"The Academy of Learning Activities Gauged for Achievement and Development (ALAGAD) Project: *Bringing governance closer to the grassroots*"

Introduction

In the ancient era, one of the founders of the western intellectual tradition was Plato. In his Platonic concept of theories, he referred to a good leader in a good state. Plato in his Republic, said, "The leader of the ideal state would be a philosopher king, whose business would be to cling to the form of the good" (Segal, 2006). In the oriental side of philosophy, (Mo, Xunzi, & Han, 1967), Mo Tzu's teachings, a society can achieve a firm government through assessment of the ruler's values, morality and uprightness for the welfare of its people. In his work *The Will of Heaven*, he described that like in heaven, individuals must love each other and treat each other with kindness and generosity. To disrespect and hurt others means to disobey the will of the heaven, which shall cause disorder between people, villages and the states. In possessing political authority over the people, the leader must portray the standards of righteousness for he must affirm the will of heaven and his ethical standards will be passed down to his people. The possession of political power here means the ability to act in righteous ways.

The continuing education arm of the Social Sciences Department of Negros Oriental State University – Main Campus I provided an innovative learning programs for the newly elected barangay officials in the Municipality of Mabinay. The University Code of Negros Oriental State University also mandates to apply and implement Article 134 (Sections; 1-12). By offering accessible, quality, and relevant courses, the extension project provided knowledge and connections for local young village leaders to achieve their respective socio-political goals; it also directly impacts local government units and communities, helping citizens become more skilled

and committed to making the said LGU a more transparent and accountable local government unit and, consequently, to enrich and complement teamwork and discipline of the trainers, LGU officials, and the community. The extension project is in consonance with the Philippine Commission on Higher Education Memorandum Order No. 52, Series of 2016: The Pathways to Equity, Relevance, and Advancement in Research, Innovation, and Extension in Philippine Higher Education. The CMO states in its rationale: "As the Philippines enters another era of rapid change and faces a dynamic array of economic, social, global, and technological forces, there is a need to enable Philippine higher education institutions to optimally participate in national transformation through the production and transfer of knowledge that is fundamental to the country's engagement in the knowledge-based global economy." Philippine higher education institutions, particularly the universities, offer promising and unique platforms in *research*, *innovation*, and *extension* which allow them to engage in discovery and/or applied research, disseminate research knowledge, inform government policies, and propel the country's overall competitiveness in the knowledge-driven global economy. The extension programs provide the space to discover practical, evidence and science-based answers that can address real-world social, economic, and environmental challenges of partner citizens and communities.

The incubation, knowledge validation, diffusion, and utilization process in extension, translational, or applied research acquire a much deeper relevance when universities carry these out in mutually beneficial collaborations with partner communities such as industry, local businesses, or community groups. It is a set of iterative processes that enable evolution, revision, adaptation, and change. The dynamic synergy of *research*, *extension*, and *instruction*, wherein the interaction of faculty researchers with undergraduate, graduate, and post-doctoral students further catalyzes the dynamic learning and knowledge-generation process, is the indispensable,

foundational, distinctive, and specialized hallmark of universities. In addition to the memorandum, paragraph (g) also indicates that "in the case of extension or applied research, establishing structured partnerships with community, business and industry stakeholders in order to integrate 'formal' research and innovation efforts with 'informal' grassroots knowledge and innovation." (CMO No. 52, 2016). In resonance with the aforesaid CMO, the extension program is committed in multilateral collaboration with the local government units to help achieve its goals such as strengthening good governance at the local level, enhancing and developing public policy, promoting sustainable local economic growth, and providing better delivery of its social services. Thus, it is in line with the country's commitment of the Philippine Development Plan 2017-2022 (Philippine Sustainable Development Goals: *Ambisyon Natin* 2040). The barangays are the smallest local government unit and considered the basic political units that compose the Republic of the Philippines; it is worthy to note that there are existing mechanisms that make them more functional.

The Academy of Learning Activities Gauged for Achievement and Development "ALAGAD" or in English translation, "servant," is a research- and extension-based program that constitutes the sustainable training course to the newly elected *sangguniang* kabataan and *sangguniang barangay* or elected youth officials and local village leaders of the 32 *barangays* of the local government unit of Mabinay.

The LGU of Mabinay is geographically landlock and is primarily an agricultural municipality, sugar cane is the major economic activity and coconut is another primary agricultural product. Other crops also grown are root crops, vegetables, bananas, corn and coffee. Mabinay is approximately 84 kilometers away from Dumaguete city, the capital city of Negros Oriental. Mabinay is also a first-class municipality, but it remains to be one of the municipalities that has

highest poverty incidence rate, constrained by a limited local tax base and highly dependent on the internal revenue of allotment. Hence, the ALAGAD as an extension project extended its service to Mabinay, empowers the barangay elected and non-elected officials by providing quality and relevant learning journal for leadership development and governance, bestows to them the platform to discuss through presentation of opinions on pertinent socio-political issues, and offers an innovative way for them to contribute ideas for holistic reforms and to develop them as competent public servants.

The following questions guided the investigation: 1.) What programs have been undertaken by the ALAGAD capacity building project in terms of the following a.) engagement mechanism b.) multi-stakeholder processes? 2.) How can the newly elected local officials address the issues on governance? 3.) How does the ALAGAD project help in developing best practices and improving their continuing innovation?

When spearheading programs, it is important to focus on the needs of the audience to garner significant participation from the people (Diem 2001). Thus, there is a need to identify the most basic need of every community, one which screams for immediate change and attention. To do so, it is necessary and important to reach and study the community intended for the program. Once the needs are identified, a program must then be created to quickly build and discuss remedies for the community. Community development can be defined as "the gradual positive change among people within a given geographical area towards self-determined ideals with minimal outside interference" (Schutte, 2000). The community, local officials and the academe continue to intertwine and strengthen its partnership for empowerment and development for social services through a sustainable community involvement project. Tan, 2009, explained that when focusing on a sphere with which lasting change has become a main goal, extension implementers seek the

use of community development as it is considered as one of the most practical frameworks in various studies. With the term itself, community development focuses on the deepest crevices of society, giving attention to the ones who need the most help, those suffering from various predicaments in the community. As cited by Herrera, 2010, "community extension service is a human responsibility of the school that needs to understand and know the community they want to serve in order to build relationships between the school and the people." Further, it involves creative programs and activities thru active participation and cooperation of volunteers concerned and the maximum utilization of available resources both by the institution and community they want to serve." According to Khatao et al. (1996), it is the government's job, as a public servant, to provide the needs of the people to improve every local community. Brown (1996), emphasized that "there is a widespread expectation that government should pursue what is variously called public interest, the general welfare, or the common good." Thus, there needs to be proper planning and consideration in social services to the people, without forgetting the fact that there are also societies far from civilization needed to be given much attention. According to Israel et al. (2010), "behavioral intention is widely considered to be an immediate antecedent of behavior." Before any capacity-building activity can be considered successful, there should be interest from the participants beforehand. There is a need to focus on their needs and the parts where they need improvement and further knowledge to get their attention and interest in partaking in and complementing the course. Their behavioral intentions should lean on learning to gain positive results. Another study by Simpson et. al. (2003) believed that to achieve capacity building, it is important to start within the grassroots or the people before rushing to create projects that might not hit the needs of the community. By taking time to know the people and their personalities and needs, it will be easy to extract ideas that will match their demand and lessen their burdens.

Objectives of the Study

The main objective espoused by this research is to explore the context and impact of the ALAGAD project. More specifically the study has the following objectives: to find out the programs that have been undertaken by ALAGAD; to describe how local officials practice their positions for best practices and development; to identify concerns or issues tackled during the implementation of the extension project; to determine its improvements and contributions in social programs through bridging leadership empowerment as influenced through the capacity building activities.
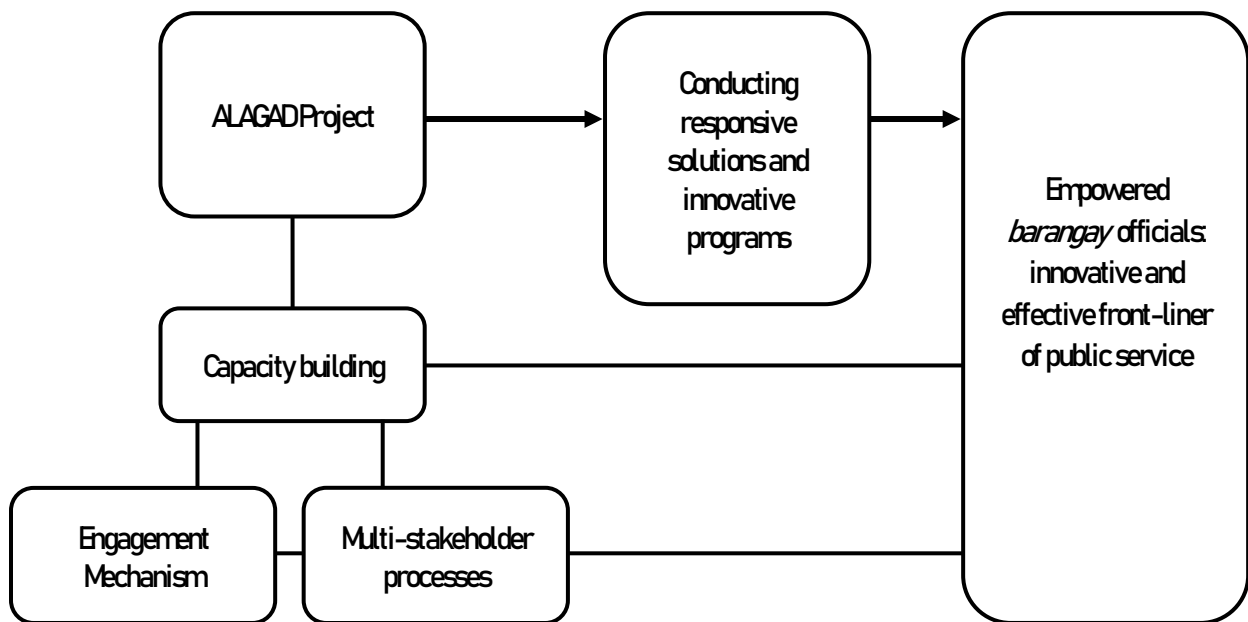
Conceptual Framework

Figure 1. Conceptual Framework

The conceptual framework presents the general context and essence of the whole study. The conceptual model shows the ALAGAD project as the initiator and provider of capacity-building activities, facilitate engagement mechanisms and mutli-stakeholder processes. The extension-research based project also assessed problems through FGD and conducted responsive

solutions and outcomes of the barangay officials. The advocacy and best practices of the barangay officials to improve its overall social services programs performance, cooperation among the communities, conduct of responsive solutions and innovation programs with ALAGAD project were also investigated. Thus, it promotes collaboration among multi-stakeholder processes, to seek solution to its problems and address social inequities and to transform and empower new public officials as an innovative front liner of public service. Every corner of the community has certain needs, and these should all be considered in planning an effective program. With that in mind and the consciousness to serve society accordingly, a successful program will be put in place, following the goal of having an improved local government unit.

Materials and Methods

A focus group discussion (FGD) is a type of data-gathering method that involves an in-depth group interview with participants having the same qualities needed for the study (Rabiee 2019). Thus, there needs to be a systematic process in choosing one's participants. "A good focus group has the following characteristics: carefully recruited participants, interacting in a comfortable environment, led by a skillful moderator, followed by systematic analysis and reporting" (Rabiee 2019). In a qualitative research approach, data could be collected from multiple sources. With that, a researcher will be able to gather plausible data that will strengthen the study. Without a careful and skillful moderator, respondents will be well-relaxed and confident to share their thoughts and ideas. Consequently, an in-depth interview (IDI) requires intensive individual conversation with respondents to be able to understand and know their perspectives regarding different programs and ideas and only if respondents are not comfortable sharing their ideas in a large group Boyce (2006). Thus, with their knowledge and perception, researchers will be given

the chance to peek in their minds, and it will be easy to understand their behaviors and thoughts regarding the topics to be discussed. Also, with a small-sized group, respondents will feel more relaxed and easier to talk to because it will be easier for them to express their thoughts vocally rather than through answering survey questionnaires.

This qualitative descriptive study focused on the impact of the ALAGAD extension project; it also examined its practices and challenges; data were gathered through focus group discussion (FGD), in-depth interview (IDI), and questionnaires. Primary data were gathered through interview and the focus group discussion. There were thirty-two (32) respondents, the elected *barangay* chairman on each barangay, during the conduct of the Interview, FGD and IDI. The respondents had the equal opportunity to express their views based on the questions that guided the investigation.

The study also adopted mixed methods, using thematic analysis and key informant interview for data analysis. The secondary data gathered and the necessary documents from the offices of the Mayor, Association of Barangay Captains and the Department of the Interior and Local Government (DILG), were considered in the study, while the focus group discussion was conducted in the municipal hall. The researchers strictly ensured and observed equitable research procedures such as the giving of informed consent form to the respondents to enable them to know the purpose and nature of the study. Assurance was given that all data gathered were to be treated with utmost confidentiality. Moreover, all the facts shared were treated with anonymity to ensure that answers were kept confidential and that no information would be disclosed regarding any personal information among the respondents.

Data Analysis

Capacity Building: Engagement Mechanism and Multi-Stakeholder processes

The LGU of Mabinay have shown their capability to advance the welfare and well-being of its constituents. The project responds to the needs of the *barangay* officials to provide relevant learning on governance and strategies on how to address their current social problems particularly and to sustain their best practices and innovations. The following are the implemented capacity development programs based on the results of the training needs assessment a.) History of *barangays*: powers, functions and duties b.) Parliamentary procedures c.) Special roles of local officials in law enforcement d.) *Katarungang Pambarangay,* or *Barangay* Justice System e.) Salient features of the local government code of 1991 f.) *Barangay* development planning and participatory governance g.) Leadership journey. Results revealed how realistic the plan of the barangay officials to achieve their respective plans particularly in the hinterland areas as they continue to strive for development and enhance the delivery of basic social services to its constituents. It also showed that geographical areas and political and socio-economic factors affect the experiences and the best practices of each barangay and various changes and innovations happened as the new generation of new leaders enters the society. "Multi stake holder processes are an important tool for sustainable development. Their objectives are to promote better decisions by means of wider input." (Hemmati, 2002). Through the capacity building, dialogue and collaboration between the barangay and municipal officials, the project provided a suggesting engagement mechanism by establishing a multi rural barangay collaborative council or the MRBCC to develop shared values with a partnership approach and to address their primary problems most particularly in the rural areas.

During the simultaneous conduct of the FGD and IDI, results revealed the current problems in the community as one respondent said that the present priorities of the municipal government are more in the *poblacion barangays*. One example is that there were more road infrastructure projects implemented in the main centers of population compared to those in the far-flung *barangays* with more unpaved rural roads. The respondent during the parallel separate conduct of FGD and IDI said, *"Hangtod karon, walay klaro ang among dalan samot na ug mag-ulan mag lisod gyud ug agi ang motor, dili mi makahimo pagpatukod kay kulang ug limitado ang among pundo, pero tungod sa among nakuha nga pag tulon-an sa ALAGAD ug pinaagi sa MRBCC kami nang hinaot nga masulbad na namo ang problema",* "Until now we don't have project like farm to market roads; during the rainy seasons, the roads are usually impassable by motorcycles. We can't allocate budget for it due to limited funds, but because of the programs that we have learned from ALAGAD and through the efforts of MRBCC, we are hoping that our problem will be solved."

Another respondent in the FGD also expressed, *"Dili magkahiusa ang ABC kung unsay labing angay nga hatagan ug pag tagad, sama pananglit nga imbis ang dalan maoy labing importante para dali ra ang pag hatod sa amo mga produkto ug panahon sa emergency dali lang maka adto sa hospital. Pero nagpasalamat mi sa ALAGAD sa pag tudlo kanamo sa importansya sa panag timbayayong, ug sa ila suhestyon nga kinahanglan mo himo ug desentralisado nga konseho ang MRBCC nga para ra gyud sa bukiran nga dapit, para ma hatagan gayud ug tingog ug pag tagad among mga mulo",* "The council cannot easily agree on which specific issues to prioritize for example, the focus should be on the farm to market roads for an effective and efficient delivery of goods, vegetable products, especially during times of emergencies, which are very important in hinterland areas. However, we are thankful to the ALAGAD project for teaching us

the importance of collaboration, and for the suggestion to convene a more decentralized council exclusive only for the hinterland areas so that our rural concerns would be heard."

Both respondents have ventured the current problem and plan to implement a strategic policy which is the MRBCC for unification among the barangay officials and for efficient delivery of social services in rural areas, thus the aim of the respondents is to encourage better service delivery on infrastructures and improved accountability and participation by establishing a benchmark for an effective and efficient rural governance. The aim of the ALAGAD project in the public sector framework is to improve the performance of government officials and encourage better service delivery through adopting and learning the leadership process which was taught to them during the implementation of the said project.
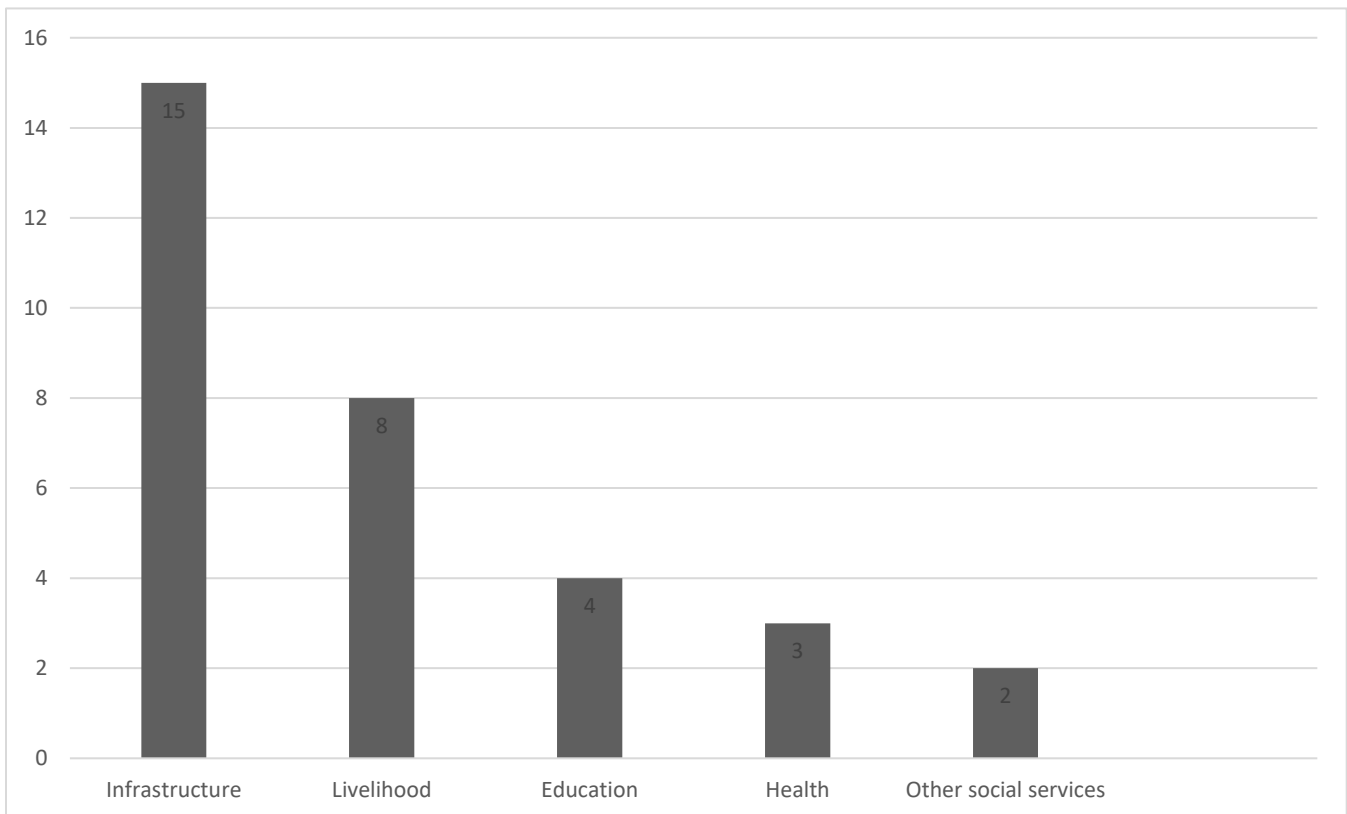
Issues on *Barangay* Governance

Figure 2. Primary needs of the 32 newly elected barangay captains of the Municipality of Mabinay, (2018).

Figure 2 depicts the basic needs of the 32 barangays of the Municipality of Mabinay. Among these are infrastructure, livelihood, education, health and other social services. According to the data shown in the graph, among the five factors presented, 15 chairmen or captains from the hinterland barangays share the belief that there is poor infrastructure in their communities. Livelihood ranks second (by 8 barangay officials), while education ranks third (by 4 local officials). Consequently, while other services rank fourth (by 2 local officials). Through this, it can be concluded that infrastructure in the hinterland barangays of Mabinay are poor. It will be hard to establish proper infrastructure services because of the limited monetary support. Although farm to market road is heavily depicted in Mabinay, only a handful of individuals or families can afford to travel to the neighboring barangays and municipalities to avail of government services; thus, most people depend on the help from their local neighbors and communities. With the growing number of families found below the poverty line, it is important for the local government unit to provide more infrastructure and livelihood programs in the far-flung communities. One IDI respondent said *"Importante nga mahibal-an sa mayor ang isyu namo sa bukid ilabina ang dalan."* "It is important that the mayor should know our issues and concerns most especially road infrastructure in the hinterland." It is necessary to understand issues and concerns that affect their individual barangays to be able to develop strategies with the local chief executive to respond to the present social issues and problems. Another major concern is livelihood, because most families are poor, the youth opt to help their parents out in the farms after earning a few school credits to help their families earn a living rather than finish college and burden their parents of more financial problems. This means that only a few children are educated, which is not enough to help improve

the community. Other services also need to be taken into consideration such as the lack of sanitation and water supply.

During the conduct of the interview, one of the respondents said, *"Isip sulogoon, mao na pirmi among ika alagad sa mga bukid nga barangay, kay mag lisod sila ug anhi diri sa población kay lisod ang dalan, ang pag dala namo sa programa sa gobyerno sama sa libreng tambal ug uban pa nga gikan sa munisipyo among gi dala sa bukid."* "Being a front liner of public service, this has always been our contribution to the people of our rural communities. Social programs such as free-medicines from the municipality are brought to the rural *barangays*, as they find it hard to come to the *población* area because of the treacherous roads. It's a special feature of its municipal social services, setting up to go to the rural *barangays* to provide services and meet their basic needs. Four respondents/participants expressed and agreed during the FGD, saying, *"Mas labing maayo gyud ang suhestyon sa ALAGAD nga mo tukod ug MRBCC para mas lig-on ang tingog sa ka bukiran ug han-ay nga ma solbad among mga issue ug problema, basta naay panag timbayayong, makab-ot ang among damgo"* "The suggestion of the ALAGAD to create MRBCC is necessary, so to strengthen our rural voices and to clearly address and solve our issues. If there is collaboration, we assure that we can reach our dreams." It determines the intended outcome, such as the need to consider improving its structure and the delivery of basic government services, especially those that were not achieved. In the decision process, the citizens' feedback guarantees are very important in the public sector's framework. Fourteen (14) officials from rural *barangays* have expressed the need to create and facilitate capacity building on governance that can improve the performance and status of MRBCC and their community. These trainings and seminars are to focus on local governance, livelihood education to encourage and provide new learnings for individuals. Five (5) *barangays* wish to strengthen and encourage education. It had been mentioned

that some parents are not well-educated, thus the inability to provide their children the proper guidance they need. With that, the participants wish to encourage the youth to go to school and finish college so that they may find suitable jobs and help improve the community. Two (2) *barangays* have expressed the need to give importance to livelihood by providing more jobs for the people, solely because most of the families in the municipality lie below the poverty line. Finally, two (2) *barangays* have also expressed their concern to give attention to sanitation, suggesting that there needs to be proper drainage and solid waste management systems to lessen or decrease the pollution in the area.

A firm cooperation of *barangay* and municipal officials is an integral part of efficient implementation of the local government policies and the achievement of equity on infrastructures projects. Thus, strengthened participatory governance and collective effort is an important aspect in rural *barangays*; it further improves their engagement mechanism and multi-stake holder processes and strengthens the need of the community to partake decision-making and consultations. The Department of the Interior and Local Government (2017) explains and defines the term, "inclusive partnership and growth; as broad-based, shared and pro-poor growth, which reduces the incidence of prevalence of poverty and at the same time increases the involvement of people in the growth process of the country." The Multi-Rural Barangays Collaborative Council (MRBCC), strive to invigorate inclusive participation in every governance process and enhanced their capabilities to fulfill the demands of policy implementation and be responsive to the needs of the community.

Best Practices and Innovations

The Local Government Code of 1991 fully recognized government officials and people's participation as an essential element of good governance. As Prof. Briones said "It is obvious that participation is an essential feature of democracy and the democratic process. It is clear in the dictum that "democracy is of the people, for the people and by the people. When citizens are excluded, democracy becomes a farce and is sarcastically referred to as "off the people, fool the people, and buy the people." (Briones, 2011). One of the unique features of good practices in the hinterland barangays is the engagement in regular policy discussions on prevailing concerns affecting their own governance. The MRBCC's policy making and participation from different hinterland and urban *barangays* and other government stakeholders are considered as an extensive best practice initiative as it provides a greater understanding and appreciation of public service, it was started and initiated by ALAGAD to the newly elected officials, that would address problems and spur development of social services. To further improve their continuing innovation, the office of the mayor and the office of the ABC president requested NORSU to provide a capacity building - training course on local governance in different clusters. The ALAGAD project supported partner LGU by accomplishing activity outputs and provided fifty four hours sustainable training course for the newly elected public officials last May 2018 barangay elections. Aside from the special lectures mentioned above, the primary purpose of the extension project was to guide the participants on how to strengthen and sustain their multi rural *barangays* - collaborative council (MRBCC) by applying the sustainable leadership framework. The *barangay* chairman respondent said during the conduct of IDI. *"Dako kayo ug ikatabang ang gi buhat sa NORSU-ALAGAD, dili lang tungod nga daghan kami nakat-unan kabahin sa pang gobyerno, kon di usab nakahibalo mi*

unsaon namo pag sustener ang MRBCC ug hinaot ma hatagan na unta ug pag tagad ang bukiran nga barangay nga ma solbad ang kakulangan sa infrastraktura. Mapasalamaton kami mga opisyales sa Mabinay nga niabot kanamo ang ALAGAD ug ni tunol sa ilang kahibalo aron pag kab-ot namo sa among long term nga mga plano." "We are thankful enough to NORSU-ALAGAD for all the efforts that they rendered. It's not just that we have learned about governance, but we learned on how to sustain the MRBCC. Hopefully, rural *barangays* will be given solutions and priority for infrastructures. On behalf of my colleagues, we are thankful that ALAGAD came and extended their expertise and taught us on how to achieve our long-term plan." Barangay officials remain optimistic that problems such as lack of road infrastructures and less inclusive participation can still be improved and sustained. The sustained MRBCC's participation and the openness of the local government for people's engagement will overcome their social constraints with concrete ways and practice the concepts of the leadership framework. The suggested action plan template for long term enhancement of barangay development was approved by the municipal mayor, it is a 6-month assessment of governance indicators and a 5-year plan program that review and address farm to market indicators in rural barangays, the MRBCC adopted and used the AIM 6 building blocks. The following are the indicators and strategies: a.) Target outcome b.) Current indicator c.) Service Delivery d.) Access e.) Financing and f.) Leadership (AIM, 2014). The leadership framework is a theory on leadership for attaining social objectives and outcomes. The capacity of the individual to move from a personal understanding and ownership of a social issue to a collective action to resolve the issue is the key to the leadership concept. In the act of bridging leadership, there are three key elements in the process. First in the process is focused on self-awareness and involves developing a sense of personal ownership of a societal problem and the response to it. To bring the bridging leader to a deeper understanding of the societal problem, its

underlying causes and his contribution to it, the leader acknowledges the range of his assets (i.e. values, education, experiences, family background, etc.) which comprise his leadership capital when accumulated. The leader, knowing his capital, examines how to use these assets to benefit the wider society. When confronted with direct challenges, the collective action with other stakeholders will not prosper without this kind of personal commitment. Second in the process is building co-ownership which involves getting stakeholders together for them to expand their understanding of the issue, to recognize how they are part of the solution, and to acknowledge the need for collective response. One way of bridging is moving from self to forging relationships to those who have stake on the problem. Co-ownership involves convening various parties to the issue, facilitating constructive dialogue to arrive at a common understanding of the issue, managing conflicts and coming up with a collaborative response. Along the process, tension and difficulties cannot be avoided as interests compete with one another. However, trust is built among various stakeholders in building common ground. As the leader expands the ownership of the problem from himself to a group by building co-ownership, the collective action can be achieved. The last process of bridging is the actual work of collaboration or co-creation. It involves the commitment to work collaboratively that translates into clear goals, outputs, and targets to arrive to the resolution of the problem. Guided by the principles of transparency, accountability, participation and resource-sharing, the collective can create innovative plans and programs. To ensure the sustainability of the process, the leader is required to maintain the commitment of the stakeholders, to nourish and renew their commitment to their respective personal mission, and to constantly review each segment of the process. The ALAGAD continues to monitor the MRBCC application of the sustainable indicators to attain an effective representation to efficient and innovative local governance programs and an improved access to infrastructure facilities

Conclusion and Recommendations

The Academy of Learning Activities Gauged for Achievement and Development (ALAGAD) project perhaps represent a unique way of community engagement and multi-participation. After the implementation, the ALAGAD suggested to the local officials to formalize a group for grassroots officials and was later named as Multi-Rural Barangays – Collaborative Council (MRBCC) under the flagship of the Association of Barangay Captains. The very reason why it was established as a council is because of the emerging problems of e.g. limited funds for farm to market roads in hinterland *barangays*, village leaders lacked engagement mechanisms with other municipal officials, limited electrification to some households living in the rural areas, and the need to generate an inter-*barangay* participatory planning. The LGU did not have a clear indicator to identify infrastructure priorities in rural areas and a long-term development plan for all *barangays*, so the need to encourage officials and citizens to engage in government activities to assess their own development needs and to promote shared responsibility between empowered local officials and the communities was identified. Some of the key recommendations from the study are to allocate more funds from the provincial and national government on farm to market roads projects, more rural livelihood programs, annual budget dissemination, enhancement of professional development, and the fact that it is imperative to encourage them to participate fully on national and local public affairs and help them become a new generation of self-reliant public officials. Moreover, to improve the *barangay* and its performance activities of the delivery of social services through strategic and responsive governance. In addition, from the recommendation, the office of the mayor must be convened for regular update of its local MRBCC and the association of *barangay* captains' programs and projects. There is a need to actively

implement the existing *barangay* policies that would inform and consult people in rural areas and deliver the most needed social facilities to meet the important demand of the time. The LGU must develop a clear local strategic plan for all programs and should be able to communicate regularly and set aside their political differences. It is apparent, however, that Mabinay can still achieve and enhance the infrastructures in rural barangays by adopting the leadership framework and strengthen MRBCC by increasing people's participation and other stakeholders in governance.

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