
Assessment of the Competency of Barangay Officials in a Selected Municipality in Tarlac Province

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How to cite this article: Patricia Ann D. Estrada, Izelle C. Francisco-Gabion (2024) Assessment of the Competency of Barangay Officials in a Selected Municipality in Tarlac Province, 44(3), 603-613.

ABSTRACT

The barangay is the primary planning and executing unit of the community for government policies, strategies, services, initiatives, and events; and a forum for the collective views of the people to be shared, crystallized, and considered for disputes to be resolved amicably. The study assesses the competency of Barangay Officials in the Municipality of Concepcion. Specifically, it sought to evaluate their competency along with facilitating planning, meeting facilitation, monitoring and evaluation, reporting, passing a resolution, and committee management. This also determined the problems encountered by the barangay's officials, through these measures to solve such problems were proposed to improve the barangay officials' competency. Descriptive evaluative research was used to determine the barangay officials' competency needs. Furthermore, they find a similar conducive problem in tracking and focusing on the activities they set on the plan by aimlessly not documenting and gathering evidence throughout the conduct of the monitoring and evaluation phase of their plans. Lastly, the data gathered shows that barangay officials themselves do not comprehend their duties as mandated by the Local Government Code of 1991 and other pertinent statutes,

INTRODUCTION

Governance is the creation of policies and the ongoing monitoring of their appropriate implementation by an organization's governing body. This includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization (Universal Society for Applied Research, 2000).

Through governance, the phrase good governance is about the processes for making and implementing decisions. It is not about making 'correct' decisions but about the best possible process for making those decisions. Good decision-making processes and good governance therefore share several characteristics (Siborboro, 2011).

The chief executive of the barangay is granted executive authority under the Local Government Code of 1991 for the aim of efficient, effective, and economical governance, with the goal of promoting the general welfare of the barangay and its residents. Conversely, the Sangguniang Barangay Members are mandated to make laws as needed to fulfill their legal and ordinance-imposed tasks and to further the overall well-being of the local population (Local Government Code of the Philippines 1991).

This shows how the Philippine Government observes the effects of the competency measures of Barangay officials that are monitored rarely, and, in some cases, it is measured subjectively through intuition and feelings (Caldo, 2015).

The study evaluated the Competency of Barangay Officials in the Municipality of Concepcion, Tarlac along with planning; meeting facilitation; monitoring and evaluation and reporting; passing a resolution; and committee management. The problems encountered by barangay officials that affect their competencies were also determined, through these measures were proposed to enhance the competencies of barangay officials towards effective, efficient, and responsive governance.

Lastly, it is hoped that this study may help Local Government Units (LGUs) to determine the current standing of barangay officials in dealing with their mandated tasks and responsibilities. With such collaboration and/or partnership with Civil Society Organizations (CSOs), academe, and other practitioners with LGUs may be.

considered.

1. RESEARCH METHOD

The descriptive evaluative research design was used in the study to evaluate the competency needs of Barangay Officials in the Municipality of Concepcion. The researchers were involved in gathering necessary information about the different barangays.

The study "Assessment of Barangay Officials' Competency in a Selected Municipality in Tarlac Province" used a descriptive research methodology with a structured questionnaire. The instrument was based on the Sangguniang Operations Manual Series of 2017 ((NYC), 2017), which provided a consistent framework for evaluating various competencies. The questionnaire addressed five essential areas: preparation, meeting facilitation, monitoring and evaluation and reporting, resolution passing, and committee management. The key respondents were barangay officials from the Municipality of Concepcion, who were chosen for their important role in local governance. Data were collected and evaluated to determine the skill levels of these officials in carrying out their administrative and legislative duties. The study's scope was limited to the Municipality of Concepcion, with a concentration primarily on barangay authorities, and did not cover other municipalities in Tarlac. Time constraints and limited access to officials may have influenced the findings' depth.

The researchers utilized the different methods and process, to wit:

Administering survey questionnaires and Interview

- Originally, the study targeted the forty-five (45) barangays of the municipality, however only forty-one. (41) Barangays responded to the online survey distributed by the researchers. For each barangay, three (3) barangay officials participated, with a total of 138 respondents.
- To determine their current competencies, researchers administered survey questionnaires and interviews based on their mandated functions stipulated in the Local Government Code of 1991. The questionnaire underwent validation by 10 selected participants. However, these were not included in the actual gathering of data. Some parts of the questionnaire were revised based on the suggestions of the selected participants. After validation and revision, the final form was reproduced and distributed to the respondents. Lastly, to validate the reliability of response evidence such as resolutions, minutes of meetings, financial statements, etc. were presented by the respondents.

Analysis of Data

- The data were validated, and problems encountered by the respondents were identified through interviews (through Zoom meetings) and documentary analysis. This needs assessment made use of the frequency count, percentage, ranking, and mean for the interpretation of the data obtained from the questionnaires.

2. RESULTS AND DISCUSSION

The tables below present the competency of Barangay Officials in the Municipality of Concepcion.

3.1 Description and Evaluation of the competency of barangay officials in Municipality of Concepcion

The competency of the barangay officials was described and evaluated in terms of facilitating planning, meeting facilitation, monitoring and evaluation, reporting, passing a resolution, and committee management. This also determined the problems encountered by the barangay's officials, through these measures to solve such problems were proposed to improve the barangay officials' competency.

3.1.1 Planning

Table 1 presents the description and evaluation of the competency of barangay officials in the Municipality of Concepcion. Republic Act 7160, otherwise known as the Local Government Code of 1991 mandates that the barangay discharges a seminal function as a primary planning and implementing unit (Boysillo, 2017). Hence, as provided under section 17, paragraph (a) According to RA 7160, local government entities must make an effort to be self-sufficient and maintain the authority and performance of the tasks currently assigned to them.

Table 1
Planning

Statements	Mean	Adjectival Description
Plan consultation	2.71	High Competency
Identification and prioritization of programs and projects	2.68	High Competency
Plan preparation and drafting	2.68	High Competency
Plan evaluation and review	2.68	High Competency

Establishment of development goals	2.66	High Competency
Plan approval or adoption	2.56	High Competency
Situational analysis	2.54	High Competency
Development of strategies	2.54	High Competency
Vision setting for the plan	2.49	Moderate Competency
Plan revision and update	2.20	Moderate Competency
Grand Mean	2.57	High Competency

The data in Table 1 indicated positive findings with a grand mean of 2.57, indicating strong competency. As a key planning and implementing unit, the barangay is in charge of organizing development projects and programs, carrying out community policies and activities, starting projects within its borders, and providing the populace with essential government services. The barangay provides a forum for people to share their views on several political topics. It also provides a forum for constructive conflict resolution.

In terms of consultation of the plan, it was rated with a mean of 2.71 or high competency. It must be noted that their plans are finalized first after receiving feedback from the barangay when the plan is presented to the barangay through consultation. Meaning, that by consultation, the rest of the process of planning is followed like identifying and prioritizing programs and projects that address the needs of the barangays and preparing and evaluating the plan with a rating of 2.68 or high competency. Determining the development goals also had a high competency rating with a mean of 2.66 and it is noted that these development goals are integrated into the plans of the barangays since these goals are roadmaps for achieving the Millennium Declaration's commitments, which have been acknowledged universally as a shared global development framework. In terms of approval or adoption of the plan, it has a rating of high competency with a mean of 2.56. It is to be noted that the barangays follow the proper legitimization method in the approval-endorsement-adoption process of their plans.

Furthermore, conducting situational analysis and determining developmental strategies were both rated with a mean of 2.54 or high competency. It must be noted that the barangays carry out a situational analysis to gain a comprehensive understanding of the community, and in most cases, this is done in a workshop with the Office of the Municipal Planning and Development Coordinator (OMPDC) and other relevant offices. It is to be noted that the barangay officials have always met managerial obstacles and eccentricities wherever they go today. It does not, however, follow that a barangay official must enter politics to serve his people. Although, in today's tendency, a guy is more likely to serve his fellow man if he holds an elective office. Individual merit is becoming increasingly dominant in our society. People should achieve success by hard work and skill, according to this concept. This is regarded as the most equitable and, more importantly, efficient method of distributing social position and marital incentives in society.

However, in setting the vision of the plan, they fall in the middle ground because there are times when the stakeholders being part of their plan do not share the same vision over that certain plan. It has a mean of 2.49 or moderate competency. Finally, in revising the plan, they rated it with a mean of 2.20 or moderate competency. After all, most of the barangays do not conduct revisions at all in the sense that they do not revise it anymore once it is already approved because they make sure that the plan, before being approved, is already in its perfect form. This is the challenge for good governance: to assist people in formulating economic plans to break down these barriers, thus increasing the likelihood that local governments would seek and "deliver" local growth. As a result, the Local Government Code of 1991 mandates the formation of local enterprises in certain barangays.

3.1.2 Meeting Facilitation

Table 2 presents the competency of barangay officials in the Municipality of Concepcion in terms of facilitating meetings. Section 397-398, Chapter VI of the Republic Act 7160, otherwise known as the Local Government Code of 1991 mandates that the barangay assembly shall meet at least twice a year to hear and discuss the semestral report of the sangguniang barangay concerning its activities and finances as well as problems affecting the barangay (Paras, 2016).

Table 2
Meeting Facilitation

Statements	Mean	Adjectival Description
Creating an agenda and establishing specific goals are two aspects of meeting planning.	2.73	High Competency
Acquiring the required resources and informing attendees are part of meeting preparation.	2.71	High Competency
To maintain efficiency and order, meeting procedures must be followed.	2.71	High Competency

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Grand Mean	2.72	High Competency
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The results on the data presented in Table 2 showed positive results with a grand mean of 2.72 or high competency. The process of a meeting is tedious if made following the mandates of statutes and laws. And it can be noted that the barangays of Concepcion Tarlac are very much competent in terms of facilitating meetings. This can be noted because the barangay captains are given an orientation on the need to plan for the growth of their barangays during one of the Liga ng mga Punong Barrio's sessions. One topic to examine is the formation of a Technical Working Group (TWG) to help the Barangay Development Council (BDC).

First and foremost, in terms of planning for a meeting and preparing for a meeting, they had a means of 2.73 or high competency in the former, and a mean of 2.71 also high competency in the latter. The numerous concepts and methods of Barangay Development Planning are given by the technical staff of the Office of the Municipal Planning and Development Coordinator as part of the agenda of one of the Liga ng mga Punong Barangay's monthly meetings. This is true because they include the meetings as part of their monthly agenda since they also know that this process is vital since it informs the Punong Barangay about diverse techniques and perspectives for developing their unique barangay plans. Furthermore, Staff from the Office of the Municipal Planning and Development Coordinator originally presented the PRA idea and other planning tools to the Liga ng mga Punong Barangay during a meeting of the Liga ng mga Punong Barangay (OCPDC).

Lastly, in terms of conducting meetings according to procedure, they also garnered a mean of 2.71 or high competency because they are very much following the provisions of Sec. 397(b) of RA 7160 which provides that the barangay assembly must convene at least twice a year to hear and discuss the sangguniang barangay's semestral report on its activities and finances, as well as any issues that impact the barangay. Its meetings are called by the punong barangay or at least four (4) members of the sangguniang barangay, or by a written petition signed by at least 5% (5%) of the assembly members.

3.1.3 Monitoring and Evaluation

Table 3 presents the competency of barangay officials in the Municipality of Concepcion in terms of monitoring and evaluating the plans, programs, and projects under their jurisdiction. Art. VI, Section 476(b)[4] of the Republic Act 7160, mandates that the planning and development coordinator, following the authorized development plan, monitor and assess the implementation of various development programs, projects, and activities in the local government unit concerned (Paras, 2016). Specifically, in this case, within the jurisdiction of the barangay so that they can promote the participation of citizens in developmental planning.

Table 3
Monitoring

Statements	Mean	Adjectival Description
Focus on activities.	2.68	High Competency
Present observation.	2.66	High Competency
Outline objectives.	2.63	High Competency
Describe the program/project.	2.56	High Competency
Conclude.	2.56	High Competency
Gather evidence.	2.54	High Competency
Define stakeholders.	2.51	High Competency
Design a focused evaluation.	2.51	High Competency
Track the program/project's progress.	1.73	Low Competency
Grand Mean	2.49	Moderate Competency

The results of the data presented in Table 3 had a grand mean of 2.49 or moderate competency despite having a high competency rating on eight of its nine indicators in the questionnaire administered. First, on focusing on the activities our barangay officials have a mean of 2.68 or high competency. This can be gleaned from the fact that our barangay officials give prioritization to their plans, programs, and activities may it be a collaboration or initially of theirs. Second, presenting observations got a mean of 2.66, or high competency. The barangay officials normally observe their plans, programs, and activities in terms of ensuring that the strategic objectives necessary are formulated well.

Further, outlining the objectives, describing the program or project, and drawing necessary conclusions for purposes of exemplifying the monitoring and evaluation stage garnered a mean of 2.63 or high competency for the former, and 2.56 also high competency for the latter 2 indicators. The barangay officials took note that in outlining, they cover the entire process, from the pre-formulation phase, which uses the Minimum Basic Needs (MBN) tools for data collection and evaluation, to the formulation phase, which includes a thorough discussion, and on to implementation, monitoring, and evaluation. Furthermore, it gives a clear picture of what is going on the barangay is attempting to achieve for its people and how it can achieve its goal.

In gathering evidence, the results garnered produced a mean of 2.54 or high competency. This is important because the data that they gather through monitoring and evaluation along with observation can produce evidence-based policies and interventions in making their plans, programs, and projects work better. Both defining stakeholders and designing a focused evaluation got a mean of 2.51 or high competency. It should be noted that planning at the local level also allows for meaningful participation by the communities affected. It is

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held in the presence of key community stakeholders. Discussions normally last two to three hours, making the technique straightforward, inexpensive, and simple to implement. Rural residents' access to basic products, services, and amenities is prioritized in planning.

However, in tracking the progress of the programs and projects, they only got a mean of 1.73 or low competency. This is alarming since programs and projects are being implemented, and monitoring methods have been put in place to track progress toward the goals and it is vital to determine whether the program or project reaches the intended recipients. Furthermore, tracking is important because monitoring and evaluation evaluate whether results and targets are fulfilled, to improve, sustain, or duplicate Service contracts in the future.

3.1.4 Passing a resolution or ordinance

Table 4 presents the evaluation of the competency of barangay officials in the municipality in terms of passing a resolution. According to Chapter 3, Section 389 (a) of the Local Government Code of 1991, the Punong Barangay who acts as the Chief executive has the power to enforce all laws and ordinances which are applicable within the Barangay. In addition, one of the functions of the Sangguaniang Barangay under Chapter 4, Section 391 (1) is to all laws and ordinances which are applicable within the Barangay. Such provisions confirm that one of the functions delegated to the barangays is passing a resolution relative to the general welfare.

Table 4
Passing a resolution or ordinance

Statements	Mean	Adjectival Description
A copy of the proposed resolution or ordinance is submitted for consideration through the Secretary.	2.61	High Competency
The Secretary records the proposal for inclusion in the next session's "Reference of Business."	2.59	High Competency
During the First Reading, the title of the proposed resolution or ordinance is read aloud.	2.59	High Competency
Following the reading, the proposal is referred to the appropriate committee, which conducts a meeting and public hearing.	2.61	High Competency
The committee holds discussions, organizes the public hearing, and deliberates on the proposal.	2.54	High Competency
In the next session, the committee presents the results of the meeting and public hearing.	2.56	High Competency
During the Second Reading, the entire draft of the proposed resolution or ordinance is read.	2.54	High Competency
After the reading, the sponsorship speech is delivered.	2.46	Moderate Competency
Once the speech concludes, the body deliberates on potential amendments.	2.51	High Competency
Voting with quorum takes place for the approval or adoption of the resolution or ordinance.	2.61	High Competency
Grand Mean	2.61	High Competency

It can be gleaned that submits a copy of the proposed resolution or ordinance for consideration through the Secretary (2.61), and the Secretary records it for the next session's "Reference of Business" (2,59) both obtained a range of high competency. According to the respondents, such process was taken into consideration in passing a resolution or ordinance, particularly in submitting a copy of the proposed resolution or ordinance to the secretary by the sponsor signifying the intention for review and approval in the latter. Upon receipt, the secretary should record and include such in the next meeting of the officials. It should be remembered that a resolution is a formal proposal presented to a deliberative or legislative body for adoption (USLegal, 2021). In addition, resolutions are utilized to carry out private functions and concerns. Ideas, opinions, and requests can all be expressed through resolutions. A resolution is more transient, whereas an ordinance is more comprehensive and long-term.

This was followed by the First Reading, reading of the title of the proposed resolution takes place with a mean of 2.59 or high competency. It is evident based on the results that the barangay officials are well-versed in the processes of passing resolutions or ordinances. It should be noted that the title will be evaluated by the council on first reading to identify the appropriate committee to take further action on it.

Consequently, according to the respondents after reviewing the title of the proposed resolution this will be referred to the appropriate committee with 2.61 or high competency. Accordingly, each Barangay Councilor oversees his committee, of which they are the Chairmen. Based on the interview among barangay official committees created include appropriation, public works, health and sanitation, peace and order, agriculture, and education and sports. After such, the committee holds a meeting and, a public hearing, and deliberates on the proposed resolution or ordinance with 2.54 or high competency. This meeting and/or public hearing serves as an avenue for the officials to discuss and listen to the input of the constituents involved in the meeting. Based on the article of Williamson and Archon (2004) a public hearing is defined as "an open meeting of officials and citizens in which civilians are allowed to make remarks but officials are not required to act on them or, in most

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cases, even to respond publicly." Public hearings, also known as public inquiries, are often held to elicit public input on political matters before a legislature, agency, or organization decides or takes action. Some respondents also indicated that most of their constituents do not always attend public hearings.

In connection, during the next session, the committee reports the result of the meeting and public hearing conducted with a mean of 2.56 or high competency. After the meeting and public hearing were conducted the consolidated information obtained will be reported for appropriate action. Like the claims of the respondents in the preceding paragraph because few people participate in such activities, minimal information is obtained most of the time, or only information from the committee is collected.

Then, for the second reading, the entire draft of the proposed resolution or ordinance is read with 2.54 or high competency. In this step, the whole resolution or ordinance will be read by the council for review in preparation for the debate and amendments after the sponsorship speech (2.46) which was rated as moderate competency. According to the respondents, this does not happen very often in the barangay. Some barangays have stated that they require it, although other respondents are unfamiliar with the concept.

In addition, after the speech, the body deliberated for possible amendments and acquired a mean of 2.51 or high competency. After the sponsor is given a chance to defend the resolution or ordinance the body will deliberate for possible changes and revisions to improve its provisions. If all the preceding processes have been completed, voting with a quorum for approval occurs. Unless the barangay resolution specifies a different date, the barangay resolution takes effect after ten (10) days and after a copy has been placed on a bulletin board at the barangay entry and at least two (2) conspicuous locations such as the public market, church, or chapel. The Secretary shall cause the resolution to be posted in its original language in the logbook within five (5) days of its approval.

Since most barangay officials are competent in doing and complying with the steps in passing a resolution or ordinance, an overall grand mean of 2.61 or high competency was obtained. Barangay officials are mandated to function as the legislative workforce of the barangay. Their function is similar to the Congress and Senate as they are expected to create and sponsor barangay resolutions and ordinances. To wit, basic knowledge of the law is required and is expected of each barangay official to perform their responsibilities. Previously, the Department of the Interior and Local Government (DILG) provided training to barangay officials on how to craft ordinances and resolutions to improve their understanding and appreciation.

3.2.1 Committee Management

Table 5 presents the evaluation of the competency of barangay officials in the municipality in terms of committee management.

The Internal Rules and Procedure of the Sangguniang Barangay shall provide the organization of the sanggunian and the election of its officers as well as the creation of standing committees and the general jurisdiction of each committee. Accordingly, each Barangay Councilor oversees his committee, of which they are the Chairmen. Based on the interview among barangay official committees created include appropriation, public works, health and sanitation, peace and order, agriculture, and education and sports.

Table 5
Committee Management

Statements	Mean	Adjectival Description
Establish and maintain effective communication channels.	2.56	High Competency
Make decisions regarding committee activities.	2.51	High Competency
Develop policies that address the issues and concerns of the committees.	2.49	Moderate Competency
Hold deliberations, consultations, and committee report sessions related to proposed resolutions.	2.49	Moderate Competency
Promote the organization within the community.	2.46	Moderate Competency
Plan, facilitate, and execute programs and activities.	2.46	Moderate Competency
Collect feedback from members and other involved individuals.	2.39	Moderate Competency
Conduct consultations related to programs and other activities.	2.34	Moderate Competency
Grand Mean	2.46	Moderate Competency

As presented in the table, creating, and maintaining communication lines (2.56), and making decisions concerning committee activities both obtained a rating of high competency (2.51). First, to ensure that members are aware of the organization’s programs and activities the officials should create and maintain communication lines by way of designating barangay officials to their respective committees based primarily on their expertise. As revealed in the study, barangay officials are competent in making relevant decisions concerning committee activities. Such activities should be anchored on the plan of the barangays. According to the respondents, each of the committee members has their own city to monitor.

This was followed by creating policies addressing the issues and concerns of the committees, conducting deliberations and consultations, and holding committee report sessions related to the proposed resolutions both acquired a mean of 2.49 or moderate competency. According to the responses, certain committees are quite capable of developing policies or interventions to provide solutions to a specific problem that the committee is experiencing. They did, however, acknowledge that some are ineffectual or cannot find unique and innovative solutions. Such an explanation also explains why a moderate rating was obtained in conducting deliberation and consultation.

Then, plan, facilitate, and implement programs and activities with a rating of moderate competency. Based on the interview, it was mentioned by the respondents that they are not well-versed in all the activities that should be undertaken by the barangays. They also mentioned that they are having trouble in crafting their plans, programs, and activities which hinders them from effectively providing services to the barangay. These plans, programs, and initiatives include skill-building workshops for educators, the resuscitation of folk or cultural dances, the development of a management plan for drug-related risk reduction, a project aimed at creating jobs and a means of subsistence, a campaign against drugs, a training and plan for GAD, and the development of sports meant to strengthen and revive traditional games.

Next, get input from participants and members (2.39); consult about programs and other activities (2.34), both of which received a rating of intermediate competency. It should be mentioned that recommendations, opinions, and observations from members and other people will be included in the feedback, and these will serve as crucial foundations for decision-making. This rating was given because certain officials lack the initiative to lead initiatives and programs that advance community development. It was also claimed that some folks don't even join in these activities or show any interest in them.

Overall, a grand mean of 2.46, or moderate satisfaction was obtained. Further enhancement of the competency of the committee chairman should be undertaken. Particularly in making decisions concerning committee activities, creating policies to solve issues and concerns; conducting deliberations and consultations; and formulation of plans, programs, and activities.

3.2.2 Overall Evaluation of the Competency of Barangay Officials in Municipality of Concepcion

Table 7 presents the overall evaluation of the competency of barangay officials in the Municipality of Concepcion.

Table 7
Overall Evaluation

Statements	Mean	Adjectival Description
Meeting Facilitation	2.72	High Competency
Planning	2.57	High Competency
Passing a resolution	2.56	High Competency
Monitoring and Evaluation	2.49	Moderate Competency
Committee Management	2.43	Moderate Competency
Grand Mean	2.51	High Competency

It can be observed in the overall evaluation of the assessment on the competency of barangay officials in Municipality of Concepcion with the grand mean of 2.51 or high competency that most of the barangay officials know the different duties and responsibilities that a barangay official should possess but certain issues may result on the different process. Aquino et al., (2015), mentioned in their study that local government entities are government agencies that are intended to provide high-quality services to their constituents. To accomplish this and give barangay residents the finest services possible, it is necessary to ensure good, pleasant, or even excellent governance. The barangay, which is the main organizing and carrying out body for government policies, plans, programs, projects, and activities in the community, provides a forum for the expression, crystallization, and due process of the views of the people as a whole as well as a means of settling disputes in a civilized and

cooperative manner.

In the meeting facilitation with the mean of 2.72 or high competency with the highest among the competencies, wherein the officials discuss identified concerns and challenges in implementation in their committee. The facilitation meeting will be determined by their current condition, and the approach must address the community's concerns. On the planning process with a mean of 2.57 or high competency, it can be implied that the barangay officials know the process of planning wherein the barangay usually considers this as critical because it establishes stakeholder commitments and the operationalization of resources such as labor and logistics, assuring the programs, projects, and activities effectiveness. Planning is linked to every function of the barangay officials because the plan, like all other "planned" parts of our life, establishes the priority areas of services (in this case, the barangays) and specifies the desired outputs and successes (Morato, 2020). With a mean of 2.56 or high competency under the passing of a resolution under the barangay where officials should take into consideration that the resolutions are utilized to carry out propriety functions as well as private concerns. Resolutions can also be used to communicate thoughts, ideas, or desires. A resolution is more specific and transitory, whereas an ordinance is broader and more permanent. An ordinance is a local government unit (LGU) law, such as a barangay ordinance.

Similarly, it can be inferred that the monitoring and evaluation function assists in identifying the most advantageous and efficient use of resources, with a mean score of 2.49, indicating moderate competency. Together, monitoring and evaluation provide the information required for strategic planning, program and project design and implementation, and more effective resource allocation and reallocation. Kissi (2019), stated that project monitoring and evaluation (M&E) is a critical component of project execution and management. This is because good M&E procedures have a substantial impact on project success. The goal of this research is to investigate the impact of project M&E procedures on the success criteria for construction projects. The last area of moderate competency is committee management, which has a mean score of 2.43. There are various committees run by various barangay officials, and managing these committees plays a crucial role in acknowledging the policies, plans, programs, projects, and activities in the community as well as providing a forum for the peaceful resolution of conflicts and the voice, crystallization, and discussion of people's collective ideas. According to the Committee Guide (n.d.), the management committee/board members bear the ultimate duty of overseeing the organization's operations, ensuring its seamless functioning, and accomplishing the objectives for which it was founded. Establishing the strategic direction to guide and direct the organization's operations is one way that each management committee or board can provide organizational leadership. ensuring the organization's operations are managed effectively; and keeping an eye on the organization's actions to make sure they adhere to the organization's core values, goals, and principles.

3.2.3 Problems Encountered by barangay that affect their competencies in providing effective, efficient, and responsive governance

Table 8 presents the Problems Encountered by the barangay which affects their competencies in providing effective, efficient, and responsive governance.

Table 8
Problems Encountered

Problems	F	%	R
Insufficient involvement in barangay planning activities.	42	16.47	1
Community residents' lack of engagement in planning and decision-making for community matters.	33	12.94	2
Inadequate awareness of standard norms and practices within the community.	27	10.59	3.5
Limited initiative in leading programs and activities aimed at community development.	27	10.59	3.5
Failure to address the community's needs effectively.	24	9.41	5.5
The inability of barangay officials to motivate and engage the community.	24	9.41	5.5
Insufficient understanding of the implementation of barangay ordinances.	21	8.24	7.5
Lack of knowledge about resolving conflicts among community residents.	21	8.24	7.5
Deficient leadership in directing sociocultural activities within the barangay.	18	7.06	9.5
Inadequate understanding of how to formulate policies for improved community development.	18	7.06	9.5

The researchers conducted also a Focused Group Discussion aside from the evaluation of the different barangay officials in the Municipality of Concepcion and upon the interview, some problems encountered can be correlative to the results given such as in the revision of the plan wherein under the problems encountered lack of participation in planning activities of the barangay got a percentage of 16.47 wherein it ranks number one (1).

Thus, the inability of the community residents in planning and decision-making concerning the affairs of the community ranks number two (2) with a percentage of 12.94. It can be implied that some of the barangays in the Municipality of Concepcion face several including insufficient capacity, insufficient funding, and unfavorable policies. Next is the lack of knowledge of the standard norms and practices of the community and lack of initiative in spearheading programs and activities for the development of the community with a percentage of 10.59 and ranks number 3.5 wherein this can correlate to tracking of the program/project's progress in every barangay. It can be implied that some barangay officials do not initiate the sustainability of the programs, projects, and activities in every barangay. Thus, the study of Aquino et al., (2015) that some of the issues raised during the discussion with community inhabitants included the residents' inability to plan and make decisions about the operations of the community.

Several issues encountered by barangay authorities throughout the local budgeting process were also exposed. This study will serve as a foundation for higher authorities in fiscal management, particularly those in charge of barangay governments, to improve the budgeting process (Dagohoy, 2015). Likewise, the inability to attend to the needs of the community and the inability of the barangay officials to encourage the community with a percentage of 9.41 rank 5.5 in the table above. Here's a revised version of your text: This may have to do with the necessity of building a network and establishing connections in a way that is understandable and creates a common base based on similar values and interests. The absence of communication makes it difficult to completely understand the demands of the community. For some barangay officials, there is a problem with the community's lack of information regarding the application of ordinances and conflict resolution (rated 7.5 with a score of 8.24). Many are not well-versed in these topics, which affects their capacity to apply ordinances and settle disputes. Furthermore, the importance of leadership is highlighted by the low leadership score of 7.06 for managing socio-cultural activities and the high ranking of 9.5 for developing policies for community development. Guiding the community, maintaining initiatives, and carrying out interventions inside the barrio all depend on effective leadership. Thus, Caldo (2015), stated in his study that as potential remedies to the problem, three policy alternatives were developed: 1.) formalize and institutionalize the present technique of competency measurement, 2.) revise competency measures based on the Local Government Code of 1991, and 3.) propose competency measures based on Best Practices.

3. CONCLUSION

The purpose of local government organizations is to provide their citizens with high-quality services. Ensuring effective, efficient, and transparent governance is crucial to achieving this. In oToe barangay residents have the greatest services available, this dedication to good administration is essential. The study aims to assess the Competency of Barangay Officials in the Municipality of Concepcion, Tarlac. Initially, respondents will be described as to sex, age, educational attainment, length of service, and monthly income. In addition, their competencies will be evaluated in terms of planning; meeting facilitation; monitoring and evaluation and reporting; passing a resolution; and committee management. The problems encountered by barangay officials that affect their competencies will also be determined, this measure will be proposed to enhance the competencies of barangay officials towards effective, efficient, and responsive governance. It can be observed in the overall evaluation of the assessment on the competency of barangay officials in Municipality of Concepcion with the grand mean of 2.51 or high competency that most of the barangay officials know the different duties and responsibilities that a barangay official should possess but certain issues may result on the different process. The researchers conducted also a Focused Group Discussion among the different barangay officials in the Municipality of Concepcion and upon the interview, some problems encountered can be correlative to the results given such as in the revision of the plan wherein the problems encountered lack of participation in planning activities of the barangay got a percentage of 16.47 wherein it ranks number one (1). Thus, the inability of the community residents to plan and decision-making concerning the affairs of the community ranks number two

(2) with a percentage of 12.94. It can be implied that some of the barangays in the Municipality of Concepcion face several severales, including insufficient capacity, insufficient funding, and unfavorable policies.

Thus, the result of this research can be proposed for the needs of the different barangays in the Municipality of Concepcion, Tarlac to provide an extension service that will serve for a more cohesive strategy for creating LGU capabilities has frequently been stated. It should adhere to a framework that avoids redundancy, is more precise in its targeting, and is demand-driven. This is not only to leverage the vast expertise in LGU capability-building programs but also to assist LGUs in taking on leadership roles in community development that are consistent with the SDGs. Local governments themselves have expressed a desire for improved coordination of donors and development aid to prevent duplication and fill essential capacity-building gaps in programs receiving external funding.

4. Recommendations

It is suggested that competency be revised, measures must be based on the 1991 Local Government Code, in stress the competence of elected Barangay officials, as well as to defend and elevate the dignity and honor of the standing of local government officials who In municipal charters, represent the Barangay. The proponent understands that a barangay can only have so many members. To deliver its strategic intent through efficient delegation of government-planned goals to individual team members, as well as the ongoing staff development and support must be consistent and accomplish them. The proponent understands that these expectations can only be met through an appraisal and personal development planning process that matches organizational goals with individual performance and allows for effective team and individual development (Caldo, 2015).

Based on the findings of the study, the following recommendations were derived.

1. The barangay officials should encourage participation in the community when it comes to planning and decision-making that may take the voice and hear the needs of everyone.
2. The barangay officials should have regular meetings with the community to know the different issues concerning the citizens
3. The barangay officials should have regular monitoring of the conducted activities, programs, and projects for sustainability.
4. The barangay officials should also be equipped with the necessary knowledge and skills about the proper governance in the barangay by attending different capacity-building training.
5. Some Barangay Officials should pursue additional studies or, at the very least, become more involved in training and seminars relevant to effective and efficient governance.
6. Funds should be allocated for training and seminars aimed at improving the capabilities of Barangay Officials
7. A yearly performance review should be undertaken in the barangays based on the programs and projects implemented by the Barangay Officials.
8. In addition, a recommended intervention strategy would be submitted for discussion and consideration by barangay officials.
9. The conduct of extension service should be implemented for the different barangay officials that will serve as a more cohesive strategy for creating LGU capabilities

ACKNOWLEDGEMENTS

The researcher's families, coworkers, friends, and the university inspired this analysis; without their direction, this research would not have been possible.

We give our warmest gratitude to all the individuals who contributed a lot to the completion of this research. Although our names are on the cover, this work would not have been possible without the collaborative effort of many individuals who gave their knowledge, wisdom, effort, and patience guidance to finish the study. With that, they must be recognized in this study.

To the BARANGAY OFFICIALS OF CONCEPCION TARLAC, for answering the questions and questionnaires that we have administered truthfully and for being an inspiration with your work ethics and undying love for your job and for your country, and for being a good example embodying how true public servants should be.

Thank you to our COLLEAGUES for their thoughtful criticism and suggestions that helped the study move forward.

Thank you to our families for their unwavering love, support, sacrifice, and prayers, which have allowed me to complete this study. We appreciate all of the help and advice you have given us daily do will be done in the name of the Almighty God, who you will always be called the Lord Almighty. We will use this study as a springboard to assist others because you have been an inspiration to all.

Additionally, the researchers would like to dedicate this study to the all-powerful God and to everyone who has helped make this endeavor possible by lending their time, talent, and support.

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