

Institutional Barriers and Representation Strategies of Sangguniang Kabataan (SK) Chairpersons

Hannah Faith D. Legara, Ryan James R. Tuco

(Department of Arts and Sciences, UM Digos College, Digos City, Davao del Sur, 8002, Philippines)

ABSTRACT: This study explores the institutional barriers faced by SK chairpersons and the strategies they employed to ensure effective youth representation in the municipality of Matanao, Davao del Sur, employing a qualitative research design grounded in descriptive phenomenology with semi-structured interviews. Thematic analysis identified key barriers in bureaucratic and procedural delays, hierarchical and political power structures, gaps in sustained youth engagement, and structural financial constraints. To address these barriers, participants employed representation strategies such as consultation and feedback, collaborative leadership and engagement, motivational strategies to increase youth participation, and partnerships and inter-institutional collaboration. Overall, the strategies led to significant effects in strengthened youth representation and inclusion, institutional empowerment, and cyclical governance patterns. This research recommends the need for policy development and institutional support mechanisms to empower SK chairpersons through efficient administrative procedures, sufficient funds for youth initiatives, establishing clear authority from SK chairpersons without informal political interference, encouraging partnerships from other institutions to enhance resources and program reach, institutionalized procedures for SK chairpersons to provide input in municipal decisions to incorporate youth voices in ensuring effective youth representation and promoting inclusive and responsive local governance.

Keywords - institutional barriers, youth, SK chairpersons, representation

I. INTRODUCTION

Youth participation and representation are crucial components in democratic development. Yet, in many democratic countries, youth representation in local governance remains an occurring challenge in ensuring youth's influence in decision-making processes. According to the Organization for Economic Co-operation and Development (2020), despite formal policies for youth representation in many countries, young people still feel that their political influence remains weak because of bureaucratic constraints and institutionalized political structures. Additionally, under the SK Reform Act of 2015 (RA 10742), the Sangguniang Kabataan Officials, as the official youth council in the Philippines, are legally empowered to advance their objectives in representing the youth bodies. However, despite legal mandates to empower young leaders, challenges still occur that constrain the effectiveness of youth representation.

Several studies adapt mechanisms to overcome challenges that repress practical implementation in local governance, such as Baluan and Carurucan (2025), who collaborated with civic groups to expand resources and youth involvement. Similarly, the study of Catapang (2024) employed community engagement activities and collaboration with local institutions to strengthen the leadership capacity of SK officials. Despite these coping strategies, persistent issues continue to affect governance performance and youth representation. Research indicates that challenges such as limited autonomy, youth apathy, incomplete councils, resource challenges, delayed budget releases, and lack of skills are evident in SK officials (Caingles et al., 2020; Damit, 2025; Robite et al., 2024).

Within this context, the experiences of SK chairpersons provide valuable insights for exploring the realities of youth representation in local governance. While studies introduced a range of challenges and mechanisms affecting SK officials, many scholars continue to emphasize the urgency to address institutional support that enable young leaders to perform their roles effectively and youth to be adequately represented (Augsberger et al., 2023; Sarigumba et al., 2023). Therefore, this study seeks to explore the institutional barriers faced by SK officials and the strategies they employed to ensure effective youth representation at the grassroots

level. The findings of this research may contribute to the local government of Matanao by providing insights that may tailor policy development and institutional support mechanisms for young leaders.

This study anchors on the concept of representation, which emphasizes that effective representation extends beyond merely occupying a position of authority. The concept of representation formulated by Hanna Pitkin (1967) has several forms, such as formal, descriptive, symbolic, and substantive. This study posits that substantive representation, acting in the best interest of constituents and ensuring that their voices and concerns are actively considered in the political process, is the key measure of a representative's effectiveness. Building on this, institutional theory of Scott (2005) complements the framework by explaining how rules, norms, and organizational structures of governance bodies influence the behaviour, capabilities, and overall effectiveness of the actors operating within them.

II OBJECTIVES OF THE STUDY

This study's primary goal is to explore the institutional barriers faced by SK chairpersons and the strategies they employ to effectively represent the youth in the municipality of Matanao. Specifically, the study aims to answer the following questions:

1. What are the institutional barriers encountered by SK Chairperson in representing youth in local governance?
2. What are the strategies employed by SK Chairperson to address these barriers in fulfilling their roles as youth representatives?
3. What are the effects of these strategies on youth representation in local governance?

II. METHODS

This study employs a descriptive-qualitative research design to explore the institutional barriers faced by SK Chairpersons and the strategies they employ to effectively represent the youth in the Municipality of Matanao. It is a design in which the researchers are primarily interested in analyzing social phenomena by providing systematic descriptions based on participants' experiences (Furidha, 2024).

Furthermore, a purposive sampling technique is used to select (5) participants that qualify for the following selection criteria: (1) elected and qualified SK chairperson during the Barangay and Sangguniang Kabataan Election (BSKE) 2023; and (2) a resident of municipality of Matanao. Purposive sampling intentionally selects participants based on the researcher's judgement to gather information-rich data (Bouncken et al., 2025)

The researcher gathers data through key informant interviews, which allows an opportunity to deeply explore the research questions. Each session runs for about 15-30 minutes, with informed consent secured beforehand, and privacy and confidentiality carefully upheld throughout the interview session.

Following the data-gathering phase, the researcher proceeds with transcribing and translating the interviews and applies thematic analysis as the main method for examining the qualitative data. This approach allows for the identification of key patterns, themes, and insights emerging from the participants' responses.

III. RESULTS AND DISCUSSIONS

This section presents and discusses the key themes emerging from the participants' responses, interpreted in relation to research objectives and existing literature.

Table 1. Interview line, codes, emerging theme on the institutional barriers faced by SK chairperson in representing the youth in the municipality of Matanao.

Outstanding Statements	Codes	Emerging Themes
<p>“It takes time for it to be approved” (P1, Line 6, p.1)</p> <p>“When we plan to establish a project, there is really a delay...about one month.”(P5, Line 24-25, p.11)</p>	<p>Procedural delay; project implementation delay; financial processing delay</p>	<p>Bureaucratic and Procedural Delays</p>
<p>“They are already used to it that the SK is the one who spends for everything...They say it has really been like</p>	<p>Social control within governance; resistance to institutional change</p>	<p>Hierarchical and Political Power Structures</p>

that before. It's difficult because you should not oppose the captain." (P4, Line 18-19, p. 8)	Kinship-based advantage	political		
"They can suggest things. In our case, the captain is my uncle, so whatever plan I have, he also agreed with it"(P5, Line 3-4, p.11)				
"It is difficult to encourage youth to participate" (P3, Line 13-14, p.6)				
"It is difficult to gather all the youth" (P1, Line 4, p. 3)	Low youth participation;			Gaps in Sustained Youth Engagement
"I don't know what the others want, especially the girls... If they don't attend, I cannot hear what they really want." (P4, Line 6-8, p.8)	youth apathy			
"If the budget is insufficient, we remove some of our plans." (P2, Line 30, p. 3)	Budget-based reduction	program		Structural Constraints
"They are dissatisfied with their salary" (P5, Line 14-15, p.13)	Low honorarium that causes to weak accountability			
				Financial

Institutional Barriers faced by SK Chairpersons in the Municipality of Matanao.

The study revealed four major institutional barriers: (1) Bureaucratic and Procedural Delays, (2) Hierarchical and Political Power Structures, (3) Gaps in Sustained Youth Engagement, (4) Structural Financial Constraints.

Bureaucratic and Procedural Delays. Most of the participants described prolonged approval processes that hinder them from immediately responding to youth needs. The findings show that delayed bureaucratic procedures significantly affect responsiveness to youth-led initiatives. This finding is consistent with Hicale et al. (2025), who found out that SK officials experience multiple administrative procedures that directly affect decision-making processes and implement youth initiatives. Research also indicates that bureaucratic inefficiencies erode effective local governance performance (Cahyono, 2025).

Hierarchical and Political Power Structures. The findings also suggest that although SK is legally autonomous, relational power can influence decisions and policy making. Contrary to P5 that projects are implemented due to personal connections, P4 experienced rejection of projects because of resistance to institutional change and social hierarchy that exerts social pressure. In this context, equitable youth governance is compromised, weakening institutional legitimacy (Baguio et al., 2025). Additionally, for Olayta (2025), at the grassroots level, hierarchical networks rely on patronage to shape governance, weakening institutional autonomy.

Structural Financial Constraints. Participants reported limited budgets that led to the reduction of planned programs, low honorariums that caused weak internal accountability and inactive officials. The findings show that financial limitations is a foundational institutional constraint that influences program impact, accountability, and power. The following were excerpts from participants' responses:

"If the annual budget is insufficient, we remove some of our plans." (P2, Line 30, p. 3)

"We have many projects we want to implement, but our barangay cannot handle them because our funds are very limited." (P4, Line 32-33, p. 7)

Gavel (2025) claimed that SK funding comes from a limited portion of the barangay budget that directly affects implementation of youth programs. As a result, it constrains the capacity of officials to deliver services effectively (Espino et al., 2025).

Gaps in Sustained Youth Engagement. Another key barrier that emerged from most of the participants that limits their capacity to effectively represent youth concerns. One participant shared:

“There are supposed to be two KK assemblies in a year, but there was one time when we didn’t have even one. We also lost motivation because it felt like we were the ones chasing after them, like we were the ones needing them...Whenever there’s entertainment, they are very active, but when it comes to symposiums, they have to be forced.” (P4, Line 4-8, p.9)

Studies like Augsberger et al. (2023) note that youth councils globally struggle in sustaining consistent engagement among youth. Lastimado et al. (2025) also claimed that youth councils face challenges in gathering feedback from constituents due to low youth participation in formal events.

Table 2 Interview line, codes, emerging theme on the strategies employed by SK chairperson in representing the youth in the municipality of Matanao.

Outstanding Statements	Codes	Emerging Themes
<p>“I consult the youth and my council and relay them in barangay session for action.” (P2, Line 8-13, p.4)</p> <p>“Regarding with the concerns of the youth, I present it to the barangay council for their guidance” (P4, Line 1-2, p.7)</p>	<p>Consultations; representation; feedback mechanism</p>	<p>Consultation and Feedback</p>
<p>“Through leadership. It gave us strength to fight for our rights.” (P2, Line 24-26, p.4)</p> <p>“The strategy that worked best for me is to engage and interact with them” (P5, Line 14-15, p.14)</p>	<p>Collaborating with youth and empowered leadership</p>	<p>Collaborative Leadership and Engagement</p>
<p>“We organize fun activities to gather all the youth together.” (P1, Line 22, p.6)</p> <p>“I use prizes and ruffles to attract and gather them.” (P3, Line 7-8, p.3)</p>	<p>Incentives and motivational activities</p>	<p>Motivational Strategies to Increase Youth Participation</p>
<p>“The SK officials, school, and barangay officials collaborate through partnerships (P5, Line 6-7, p.13)</p> <p>“We invite other youths from other barangay through special session” (P2, Line 18-19, p.4)</p>	<p>External collaboration</p>	<p>Partnerships and Inter-Institutional Collaboration</p>

Strategies Employed by SK Chairpersons in the Municipality of Matanao.

The data revealed that despite institutional barriers, SK chairpersons employed strategies to effectively represent the youth in the municipality of Matanao. These strategies clustered into four main themes: (1) Consultation and Feedback, (2) Collaborative Leadership and Engagement, (3) Motivational Strategies to Increase Youth Participation, and (4) Partnerships and Inter-Institutional Collaboration.

Consultation and Feedback. Through conducting KK assemblies and regular meetings, SK chairpersons are able to gather inputs, identify youth concerns, and pass these to the barangay council during sessions for recommended actions to ensure that established plans reflect youth needs. One participant shared:

“When we have a KK assembly, we ask them about their plans, not just ours. Then we hold sessions twice a month... we submit it to the barangay council, and there we discuss and agree on it.” (P4, Line 15-21, p.9)

This validates the study of Atanoza-Megriño (2024) that emphasizes how youth councils play a role in incorporating young people's perspectives through regular consultations as this leads to effective governance. Another study by Lising and Rivera (2024) states that to achieve participatory governance, communication channels between youth and local government are essential to promote strong communication and collaboration between SK officials and youth sectors.

Collaborative leadership and engagement. SK chairpersons also employed leveraging leadership skills alongside collaborative strategies to encourage council members and youth participation. One participant shared:

“For me, it’s collaborative. If I contribute, you also have something to contribute... If you are a member of my SK and Katipunang Kabataan, whenever there’s something to do, we include you so you can feel a sense of belonging.” (P3, Line 31-36, p.6)

This is supported by Catapang (2024), who stresses the importance of collaborative governance and leadership skills so youth are more engaged in community initiatives. Additionally, shared leadership leads to stronger institutional trust and empowers constituents (Annapureddy et al., 2025).

Motivational Strategies to Increase Youth Participation. SK chairpersons agree that to address gaps in sustained youth engagement, participants employed incentives and interactive activities to reinforce engagement and motivate participation. The following were excerpts from participants’ responses:

“We organize fun activities to gather all the youth together.” (P1, Line 22, p.6)

“My strategy to gather the youth, I use prizes and ruffles to attract and gather them.” (P3, Line 7-8, p.3)

Youth participation boost through engaging activities that align with youth interests (Aden, 2023). This approach also aligns with the existing study of Ballard et al. (2021), showing that a supportive environment and interactive activities promote higher levels of youth involvement.

Partnerships and Inter-Institutional Collaboration. Partnerships with neighbouring barangays and schools expanded program reach, activities, and special sessions. This allows strengthened initiatives and networks within the community that maximize connections and enhance youth involvement. This approach aligns with existing research showing that youth programs become more effective when youth leaders actively engage in collaboration with different organizations, schools, and community members (Perez & Clamo, 2025). Additionally, partnerships between youth councils and community organizations expand program reach and empower youth in community actions (Mabazza et al., 2025).

Table III Interview line, code, emerging theme on the effects of the strategies employed by SK chairperson in representing the youth in the municipality of Matanao.

Outstanding Statements	Codes	Emerging Themes
<p>“Youth voices are being more heard now” (P3, Line 7, p.7)</p> <p>“More youth participate, and their concerns are considered in barangay decisions” (P2, Line 12, p. 5)</p>	<p>Youth voices acknowledged</p> <p>Increased youth engagement</p>	<p>Strengthened Youth Representation and Inclusion</p>
<p>“The SK has legal authority, power, and its own funding source.” (P3, Line 9-11, p.7)</p> <p>“Once we are able to implement the project, they will be empowered.” (P5, Line 26-28, p.14)</p>	<p>Program and projects impact; empowerment</p>	<p>Institutional Empowerment</p>

<p>“There are no changes...it’s like a rollercoaster here in our barangay” (P1, Line 26-28, p.9)</p> <p>“Nothing is new; it’s still the same as before” (P4, Line 12-14, p.3)</p>	Recurring patterns; no changes	Cyclical Patterns	Governance
---	--------------------------------	--------------------------	-------------------

Effects of the Strategies Employed by SK Chairpersons in the Municipality of Matanao.

The study also revealed that the strategies employed by SK chairpersons resulted in three major effects: (1) Strengthened Youth Representation and Inclusion, (2) Institutional Empowerment, (3) Cyclical Governance Patterns.

Strengthened Youth Representation and Inclusion. Participants consistently reported that the strategies allow youth concerns to be acknowledged and integrated in barangay decision-making processes. One participant highlighted:

“The more their concerns are addressed, the more they participate” (P2, Line 18, p.5)

This aligns with the study of Baluan and Carurucan (2025), showing that youth-focused programs increased youth involvement and enhanced their civic engagement. This also reflects the study of Ormilla and Tenorio (2024), which found that meaningful youth inclusion strengthens representation in local governance.

Institutional Empowerment. The findings suggest that institutional empowerment occurs when financial sufficiency and system support are visible through actual project implementation. Thus, there is a call for increased funding to strengthen youth-focused programs. One participant shared:

“Increase the budget. Give more importance to the youth... and it should not be selective.” (P2, Line 24-27, p.7)

Research on SK fiscal practices indicates that managing SK funds builds leadership capacity among youth officials (Duque et al., 2025). A study by Reguindin and Caelian (2025) emphasizes that financial autonomy enables officials to actively engage in local governance, resulting in empowered decision-making, project implementation, and youth-focused initiatives.

Cyclical Governance Patterns. Despite positive effects, participants reported recurring patterns that limit institutional change. These statements suggest the persistence of cyclical governance patterns, wherein traditional routines are also evident. Ramos et al. (2025) prove that while engagement mechanisms can enhance youth inclusion, there is still a struggle to influence policies due to lack of sustained institutional support. Despite strategic initiatives, as a result of resistance to institutional change and traditional routines, cyclical governance patterns still occur that ultimately limit transformative reforms (Acemoglu et al., 2020).

IV. CONCLUSION

In conclusion, this study explored the institutional barriers and representation strategies of SK chairpersons in the municipality of Matanao. The researcher identified barriers, employed strategies, and the effect of these strategies to effectively represent youth in local governance. The findings highlight the need for measures to strengthen the capacity of SK chairpersons in ensuring effective youth representation. SK chairpersons together with the officials can benefit from enhancing their consultation mechanisms, collaborative engagement, and motivational strategies to increase youth participation while also expanding their reach in inter-institutional collaboration to manage the barriers. The Local Government Unit of Matanao may support SK leaders through the following policy development and institutional support mechanisms: efficient administrative procedures, sufficient funds for youth initiatives, establishing clear authority from SK chairpersons without informal political interference, encouraging partnerships from other institutions to enhance resources and program reach, institutionalized procedures for SK chairpersons to provide input in municipal decisions to incorporate youth voices, leading to effective youth representation, inclusive and responsive local governance.

V. ACKNOWLEDGEMENTS

The authors would like to express their sincere gratitude to all the individuals who contributed to the completion of this study. To the research adviser, for the invaluable guidance, encouragement, and expertise that greatly improved this research. To the research participants, whose cooperation and willingness to share their experiences made this study possible. The researchers likewise extend their profound appreciation to their friends who offered companionship and encouragement, and to their parents, for their unwavering love, support, and continuous moral and emotional support throughout the study. Above all, to Almighty God, for wisdom, grit, and grace.

REFERENCES

- [1] Organisation for Economic Co-operation and Development. (2020). *Governance for youth, trust and intergenerational justice*. OECD Publishing.
- [2] Baluan, A. R. E. L., & Carurucan, C. M. B. (n.d.-c). *Leadership In Action: Understanding The Impact Of Sangguniang Kabataan On Community Development Of Sarrat*. Animo Repository. https://animorepository.dlsu.edu.ph/conf_shsrescon/2025/paper_spl/5/
- [3] Catapang, A. D. C. (2024). *Youth participation on the holistic development and leadership skills of sangguniang kabataan*. International Journal of Research Publications, 149(1). <https://doi.org/10.47119/ijrp1001491520246526>
- [4] Caingles, A. T., Dadang, P. M., & Bingil, J. (2020). *Challenges Encountered By The Sangguniang Kabataan In Program Planning And Implementation*. In Undergraduate Thesis, College of Extension and Community Development, Southern Christian College, Midsayap, Cotabato. http://www.globalscientificjournal.com/researchpaper/Challenges_Encountered_By_The_Sangguniang_Kabataan_In_Program_Planning_And_Implementation
- [5] Damit, D. A. (2025). *Chained Autonomy: A Qualitative Study of Bond-Related Barriers and Capacity Constraints in the Reformed Sangguniang Kabataan*. International Journal of Research and Innovation in Social Science, IX(IV), 4191–4198. <https://doi.org/10.47772/ijriss.2025.90400297>
- [6] Robite, F. G., Pamocol, D. F., Labra, W. G., Saquibal, E. S., Jr, & Pamocol, D. F. (2024c, May 1). *Youth leadership and performance of Sangguniang Kabataan Officials in Iloilo City*. BAHÁNDĪAN, Institutional Repository of Central Philippine University. <https://hdl.handle.net/20.500.12852/3321>
- [7] Augsberger, A., Collins, M. E., & Howard, R. C. (2023). *The global context of youth engagement: A scoping review of youth councils in municipal government*. Children and Youth Services Review, 156, 107349. <https://doi.org/10.1016/j.childyouth.2023.107349>
- [8] Sarigumba, M. P., Soriano, M., Robson, J. P., Quiviquivi, I., & Cabrera, O. L. (2023b). *Understanding the role of youth in Indigenous territorial governance*. Frontiers in Environmental Science, 11. <https://doi.org/10.3389/fenvs.2023.1200434>
- [9] Pitkin, H. F. (1967). *The concept of representation*. University of California Press. <https://doi.org/10.2307/jj.2711645.1>
- [10] Scott, W. R. (2005). *Institutional theory: Contributing to a theoretical research program*. Great minds in management: The process of theory development, 37(2), 460- 484.
- [11] Furidha, B. W. (2024). *Comprehension Of The Descriptive Qualitative Research Method: a Critical Assessment Of The Literature*. Journal of Multidisciplinary Research, 1–8. <https://doi.org/10.56943/jmr.v2i4.443>
- [12] Bouncken, R.B., Czakon, W. & Schmitt, F. *Purposeful sampling and saturation in qualitative research methodologies: recommendations and review*. Rev Manag Sci 20, 579–615 (2026). <https://doi.org/10.1007/s11846-025-00881-2>
- [13] Hicale, J. D., Llego, R. Y., Maquiso, B. G., Tayag, R. V., & Obeda, A. Z. B. (2025b, November 28). *Institutionalizing and managing a financially independent sangguniang kabataan: The roles of SK Chairperson*. <https://so03.tci-thaijo.org/index.php/ppmjjournal/article/view/286416>
- [14] Cahyono, A. S. (2025). *Local governance and bureaucratic reform in public policy perspective*. Pena Justisia Media Komunikasi Dan Kajian Hukum, 24(1), 6739–6754. <https://doi.org/10.31941/pj.v24i2.6527>
- [15] Baguio, G. G., ASNHS, Division of Agusan del Sur, Batan, D. M. C., Bohol Island State University Clarin Campus, De Guzman, R. R., Lahug National High School, Villarín, I. J., & Graduate School, CTU-Main. (2025). *Exploring political dynamics and governance practices in Central Visayas: a qualitative analysis of local leadership, civic engagement, and institutional challenges in Clarin, Bohol, and Cebu City* (Vol. 4, Issue 2, pp. 457–459).
- [16] Olayta, J. N. (2025). *Influence of socio-political factors in the discharge of leadership functions of barangay captains in the Baybay district of the province of Laguna*. International Journal of Advanced Multidisciplinary Research and Studies, 5(2), 1406– 1409. <https://doi.org/10.62225/2583049x.2025.5.2.3993>
- [17] Gavel. (2025, February 20). *SP backs 2025 budgets of 5 SK urban brgys*. CdeO City Council. <https://www.cdeocitycouncil.com/single-post/sp-backs-2025-budgets-of-5-sk-urban-brgys>
- [18] Espino, L. C., Layese, C. M. Q., Quindao, K. S. S., & Jabagat, I. R. S. (2025). *Poverty alleviation policies: From the lens of Barangay officials in Davao City*. International Journal of Research and Innovation in Social Science, 1877–1902. <https://doi.org/10.47772/ijriss.2025.909000163>
- [19] Lastimado, N., Mabini, R. M., Lim, A. D., Callo, J., Lomocso, R., & Naparan, G. (2025d). *Exploring the challenges and coping strategies of the sangguniang kabataan in organizing youth advocacies in*

- local governance. *Journal of Governance and Administrative Reform*, 6(1), 65–80. <https://doi.org/10.20473/jgar.v6i1.71818>
- [20] Atanoza-Megriño, M. G. (2024). *Empowering the Future: The sangguniang kabataan's role in shaping the lives of young Filipinos*. *Journal of Interdisciplinary Perspectives*, 2(7). <https://doi.org/10.69569/jip.2024.0242>
- [21] Lising, S. D. B., & Rivera, M. A. (2024). *Sangguniang Kabataan competencies in Quezon Province: A basis for capacity development program*. *International Journal of Research Studies in Education*, 13(13). <https://doi.org/10.5861/ijrse.2024.24105>
- [22] Annapureddy, R., Fornaroli, A., Fattori, M., Lacovara, V., Fiori, E., Vollmer, S., Konradi, M., Hecking, B. E., Todesco, G., & Gatica-Perez, D. (2025). *Co-Designing with Multiple Stakeholders and Datasets: A Community-Centered Process to Understand Youth Deviance in the Italian City of Turin*. arXiv (Cornell University). <https://doi.org/10.48550/arxiv.2510.21467>
- [23] Aden, K. (2023). *How can governmental incentives inspire youth to be more engaged in environmental protection?* *Public Governance Administration and Finances Law Review*, 7(2), 109–137. <https://doi.org/10.53116/pgafmr.2022.2.5>
- [24] Ballard, J., Borden, L., & Perkins, D. F. (2021). *Program quality components related to youth civic engagement*. *Children and Youth Services Review*, 126, 106022. <https://doi.org/10.1016/j.childyouth.2021.106022>
- [25] Perez, J. C. L., & Clamo, L. (2025). *Sangguniang Kabataan (SK) Programs at Esperanza, Agusan del Sur: Influence on Youth Development*. *Randwick International Journal of Education and Linguistics Science Journal*, 6(2), 496–523. <https://doi.org/10.47175/rielsj.v6i2.1179>
- [26] Mabazza, J. M., Calaowa, D. M., Suyong, A. O., Angbao, D. A., & Igana, A. D. (2025). *A Comparative Study of Awareness and Engagement in Local Community Activities among Private Senior High School Students in Tabuk City, Kalinga*. *International Journal of English Literature and Social Sciences*, 10(3), 671–687. <https://doi.org/10.22161/ijels.103.94>
- [27] Ormilla, A. K., & Tenorio, C. (2024b). *Exploring Meaningful Child Participation In Governance: Insights From Barangay Local Government Units In Southern Philippines*. *Indonesian Journal of Social Sciences, Policy and Politics*, 2(2). <https://doi.org/10.69745/ijsspp.v2i2.86>
- [28] Duque, J.-J., Research Innovation and Extension - Center for Community and Local Governance Studies and Policy Development, & Tarlac State University. (2025). *Fiscal Management of Sangguniang Kabataan: An In-Depth Analysis*. In *International Journal of Creative Research Thoughts* (Vol. 13, Issue 12, p. 535).
- [29] Reguindin, J. C. V., & Caelian, M. V. (2025). *Financial independence, operational challenges, and best practices of the sangguniang kabataan in a highly urbanized city in western Visayas, Philippines*. *Philippine Social Science Journal*, 8(3), 1–20. <https://doi.org/10.52006/main.v8i3.1359>
- [30] Ramos, F., Tavares, A. F., & Da Cruz, N. F. (2025). *Between promise and practice: a scoping review of the democratic outcomes of youth participation in local governance*. *Children and Youth Services Review*, 181, 108738. <https://doi.org/10.1016/j.childyouth.2025.108738>
- [31] Acemoglu D., Egorov, G., & Sonin, K. (2020). University of Chicago. *Institutional change and institutional persistence* (No. 2020–127).