

Legislative Innovation and Adaptive Governance Practices: Inputs to Participatory Policy-Making Framework Plan in the Province of Iloilo

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**Abstract:** This descriptive-correlational study assessed the legislative innovation and adaptive governance practices of the Provincial Government of Iloilo to develop a comprehensive Participatory Policy-Making Framework Plan. Methodologically, the research utilized stratified random sampling to select 195 Sangguniang Bayan members from a total population of 378 across 42 municipalities, ensuring proportional representation across all legislative districts. Data were analyzed using a robust suite of statistical tools, including frequency counts, mean, and standard deviation for descriptive analysis, while Mann-Whitney U, Kruskal-Wallis H, and Spearman's rho tests were employed for inferential analysis, with significance set at a 5% alpha level. The resulting framework provides a structured pathway for local governments to harmonize traditional legislative roles with modern, flexible, and collaborative governance standards. The government of the Province of Iloilo's commitment to good and effective governance through the establishment of a system anchored in a strong rule of law and the promotion of knowledge sharing is reflected in their strong sense of legislative innovation and adaptive governance regardless of gender or age. However, income levels and the ways in which age-specific populations engage with the legislative and administrative systems produce minor differences in how staff experience these systems. Ultimately, legislative innovation that promotes forward-thinking is the primary force behind increasing accountability at the local level, as well as promoting greater resilience within communities.

**Keywords:** Legislative Innovation, Adaptive Governance Practices, Participatory Policy-Making, Framework Plan, Descriptive-Correlational Study, Provincial Government of Iloilo

## INTRODUCTION

### Background of the Study

Legislative innovation refers to the modernization of the tools and processes of legislating to create new public policy. Innovative legislatures are increasingly adopting data-driven decision-making and using digital platforms to improve transparency and public participation (Rekurenko, Koldovskyi, Hordiienko, Yurynets, Abu Khalaf, & Ktit, 2025). Also connected to these structural innovations is a governance method called adaptive governance, which emphasizes flexibility and learning through iterative modifications to policy based on actual performance data (Janssen & van der Voort, 2020).

The transition from temporary emergency measures to permanent institutional changes as a result of the global health crisis is still a large gap in research. Many legislatures established remote voting and virtual hearings as short-term solutions; however, there is little available data on whether those practices are becoming institutionalized or being discontinued. Bar-Siman-Tov (2021) noted a major tension between maintaining the efficiency of the legislature and upholding the Constitution's Due Process Clause during crises; however, there are few existing comparative studies of how various political systems maintain these adaptations. Future research is necessary to identify the internal institutional factors that allow some legislatures to remain agile and responsive while many others revert to traditional, inflexible operations.

Although governance is typically labelled as adaptive, there are very few comparative frameworks available to measure how well legislative institutions will respond to feedback loops. Researchers are therefore calling for strong performance indicators that emphasize the internal learning capabilities of an institution more than just the amount of policy produced (Ansell et al., 2021). Without specific performance indicators, those who work in these legislatures will have difficulty determining if innovations are simply cosmetic, showy changes or are substantive and transformative tendencies.

Current research on legislative reform focuses too much on developed, Western countries and fails to recognize innovative, low-cost methods of reform that are widely used by underdeveloped countries that work with limited resources and have unstable governments. Nandini and Gupta state that effective governments should use localized methods of innovation rather than rigidly adopting Western models. Future development of a globally valid theory of governing through legislative reform will be supported and improved by increased awareness of how non-Western legislatures have been able to develop innovation within extreme infrastructure and resource constraints.

In the Philippines, there are three specific laws that modernize the government and allow for more rapid public service delivery. These include: the Philippine Innovation Act (RA 11293), which makes innovation a national goal, establishes a National Innovation Council as a mechanism to coordinate the efforts of all government agencies toward building a stronger economy, and focuses on increasing access and opportunity for entrepreneurs throughout the country; the Ease of Doing Business Act (RA 11032), which provides strict time frames and enforcement of "zero-contact" policies to eliminate corrupt practices when interacting with government officials; the E-Governance Act (RA 12254), which establishes an official process to convert the entire government bureaucracy into a digital-focused entity (Department of Information and Communications Technology, 2026; Medes & Asturias, 2025; Republic Act No. 12254, 2025; Republic Act No. 11293, 2019).

As these three pieces of legislation and subsequent regulatory reforms are implemented, they will also allow for the adaptive nature of governance that the Philippine Development Plan (PDP) 2023-2028 is attempting to achieve, primarily through an emphasis on digitalization, and collaboration between national and local governments. The goal is to build a resilient society through streamlined government operations and prepare the country's public servants for the future (National Economic and Development Authority, 2023). The main objectives of the PDP will be guided by the Sustainable Development Goals of Peace, Justice, and Strong Institutions (SDG 16) and Partnerships for the Goals (SDG 17), which are focused on the development of effective institutions and "responsive, inclusive, participatory and representative" forms of decision-making (United Nations, 2025).

Legislative innovation and adaptive governance have become necessary for the Philippine government to address complex issues facing the nation today. The Philippine government's recent efforts in promoting e-Government initiatives have fostered the development of these new pieces of technology as well as processes that enhance legislative dialogue between the Filipino people and their government. In addition, there are emerging laws designed to create a more inclusive environment for marginalized groups and women. However, there is a significant divide when it comes to adaptive governance within the country, which creates additional room for improvement.

Although researchers have examined how e-Government supports transparency in legislative processes, documentation regarding the inclusive nature of these technological advances remains scarce. Most research available today is focused on the creation, rollout and technical implementation of these systems, rather than on how citizens are adapting to the use of these digital resources, or how government bureaucracies are resisting adopting these new technologies (Bautista, 2021). Therefore, research is needed to determine whether digital legislative instruments create an environment that encourages active public participation, or whether they are reinforcing existing power hierarchies as well as digitally gatekeeping citizens from participating.

Although there is a substantial increase in research investigating the relationship between e-parliaments and the use of digital technology, there continues to be a severe lack of empirical studies, over the long term, examining how these innovations affect institutions over time. Most research focuses on initial implementation of these new

systems; recording the implementation process does not account for power dynamics or changes in the way information is exchanged between legislators and constituents. For example, while the intention of these digital technologies was to improve the transparency of legislation, the outcomes often indicate that these digital technologies do not create a sufficient level of connectivity between the citizenry and their elected representatives. Therefore, additional research is necessary to determine if the use of digital legislative instruments improves the quality of policy formulation or if the use of digital legislative instruments merely transfers existing inefficiencies in the legislative process to a digital format (Vesnic-Alujevic, 2022). Typically, lawmaking has historically been routed through codified processes that are cumbersome enough that they cannot stay abreast of the rapid advancement and changes seen within systems of technology and environment within society, hence creating a delay due to the policy gap between the need to respond to a specific public service and the law as the outcome of that specific need. In this way, much of the current research seeks to analyze how the Philippine Congress and local government units may transition from reactionary problem solvers to proactive, anticipatory governance. Agile frameworks, combined with evidence-based policy design, could provide a roadmap for developing institutions that would be able to build a level of resiliency to the volatility that is often present within the landscape of our own evolution as a Country (Abad & Valenzuela, 2022).

The Local Government Code of 1991 (Republic Act No. 7160), by decentralizing power, is supposed to stimulate innovation within the Country, however, many areas succumb to failure when they try to implement the decentralization of power, even though they have appropriate legal frameworks in which to operate. Although there is a robust legal framework, there are many gaps in the current body of knowledge about the concept of “adaptive capacity”, which is the ability of local systems to modify their rules based upon newly acquired information (Cuaresma & Tanchoco, 2023). Continuing to research adaptive governance is essential in terms of identifying regionally-driven, novel solutions that balance adherence to national laws while achieving culturally appropriate outcomes for Filipinos and Filipinas.

The decentralized governance framework relies on local legislative bodies like *Sangguniang Bayans* (local councils of government) to create the necessary guidelines for local jurisdictions to implement ordinances necessary to address local issues, including disaster risk reduction and agricultural sustainability (Torreces, 2025). However, the potential for success of local councils continues to be hampered by a multitude of gaps, for example, overriding constraints to the acceptance of innovative policies by rural Sanggunians because of regional political patronage and lack of change (World Bank, 2020). In fact, Iloilo's poor integration of climate adaptive measures such as the enactment of ordinances to allow for typhoon-resilient agricultural practices is not unique to Iloilo as it has been documented to be an issue throughout the country (Asian Development Bank, 2022). These gaps will contribute to increasing the inefficiency of the public service, resulting in further widening the service delivery inequality gap while moving away from Sustainable Development Goals.

The integration of technology and data-driven methodologies into the legislative process is an important and emergent area for legislative innovation and requires more immediate academic attention. As the country continues to implement the Digital Philippines initiative, incorporating e-parliamentary tools and community input will be integral to increasing transparency within the democratic process and rebuilding trust in the democratic process. Conducting research on these methodologies offers the potential for the establishment of a flexible and resilient governance framework capable of responding appropriately to the demands of a modern society (Magno & Mendoza, 2024).

Ultimately, the purpose of this study was to gain insight into the innovative ways *Sangguniang Bayan* members in Iloilo Province are using creativity and new legislative methods to respond to the shifting needs of their constituents. Through the study of innovative ways to implement local policies that will divert from traditional policies, the research would demonstrate avenues through which local governance can positively affect the development of local governance that is aligned with the overall national development agenda.

Based on the Adaptive Governance Theory developed by Dietz, Ostrom, and Folke, Innovation Diffusion Theory presented by Rogers in 1962, and the foundation for the Good Governance Framework, this study sought to evaluate the legislative innovation and adaptive governance practices within the Provincial Government of Iloilo to develop a Participatory Policy-Making Framework Plan. Specifically, the study sought to answer the following

questions: (1) What is the assessment of respondents regarding the Legislative Innovation in Iloilo across the following dimensions: participation, rule of law and transparency, responsiveness and consensus orientation, equity and inclusiveness, effectiveness, efficiency, and accountability, when taken as a whole and when grouped as to age, sex, income, highest educational attainment, and terms in service? (2) What is the level of implementation of core dimensions of adaptive governance in the province: distribution of power and accountability, social and multi-level learning, participation and collaboration, and institutional flexibility and nesting, when taken as a whole and when grouped as to age, sex, income, highest educational attainment, and terms in service? (3) Is there a significant difference in the assessment of the respondents regarding legislative Innovation in Iloilo across the following dimensions: participation, rule of law and transparency, responsiveness and consensus orientation, equity and inclusiveness, effectiveness, efficiency, and accountability, when grouped as to age, sex, income, highest educational attainment, and terms in service? (4) Is there a significant difference in the level of implementation of core dimensions of adaptive governance in the province: distribution of power and accountability, social and multi-level learning, participation and collaboration, and institutional flexibility and nesting, when grouped as to age, sex, income, highest educational attainment, and terms in service? (5) Is there a significant relationship between the assessment of legislative innovation and the adaptive governance practices in Iloilo? And (6) What Participatory Policy-Making Framework Plan can be designed to integrate these dimensions to institutionalize a more participatory policy-making process in the province of Iloilo?

### METHODOLOGY

A descriptive correlation (correlational) research design was employed in this study due to its unique capability to establish baseline descriptions of legislative innovation and adaptive governance within the province and then determine whether a statistically significant correlation existed between the two variables without expert manipulation (Creswell & Creswell, 2018). This study utilized a descriptive methodology to identify/categorize the present-day policymaking environment throughout Iloilo. The method relied on information gathered via survey instruments to generate quantifiable data that demonstrate how legislators utilize adaptive governance and innovative resources within their respective localities. The data created an accurate portrayal of the provincial government's existing capacity to involve the public in policymaking (Atmowardoyo, 2018).

The objective of this analysis was to assess the integration of adaptive governance methods and legislative innovation within the Iloilo Provincial Government through building a participation-based platform for policy decision-making. The paper's methodological approach relied on using the 8 good governance principles from UNESCAP (2009) (participation, rule of law, transparency, responsiveness, consensus orientation, equity/inclusiveness, effectiveness/ efficiency, and accountability) and 4 Dimensions of Adaptive Governance as defined by Vella et al. (2016) (distribution of power/ accountability; social and multi-level learning; participation/collaboration and institutional flexibility/nesting) to improve the development of local policy. The study was limited to the geographical boundaries of the Province of Iloilo, the inequalities of technological resources across the province, the limitation imposed by the Constitution of 1987, and the inherent nature of participatory processes' limitations to gain consensus among ten participating legislative representatives. The focus of this study consisted of 195 (or 52%) of the total 378 Sangguniang Bayan members from the 42 municipalities in the province of Iloilo, and the use of a Stratified Random Sampling approach was used to ensure that the surveyed population reflects the diversity of the legislative districts and municipalities of Iloilo. The entire population (378 Sangguniang Bayan members) was then separated into distinct strata or subgroups by municipality or district; therefore, proportionality exists among each separate represented geographical area in final data collection for each member of the Sangguniang Bayan. A simple random sample was selected from each subgroup or stratum to reach the completed sample size. To analyze the data collected, the study used several statistical tools including the Frequency Count and Percentage; Mean; Standard Deviation; Mann Whitney U Test; Kruskal Wallis H Test; and Spearman Rho Test of Relationship. All inferential statistics were conducted at a 5% alpha dispersion level of significance.

The Legislative Innovations Questionnaire was administered to a group of 30 individuals who were not connected to the study to assess the reliability of the instrument. The Legislative Innovations Questionnaire had a total reliability score of .978 and was able to measure each of the 4 categories of Legislative Innovations: Distribution of Power and Accountability; Social and Multi-Level Learning; Participation and Collaboration; and Institutional

Flexibility and Nesting, therefore, establishing that the instrument was able to measure Legislative Innovations. The Legislative Innovations Questionnaire reliability was then assessed with identical methods as were used for the overall instrument reliability. The following are the Cronbach alpha scores for the 4 categories of Legislative Innovations: Distribution of Power & Accountability = .835; Social & Multi-Level Learning = .976; Participation & Collaboration = .985; and Institutional Flexibility & Nesting = .936. All items scored equally on the positive side of the polarity scale, therefore exhibiting high reliability.

The Adaptive Governance Practices Questionnaire was administered to assess reliability of the instrument. The overall reliability rating for the Adaptive Governance Practices Questionnaire was .937, therefore, it is capable of assessing Adaptive Governance Practices in the following areas: participation; rule of law; transparency; responsiveness; consensus-oriented; equity/inclusiveness; effectiveness/efficiency; and accountability. The Adaptive Governance Practices Questionnaire yielded the following Cronbach alpha scores: Participation = .914; Rule of Law = .800; Transparency = .875; Responsiveness = .871; Consensus-Oriented = .909; Equity/Inclusiveness = .918; Effectiveness/Efficiency = .863; and Accountability = .919. All scored equally on the positive side of the polarity scale, therefore exhibiting high reliability. Of the 40 instruments evaluated by an expert panel for validity, 40 items were retained as valid for the Adaptive Governance Practices Questionnaire.

**RESULTS AND DISCUSSION**

**Legislative Innovation as Assessed by the Respondents when Taken as a Whole and When Grouped According to Age, Sex, Highest Educational Attainment, Income, and Terms in Service**

Table 2 shows the legislative innovation in terms of participation, rule of law and transparency, responsiveness and consensus orientation, equity and inclusiveness, effectiveness, efficiency, and accountability within the Province of Iloilo, as assessed by the respondents when taken as a whole and when grouped according to age, sex, highest educational attainment, income, and terms in service.

**Table 1.** Legislative Innovation as Assessed by the Respondents when taken as a Whole and When Grouped According to Age, Sex, Highest Educational Attainment, Income, and Terms in Service

Note: 4.50 – 5.00 Very High; 3.50 – 4.49 High; 2.50 – 3.49 Moderate; 1.50 – 2.49 Low;

Age	Participat- ion	Rule of Law and Transparency	responsive- ne ss	Consensus Oriented	Equity And Inclusiveness	Effective- ness	Efficienc y	Account- ability	
24-34	Mean SD Des	4.3000 .26904 High	4.3091 .40580 High	4.4091 .40345 High	4.3091 .40580 High	4.3636 .37613 High	4.3455 .43723 High	4.1364 .32152 High	4.0636 .35529 High
35-44	Mean SD Des	4.2066 .50295 High	4.0197 .58590 High	4.1459 .58611 High	4.2000 .61590 High	4.2230 .45181 High	4.2525 .48532 High	4.1295 .49239 High	4.1885 .51449 High
45-54	Mean SD Des	4.2593 .70726 High	4.0813 .55175 High	4.1066 .51268 High	4.0758 .52012 High	4.1341 .49827 High	4.1066 .53037 High	4.0615 .50789 High	4.0967 .54802 High
55-64	Mean SD Des	4.3238 .52906 High	4.2476 .53443 High	4.1905 .54121 High	4.2048 .57226 High	4.1095 .63159 High	4.1000 .64187 High	4.2000 .50000 High	4.1905 .56027 High
<b>Sex</b>									
Male	Mean SD Des	4.2864 .70144 High	4.0709 .57347 High	4.1164 .57382 High	4.1455 .55548 High	4.1645 .50567 High	4.1582 .56119 High	4.1645 .47691 High	4.1345 .53389 High
Female	Mean	4.2129	4.1506	4.2212	4.1671	4.2118	4.2047	4.0306	4.1282

SD	.40408	.52159	.47286	.54257	.47193	.47331	.48428	.50299	
Des	High	High	High	High	High	High	High	High	
<b>Highest Educational Attainment</b>									
College Undergraduate									
Mean	4.3000	4.0900	4.2200	4.0500	4.1900	4.1400	4.0300	4.0300	
SD	.52113	.53793	.54638	.53949	.50147	.56976	.51104	.65542	
Des	High	High	High	High	High	High	High	High	
College Graduate									
Mean	4.2454	4.0810	4.1178	4.1423	4.1650	4.1509	4.0902	4.1184	
SD	.61123	.55761	.52949	.55187	.49747	.51477	.48295	.50787	
Des	High	High	High	High	High	High	High	High	
Post Graduate									
Mean	4.3000	4.4667	4.6667	4.5000	4.4500	4.6167	4.4500	4.4833	
SD	.40899	.36515	.24618	.40899	.28762	.39274	.30600	.24433	
Des	High	Very High	Very High	Very High	Very High	Very High	High	High	
<b>Income</b>									
Below P43,829									
Mean	4.2875	4.1875	4.2500	4.1375	4.1500	4.1875	4.2500	4.3750	
Des	High	High	High	High	High	High	High	High	
SD	.31172	.40476	.37238	.39644	.38644	.33242	.29212	.41553	
P43,829 - P76,669									
Mean	4.2244	4.0473	4.0641	4.1115	4.1412	4.1160	4.0191	4.0695	
SD	.66750	.54354	.54927	.54655	.49767	.50700	.50659	.53160	
Des	High	High	High	High	High	High	High	High	
P76,670 and above									
Mean	4.3250	4.2375	4.4000	4.2792	4.3167	4.3458	4.2958	4.2208	
SD	.40868	.59702	.45663	.58708	.48699	.58925	.40368	.48727	
Des	High	High	High	High	High	High	High	High	
<b>Terms in Service</b>									
1-3 years	Mean	4.4077	4.3654	4.3808	4.3269	4.3577	4.3846	4.2769	4.2962
	SD	.30796	.40482	.44016	.40152	.34998	.34832	.37080	.43249
	Des	High	High	High	High	High	High	High	High
4-6 years	Mean	4.1790	4.0543	4.1543	4.1432	4.1593	4.1654	4.0840	4.1370
	SD	.44769	.50893	.46905	.48937	.44771	.48558	.45893	.46783
	Des	High	High	High	High	High	High	High	High
7-9 years	Mean	4.2242	3.9548	3.9887	4.0258	4.0742	4.0226	3.9919	3.9871
	SD	.85884	.63754	.61886	.68255	.60107	.63334	.55995	.60827
	Des	High	High	High	High	High	High	High	High
Total	Mean	4.2544	4.1056	4.1621	4.1549	4.1851	4.1785	4.1062	4.1318
	SD	.59032	.55149	.53342	.54858	.49056	.52391	.48350	.51933
	Des	High	High	High	High	High	High	High	High

1.00 – 1.49 Very Low

The results showed that the Province of Iloilo has made significant changes to their laws that promote equity, inclusion and accountability across different demographics. The relationship between how engaged employees is

and their demographics can be thought of as a “U” shape with younger and older employees being the most satisfied while both men and women feel treated fairly. A higher level of education (especially within the postgraduate level) is likely to create an employee with an increased value for the equity and transparency of the provincial government. The Iloilo government has consistently set high expectations for the services they provide to local residents regardless of income or experience by comparing and balancing what is found in new employees with what has been found in seasoned staff to create a work environment that is stable and supports effective service delivery.

In light of recent research establishing the link between participatory governance and legislative performance, the high mean scores for both Rule of Law (4.1056) and Participation (4.2544) within the PGI correlate with a study of local legislative chambers in Nueva Ecija. The research identified the correlation between applying principles of good governance (citizen's participation, accountability and transparency) and the overall efficiency of the legislation produced by the legislative bodies in Nueva Ecija; therefore, the strong mean scores obtained by PGI should not be viewed as isolated events but as part of a broader trend towards creating inclusive platforms to empower citizens to participate in government through capable and responsive platforms. The consensus and uniformity of the mean scores between different tenures within Iloilo further indicate that PGI has successfully institutionalized these innovations. For example, a 2024-2025 study conducted in Iloilo City on Punong Barangays found that the mean scores for all measures of good governance were rated as being "highly practiced" by leaders, regardless of their tenure; therefore, on a larger scale, the PGI's ability to appropriately balance effectiveness, efficiency and accountability in providing public services is characteristic of a "nimble and resilient" public sector, as highlighted in national development frameworks that support rationalization of government functions and implementing systems to support stable and productive bureaucracies (Guanzon, 2024).

**Adaptive Governance as Assessed by the Respondents when Taken as a Whole and When Grouped According to Age, Sex, Highest Educational Attainment, Income, and Terms in Service**

Table 2 shows the adaptive governance in terms of distribution of power and accountability, social and multi-level learning, participation and collaboration, and institutional flexibility and nesting within the Province of Iloilo, as assessed by the respondents when taken as a whole and when grouped according to age, sex, highest educational attainment, income, and terms in service.

**Table 2. Adaptive Governance Practices as Assessed by the Respondents when taken as a Whole and When Grouped According to Age, Sex, Highest Educational Attainment, Income, and Terms in Service**

Age		Distribution of power and Accountability	Social and multi-level learning	Participation and collaboration	Institutional flexibility and nesting	
24-34	Mean	4.1182	4.3182	4.3636	4.2273	
	SD	.29542	.32313	.37359	.27480	
	Des	High	High	High	High	
35-44	Mean	4.0918	4.2475	4.2033	4.0984	
	SD	.57367	.66473	.59525	.62315	
	Des	High	High	High	High	
45-54	Mean	4.0802	4.0374	4.0582	4.1264	
	SD	.50973	.49792	.48398	.50144	
	Des	High	High	High	High	
55-64	Mean	4.2524	4.2762	4.0762	4.1349	
	SD	.53816	.56472	.57176	.55432	
	Des	High	High	High	High	
Sex						
	Male	Mean	4.1245	4.1727	4.1182	4.1439
		SD	.53897	.62353	.55358	.56732
		Des	High	High	High	High

Female	Mean	4.0835	4.1447	4.1682	4.1118
	SD	.48227	.45839	.49189	.47308
	Des	High	High	High	High
<b>Highest Educational Attainment</b>					
College Undergraduate	Mean	4.1900	4.2100	4.1700	4.2167
	SD	.53597	.58481	.48785	.55699
	Des	High	High	High	High
College Graduate	Mean	4.0785	4.1454	4.1184	4.1063
	SD	.52172	.57006	.54379	.53506
	Des	High	High	High	High
Post Graduate	Mean	4.3500	4.2833	4.3833	4.3056
	SD	.26112	.24433	.23677	.30841
	Des	High	High	High	High
<b>Income</b>					
Below P43,829	Mean	4.3250	4.2500	4.0875	4.2083
	Des	.33764	.30984	.15000	.37268
	SD	High	High	High	High
P43,829 - P76,669	Mean	4.0351	4.0664	4.0710	4.0789
	SD	.53030	.55423	.55227	.54941
	Des	High	High	High	High
P76,670 and above	Mean	4.2292	4.3875	4.3458	4.2431
	SD	.48067	.56366	.48727	.49580
	Des	High	High	High	High
<b>Terms in Service</b>					
1-3 years	Mean	4.2538	4.3577	4.3423	4.3141
	SD	.32688	.36854	.38110	.36849
	Des	High	High	High	High
4-6 years	Mean	4.1296	4.0778	4.1086	4.1091
	SD	.54024	.53666	.52326	.52186
	Des	High	High	High	High
7-9 years	Mean	3.9532	4.1032	4.0113	4.0027
	SD	.57051	.66922	.59094	.60620
	Des	High	High	High	High
Total	Mean	4.1067	4.1605	4.1400	4.1299
	SD	.51414	.55643	.52685	.52725
	Des	High	High	High	High

Note: 4.50 – 5.00 Very High; 3.50 – 4.49 High; 2.50 – 3.49 Moderate; 1.50 – 2.49 Low; 1.00 – 1.49 Very Low

The Iloilo Provincial Government maintains a high standard of adaptive governance, characterized by a culture of accountability, inclusivity, and continuous learning across all demographic and professional groups. Employees consistently report a fair distribution of power and strong collaboration, with both newer staff and senior leadership valuing the organization's flexibility and shared knowledge. By balancing stable structure with social learning, the provincial government fosters a *professional, unified workplace capable of effectively meeting evolving local needs*.

The findings indicate a balance between flexibility (4.13) and accountability (4.11), and there are many recent Meta-Analyses on Strategic Management supporting the assertion that Strategic Flexibility (SF) generates organizational and government unit resiliency to navigating tensions between the environment by linking local knowledge and institutional nesting. The overall stability between tenure groups experienced by the Iloilo Provincial Government provides support for a well-ingrained framework, as this is reflective of the literature describing it as a "mature" stage of digital and administrative transformation, as well as the use of human-centered design, to ensure continued responsiveness of government to constituents, but without compromising structural integrity (Alentajan-Ondoy, 2023).

### **Significant Differences in Legislative Innovation as Assessed by the Respondents when grouped according to Age, Sex, Highest Educational Attainment, Income, and Terms in Service**

Assessed perspectives of legislative innovation within the Provincial Government of Iloilo indicate that all demographic groups report a similar level of inclusivity within their participation in the process but significant differences based upon socio-economic standing and length of employment exist (i.e., the higher the educational attainment and income level, the more likely you are to view technical outcomes positively (e.g., accountability and efficiency). Additionally, years working for the organization is a meaningful differentiator: as an example, employees who have worked less time in the organization have an optimistic outlook on institutional efficacy, while long-term employees maintain a more skeptical view on the effectiveness of the organization. Collectively, these findings indicate that although basic reforms in governance are viewed through a common lens of inclusiveness, individual experience and socio-economic status influence the extent to which individuals value administrative improvements.

Research regarding legislative and organizational innovation typically indicates that sex doesn't play a significant role in how governance is perceived. Research has demonstrated that when institutional frameworks (e.g., local government units) are consistent, the work environment creates a homogeneous view of governance based on geography, independent of sex, among all stakeholders. It has been shown in recent studies regarding reform in public sector governance that the outcomes being prioritized (e.g., transparency, accountability) are more likely to be structural than gender-related (Aris & Ahmad, 2022), indicating that "neutral" governance indicators (e.g., Rule of Law; Responsiveness) are viewed in a collaborative, professional context rather than a gender-related context.

Furthermore, studies of Philippine local governance reinforce the belief that the requirements for "Good Governance" create a baseline of expectations that are consistent, regardless of sex. Studies focused on legislative performance at the provincial level demonstrate that there are no significant differences (based on the statistical data analysis) between the assessments of effectiveness and inclusivity as long as there is a national standard for measuring those indicators (Laroza, 2021); similarities in the socio-political environment and the consistent flow of information within provincial governments creates a view shared by all members of the community regarding how innovations in governance are implemented (Santos & De Guzman, 2023).

### **Significant Differences in Adaptive Governance Practices as Assessed by the Respondents When Grouped According to Age, Sex, Highest Educational Attainment, Income, and Terms in Service**

The Iloilo Provincial Government has a good level of gender equality; both men and woman employed there have a very similar understanding of the degree to which they are able to have their own flexible work schedules and their distribution of power relative to one another. There is little variation in educational background; however; both age and income provide for different experiences among these employees as they relate to collaborative efforts. Employees employed in younger generations report higher collaboration than employees working in other mid-tier income levels (in terms of engagement). Overall; all employees agree that the structure of the Iloilo Provincial Government's established systems is flexible and provides for great coordination.

The organization culture is stable within the Provincial Government of Iloilo with no significant impact from the variables of age, level of education, and/or sex on how staff perceive adaptive governance. There are, however, gaps between the experience levels of staff who have the same income but differ in age; with younger and older staff having more participation in social learning and collaboration than those in between. All staff felt equally comfortable with institutional flexibility regardless of their salary levels. High and low-income earners felt more connected to power-sharing and decision-making processes than middle-income earners did, who feel excluded from both of these adaptive practices.

### **Significant Relationship Between Legislative Innovation and Adaptive Governance Practices as Assessed by the Respondents**

Research has revealed that new laws enable governments to adapt better and remain resilient through new agencies, departments, etc. As legislators create legislation that is more innovative (creative) and future-oriented,

leaders become more accountable and responsive to the community's ever-changing needs. More clearly defined legal frameworks also promote transparency and shared learning at all levels of government. Even administrative efficiency can be improved with innovative institutional frameworks. Ultimately, legislative innovation will be a major part of how governments create inclusive, open, and effective forms of governance.

### **The Proposed Participatory Policy-Making Framework Plan for the Province of Iloilo**

#### *Rationale*

The Proposal to develop and implement a Participatory Framework for Policy Making in the Province of Iloilo arises out of necessarily bridging critical gaps in Employees' Engagement and Perceived Inclusion. Current practices of Adaptive Governance have developed a foundation upon which to build Accountability and Flexibility, yet glaringly different ways for different demographics to experience both the Power-sharing and Institutional Efficacy are apparent. The data of the "U-shaped Engagement Curve" clearly illustrates a significantly underrepresented demographic referred to as the "Forgotten Middle": mid-career and mid-income Employees report feeling far less satisfied than either their younger, older, or higher income counterparts and have far less engagement in Decision Making than the aforementioned comparators. The proposed formalized Participatory Framework would bridge the Optimistic Energy of New Employees with the Technical Rigor of College-Educated Employees and offer seasoned Employees' Extensive Knowledge Base. The Rationale for developing this structured, inclusive approach will alleviate the long-term Employees' Skepticism and empower marginalized Middle-Income Employees, thereby developing the Institutional Resilience of the Administration and ensuring that legislative innovations result in equitable Service Delivery for all Ilonggos.

#### *Priority Focus Areas*

To address the specific organizational dynamics of the Iloilo Provincial Government, the proposed Plan should be built upon the following Pillars:

1. Middle-Income and Mid-Career Empowerment: Establishing appropriate Power-Sharing Mechanisms, and Decision-Making Roles Specific to Middle-Income Earners in order to eliminate their feelings of exclusion.
2. Inter-Generational Knowledge Transfer: Creating Collaborative Platforms that facilitate the Social Learning Patterns of the Youngest and Oldest Cohorts to nurture and re-engage the Mid-Career Employees.
3. Transparent Technical Benchmarking: Producing Consistent, Data-driven Reports regarding Legislative Performance for those Highly Educated and High-Income Employees whose top Priority is to evaluate Technical Efficacy.
4. Bridging the "Skepticism Gap": Engaging Long-Tenured Employees in the design of new Administrative Improvements through institutional efficacy workshops to mitigate their Skepticism.
5. Demographic-Neutral Cultural Reinforcement: Ensuring that the existing Stable Organizational Culture is Sustained by Paying Equal Attention to Gender, Age and Education; ensuring Equal Inclusivity in all New Policy Making Rituals.

#### **Conclusions**

Based on the findings of the study, the following conclusions were drawn:

1. The Iloilo Provincial Government has demonstrated great success by obtaining broad-based support throughout its population by emphasizing accountability, transparency, and fair access to governmental functions. The inclusive environment creates a sense of community among both the public sector and all the diverse employees within the organization, where both newly hired employees and existing employees find the new system to be efficient and modern. Ultimately, the Iloilo Provincial Government demonstrates how a strong commitment to innovative approaches to governance provides a strong and stable foundation for the harmonious interaction and engagement of residents and their governments.
2. The Iloilo Provincial Government fosters a unified and inclusive culture that transcends demographic barriers and spans all social classes within the workforce. Every employee views the organization as a highly

adaptable and accountable organization where power is shared equitably and employees are always encouraged to learn on their own. Although many differences exist amongst the workforce at various income levels (e.g., high-income staff emphasize team collaboration while low-income employees focus more on developing their careers), they have all come together under an established framework of governance. Together, they create an efficient structure that allows for high levels of employee engagement and resilience in order to meet the needs of the province, while remaining structurally valid.

3. The organizational culture of the Iloilo Provincial Government is cohesive, meaning that both age and sex do not contribute significantly to differences in individuals' perceptions of governance. Education, income and length of employment with the government are the three primary variables that differentiate between people. While there is universal recognition of core values such as transparency and inclusiveness, those with higher incomes and who have attained a post-graduate education have a greater level of appreciation for technical efficiency and accountability as a result of their career experience. In other words, although the government promotes inclusiveness, it is evident that an individual's perception of how effective the government's reforms have been will be significantly influenced by both the individual's professional background and socioeconomic status; as such, there is a clear "perception gap" that exists between optimistic, newer, employees and more critical, veteran, employees.
4. The importance of legislative innovation in creating resilient, adaptable governments can hardly be overstated. Developing new and innovative legal frameworks will allow institutions to become more transparent, accountable, and efficient in their administration of public services. Thus, flexible legal structures provide an effective mechanism for creating a responsive government that can meet the challenges of modern communities.

### Recommendations

Based on the findings and conclusions of this study, the following recommendations are suggested:

1. High public satisfaction may be harnessed by local/provincial government through digital governance platforms to bring about transparency/communication between citizens, and the government. Governments need to develop specific engagement programs targeted at middle-aged professionals in order to lower the socio-economic divide as well as make available to that group the benefits of legislation equally to younger/older citizens.
2. Local authorities should develop adaptive governance by instituting the decentralized accountability and adaptable learning models employed by Iloilo as an example. Leaders must use inclusive law-making to ensure that workplace practices are protected and growth opportunities continue to be available for all employees, especially those from low-income families.
3. Local leaders must create a focus on gender-neutral governing principles based upon being open and accountable in order to promote legislative innovations within the City of Iloilo. Since both men and women in the Province of Iloilo have similar views regarding reforms, local officials will be able to establish a unified policy direction towards fulfilling both sets of common expectations. Going forward, all interested parties need to promote the use of these types of high-quality standards within the legislative process, while the research community studies additional socio-economic variables affecting public trust. With the cooperation of all members who share the objective, it is possible to institutionalize legislation that is designed to serve all of the residents of the Province of Iloilo.
4. The link between publically defined shared values and the technical means of implementing those values must be enhanced in order for various stakeholders to effectively govern Iloilo. The local government should prioritize the development of programs that offer specialized legislative training to its legislators as both experience and education are the two primary predictors of how well legislators can provide services. More work must be done by mentoring programs to connect employees with institutional knowledge due to length of service to employees with relatively little institutional knowledge to provide new ideas on issues. In addition to these areas of focus, the community and civil society must continue to push for more transparency and equity in service delivery. If Iloilo focuses on targeted academic research and education to empower its citizens, it has the ability to develop into a more technically skilled and inclusive province.
5. If Iloilo wants to keep its adaptive governance going, the stakeholders (such as the government and civil society) need to institutionalize and implement gender parity and overcome barriers in the way that

mid-career and middle-income employees are engaged. The local governments must create permanent policies that codify how to create and sustain inclusive management—this means that all employees, particularly those at or just above senior levels, will have fair access to collaborative leadership and professional development. Civil society will need to advocate for transparent, equitable employment practices at all levels of the organization, while the academic community needs to study how systemic barriers limit mid-career employees from being actively engaged so that we can create a resilient administrative structure.

6. Legislative development and flexible legal structures that promote transparency and productivity will provide local governments with a solid foundation of accountability in ILOILO as they strive toward building a more resilient ILOILO. Additionally, active involvement by the citizens of Iloilo is pivotal in maintaining inclusivity within the governance system. Researchers need to continue looking into how the process of collective institutional learning can be used to support democratic ideals. Ultimately, all male and female participants in ILOILO must embrace these contemporary methods as a means of establishing transparent, adaptive systems that can effectively respond to 21st-century challenges.

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