



DEVELOPMENT OF SHARED GOVERNANCE IN THE CONTEXT OF STRATEGIC IMPLEMENTATION OF EXECUTIVE ORDER 70

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Abstract:

This study developed a Shared Governance Model in the context of the strategic implementation of Executive Order No. 70 (EO 70), which institutionalized the Whole-of-Nation Approach to End Local Communist Armed Conflict (ELCAC) in the Philippines. The research examined the current realities and challenges of governance and identified the critical factors that influence effective shared governance among government agencies, local government units, indigenous communities, and other stakeholders. A mixed-methods research design was employed, combining qualitative and quantitative approaches. Qualitative data were gathered through Key Informant Interviews (KIIs) with implementers and subject-matter experts from the development, security, and local governance sectors. Quantitative data were collected from 300 household respondents across the six provinces and cities of the Davao Region. Data analysis utilized thematic analysis, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM). Findings revealed persistent challenges in communication, coordination, collaboration, political dynamics, sociocultural inclusion, and economic resource allocation. The EFA extracted six governance dimensions, while subsequent CFA and model fit assessments resulted in a refined five-factor Shared Governance Model consisting of Collaborative Government Communication, Interagency Collaboration, Balanced Partnership Advocacy, Inclusive Governance, and Indigenous Vulnerability Dynamics. The model demonstrated satisfactory reliability and validity, indicating that these dimensions significantly contribute to effective governance and sustainable peacebuilding efforts under EO 70.

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The study concludes that shared governance is a multidimensional construct that strengthens stakeholder participation, institutional coordination, and community engagement. It recommends enhanced interagency mechanisms, inclusive governance practices, strengthened indigenous participation, and transparent resource management to improve the strategic implementation of EO 70 and promote long-term peace, security, and development in conflict-affected communities.

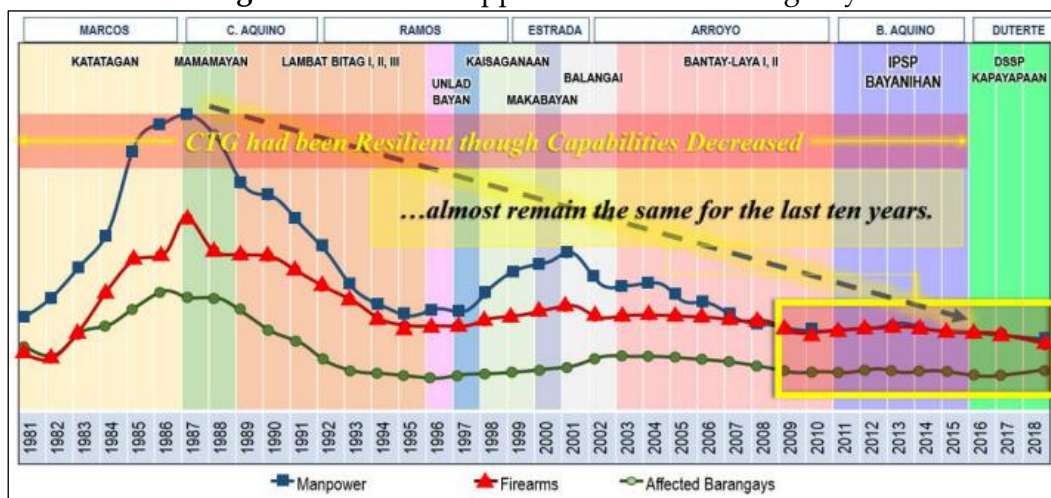
Keywords: shared governance, Executive Order No. 70, NTF-ELCAC, whole-of-nation approach, interagency collaboration, inclusive governance, peacebuilding

1. Introduction

1.1 Background of the Study

Insurgency involves a prolonged conflict in which non-state actors employ unconventional methods, including guerrilla warfare, political mobilization, and social movements, to challenge the authority and legitimacy of the state (Nayar, 2017; Yuson, 2021). Ideological motivations, often rooted in political, nationalist, or socio-economic grievances, enable insurgent organizations to mobilize marginalized communities by constructing narratives that resonate with local aspirations and perceived injustices (Mallanao, 2023; Tappe Ortiz, 2023). Historically, insurgencies became particularly prominent during the twentieth century as decolonization movements and Cold War rivalries reshaped global political landscapes (Taylor, 2020). In the Philippine context, government security institutions, particularly the Armed Forces of the Philippines (AFP) and the Philippine National Police (PNP), have continuously refined their counterinsurgency strategies in response to evolving political, military, and socio-economic conditions prior to the institutionalization of Executive Order No. 70 (NTF-ELCAC, 2019; Ferrer, 2023).

Figure 1: Different Approaches to End Insurgency



Source: ORC, PA, 2019.

On December 4, 2018, the Philippine government institutionalized the Whole-of-Nation Approach through Executive Order No. 70, establishing the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC). The policy seeks to address the root causes of insurgency through an integrated governance framework that harmonizes the efforts of national government agencies, local government units, civil society organizations, and other development stakeholders (NTF-ELCAC, 2019; Mendoza et al., 2021). Rather than relying solely on military interventions, EO 70 emphasizes political participation, socio-cultural inclusion, economic development, strategic communication, and institutional collaboration as complementary mechanisms for achieving sustainable peace and development (NTF-ELCAC, 2019; Palicte, 2022).

Figure 2: NTF-ELCAC 12-Lines of Effort



Within this framework, six governance dimensions communication, coordination, collaboration, political, sociocultural, and economic serve as essential mechanisms for integrating development and security interventions. These governance dimensions facilitate the synchronization of government agencies, non-government organizations, indigenous communities, and grassroots beneficiaries toward achieving inclusive governance and long-term peacebuilding (Ansell & Gash, 2008; Emerson et al., 2012; Bryson, 2018). Guided by the McKinsey 7S Model, the implementation framework further emphasizes organizational alignment through strategy, structure, systems, and shared values to ensure effective governance and institutional performance (McKinsey & Company, 1980; Bryson, 2018).

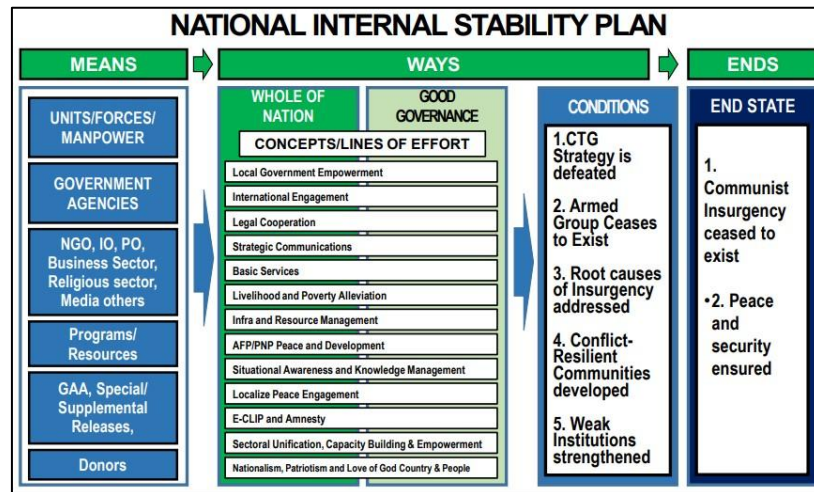
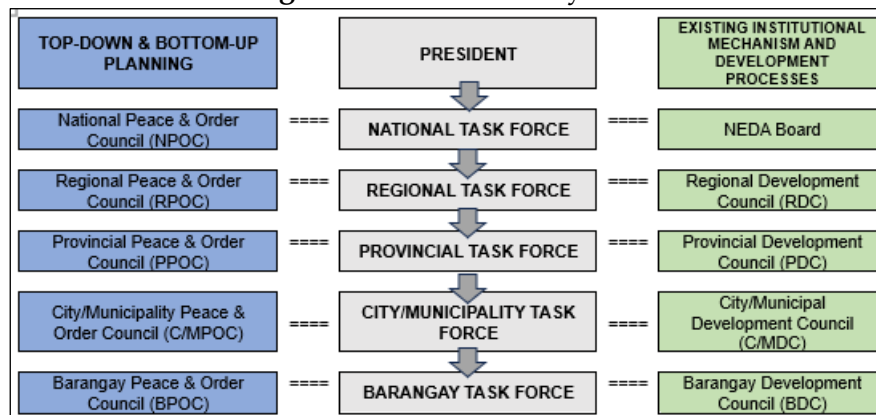


Figure 3: NTF-ELCAC National Plan

The organizational structure of the NTF-ELCAC reflects a highly coordinated governance mechanism headed by the President of the Republic of the Philippines and supported by the National Security Adviser and various cabinet departments. Through its twelve Lines of Effort, the task force integrates security operations with development interventions, institutional capacity-building, local government empowerment, peace engagement, and strategic communication to address both the immediate and structural causes of insurgency (NTF-ELCAC, 2019; Ferrer, 2023). This collaborative governance arrangement illustrates the practical application of whole-of-government and whole-of-society principles in addressing complex national security concerns (O'Leary & Bingham, 2018; Sørensen & Torfing, 2016).

Figure 4: NTF-ELCAC System



Source: NTF-ELCAC, 2019.

Shared values within the NTF-ELCAC are crucial for fostering cohesion, collaboration, and a unified goal of sustainable peace and development. Anchored in inclusivity, transparency, and accountability, these values support collective efforts to combat insurgency and empower marginalized groups. The Whole-of-Nation approach highlights the interconnectedness of societal factors, promoting multi-sectoral

collaboration among government, civil society, and the private sector. Transparency and public accountability build trust among stakeholders, guiding the NTF-ELCAC's actions in conflict resolution and peacebuilding, ultimately aiming for a more inclusive future for Filipinos. Effective policy implementation and shared governance are essential for coherence and synergy in these initiatives.

Despite significant accomplishments of the Whole-of-Nation Approach, including the declaration of insurgency-free areas in several regions, governance challenges continue to emerge in terms of communication, institutional coordination, political dynamics, stakeholder participation, cultural inclusion, and resource allocation (Palicte, 2022; Ferrer, 2023; Mallanao, 2023). These persistent governance issues highlight the necessity of developing an empirically validated Shared Governance Model that explains the interrelationships among governance dimensions and provides evidence-based guidance for strengthening the strategic implementation of Executive Order No. 70. Such a model contributes not only to public administration scholarship but also to improving governance effectiveness, institutional collaboration, and sustainable peacebuilding in conflict-affected communities (Ansell & Gash, 2008; Emerson et al., 2012; Bryson et al., 2014).

2. Scope of the Study

This study focused on the development of a Shared Governance Model in the context of the strategic implementation of Executive Order No. 70 (EO 70), which institutionalized the Whole-of-Nation Approach to End Local Communist Armed Conflict (NTF-ELCAC) in the Philippines. Specifically, the study examined the current realities and governance challenges encountered in implementing EO 70 and identified the underlying governance dimensions that influence effective shared governance among key stakeholders.

The investigation was conducted in the Davao Region, one of the priority areas for the implementation of EO 70. The qualitative phase involved Key Informant Interviews (KIIs) with representatives from government agencies, the security sector, local government units, and development stakeholders who have direct experience in the implementation of EO 70. The quantitative phase included survey responses from 300 household respondents residing in geographically isolated and disadvantaged areas (GIDAs) across the six provinces and cities of the Davao Region.

The study employed a mixed-methods research design integrating thematic analysis, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM) to develop and validate the proposed Shared Governance Model. The investigation was limited to the governance dimensions of communication, coordination, collaboration, political, sociocultural, and economic factors as perceived by the selected respondents. Consequently, the findings should be interpreted within the context of EO 70 implementation in the Davao Region and may

not be directly generalized to other regions or governance settings without considering contextual differences.

The study did not evaluate the operational or military effectiveness of counterinsurgency operations, nor did it assess the security performance of the Armed Forces of the Philippines, the Philippine National Police, or other security agencies. Rather, it concentrated on the governance processes, stakeholder collaboration, institutional coordination, and participatory mechanisms that contribute to the effective implementation of the Whole-of-Nation Approach under Executive Order No. 70.

2.1 Statement of the Problem

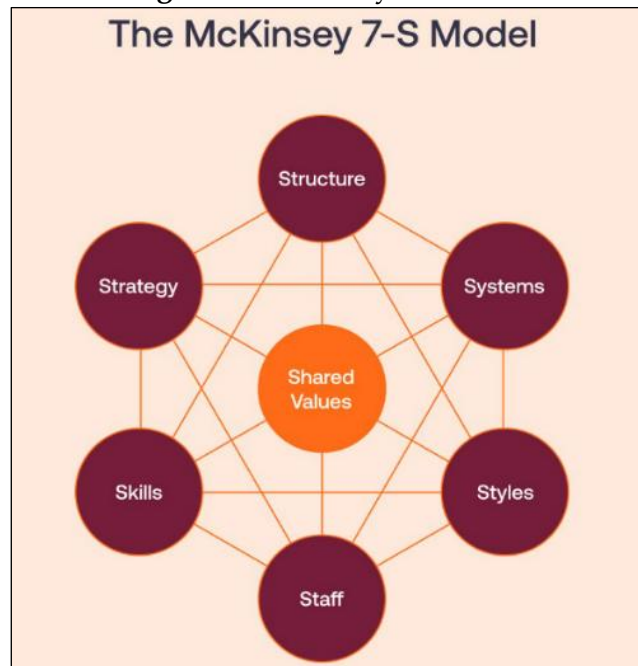
In the pursuit of understanding the intricate dynamics surrounding the development of shared governance within the context of the strategic implementation of EO 70, this research seeks to contribute valuable insights and recommendations to the ongoing discourse on enhancing governance and processes within the ambit of EO 70's strategic implementation and further endeavors to address three pivotal research questions.

- 1) What are the current realities and challenges of governance in the context of Strategic Implementation of EO 70?
- 2) What are the factors in the Shared Governance in the context of Strategic Implementation of EO 70?
- 3) What Shared Governance model in the context of Strategic Implementation of EO 70 could be developed?

3. Literature Review

A compilation of international and local research papers, books, and scholarly articles. It sought to review previous research on insurgency and governance of the government's EO 70 "Whole-of-Nation Approach" and the NTF-ELCAC. In addition, this chapter examined the theories used to evaluate the government's performance and effectiveness in relation to McKinsey's 7S model focusing on Strategy, Structure, System, and Shared Values as study dimensions (Figure 5).

Figure 5: Mc Kinsey 7-S Model



Source: Mc Kinsey, 1980

3.1 Shared Governance

Shared governance has increasingly emerged as a fundamental approach for addressing complex public problems that require collaboration among multiple stakeholders across different institutional levels. Rather than relying solely on hierarchical government structures, shared governance promotes collective decision-making, shared accountability, and coordinated action among government agencies, civil society organizations, local communities, and the private sector (Ansell & Gash, 2008; Emerson et al., 2012; O'Leary & Bingham, 2018). This governance paradigm recognizes that contemporary public issues are multidimensional and therefore require integrated solutions that transcend organizational boundaries (Bryson et al., 2014; Sørensen & Torfing, 2016).

The collaborative governance framework proposed by Ansell and Gash (2008) emphasizes that successful governance depends upon face-to-face dialogue, trust-building, commitment to shared processes, mutual understanding, and intermediate outcomes that reinforce long-term collaboration. Similarly, Emerson et al. (2012) argue that collaborative governance regimes are strengthened through principled engagement, shared motivation, and institutional capacity, thereby enabling stakeholders to coordinate resources and collectively solve public problems.

Within organizational management, the McKinsey 7S Model provides an important complementary framework by emphasizing the alignment among strategy, structure, systems, shared values, staff, skills, and leadership style (McKinsey & Company, 1980). Among these elements, shared values serve as the foundation for organizational cohesion and collective action, making the model particularly relevant to

collaborative governance initiatives where institutional alignment is necessary for effective policy implementation (Bryson, 2018).

3.2 Communication

Communication constitutes one of the most critical dimensions of collaborative governance because it facilitates transparency, trust, stakeholder participation, and coordinated decision-making. Effective communication allows institutions to disseminate information, manage stakeholder expectations, reduce uncertainty, and strengthen accountability mechanisms (Kaufmann et al., 2010; Bryson, 2018).

The Worldwide Governance Indicators developed by Kaufmann et al. (2010) recognize transparency and government effectiveness as essential components of good governance, both of which rely heavily on strategic communication systems. Likewise, Bryson (2018) argues that strategic planning cannot succeed without communication processes that establish shared organizational goals and facilitate coordination across multiple agencies.

In collaborative governance settings, communication extends beyond information dissemination and becomes a mechanism for relationship building, conflict resolution, and stakeholder engagement. Transparent communication enhances institutional legitimacy and public trust while reducing misconceptions that often undermine collaborative initiatives (Grimmelikhuijsen & Meijer, 2014; Kioussis, 2016). Consequently, communication serves as the foundation upon which collaborative governance processes are sustained.

3.3 Coordination

Coordination refers to the systematic alignment of organizational structures, institutional responsibilities, and operational activities among multiple stakeholders pursuing common policy objectives. Effective coordination minimizes duplication of functions, improves resource utilization, and enhances institutional efficiency (Emerson et al., 2012). Collaborative governance requires clearly defined structures and systems that facilitate information sharing, joint planning, and synchronized implementation. McKinsey's organizational framework similarly emphasizes that organizational structures and systems should be aligned with strategic objectives to maximize institutional effectiveness (McKinsey & Company, 1980). Emerson et al. (2012) further argue that institutional coordination enables organizations to respond collectively to complex governance challenges through integrated decision-making processes.

Interagency coordination has become increasingly important in public administration because contemporary governance challenges frequently cross organizational mandates and jurisdictional boundaries. Strategic coordination therefore strengthens policy coherence while enhancing service delivery and accountability (Bryson et al., 2014; O'Leary & Bingham, 2018).

3.4 Collaboration

Collaboration represents the operational mechanism through which diverse organizations collectively mobilize knowledge, resources, and expertise to address shared societal concerns. Unlike traditional bureaucratic governance, collaborative governance emphasizes partnership, consensus-building, and shared responsibility among participating institutions (Ansell & Gash, 2008; Emerson et al., 2012).

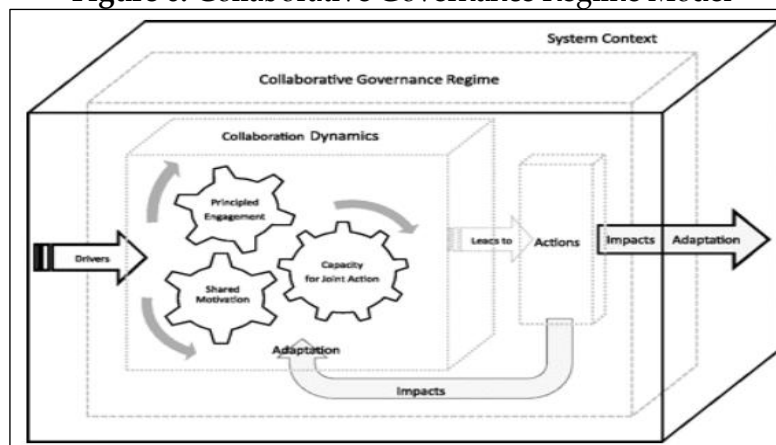
Bryson et al. (2014) note that successful public governance increasingly depends on collaborative networks capable of integrating diverse organizational capacities. Similarly, Sørensen and Torfing (2016) emphasize that collaborative innovation enables governments to generate more adaptive and sustainable public policies through stakeholder engagement and knowledge sharing.

The Whole-of-Nation Approach institutionalized under Executive Order No. 70 reflects these collaborative governance principles by encouraging government agencies, local government units, indigenous communities, civil society organizations, and other sectors to jointly address the root causes of insurgency through integrated development interventions (NTF-ELCAC, 2019; Mendoza et al., 2021).

3.5 Theory-Based Collaborative Governance Regime Model

The Collaborative Governance Regime Model emphasizes principled engagement, shared motivation, and institutional capacity as the primary drivers of collaborative governance outcomes (Emerson et al., 2012). Meanwhile, Ansell and Gash (2008) argue that governance effectiveness depends upon continuous dialogue, trust-building, consensus-oriented decision-making, and institutional commitment among participating stakeholders. Joseph and Bogue (2016) further extend these perspectives by highlighting the importance of multilevel governance structures characterized by inclusivity, communication, accountability, adaptability, transparency, and continuous evaluation.

Figure 6: Collaborative Governance Regime Model



Source: Ansell and Gash, 2000.

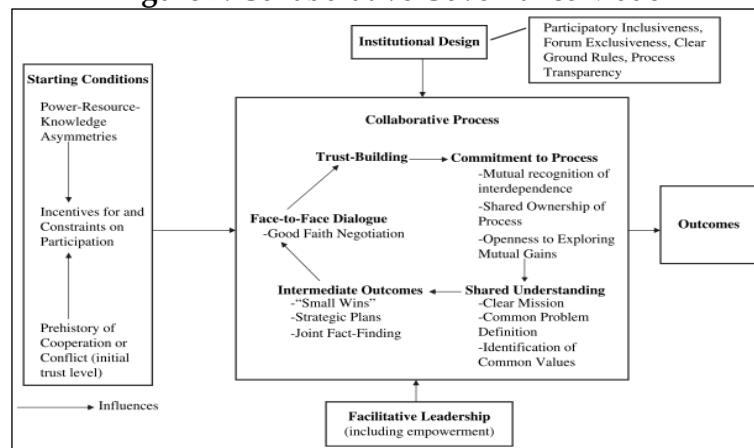
Collectively, these theoretical perspectives provide the conceptual basis for examining how communication, coordination, collaboration, political, sociocultural, and

economic dimensions influence the development of an empirically validated Shared Governance Model in the strategic implementation of Executive Order No. 70.

3.6 A Model on Collaborative Governance

The model (Figure 7) focuses on the dynamics of collaborative decision-making and problem-solving in governance the importance of collaborative decision-making, interdependence, mutual adaptation, shared values, network structures, information-sharing, and shared responsibility (Ansell and Gash, 2008) among diverse stakeholders.

Figure 7: Collaborative Governance Model

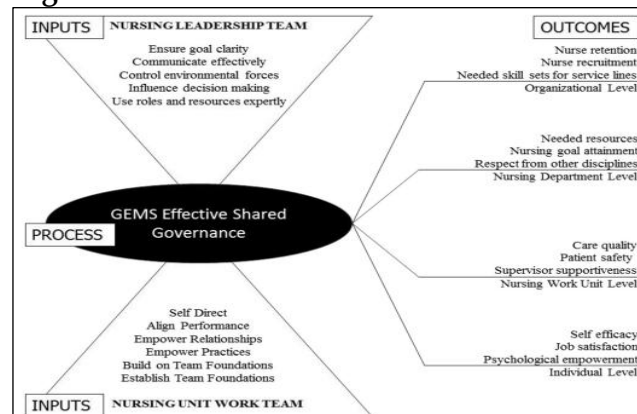


Source: Ansell, 2000.

3.7 The General Theory for Effective Multilevel Shared Governance

This model (Figure 8) proposed a collaborative approach to decision-making across various hierarchical levels within an organization or system. The theory emphasized principles such as inclusivity, communication, accountability, adaptability, transparency, conflict resolution, and continuous evaluation. In essence, it advocated for a dynamic and transparent governance structure that involved the active participation of stakeholders at different levels, aiming to achieve effective decision-making, address conflicts, and adapt to the evolving needs of the organization or system (Joseph and Bogue, 2016).

Figure 8: Effective Multilevel Shared Governance



Source: Scherer, 2000.

4. Methods

This study utilized a mixed-methods approach to explore shared governance in the context of Executive Order 70, aimed at addressing insurgency and fostering development in conflict-affected areas. It comprised two phases: a qualitative phase involving semi-structured interviews with regional implementors from various government sectors, and a quantitative phase featuring a structured survey administered to households in five provinces of the Davao region. The qualitative data underwent thematic analysis to identify key themes, while the quantitative data utilized exploratory and confirmatory factor analyses to assess relationships among variables and the model's validity and reliability. Data sources included insights from key informant interviews and survey responses, all structured around six governance dimensions: communication, coordination, collaboration, political, sociocultural, and economic. Pilot tests were conducted for the survey instruments, ensuring their effectiveness prior to implementation. The study's findings aim to enhance communication and collaboration among stakeholders involved in EO 70's strategic execution.

The study on quantitative data analysis utilized exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) to validate the measurement instrument. EFA assessed data suitability through measures like the Kaiser-Meyer-Olkin (KMO) and Bartlett's test, ensuring substantial correlations among variables. CFA refined the factor structures from EFA, confirming construct validity via Structural Equation Model (SEM) Path Analysis. A multi-state random sampling strategy was employed for participant selection in Key Informant Interviews (KII), focusing on individuals involved in implementing Executive Order 70 across various government sectors. A sample size of 300 households from Geographically Isolated and Disadvantaged Areas (GIDAs) was targeted, promoting a comprehensive understanding of local community perspectives impacted by the research issues.

Table 1: Sampling Distribution

Province or City	Nr of Respondents
Davao City	50
Davao del Norte	50
Davao del Sur	50
Davao Occidental	50
Davao Oriental	50
Davao de Oro	50
Total	300

The survey data underwent thorough statistical analysis to derive insights and validate conclusions. Initially, Exploratory Factor Analysis (EFA) identified latent structures, while Confirmatory Factor Analysis (CFA) validated these structures. Key evaluations included Sampling Adequacy, Total Variance Explained, and Factor Loadings. Subsequent analyses employed Structural Equation Modeling (SEM) to ensure reliability

and validity, assessing Model Fit Indices and conducting Model Comparison to identify the optimal model for studying Shared Governance in the context of Strategic Implementation of EO 70.

5. Findings and Discussion

5.1 Current Realities and Challenges of Shared Governance in the Context of Strategic Implementation of Executive Order 70

The qualitative findings revealed that the strategic implementation of Executive Order No. 70 (EO 70) is characterized by multifaceted governance challenges that influence the effectiveness of shared governance across development, security, and local governance sectors. Analysis of the key informant interviews generated six overarching governance dimensions, namely communication, coordination, collaboration, political, sociocultural, and economic factors. These dimensions demonstrate that governance within the Whole-of-Nation Approach extends beyond institutional arrangements and requires continuous interaction, mutual trust, stakeholder participation, and adaptive leadership among implementing agencies and affected communities. These findings support collaborative governance theory, which emphasizes that effective governance emerges through principled engagement, shared motivation, institutional capacity, and collective action among multiple stakeholders (Ansell & Gash, 2008; Emerson et al., 2012; Bryson et al., 2014).

5.2 Communication

The findings indicate that communication remains one of the most critical determinants of successful shared governance under EO 70. Participants consistently described communication barriers arising from cultural differences, language limitations, misinformation, and varying public perceptions toward government interventions. These challenges often reduce stakeholder participation and weaken institutional trust, particularly among geographically isolated and indigenous communities.

The emergence of the **Perception Paradox** illustrates how preconceived notions toward government agencies continue to influence community participation. Many respondents explained that communities initially perceive government implementers as external actors rather than development partners. Such perceptions have been shaped by historical experiences, misinformation, and ideological narratives that influence community attitudes toward government programs. Similar observations have been reported by Smith (2018), Jones et al. (2020), and Mallanao (2023), who argue that negative perceptions significantly reduce public acceptance of governance initiatives in conflict-affected communities.

Likewise, the theme of **Perspective Prism** demonstrates that communication effectiveness is strongly influenced by cultural interpretation and community experiences. Participants emphasized that indigenous communities interpret government interventions through their historical, social, and cultural contexts.

Consequently, communication strategies that fail to recognize these perspectives often encounter resistance and skepticism. This finding aligns with the work of Johnson (2019), Brown et al. (2021), and Kaufmann et al. (2010), who contend that transparent, culturally responsive communication strengthens institutional legitimacy and enhances stakeholder trust.

The findings further revealed that **Cultural Diversity** serves as an important communication consideration during EO 70 implementation. Respecting indigenous identities, traditions, languages, and customary governance structures enhances community acceptance of government initiatives. These observations support studies emphasizing that culturally sensitive governance promotes inclusivity, social cohesion, and meaningful stakeholder engagement (Scheyvens & Banks, 2016; Lee, 2016; Smith & Akagawa, 2009).

Participants likewise identified **Intersectoral Resilience Connections** as an important communication challenge. Fragmented communication systems, inconsistent stakeholder participation, and bureaucratic communication channels often hinder information sharing among implementing agencies. These findings support Emerson et al. (2012), who argue that institutional communication mechanisms are fundamental to collaborative governance because they facilitate coordination, shared learning, and collective decision-making. Similarly, Bryson (2018) emphasizes that strategic communication enables organizations to align institutional objectives while reducing duplication of efforts.

The themes of **Harmony Across Cultures, Integrated Governance, and Linking Perspectives** collectively demonstrate that communication extends beyond information dissemination and functions as a governance mechanism for building trust, encouraging participation, and strengthening collaboration among government agencies and local communities. These findings reinforce collaborative governance literature suggesting that continuous dialogue, transparency, and reciprocal communication are prerequisites for sustaining interorganizational partnerships and achieving successful policy implementation (Ansell & Gash, 2008; Emerson et al., 2012; Grimmelikhuijsen & Meijer, 2014).

Overall, the communication findings indicate that effective shared governance under EO 70 depends not only on the transmission of information but also on developing culturally responsive, participatory, and transparent communication systems that strengthen relationships among stakeholders. Such findings reinforce the argument that communication represents a foundational dimension of collaborative governance and significantly contributes to institutional effectiveness in complex governance environments (Bryson et al., 2014; O'Leary & Bingham, 2018; Sørensen & Torfing, 2016).

5.3 Current Realities and Challenges of Shared Governance on Coordination

The findings underscore that coordination constitutes a critical governance mechanism for the successful strategic implementation of Executive Order No. 70 (EO 70). Participants consistently emphasized that effective coordination extends beyond

administrative compliance and requires institutional alignment, shared accountability, synchronized planning, and sustained interagency commitment. The qualitative evidence demonstrates that governance under the Whole-of-Nation Approach depends largely on the ability of government agencies to coordinate resources, harmonize mandates, and establish mechanisms that facilitate collective decision-making across multiple sectors. These findings reinforce the Collaborative Governance Regime Model, which identifies institutional coordination as an essential component for achieving effective governance outcomes through principled engagement and collaborative capacity (Emerson et al., 2012).

The theme **Synergistic Operations** revealed that interagency coordination is strengthened when organizations clearly understand their respective mandates while maintaining a shared commitment to common development objectives. Participants acknowledged that existing coordination platforms have improved institutional relationships among security agencies and development organizations, although challenges associated with overlapping responsibilities, organizational culture, and bureaucratic procedures continue to affect implementation. Similar observations have been reported by Emerson et al. (2012), who argue that clearly defined governance structures and collaborative processes facilitate effective coordination and reduce institutional fragmentation. Likewise, Bryson et al. (2014) emphasize that successful public governance increasingly depends upon collaborative institutional arrangements capable of integrating diverse organizational capacities toward common policy goals.

The findings also identified **Integrated Governance** as an essential feature of successful coordination under EO 70. Participants highlighted that coordinated delivery of infrastructure, livelihood assistance, education, and basic social services has enhanced community confidence in government institutions while addressing some of the structural conditions associated with insurgency. This integrated approach reflects the principles of Whole-of-Government governance, wherein complex societal challenges require coordinated interventions from multiple agencies rather than isolated institutional responses (O'Leary & Bingham, 2018; Sørensen & Torfing, 2016). Furthermore, NTF-ELCAC (2019) recognizes interagency integration as a central mechanism for implementing the Whole-of-Nation Approach through synchronized development and security interventions.

The theme **Harmonizing Operational Effectiveness** demonstrates that coordination remains constrained by bureaucratic procedures, limited institutional capacities, competing organizational priorities, and resource constraints. Participants emphasized that overcoming these barriers requires adaptive leadership, flexible management systems, and stronger institutional partnerships capable of responding to changing operational environments. These observations align with Emerson et al. (2012), who argue that collaborative governance requires continuous institutional adaptation, facilitative leadership, and organizational learning to sustain effective coordination. Similarly, O'Leary and Bingham (2018) contend that collaborative public management

demands adaptive institutional arrangements capable of responding to complex governance environments through continuous cooperation.

Another significant finding emerged through the theme **Synergizing Government Actions**, where respondents recognized the importance of centralized coordination, monitoring systems, and institutional oversight in improving governance effectiveness. Participants indicated that coordinated monitoring mechanisms have enhanced accountability, promoted transparency, and facilitated evidence-based decision-making across implementing agencies. These findings support Kaufmann et al. (2010), who identify government effectiveness, regulatory quality, and accountability as core dimensions of good governance. Likewise, Grimmelikhuijsen and Meijer (2014) argue that transparent governance systems strengthen public trust and institutional legitimacy by improving accountability mechanisms and organizational responsiveness.

The final theme, **Optimizing Government Performance**, highlights that sustainable coordination depends upon institutional commitment, leadership continuity, capacity development, and continuous organizational improvement. Participants recognized that strengthening interagency partnerships, enhancing technical competencies, and promoting collaborative learning contribute significantly to governance effectiveness under EO 70. These findings are consistent with Bryson et al. (2014), who emphasize that institutional learning and collaborative leadership enhance organizational performance in complex governance environments. Similarly, UNDP (2009) argues that institutional capacity development enables public organizations to strengthen governance systems, improve service delivery, and achieve sustainable development outcomes.

Overall, the coordination findings demonstrate that successful implementation of EO 70 depends upon institutional mechanisms that promote strategic alignment, collaborative leadership, integrated planning, organizational learning, and adaptive governance. Rather than functioning merely as an administrative process, coordination emerges as a multidimensional governance capability that enables government institutions to collectively address complex security and development challenges. These findings reinforce collaborative governance theory by demonstrating that effective institutional coordination strengthens stakeholder relationships, enhances policy coherence, improves resource efficiency, and ultimately contributes to sustainable peacebuilding and inclusive development (Ansell & Gash, 2008; Emerson et al., 2012; Bryson et al., 2014).

5.4 Current Realities and Challenges of Shared Governance on Collaboration

The findings demonstrate that collaboration represents a fundamental dimension of shared governance in the strategic implementation of Executive Order No. 70 (EO 70). Participants consistently emphasized that effective collaboration extends beyond institutional cooperation and encompasses shared responsibility, mutual trust, stakeholder engagement, and collective ownership of development initiatives. The qualitative evidence suggests that the Whole-of-Nation Approach functions most

effectively when government agencies, local government units, indigenous communities, civil society organizations, and other stakeholders actively participate in coordinated governance processes. These findings support the collaborative governance framework proposed by Ansell and Gash (2008), which argues that sustainable governance outcomes emerge through consensus-oriented decision-making, trust-building, and continuous stakeholder engagement. Similarly, Emerson et al. (2012) maintain that collaborative governance regimes rely upon principled engagement, shared motivation, and institutional capacity to achieve collective public outcomes.

The theme **Optimizing Interagency** revealed that collaboration is significantly influenced by the quality of interagency communication, institutional relationships, and shared operational objectives. Participants identified fragmented communication channels, inconsistent information sharing, and organizational silos as major barriers that limit collaborative effectiveness. Although existing coordination mechanisms have strengthened institutional partnerships, respondents emphasized that collaboration requires clearly defined communication protocols, shared performance expectations, and continuous engagement among participating agencies. These findings are consistent with Bryson et al. (2014), who argue that successful cross-sector collaboration depends on establishing collaborative structures that facilitate communication, trust, and mutual accountability. Likewise, O'Leary and Bingham (2018) emphasize that collaborative public management requires institutional arrangements capable of integrating multiple organizational perspectives into unified governance strategies.

The emergence of **Community Partnership** underscores the importance of participatory governance in achieving sustainable peace and development. Participants highlighted that collaborative relationships between government institutions and local communities have strengthened project implementation through shared planning, participatory decision-making, and community ownership of development interventions. However, respondents also acknowledged that bureaucratic structures, organizational hierarchies, and institutional resistance continue to constrain meaningful participation. These findings support Fung (2015), who contends that citizen participation enhances democratic governance by improving accountability, transparency, and policy responsiveness. Similarly, Hickey and Mohan (2005) argue that meaningful participation empowers communities by enabling them to influence development decisions that directly affect their social and economic well-being.

The theme **Interagency Collaboration** further illustrates that effective governance requires integrating diverse institutional mandates into coherent development strategies. Participants identified multi-agency service delivery, coordinated livelihood programs, and integrated development planning as effective mechanisms for strengthening governance in conflict-affected communities. Such collaborative arrangements allow agencies to maximize institutional resources while minimizing duplication of efforts and improving service accessibility. These observations reinforce Emerson et al.'s (2012) argument that collaborative governance strengthens institutional effectiveness by integrating complementary organizational capacities. Moreover, Sørensen and Torfing

(2016) emphasize that collaborative innovation enables public institutions to develop adaptive solutions to increasingly complex governance challenges.

The findings also identified **Community Integration** as an essential component of collaborative governance. Participants emphasized the importance of strengthening partnerships with Indigenous Peoples (IPs), recognizing indigenous knowledge systems, and expanding capacity-building initiatives to encourage active participation in governance processes. Effective collaboration was viewed as requiring mutual respect, cultural sensitivity, and continuous dialogue between government institutions and indigenous communities. These findings align with Scheyvens and Banks (2016), who argue that development initiatives become more sustainable when local knowledge systems and community perspectives are integrated into governance processes. Similarly, Smith and Akagawa (2009) emphasize that recognizing cultural heritage and indigenous identity strengthens stakeholder trust and promotes long-term institutional legitimacy.

Another significant finding emerged through the theme **Interagency Security Partnership**, which demonstrates that collaboration between security institutions and development agencies is indispensable in addressing the multidimensional causes of insurgency. Participants acknowledged that coordinated interventions involving security operations, infrastructure development, education, livelihood assistance, and social services have generated more sustainable outcomes than isolated agency initiatives. This finding reflects the Whole-of-Nation philosophy institutionalized under EO 70, which recognizes that peacebuilding requires synchronized efforts among government institutions, civil society organizations, and local communities (NTF-ELCAC, 2019; Mendoza et al., 2021). Bryson et al. (2014) similarly argue that collaborative governance enables organizations with diverse mandates to collectively address complex public problems that cannot be solved independently.

The themes **Conflict Zone Focus** and **Responsibility and Accountability** further demonstrate that sustainable collaboration depends upon clearly defined institutional roles, shared accountability mechanisms, and continuous stakeholder commitment. Participants observed that collaborative governance is frequently undermined by unresolved institutional conflicts, unclear responsibilities, inconsistent participation, and limited accountability among implementing agencies. Addressing these issues requires governance mechanisms that promote transparency, reciprocal accountability, and collaborative leadership across organizations. These findings are consistent with Grimmekhuijsen and Meijer (2014), who identify transparency as a critical determinant of institutional trust, and Kaufmann et al. (2010), who emphasize accountability and government effectiveness as essential dimensions of good governance. Furthermore, Stoker (2006) argues that public value management requires shared accountability among public institutions to produce sustainable governance outcomes.

Overall, the findings indicate that collaboration within EO 70 functions as a multidimensional governance capability that integrates institutional resources, stakeholder participation, and collective decision-making to achieve sustainable peace

and development. Rather than representing a simple administrative partnership, collaboration emerges as a strategic governance process that strengthens institutional legitimacy, improves service delivery, enhances community ownership, and promotes resilience in conflict-affected communities. These findings strongly support the propositions of collaborative governance theory, which view trust, participation, shared responsibility, and institutional integration as fundamental prerequisites for effective governance and long-term policy sustainability (Ansell & Gash, 2008; Emerson et al., 2012; Bryson et al., 2014; O'Leary & Bingham, 2018).

5.6 Current Realities and Challenges of Shared Governance on Sociocultural

The findings reveal that sociocultural factors constitute a fundamental dimension of shared governance in the strategic implementation of Executive Order No. 70 (EO 70). Participants consistently emphasized that governance effectiveness is closely associated with the government's capacity to recognize cultural diversity, strengthen community identity, promote social inclusion, and build trust among culturally diverse stakeholders. The qualitative evidence suggests that sustainable peacebuilding cannot be achieved solely through institutional or security interventions but must also address the sociocultural realities that shape community perceptions, participation, and acceptance of government programs. These findings are consistent with collaborative governance theory, which emphasizes that inclusive participation, mutual respect, and shared values are essential for building effective governance systems (Ansell & Gash, 2008; Emerson et al., 2012). Likewise, Sørensen and Torfing (2016) argue that collaborative governance succeeds when institutions recognize the diversity of stakeholder interests and integrate local knowledge into decision-making processes.

The theme **Cultural Preservation** emerged as a significant component of sociocultural governance. Participants emphasized the importance of protecting indigenous traditions, cultural heritage, customary practices, and local identities while implementing government development programs. They noted that respecting cultural practices fosters stronger relationships between government agencies and local communities, thereby enhancing community acceptance of development interventions. These findings support the work of Smith and Akagawa (2009), who argue that preserving cultural heritage strengthens social cohesion and reinforces community identity. Similarly, Scheyvens and Banks (2016) contend that development initiatives become more sustainable when local culture and indigenous knowledge systems are incorporated into governance processes rather than being marginalized by externally driven interventions.

Another important finding is reflected in the theme **Inclusive Community Engagement**, where respondents highlighted that meaningful participation of Indigenous Peoples (IPs), community leaders, women's organizations, youth groups, and other marginalized sectors contributes significantly to effective governance. Participants explained that involving diverse community sectors in consultation, planning, implementation, and evaluation promotes a sense of ownership and shared

responsibility for government programs. These findings are consistent with Fung (2015), who argues that participatory governance enhances democratic legitimacy by expanding opportunities for citizen involvement in public decision-making. Likewise, Hickey and Mohan (2005) emphasize that genuine participation empowers communities by enabling them to influence policies and programs that directly affect their social and economic well-being.

The findings also identified **Social Cohesion and Trust** as a critical sociocultural challenge in implementing EO 70. Participants observed that historical conflicts, ideological divisions, misinformation, and previous experiences with government institutions have influenced levels of trust within many communities. Rebuilding this trust requires sustained dialogue, transparency, cultural sensitivity, and continuous engagement between government agencies and local stakeholders. These observations support Ansell and Gash (2008), who identify trust-building as one of the foundational conditions for successful collaborative governance. Similarly, Emerson et al. (2012) argue that shared motivation, which includes mutual trust, legitimacy, and commitment, is essential for sustaining collaborative governance regimes.

The theme **Respect for Diversity** further demonstrates that governance effectiveness depends on recognizing the unique social, cultural, linguistic, and religious characteristics of communities. Participants explained that culturally responsive approaches reduce resistance to government interventions and strengthen collaboration among stakeholders with diverse backgrounds. This finding aligns with the United Nations Development Programme (UNDP, 2009), which recognizes inclusiveness and equity as core principles of good governance. Furthermore, UNESCO (2017) emphasizes that cultural diversity should be regarded as a strategic asset for sustainable development because it enhances social resilience, strengthens local institutions, and promotes peaceful coexistence.

Participants likewise emphasized the importance of **Community Empowerment** through education, capacity-building, livelihood opportunities, and leadership development. Strengthening local capacities enables communities to actively participate in governance processes while increasing their resilience against conflict, poverty, and social exclusion. These findings support Sen's (1999) capability approach, which argues that development should expand people's capabilities to participate meaningfully in decisions affecting their lives. Similarly, UNDP (2009) maintains that empowering communities strengthens institutional accountability and promotes sustainable governance outcomes through active civic participation.

The findings further revealed that **Shared Values and Collective Identity** serve as important foundations for sustaining collaborative relationships among government agencies and communities. Participants recognized that promoting shared aspirations for peace, security, and development encourages stronger institutional partnerships and collective responsibility for achieving long-term governance objectives. These observations are consistent with the McKinsey 7S Model, which identifies shared values as the central element that aligns organizational behavior, institutional culture, and

strategic objectives (McKinsey & Company, 1980). Bryson (2018) likewise argues that shared organizational values enhance institutional commitment and improve collaborative performance across multiple stakeholders.

Overall, the sociocultural findings indicate that shared governance under EO 70 extends beyond administrative coordination and institutional collaboration by recognizing culture, identity, trust, inclusion, and community empowerment as essential governance resources. The findings demonstrate that culturally responsive governance enhances institutional legitimacy, strengthens stakeholder relationships, promotes meaningful participation, and contributes to sustainable peacebuilding within conflict-affected communities. These results strongly reinforce collaborative governance literature, which recognizes sociocultural inclusion as a critical determinant of governance effectiveness, institutional resilience, and long-term development outcomes (Ansell & Gash, 2008; Emerson et al., 2012; Bryson et al., 2014; Sørensen & Torfing, 2016).

5.7 Current Realities and Challenges of Shared Governance on Economic

The findings indicate that economic factors constitute a vital dimension of shared governance in the strategic implementation of Executive Order No. 70 (EO 70). Participants consistently emphasized that sustainable peace and governance are closely linked to the improvement of local economic conditions, equitable access to development opportunities, and the effective delivery of government livelihood and infrastructure programs. The qualitative evidence demonstrates that communities affected by insurgency often associate peace with economic security, employment opportunities, and improved access to basic public services. These findings support the Whole-of-Nation Approach, which recognizes that addressing poverty, inequality, and limited economic opportunities is essential for resolving the structural causes of local armed conflict (NTF-ELCAC, 2019; Mendoza et al., 2021). Likewise, Sen (1999) argues that development should expand people's capabilities by providing opportunities that improve their quality of life and reduce social vulnerabilities.

The theme **Sustainable Livelihood Development** emerged as one of the strongest economic realities identified by participants. Respondents emphasized that government livelihood assistance, agricultural support, entrepreneurship programs, and skills development initiatives have improved household income while reducing communities' vulnerability to insurgent recruitment. Participants further explained that economic empowerment strengthens community resilience by providing legitimate and sustainable sources of income. These findings are consistent with the United Nations Development Programme (UNDP, 2009), which recognizes inclusive economic development as a fundamental component of good governance and sustainable peacebuilding. Similarly, the Organisation for Economic Co-operation and Development (OECD, 2020) emphasizes that inclusive economic growth contributes to social stability by addressing structural inequalities and improving public trust in government institutions.

The findings likewise identified **Economic Empowerment** as a significant governance mechanism that promotes community participation and long-term development. Participants highlighted that financial assistance, access to markets, agricultural productivity programs, and livelihood diversification have enabled local communities to become active partners in government development initiatives. However, respondents also acknowledged that unequal access to financial resources, inadequate market linkages, and limited institutional support continue to constrain local economic development. These observations support Sen's (1999) capability approach, which argues that expanding economic opportunities enhances individual freedom, social participation, and human development. Furthermore, the World Bank (2017) emphasizes that economic inclusion strengthens institutional legitimacy by reducing poverty and expanding citizens' opportunities to participate in productive economic activities.

Another important finding emerged through the theme **Infrastructure and Public Service Development**, where participants recognized that roads, schools, health facilities, water systems, and communication infrastructure have significantly improved economic activities and strengthened government presence within geographically isolated and disadvantaged communities. Participants emphasized that infrastructure development facilitates access to education, healthcare, markets, and government services, thereby improving both economic productivity and social well-being. These findings align with the World Bank (2017), which identifies infrastructure investment as a critical driver of inclusive development and poverty reduction. Likewise, OECD (2020) argues that public infrastructure strengthens local economic resilience by increasing productivity, connectivity, and investment opportunities.

The theme **Resource Mobilization and Allocation** further demonstrates that effective shared governance depends upon equitable distribution of government resources and coordinated budget implementation among participating agencies. Respondents observed that collaborative resource mobilization enhances the efficiency of development interventions while reducing duplication of government programs. Nevertheless, participants identified budget constraints, delayed fund releases, and competing institutional priorities as persistent challenges affecting program implementation. These findings support Bryson et al. (2014), who argue that collaborative governance enables organizations to pool resources, coordinate investments, and improve collective performance. Similarly, Emerson et al. (2012) maintain that institutional capacity—including financial, human, and technical resources—is essential for sustaining collaborative governance regimes.

Participants also emphasized **Inclusive Economic Participation**, highlighting the importance of ensuring that Indigenous Peoples, farmers, women, youth, and other marginalized sectors benefit equitably from government development programs. Respondents stressed that economic development initiatives should be community-driven, culturally responsive, and responsive to local priorities to ensure sustainability. These findings are consistent with Fung (2015), who argues that inclusive governance

enhances the effectiveness of public policies by encouraging broad stakeholder participation in development processes. Similarly, Scheyvens and Banks (2016) emphasize that locally driven development initiatives promote greater ownership, sustainability, and social equity by recognizing the capacities and aspirations of local communities.

The findings further revealed that **Economic Resilience** has become an important outcome of collaborative governance under EO 70. Participants explained that diversified livelihoods, strengthened local enterprises, improved agricultural productivity, and enhanced institutional support have enabled communities to better withstand economic shocks and reduce dependence on conflict-driven economies. These observations support the United Nations Sustainable Development Goals (United Nations, 2015), particularly Goal 1 (No Poverty), Goal 8 (Decent Work and Economic Growth), and Goal 16 (Peace, Justice, and Strong Institutions), which collectively recognize that sustainable economic development contributes to peaceful, inclusive, and resilient societies.

Overall, the economic findings demonstrate that shared governance under EO 70 extends beyond the implementation of livelihood programs and infrastructure projects by establishing collaborative mechanisms that promote inclusive economic growth, equitable resource distribution, institutional coordination, and community empowerment. Economic development therefore emerges not merely as a development outcome but as a strategic governance instrument that strengthens institutional legitimacy, enhances stakeholder participation, reduces structural inequalities, and supports sustainable peacebuilding in conflict-affected communities. These findings reinforce collaborative governance theory by demonstrating that coordinated economic interventions, supported by strong institutional partnerships and participatory governance, significantly contribute to the effectiveness and sustainability of the Whole-of-Nation Approach (Ansell & Gash, 2008; Emerson et al., 2012; Bryson et al., 2014; O'Leary & Bingham, 2018).

5.8 Factors of Shared Governance in the Context of Strategic Implementation of EO 70

5.8.1 Sampling Adequacy Requirement

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy yielded a value of 0.943, indicating an “excellent” level of sampling adequacy and confirming the appropriateness of factor analysis (Kaiser, 1974; Pallant, 2007).

Table 2: The KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.943
Bartlett's Test of Sphericity	Approx. Chi-Square	12177.396
	df	1225
	Sig.	.000

5.8.2 Total Variance Explained

The findings from this factor analysis output reveal insights into a dataset characterized by six (6) extracted components, each representing underlying patterns or elements

contributing to the variability within the data, as indicated in Table 3. The analysis identifies six components: Component 1, which explains 54.259% of the variance; Component 2, which contributes to 2.993% of the variance; Component 3, explaining 2.101% of the variance; Component 4, explaining approximately 1.98% of the variance; Component 5, explaining 1.958%; and Component 6 with 1.767%. These components possess initial eigenvalues of 27.129, 1.497, 1.050, 0.990, 0.979, and 0.883, respectively, thereby enriching the overall understanding of the dataset's structure. Significantly, these components contribute substantially to the overall analysis, shedding light on the underlying factors shaping the variability observed. They serve as crucial indicators for decision-making regarding the retention of components, guided by criteria such as Kaiser's criterion, which suggests retaining components with eigenvalues greater than 1. Moreover, these results facilitate a comprehensive understanding of the percentage of variance captured by the constituent parts of the data, aiding researchers in interpreting the complexity of their dataset effectively.

Table 3: Total Variance Explained of the Six (6) Factors

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	27.129	54.259	54.259
2	1.497	2.993	57.252
3	1.050	2.101	59.352
4	.990	1.980	61.333
5	.979	1.958	63.291
6	.883	1.767	65.058

Although six components initially emerged based on eigenvalues greater than 1, the scree plot and interpretability criteria indicated that a five-factor solution was more theoretically coherent. One factor was excluded due to weak loading and lack of conceptual distinctiveness.

5.9 Development of Shared Governance Model

The results of the confirmatory factor analysis indicate that the five-factor measurement model achieved acceptable levels of model fit and construct validity, supporting its suitability for structural equation modeling (SEM). As shown in Table 5, the five-factor model demonstrated an acceptable overall model fit. The Chi-square value was 312.058, and although the Chi-square test was statistically significant (as expected due to sample size sensitivity), other fit indices indicated good model fit.

5.9.1 Model Fit Indices

As per evaluation of 5-Factor Model (Table 5), it yielded a non-significant Chi-squared statistic of 312.058, which is not significant, and a Goodness of Fit Index (GFI) of $0.910 > 0.90$. Overall, the model fit indices and the Goodness of fit measures were within the acceptable levels. The value of TLI is $0.933 > 0.90$, the value of CFI is $0.963 > 0.90$, RMSEA

is $0.056 < 0.08$, and $CMIN/DF$ is $1.950 \leq 3$, which were found to be within the acceptable range. The overall summary of the key fit indices is mentioned in Table 19. Thus, the measurement model was found to be satisfactory.

Table 5: Model Fit Indices for 5-Factor Model

Fit Indices	Recommended value	Source	Obtained Value
Comparative Fit Index (CFI)	$> .9$	Bentler (1990)	0.963
Tucker-Lewis Index (TLI)	$> .9$	Bentler (1990)	0.933
Goodness of Fit Index (GFI)	$>.9$	Jöreskog (1993)	0.910
RMSEA	$<.08$	Hu & Bentler (1998)	0.056
Bentler-Bonett Normed Fit Index (NFI)	0-1	Bentler and Bonett, (1980)	0.927
CMIN/DF	≤ 3	Kline (2016)	1.950

5.9.2 Convergent Validity and Construct Reliability

The items were found to be loaded in their corresponding variables (Figure 12), and the loadings of all the items were within the acceptable range (Table 16).

The average variance extracted (AVE) from Collaborative Government Communication (CGC), the CR value is 0.635, Interagency Collaboration (IC) is 0.609, Balance Partnership Advocacy (BPA) is 0.614, Inclusive Governance (IG) is 0.589 and Indigenous Vulnerability Dynamics (IVD) is 0.515.

As the values are greater than 0.5, composite reliability exists in the model. The values of AVE indicate adequate convergent validity of the constructs (Fornell & Larcker, 1981; O'Leary Kelly & Vokurka, 1998; Hair, Clark, & Shapiro, 2010; Ryu, Han, & Jang, 2010; Khan & Adil, 2013). The Composite Reliability (CR) of the four constructs is 0.897 (CGC), 0.886 (IC), 0.864 (BPA), and 0.851 (IG). The Indigenous Vulnerability Dynamics (IVD) construct obtained a CR value of 0.700, which meets the minimum acceptable threshold, indicating adequate but comparatively lower reliability relative to the other constructs.

Table 6: Convergent Validity and Construct Reliability

	AVE	CR
Collaborative Government Communication (CGC)	0.635	0.897
Interagency Collaboration (IC)	0.609	0.886
Balanced Partnership Advocacy (BPA)	0.614	0.864
Inclusive Governance (IG)	0.589	0.851
Indigenous Vulnerability Dynamics	0.515	0.700

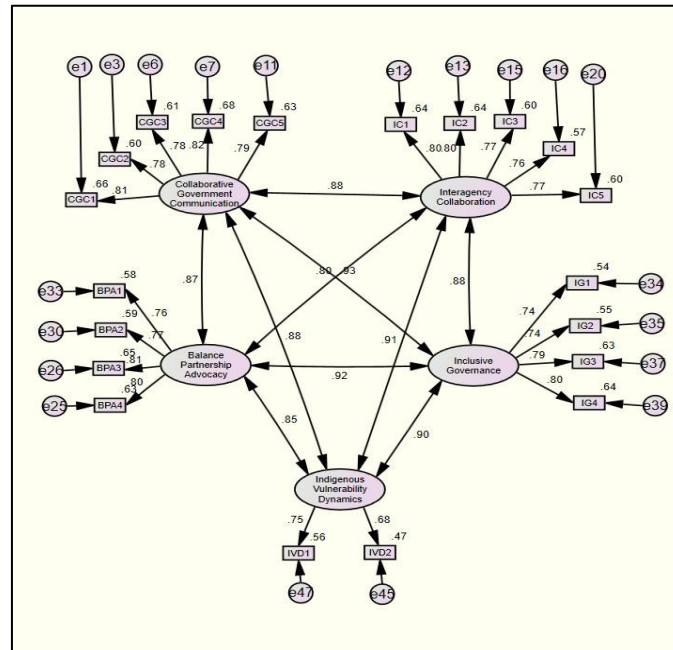


Figure 10: Convergent Validity and Construct Reliability

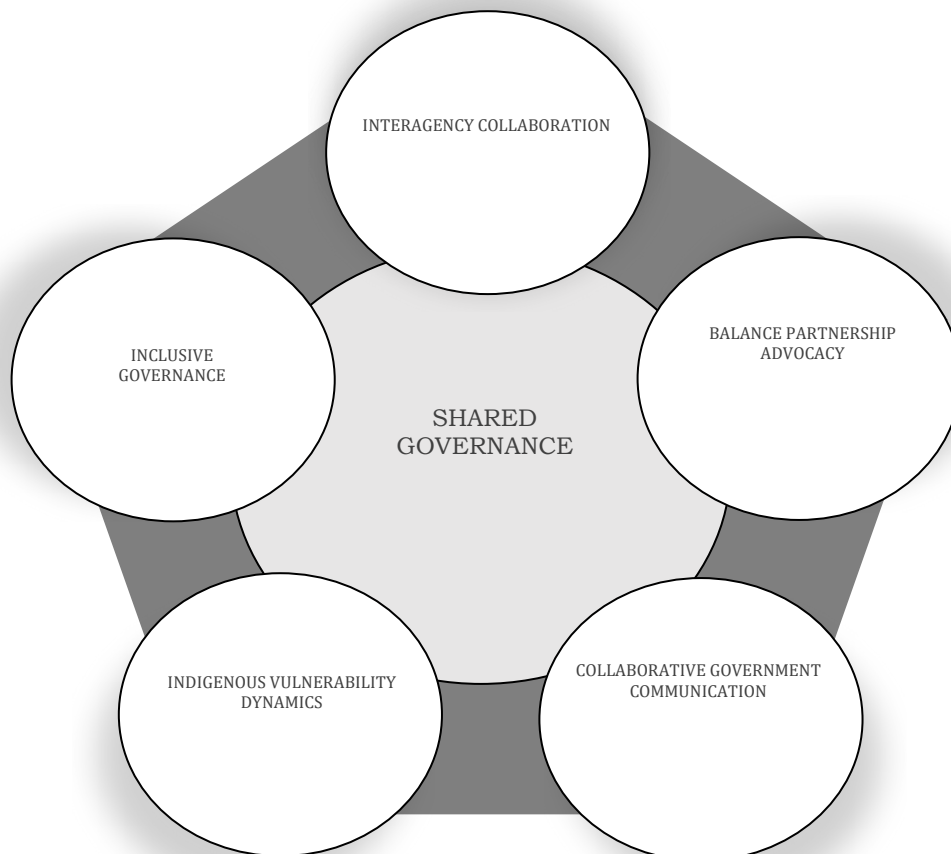


Figure 11: Shared Governance Mode

The Akaike Information Criterion (AIC) results indicated that the five-factor model (AIC = 412.058) demonstrated superior model parsimony compared to the six-factor model

(AIC = 2344.223), as lower values indicate better model fit. Therefore, the five-factor model was retained as the final measurement model for the study.

6. Conclusion and Recommendation

This study examined the structure and dimensions of shared governance in the context of the strategic implementation of Executive Order No. 70 (EO 70), focusing on collaborative governance mechanisms in conflict-affected and development-constrained settings. Through a combination of qualitative analysis and multivariate statistical techniques, including Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), the study identified and validated a five-factor model of shared governance.

The findings revealed five interrelated constructs: (1) Collaborative Government Communication, (2) Interagency Collaboration, (3) Balanced Partnership Advocacy, (4) Inclusive Governance, and (5) Indigenous Vulnerability Dynamics. These constructs collectively represent the multidimensional nature of governance under EO 70, where institutional coordination, stakeholder participation, sociocultural sensitivity, and vulnerability responsiveness converge to shape governance outcomes.

The EFA results confirmed the underlying factorial structure of shared governance, while CFA results validated the measurement model, demonstrating acceptable model fit indices, construct reliability, and convergent validity. These findings empirically support the rejection of the null hypothesis, confirming that shared governance in EO 70 implementation is composed of distinct but interdependent governance dimensions.

Furthermore, the validated model underscores that governance effectiveness in conflict-affected areas is not driven by a single institutional mechanism, but by the interaction of communication systems, inter-agency coordination, participatory governance structures, and socio-economic responsiveness. This reinforces Collaborative Governance Theory and extends its application in the context of peacebuilding and development administration.

Overall, the study contributes to the development of a validated Shared Governance Model that can serve as a framework for evaluating and strengthening EO 70 implementation in the Philippines and similar governance contexts.

6.1 Recommendations

Based on the empirical findings of the study, several policy and institutional recommendations are proposed to strengthen shared governance under the implementation of EO 70.

First, government agencies involved in the implementation of EO 70 should further strengthen inter-agency coordination mechanisms through a more structured convergence framework. This includes enhancing data sharing systems, aligning

program implementation schedules, and institutionalizing joint planning and monitoring platforms to reduce fragmentation in service delivery.

Second, communication structures between national agencies, local government units, and community stakeholders should be enhanced to ensure transparency, responsiveness, and timely dissemination of information. Strengthening feedback mechanisms at the community level is essential to improve trust and responsiveness in governance processes.

Third, inclusive governance must be reinforced by ensuring meaningful participation of local communities, civil society organizations, and indigenous groups in planning and decision-making processes. This requires institutionalizing participatory platforms that move beyond consultation toward co-decision and co-implementation arrangements.

Fourth, socio-economic interventions should be context-sensitive and targeted toward addressing vulnerability dynamics in conflict-affected areas. Development programs should be designed to respond not only to economic deprivation but also to structural inequalities that contribute to instability and social exclusion.

Fifth, capacity-building programs should be strengthened for local implementers and frontline agencies to enhance their ability to operationalize collaborative governance principles effectively. This includes training on conflict-sensitive governance, participatory development planning, and integrated service delivery systems.

Finally, future research is recommended to further validate the proposed Shared Governance Model across different regions and governance contexts, and to examine its predictive power using Structural Equation Modeling (SEM) on governance outcomes such as peacebuilding effectiveness, service delivery performance, and institutional trust.

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Conflict of Interest Statement

The authors declare no conflicts of interest.

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