

**OUTCOME-BASED EMPOWERMENT FRAMEWORK OF SANGGUNIANG
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ABSTRACT

This study aimed to determine the level of empowerment of the Sangguniang Kabataan (SK) in the Island Garden City of Samal (IGACOS) and to formulate an outcome-based framework geared toward effective youth governance and participation. A mixed-methods design, specifically an exploratory sequential approach, was employed. There were Six (6) empowerment-related constructs were developed during the quantitative phase using Focus Group Discussions (FGDs) and Key Informant Interview (KIIs). The survey instrument for quantitative phase was developed with these notions in minds. Exploratory Factor Analysis (EFA) was used in quantitative phase to assess survey data obtained from the qualified respondents in the 46 barangays of Island Garden City of Samal. Exploratory Factor Analysis (EFA) was employed to identify the underlying structure of empowerment outcome indicators and to determine patterns of relationships among observed variables in terms of latent dimensions (Hair et al., 2019). Three aspects of empowerment emerged from the findings: (1) Integrated Youth Participatory Youth Empowerment; (2) Responsive and Participatory Youth Leadership and Governance; (3) Capacity Support Systems for Youth Empowerment. This study concludes that while there are notable advancements in youth empowerment in Island Garden City of Samal (IGACOS), the study indicates that in order to achieve long-term and significant youth involvement in local development, a move toward outcome-based and evidence-driven governance is necessary.

INTRODUCTION

Youth empowerment plays a critical role in promoting inclusive governance, leadership development, and sustainable community participation. Globally, youth engagement is recognized as a key mechanism for strengthening democratic institutions and advancing social equity through meaningful civic participation and leadership formation (United Nations, 2018). Contemporary governance frameworks increasingly emphasize not only youth involvement in activities but also the achievement of measurable empowerment outcomes such as leadership competence, participatory capacity, and long-term community impact, which serve as indicators of effective youth governance systems. The current literature recognizes ongoing structural and operational issues that influence SK effectiveness, such as the weaknesses of organizational capacity, insufficient institutional support, bureaucracy, and the decreasing engagement of youth (Cabanero, 2018; Quimpo et al., 2019; Tehankee, 2016). More to the point, existing literature indicates that in many cases, youth governance programs are assessed according to the results of the programs, including number of activities run, as opposed to their long-term impact on leadership, participatory government, and communal authority (Checkoway et al., 2018). This research is anchored on Psychological Empowerment Theory of Zimmerman (1995), which is a multidimensional process in terms of which intrapersonal, interactional, and behavioral factors were conceptualized as the means of empowerment (Zimmerman, 2000) and the idea that effective youth governance must result in observable changes in leadership competence, participatory capacity, and collective community involvement. All these dimensions underscore the need to look at the concept of empowerment as being engaged in an activity and as a process of

creating quantifiable governance results indicating enhanced youth agency and institutional responsiveness. It is on this basis that the research formulates an Outcome-Based Empowerment Framework of the Sangguniang Kabataan of IGACOS which redesigns the evaluation of youth governance on the basis of outcome-oriented measures of empowerment as opposed to an activity-based results. The proposed framework will help to tackle the gaps in the field by focusing on the development of leadership, participatory involvement, and institutionally supported systems to determine whether SK initiatives are a contributor to sustainable youth empowerment and responsive local governance.

OBJECTIVES

This study was conducted to determine the empowerment outcomes of the Sangguniang Kabataan (SK) in the island Garden City of Samal (IGACOS). Specifically, it sought to answer the following questions:

1. What are the constructs of SK empowerment in Island Garden City of Samal?
2. What are the empowerment outcomes of the Sangguniang Kabataan in Island Garden City of Samal?

METHODOLOGY

The study employed an exploratory sequential mixed-method design, wherein qualitative data were first collected and analyzed, followed by quantitative analysis to validate the findings. This design is appropriate when exploring a phenomenon prior to developing measurement instruments (Creswell & Clark, 2017). The qualitative phase utilized Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) with SK officials, Katipunan ng Kabataan (KK) members, and key stakeholders to identify empowerment constructs. These constructs informed the development of survey instrument. The quantitative phase involved a survey of respondents across 46 barangays in the Island Garden City of Samal (IGACOS). Data were analyzed using Exploratory Factor Analysis (EFA) to determine the underlying dimensions of empowerment outcomes and establish their statistical validity, consistent with the recommendations of (Hair et al., 2019). This approach enabled the development of a context-specific and evidence-based Outcome-Based Empowerment Framework for the Sangguniang Kabataan of IGACOS.

The study utilized primary data collected through interviews and surveys. Qualitative data were obtained from FGDs and KIIs with selected participants, while quantitative data were gathered through a structured survey questionnaire administered to youth respondents in the study area. The participants of this study were identified using specific inclusion criteria to ensure that only individuals with firsthand experience and knowledge of SK performance and youth involvement in governance in IGACOS participated. In the case of SK officials, respondents included individuals who were currently serving as elected SK officials in one of the 46 barangays in IGACOS and were engaged in the planning, implementation, or evaluation of SK programs and activities. Among the KK members, respondents were registered KK members aged 15 to 30 years who had attended SK activities led by SK, such as assemblies, consultations, or community-based activities. As key informants, the individuals interviewed included the formally designated LYDO of IGACOS, a representative of the DILG, which has a direct role in supervising and assisting SK activities, and the duly elected SK Federation President of the barangay SK councils within the city. These informants were selected due to their supervisory, coordinative, and policy implementation roles in youth governance. Individuals who were not SK officials, not registered KK members, outside the specified age range, or government employees without direct involvement in SK programs and oversight were excluded from the study.

This study utilized both qualitative and quantitative instruments consistent with an exploratory sequential mixed-methods design, wherein qualitative findings informed the development of the quantitative survey tool. The qualitative phase employed semi-structured FGD and KII guides to explore empowerment constructs in SK governance. Focus group discussion facilitated interactive discussions among participants, generating rich insights on youth participation, leadership development, accountability, decision making, and institutional support (Krueger & Casey, 2015). Key informant interviews were conducted to obtain in-depth, context-specific perspectives from key stakeholders involved in youth governance and policy implementation (Marshall & Rossman, 2016). Qualitative data were systematically coded and analyzed to identify emerging themes, which served as the basis for generating survey items. A structured questionnaire was then developed using a five-point Likert scale to measure the identified dimensions of youth empowerment and governance outcomes. The scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree), allowing respondents to indicate the extent of their agreement with each other.

Mean Range	Description	Interpretation
4.21 – 5.00	Strongly Agree	Indicates that respondents perceive a very high level of empowerment, consistently demonstrated in practice.
3.41 – 4.20	Agree	Indicates that respondents perceive a high level of empowerment, generally evident in practice.
2.61 – 3.40	Neutral	Indicates a moderate level of empowerment, with inconsistent or varying manifestations.
1.81 – 2.60	Disagree	Indicates a low level of empowerment, with limited demonstration in practice.
1.00 – 1.80	Strongly Disagree	Indicates a very low level of empowerment, rarely or not demonstrated in practice.

Table 1: Likert Scale Description and Interpretation

To ensure methodological rigor, the instrument underwent content validation by experts in public administration and youth development, who evaluated the clarity, relevance, and adequacy of the items. The questionnaire was then pilot tested among respondents with similar characteristics to the study population to refine item clarity and consistency.

The study employed purposive sampling for the qualitative phase to select participants with relevant knowledge and experience in SK governance and youth participation in IGACOS. Participants included currently serving SK officials, registered KK members aged 15 to 30 who participated in SK-related activities, and key stakeholders such as the LYDO, a representative from the DILG, and the SK Federation President. Individuals who were not SK officials, not registered KK members, outside the specified age range, or without direct involvement in SK governance and youth programs were excluded from the study. Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) were conducted across the three districts—Babak, Samal, and Kaputian—to capture diverse perspectives (Creswell, 2014). For the quantitative phase, stratified random sampling was used to ensure proportional representation of respondents across the 46 barangays of the Island Garden City of Samal (IGACOS). A sample size of 382 respondents was determined using the Raosoft Sample Size Calculator at a 95% confidence level and a 5% margin of error (Etikan & Bala, 2017). Respondents were randomly selected from eligible SK officials and KK members within each district to minimize sampling bias and ensure representativeness. This sampling approach ensured that only qualified participants were included while maintaining the validity and reliability of the data for subsequent analysis, including Exploratory Factor Analysis (EFA).

District	Total Sample
Babak	165 Respondents
Samal	105 Respondents
Kaputian	112 Respondents

Table 2: Sampling Distribution

The quantitative respondents of the study were distributed across the 46 barangays of the Island Garden City of Samal (IGACOS) using stratified random sampling to ensure proportional representation from the three districts namely Babak, Samal, and Kaputian. From the total computed sample size of 382 respondents determined through the Raosoft Sample Size Calculator with a 95% confidence level and 5% margin of error, respondents were proportionally allocated according to district population distribution and barangay coverage. Stratified random sampling was considered appropriate because it improves representativeness and reduces sampling bias by ensuring that relevant subgroups of the population are adequately represented in the study, particularly in geographically dispersed populations (Ranjit Kumar, 2019; Etikan & Bala, 2017).

For the qualitative component, data were gathered through Key Informant Interviews (KIIs) with three (3) informants and two (2) Focus Group Discussions (FGDs) with purposively selected participants to obtain both expert and collective perspectives on empowerment outcomes. The data were analyzed using thematic analysis following Braun and Clarke (2006), where responses were transcribed, coded inductively, and organized into emerging themes reflecting participants' experiences and perceptions. These qualitative findings were used to complement and triangulate the quantitative results in strengthening the proposed Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS. For the quantitative data, frequency, percentage, and mean were used as descriptive statistics to summarize respondents' evaluation of empowerment outcomes. Exploratory Factor Analysis (EFA) was employed to identify the underlying structure of empowerment outcome indicators

and to determine patterns of relationships among observed variables in terms of latent dimensions (Hair et al., 2019). Lastly, various criteria were used in making decisions on factor retention, which relied on eigenvalues greater than 1.0, analysis of the scree plot, and the conceptual interpretability of the factor structure. Orthogonal rotation (Varimax) was performed to enhance clarity and interpretability of factor groupings. Factors with loadings of 0.50 or greater were retained as meaningful, while items with cross-loadings of 0.30 or higher on two or more factors were removed to ensure the specificity of retained dimensions. The remaining variables, after item screening, constituted the final outcome domains of empowerment used in the development of the proposed Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS.

RESULTS AND DISCUSSION

Constructs of SK Empowerment in the Island Garden City of Samal

This section presents the constructs of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS). The findings are derived from a series of Focus Group Discussions (FGDs) conducted among SK chairpersons, SK officials, and youth members, as well as Key Informant Interviews (KIIs) with representatives from the Local Youth Development Office (LYDO) and the Sangguniang Kabataan Federation.

Personal/ Interpersonal Empowerment. Personal and interpersonal empowerment emerged as a foundational construct of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS), particularly through the strengthening of leadership confidence, initiative, and participation in governance processes. The results of the Key Informant Interviews (KIIs) demonstrated that SK officials were more confident that they could facilitate the meetings, communicate with barangay officials, and share their ideas in the process of planning and implementing. These data confirm the psychological component of empowerment suggested by Zimmerman (1995), who focuses on the perceived control, leadership competence and active involvement as key elements of youth empowerment. On the same note, Checkoway (2018) states that when youth actively take part in significant decision-making spaces, it makes them more civic-competent and increases democratic participation, whereas Christens and Dolan (2017) conclude that intentional practice of leadership skills can make youth leaders less short-term psychologically.

Responses	Codes	Theme
“Mas exposed na karon ang SK sa pag-handle og meetings... Mas confident sila karon.” (LYDO)	Leadership confidence, Exposure to governance	Personal / Intrapersonal Empowerment
“Mas open na karon ang SK sa pag-share sa ilang ideas... usahay gani sila pa ang mag-initiate og discussion.” (SKF)	Initiative, Communication	
“Kung motivated sila, dali ra kaayo mo-move ang program...” (LYDO)	Motivation dependence, Need for support	
Sauna tambay lang sa balay pero karon daghan na kog kaila ug natun-an sa pag-manage sa oras ug priorities.” (SK Official – Participant 1)	Personal growth	
Very introvert ko sauna pero pag SK nako mas confident nako makig-halubilo ug tao.” (SK Official – Participant 2)	Increased self-confidence, Social interaction skills	
Nakat-on ko og teamwork ug accountability sa pagdala sa projects.” (SK Official – Participant 5)	Teamwork competence	
Kung confident ang leader mas dali ma-engganyo ang youth mo participate.” (KK Member – Participant 3)	Leadership influence, Youth motivation	

Table 3. Thematic Analysis on Personal/Interpersonal Empowerment

The results also suggest that ongoing engagement with the local government institutions is a crucial part of enhancing the interpersonal empowerment process by enhancing communication abilities, teamwork capabilities, and interaction with stakeholders. This goes in line with the view of Jennings et al. (2018) that the development of youth leadership is further supported by participatory governance experiences and that a young leader internalizes a sense of responsibility and gains confidence in making decisions in a public position.

Organizational Empowerment. Organizational or interactional empowerment is another significant construct of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS) which may be defined as the ability of SK councils in the planning of programs, coordination with the stakeholders and adherence to

administrative and financial needs of local governance. This finding represents the interaction aspect of empowerment suggested by Zimmerman (1995) that values the significance of learning the institutional mechanisms, resource availability and moving around the engine of governance as major aspects of success of participation. These constraints underscore the significance of enhancing the governance framework and technical oversight in local youth organizations, aligned with policy guidance of the Department of the Interior and Local Government (2023), which outlines documentation adherence, financial responsibility, and controls as key elements of effective SK governance.

Responses	Codes	Theme
“Makita nako nga kabalo sila mag-plan, pero dili pa gyud consistent...” (DILG)	Partial planning capacity, Inconsistency	Organizational Empowerment
“Ang pinaka-common nga problema sa SK kay documentation...” (LYDO)	Weak documentation, Reporting challenges	
“Although ni-improve na ilang compliance, naa gihapon delay sa submission sa reports...” (DILG)	Compliance delay, Weak systems	
After sa KK profiling mag conduct mi ug KK assembly para ma-identify ang programs ug activities.” (SK Official – Participant 3)	Structured planning process	
Mag-brainstorm mi sa youth ug amo i-prioritize ang programs base sa needs sa barangay.” (SK Official – Participant 4)	Collaborative planning,	
Kung kulang ang budget mo come mi ug solicitation ug sponsorship.” (SK Official – Participant 7)	Resource mobilization	

Table 4. Thematic Analysis on Organizational Empowerment

The observation confirms the claims made by Medina-Guce (2020) who further reveals that, collaborative governance and stakeholder engagement enhances organizational capacity and enhances the second-best implementation outcome in community-based participatory institutions. The adaptive strategies within the context of SK governance in IGACOS illustrate some of the upsurge institutional interconnectedness that promotes operational sustainability of youth initiatives. Altogether, organizational empowerment is one of the key aspects of effective youth governance since it implies not just the participative character of programs but also confirms their adherence, transparency, and accountability as well.

Institutional Empowerment. The other dominant construct of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS) is institutional empowerment, which implies the level at which SK councils are supported, coordinated, and enabled by local governance institutions namely the barangay government, the Local Youth Development Office (LYDO) and the Department of the Interior and Local Government (DILG). The dimension is an expression of the governance conditions of the youth councils where they execute their mandates and offer developmental programs. These are in line with the interactional aspect of empowerment developed by (Zimmerman, 1995) that has suggested access to institutional support systems and decision-making structures, and governance resources as highly significant elements of empowerment. Generally, institutional empowerment is essential in enhancing the ability of SK councils to operate effectively by accessing governance support systems, administration-guide and development resources to facilitate the implementation of their programs

Responses	Codes	Theme
“Regular mi og coordination meetings, pero ang problema kay ang follow-up...” (LYDO)	Coordination gap, Weak follow-up	Institutional Empowerment
“Ang SK naa man sila autonomy, pero... magpaabot gihapon sila og approval sa barangay.” (DILG)	Conditional autonomy, Decision dependence	
“Pinakadako nga babag gyud ang delay sa pondo...” (SKF)	Fund delay, Implementation barrier	
Mag base gyud sa Local Youth Development Plan (LYDP) ang implementation sa programs.” (SK Official – Participant 2)	Policy alignment	

Naka-attend mi og leadership ug governance trainings gikan sa LGU ug DILG.” (SK Official – Participant 3)	Institutional support,
Kung kami ang host mangayo mi og gamay nga assistance sa barangay.” (SK Official – Participant 5)	Inter-institutional support, Resource coordination
Ang SK officials naga coordinate sa barangay council para ma represent ang youth concerns.” (KK Member – Participant 2)	Intergovernmental coordination
Kung kulang ang resources kinahanglan pa mangita og sponsors.” (KK Member – Participant 4)	Resource mobilization

Table 5. Thematic Analysis on Institutional Empowerment

In line with the Zimmerman model of empowerment (2000), institutional access and coordination opportunities allow young leaders to have an easier time navigating governance institutions and bringing participatory initiatives closer to quantifiable developmental outputs. Empowerment of institutional structures, decision making power, and efficiency in relation to resource flows is thus crucial in aiding the formulation of responsive sustainable Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS.

Community and Behavioral Empowerment. Community and behavioral empowerment were another construct of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS) which meant the ability of SK councils to mobilize youth involvement, community as well as collective action in the IGCs local development concerns. The results of the Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) point to the fact that SK councils are typically successful in attracting youth engagement via sports-related activities, which are some of the most accessible and appealing engagement opportunities to young people at the barangay level. This is, however, not the case as SK officials indicated more of a challenge to maintaining their engagement in the civic, environmental and developmental programs, programs where youth engagement is more intermittent and thus hard to sustain over time. Similarly, Christens and Dolan (2017) also reported that meaningful youth engagement would be sustainable when the involvement goes beyond recreational involvement to participation in collaborative problem-solving and leading the community.

Both the proliferation of participatory sites and the reinforcement of institutional allies in terms of improving local-level interactions and the creation of an outcome-expressive and sustainable Outcome-Based Empowerment Framework of the Sangguniang Kabataan, in the case of IGACOS, are thus necessary to gain greater involvement and ensure the development of a resilient and collective Outcome-Based Empowerment Framework.

Responses	Codes	Theme
“Active kaayo ang SK sa sports, pero kung civic programs na, gamay ra gyud ang interested.” (DILG)	Uneven engagement, Low civic participation	Community and Behavioral Empowerment
“Ang feedback pirmi kay ‘unsa man ang long-term?’ ... gusto nila ug sustainable programs.” (LYDO)	Community expectation, Need for sustainability	
“Kung naay partnership sa schools ug NGOs, mas smooth gyud ang implementation...” (LYDO)	Partnership advantage, Collaboration	
Since ang main problem gyud is lack of participation nagbuhat mi ug mechanism like sports para ma-engganyo ang youth.” (SK Official – Participant 4)	Sports as engagement strategy Behavioral motivation	
Naga-organize sila og clean-up drives ug sports events para ma-involve ang youth sa community.” (KK Member – Participant 1)	Volunteerism promotion, Community involvement	
Dapat naay equal participation ang KK members sa planning kay kami man ang maka benefit.” (KK Member – Participant 2)	Participatory planning, Youth inclusion	

Nag encourage mi ug collective action sa youth sa community projects.” (SK Official – Participant 5)	Collective action, Community mobilization
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Table Thematic Analysis on Community and Behavioral Empowerment

Capacity Development and Ethical Governance. Capacity development and ethical governance is another trans-cutting construct or issue which empowers several aspects of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS), especially with regard to enhancing leadership and administrative capacity and accountability in the governance processes among young people. This result is consistent with the existing literature on capacity development in the public sector, emphasizing that training by itself cannot lead to any long-term institutional change unless it is backed by ongoing technical help and supervision (Garong, 2022). Thus, SK councils in IGACOS, mentoring systems must be strengthened in the barangay and city levels as such, so that capacity-building processes will yield sustained governance performance. Another point raised by the participants concerns the need to strengthen the ethical governance practices especially when conducting procurement processes, financial responsibility and fund management. These are essential areas of open local governance and a direct reflection on the trust that people have youth institutions. Resnik (2020) suggests that responsible management of public resources is based on three principles: accountability, integrity, and transparency. In line with this, the United Nations (2018) notes that ethical leadership is an unavoidable requirement to foster the institutional legitimacy, as well as enhance the trust of citizens in the organizations in the public sector

Responses	Codes	Theme
“Nindot ang trainings pero usahay walay follow-up mentoring...” (SKF)	Lack of mentoring, Limited application	Capacity Development and Ethical Governance
“Ginapush gyud namo ang ethics training... kinahanglan pa siya ug reinforcement...” (LYDO)	Ethics need, Limited awareness	
Nag attend ko ug leadership and capability training.” (SK Official – Participant 1)	Leadership training exposure, Capacity building	
Sa assembly gina explain nila asa napunta ang budget.” (KK Member – Participant 2)	Budget transparency	
Dapat gyud transparent ug accountable ang SK sa ilang mga programa.” (KK Member – Participant 3)	Ethical responsibility	
Dapat kabalo mo handle sa kwarta ug transparent sa mga gastos.” (KK Member – Participant 5)	Financial management competence	
Dapat imposed gyud ang transparency, dili lang kung naay mangayo.” (KK Member – Participant 7)	Institutionalized transparency	

Table 7. Thematic Analysis on Capacity Development and Ethical Governance

Outcome-Based and Sustainability Empowerment. Sustainability empowerment and outcome-based are a significant construct in Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS) in their emphasis on the physical outcomes and the sustainability of youth governance projects. This construct makes reference to how far SK programs go in generating observable results, or can these differences be maintained even after the end of single leadership tenure. According to Garong (2022), outcome-based governance puts the focus on performance issuers, accountability systems, and sustainability of program impacts as the key constructive elements of efficient local governance mechanisms. On the same note, United Nations (2018) notes sustainability and continuity of development programs to be powerful predictors of responsive and resilient institutions of governance. The results show that there are significant changes in the performance of youth governance in various aspects. Such institutional instability undermines the sustainability of the program and the cumulative effects of youth development programs with time. Villanueva (2021) also published similar remarks and pointed out that the lack of continuity in leadership changes often leads to an inability to maintain an institutional memory, a slow positivism of programs, and lack of continuity in implementing youth development plans on local government systems. In line with the empowerment theory and outcome-based governance schools of thought, institutionalization of mechanisms of continuity and intensification of sustainability planning are

important aspects in the formulation of a responsive and sustainable Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS.

Responses	Codes	Theme
“Mas confident sila karon... mas compliant sa requirements.” (LYDO)	Improved confidence, Higher compliance	Outcome-Based and Sustainability Empowerment
“Dako gyud og impact sa programs kay mas nag-participate na ang youth...” (SKF)	Program impact, Youth engagement	
“Kulang ta og continuity mechanisms... usahay mawala ang ongoing programs.” (DILG)	Weak continuity, Sustainability issue	
Tanang program ug activities namo para gyud sa kabatan-onan ug sa ilang progress.” (SK Official – Participant 3)	Youth development outcomes	
Naay solar lights ug trash bins sa barangay tungod sa SK initiatives.” (KK Member – Participant 3)	Community improvement	
Importante gyud ang pag public notice sa programs para mahibal-an sa kabatan-onan.” (SK Official – Participant 6)	Transparency of outcomes	

Table 8. Thematic Analysis on Outcome-Based and Sustainability Empowerment

Empowerment Outcomes of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS)

This part shows the Empowerment Outcomes of Sangguniang Kabataan (SK) empowerment in the Island Garden City of Samal (IGACOS).

Sampling Adequacy. The results obtained in this work were put under the International factor analysis (EFA) to identify the latent dimensions of the outcomes of the empowerment of the Sangguniang Kabataan (SK) officials and the Katipunan ng Kabataan (KK) members in the Island Garden City of Samal (IGACOS). The appropriateness of the dataset to utilize in the factor analysis was tested before the extraction of the factors by the Kaiser Meyer Oliver Konkey (KMO) to evaluate the suitability of the data to undergo a factor analysis as well as by Bartlett's test of Sphericity. The calculated Kaiser-Meyer-Olkin of 0.969 shows an excellent level of sampling adequacy, which implies that the variables used in the analysis have a high percentage of common variance and hence, suitable in uncovering latent dimensions of empowerment. As suggested by Henry F. Kaiser (1974), KMO values greater than 0.60 can be deemed as acceptable whereas values greater than 0.90 represent very reliable interrelationships between variables. The high KMO value in the context of this research indicates that the numerous indicators of empowerment to form an outcome of youth governance is closely related and represents a bigger construct of empowerment by Sangguniang Kabataan. Similarly, the Bartlett's Test of Sphericity showed a chi-square value of 4078.824, where it has 435 degrees of freedom but the significance level was $p < 0.001$, which means that the correlation matrix is indeed significantly different than it should be an identity matrix. This finding supports the assumption that there are significant relationships that do exist between the observed variables and that factor analysis is the suitable method used to ensure that underlying outcome dimensions of empowerment are identified. The assumption that variables indicate common structures referring to the participatory leadership, institutional support mechanisms, and youth engagement processes in SK governance is also supported by the statistical significance of the Bartlett test. The outcomes of the KMO Measure of Sampling Adequacy and the Bartlett test of sphericity taken together confirm that the data can be used in factor analysis, as it meets the statistical test criteria. Such results support the idea that Exploratory Factor Analysis is a suitable analytical process to identify the latent structure of the empowerment outcomes as well as to create the Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.969
Bartlett's Test of Sphericity	Approx. Chi-Square	7668.700
	df	435
	Sig.	.000

Table 9. KMO and Bartlett's Test

The scree plot also helped in the determination of the number of factors to be retained. The plot (shown in Figure 3) indicates that the curve is descending sharply, with the eigenvalues decreasing between the first component and the fourth component, and then gradually decreasing since the fifth component. Though the eigenvalue criterion first hypothesized the potential of the four factors structure, decision made on the retention of a factor were not only made based on statistical values but also conceptual sense and interpretability of the rotated solution. In line with the recommendations of Hair et al. (2019), the fourth element had a poor item inclusiveness and scarcity of theoretical difference compared to the other elements that were retained. A three-factor solution was therefore taken since it assumed the most parsimonious and theoretically relevant description of the structure of the outcome of empowerment. The former retained factor, which is Integrated Participatory Youth Empowerment, shows the level of active youth participation in consultation, program planning activities and community based participation systems or organizations like Katipunan ng Kabataan (KK) group and community based barangay programs. The close location of the indicators of participation under this dimension indicates that empowerment under IGACOS is mostly manifested in the form of more empowered participatory structures that allow the youth to engage local developmental processes, which in turn, can be viewed as a positive sign. This result concurs with the behavioral aspect of empowerment that Zimmerman (1995) has discussed, indicating that active participation in community action is a key result of empowerment. The second factor that was not dropped is Responsive and Participatory Youth Leadership and Governance which is the ability of SK officials to take part in the decision-making process, organize them with the barangay institutions, and execute youth development programs in an efficient way. The overlap of governance-related indicators in this factor means that the outcome of empowerment is manifested in more than just a youth participation; it can also manifest in a youth leader who can act as a responsive agent to the local system of governance. The observation is aligned with the literature of participatory governance that addresses responsiveness and institutional commitment of leadership as their key features of effective youth representation within the framework of decentralized governance organizations (Checkoway, 2018). The third factor that is retained Capacity and Support Systems of Youth Empowerment encompasses the contributions of training opportunities, mentoring support, technical guidance and institutional coordination mechanisms to improve performance of youth governance. The grouping of institutional support indicators around this dimension shows that empowerment outcomes hinge not just on participation and initiative of the leadership but on whether an enabling governance environment exists that reinforcing administrative effectiveness. These same results were stressful in the studies focused on the capacity development in the public sector, which emphasizes institutional maintaining support systems to ensure lasting outcomes of participatory governance (Garong, 2022). Combined, the three-factor solution proves that the outcomes of empowerment in the SK councils in IGACOS are organized along interdependent dimensions of participation, responsiveness of leadership and support of institutional capacity. The combination of these dimensions constitutes the empirical basis of the Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS and indicates that youth empowerment is a multidimensional, governance process fueled by the individual leadership development of individuals as well as by the fostering institutional environments.

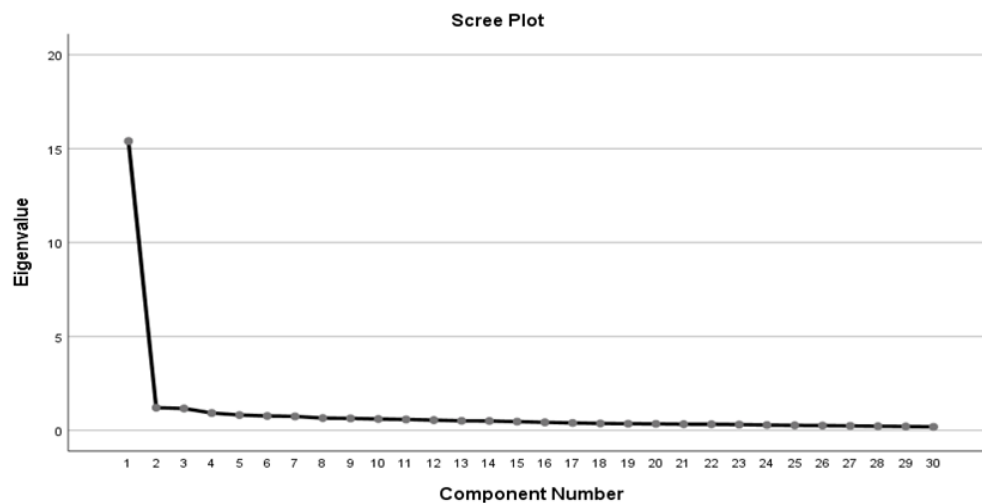


Figure 1. The Scree Plot

Responsive and Participatory Youth Leadership and Governance. Table shows the 9 indicators that loaded under the second outcome dimension, Responsive and Participatory Youth Leadership and Governance, which entails the degree of leadership responsiveness, participatory decision making, good practices in communication and collaborative governance of the Island Garden City of Samal (IGACOS) by Sangguniang Kabataan (SK) officials. The fact that this dimension has started playing out as a separate variable suggests that the empowerment outcomes among SK councils are not just constrained to the aspect of youth participation but also to the level of capacity of the youth leaders to respond to the needs of the community and also to promote the processes of inclusive governance. The top loading indicators demonstrate that SK officials are responsive to youth concerns in a timely manner (0.694) and consult youth regularly in choosing programs and activities (0.693), which reflects governance practices that attend to youth voice as a key element in the participatory decision-making practices. Findings unravel the interactional aspect of empowerment theorized by Zimmerman (1995), which focuses on the capacity of individuals to have a degree of involvement with the governance systems and shape institutional processes that impact their communities. The findings thus indicate the IGACOS youth are not just the beneficiaries of the program but also they are the players of governance planning and execution. Another dominant element of this outcome dimension was the concept of leadership capacity. Some signals indicating that SK officials are confident in their leadership abilities (0.678) and are committed to action in tackling the concerns of youth (0.664) indicate that barangay youth councils have built a pro-active and responsive leadership practice. These results align with other participative governance research by Checkoway (2018), which also reveals that the prospects of youth participation in the decision-making process can enhance the presence of civic competence and responsibility in leading young leaders. Likewise, the readiness of youth respondents to articulate their ideas in the course of discussions (0.661) and cope with responsibilities in the context of SK activities (0.616) proves the increasing degrees of the personal agency and trust in participating in governance which is referred to as the psychological aspect of the empowerment described by Zimmerman (2000). This is further enhanced in communication and coordination mechanisms. The successful utilization of social media (informing and mobilizing youth 0.613) and dissemination of updates evidently (through meetings and announcements 0.584) also evidence that information-sharing within SK councils becomes more participatory and less closed. The practices enhance both transparency and inclusiveness in youth governance and they aid in the creation of collaborative decision making space.

Item No.	Attributes	Factor Score	Construct
23	SK programs reach more participants through collaborations and partnerships.	0.733	Integrated Participatory Youth Empowerment
29	SK has improved in leadership, planning, and governance over time.	0.685	
24	SK-led community activities encourage collective action among the youth.	0.681	
27	Youth Participation in civic and community activities has increased.	0.662	
28	SK programs continue even when leadership changes	0.657	

21	SK programs are based on actual needs of the youth and community.	0.629
22	SK programs are implemented efficiently and on schedule.	0.627
18	SK officials follow proper planning, documentation and reporting processes.	0.627
19	Reports, receipts, and updates about SK programs are shared openly with the youth.	0.613
16	SK decisions are made fairly and transparently.	0.605
26	SK programs create positive changes in youth involvement.	0.599
12	SK encourages youth to participate not only in sports but also in civic and volunteer activities.	0.532
30	SK programs contribute to long-term youth empowerment in the barangay.	0.531
13	Youth in our barangay actively join SK activities.	0.516

Table 10. Rotated Matrix with Group Attributes under Integrated Participatory Youth Empowerment

Moreover, the indicator that SK officials act as a team (0.556) supports the need to emphasize collective leadership practices based on their relevance in maintaining responsive governance structures at the barangay level. In general, this outcome dimension indicates that SK councils in IGACOS empowerment is realized through responsive leadership practice, inclusive consultation system, open communication system, and team work highlighted by collaboration among youth leaders and community members. These practices not only empower young people to view themselves as willing agents in the governance processes as opposed to passive receivers of services but also reinforce both individual leadership agency and collective participation structures. In line with the empowerment concept and the literature on participatory governance, responsive and participatory youth leadership would be an important instrument of converting the youth engagement to resultant goals of a meaningful governance, and would be the necessary building block of the Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS.

Responsive and Participatory Youth Leadership and Governance. Table shows the 9 indicators that loaded under the second outcome dimension, Responsive and Participatory Youth Leadership and Governance, which entails the degree of leadership responsiveness, participatory decision making, good practices in communication and collaborative governance of the Island Garden City of Samal (IGACOS) by Sangguniang Kabataan (SK) officials. The fact that this dimension has started playing out as a separate variable suggests that the empowerment outcomes among SK councils are not just constrained to the aspect of youth participation but also to the level of capacity of the youth leaders to respond to the needs of the community and also to promote the processes of inclusive governance. The top loading indicators demonstrate that SK officials are responsive to youth concerns in a timely manner (0.694) and consult youth regularly in choosing programs and activities (0.693), which reflects governance practices that attend to youth voice as a key element in the participatory decision-making practices. Findings unravel the interactional aspect of empowerment theorized by Zimmerman (1995), which focuses on the capacity of individuals to have a degree of involvement with the governance systems and shape institutional processes that impact their communities. The findings thus indicate the IGACOS youth are not just the beneficiaries of the program but also they are the players of governance planning and execution. Another dominant element of this outcome dimension was the concept of leadership capacity. Some signals indicating that SK officials are confident in their leadership abilities (0.678) and are committed to action in tackling the concerns of youth (0.664) indicate that barangay youth councils have built a pro-active and responsive leadership practice. These results align with other participative governance research by Checkoway (2018), which also reveals that the prospects of youth participation in the decision-making process can enhance the presence of civic competence and responsibility in leading young leaders. Likewise, the readiness of youth respondents to articulate their ideas in the course of discussions (0.661) and cope with responsibilities in the context of SK activities (0.616) proves the increasing degrees of the personal agency and trust in participating in governance which is referred to as the psychological aspect of the empowerment described by Zimmerman (2000). This is further enhanced in communication and coordination mechanisms. The successful utilization of social media (informing and mobilizing youth 0.613) and dissemination of updates evidently (through meetings and announcements 0.584) also evidence that information-sharing within SK councils becomes more participatory and less closed. The practices enhance both transparency and inclusiveness in youth governance and they aid in the creation of collaborative decision making space. Moreover, the indicator that SK officials act as a team (0.556) supports the need to emphasize collective leadership practices based on their relevance in maintaining responsive governance structures at the barangay level.

Item No.	Attributes	Factor Score	Construct
8	SK officials respond to youth concerns in a timely manner.	0.694	Responsive and Participatory Youth Leadership and Governance
6	SK regularly consults youth when choosing programs and activities.	0.693	
1	SK leaders show confidence when leading meetings and activities.	0.678	
2	SK leaders take initiative in addressing youth concern.	0.664	
3	I can express my ideas clearly during discussions.	0.661	
4	I manage my responsibilities effectively when involved in SK tasks.	0.616	
9	Social media is used effectively to inform and mobilize youth.	0.613	
7	SK communicates updates clearly through meetings or announcement.	0.584	
11	SK officials work well together as a team.	0.556	

Table 11. Rotated Matrix with Group Attributes under Responsive and Participatory Youth Leadership and Governance

In general, this outcome dimension indicates that SK councils in IGACOS empowerment is realized through responsive leadership practice, inclusive consultation system, open communication system, and team work highlighted by collaboration among youth leaders and community members. These practices not only empower young people to view themselves as willing agents in the governance processes as opposed to passive receivers of services but also reinforce both individual leadership agency and collective participation structures. In line with the empowerment concept and the literature on participatory governance, responsive and participatory youth leadership would be an important instrument of converting the youth engagement to resultant goals of a meaningful governance, and would be the necessary building block of the Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS.

Capacity and Support Systems for Youth Empowerment. Table shows the indicators under the third outcome dimension, Capacity and Support Systems to Youth Empowerment which shows structural, organizational, and resource preconditions to the successful execution of Sangguniang Kabataan (SK) initiatives in the Island Garden City of Samal (IGACOS). The fact that this dimension is a stand-alone empowerment outcome means that participation by the youth and responsiveness of leadership are not sufficient to maintain effectiveness of governance without proper institutional support mechanisms. The bar with the greatest loading value indicates that community expectations can make SK better and provide meaningful programs (0.730), which indicates that the outer accountability and community feedback do contribute greatly to enhancing the performance of the youth governance. Such an observation underscores the idea that the development of empowerment is not solely an internally motivated factor founded on a leadership agenda, but motivation of the youth councils to the requirements and expectations of the community. In the eyes of the theory of empowerment, this signifies the interactional aspect of empowerment forwarded by Zimmerman (1995) which implies how people and organizations interact with the supportive systems and governance climate. The findings have also realized key gaps in capacity, which influence the sustainability of SK programs. The fact that the additional training is necessary to improve the leadership and technical skills (0.666) reveals that SK officials still need the structured interventions based on developing their governance capabilities. In the same regard, funding delays (0.566) were observed to impact on the availability of initiatives to be implemented on time in youths, which highlights the role of stable financial backing systems in ensuring program continuity. These results align with the current literature on capacity development in the public sector, that states that the presence of training assistance and resource support are the key factors of successful local governance performance (Garong, 2022). Organization coordination also came out as a key element of this dimension of empowerment. Respect to the fact that youth mobilization efforts are influenced by communication and coordination issues (0.550), there is a need to reinforce internal administrative frameworks, as well as program implementation procedures in SK councils. Meanwhile, access to

timely information about SK programs (0.538) facilitates transparency and participatory engagement, and a partnership with schools, non-government organizations (NGOs) and community groups (0.481) positively affect implementation capacity and extend the reach of youth initiatives past the barangay council.

Item No.	Attributes	Factor Score	Dimension
15	Community expectation help SK improve and deliver meaningful programs.	0.73	Capacity and Support Systems for Youth Empowerment
5	Additional training is still needed to improve leadership and technical skills.	0.666	
20	Funding delays or limitation affect timely implementation of SK programs.	0.566	
25	Communication and coordination challenges affect how SK mobilizes youth.	0.55	
10	Information about SK programs is accessible in a timely manner.	0.538	
14	Partnerships with school, NGOs, or community group strengthen SK programs.	0.481	

Table 12. Rotated Matrix with Group Attributes under Capacity and Support Systems for Youth Empowerment

These findings build on literature about participatory governance focusing on the fact institutional connections and inter-organizational cooperation enhance the strength of community-based youth programs (Wampler, 2010). Altogether, this outcome dimension shows that the view on youth empowerment in the Island Garden City of Samal is highly conditioned by the presence of institutional support mechanisms, the availability of the sources of governance as well as proper coordination between the stakeholders. Although the enabling conditions (community expectations, access to information and partnerships are essential to empowerment) include the factors, the issues of training, reliability of funding, and organization coordination still dictate the degree to which SK councils can maximize their potential in governance. The need to reinforce these mechanisms of structural support is thus key to continuing the participation of youths, bettering of leadership performance, and relying on long-term empowerment results, which constitute a vital aspect of the proposed Outcome-Based Empowerment Framework of the Sangguniang Kabataan in IGACOS.

SK Empowerment Framework

The framework combines the qualitative and quantitative results that will be identified in the study. The framework conceptualizes the concept of empowerment as constructs of enabling governance mechanisms and the outcomes of governance mechanisms reflect empowerment outcomes.

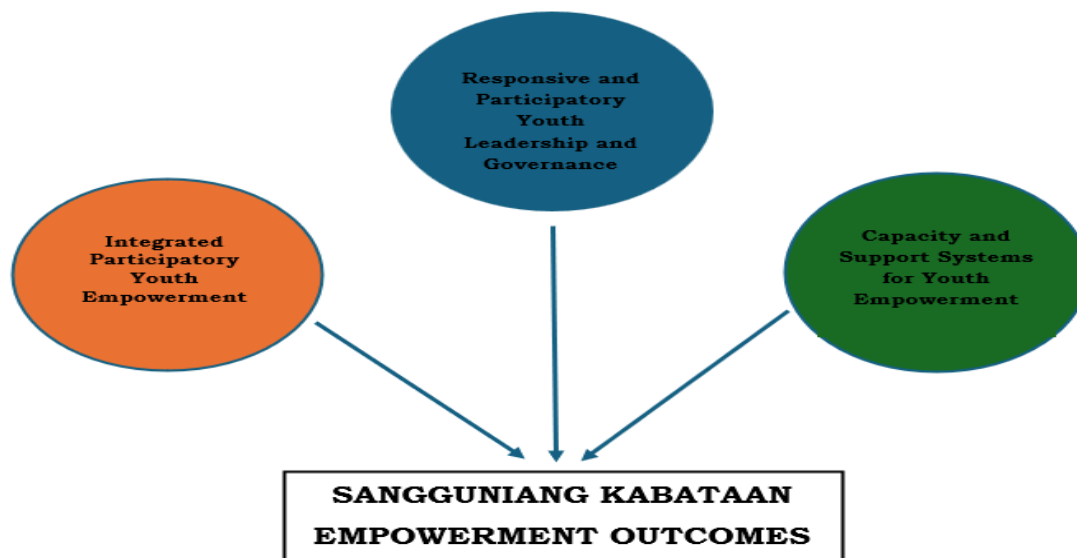


Figure 2. Outcome-Based Empowerment Framework of Sangguniang Kabataan in IGACOS

The results of the Exploratory Factor Analysis (EFA) formed the Outcome-Based Empowerment Framework of the Sangguniang Kabataan (SK) in the Island Garden City of Samal (IGACOS) presented in Figure 4. As shown by the framework, SK empowerment results are organized into three inter-connected dimensions including: Integrated Participatory Youth Empowerment, Responsive and Participatory Youth Leadership and Governance, and Capacity and Support Systems of Youth Empowerment. All of these outcome dimensions capture the measurable expressions of the empowerment processes undergone by SK officials and youth involved in the study-barangays in IGACOS in barangays. The first dimension, Integrated Participatory Youth Empowerment, emphasizes how the key pillar in enhancing youth involvement in the process of governance is the universal involvement in the process, and partnership with other organizations, along with the transparency and sustainability tools. This result goes to show that empowerment is not only manifested by the high level of participation of the youth in the planning, consultation and execution of development projects that address the needs of the community. The outstanding presence of this dimension denotes that participatory governance is the major trigger of the empowerment results in the SK institutional setting. The second dimension, Responsive and Participatory Youth Leadership and Governance, is the capacity of SK officials to take initiatives, consult youth constituents, communicate updates of programs, and engaging stakeholders to undertake youth program. This aspect underlines the fact that empowerment is enhanced when the youth leaders can be able to convert participation into actionable responsive governance that would assist in responsive inclusive decision making processes at the barangay level. Capacity and Support Systems of Youth Empowerment is the third dimension that reflects the surroundings of enabling institutions that support youth government effectiveness. This involves provision of training opportunities, mentoring support, material support, community relationship and liaison with local government agencies. This dimension is supported by the fact that structural support mechanisms reinforce the presence of empowerment outcomes and reinforce program continuity and organizational performance. Considered as a whole, the three outcome dimensions capture the fact that SK empowerment in IGACOS is a multidimensional governance process that runs on structures of participation, responsiveness in leaders, and support systems of institutions. The framework thus offers an empirical foundation to the emergence of youth empowerment results in the interaction of these complementary elements and a blueprint in how to reinforce youth governance policies and programs at local levels.

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CONCLUSION

The study concludes that SK empowerment outcomes are anchored on three core dimensions: integrated participatory youth empowerment, responsive and participatory youth leadership and governance, and capacity and support systems for youth empowerment. These findings indicate that effective and sustainable youth governance is achieved when participatory mechanisms, responsive leadership, and institutional support systems operate in synergy to strengthen SK performance and continuity. Thus, the hypothesis is rejected.

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