in every municipality.</p>			5 4 3 2 1	<input type="checkbox"/> Political will of the administration <input type="checkbox"/> Economic and/or revenue opportunities <input type="checkbox"/> Prioritization of the administration <input type="checkbox"/> Presence of qualified personnel <input type="checkbox"/> Others (please specify): _____	<input type="checkbox"/> Lack of political will <input type="checkbox"/> Resource insufficiency <input type="checkbox"/> Not a priority of the administration <input type="checkbox"/> Lack of qualified personnel <input type="checkbox"/> Others (please specify): _____		
<p>Mandate No. 4: R.A. No. 10070 This law mandates the operationalization of a Persons with Disabilities Affairs Office (PDAO) and appointment of a Person with Disabilities Affairs Officer in each municipality.</p>			5 4 3 2 1	<input type="checkbox"/> Political will of the administration <input type="checkbox"/> Economic and/or revenue opportunities <input type="checkbox"/> Prioritization of the administration <input type="checkbox"/> Presence of qualified personnel <input type="checkbox"/> Others (please specify): _____	<input type="checkbox"/> Lack of political will <input type="checkbox"/> Resource insufficiency <input type="checkbox"/> Not a priority of the administration <input type="checkbox"/> Lack of qualified personnel <input type="checkbox"/> Others (please specify): _____		
<p>Mandate No. 5: R.A. 9593 This law, in an effort to revitalize the tourism industry in the Philippines, mandates the creation of a Municipal Tourism Office and the appointment of a Municipal Tourism Officer in each municipality.</p>			5 4 3 2 1	<input type="checkbox"/> Political will of the administration <input type="checkbox"/> Economic and/or revenue opportunities <input type="checkbox"/> Prioritization of the administration <input type="checkbox"/> Presence of qualified personnel <input type="checkbox"/> Others (please specify): _____	<input type="checkbox"/> Lack of political will <input type="checkbox"/> Resource insufficiency <input type="checkbox"/> Not a priority of the administration <input type="checkbox"/> Lack of qualified personnel <input type="checkbox"/> Others (please specify): _____		
<p>Mandate No. 6: R.A. 10691 This law mandates the operationalization of the Public Employment Service Office in each municipality.</p>			5 4 3 2 1	<input type="checkbox"/> Political will of the administration <input type="checkbox"/> Economic and/or revenue opportunities <input type="checkbox"/> Prioritization of the administration	<input type="checkbox"/> Lack of political will <input type="checkbox"/> Resource insufficiency <input type="checkbox"/> Not a priority of the administration <input type="checkbox"/> Lack of qualified personnel		



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				<input type="checkbox"/> Presence of qualified personnel <input type="checkbox"/> Others (please specify): _____	<input type="checkbox"/> Others (please specify): _____		
Mandate No. 7: R.A. 10742 This law establishes a Local Youth Development Office in each municipality.			5 4 3 2 1	<input type="checkbox"/> Political will of the administration <input type="checkbox"/> Economic and/or revenue opportunities <input type="checkbox"/> Prioritization of the administration <input type="checkbox"/> Presence of qualified personnel <input type="checkbox"/> Others (please specify): _____	<input type="checkbox"/> Lack of political will <input type="checkbox"/> Resource insufficiency <input type="checkbox"/> Not a priority of the administration <input type="checkbox"/> Lack of qualified personnel <input type="checkbox"/> Others (please specify): _____		



2. Interview Guide

The following questions shall be administered to the respondents in the Key Informant Interview:

1. How does your office ensure compliance with national mandates, particularly those from relevant laws related to your services?
2. Do you think these national mandates provide clear guidance on how municipal structures should be organized? Why or why not?
3. How would you describe the current organizational structure of the Municipal Government of Boac?
4. In your opinion, is the current structure aligned with the mandates and requirements set by the national government? Why or why not?
5. Are there specific areas where you see a misalignment between Boac's organizational structure and national policies? If so, what are they?
6. Have there been any efforts or initiatives to restructure or reorganize the municipal government to improve alignment with national mandates?
7. How does the current organizational structure affect the efficiency and effectiveness of public service delivery in Boac?



8. Are there departments or offices that face challenges in implementing national mandates due to structural limitations? If so, which ones and why?
9. Can you provide examples where adherence (or non-adherence) of Boac's structure with national mandates has directly impacted service delivery?
10. What challenges does the Municipal Government of Boac face in complying with national government structural requirements?
11. Do you believe the national government provides adequate support (e.g., funding, technical assistance) for local governments to meet these mandates?
12. What recommendations would you suggest to improve the alignment of Boac's organizational structure with national government mandates?
13. In your opinion, how can service delivery be enhanced through improvements in the municipal organizational structure?
14. Is there anything else you would like to share regarding the alignment of Boac's municipal structure with national mandates?
15. Do you have any final thoughts or suggestions that could help in this research?



Appendix F

The Researcher

Justin Angelo Jardeleza Manrique is a public servant, educator, and researcher based in Boac, Marinduque. He was born on October 10, 1997, in Lucena City, Quezon, as the second child and only son of Luna Eulogio Rey Manrique and Ma. Araceli Young Jardeleza. He completed his elementary education at Don Luis Hidalgo Memorial School in 2010 and his secondary education at Marinduque National High School in 2014.



He earned his Bachelor of Arts in Political Science from the University of Santo Tomas in 2018 and is currently completing his Master in Public Administration at Marinduque State University.

In public service, he previously served as Sangguniang Kabataan Chairperson of Barangay Tampus, Boac, Marinduque from 2018 to 2019. He was subsequently elected as Sangguniang Bayan Member of Boac, serving from 2019 to 2022, during which he authored and sponsored 17 ordinances and over 90 resolutions.

In 2022, he was designated as Executive Assistant in the Office of the Mayor of Boac, Marinduque, a position he held until his resignation in 2024 to run for his former seat in the Sangguniang Bayan in the 2025 local elections. He was elected and placed fifth among eight winning candidates.

He currently serves in the 12th Sangguniang Bayan of Boac, where he chairs the Committee on Accountability of Public Officers and Investigations (Blue Ribbon Committee) and the Committee on Social Services, the Elderly, Persons with Disabilities, and Special Sectors.

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