Original Article

Influence of Governance Structures on Peacebuilding: Insights from Local Institutions, Corruption Control, and Civil Society

Filibert Patrick F. Tad-awan iD *, Laureano Alexis R. Marinas* iD

Author Information:

University of Baguio, Baguio City,
Philippines

Correspondence:
fptad-awan@e.ubaguio.edu

Abstract. This study analyzes the influence of governance structures on peacebuilding, focusing on institutional arrangements, corruption dynamics, transitional justice, and civil society engagement. Using a qualitative case study design, the research was conducted in Baguio City, Philippines, with 30 members of the Peace and Order Council (POC) as respondents. Data was collected through semi-structured interviews and analyzed thematically to generate insights into the role of governance in sustaining peace. Findings revealed that governance structures shape peacebuilding outcomes in multiple ways. Decentralization enhances responsiveness and local ownership, centralization ensures uniformity but restricts flexibility, while hybrid and collaborative models foster inclusivity and balance. At the community level, local governance institutions sustain peace through policy support, community participation, and conflict resolution mechanisms. However, corruption emerged as a critical barrier, undermining trust, diverting resources, and weakening institutional credibility. Challenges in transitional justice included governance constraints, political barriers, socio-cultural dynamics, and limited awareness, while civil society organizations were found to strengthen peacebuilding through advocacy, service delivery, mediation, and accountability. The study concludes that sustainable peacebuilding requires governance models that are inclusive, transparent, and accountable, where state institutions, local governments, and civil society actors collaborate effectively. These findings offer important implications for policymakers, practitioners, and scholars designing adaptive governance frameworks to promote long-term peace.

Keywords: *Governance structures; Peacebuilding; Decentralization; Corruption; Transitional justice; Civil society; Local governance.*

Tackling the root causes of violence requires structural rather than technical reforms that shift power from systems of domination toward justice and peace. The Sustainable Development Goals (SDGs) provide a framework for this transformation; however, as Kapogianni and Thorne (2024) emphasize, achieving sustainable peace requires political action and leadership from local women human rights defenders. In the Philippines, the effectiveness of peacebuilding depends on governance structures, particularly in conflict-affected areas. Eaton and Shair-Rosenfield (2024) highlight that autonomous zones enhance community control and cultural responsiveness, yet challenges persist in coordinating national and regional authorities. Local institutions, being closest to the people, play an essential role in fostering cohesion and addressing the root causes of conflict

(Kroeker, 2021). Through participatory and inclusive governance, as Pyles (2020) argues, peacebuilding becomes more authentic and sustainable. Barangay officials often first respond to disputes, help prevent conflict escalation, and ensure accessibility of peace processes (Hall, 2023). However, limited capacity and resources underscore the need for institutional support and capacity-building.

Governance integrity is central to the success of peacebuilding. Corruption, as Guth (2024) notes, erodes public trust and diverts resources from peace initiatives, while Forster (2024) observes that it can derail reconciliation in post-conflict settings. Embedded within social and political networks, corruption in the Philippines remains difficult to dismantle, making anti-corruption efforts a prerequisite for peace. Destrooper (2024) calls for stronger legal frameworks, oversight mechanisms, and active engagement by civil society to ensure accountability and equitable resource distribution. Transitional justice, though challenging in the Philippine context, also offers opportunities for healing. Leib (2022) and Destrooper (2024) identify political interference and complex conflict dynamics as key barriers. However, the establishment of the Transitional Justice and Reconciliation Commission (TJRC) in the Bangsamoro peace process demonstrates progress (Lamchek & Radics, 2021). As Firchow and Selim (2022) and Boonpunth and Saheem (2022) affirm, transitional justice succeeds when approaches are context-specific and inclusive of all societal sectors.

Civil society organizations (CSOs) are indispensable actors in Philippine peacebuilding, particularly in Mindanao, where they promote rights, mediate disputes, and monitor ceasefire agreements (Hall, 2023). By addressing the root causes of conflict (Kapogianni & Thorne, 2024) and enhancing local ownership through initiatives such as the Mindanao Peacebuilding Institute (Boonpunth & Saheem, 2022), CSOs strengthen community resilience and sustainability. However, gaps remain in the literature on how governance structures shape peace outcomes. Existing studies often prioritize state-centric and international models while overlooking local dynamics (de Coning et al., 2022; Donais et al., 2024). Similarly, corruption and civil society engagement are frequently treated as peripheral rather than structural governance challenges (Powell et al., 2021; Dorasamy & Fagbadebo, 2021; Kiyala & Harris, 2022; Kanyako, 2024).

Focusing more locally, in Baguio City, the role of civil society engagement and participatory governance has become increasingly salient. The city government has institutionalized mechanisms, such as the "People's Council" ordinance, that accredit civil society organizations (CSOs) and invite their participation in policymaking, budget oversight, and project monitoring. Initiatives such as the Open Government Partnership campaign ("OGPinas!") held in Baguio also reflect the local government's efforts, in collaboration with national agencies, to strengthen transparency, civic participation, and anti-corruption advocacy (Philippine Information Agency). While the city has not been the theater of high-intensity armed conflict in recent years, the local governance–civil society nexus offers an instructive setting for understanding how governance frameworks can contribute to conflict prevention, social cohesion, and peacebuilding at the urban and subnational levels.

This study addresses these gaps by analyzing how governance—from local institutions to national mechanisms—affects peacebuilding through corruption control, transitional justice, and civil society participation. It aims to generate context-specific insights and practical recommendations for designing governance systems that promote accountability, inclusivity, and sustainable peace.

The objective of this study is to analyze the impact of different governance structures on peacebuilding. Specifically, it seeks to determine how different governance structures affect peacebuilding efforts, the role of local governance institutions in sustaining peace at the community level, how corruption within governance structures affects peacebuilding initiatives, the challenges and opportunities of implementing transitional justice mechanisms in post-conflict societies, and how civil society organizations can influence governance structures to support peacebuilding efforts.

Methodology
Research Design
This study employed a qualitative single-case study research design to examine how governance structures influence peacebuilding processes. The case study approach was selected because it enables an in-depth, contextualized analysis of complex social and institutional phenomena in real-world settings, particularly when the boundaries between context and phenomenon are unclear. The primary level of analysis was organizational, with the Peace and Order Council (POC) of Baguio City treated as the central case. The POC was examined as a

governance institution responsible for coordinating peace and security initiatives across local government units, law enforcement agencies, and civil society actors. Individual POC members served as embedded units of analysis, providing experiential and role-based perspectives that illuminate how institutional governance arrangements operate in practice.

This embedded case study design enabled the researcher to capture both institutional dynamics (organizational level) and lived governance experiences (individual level), ensuring coherence between the research questions, data sources, and interpretive claims. The design was appropriate because peacebuilding and governance are shaped by interacting political, institutional, socio-cultural, and administrative factors that cannot be meaningfully isolated or quantified. A qualitative approach facilitated the collection of rich, narrative data necessary to understand governance structures—centralized, decentralized, hybrid, and collaborative—and their implications for corruption control, transitional justice, and civil society participation.

Participants
Baguio City was purposively selected as the research site because it represents a politically stable yet institutionally complex urban governance context, characterized by multi-sectoral participation, indigenous communities, and formalized peace-and-order mechanisms. The Peace and Order Council (POC) was selected as the focal case because of its legally mandated role as the primary coordinating body for peacebuilding, security governance, and community conflict management at the city level. The study involved 30 members of the Baguio City Peace and Order Council, representing local government units, law enforcement agencies, civil society organizations, religious groups, and community sectors. Purposive sampling was guided by the organizational level of analysis, prioritizing participants directly involved in decision-making, policy implementation, and coordinating peacebuilding initiatives. To ensure depth and institutional memory, only POC members who had served for at least three (3) consecutive years were included. This criterion ensured that participants possessed sustained exposure to governance processes, policy shifts, and peacebuilding outcomes relevant to the study's objectives.

While all participants shared a common institutional affiliation with the POC—providing a baseline level of experiential homogeneity—their perspectives varied significantly by sectoral roles, mandates, and positional authority. Participants' experiences differed across dimensions, including law enforcement, social services, civil society advocacy, indigenous representation, and local executive governance.

This controlled heterogeneity strengthened the analysis by enabling cross-sectoral comparison within a single institutional case, allowing the study to capture convergent themes (e.g., corruption as a shared constraint) alongside divergent interpretations (e.g., perceptions of centralization versus decentralization). Such variation enhanced the analytic depth and credibility of thematic conclusions, without compromising the coherence of the case.

Research Instrument
This study used qualitative data-gathering tools to collect in-depth, context-rich information from members of the Peace and Order Council (POC) in Baguio City. The primary tool employed was the semi-structured interview guide, which allowed the researcher to explore specific themes related to governance structures and peacebuilding while also providing flexibility to probe deeper into participants' responses. The interview guide was designed based on research questions and covered topics such as the effectiveness of governance in peace initiatives, the role of local institutions, the impact of corruption, and the involvement of civil society in peacebuilding efforts.

Prior to data collection, the research instrument underwent formal validation through the university's research process. Content validation was conducted by designated faculty experts and research specialists to ensure clarity, coherence, relevance, and alignment with the study objectives. In addition, the study protocol—including the interview guide—was reviewed and approved by the University Ethics Review Committee. This process ensured compliance with institutional research standards and ethical guidelines, including informed consent, voluntary participation, confidentiality, and the protection of participants' rights throughout the study.

In addition to interviews, the study also used document analysis as a supplementary tool. Official records, council meeting minutes, policy documents, peace and order plans, and reports submitted by the POC were reviewed to gain further insights into institutional practices and governance mechanisms. These documents helped triangulate

the data gathered from interviews and provided a broader understanding of the policy environment and operational frameworks that shape peacebuilding in the city.

Data Gathering Procedure
For this study, data collection procedures were systematic and followed ethical guidelines to ensure the data's credibility, reliability, and depth. After obtaining approval from the relevant ethics committee and formal approval from the Baguio City government, the researcher reached out to the Peace and Order Council (POC) members through formal letters, emails, and by working with the council secretariat. Once participants gave their consent, the researcher scheduled semi-structured interviews at times and locations that worked for them. These interviews were either in person or via secure online platforms, depending on the respondents' availability and preferences. Each interview lasted about 45 minutes to an hour and was audio-recorded with the participants' permission to ensure accurate transcription and analysis.

To ensure data triangulation, the researcher also conducted document analysis by reviewing relevant policy documents, council meeting minutes, peace and order development plans, and related reports. These documents were accessed through official POC records and public archives. Field notes were taken throughout the process to capture contextual observations and nonverbal cues, enriching the qualitative analysis. All collected data were securely stored and treated with strict confidentiality. Participants were assigned codes or pseudonyms to protect their identities. After the interviews and document reviews, the data were transcribed, coded, and organized for thematic analysis. This multi-step procedure ensured that the data collection was thorough, ethically conducted, and aligned with the study's objectives of understanding the influence of governance structures on peacebuilding efforts in Baguio City.

Data Analysis Procedure
The data gathered in this study were treated using qualitative thematic analysis, a method appropriate for identifying, analyzing, and interpreting patterns of meaning across rich textual data. After transcribing the interviews verbatim and organizing the field notes, the researcher engaged in an initial phase of open coding, during which significant statements, ideas, and recurring concepts were highlighted. These initial codes were then grouped into broader categories and emerging themes that directly addressed the research questions—such as the influence of governance structures on peacebuilding, the role of local institutions, the effects of corruption, and civil society engagement.

The analysis process involved both deductive and inductive reasoning. Deductively, the themes were guided by the study's objectives, while inductively, patterns and insights emerged naturally from the data. To ensure rigor and trustworthiness, triangulation was applied by cross-verifying interview data with document analysis findings. Additionally, peer debriefing and member checking were conducted: selected participants were invited to review the preliminary interpretations of their responses to validate the researcher's understanding.

To manage and organize the data systematically, a manual matrix system was utilized, which helped in coding, sorting, and synthesizing responses. Throughout the process, the researcher adhered to principles of confidentiality, reflexivity, and transparency, ensuring that the findings authentically represented participants' perspectives while minimizing researcher bias. The final themes were synthesized into a narrative that captured the complexities and contextual realities of governance and peacebuilding in Baguio City.

Generalizability, Transferability, and Limitations
Consistent with qualitative case study methodology, this study does not aim for statistical generalizability. Instead, it seeks analytic and theoretical transferability. The findings offer insights into how governance structures shape peacebuilding in urban, multi-sectoral local governance contexts, particularly in decentralized systems within developing or post-conflict societies. Transferability is supported through thick description, detailed contextualization, and explicit articulation of institutional settings, enabling readers and practitioners to assess the relevance of findings to comparable governance environments. However, the study's focus on a single city-level case and on POC members limits the applicability of findings to informal or non-institutional peacebuilding settings. These limitations are acknowledged as boundaries of interpretation rather than methodological weaknesses.

Ethical Considerations

The study meticulously adhered to ethical research protocols, protecting informant identities, conducting research with sensitivity, and handling data analysis, interpretation, and presentation with care. Participants were provided with informed consent, apprising them of their rights in social research. They were required to indicate their consent and sign a checklist form, confirming their voluntary participation, understanding of the research project, assurance of data confidentiality, and rights to inquire and withdraw from the study at any time. Lastly, the study results will be shared through a research presentation and publication. Research findings will also be disseminated through reports and scholarly dialogues with concerned groups to ensure knowledge transfer and application.

Results and Discussion

This presents the findings of the study on Analyzing the Influence of Governance Structures on Peacebuilding Efforts. The themes emerged from the participants' narratives.

How Do Different Governance Structures Impact the Effectiveness of Peacebuilding Initiatives?
Decentralization Enhances Responsiveness and Local Ownership
Participants consistently highlighted that decentralized governance empowers local authorities to design and implement peace-building initiatives tailored to community-specific needs.

P1*: "Decentralized governance empowers local government units to make plans and implement programs suited to the specific needs of the community/area."*
P4*: "The decentralized structure enables people in the provincial office to immediately take responsibility for providing the services needed or required by clients."*
P28*: "The decentralized governance structure gives local officials, particularly the mayor and other concerned agencies, the freedom to strategize on actions to be taken in peace-building that really impact the community."*

Decentralized governance allows local actors to respond promptly to emerging conflicts or social tensions, reducing bureaucratic lag that may hinder effective peacebuilding. This autonomy fosters a sense of ownership and accountability among local authorities, which is crucial in culturally diverse areas such as Baguio City, where indigenous customs and local norms play a significant role in conflict resolution. Ibrahim, A. H. H. (2024) emphasizes that local discretion in governance can enhance operational efficiency by allowing interventions to be tailored to local realities. Moreover, decentralization facilitates innovation in peacebuilding strategies. Local units can experiment with context-specific approaches and adjust interventions based on immediate community feedback. Policies promoting decentralization can enhance the effectiveness of peacebuilding by empowering local actors to implement context-specific solutions that address the immediate needs of their communities. Decentralized governance should be complemented with capacity-building initiatives to ensure local authorities have the skills and resources necessary for effective decision-making.

Centralization Ensures Uniformity but Limits Flexibility
Participants described centralized governance as effective for policy standardization but less responsive to local circumstances.

P2*: "Since all guidelines and policies are emanating from the National Headquarters… all decisions made within the jail units are expected to abide by the said policies strictly."*
P9*: "Centralized governance concentrates power nationally, which ensures discipline, but it is slower and less connected to local needs."*
P13*: "Uniformity across all regions is ensured by centralized governance, yet sometimes local culture and indigenous practices are overlooked."*

Centralized governance provides a strong framework for standardizing procedures and ensuring accountability, particularly for agencies operating across multiple regions. This uniformity is essential for aligning national priorities and ensuring compliance with overarching legal frameworks. For instance, BJMP and other national agencies benefit from a centralized approach in coordinating resources, implementing consistent policies, and monitoring organizational performance. However, the rigid nature of centralized governance often restricts adaptive responses to localized challenges, which may vary significantly across regions (Lago-Peñas et al., 2025; Esberg,2024)

Hybrid Governance Creates Balanced and Effective Outcomes
Participants emphasized that blending centralized guidance with decentralized implementation produces effective peace-building outcomes.

P3: *"We combine both… implementing your mandate from the national level's consideration, plus that of the local level's point of view, will have a success rate of a win-win result."*
P10: *"Most often we merge national directives with local realities to achieve better outcomes."*
P17: *"Implementing a balanced governance approach ensures that programs are both standardized and locally applicable."*

Hybrid governance leverages the advantages of both centralized and decentralized systems, offering oversight, resources, and policy standardization while retaining the flexibility to adapt to local circumstances. This dual approach allows peace-building programs to maintain national coherence while integrating community-specific knowledge, norms, and practices. Such a system is particularly effective in regions with complex socio-cultural dynamics, as it provides local stakeholders with decision-making authority without sacrificing national oversight.

Furthermore, hybrid governance encourages shared responsibility across multiple levels of administration, promoting coordination and reducing the likelihood of policy implementation gaps. As Debiel, T., & Dombrowski, S. (2023) highlight, hybrid governance enhances resilience in peace-building initiatives by combining strategic oversight with operational adaptability. This ensures that programs are both accountable to national standards and relevant to local realities, increasing their overall efficacy and sustainability.

Collaborative and Inclusive Governance Strengthens Peacebuilding
Participants highlighted the critical role of multi-sectoral collaboration and inclusive decision-making in effective peacebuilding.

P5: *"Decision-making involves collaboration of LGUs, sectoral reps, NGOs, CSOs… strategies reflect local realities while remaining aligned with national policies."*
P21: *"Barangay councils, elders, and tribal leaders also participate in conflict resolution, making programs more inclusive and culturally appropriate."*
P24: *"Multi-sectoral collaboration ensures that plans are holistic and address both social and security needs."*

Collaborative governance facilitates the participation of multiple stakeholders, ensuring that peace-building initiatives are responsive to local social and cultural dynamics. Inclusive decision-making fosters legitimacy, strengthens trust, and enhances compliance with community-driven initiatives. Particularly in multi-ethnic and culturally diverse areas, such as Baguio City, the integration of civil society, indigenous groups, and local authorities enhances the sustainability of peace-building efforts (Hallward et. al., 2025).

Overall, the findings demonstrate that the governance structure significantly shapes the effectiveness of peacebuilding. Decentralization enhances responsiveness and local ownership; centralization ensures coherence and accountability; and hybrid systems balance flexibility with oversight. The experience in Baguio City reflects broader global governance debates that emphasize multilevel governance as a critical framework for conflict-sensitive environments. These findings contribute to international peacebuilding theory by showing that neither pure centralization nor full decentralization alone is sufficient—rather, adaptive hybrid governance structures provide the institutional resilience necessary for sustainable peace across diverse socio-political contexts.

The Role of Local Governance Institutions in Sustaining Peace at the Community Level
Institutional and Policy Support for Peace
Participants consistently highlighted that local governance institutions sustain peace by formulating and implementing laws, resolutions, and programs that promote social order while respecting citizens' rights.

Participant 1 stated, "*Local governance institutions sustain peace by formulating/enacting laws and initiatives that promote order while respecting citizens' rights.*"

Similarly, Participant 2 emphasized the LGU's provision of essential services, noting, "*Baguio City LGU: Provision of support from the LGU on basic services such as… health rehabilitation services, social amelioration services, and capital*

outlay needed for the safekeeping and development of the Persons Deprived of Liberty (PDL)."

Participant 9 added that *"Established under section 116 of the Local Government Code, the CPOC is the primary body responsible for ensuring and maintaining peace and order in Baguio City."*

The findings indicate that local governance institutions act as both policymakers and implementers, providing structure and oversight for peace-building initiatives. By ensuring compliance with national laws and integrating policies that address local needs, LGUs create a framework that fosters sustainable peace.

Participant 6 highlighted, *"The role of the LGU is to generally oversee peace efforts through monitoring, funding, and providing programs for peace building."*

Moreover, the active involvement of attached agencies in delivering education, training, and development opportunities reinforces community stability.

Participant 2 described this by noting, *"These local and attached agencies play crucial roles in delivering basic and essential services, maintaining peace and order, and promoting development."*

Such a comprehensive approach demonstrates that peacebuilding is not limited to security enforcement but includes social and economic dimensions. These findings align with previous research by Tselios (2023), which emphasizes that well-functioning local governance systems are critical to sustaining community-level peace. Local institutions act as enablers of the rule of law, accountability, and development initiatives, creating conditions conducive to social stability.

Community Engagement and Participation
Participants emphasized that local governance institutions engage citizens in policymaking, dialogue, and collaborative decision-making.

Participant 3 observed, *"Local leaders deliver justice through a sector approach that ensures efficiency, transparency, and accountability, but at the same time guarantee mutual assistance and understanding."*

Participant 12 described, *"They function as mediators and facilitators during community disputes…engage stakeholders from diverse sectors including youth, indigenous peoples, and civil society."*

Participant 25 shared, *"The YFPBC has been partnering with LGUs for IECs, Leadership Summits, Peace Concerts…providing avenues for the youth to divert themselves from deviant behaviors."*

Community participation is central to inclusive governance. By creating platforms for dialogue and decision-making, local institutions empower citizens and reduce the likelihood of marginalization-induced conflict. Active engagement strengthens social cohesion, builds trust in institutions, and fosters a culture of peace at the grassroots level.

Participant 11 emphasized, *"The local governance institutions…create structure for dialogue, justice, and conflict resolution enabling peace to take root at the grassroots."*

This aligns with the literature on participatory governance and peacebuilding, which suggests that citizen engagement is essential for conflict prevention and sustainable development (Blair, Di Salvatore, & Smidt, 2023). Effective local governance requires not only institutional capacity but also meaningful citizen involvement.

Conflict Management and Resolution
Participants highlighted numerous examples of local governance institutions that prevent or resolve conflicts.

Participant 1 noted, *"Peacekeeping during festivals and public events…the local governance has helped resolve tensions on ancestral domain and cultural rights."*

Participant 26 shared, *"One notable example involves barangay-level interventions in land disputes between indigenous*

peoples and informal settlers through facilitated dialogues; the barangay council coordinated with NCIP and local agencies to negotiate a temporary settlement."

Participant 20 illustrated a collaborative case conference, stating, *"The office of the city mayor initiated a case conference gathering all concerned offices and involving the family members…Through the case conferences, it was shown that offices have limitations, so they decided to plan an action where concerned institutions involved maximized their authority in resolving the issue."*

Local governance institutions play a critical role as first responders in conflict situations, mediating disputes, and fostering dialogue among conflicting parties. Their proximity to the community and understanding of local dynamics enable prompt interventions.

Participant 17 affirmed, *"Local leaders and councils function as mediators and facilitators during community disputes…they initiate peace-related programs such as barangay assemblies, inter-agency talk forces and community policing efforts."*

This aligns with studies showing that local conflict resolution mechanisms are vital for community stability, particularly when formal governance structures are integrated with traditional or customary practices (Ibones, K. A., Enero, J. V., Jore, J. S., Mamhot, V. I., Matheu, C. M., Pacaldo, H. B. B., & Jardin, R. A. (2024)). The study confirms that local governance institutions sustain peace through a combination of institutional support, participatory engagement, and conflict resolution mechanisms. While challenges such as limited resources, political interference, and complex socio-cultural dynamics persist, effective coordination with civil society, adherence to structured policies, and citizen participation enhance these institutions' capacity to foster lasting peace (Esberg, 2024).

The findings affirm that local governance institutions function as frontline peace infrastructures through policy formulation, service delivery, participatory engagement, and community-based conflict resolution. In Baguio City, institutional coordination and citizen involvement reinforce social cohesion and stability. Globally, this supports governance scholarship asserting that sustainable peace is anchored in strong local institutions capable of translating national frameworks into community-level action. The study thus reinforces the theoretical proposition that durable peace is built from the ground up, with empowered local governments serving as foundational pillars of broader national and international stability.

How Does Corruption within the Governance Structures Affect Peacebuilding Initiatives?
Corruption Undermines Peacebuilding
Participants unanimously agreed that corruption directly impedes peacebuilding efforts.

Participant 1 stated, *"Corruption hinders/delays peacebuilding projects by diverting funds, resulting in inadequate resources and ineffective implementation."*

Participant 6 emphasized, *"Corruption significantly undermines peacebuilding efforts by diverting resources, eroding trust, and exacerbating inequalities."*

Participant 8 noted, *"Corruption stagnates peace-building efforts and kills programs that were not implemented due to lack of funding."*

The data suggest that corruption erodes both the structural and functional capacity of governance institutions to implement peace initiatives. It does so by diverting resources intended for essential programs, weakening institutional credibility, and fostering public skepticism.

Participant 10 explained, *"Corruption can undermine the legitimacy of institutions and processes meant to foster peace, creating an environment where violence and instability can thrive."*

Furthermore, corruption creates systemic vulnerabilities. It is not limited to isolated incidents but manifests in recurring misallocation of resources, favoritism, and patronage systems, which collectively undermine public trust.

Participant 14 emphasized, *"Corruption fundamentally undermines the goals of peacebuilding by distorting resource allocation, weakening institutions, and deepening grievances."*

Corruption can indirectly escalate conflict by exacerbating social inequalities, diminishing access to basic services, and creating grievances among marginalized populations.

Participant 9 highlighted, *"Corruption undermines peacebuilding by diverting resources away from communities that need them the most and eroding trust in the institutions."*

Corruption within governance structures significantly hampers peace-building initiatives by diverting resources intended for conflict resolution and development. These findings align with studies showing that corruption undermines social cohesion, fuels grievances, and destabilizes post-conflict regions (Guth, 2024). Effective peacebuilding requires transparent and accountable governance systems.

Corruption Impact on Resources
Participants described how corruption leads to misallocation, substandard service delivery, and reduced resources.

Participant 2 noted, *"For instance, if the allocated budget for basic services such as Health Rehabilitation and Social Amelioration Services for PDL is corrupted, it may lead to jail incidents such as spread of contagious diseases, strikes due to lack of food, and unsafe structures to house personnel and PDL during hazards."*

Participant 7 explained, *"Resources initially allocated for peace-building projects might become substandard, reducing the intended benefits for recipients."*

Corruption in resource allocation directly compromises the operational effectiveness of peace-building programs. Essential infrastructure, medical support, and social services are often affected, which can escalate existing conflicts or create new tensions.

Participant 12 added, *"Government projects like infrastructure, when mismanaged due to corruption, hinder effective implementation of peace initiatives."*

The misallocation of resources due to corruption leads to substandard services delivery and infrastructure, directly affecting peace-building initiatives. In the Philippines, the mismanagement of funds intended for development projects has been a persistent issue. For instance, the misuse of funds in flood control projects has led to the construction of subpar infrastructure that not only fails to address the problem but also erodes public confidence in government institutions. These findings are consistent with research on public-sector corruption, which shows that diverted or mismanaged resources reduce the effectiveness of community interventions and hinder social development (Guth, 2024).

Corruption Impact on Programs
Participants described how corruption causes program delays, stagnation, or outright failure.

Participant 15 shared, *"The Youth Leadership Summit, intended to develop functional community leaders, was removed of its funding of Php 100,000.00 due to corruption."*

Participant 18 noted, *"Legitimate advocacies and resolutions for peace-building initiatives tend to lack funds, causing meetings and projects to be canceled."*

Corruption disrupts program continuity, which undermines both the planning and implementation phases of peace initiatives. Delays or cancellations erode stakeholder confidence and diminish community participation.

Participant 16 observed, *"Without addressing corruption, peace-building efforts often fail to create lasting stability and justice."*

Additionally, corruption diverts attention from program objectives, making resources available only for projects that benefit a few rather than the wider community.

Participant 5 emphasized, *"Corruption leads to improper prioritization and allocation, causing resource constraints that affect service delivery."*

Corruption leads to delays and failures in implementing programs designed to promote peace and development. The mismanagement of funds and resources in the Philippines has caused significant setbacks in various development projects. For example, the delayed construction of infrastructure projects due to corrupt practices has hindered economic growth and the delivery of services to communities in need. Research indicates that corruption negatively impacts project outcomes, particularly in development and peace-building programs where stakeholder trust and participation are crucial (Sarjito, 2023).

Corruption Impact on Governance
Participants reported that corruption weakens institutional structures, delays service delivery, and hinders monitoring.

Participant 11 stated, *"Weak monitoring and diversion of funds hinder the effectiveness of governance in peacebuilding."*

Participant 21 noted, *"Misuse of development funds in conflict areas reduces institutional credibility and effectiveness."*

Institutional corruption compromises accountability and diminishes the legitimacy of governance mechanisms. Delayed services and weakened monitoring erode public confidence and may exacerbate tensions.

Participant 22 explained, *"Corruption fundamentally undermines the goals of peacebuilding by distorting resource allocation and weakening institutions."*

Moreover, governance failures caused by corruption may create a permissive environment for illicit actors or violent groups to exploit.

Participant 23 added, *"Procurement anomalies and poor fund management directly hinder local peace operations."*

Studies indicate that institutional corruption reduces government effectiveness, public trust, and program sustainability, which are critical for peacebuilding (Torfing, J., Bentzen, T., Caponio, T., Coroado, S., Douglas, S., Nõmmik, S., ... & Verhoest, K. (2025).

Corruption Effect on Society
Participants highlighted that corruption erodes public trust, fuels social inequality, and marginalizes intended beneficiaries.

Participant 4 emphasized, *"Public perception of corruption significantly erodes trust in peace-building initiatives."*

Participant 28 noted, *"Corruption reduces compliance in aid programs, creates distrust in peace operations, and fuels insurgency propaganda."*

Public perception of corruption has a decisive impact on societal cooperation and participation. When communities believe that peace-building initiatives are tainted by corruption, they are less likely to engage or support these efforts.

Participant 17 stated, *"When people see lavish parties of officials compared to underfunded small-scale activities, they perceive misallocation of budgets and lose morale to support initiatives."*

Corruption also deepens social inequalities by diverting resources from marginalized groups, exacerbating grievances, and increasing the risk of conflict recurrence.

Participant 6 reflected, *"Corruption stagnates peacebuilding and risks reigniting the very conflicts these efforts aim to*

resolve."

The societal impact of corruption is profound, eroding trust in institutions and marginalizing vulnerable communities. In the Philippines, widespread corruption has contributed to significant social inequality, with resources meant for development often diverted away from those who need them most. This has resulted in the exclusion of marginalized groups from the benefits of peace-building initiatives, perpetuating cycles of poverty and disenfranchisement. These findings are corroborated by studies on governance and conflict, highlighting that corruption erodes social cohesion, public trust, and the effectiveness of development and peace-building interventions (Eschmann, N., & Nilsson, D., 2023).

The findings clearly indicate that corruption undermines peacebuilding by diverting resources, weakening institutions, eroding public trust, and deepening inequalities. In the local context, corruption disrupts program continuity, reduces service quality, and diminishes institutional credibility. These patterns mirror global empirical evidence that links corruption to instability and the recurrence of conflict. The study therefore strengthens theoretical arguments that governance integrity is not peripheral but central to sustainable peace. Transparency, accountability, and anti-corruption safeguards emerge as structural prerequisites for effective peacebuilding in both local and international contexts.

Challenges and Opportunities of Implementing Transitional Justice Mechanisms in Post-Conflict Societies
Governance & Institutional Constraints
Participants identified weak institutions, inadequate accountability, slow legal processes, and operational fluctuations as primary challenges in implementing transitional justice mechanisms.

Participant 1 stated, "*The main challenges in implementing transitional justice mechanisms are a lack of trust in the justice system, limited resources, and slow legal processes.*"

Participant 2 shared that frequent changes in jail management and policies could disrupt existing routines, leading to resistance among Persons Deprived of Liberty (PDL).

Participant 6 emphasized, "*Weak institutions, political resistance, resource constraints, polarization, lack of trust, and security concerns hinder transitional justice implementation.*"

Weak governance structures result in inconsistent application of justice mechanisms and poor coordination among implementing agencies. When institutions lack capacity, even well-designed transitional justice processes are undermined, as seen in delayed investigations or incomplete reparations. For example, the slow establishment of truth commissions often prolongs victims' suffering and reduces confidence in post-conflict governance. Institutional weaknesses also exacerbate inequalities, as marginalized groups may be excluded from justice processes due to resource or operational gaps. In the Philippine context, local government units (LGUs) in conflict-affected areas often suffer from inadequate staffing and budget constraints, which can delay transitional justice initiatives, particularly in indigenous and remote communities. Research highlights that post-conflict societies with robust institutional frameworks are better able to implement transitional justice, ensuring accountability and facilitating reconciliation (Destrooper, 2024).

Political & Structural Obstacles
Political resistance, divergent stakeholder interests, security issues, and lack of national support emerged as key challenges.

Participant 6 stated, "*Political resistance, resource constraints, polarization, lack of trust, and security concerns hinder transitional justice implementation.*"

Participant 10 noted that differing agendas among politicians and implementers further impede the process.

Participant 19 added, "*The lack of political will of the local government and little or no financial support from the national government*" undermines transitional justice initiatives.

Political interests can obstruct accountability, as powerful actors may resist transitional justice measures that

threaten their authority. In post-conflict Philippines, some local officials have been reluctant to fully support the Bangsamoro transition due to fears of losing influence. Divergent stakeholder interests often create friction between government agencies, civil society, and affected communities. Misalignment can delay reparations, hinder ex-combatant reintegration programs, and reduce the efficiency of truth-telling processes. Security concerns, including the presence of armed remnants, further complicate implementation. Participants emphasized that armed disruptions and threats to personnel and beneficiaries can halt transitional justice processes, particularly in remote or conflict-sensitive areas. Political will, consistent funding, and stakeholder alignment are essential for sustainable transitional justice. National government support, including legal frameworks, resource allocation, and security guarantees, enhances program credibility and effectiveness.

Socio-Cultural Dynamics
Cultural differences, lack of trust, trauma, and non-recognition of customary laws significantly influence transitional justice outcomes.

Participant 7 noted that "*The attitudes and values of each entity due to diverse cultures and beliefs,*" affect the implementation of mechanisms.

Participant 16 stated, "*When political, social, and cultural factors are properly aligned, transitional justice initiatives achieve higher effectiveness.*"

Socio-cultural diversity necessitates context-specific approaches. In the Philippines, the Cordillera region has multiple indigenous groups with distinct customary laws, which must be integrated into transitional justice frameworks to ensure acceptance and legitimacy. Ignoring these norms can generate mistrust, limiting community participation. Trauma from past conflicts also influences victims' and communities' receptivity to justice mechanisms. Participants emphasized that addressing psychological and emotional needs, such as through community healing programs or therapeutic interventions, enhances engagement and fosters reconciliation.

Cultural sensitivity ensures that mechanisms do not inadvertently alienate vulnerable groups. Involving local leaders and respecting customary rituals, as noted in ex-combatant reintegration and peace pacts, strengthens the legitimacy of transitional justice. Additionally, a lack of trust in institutions or new administrations can impede initiatives. Historical grievances and prior experiences with corrupt or ineffective governance may discourage victims from participating in official transitional justice processes. Incorporating cultural knowledge, community participation, and trauma-informed approaches enhances the relevance and acceptance of transitional justice. Programs must adapt to local norms while promoting inclusivity and fairness. Studies emphasize that transitional justice is more effective when it integrates local cultural practices and addresses victims' social and emotional needs (van de Put, S., & Pacholska, 2024).

Capacity & Awareness Issues
Limited knowledge of transitional justice mechanisms was highlighted as a barrier.

Participant 1 emphasized, "*Limited resources and slow legal processes,*" while Participant 5 noted that displaced populations often lack access due to insufficient documentation.

Participant 20 stressed, "*By prioritizing local ownership, incorporating diverse perspectives, and focusing on holistic approaches that address both individual and systemic issues,*" transitional justice can better meet community needs.

Low awareness among both implementers and beneficiaries hinders the effectiveness of transitional justice initiatives. When communities are uninformed about their rights and the available mechanisms, participation rates decline, and misconceptions may arise. Capacity gaps among implementers, including limited training and inadequate staffing, impede the delivery of justice services. Effective implementation requires skilled personnel who can navigate legal, social, and cultural complexities. Building capacity and raising awareness are critical for the successful implementation of transitional justice. Investing in human resources, training, and public education ensures that mechanisms are understood, accessible, and sustainable. Empirical research demonstrates that community engagement and capacity-building increase the legitimacy and effectiveness of transitional justice (Karić et al,2024). Philippine experiences, such as ex-combatant reintegration programs, show that awareness campaigns and local participation significantly improve outcomes.

The findings reveal that institutional weaknesses, political resistance, socio-cultural complexities, and capacity gaps pose significant challenges to the implementation of transitional justice. However, opportunities emerge through local ownership, cultural integration, and stakeholder collaboration. The Baguio-based insights align with the global transitional justice literature, which emphasizes the importance of institutional strength, political will, and culturally grounded mechanisms. This section contributes theoretically by demonstrating that the effectiveness of transitional justice depends not only on legal design but also on governance capacity, legitimacy, and community trust—elements critical in post-conflict societies worldwide.

How Can Civil Society Organizations (CSOs) Influence Governance Structures to Support Peace-Building Efforts?

Advocacy & Policy Influence

CSOs influence governance through lobbying, policy advocacy, public awareness campaigns, and promotion of inclusive governance.

Participant 6 emphasized: *"CSOs raise awareness about conflict issues, advocate for policy changes, and lobby governments and international bodies to address the root causes of conflict."*

Participant 7 added: *"They can contribute to decision-making processes…support initiatives of local leaders…and assist in the provision/organization of public forums and consultations."*

Participants also noted that CSOs provide platforms for marginalized voices and educate communities on human rights and democratic participation.

The findings indicate that CSOs play a pivotal role in shaping governance structures by ensuring that citizen concerns are represented in policymaking. Their advocacy efforts not only influence decisions at the local and national levels but also cultivate civic awareness and engagement among communities. By fostering dialogue between communities and government institutions, CSOs act as agents of democratic governance and social change. Two additional observations strengthen this discussion. First, advocacy is effective when CSOs combine lobbying with community mobilization; this dual approach ensures both grassroots support and formal policy influence. Participant 2 illustrated this: *"During the City Peace and Order Council meeting, the city mayor has been very accommodating and encouraging CSOs to participate and present recommendations."* Second, CSOs are increasingly critical in multi-stakeholder policy dialogues, helping governments adopt evidence-based and socially inclusive policies, particularly in peace-building contexts.

Representation & Mediation

CSOs serve as intermediaries between citizens and the government, representing marginalized groups and mediating disputes.

Participant 8 stated: *"By bringing community voices into governance structures, we provide lived experience and independent perspectives that may otherwise be overlooked."*

Participant 13 highlighted: *"Civil society organizations act as representatives and spokespersons of the citizens in presenting their grievances to the government."*

Examples include CSOs mediating land disputes and facilitating dialogues among IP communities, barangay councils, and local authorities. Representation and mediation are critical for inclusive peacebuilding. By acting as neutral intermediaries, CSOs ensure that vulnerable groups are heard and that their concerns inform policy and program decisions. This role is especially important in culturally sensitive contexts where historical grievances or social inequities exist.

Two additional observations further strengthen this analysis. First, CSO mediation promotes trust-building between government authorities and marginalized populations, reducing the likelihood of conflict escalation.

Participant 2 shared: *"They personally talk to rebels and drug users and convince them to surrender to the government, laying down the benefits offered."*

Second, CSOs' involvement in representation and mediation ensures that peace-building initiatives are locally grounded, culturally appropriate, and socially sustainable, fostering ownership among stakeholders and enhancing compliance with agreements. Eschmann, N., & Nilsson, D. (2023) emphasize that mediation by civil society improves trust, strengthens social cohesion, and increases the legitimacy of peace-building interventions.

Monitoring & Accountability
CSOs act as monitors of government programs, document human rights violations, and promote participatory governance.

Participant 15 stated: *"CSOs act as external audits of LGUs or NGAs, and participatory governance is essential in the decision-making process."*

Participant 17 added: *"CSOs empower citizens, facilitate dialogue, and introduce accountability and transparency."*

CSOs monitor ceasefires, evaluate program implementation, and submit findings to local and national authorities, reinforcing transparency and accountability in governance. Monitoring and accountability functions enhance governance quality by providing independent oversight and preventing misuse of resources. CSOs' activities in documenting human rights practices and evaluating government programs contribute to institutional transparency and credibility. Supporting CSOs in monitoring and accountability functions—through funding, technical training, and formal recognition—enhances governance responsiveness and legitimacy. Institutional mechanisms that integrate CSO findings into policymaking ensure that governance structures remain transparent, participatory, and accountable. The results align with Villanueva-Pascua, R. M. (2023), which highlights CSOs as essential actors in promoting accountability and transparency.

The findings highlight that CSOs shape governance structures through advocacy, mediation, representation, monitoring, and accountability functions. In the Baguio context, CSOs enhance inclusivity, transparency, and responsiveness in peace-related policymaking. Globally, this reinforces governance and peacebuilding theories that position civil society as essential intermediaries between the state and citizens. The study contributes to international discourse by demonstrating that institutionalized CSO participation strengthens democratic legitimacy and conflict prevention, making civil society engagement a strategic component of sustainable peace architectures.

Conclusion
Based on the study's findings on the influence of governance structures on peacebuilding, the following conclusions were reached:

First, decentralization in this local context enhances responsiveness, cultural sensitivity, and community ownership, while centralization ensures policy coherence but limits flexibility. The Baguio experience shows that hybrid governance—combining national oversight with localized implementation—yields adaptive and inclusive peacebuilding outcomes, demonstrating that decentralization is not merely administrative but deeply shaped by local norms and community engagement. Second, local governance institutions were shown to play a critical role in sustaining peace through institutional and policy support, community engagement, and conflict management mechanisms that embed peace at the grassroots level. Third, the study underscored corruption as a pervasive threat to peacebuilding, undermining trust, diverting resources, and weakening both programs and institutions essential for stability. Fourth, the challenges and opportunities of implementing transitional justice mechanisms illuminated the tension among governance and institutional limitations, political and structural obstacles, socio-cultural dynamics, and capacity and awareness—factors that collectively shape the success or failure of reconciliation processes. Finally, the research emphasized the indispensable role of civil society organizations in influencing governance structures through advocacy, service delivery, representation, and accountability, thereby bridging gaps between communities and formal institutions.

Taken together, these insights reinforce the notion that effective peacebuilding requires governance arrangements that are inclusive, accountable, and resilient. While decentralization and collaborative models offer pathways to strengthen peace, systemic barriers, such as corruption and weak transitional justice frameworks, continue to erode progress. Civil society's active involvement provides both a counterbalance to these challenges and a

catalyst for institutional reform. Therefore, the study concludes that sustainable peacebuilding is contingent not on the dominance of a single governance model, but on the dynamic interaction between state institutions, civil society actors, and communities—anchored in transparency, participation, and justice.

Recommendations
Based on the study's findings on the influence of governance structures on peacebuilding, several key recommendations are advanced to strengthen policy, practice, and future research.

1. **Promote Hybrid and Inclusive Governance Models**
   Policymakers should adopt governance arrangements that combine the strengths of centralization and decentralization. Hybrid and collaborative governance structures—characterized by flexibility, inclusivity, and shared decision-making—can enhance legitimacy and effectiveness in peacebuilding efforts.

2. **Strengthen Local Governance Institutions**
   Investment in capacity-building for local governance bodies is crucial. Enhancing their institutional, financial, and human resources will empower them to provide sustainable policy support, engage communities, and implement conflict management mechanisms that address root causes at the grassroots level.

3. **Combat Corruption with Targeted Reforms**
   Anti-corruption strategies must be integrated into peacebuilding initiatives. Strengthening transparency, accountability systems, and independent oversight bodies will prevent the diversion of resources, increase public trust, and reinforce the legitimacy of governance in post-conflict societies.

4. **Support Transitional Justice through Context-Sensitive Approaches**
   Governments and international actors should tailor transitional justice mechanisms to local political, structural, and socio-cultural realities. Awareness campaigns, participatory dialogues, and community-led initiatives can increase public understanding, strengthen reconciliation, and overcome institutional and political obstacles.

5. **Empower Civil Society Organizations (CSOs) as Peacebuilding Partners**
   CSOs should be provided with greater access to resources and formal platforms for advocacy, monitoring, and mediation. Their role in bridging communities with state institutions should be institutionalized through collaborative frameworks that prioritize accountability, representation, and service delivery.

6. **Encourage Multi-Stakeholder Engagement**
   Peacebuilding should be treated as a shared responsibility between governments, civil society, and international partners. Establishing inclusive dialogue platforms can foster mutual accountability, reduce distrust, and generate innovative, context-appropriate solutions to peace challenges.

7. **Advance Research on Governance-Peacebuilding Linkages**
   Future research should explore the long-term effects of different governance structures across diverse conflict-affected regions. Comparative studies and longitudinal analyses will provide deeper insights into the evolving relationship between governance reforms, corruption control, transitional justice, and sustainable peace.

References

Abun, D., Julian, F.P., & Ballesteros, J. (2021). The effect of the work ethics of employees on their work performance. Research in Management and Humanities, 1(1), 58–82.

Blair, R., Di Salvatore, J., & Smidt, H. (2023). UN peacekeeping and democratization in conflict-affected countries. American Political Science Review, 117(4), 1308–1326. https://doi.org/10.1017/S0003055422001319

Boonpunth, K.C., & Saheem, N. (2022). Roles of civil society in peacebuilding in Southeast Asia: The case studies of Mindanao, Aceh, and Southernmost Thailand. Asian Affairs: An American Review, 49(2), 88–112. https://doi.org/10.1080/00927678.2022.2089522

de Coning, C., Saraiva, R., & Muto, A. (2022). Adaptive peacebuilding: A new approach to sustaining peace in the 21st century. Palgrave Macmillan.

Debiel, T., & Dombrowski, S. (2023). Hybrid political orders in fragile contexts. In Handbook of Fragile States, pp. 137–151. Edward Elgar Publishing. https://doi.org/10.4337/9781800883475.00013

Destrooper, T. (2024). Contextualising the absence of standardised approaches to transitional justice in the Philippines. International Journal of Law in Context, 20(2), 229–245. https://doi.org/10.1017/S1744552324000016

Donais, T., Edgar, A.D., & Van Houten, K. (Eds.). (2024). Sustainable Development Goal 16 and the global governance of violence: Critical reflections on the uncertain future of peace. Routledge.

Dorasamy, N., & Fagbadebo, O. (2021). Public procurement, corruption and the crisis of governance in Africa. Palgrave Macmillan.

Eaton, K., & Shair-Rosenfield, S. (2024). Autonomy in the pursuit of peace: Demarcation and territorial accommodation in Indonesia and the Philippines. Peacebuilding, 12(3), 317–333. https://doi.org/10.1080/21647259.2023.2251284

Esberg, J. (2024). After authoritarianism: A review article. Political Science Quarterly, 139(4), 611–620. https://doi.org/10.1093/psquar/qqad074

Eschmann, N., & Nilsson, D. (2023). Better together? Civil society coordination during peace negotiations. Cooperation and Conflict, 58(1), 42–60. https://doi.org/10.1177/00108367221077638

Firchow, P., & Selim, Y. (2022). Meaningful engagement from the bottom-up? Taking stock of participation in transitional justice processes. International Journal of Transitional Justice, 16(2), 187–203. https://doi.org/10.1093/ijtj/ijab031

Guth, A. (2024). The Philippines: A social structure of corruption. Crime, Law and Social Change, 82(2), 223–247. https://tinyurl.com/yuk4awjx

Hall, R.A. (2023). The civil society-military interface in the protection of civilians: The Bangsamoro case. Journal of International Peacekeeping, 26(2-3), 168–188. https://doi.org/10.1163/18754112-26020005

Hallward, M.C., Kim, J.E., Mouly, C., Seidel, T., Wai, Z., Adjei, M., & Osei, F.O. (2025). Infrastructures for peace: A conceptual review. The Sage Handbook of Peace and Conflict Studies, 296–306. https://doi.org/10.4135/9781036204440.n31

Ibones, K.A., Enero, J., Jore, J., Mamhot, V., Matheu, C., Pacaldo, H.B., & Jardin, R. (2024). Enabling role of Civil Society Organizations (CSOs) in local environmental management in the Philippines: A systematic review. Journal of Civil Society, 20(4), 359–379. https://doi.org/10.1080/17448689.2024.2381826

Kanyako, V. (2024). Civil society and peacebuilding in Sierra Leone: Donors, government, and human security. Routledge.

Kapogianni, V., & Thorne, B. (2024). Within and beyond transitional justice shadows: Rallying social movements, re-sculpting agendas, re-centring historical injustices. Social & Legal Studies. https://doi.org/10.1177/09646639241293021

Karić, T., Van Assche, J., & Swart, H. (2024). 'It always seems impossible, until it is done': Perspectives on reconciliation and its underlying processes in post-conflict societies. European Journal of Social Psychology, 54(5), 1015–1021. https://doi.org/10.1002/ejsp.3066

Kiyala, J.C.K., & Harris, G.T. (2022). Civil society and peacebuilding in Sub-Saharan Africa in the Anthropocene: An overview. Springer.

Kroeker, W. (2021). Multidimensional peacebuilding: Local actors in the Philippine context. Rowman & Littlefield.

Leib, J. (2022). How justice becomes part of the deal: Pre-conditions for the inclusion of transitional justice provisions in peace agreements. International Journal of Transitional Justice, 16(3), 439–457. https://doi.org/10.1093/ijtj/ijac015

Novosseloff, A. (2022). From peacekeeping to peacebuilding: Towards a UN peace continuum. In Routledge Handbook of African Peacebuilding, pp. 15–25. Routledge.

Powell, M., Wafa, D., & Mau, T.A. (2021). Corruption in a global context: Restoring public trust, integrity, and accountability. Routledge.

Pyles, L. (2020). Progressive community organizing: Transformative practice in a globalizing world. Routledge.

Sarjito, A. (2023). Political corruption and how to combat. Journal of Governance, 8(4), 563–82. http://dx.doi.org/10.31506/jog.v8i4.20023

Torfing, J., Bentzen, T., Caponio, T., Coroado, S., Douglas, S., Nõmmik, S., Verhoest, K., et al. (2025). Advancing robust governance in turbulent times: The role of multi-level governance, hybrid governance, and negotiated societal intelligence. Public Administration. https://doi.org/10.1111/padm.70011

Tselios, V. (2023). Does political decentralization affect income inequality? The role of governance quality. Regional Studies, 57(5), 829–843. https://doi.org/10.1080/00343404.2022.2101634

van de Put, S., & Pacholska, M. (2024). Beyond retribution: Individual reparations for IHL violations as peace facilitators. International Review of the Red Cross, 106(927), 1182-1201. https://doi.org/10.1017/S1816383124000171

Villanueva-Pascua, R.M. (2023). Exploring the role of Civil Society Organizations in peace governance in the ASEAN: The case of a German Political Foundation in the Philippines. Zenodo. https://doi.org/10.5281/zenodo.8328437