

## **LOCAL GOVERNMENT AS CATALYST FOR GOOD GOVERNANCE: AN EVALUATION OF CITIZEN'S CHARTER**

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### **ABSTRACT**

This study assessed the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur along the following Municipal Frontline Services: Mayor's services; Treasury services; Assessors services; civil registry services; Social welfare services; and Health services. The researcher made use of the mixed quantitative and qualitative analysis to obtain the objective of this study with 36 municipal employees and 195 clientele as respondents. The assessment ended with the following findings: The respondents have a High level of observance of Administrative Capability of the Local Government Unit of Santa Maria, Ilocos Sur in the implementation of its Citizen's Charter. The extents of participation of the Department of Interior and Local Government (DILG) in the implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur are relatively high as perceived by the respondents. There is a high level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur along the frontline services. The level of impact on the implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur is adequately high. The level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur is significantly influenced by the Administrative Capability of the LGU and the extent of participation of the DILG. The level of impact is significantly influenced by the extent of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur.

**Keyword:** Good governance in Local Government

### **Introduction**

Public office is a public trust. Public officers and employees must at all times be accountable to the people, serve them with utmost responsibility, integrity, loyalty, and efficiency (Article XI, section 1, 1987 constitution).

Section 27 of Article II of the 1987 constitution also provides that "The State shall maintain honesty and integrity in the public service and take positive and effective measures against graft and corruption".

Corollary to the aforesaid constitutional mandates, the Congress passed Republic Act 9485 or otherwise known as the Anti-Red Tape Act of 2007, declaring the policy of the state to

promote integrity, accountability, proper management of public affairs and public property as well as to establish effective practices aimed at the prevention of graft and corruption in the government.

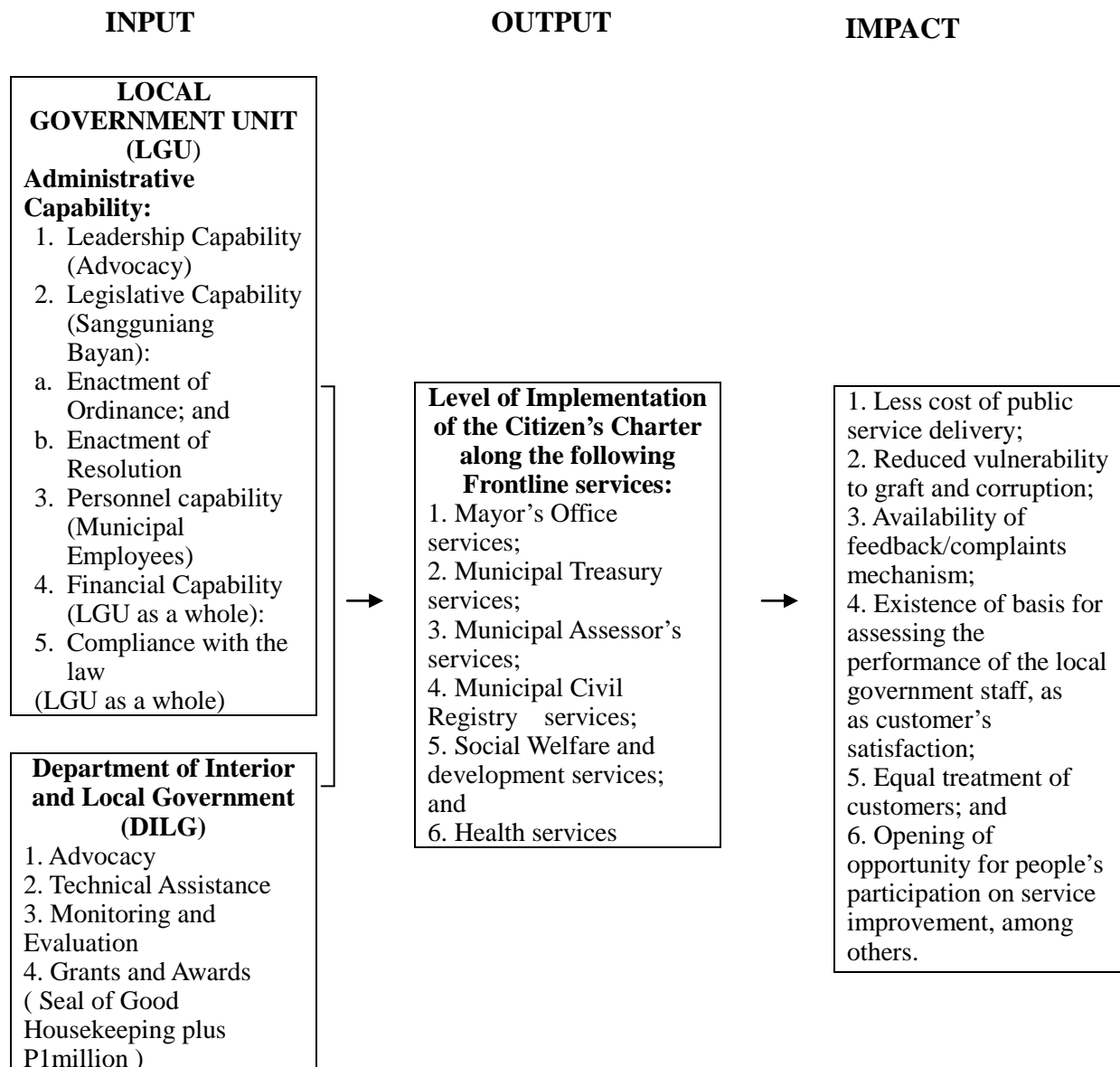
With the foregoing policy, the local government units were mandated by R.A. 9485 to set up service standards to be known as the Citizen's Charter. To advocate the promotion of good local governance through clear, transparent, accountable and responsive public service delivery.

The implementation of the Citizen's Charter will benefit the local government units and their constituents such as less cost of public service delivery, reduced vulnerability to graft and corruption, availability of feedback mechanism, existence of basis for assessing the performance of the local government staff, as well as customer satisfaction, equal treatment of customers, availability of complaints and redress mechanism, and opening of opportunity for people's participation on service improvement, among others.

This study is significant in the sense that its findings may provide valuable insights of the level of implementation of the Citizen's Charter in the municipality of Santa Maria, Ilocos Sur. Its results may also provide useful information on the vital role of the municipal government in the attainment of good local governance as well as progress and development in the municipality.

It is likewise a fervent hope that this study may serve as an eye-opener not only to the local officials but also to national officials by making them aware of the level of implementation of the Citizen's Charter, thus, identifying the areas which they need improvement, for them to realize the importance of attaining its objectives in response to the enunciated goal of the present administration. Thus, may provide data and information which are very useful in policy formulation and decision-making to those concerned officials.

### Conceptual Framework



**Figure 1. The Research Paradigm Operational Definition of Terms**

The following terms are defined in the context as to how they were used in the study.

Administrative Capability. It refers to the ability of the LGU in terms of: 1) Leadership capability of the Mayor and Department Heads; 2) Legislative capability of the Sangguniang Bayan in the enactment of ordinance and resolution; 3) Personnel capability of the Municipal employees; 4) Financial capability of the local government unit; and 5) Compliance of the law by the LGU as whole.

Leadership Capability (Advocacy). This is the ability of the Mayor and Department Heads to set the vision, mission and goals of the municipality, plan and direct the implementation of priority legislation guides and influence the subordinates to work as a

team to accomplish tasks, encourage active participation of the stakeholders, and practice transparency in various financial transactions.

Legislative Capability in the Enactment of Ordinance. This is the ability of the Sangguniang Bayan in the enactment of ordinance. Under this task of the Sangguniang Bayan, ordinances enacted are priority needs of the LGU as embodied in the Legislative Agenda, ordinances enacted are of universal application with focus on plight of women, children, youth, farmers and fisher folks and indigenous peoples, ordinances enacted which addresses current issues affecting the LGU, ordinances enacted are in the order of urgency or importance, and ordinances enacted are of long term application (Guerrero, 2013).

Legislative Capability in the Enactment of Resolutions. This is the ability of the Sangguniang Bayan in the enactment of Resolutions. Under this, the items are: resolutions passed are priority needs of the LGU as embodied in the Legislative Agenda, resolutions passed are of universal application with focus on plight of women, children, youth, farmers and fisher folks and indigenous peoples, resolutions passed addresses current issues affecting the LGU, resolutions passed are in the order of urgency or importance and resolutions passed are of long term application (Guerrero, 2013).

Personnel Capability. This is the ability of the Municipal employees to possess necessary qualifications required by the job specification, sufficient training programs and seminars of personnel relevant to the job, adequate manpower in the office to do the assigned responsibilities, performance rating in the accomplishment of job is above satisfactory, and possesses polite and kind behavior in dealing with co-workers and office clients.

Financial Capability. This is the ability of the LGU in ensuring availability of adequate fund to support municipal projects and programs, ability to search for financial support from different sources, fair allocation of funds, have knowledge and understanding of budget management, observe transparency and check and balance in the disbursement of funds.

Compliance with the Law. This is the ability of the LGU to comply with the requirements in crafting its Citizen's Charter which provides the inclusion of the vision and mission of the Municipality, identification of the frontline services offered, describe the step-by-step procedure for availing a particular service, officer or employee responsible for each step is identified, take into consideration the stakeholders, users and beneficiaries of the frontline services.

Department of Interior and Local Government. The lead agency of the government to advocate, give technical assistance, monitor and evaluate the implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur.

Advocacy. This is the ability of the DILG to help LGU on how to allocate funds in the implementation of the Citizen's Charter, provide guidelines in the implementation of the Citizen's Charter, assist in the creation of a committee/body in the LGU to closely monitor the implementation, direct employees as to their dedication in the implementation,

availability and assistance of the DILG in case of problems that may arise in the implementation.

Technical Assistance. This refers to the ability of the DILG in assisting to the local government of Santa Maria, Ilocos Sur in helping it on how to allocate funds in the implementation of the Citizen's Charter, providing guidelines in the implementation of the Citizen's Charter, assisting in the creation of a committee/body in the LGU to closely monitor the implementation, directing employees as to their dedication in the implementation, and the availability and assistance of the DILG in case problems may arise in the implementation of the Citizen's Charter.

Monitoring and Evaluation. This is the ability of the DILG to monitor the process of drafting the Citizen's Charter, monitor the proper funding in the implementation of the Citizen's Charter, monitor the implementation of the Citizen's Charter, provide critical evaluation/assessments in the implementation of the Citizen's Charter, and inform results of analysis/assessments on the implementation of the Citizen's Charter.

Grants and Awards. This is the ability of the DILG to include implementation of the Citizen's Charter the criteria in the selection of the top performing LGU's, motivate LGU's to adhere/observe on the mode of selection, conduct assessment and field validation on the implementation of the Citizen's Charter, providing grants and awards to the top performer municipality in the implementation of the Citizen's Charter, and exercise fairness in providing grant/s and award/s.

Implementation. This refers to the degree of enforcement or carrying into effect the Citizen's Charter by the local government of Santa Maria, Ilocos Sur.

Citizen's Charter. Refers to a document of the local government of Santa Maria, Ilocos Sur setting out standards of services in the selected Municipal offices, namely: 1) Mayor's Office; 2) Municipal Treasury; 3) Municipal Assessor's; 4) Municipal Civil Registry; 5) Social Welfare and Development; and 6) Rural Health Unit.

Local Government. It refers to the municipality of Santa Maria, Ilocos Sur.

Frontline services. These refers to the following services provided for by the local government of Santa Maria, Ilocos Sur to its constituents: 1) Mayor's Office services; 2) Municipal Treasury services; 3) Municipal Assessor's services; 4) Municipal Civil Registry services; 5) Social Welfare and Development services; and 6) Health services.

Mayor's Office services. These refer to the services provided for by the office of the Mayor to its constituents such as (1) The issuance of Mayor's permit on business, (2) Issuance of Mayor's permit on tricycle; (3) Issuance of Mayor's clearance and job recommendations; and (4) Issuance of Certifications/Endorsements.

Municipal Treasury services. These refer to the services of the Municipal Treasury office: (1) Issuance of Certificate of Tax Payment; (2) Issuance of Community Tax certificate; and (3) Collection of Real Property Tax.

Municipal Assessor's services. These refer to the services provided by the Municipal Assessor's office such as: (1) The issuance of Certified True Copy of Tax Declaration and Other certificates; (2) Issuance of Reclassified Tax Declaration of Real Property; (3) Processing of Transfer of Tax Declaration of Real Property; (4) Appraisal and Assessment of New Building and/or Machinery; and (5) Verification of Property Location and Vicinity.

Municipal Civil Registry services. These refer to the services by the Municipal Civil Registry office to the constituents such as (1) Issuance of Certifications/Transcriptions; (2) Registration of Birth, Death and Marriage Certificates; (3) Application for Marriage License; (4) Petition for Change or Correction of Error; (5) Legitimizing of Natural Birth; (6) Petition for the Use of Surname of the Father; (7) Registration of Court Decisions; (8) Endorsement of Civil Registry Documents; and (9) Endorsement of Supplemental Report.

Social Welfare and Development services. These refer to the services rendered by the Social Welfare and Development office such as: (1) Assistance to Individuals in Crisis Situation; (2) Issuance of Senior Citizen's Identification Card; (3) Issuance of Purchase Slip for Medicines and Purchase Booklet for Groceries (4) Issuance of Case Study Report; (5) Availment of Disaster Relief Assistance; (6) Self-Employment Assistance; (7) Issuance of Certificate of Indigence.

Health services. These refer to the services provided by the Rural Health Unit and they are the following: (1) Out-Patient Consultation; (2) Well-Baby Services; (3) Maternal Care Services; (4) Tuberculosis-Directly Observed Treatment Short Course Program; (5) Leprosy Control Program; (6) Treatment of Animal Bites; (7) Dental Services; (8) Issuance of Health/Medical/Dental Certificates; (9) Issuance of Sanitary Permits; (10) Issuance of Death Certificates; and (11) Issuance of Exhumation or Transfer Permit.

Impact. This refers to the effect of the implementation of the Citizen's Charter by the local government of Santa Maria, Ilocos Sur along the following: 1) Less cost of public service delivery; 2) Reduced vulnerability to graft and corruption; 3) Availability of feedback mechanism; 4) Existence of basis for assessing the performance of the local government staff as well as customer satisfaction; 5) Equal treatment of customers; 6) Availability of complaints and redress mechanism; and 7) Opening of opportunity for people participation on service improvement, among others.

Less cost of public service delivery. This refers to the ability of the LGU to simplify the frontline service procedures, Clientele are not required to submit irrelevant requirements, The fees paid by the clientele in availing frontline services is affordable and reasonable, The LGU provides exemption in the payment of fees to the indigents, and the LGU is fixer free.

Reduced vulnerability to graft and corruption. This refers to the ability of the LGU and the CSC/DILG to closely monitor in implementing the Citizen's Charter; the Mayor exercises a strong supervision in the implementation of the Citizen's Charter; the municipal employees are very cooperative in the strict compliance on the provision of the Citizen's

Charter; the LGU is very dedicated in giving public service to its constituents; and the LGU is strictly mobilized to avoid any fixing activities.

Availability of feedback mechanism. This refers to the ability of the LGU to provide public assistance and complaint desk, suggestion box, feedback form and open line communication to the grievance committee making these available to the clients to freely air their grievances, the erring employee/s is/are being corrected/sanctioned, and the grievance committee is fair or unbiased.

Existence of basis for assessing the performance of the local government staff as well as customer satisfaction. This refers to the ability of the LGU to form a committee assessing the performance of the local government staff, as well as customer satisfaction, the basis for assessing the performance are clearly identified, the employees are aware on the existence of the basis for assessing their performance, the clients are aware on the existence of the basis for assessing customer satisfaction, and the committee is not biased.

Equal treatment of customers. This refers to the ability of the LGU of not being bias in providing services, public interest should dominate over personal interest, customers are always right, customers are treated on a first come first serve basis, and persons with disabilities, senior citizens and pregnant women are given special lane.

Availability of complaints and redness mechanism. This refers to the ability of the LGU to provide drop boxes for comments and suggestions for the clientele, the LGU welcomes comments and suggestions for the improvement of service delivery; the LGU exercises willingness and immediate response to accept comments and suggestions; the LGU takes an immediate response on all comments and suggestions; and the LGU engages people's participation to improve service delivery.

Opening of opportunity for people's participation on service improvement. This refers to the ability of the LGU to provide drop boxes for comments and suggestions for the clientele, the LGU welcomes comments and suggestions for the improvement of service delivery, the LGU exercises willingness to accept comments and suggestions, the LGU takes an immediate response on all comments and suggestions, and the LGU engages people participation to improve service delivery.

### **Body**

This study aimed to determine the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur.

Specifically, it sought to answer the following questions:

1. What is the level of administrative capability of the local government of Santa Maria, Ilocos Sur in the implementation of its Citizen's Charter in terms of:
  - a. Leadership (Advocacy);

- b. Legislative Capability:
    1. Enactment of Ordinance; and
    2. Enactment of Resolution;
  - c. Personnel capability;
  - d. Financial Capability; and
  - e. Compliance with the law?
2. What is the extent of participation of the DILG in the implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur in terms of:
  - a. Advocacy;
  - b. Technical Assistance;
  - c. Monitoring and Evaluation; and
  - d. Grants and Awards (Seal of Good Housekeeping plus P1million)?
3. What is the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur along the following frontline services:
  - a. Municipal Mayor's office services;
  - b. Municipal Treasury services;
  - c. Municipal Assessor's services;
  - d. Municipal Civil Registry services;
  - e. Social Welfare services; and
  - f. Health services?
4. What is the level of impact on the implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur?
5. Is the level of implementation of the Citizen's Charter in the Local Government of Santa Maria, Ilocos Sur influenced by the Administrative Capability of the LGU and the extent of participation of the DILG?
6. Is the level of impact influenced by the extent of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur?

**Table I**

Summary of the level of Administrative Capability of the Local Government Unit

| Administrative Capability                  | Mean | DR |
|--|------|----|
| Leadership Capability (Advocacy)           | 4.68 | VH |
| Legislative Capability (Sangguniang Bayan) | 4.65 | VH |
| Personnel Capability (Municipal Employees) | 4.68 | VH |
| Financial Capability (LGU as a whole)      | 4.69 | VH |
| Compliance with the Law (LGU as a whole)   | 4.71 | VH |
| As a Whole                                 | 4.68 | VH |

The table shows the general assessment on the level of Administrative capability of the



LGU which is described as “Very High” with an overall mean rating of 4.68. This means that the LGU is capable enough in their advocacy to implement the Citizen’s Charter, in enacting ordinances and resolutions that could effectively implement the programs and projects of the municipality that would cater the needs of its constituents. It has also strong and well oriented workforces who are able and willing to serve their clientele, with sufficient logistical support, and strong adherence to the provision of the Anti-red tape law.

If the Administrative capabilities are to be taken individually, compliance with the Law (LGU as a whole) obtained the highest mean rating (4.71) which is interpreted as “Very High.” This implies that it has a strong adherence of the mandates of R.A. 9485 (Anti-Red Tape Act of 2007) to set up service standards to be known as the Citizen’s Charter in order to advocate the promotion of good local governance through clear, transparent, accountable and responsive public service delivery.

On the other hand, Legislative Capability (Sangguniang Bayan) obtained the lowest mean rating (4.65) which tends to show that there is less concern in the enactment of ordinances and resolutions. More ordinances and resolutions should be crafted to support and implement the objectives of the charter. An amendment to the charter via enactment of ordinances should be made in order to suit the present needs of the clientele.

**Table II**  
Summary on the extent of participation of the DILG

| DILG                         | Mean | DR |
|------------------------------|------|----|
| 1. Advocacy                  | 4.15 | H  |
| 2. Technical Assistance      | 4.31 | VH |
| 3. Monitoring and Evaluation | 4.19 | H  |
| 4. Grants and Awards         | 4.47 | VH |
| As a Whole                   | 4.28 | VH |

The table shows the general assessment on the extent of participation of the DILG in the implementation of the Citizen’s Charter which is described as “Very High” with an overall mean rating of 4.28. This means that the DILG is capable enough in their advocacy, technical assistance, monitoring and evaluation, and grants and awards in the implementation of the Citizen’s Charter in the local government of Santa Maria, Ilocos Sur.

The table further shows that Item 4 obtained the highest mean rating (4.47) which is interpreted as “Very High.” This implies that the DILG manifests a strong performance in including implementation of the Citizen’s Charter as criterion in the selection of the top performing LGUs, motivate LGUs to adhere/observe on the mode of selection, conduct

assessment and field validation on the implementation of the Citizen's Charter, provide grants and awards to the top performer municipality in the implementation of the Citizen's Charter, and exercise fairness in providing grant/s and award/s.

On the other hand, Item 1 obtained the lowest mean rating (4.15) which is described as "High." It tends to show that there is less concern in encouraging the LGU in crafting its Citizen's Charter, provide support in crafting the Citizen's Charter, information dissemination as to the Existence of the Citizen's Charter, manifest strong adherence to the provision of the Citizen's Charter, and encourage strict compliance on the provision of the Anti-red Tape Act.

**Table III**

Summary on the Level of Implementation of the Citizen's Charter in the Local Government of Santa Maria, Ilocos Sur along its Frontline Services

| Frontline Services                   | Mean | DR |
|--------------------------------------|------|----|
| 1. Municipal Mayor's services        | 4.43 | VH |
| 2. Municipal Treasury services       | 4.53 | VH |
| 3. Municipal Assessor's services     | 4.51 | VH |
| 4. Municipal Civil Registry services | 4.52 | VH |
| 5. Municipal Social Welfare services | 4.25 | VH |
| 6. Municipal Health services         | 4.07 | H  |
| As a Whole                           | 4.38 | VH |

The table shows the general assessment on the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur along its frontline services which is described as "Very High" with an overall mean rating of 4.38. This means that the local government of Santa Maria, Ilocos Sur is capable and efficient in delivering its frontline services: Municipal Mayor's services; Municipal Treasury services; Municipal Assessor's services; Municipal Civil registry services; Social welfare services; and Health services.

The table further shows that Item 2 obtained the highest mean rating (4.53) which is interpreted as "Very High." This implies that the local government of Santa Maria, Ilocos Sur manifests a strong performance in the implementation of the Citizen's Charter along Municipal Treasury services.

On the other hand, Item 6 obtained the lowest mean rating (4.07) which is described as "High." It tends to show that there is less concern in the implementation of the Citizen's Charter along Health services.

**Table IV**

Summary of the Level of Impact on the Implementation of the Citizen's Charter

| IMPACT  | Employees |    | Clients |    | As a Whole |    |
|---|-----------|----|---------|----|------------|----|
|   | Mean      | DR | Mean    | DR | Mean       | DR |
| 1. Less Cost of Public Service Delivery   | 4.27      | VH | 3.82    | H  | 4.05       | H  |
| 2. Reduced Vulnerability to Graft and Corruption  | 4.41      | VH | 3.65    | H  | 4.03       | H  |
| 3. Availability of Feedback/Complaints Mechanism  | 4.38      | VH | 3.62    | H  | 4.00       | H  |
| 4. Existence of Basis for Assessing the Performance of the Local Government Staff, as well as Customer Satisfaction | 4.58      | VH | 3.84    | H  | 4.58       | VH |
| 5. Equal Treatment of Customers   | 4.02      | H  | 3.82    | H  | 3.92       | H  |
| 6. Opening of Opportunity for People Participation on Service Improvement   | 4.04      | H  | 3.95    | H  | 4.00       | H  |
| Overall   | 4.28      | VH | 3.78    | H  | 4.03       | H  |

The table shows the general assessment on the level of impact on the implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur which is described as "High" with an overall mean rating of 4.03. This means that there is a "High" level of impact on the implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur along: 1) Less Cost of Public Service Delivery; 2) Reduced Vulnerability to Graft and Corruption; 3) Availability of Feedback/Complaints Mechanism; 4) Existence of Basis for Assessing the Performance of the Local Government Staff, as well as Customer's Satisfaction; 5) Equal Treatment of Customers; and 6) Opening of Opportunity for People's Participation on Service Improvement.

Moreover, in an interview with clients, they said that:

*"The Citizen's Charter is very impressive. The LGU had provided a good public service. Based on observation, there is a special lane for us senior citizens and so with persons with disabilities, and pregnant women. There are also suggestion box and complaint and assistance desk ready to serve the clients. As to the time frame of giving services, the personnel are very alert and render services fast".*

However, an interview with other clients revealed that:

*"The services offered by the LGU is adequate, however, as to the process of rendering the same, it is very idealistic. More often during the times that I went there to secure documents, the processing time does not jive as to what is stated in the Citizen's charter. I even waited for a several minutes for my documents to be signed by the personnel in charge due to his unavailability. There are those employees in the LGU who are arrogant. They did not treated clients with utmost sincerity. They are being paid by the taxes that we are paying and they must*

*give ‘good public service’ to us because they are our public servants. Another thing, some LGU employees kept on roaming around without doing anything. Thus, when clients go to their offices nobody will entertain them, I notice this once. This is contrary as to what is in the Charter because it delays public service delivery.”*

The table further shows that Item 4 obtained the highest mean rating (4.58) which is interpreted as “Very High.” This implies that there is a committee assessing the performance of the local government staff, as well as customer’s satisfaction; the basis for assessing the performance are clearly identified; the employees are aware on the existence of the basis for assessing their performance; the clients are aware on the existence of the basis for assessing customer’s satisfaction; and the committee is not biased.

Executive order No. 2-b series of 2009 has a laudable provision on the existence of a committee assessing the performance of the employees. Said EO adopted a Strategic Performance Management System spearheaded by the SPMS champion, the Municipal Mayor.

Thus, the local government employees may know the level of their performance and the areas needed for improvement in order to provide a better public service delivery to its clients. On the other hand, Item 8 obtained the lowest mean rating (3.92) which is described as “High.” It tends to show that the LGU may be selective in providing services; public interest may dominate over personal interest; customers may not always be right; customers may not be treated on a first come first serve basis; and persons with disabilities, senior Citizens and pregnant women may not be given special lane for them to be prioritized.

**Table V**

Results of the Multiple Regression Analysis of the Influence of the Administrative Capability of the LGU and the Extent of Participation of the DILG to the Level of Implementation of the Citizen’s Charter in the Local Government of Santa Maria, Ilocos Sur

| Variables                        | Beta                | t-value | t-sig | Decision         |
|----------------------------------|---------------------|---------|-------|------------------|
| Leadership Capability (Advocacy) | -1.209              | -.919   | .366  | Do not Reject Ho |
| Enactment of Ordinances          | -1.423              | -1.786  | .084  | Do not Reject Ho |
| Personnel Capability             | .101                | .374    | .711  | Do not Reject Ho |
| Compliance of the Law            | -4.018              | -2.855* | .008  | Reject Ho        |
| Administrative Capability        | 6.730               | 2.157*  | .039  | Reject Ho        |
| Enactment of Resolutions         | -3.924 <sup>a</sup> | -.557   | .582  | Do not Reject Ho |
| Legislative Capability           | -7.829 <sup>a</sup> | -.557   | .582  | Do not Reject Ho |
| Financial Capability             | 13.067 <sup>a</sup> | .557    | .582  | Do not Reject Ho |

MultR = 0.678

$$R^2 = 0.459$$

$$F\text{-Ratio} = 5.091$$

$$F\text{-Sig} = 0.002^*$$

The table reveals that there is a significant influence of the combination of the Administrative Capability of the LGU and the extent of participation of the DILG on the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur. This is based on the computed F-Ratio of 5.091 which attained significance at .002 probability level.

The table further shows that based on the value of  $R^2$  (0.459), 45.9 percent of the variance of the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur is attributed to the Administrative Capability of the LGU. This discovery finds relevance in the study of Padilla (2013) that administrative capability is not a good predictor on the performance of barangay officials in the selected barangays of Bangued, Abra.

**Table VI**

Results of the Multiple Regression Analysis of the Influence of the Level of Implementation of the Citizen's Charter in the Local Government of Santa Maria, Ilocos Sur on the Level of Impact

| <b>Variables</b>  | <b>Beta</b> | <b>t-value</b> | <b>Sig.</b> | <b>Decision</b>  |
|---|-------------|----------------|-------------|------------------|
| Issuance of permit on business                            | -.177       | -1.422         | .164        | Do not Reject Ho |
| Issuance of permit on tricycle                            | -.177       | -1.422         | .164        | Do not Reject Ho |
| Mayor's Office Services                                   | -.177       | -1.422         | .164        | Do not Reject Ho |
| Municipal Treasury services                               | -.177       | -1.422         | .164        | Do not Reject Ho |
| Appraisal and Assessment of New Building and/or Machinery | -.177       | -1.422         | .164        | Do not Reject Ho |
| Verification of Property Location and Vicinity            | -.177       | -1.422         | .164        | Do not Reject Ho |
| Municipal Assessor's Services                             | -.177       | -1.422         | .164        | Do not Reject Ho |
| Registration of Birth, Death and Marriage Certificates    | -.177       | -1.422         | .164        | Do not Reject Ho |
| Application for Marriage License                          | -.177       | -1.422         | .164        | Do not Reject Ho |
| Petition for Change or Correction of Error                | -.202       | -1.589         | .121        | Do not Reject Ho |
| Legitimation of Natural Birth                             | -.177       | -1.422         | .164        | Do not Reject Ho |
| Petition for the Use of Surname of                        | -.177       | -1.422         | .164        | Do not Reject Ho |

|  |       |        |      |                  |
|--|-------|--------|------|------------------|
| the Father   |       |        |      |                  |
| Municipal Civil Registry Services                      | -.182 | -1.453 | .156 | Do not Reject Ho |
| Assistance to Individuals in Crisis Situation          | -.181 | -1.447 | .157 | Do not Reject Ho |
| Issuance of Senior Citizen's Identification Card       | -.177 | -1.422 | .164 | Do not Reject Ho |
| Availment of Disaster Relief Assistance                | -.177 | -1.422 | .164 | Do not Reject Ho |
| Self-Employment Assistance                             | -.320 | -2.99* | .005 | Reject Ho        |
| Social Welfare and Development Services                | -.245 | -2.006 | .053 | Do not Reject Ho |
| Out-Patient's Consultation                             | -.348 | -2.84* | .008 | Reject Ho        |
| Well-Baby Services                                     | -.522 | -2.60* | .014 | Reject Ho        |
| Maternal Care Services                                 | -.349 | -3.05* | .005 | Reject Ho        |
| Treatment of Animal Bites                              | -.769 | -.963  | .342 | Do not Reject Ho |
| Issuance of Sanitary Permits                           | -.779 | -.700  | .489 | Do not Reject Ho |
| Issuance of Death Certificates                         | .357  | .663   | .512 | Do not Reject Ho |
| Health services  | -1.77 | -2.44* | .020 | Reject Ho        |
| Level of Implementation                                | -.245 | -2.006 | .053 | Do not Reject Ho |
| Issuance of Mayor's permit on business                 | -.067 | -.553  | .584 | Do not Reject Ho |
| Issuance of Mayor's permit on tricycle                 | -.067 | -.553  | .584 | Do not Reject Ho |
| Mayor's Office Seviles                                 | -.067 | -.553  | .584 | Do not Reject Ho |
| Issuance of Certificate of Tax Payment                 | -.067 | -.553  | .584 | Do not Reject Ho |
| Municipal Treasury services                            | -.067 | -.553  | .584 | Do not Reject Ho |
| Verification of Property Location and Vicinity         | -.067 | -.553  | .584 | Do not Reject Ho |
| Municipal Assessor's Services                          | -.067 | -.553  | .584 | Do not Reject Ho |
| Registration of Birth, Death and Marriage Certificates | -.067 | -.553  | .584 | Do not Reject Ho |
| Application for Marriage License                       | -.067 | -.553  | .584 | Do not Reject Ho |
| Petition for Change or Correction of Error             | -.054 | -.410  | .685 | Do not Reject Ho |
| Legitimation of Natural Birth                          | -.067 | -.553  | .584 | Do not Reject Ho |
| Petition for the Use of Surname of                     | -.067 | -.553  | .584 | Do not Reject Ho |

|  |       |       |      |                  |
|--|-------|-------|------|------------------|
| the Father                                       |       |       |      |                  |
| Municipal Civil Registry Services                | -.067 | -.544 | .590 | Do not Reject Ho |
| Assistance to Individuals in Crisis Situation    | -.067 | -.546 | .589 | Do not Reject Ho |
| Issuance of Senior Citizen's Identification Card | -.067 | -.553 | .584 | Do not Reject Ho |
| Availment of Disaster Relief Assistance          | -.067 | -.553 | .584 | Do not Reject Ho |
| Self-Employment Assistance                       | -.135 | -.480 | .635 | Do not Reject Ho |
| Social Welfare and Development Services          | -.082 | -.598 | .554 | Do not Reject Ho |
| Out-Patient Consultation                         | -.080 | -.274 | .786 | Do not Reject Ho |
| Well-Baby Services                               | -.095 | -.268 | .790 | Do not Reject Ho |
| Maternal Care Services                           | -.423 | -.274 | .786 | Do not Reject Ho |
| Issuance of Sanitary Permits                     | .107  | .216  | .831 | Do not Reject Ho |
| Issuance of Death Certificates                   | -.022 | -.043 | .966 | Do not Reject Ho |
| Level of implementation                          | -.082 | -.598 | .554 | Do not Reject Ho |

Mult R = 0.720

R<sup>2</sup> = 0.518

F-Ratio = 35.513

F-Sig = 0.000\*

Table VI reveals that there is a significant influence of the combination of the extent of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur to the level of impact. This is based on the computed F ratio of 35.513 which attained significance at 0.000 probability level. This means that the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur is influenced significantly by the level of impact.

The table further shows that based on the value of R<sup>2</sup> (0.518), 51.8 percent of the variance of the level of impact is attributed to the level of implementation of the Citizen's Charter in the local government of Santa Maria, Ilocos Sur along the following frontline services, namely: Self-Employment Assistance; Out-Patient Consultation; Well-Baby Services; Maternal Care Services; and Health services significantly influences the level of impact.

The results of this finding have relevance in the study of Laureta (2011) that the overall impact of the implementation of municipal ordinances significantly influences the

improvement of the quality of life in the province of Abra. On the contrary, based on the same study, the implementation of environmental protection ordinances has no significant impact on the improved quality of life.

### **Conclusion**

From the findings, the following conclusions are drawn:

1. The level of Administrative capability of the LGU is “Very High.” This means that the LGU is capable enough in their advocacy as to the implementation of the Citizen’s Charter; in enacting ordinances and resolutions that could effectively implement the programs and projects of the municipality that would cater the needs of its constituents. It has also strong and well-oriented workforces who are able and willing to serve their clientele, with sufficient logistical support, and strong adherence to the provision of the Anti-red tape law.

2. The extent of participation of the DILG in the implementation of the Citizen’s Charter is “Very High.” This means that the DILG is effective in their advocacy; technical assistance; monitoring and evaluation; and grants and awards in the implementation of the Citizen’s Charter in the local government of Santa Maria, Ilocos Sur.

3. The level of implementation of the Citizen’s Charter in the local government of Santa Maria, Ilocos Sur along its frontline services is “Very High.” This means that the local government of Santa Maria, Ilocos Sur is efficient in delivering its frontline services, which are the following: Municipal Mayor’s services; Municipal Treasury services; Municipal Assessors services; Municipal Civil Registry services; Social Welfare services; and Health services.

4. The level of impact on the implementation of the Citizen’s Charter in the local government of Santa Maria, Ilocos Sur is “High.” This suggests that there is a High level of impact on the implementation of the Citizen’s Charter in the local government of Santa Maria, Ilocos Sur along: 1) Less Cost of Public Service Delivery; 2) Reduced Vulnerability to Graft and Corruption; 3) Availability of Feedback/Complaints Mechanism; 4) Existence of Basis for Assessing the Performance of the Local Government Staff, as well as Customer’s Satisfaction; 5) Equal Treatment of Customers; and 6) Opening of Opportunity for People’s Participation on Service Improvement.

5. The Administrative Capability of the LGU and the extent of participation of the DILG are influenced by the level of implementation of the Citizen’s Charter in the local government of Santa Maria, Ilocos Sur.

6. The extent of implementation of the Citizen’s Charter in the local government of Santa Maria, Ilocos Sur affects the level of impact.

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