

Implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in the municipality of Kalayaan, Laguna

Doris Jane B. Gallardo

Pamantasan ng Lungsod ng San Pablo
San Pablo City, Laguna, Philippines
Email: dorisjanegallardo@gmail.com

ABSTRACT

This study explores the implementation of Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, in the Municipality of Kalayaan, Laguna. Framed within the theoretical perspective of New Public Administration (NPA), the research examines how the law's core components, standard processing time, streamlined procedures, and the zero-contact policy, affect the level of public service delivery, including operational efficiency, regulatory conformance, and turnaround time. Utilizing a quantitative descriptive-correlational research design, the study gathered data from 320 randomly selected respondents through a validated survey instrument. Results revealed a strong, positive, and statistically significant relationship between the extent of implementation of RA 11032 and the level of government service delivery ($r = .857, p < .05$), indicating that improved adherence to the Act leads to enhanced efficiency and public satisfaction. However, the study also uncovered gaps in digital integration, communication transparency, and inter-agency coordination. These deficiencies hinder full compliance and limit the potential impact of the law. Based on the findings, the researcher proposed a strategic framework guided by NPA principles, emphasizing digital workflow integration, performance-based management, stakeholder feedback mechanisms, capacity-building, inter-agency coordination, and strategic communication. This framework aims to reduce bureaucratic red tape, ensure timely and quality public services, and foster trust in local governance. The study concludes that while Kalayaan has made progress, further investment in systems, training, and citizen engagement are essential. The findings offer practical policy insights for other local government units aiming to improve service delivery and implement RA 11032 effectively.

Keywords: Ease of Doing Business, Public Service Delivery, Republic Act No. 11032, New Public Administration (NPA), local government efficiency

Date Submitted: December 30, 2025
Date Accepted: January 1, 2026
Date Published: January 19, 2026

DOI: <http://doi.org/10.69651/PIJHSS0501684>

Recommended citation:

Gallardo, D. J. B. (2026). Implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in the municipality of Kalayaan, Laguna. *Pantao (The International Journal of the Humanities and Social Sciences)* 4 (4), 7508-7519. <http://doi.org/10.69651/PIJHSS0501684>

INTRODUCTION

Effective, transparent, and accountable government service delivery is essential for building public trust, fostering inclusive growth, and ensuring effective crisis response (United Nations Development Programme, 2020). Globally, countries are simplifying public services to boost trust in government, attract investment, and drive economic development. Leaders in the World Bank's Ease of Doing Business rankings New Zealand, Singapore, and Denmark, demonstrate the benefits of reducing paperwork, using technology, and ensuring transparent, fair processes.

In line with these global efforts, the Philippines passed Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. This law seeks to improve public service by streamlining procedures, reducing red tape, and modernizing transactions. It amends the earlier Anti-Red Tape Act by introducing integrated application forms, a Central Business Portal, and fixed service processing times measures aimed at creating a more efficient and responsive government.

In municipalities like Kalayaan, Laguna, implementing RA 11032 is crucial for local economic growth and improved governance. Efficient public services encourage investment, support businesses, and enhance community well-being. However, many LGUs still face difficulties in fully implementing these reforms due to administrative, technological, and coordination challenges. The success of RA 11032 depends on good governance, regulatory compliance, technology use, and stakeholder engagement. Weak performance in these areas limits service delivery and economic potential. However, digital platforms and e-governance tools offer opportunities to improve efficiency and responsiveness.

Research links economic growth to governance quality and citizen participation. Bernales, Canon, and Cabautan (2024) cite political stability and civic engagement as drivers of GDP growth in ASEAN-5. Mahran (2023) finds that a 1% improvement in governance boosts economic output, while the OECD (2020) notes that reducing red tape strengthens the business climate. Despite these reforms, the Philippines still ranks low 95th in ease of doing business due to poor enforcement, weak coordination, and uneven LGU compliance (PIDS, 2021). This underscores the need for focused local assessments.

This study examines the implementation of ease of doing business act and efficient government service delivery act of 2018 in Kalayaan, Laguna, identifying gaps and proposing solutions. By presenting local level evidence, it contributes to national reform efforts and offers policy insights for LGUs, decision-makers, and private sector partners. Findings aim to enhance service delivery, rebuild public trust, and support local economic growth. Focusing on Kalayaan's institutional and administrative landscape will help clarify the local realities of implementing RA 11032, focus should more intensely be directed at the institutional climate, administrative organizations, and delivery of services mechanism within the local context of Kalayaan, Laguna through the study background.

The bureaucracy of the government in the Philippines has long been reputed to involve dilatory processing periods, red tape, and multi-point procedures which impose hardships on both businessmen and citizens. Outmoded bureaucratic customs, e.g., dual signatories, paper documentation, and requirements for physical presence, have kept potential business registrations from coming forward as well as constrained investments (OECD, 2019). Earlier reforms e.g., the Anti-Red Tape Act of 2007 had sought to address such inefficiencies but achieved minimal gains through weak enforcement and resistance from institutions (PIDS, 2021). Despite many

nationwide efforts, bureaucratic inefficiency remains an ongoing issue in public service delivery, indicating the need for stronger institutionalized and enforceable actions.

In turn, the Philippine government passed Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, to institutionalize the ease of doing business, simplify red tape, and enhance anti-corruption measures. Major provisions of the bill are the creation of a Citizen's Charter, which details services provided and processing timelines; simplification of processes for permits and licenses for business; zero-contact to minimize instances of bribery and undue influence; and imposing on anti-red tape tools such as automatic approval of unacted requests within stipulated time (Peñaranda, 2022). In addition, the regulator has also mandated the automation of procedures through systems such as the Central Business Portal (CBP) and the creation of Business One-Stop Shops (BOSS). These reforms are intended to create a more competitive business environment, curtail corruption, and enhance public satisfaction with government services overall.

Local government units (LGUs) are the frontline implementers of RA 11032 and are pivotal in translating national policies into actual improvements in public service delivery. According to mandates from the Department of the Interior and Local Government (DILG) and the Anti-Red Tape Authority (ARTA), LGUs are expected to automate business permitting processes, implement streamlined workflows, and strictly adhere to service delivery timelines. Their collaboration is essential in ensuring that the goals of RA 11032 are achieved at the grassroots level. The effectiveness of the Act relies on how effective these units can implement reforms, as they are closest to the people and businesses.

The case of the municipality of Kalayaan in Laguna presents an interesting opportunity to look into local-level implementation of the Ease of Doing Business Act. A small but growing municipality in CALABARZON, Kalayaan is an important contributor to regional growth with an increasingly large number of MSMEs providing local income and employment. Its economy is largely driven by small-scale trading, agriculture, and local manufacturing. Government services specifically business registration and permit facilitation are a vital link between the LGU and its publics. However, as with most small towns, Kalayaan likewise possesses structural and administrative limitations in enhancing its mechanisms in service delivery.

Initial reports and local evidence show several gaps and hindrances in the local implementation of RA 11032. Processing delays, uneven record management, inadequate technological infrastructure, and low awareness among local stakeholders continue to hinder full compliance. For instance, while large urban centers such as Biñan and Batangas have achieved full BOSS automation (NEDA CALABARZON, 2024; Mayuga, 2024), smaller municipalities such as Kalayaan lag behind due to limited resources and technical capacity shortcomings. Added to these are studies in neighboring municipalities like San Pablo City, which underscore the need for enhanced computerization and streamlining of services as per the standards adopted through law (Biglete, 2023). These are compounded by a deficiency of localized assessment tools and frameworks designed to address the unique needs and capacities of smaller municipalities.

In light of these observations, there is then an obvious necessity to close the gap between the national policy designs and local reality of implementation. Examining how Kalayaan implements RA 11032 provides key information about the on-the-ground effects of the law and underscores the avenues for enhancing local governance, enhancing business processes, and inclusive economic growth. This assessment lays the groundwork for the next section that elaborates the Theoretical Framework that underpins this research.

Statement of the problem

The study aims to assess the implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in the Municipality of Kalayaan, Laguna, with particular emphasis on how the provisions of the law are carried out in local governance and how these influence the quality of public service delivery. Specifically, the study examines key dimensions of the Act's implementation and evaluates corresponding aspects of government service performance in order to determine existing conditions and inform the development of an appropriate enhancement framework.

1. What is the extent of implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in the Municipality of Kalayaan, Laguna, in terms of standard processing time, streamlined procedures, and the zero contact policy?
2. What is the level of public service delivery in the Municipality of Kalayaan, Laguna, in terms of operational efficiency, regulatory conformance, and turnaround time?
3. Is there a significant relationship between the extent of implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 and the level of public service delivery in the Municipality of Kalayaan, Laguna?
4. Based on the results of the study, what framework for enhancing government service delivery in the Municipality of Kalayaan, Laguna may be proposed?

METHODOLOGY

The study employed a descriptive correlational research design to systematically gather, analyze, classify, and interpret data from clients regarding the implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in the Municipality of Kalayaan, Laguna. This design was deemed appropriate because it allowed for a clear description of the current level of implementation of the Act and the existing condition of public service delivery while simultaneously examining the relationship between these two variables. The descriptive component enabled the study to present an accurate portrayal of compliance with the law and the perceived efficiency of government services, whereas the correlational component facilitated the determination of whether a statistically significant relationship existed between the extent of implementation of the Act and the level of public service delivery without manipulating any variables. As a non-experimental approach, the design focused on observing and analyzing existing conditions, ensuring ethical and systematic data collection. It also supported the application of statistical techniques, particularly correlation analysis, to measure the strength and direction of relationships between variables. The use of this design was practical and efficient for a localized study and generated evidence-based insights that informed the development of a framework for enhancing government service delivery in the municipality.

The respondents of the study were residents of the Municipality of Kalayaan, Laguna who had direct experience with local government transactions. Participants were selected based on specific criteria to ensure the relevance and validity of the data gathered. These criteria required that respondents had availed of or completed a government transaction during the period of the study, were at least 18 years of age, were residents of Laguna province, and had transacted directly with offices within the Municipality of Kalayaan. The selection of respondents who met these conditions ensured that the data reflected informed perceptions and experiences related to the

implementation of the Act and the delivery of public services. A purposive sampling technique was utilized to identify participants who possessed the specific characteristics necessary to address the research objectives effectively. This sampling method was appropriate because it allowed the researcher to deliberately select individuals whose experiences were directly aligned with the focus of the study.

Data were collected using a researcher made questionnaire designed to obtain quantitative information on the implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 and the level of public service delivery in the municipality. The questionnaire served as the primary data gathering instrument and was written in both English and Filipino to enhance clarity and comprehension among respondents. It was structured into two main sections, with the first section focusing on the implementation of the Act in terms of standard processing time, streamlined procedures, and the zero contact policy, and the second section measuring the level of public service delivery in terms of operational efficiency, regulatory conformance, and turnaround time. Responses were measured using a Likert type scale to quantify perceptions and ensure consistency across items. The instrument was selected because it enabled the systematic collection of data directly aligned with the study objectives and provided the empirical basis for proposing a framework to improve government service delivery.

Prior to full administration, the questionnaire underwent validation and reliability testing to ensure the quality of the data collected. Subject matter experts in public administration, implementation of Republic Act 11032, and research methodology reviewed the instrument to establish content validity and confirm alignment with the research objectives. The questionnaire was then pilot tested with respondents from Lumban, Laguna, who were not included in the main study sample, to identify and correct any ambiguous or unclear items. Internal consistency reliability was assessed using Cronbach alpha, with results indicating acceptable to high reliability across all indicators. Feedback from the validation and pilot testing processes was incorporated to finalize the instrument before its actual administration.

The data gathering process commenced after securing approval from the thesis adviser and obtaining formal permission from the municipal government of Kalayaan, Laguna. The questionnaire was distributed to respondents either through face-to-face administration or via online platforms, depending on accessibility and logistical considerations. Respondents were fully informed about the purpose of the study, the voluntary nature of their participation, and the confidentiality of their responses before completing the questionnaire. Adequate time was provided to ensure thoughtful and accurate responses, and follow ups were conducted when necessary to maximize response rates. Upon retrieval of the completed questionnaires, the data were carefully encoded and organized to ensure accuracy and completeness. The encoded data were submitted to a professional statistician for statistical analysis, after which the results were retrieved by the researcher for interpretation and discussion. These results formed the basis for drawing conclusions and developing a proposed framework for enhancing government service delivery in the municipality.

Ethical considerations were strictly observed throughout the conduct of the study. Ethical clearance was obtained from the Ethics Board of Pamantasan ng Lungsod ng San Pablo, and the researcher made questionnaire was evaluated to ensure compliance with the standard operating procedures of the National Ethics Committee. Informed consent was secured from all respondents prior to participation, and ethical principles related to participant selection, research procedures, confidentiality, potential risks and benefits, voluntary participation, and the right to refuse or

withdraw were upheld. The identities and responses of participants were treated with strict confidentiality, and all data were used solely for academic purposes.

The collected data were analyzed using appropriate statistical tools to address the objectives of the study. Mean and standard deviation were employed to determine the extent of implementation of the Ease of Doing Business Act and the level of public service delivery across the identified indicators. Pearson product moment correlation coefficient was used to test the significance of the relationship between the extent of implementation of the Act and the level of public service delivery. These statistical procedures ensured that the analysis was rigorous and that the findings were valid and reliable in addressing the research problem.

RESULTS AND DISCUSSION

The Results and Discussion section presents and interprets the findings of the study on the implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in the Municipality of Kalayaan, Laguna. The discussion is grounded on data gathered from residents who had direct experience with government transactions, using a descriptive-correlational research design and a purposive sampling approach. Data were collected through a researcher-made questionnaire administered in both English and Filipino and analyzed using descriptive statistics, including mean and standard deviation, as well as the Pearson product-moment correlation coefficient to examine relationships between variables. The discussion that follows is anchored on the study objectives and integrates empirical findings with relevant literature to provide a comprehensive understanding of the extent of implementation of the Act and the level of public service delivery in the local government context.

The respondents of the study consisted of adult residents of the Municipality of Kalayaan, Laguna who had availed of or completed government transactions during the period of the study. All respondents were at least 18 years of age, residents of Laguna Province, and had directly transacted with municipal offices. These characteristics ensured that participants were capable of providing informed and experience-based assessments of government service delivery and the implementation of Republic Act No. 11032. The profile of the respondents provides an important contextual foundation for interpreting the results, as their direct engagement with municipal services reflects the actual conditions encountered by citizens in accessing government services. The perspectives of these respondents therefore offer a valid basis for evaluating the effectiveness of ease-of-doing-business reforms at the local level.

In terms of standard processing time, the implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in Kalayaan, Laguna was rated to a great extent, with an overall mean of 3.50 and a standard deviation of 0.52. Respondents strongly agreed that guidelines for various transactions were clearly displayed in government offices, which obtained the highest mean of 3.57 with a standard deviation of 0.59, interpreted as to a very great extent. This finding reflects a strong emphasis on transparency and procedural clarity, which are core requirements of Republic Act No. 11032. Similarly high ratings were given to the communication of expectations to applicants upon submission of requirements with a mean of 3.53 and a standard deviation of 0.57, and to the prioritization of urgent transactions with a mean of 3.53 and a standard deviation of 0.61. These results suggest that the municipal government has largely institutionalized time-bound service delivery mechanisms. However, the indicator on the prompt justification and updating of delays recorded the lowest mean of 3.43 with a standard deviation of 0.64, although still interpreted as to a great extent. This indicates that while processing

timelines are generally observed, real-time communication during service disruptions remains an area requiring improvement. These findings are consistent with Ng, who emphasized that compliance with standard processing times must be complemented by effective communication strategies to sustain public trust. Similarly, Denhardt and Denhardt highlighted that citizen-centered governance requires transparency not only in procedures but also in managing delays and service interruptions.

With regard to streamlined procedures, the implementation in the Municipality of Kalayaan was rated to a very great extent, as evidenced by an overall mean of 3.52 and a standard deviation of 0.50. The highest mean of 3.57 with a standard deviation of 0.55 was recorded for the indicator describing the transparency and ease of securing permits and licenses, indicating strong procedural clarity and simplification. High ratings were also observed for the provision of one-stop shops or online platforms with a mean of 3.53 and a standard deviation of 0.56, and for the definition and accessibility of required documents with a mean of 3.52 and a standard deviation of 0.59. These results suggest that the municipal government has made substantial progress in reducing bureaucratic complexity and improving accessibility of services. However, the reduction in the number of steps required to complete transactions obtained a slightly lower mean of 3.47 with a standard deviation of 0.59, interpreted as to a great extent. This implies that although procedures have been simplified, further streamlining of transaction steps remains possible. These findings support the observations of Divina Law and Mantaring, who emphasized that while procedural reforms under Republic Act No. 11032 are effective, continuous refinement and inter-agency coordination are necessary to fully eliminate redundancies and inefficiencies.

The implementation of the zero-contact policy in Kalayaan, Laguna was rated to a great extent, with an overall mean of 3.46 and a standard deviation of 0.57. Respondents reported that public campaigns promoting the zero-contact policy were highly evident, as reflected by the highest mean of 3.51 with a standard deviation of 0.62, interpreted as to a very great extent. This indicates effective information dissemination and public awareness efforts, which are critical in ensuring citizen participation in digital governance initiatives. However, communication through email or other digital platforms recorded the lowest mean of 3.39 with a standard deviation of 0.72, suggesting limitations in the reliability or consistency of digital communication channels. These findings echo the conclusions of Alcaraz and Espinosa, who noted uneven implementation of digital reforms across local government units, often due to gaps in infrastructure, training, and system integration. While Kalayaan has made meaningful strides in promoting minimal face-to-face transactions, the results indicate that further investments in digital capacity and internal communication systems are needed to strengthen the effectiveness of the zero-contact policy.

In terms of public service delivery, operational efficiency in the Municipality of Kalayaan was rated high, with an overall mean of 3.49 and a standard deviation of 0.52. The highest-rated indicator was the use of performance evaluation to ensure the continuous improvement of government employees, which obtained a mean of 3.53 and a standard deviation of 0.59, interpreted as very high. High ratings were also given to staff competence and responsiveness, with means of 3.51 and 3.52 respectively, both interpreted as very high. These findings suggest that human resource management practices contribute positively to operational efficiency. In contrast, system enhancements recorded the lowest mean of 3.43 with a standard deviation of 0.63, indicating that while systems exist, their impact on efficiency may be limited by issues related to utilization, awareness, or integration. This observation aligns with the findings of Andrews and de

Vries, who emphasized that performance-management systems are effective only when supported by functional and well-integrated technological tools.

Regulatory conformance was rated very high, with an overall mean of 3.52 and a standard deviation of 0.52. The highest mean of 3.61 with a standard deviation of 0.54 was recorded for strict adherence to standard operating procedures in business transactions. This indicates strong compliance with established rules and regulations, reinforcing the credibility and consistency of government services. However, the indicator related to the rejection of incomplete applications due to unclear requirements obtained the lowest mean of 3.46 with a standard deviation of 0.58, although still interpreted as high. This finding suggests that while regulations are generally followed, clearer communication of requirements remains necessary to further enhance compliance and reduce transaction inefficiencies. Similar concerns were raised by Mantaring and De Guzman, who emphasized that effective regulatory conformance depends not only on adherence to rules but also on the clarity and accessibility of information provided to applicants.

Turnaround time in public service delivery was rated very high, with an overall mean of 3.52 and a standard deviation of 0.51. Respondents acknowledged significant improvements in document processing compared to previous years, reflected in the highest mean of 3.55 with a standard deviation of 0.56. Compliance with legally prescribed time-frames also received a high rating, with a mean of 3.52 and a standard deviation of 0.57. These results indicate successful implementation of the time-bound service provisions of Republic Act No. 11032, particularly the three-seven-twenty-day rule. However, communication of processing timelines and minimization of waiting times both obtained lower means of 3.48, suggesting that frontline service interactions still present challenges. These findings are consistent with the work of Medina-Guce and colleagues, who noted that while processing efficiency improves with reform implementation, service communication and staff workload remain critical factors affecting citizen experience.

The relationship between the level of implementation of Republic Act No. 11032 and the level of public service delivery was examined using the Pearson product-moment correlation coefficient. The results revealed a very strong, positive, and statistically significant relationship between the two variables, with an overall correlation coefficient of $r = .857$ and $p = .000$. This indicates that higher levels of implementation of standard processing time, streamlined procedures, and the zero-contact policy are associated with higher levels of operational efficiency, regulatory conformance, and turnaround time. Standard processing time showed strong correlations with efficiency at $r = .772$, regulatory conformance at $r = .778$, and turnaround time at $r = .720$. Streamlined procedures were strongly correlated with turnaround time at $r = .772$ and efficiency at $r = .754$, while the zero-contact policy showed moderate-to-strong correlations with efficiency at $r = .742$, regulatory conformance at $r = .695$, and turnaround time at $r = .658$. These results confirm that effective implementation of ease-of-doing-business reforms significantly enhances public service delivery outcomes. The findings support the principles of New Public Management, which emphasize performance-based governance, efficiency, and customer-oriented service delivery, as well as the arguments of Napitupulu that digital governance and procedural simplification are key predictors of improved service quality.

Overall, the findings demonstrate that the Municipality of Kalayaan has achieved a generally high to very high level of implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which is strongly associated with improved public service delivery. The results highlight the importance of time-bound processing, procedural simplification, and reduced face-to-face interactions in enhancing efficiency, compliance, and responsiveness in government services. While significant progress has been made, particularly in

regulatory conformance and turnaround time, the study also identifies areas for further improvement, including real-time communication, system utilization, and digital capacity-building. These findings contribute to the growing body of literature on local governance reform and provide empirical support for policy and practice initiatives aimed at strengthening transparent, efficient, and citizen-centered public service delivery. The discussion logically sets the stage for the subsequent chapter, which presents the proposed framework for enhancing government service delivery based on the empirical evidence generated by the study.

CONCLUSION

The study examined the implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in the Municipality of Kalayaan, Laguna, with particular emphasis on its relationship to the level of public service delivery. Drawing from the results and discussion, the findings demonstrate that the provisions of the Act are generally implemented to a high degree within the municipality. Standard processing time and the zero contact policy were implemented to a great extent, while streamlined procedures reached a very great extent, indicating that local government efforts have largely aligned with the intent of Republic Act No. 11032. These results show that procedural clarity, time bound transactions, and simplification of requirements are already embedded in local administrative practices. However, despite these positive outcomes, the study also revealed persisting limitations in digital integration and communication of delays, suggesting that while procedural reforms exist, their full potential has not yet been realized through consistent and technology driven execution.

In terms of public service delivery, the level of performance was rated favorably across all indicators examined. Operational efficiency was assessed as high, while regulatory conformance and turnaround time were rated very high. These findings indicate that government services in Kalayaan are generally delivered efficiently, in compliance with established rules, and within legally prescribed time frames. The strong ratings for regulatory conformance reflect the municipality's adherence to standard operating procedures and relevant regulations, reinforcing transparency and consistency in service provision. Likewise, the very high rating for turnaround time suggests that reforms under the Ease of Doing Business Act have contributed to measurable improvements in transaction completion. Nonetheless, the study also identified areas requiring further attention, particularly in communication with clients and the management of waiting times, which continue to affect the overall service experience of citizens.

The correlational analysis further strengthened these conclusions by establishing a statistically significant and very strong positive relationship between the extent of implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 and the level of public service delivery. The overall correlation coefficient of $r = .857$ at $p < .05$ confirms that improvements in standard processing time, streamlined procedures, and the enforcement of the zero-contact policy are closely associated with enhanced operational efficiency, stronger regulatory conformance, and improved turnaround time. As a result, the null hypothesis stating that there is no significant relationship between the extent of implementation of the Act and the level of public service delivery was rejected. This outcome underscores the critical role of effective policy implementation in achieving responsive, transparent, and accountable local governance. The findings affirm that the law does not merely exist as a regulatory requirement but functions as a practical mechanism for improving how public services are delivered at the municipal level.

Guided by these findings, the study proposed a framework for enhancing government service delivery anchored on principles of New Public Management. The framework emphasizes the integration of digital systems such as electronic business one stop shops, the strengthening of performance-based management, improved stakeholder feedback mechanisms, capacity building for government employees, inter agency coordination, and strategic communication. These components collectively address the key gaps identified in the study, particularly those related to digital transformation, communication inefficiencies, and coordination challenges. By aligning the core provisions of Republic Act No. 11032 with operational strategies, the framework provides a structured and sustainable approach to reducing red tape and improving governance outcomes.

In synthesis, the study concludes that the effective implementation of the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 is a significant determinant of public service delivery performance in the Municipality of Kalayaan, Laguna. While notable progress has been achieved in procedural efficiency, regulatory compliance, and transaction timeliness, continued efforts are necessary to strengthen digital integration, enhance communication practices, and institutionalize continuous monitoring and capacity development. The conclusions of this study highlight the importance of sustained commitment from local government leaders, employees, and stakeholders to fully realize the objectives of the Act. By doing so, local governments can further improve service quality, build public trust, and promote citizen centered governance. These insights not only address the objectives of the present study but also provide practical implications for policy implementation and future research on public sector reform and service delivery.

REFERENCES

Alcaraz, L. D., & Espinosa, M. J. (2022). The experience of small and medium enterprises with the Ease of Doing Business Act in Laguna: A qualitative analysis. *Philippine Journal of Business Administration*, 18(1), 12–29.

Alonzo, P. R. (2019). The role of age and education in the implementation of government reforms: A study of local government units in CALABARZON. *Philippine Journal of Public Administration*, 62(2), 123–139.

Andrews, M., & de Vries, M. S. (2019). Managing for results in South African municipalities: Action plans for improved service delivery. *Public Administration and Development*, 39(3), 191–205. <https://doi.org/10.1002/pad.1859>

Anti-Red Tape Authority, Department of Trade and Industry, Department of the Interior and Local Government, & Department of Information and Communications Technology. (2021). Joint Memorandum Circular No. 01, Series of 2021: Guidelines for processing business permits, related clearances, and licenses in all cities and municipalities. <https://naro.law.upd.edu.ph/wp-content/uploads/2022/11/JMC-Guidelines-for-Processing-Business-Permits-Related-Clearances-and-Licenses-2021-2.pdf>

Asian Development Bank. (2021). Enhancing local government service delivery: Recommendations for Philippine municipalities. <https://www.adb.org/publications/enhancing-local-government-service-delivery>

- Balgos, M. D. (2020). Interagency coordination and service efficiency in Batangas municipalities: The role of the Ease of Doing Business Act. *Philippine Journal of Public Administration*, 64(3), 112–130.
- De Guzman, W. (2023, April 4). Implementing “Ease of Doing Business Act” not so easy after all. *ABS-CBN News*. <https://www.abs-cbn.com/business/04/04/23/implementing-ease-of-doing-business-act-not-so-easy-after-all>
- Denhardt, J. V., & Denhardt, R. B. (2020). *The new public service: Serving, not steering* (4th ed.). Routledge.
- DivinaLaw. (2019, March 4). Business made easy. <https://www.divinalaw.com/dose-of-law/business-made-easy/>
- Larsson, H., & Grönlund, Å. (2019). Future-oriented e-governance: The sustainability concept in e-government research and ways forward. *Government Information Quarterly*, 31(1), 137–149. <https://doi.org/10.1016/j.giq.2013.07.004>
- Mantaring, R. G. (2019, February 25). Putting the EASE into doing business. *BusinessWorld Online*. <https://www.bworldonline.com/editors-picks/2019/02/25/216370/putting-the-ease-into-doing-business/>
- Medina-Guce, C., Saguin, K., & Jovellanos, K. (2019). Assessment of the Anti-Red Tape Act implementation for the Ease of Doing Business Act: Lessons from a mixed methods approach. National Economic and Development Authority & United Nations Development Programme. <https://bit.ly/ARTAAssessmentWorkingPaper>
- Moreno, R. Y. (2023, July 25). Improving ease of doing business: ARTA and PPP. *BusinessWorld*. <https://www.bworldonline.com/opinion/2023/07/25/535717/improving-ease-of-doing-business-arta-and-ppp/>
- Napitupulu, D. (2021). A bibliometric analysis of e-government research. *Library Philosophy and Practice*, 5861. <https://digitalcommons.unl.edu/libphilprac/5861>
- Ng, J. C. (2022). Cutting red tape: A look at the empowerment and enforcement functions of the Anti-Red Tape Authority. *UST Law Review*, 66, 132–148. <https://lawreview.ust.edu.ph/cutting-red-tape-empowerment-of-ar/>
- Ngirandi, M. E., & Njaya, T. (2023). Unpacking the challenges of implementing the ease of doing business in the mining sector in Zimbabwe. *International Journal of Research and Innovation in Social Science*, 7(6), 530–543. <https://rsisinternational.org/journals/ijriss/articles/unpacking-the-challenges-of-implementing-the-ease-of-doing-business-in-the-mining-sector-in-zimbabwe/>

Organisation for Economic Co-operation and Development. (2019). Regulatory policy and governance: Supporting economic growth and serving the public interest. OECD Publishing. <https://doi.org/10.1787/9789264116573-en>

Organisation for Economic Co-operation and Development. (2021). Building trust to reinforce democracy: Main findings from the 2021 OECD survey on drivers of trust in public institutions. OECD Publishing. <https://www.oecd.org/gov/trust-in-government.htm>

Pollitt, C., & Bouckaert, G. (2019). Public management reform: A comparative analysis: New public management, governance, and the Neo-Weberian state (4th ed.). Oxford University Press.

Pozon, I. P. (2025, April 15). Cutting bureaucracy, not corners: LGU successes in ease of doing business. BusinessWorld. <https://www.bworldonline.com/opinion/2025/04/15/665838/cutting-bureaucracy-not-corners-lgu-successes-in-ease-of-doing-business/>

Republic of the Philippines. (2019, July 17). Implementing rules and regulations of Republic Act No. 11032. <https://8888.gov.ph/issuance/20190717-RA-IRR-11032-RRD-1.pdf>

United Nations Development Programme. (2022). Decentralization, digitalization, and development: Strengthening local governance for crisis response, recovery, resilience, and the sustainable development goals. <https://www.undp.org/sites/g/files/zskgke326/files/2023-02/Mandanas-Garcia%20Transition%20Report%202023.pdf>

World Bank. (2020). Doing business 2020: Comparing business regulation in 190 economies. <https://documents1.worldbank.org/curated/en/688761571934946384/pdf/Doing-Business-2020-Comparing-Business-Regulation-in-190-Economies.pdf>

World Bank. (2020). World development report 2020: Digital dividends. World Bank.