

# Implementation of RA 9485 Otherwise Known as Anti Red Tape Act (ARTA) in one First Class City Government in the Philippines

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**Abstract** –*This study generally aims to assess the Implementation of RA 9485 otherwise known as Anti Red Tape Act in a First Class City Government in the Philippines. Descriptive type of research method was utilized in the study with 202 clients as respondents from different city government offices. The Anti Red Tape Act (ARTA) in the City Government under study was highly implemented. There is a very low level of problems encountered generally on the implementation of RA 9485, but though on the office and or employees does not comply to the No Noon Break Policy and refuses to receive applications and or requests during lunch break received low level of problems encountered but obtained the highest mean score among the problems encountered. Data from the Post Hoc Test revealed that those respondents who availed services from the Civil Registrar Office observed significantly lower implementation compared to other offices.*

**Keywords** –*Anti Red Tape Act, City Government, No Noon Break Policy*

## INTRODUCTION

Mandating all agencies and instrumentalities of the government that provide frontline services to develop a Citizen's Charter is one of main features of the R.A. 9485 Anti Red Tape Act and the pertained Citizen's Charter which meant to reduce red tape and prevent corruption by "reducing monopoly power over information and approving authority clarifying and limiting discretion in evaluating applications through clear and predictable rules, and raising accountability through transparency, set service standards, performance monitoring, sanctions and incentives" [1]. It serves as the government's commitment to reducing public sector inefficiencies, and preventing graft and corruption. Since then, the law has become the

foundation of the service delivery improvement program of the public sector.

In other country like Nepal, the citizen's charter, as one of the quality assurance strategies in the public sector put forward by New Public Management theorists, has been introduced in Nepal with the view of improving the quality of governmental service delivery, increasing the level of citizens' satisfaction and enhancing efficiency of bureaucratic apparatus at the local level [2]. One study in Malaysia mentioned that the public sector has long been subjected to criticisms for, among others, inefficiency, red tape, lack of flexibility, ineffective accountability and poor performance. Such criticisms have paved the way for administrative reforms and reorganizations seeking to address various administrative ailments and enhance the efficiency and performance of public bureaucracies [3].

The Anti Red Tape Act was implemented in Batangas City Government under the administration of Eduardo B. Dimacuja. The widest dissemination of Department of the Interior and Local Government Memorandum Circular No.2008-164 created a sense of responsiveness in all Local Government Units. Its effectiveness and responsiveness as it embraces a learning process rather than a blue print [4].

The Batangas City Government continue implementing Anti Red Tape Act to improve the delivery of service to Batanguenos effectively and efficiently. As a matter of fact they received awards and recognition in 2016 Excellent Rating-Report Card Survey, Anti-Red Tape Act of 2007, and High Satisfactory Rating in the Citizens' Satisfaction Index Systems (DILG IV) in 2014.

Although Anti Red Tape in the Philippines was already exists, and yet many Filipinos are not aware of this law. Most of the time we often hearing complaints from the public who experienced transacting with a

Philippine government agency and suffered from the complicated procedures, time consuming steps and unnecessary requirements that the office personnel have required to comply. This practices results in delay or inaction as well as it causes inefficiency in the delivery of the government service to its people. When doing transactions to all government offices, Filipinos should always be observant. And also be aware and learn what available rights and privileges they have when they do transactions with the government.

Compromise services delivery in all types of services government plus the general public's mind set that poor public service has always been and will remain poor paired with common corrupt practices, are viewed as separate matters. Hence, citizen and government engagement is low and unconstructive. The Anti-Red Tape Act (ARTA) is perhaps the only measure the anti-corruption law in the country that measures efficiency from the citizens' perspective and provide guidelines on how an efficient government office should operate to curb systemic corruption. This Act emphasizes the government's commitment to fighting corruption in the bureaucracy by directing agencies, corporations and financial institutions with government interest to develop citizen's charters to serve as guidelines of conduct of employees. With the Anti Red Tape Act in order to improve public service delivery, the citizenry also has an important role to play. Hence governance is a shared responsibility, thus, citizens plays an important role in the solution in curbing corruption, eradicating red tape, and improving public service delivery by engaging with the government responsibly, giving constructive feedback, and knowing their rights. Effective information dissemination is needed to make sure that the citizens are well informed about their basic rights to quality public service delivery. A more extensive information dissemination campaign, not only of the Citizen's Charter and of other provisions of the Anti-Red Tape Act, but also of business-related government services, will ensure that more citizens will be made aware of their basic rights to quality public service delivery.

All government offices and their personnel must respect the law. To evaluate government agencies it is the Civil Service Commission and other agencies that mandated the law are responsible for this, but it is also the public that should observed these public trust offices if they are really improving or whether this law is well implemented or not. Government agencies that offer frontline services are expected to comply with the Anti Red Tape Act (ARTA) and provide excellent public

service, and encourage them to improve access to public information and services and such transparency. The citizens must be aware on how to access to information that has been put in public domain so they can make timely and appropriate life decisions. The clientele are encouraged to give feedback on their government transaction experiences whether positive or negative nor whether they are satisfied or not. The Anti Red Tape Act (ARTA) approaches more preventive than it is punitive that makes it differ from other anti-corruption law.

With the inception of New Public Administration and its strategies around the world, the Batangas City Government is committed to implement the Anti Red Tape Act and to deliver the frontline services with utmost responsibility and accountability. Despite the fact that this transformation have been taken place in the country and service provision improved to a great extent, we still find service provision from government sector being lower than their own set standard in their Citizen's Charter.

The study seeks to assess the service office's compliance with the Anti Red Tape Act provisions and overall satisfaction of its clients and how the service office's follows provisions in Citizens Charter and to obtain the effectiveness of Anti red Tape Act incurred by clients in accessing frontline service delivery.

### **OBJECTIVES OF THE STUDY**

This study generally aims to assess the Implementation of RA 9485 otherwise known as Anti Red Tape Act in a First Class City Government in the Philippines. More specifically it sought to attain the following objectives to assess the implementation of Anti Red Tape Act in Batangas City Government as regards to: Vision and Mission, Citizen's Charter, Frontline Services and Feedback and Complaints; test the significant difference in the implementation of Anti Red Tape Act among the group of respondents; identify the problems affecting the implementation of Anti Red Tape Act; test the significant difference in the problems affecting the implementation of Anti Red Tape Act among the group of respondents and test the significant relationship between implementation and problems encountered.

### **METHODS**

The present study will utilize the descriptive design. The descriptive method of research used to gather the needed information about the implementation of RA 9845 known as Anti Red Tape Act (ARTA) in the City

Government of Batangas. According to Calderon [5], descriptive research may be defined as a purposive process of gathering, analyzing, classifying, and tabulating data about prevailing conditions, practices, beliefs, processes, trends and cause effect relationship and then making adequate and accurate interpretation about such data with or without the aid of statistical treatment. The reason being that it provides the essential knowledge about the nature of objects, persons, events or phenomenon such as schedules, interviews, test questionnaires to mention but a few.

**Participants**

Clients who requests and or apply for permits, certificates and other documents available in selected department and or offices in the City Government were considered as respondents of the study. In Business Permits and Licensing Office with a total daily average of 80-100 clientele 43 participants were considered from this office; out of 100-120 clientele in Civil Registrar Office 52 participants were considered, 20-30 clientele in Public Affairs and Assistance Division (12), 100-120 clientele in Treasurer’s Offices (52) and 80-100 clientele in City Social Welfare and Development Office (43). The sample selected by purposive sampling.

**Instrument**

The researcher used questionnaires as the main data gathering instrument wherein Part I is the assessment on the implementation of Anti Red Tape Act in Batangas City Government Part II is about the problems encountered in the implementation of Anti Red Tape Act. The questionnaire was adapted from Implementing Rules of RA 9485 Anti Red Tape Act and made some modification to fit the study. This was validated by an expert in the field including the statistician.

**Procedures**

Data were collected through questionnaire. The researcher personally administered the questionnaire and conducted interviews at the same time. The researcher secured permission to Local Chief Executive of the concerned local government in the conduct of the data gathering and assures deep confidentiality regarding the data gathered. Only respondents who are willing to participate in the study were given the questionnaire.

The researcher asked permission to the Mayor of Batangas City Government to conduct a study on the said LGU and assured the confidentiality and anonymity

of the research respondents. That the information collected will be used for this research alone. Respondents participated in the study voluntarily. The questionnaire was adapted to the implementing rules of RA 9485.

**Data Analysis**

The data collected from the survey were interpreted using percentage to determine the extent of implementation of Anti Red Tape Act in the City Government of Batangas. Statements from the questionnaire were interpreted based from the observation and the findings of other researchers and authors.

The given scale was used to interpret the result of the data gathered: Scale: 3.50-4.00: Highly Implemented (HI)/ strongly Agree (SA); 2.50-3.49: Implemented (I)/ Agree (A); 1.50-2.49: Moderately Implemented (MI)/ Disagree (D); 1.00-1.49: -Not Implemented (NI)/ Strongly Disagree (SD).

Post Hoc Test was used to determine the significant difference of the implementation of Anti Red Tape Act and significant difference in the problems affecting the implementation of Anti Red Tape Act.

**RESULTS AND DISCUSSION**

**Table 1. Frequency Distribution of Respondents According to Department/Office where Services Availed**

<b>Department /Office where Services Avail</b>	<b>f</b>	<b>%</b>
Business Permits And Licensing Office	43	21.3
Civil Registrar Office	52	25.7
Public Affairs And Assistance Division	12	5.9
Treasurer’s Office	52	25.7
City Social Welfare And Development Office	43	21.3

**Table 2. Implementation of Anti Red Tape Act (ARTA) in the City Government of Batangas in terms of Mission and Vision Statement**

<b>Mission and Vision Statement</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. The government office has mission and vision posted in the workplace	3.92	HI	1
2. The government office’s is horizontally inclined with the mission and vision of the concerned Local Government Unit	3.90	HI	2
3. The vision and mission statement are reliable that inspired people and move to proactive action	3.89	HI	3
<b>Composite Mean</b>	3.90	HI	

Table 2 presents the implementation of Anti Red Tape Act (ARTA) in terms of vision and mission. The composite mean of 3.90 extremely shows that the respondents strongly agree that mission vision was highly implemented.

The mission and vision of the government’s office posted in the workplace noticed by the respondents and ranked one with a weighted mean of 3.92. This shows that each department and or offices comply with the requirement of the local executive in compliance in the requirement of Anti Red tape Act.

On the other hand the respondents agreed that the government offices is horizontally inclined with the mission and vision of the concerned local government unit got a weighted mean of 3.90 and rated highly implemented.

However, the vision and mission statement seems reliable that inspired people and move to proactive action got the lowest mean score of 3.89. This means that the vision and mission content inclined with office’s purpose, goals and values were not achieved nor met by the clientele’s expectations. According to Hasenfeld [6], the common mission of human service organization is to meet the social welfare needs of vulnerable populations, reduce social inequality and advocate social rights. Apparently, the vision and mission of the City Government of Batangas is highly implemented.

**Table 3. Implementation of Anti Red Tape Act (ARTA) in the City Government of Batangas in terms of Citizen’s Charter**

Citizen’s Charter	WM	VI	Rank
1. The citizens charter of the office or department is posted in the place that is easily seen or notice by the client	3.88	HI	1
2. The citizens charter is expressed in the local dialect/Filipino	3.68	HI	4
3. The citizens charter is expressed in the universal language/ English	3.78	HI	2
4. The frontline service is clearly identified in the citizen’s charter of the concerned government office	3.75	HI	3
<b>Composite Mean</b>	<b>3.77</b>	<b>HI</b>	

The table presents the implementation of Anti Red Tape Act (ARTA) in terms of Citizen’s Charter. It has a composite mean of 3.77. This only shows that the identification of citizen’s charter was highly implemented. The items that ranked first was the posting of citizen’s charter of the department/office that

is easily seen or noticed by the client, obtained weighted mean score of 3.88 with verbal interpretation of highly implemented. This shows that the department/office follows the instruction as well taking ways for the clientele to know the services can be avail in the said department and or offices.

The citizen’s charter is expressed in the universal language/English with weighted mean of 3.78 and verbally interpreted highly implemented.

On the other hand, the citizen’s charter is expressed in the local dialect or Filipino garnered the lowest weighted mean score of 3.68. This is observable in the charter that it is crafted in both English and Filipino. Respondents who are not conversant with English can used the Charter expressed in Filipino or Local Dialect.

**Table 4. Implementation of Anti Red Tape Act (ARTA) in the City Government of Batangas in terms of Frontline Services**

Frontline Services	WM	VI	Rank
1. The service cited in the citizen’s charter of the concerned government office is always available for the public	3.80	HI	2
2. The identified services are provided by concerned employees	3.78	HI	4
3. The step-by-step procedure is observe in obtaining a particular service	3.74	HI	10
4. The process of accessing frontline services from an office is done promptly in a way that it is not time consuming	3.69	HI	14
5. The time stipulated and exerted to conclude the service is what stated in the charter	3.73	HI	12
6. The time spend in the service show emphasis on the nature of transaction whether simple or complex transaction	3.78	HI	4
7. The government office give allowable period of extension for their request due to unusual circumstances	3.78	HI	4
8. The government office charge fees indicated in the charter	3.75	HI	8.5
9. The fees and or charges stated in the charter appeared on the official receipt	3.82	HI	1
10. The government office impose documents that are included in the checklist	3.75	HI	8.5
11. The government office gives additional requirements that is relevant to their application and or request	3.77	HI	6.5
<b>Composite Mean</b>	<b>3.74</b>	<b>HI</b>	

Table 4 represents the Implementation of Anti Red Tape (ARTA) in the City Government of Batangas in

terms of Frontline Services. The composite mean of 3.74 strongly shows that accessing frontline services was highly implemented.

The fees and or charges stated in the charter appeared on the official receipt reached the highest weighted mean score of (3.82) with verbal interpretation of highly implemented. This shows that the department and or offices are aware and guided with what is due for the fees to be collected to the clientele.

Looking at all of the anti-corruption laws in the country, the Anti-Red Tape Act (ARTA) is perhaps the only measure that looks at efficiency from the citizens' perspective and aims to curb systemic corruption by providing guidelines on how an efficient government office should operate. This Act emphasizes the government's commitment to fighting corruption in the bureaucracy by directing agencies, corporations and financial institutions with government interest to develop citizen's charters to serve as guidelines of conduct of employees. Saguin[7] noted that while most of the charters are geared towards improving public sector performance and acted as a contract between the government and public, it has evolved into an empowerment tool as well as an anti-corruption mechanism. Shah [8] posited that for countries with high incidence of corruption and quality of governance is poor, institutions for exacting accountability such as the citizen's charter should be strengthened.

The citizen's charter was meant to provide information about what the citizens can expect from a particular government service [9].” Under Major's Conservative government, the principles of public service for which the public can expect include service standards to be explicitly stated with the presumption of continuous improvement; openness about how the services will be delivered [10].

From the above listed entry, the identified services are provided by concerned employees, the time spend in the service show emphasis on the nature of transaction whether simple or complex transaction, the government office give allowable period of extension for their request due to unusual circumstances obtained weighted mean of 3.78. This shows that the respondents agreed that the concerned employee and or frontline employee responsible for each provided necessary services and the process is achieved and implemented.

The employee and or frontline employee approach the client professionally and demonstrate effective public relations, the government office gives additional requirements that is relevant to their application and or request got a weighted mean of 3.77 with verbal

interpretation of highly implemented. In the Max Weber's bureaucracy, he pointed out that there should be reform in the pre-existing type of bureaucracy which is generally slow, and prone to red tape. This kind of system should be dissolved therefore.

However, the government office charge fees indicated in the charter, the government office impose documents that are included in the checklist gained 3.75 respectively, The step-by-step procedure is observe in obtaining a particular service 3.74, there is a clear communication and provides accurate and complete information about the service, the frontline employee accepts application or request and return such application to the client with appropriate action or thorough explanation, the time stipulated and exerted to conclude the service is what stated in the charter reached 3.73 respectively and verbally rated highly implemented.

The process of accessing frontline services from an office is done promptly in a way that it is not time consuming 3.69, the officers and or employees comply to No Noon Break Policy specially those who are rendering frontline services 3.61, and the frontline employee receive/assess application or requests submitted by client during lunch break got the least weighted mean of 3.60. Based from the observation it's been a tradition for us Filipinos that there is a particular time to take lunch that in a way may affect in attending the needs of the clientele who happens free on that particular time.

Due to rapid technological, political and social changes that have taken place in the last few years, governments have been forced to take fundamental administrative changes to embrace development. Traditionally governments dominated in decision making and citizens were treated as service receivers with less regard of their interests. Caused irritation to citizens in dealing with the arrogance of the government bureaucracy where he further argues that even skilled people get lost in the bureaucratic wilderness in government operations. The birth of the citizen's charter marked a paradigm shift in doing the business of the government. The charters serve as a contract between the public and state on how services are to be provided. It is a shift towards a business-like managerial model of underscoring the client's needs and demands. Charters serve as official document that outlines the public's entitlements [11].

Table 5 represents the Implementation of Red Tape Act (ARTA) in the City Government of Batangas in terms of Feedback and Complaints. The composite

mean of 3.66, extremely shows that the respondents agree and reveals that procedure for filing complaints and feedback mechanism is highly implemented.

**Table 5. Implementation of Anti Red Tape Act (ARTA) in the City Government of Batangas in terms of Feedback and Complaints**

Indicators	WM	VI	Rank
1. The offices or department has suggestion box provided for customer's suggestions and complaints	3.71	HI	2
2. Feedbacks drawn from satisfaction rating, suggestion box and feed backing system were given appropriate action for reconsideration	3.73	HI	1
3. The office or department have available forms in relation to filing complaints	3.68	HI	3
4. There is procedure for filing complaints including the names and contact details of the officials to approach	3.63	HI	4
5. There is provision penalize the official and or employee in the act of failure on redressing complaints	3.53	HI	5
<b>Composite Mean</b>	<b>3.66</b>	<b>HI</b>	

Feedbacks drawn from satisfaction rating, suggestion box and feed backing system were given appropriate action for reconsideration got the highest weighted mean of 3.73 with verbal interpretation of highly implemented. This means that department and or office and employee concerned listened and considered feedback from the clientele for better service that will benefited the department and or office and clientele. Other countries adopted similar initiatives with varying motivation and specification. As Drewry [12] pointed out, governments launched their own reforms to improve performance through the charters. However, other countries use the charters to "justify performance" and to comply with aid conditionality's.

On the other hand, the offices or department has suggestion box provided for customer's suggestions and complaints 3.71, the office or department have available forms in relation to filing complaints 3.78. There is procedure for filing complaints including the names and contact details of the officials to approach 3.63. Based from observation there is a suggestion box but some has no available forms, and also there is available forms but not indicated to whom the clientele will address their complaints.

Likewise, there is provision penalize the official and or employee in the act of failure on redressing complaints had the lowest weighted mean of 3.53. This means that not all official and or employees was not given due sanction in the act of failure, and based from the observation sometimes the local executive or the authorized person to do so just call the attention of the said official and or employee but no action at all. There should be a clear guidelines, criteria or standard in penalizing the office and or employee in act of redressing complaints. Patronage and favouritism should not be tolerated nor condone.

In general, the citizen's charter is composed of elements stating the set of service standards to be followed, persons responsible for the delivery of the service and mechanisms to complain about the service. The devolved basic services and its respective offices adopted the Contact Center ng Bayan wherein service seekers' grievances were pay attention to. With this mechanism, government offices was motivated to do right otherwise reprimanded if proven unrighteous.

The City Government of Batangas was awarded and recognized with **Excellent Rating-Report Card Survey**, Anti-Red Tape Act of 2007 and High Satisfactory Rating in the Citizen's Index Systems (DILG IV) in 2014 as a proof that the respondents agree and reveal that procedure for filing complaints and feedback mechanism is highly implemented.

**Table 6. Significant Difference in the Implementation of Anti Red Tape Act According to Department/Office where Services Availed**

	Frequency	Significance	Interpretation
Vision and Mission Statement	2.521*	.042	Significant
Citizen's Charter	5.328**	.000	Highly Significant
Frontline Service	13.046**	.000	Highly Significant
Feedback and Complaints	31.621**	.000	Highly Significant

\*Significant at  $p$ -value<0.05; \*\*Highly Significant at  $p$ -value<0.01

Result of computed f-values revealed in Table 6 that there is a significant difference in the implementation of Anti Red Tape Act in terms of Vision and Mission Statement as denoted by the computed  $p$ -value of 0.042 which is less than 0.05 alpha level.

There is a significant difference in the implementation of Anti Red Tape Act in terms of vision and mission. Based from the observation that there are department and or offices that vision and mission content inclined with office's purpose, goals and values were not achieved nor met by the clientele's expectations.

Data from the Post Hoc Test revealed that those respondents who availed services from the Civil Registrar Office obtained significantly lower compared to Treasurer's Office and City Social Welfare and Development Office in terms of Vision and Mission Statement.

Respondents who availed services from the Civil Registrar obtained significantly lower compared to

Treasurer's Office and City Social Welfare Development Office in terms of Vision and Mission. Based from the observation

Civil Registrar Office in terms of posting in the workplace is not that noticeable or easily seen by the clientele because of the place where their office is situated.

Findings also revealed that those respondents who availed services from the Civil Registrar Office obtained significantly lower compared to Business Permits and Licensing Office and City Social Welfare and Development Office in terms of Citizen's Charter Citizen's Charter.

**Table 7. Problems encountered affecting the implementation of Anti Red tape Act**

<b>Mission and Vision Statement</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. The mission and vision statement of the office fails to bring into concrete existence of promoting transparency in government with regards to the manner of transacting to the public	1.29	SD	1
2. The mission and vision statement of the office fails to motivate the employees concerned in terms of responsiveness and timeliness of the service	1.23	SD	2
<b>Cluster Mean</b>	<b>1.26</b>	<b>SD</b>	
<b>Citizen's Charter</b>			
1. The citizens charter of the office or department is not visible or posted in non conspicuous place	1.24	SD	2
2. The frontline service is not clearly identified in the citizen's charter of the concerned government office	1.30	SD	1
<b>Cluster Mean</b>	<b>1.27</b>	<b>SD</b>	
<b>Frontline Service</b>			
1. The concerned employees who provide the service were not equipped or knowledgeable and imposes additional documents that clients suffered time consuming steps in accessing the service	1.26	SD	6
2. There is poor communication and unclear information resulting inefficiency in the delivery of the service	1.39	SD	3
3. The employee or frontline employee is not approachable and not easy to deal with	1.51	D	2
4. The employee and or frontline employee did not attend immediately to the client's need upon accepting their request	1.33	SD	4
5. The office and or employees does not comply to No Noon Break Policy and refuses to receive applications and or requests during lunch break	1.55	D	1
6. The government office is not considerable to give allowable period of extension for their request due to unusual circumstances	1.29	SD	5
7. The government office charges extra fees and is not transparent on the official receipt	1.25	SD	7
<b>Cluster Mean</b>	<b>1.37</b>	<b>SD</b>	
<b>Feedback and Complaints</b>			
1. The offices or department has no suggestion box provided for customer's suggestions and complaints	1.30	SD	4
2. There is no available forms for filing complaints and no clear procedure on how to file complaints including the names and contact details of the officials to approach	1.41	SD	2
3. Feedbacks drawn from satisfaction rating, suggestion box and feed backing system were not given appropriate action for reconsideration	1.41	SD	2
4. There is no provision penalize the official and or employee in the act of failure on redressing complaints	1.41	SD	2
<b>Cluster Mean</b>	<b>1.38</b>	<b>SD</b>	
<b>Composite Mean</b>	<b>1.32</b>	<b>SD</b>	

This is because, based from observation there's a lot of services given by this office and all are important documents and certificates provided by different division concerned, and with large volume of clientele there were difficulties in identifying where the services needed can avail.

Meanwhile, data from the result of Post Hoc Test revealed that those respondents who availed services from the Civil Registrar Office obtained significantly lower compared to other departments in terms of Feedback and Complaints.

This is from the fact that more services we're offer more chances of problems may occur. Employees often act as the spokesperson of the company and take an active role in delivering the service, providing information, showing customers how to make better use of the service acquired, process complaints or claims, apologize, propose solution or alternatives uses and generate feedback, all of which is great importance for the present and future of the company.

Table 7 represents the Problems Encountered affecting the Implementation of Anti Red Tape Act. The composite mean of 1.32 reveals that the City Government of Batangas disagreed that they encountered problems related with the Mission and Vision Statement.

In Vision and Mission Statement, the vision and mission statement of the office fails to bring into concrete existence of promoting transparency in government with regards to the manner of transacting to the public obtained the weighted mean of 1.29 and verbally interpreted as strongly disagree and The mission and vision statement of the office fails to motivate the employees concerned in terms of responsiveness and timeliness of the service gained the weighted mean of 1.23 with verbal interpretation of strongly disagree.

From the citizen's charter, the citizens charter of the office or department is not visible or posted in non-conspicuous place got the weighted mean of 1.30 with verbal interpretation of strongly disagree. The citizen's charter of the office or department is not visible or posted in non-conspicuous place got the weighted mean of 1.24 with verbal interpretation of strongly disagree.

In Frontline Service, the office and or employees does not comply to No Noon Break Policy and refuses to receive applications and or requests during lunch break obtained the weighted mean of 1.55 with verbal interpretation of disagree, The employee or frontline employee is not approachable and not easy to deal with obtained the weighted mean of 1.51 with verbal

interpretation of disagree. There is poor communication and unclear information resulting inefficiency in the delivery of the service obtained 1.39, The employee and or frontline employee did not attend immediately to the client's need upon accepting their request obtained 1.33, The government office is not considerable to give allowable period of extension for their request due to unusual circumstances obtained 1.29, The concerned employees who provide the service were not equipped or knowledgeable and imposes additional documents that clients suffered time consuming steps in accessing the service obtained 1.26 are verbally interpreted strongly disagree.

From Feedback and Complaints, There is no available forms for filing complaints and no clear procedure on how to file complaints including the names and contact details of the officials to approach obtained 1.41, Feedbacks drawn from satisfaction rating, suggestion box and feed backing system were not given appropriate action for reconsideration obtained 1.41, There is no provision penalize the official and or employee in the act of failure on redressing complaints obtained 1.41 are verbally interpreted strongly disagree. The offices or department has no suggestion box provided for customer's suggestions and complaints obtained the weighted mean of 1.30 with verbal interpretation of strongly agree.

To generalize the responses made by the respondents, all of the indicators presented in the tables sometimes encounter problems with regard to the implementation of Anti Red Tape Act in the City Government of Batangas. According to the Published RA 9485 of City Government of Gingoog, there is no such LGU's perfectly achieved the highest extent of implementing the Anti Red Tape Act. Further, most of the countries all over the world continuously polished their respective charter until it was fitted to the service seekers. There comes a time that flaws aroused unexpectedly and it is seen in this content that the respondents responded with the questionnaires have at least knowledge about the Anti Red Tape Act for the respondents respond sometimes with confusion of what is really happening in the Anti Red Tape Act. It was evidently showed that almost all consign central services in this study extended significantly of serving the people. The awards and recognition received from different agency are symbols of their passion to serve. However, from the results that showed some glitch, there is a need to do something about it for the better service and satisfaction of the clientele. Public sector in different countries began to realize that the satisfaction

of the needs of the citizens is crucial and in following private sector practices initiated mechanism which focuses on the quality of the service to be delivered to the citizens this consideration led to grow the concept of citizen's charter[13].

**Table 8. Significant Difference in the Problems Affecting the Implementation of Anti Red Tape Act According to Department/Office where Services Availed**

	<b>f-value</b>	<b>p-value</b>
Vision & Mission Statement	16.351**	.000
Citizen's Charter Citizen's Charter	13.803**	.000
Frontline Service	5.602**	.000
Feedback and Complaints	34.761**	.000

\*\*Highly Significant at p-value<0.01

In Table 8, there is a significant difference in the level of problems affecting the implementation of Anti Red Tape Act according to department/office where services were availed as denoted by the computed p-values which are less than 0.01 alpha level. From the result of Post Hoc Test revealed that those respondents who availed services from the Civil Registrar Office obtained significantly higher level of problems encountered compared to other groups.

The Civil Registrar Office obtained higher level of problems encountered compared to other groups for based from the services offered by said office from registration of birth, marriage and death, problems and even complicated registration and certificates and all these certificates are all very important papers and or documents that requires thorough verification and determined its correctness and or accuracy.

The more the services we're offered for public service delivery the more chances of problems to occur. This scenario calls to policy makers to be awaken and bring out solutions with the problems that already existed. According to a McKinsey report, Beaujean et al., [14] noted that what seems to be consistently missing in failed customers service improvement initiatives is the lack of focus on "the spark between the customer and frontline staff members that helps transform skeptical people into strong and committed brand followers. The challenge, however, is to get all frontline employees to be engaged in the service delivery along with the management [15].

Data in Table 9 showed that there is a significant negative relationship between the implementation of Anti Red Tape Act and the problems encountered as denoted by the computed p-values which are less than 0.01 alpha level. This signifies that there is a possibility

of obtaining higher level of response in the implementation of Anti Red Tap Act with lower level of problems encountered.

**Table 9. Significant Relationship between Implementation and Problems Encountered**

	<b>r-value</b>	<b>p-value</b>
Vision and Mission Statement	-.307(**)	.000
Citizen's Charter Citizen's Charter	-.222(**)	.001
Frontline Service	-.336(**)	.000
Feedback and Complaints	-.565(**)	.000

\*\*Highly Significant at p-value<0.01

Similarly, as a response to growing demands to improve competitiveness of the country, Executive Order No. 605 was issued in 2006 to institutionalize the government's quality management program. The policy issuance mandated all executive agencies to adopt ISO 9001:2000 standards. An integral component of the program is the establishment of "Citizen's Charter of key government offices that shall be provided to the transacting public as government's manifestation of service guarantee" (Government of the Philippines, 2006).

## CONCLUSIONS

The Anti Red Tape Act is highly implemented in Batangas City Government. There is a significant difference in the Implementation of Anti Red Tape Act in terms in Vision and Mission statement. Respondents strongly disagree that there are problems encountered in the implementation of Anti Red Tape Act. There is a significant difference in the level of problems affecting the implementation of Anti red Tape Act according to the department and or office where services were availed. There is a significant negative relationship between the implementation of Anti Red Tape Act and problems encountered.

## RECOMMENDATIONS

The City Government of Batangas may continue to strictly implement the provisions of RA 9485 otherwise known as Anti Red Tape Act (ARTA) of 2007. The City Government of Batangas should improve the location and facilities of Civil Registrar Office. The City Government through the Office of the City Mayor maybe posted vision and mission using our vernacular for public consumption. Further researchers may conduct similar study specifically the impact of Anti Red tape Act (ARTA)

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