

Awareness and Implementation of Philippine Digital Workforce Competitiveness Act by Philippine LGUs

Diana Mae C. Sanier^{*1}, Ruvy M. Tuble²

¹Carlos Hilado Memorial State University - Binalbagan Campus, Negros Occidental, Philippines

²Carlos Hilado Memorial State University- Fortune Towne Campus, Bacolod City, Philippines

*Corresponding Author Email: dianamae.sanier@chmsu.edu.ph

Date received: May 12, 2025

Date revised: June 3, 2025

Date accepted: June 30, 2025

Originality: 99%

Grammarly Score: 99%

Similarity: 1%

Recommended citation:

Sanier, D.M., & Tuble, R. (2025). Awareness and implementation of Philippine Digital Workforce Competitiveness Act by Philippine LGUs. *Journal of Interdisciplinary Perspectives*, 3(7), 857-870.

<https://doi.org/10.69569/jip.2025.396>

Abstract. This study assessed the awareness, extent of implementation, challenges encountered, and perceived benefits associated with the Philippine Digital Workforce Competitiveness Act of 2022 (RA 11927) in a Local Government Unit (LGU) in Negros Occidental. Utilizing a descriptive-correlational research design, data were gathered from 109 implementers using a validated and reliable questionnaire. Findings revealed high levels of awareness and implementation, particularly among municipal-level implementers and those with 11 to 15 years of service. Among the Act's components, Digital Careers was the most extensively implemented. Significant challenges included limited funding, inadequate leadership support, insufficient training opportunities, and weak digital infrastructure. Despite these barriers, implementers perceived notable benefits, including enhanced public service delivery and improved digital literacy among constituents. A strong positive correlation was established between awareness and implementation, although no significant differences emerged across demographic variables. The study contributes to both theory and practice by highlighting critical enablers and bottlenecks in digital policy execution at the local level. These insights can guide policymakers in designing more inclusive, well-resourced, and sustainable digital workforce initiatives nationwide.

Keywords: Philippine Digital Workforce Competitiveness Act; Digital careers; Digital technology; Digital innovation; Local government unit; Descriptive-correlational research.

1.0 Introduction

The advent of the Fourth Industrial Revolution has significantly transformed the nature of work, prompting nations to enhance their digital capabilities and prioritize the development of human capital. In this rapidly evolving landscape, high-quality human capital has emerged as a vital driver of competitiveness for both businesses and national economies. Emerging technologies—such as remote communication, robotics, and artificial intelligence—have created new opportunities in education, healthcare, and employment by enabling more personalized, efficient, and technologically advanced services (Balog & Demidova, 2021). Despite these opportunities, the Philippines continues to face substantial challenges in digital competitiveness. In the 2022 Global Finance ranking of the world's most technologically advanced countries, the Philippines dropped from 61st to 64th, reflecting weak performance in internet penetration, extended-term evolution (LTE) usage, digital competitiveness, and research and development spending. Among 11 East and Southeast Asian nations included in the report, the country ranked second-lowest, ahead only of Mongolia (BusinessWorld, 2022). These indicators reflect persistent structural and systemic barriers to digital transformation.

This decline is mirrored at the local level. As of November 2020, only 30% of Local Government Units (LGUs) had initiated digitization programs, primarily hindered by poor infrastructure, the absence of ICT personnel, and limited access to digital training (Angara, 2021). Raboy and Cimene (2019) further argue that the digital divide remains especially stark across low-income LGUs, where gaps in infrastructure, policy coherence, and capacity-building efforts persist. The urgency to implement comprehensive digital upskilling and localized ICT development is thus both a national and local imperative. In response to these challenges, the Philippine government enacted Republic Act No. 11927, also known as the Philippine Digital Workforce Competitiveness Act, in 2022. This law mandates the creation of a national strategy to develop a globally competitive digital workforce. Administered by the National Economic and Development Authority (NEDA) and supported by multiple agencies, the Act aims to promote innovation, encourage digital entrepreneurship, and establish a robust, digitally competent labor force (Republic Act No. 11927, 2022).

Crucially, Article V of RA 11927 emphasizes the essential role of LGUs in fostering digital workforce development. The law calls on LGUs to initiate policies that support ICT infrastructure, incentivize digital innovations, and institutionalize training mechanisms across key sectors such as agriculture, health, and education (Guia, 2022). While promising, implementation remains uneven. By early 2024, approximately 60% of LGUs had adopted systems through the eLGU platform; however, many remained in the initial execution stages, facing substantial operational and logistical challenges (PIA, 2024). Recent studies highlight a growing national focus on digital governance and workforce readiness. Espiritu et al. (2023) identify critical implementation barriers, including limited policy awareness, budget constraints, and digital literacy disparities, among LGU personnel. Similarly, Villaseñor (2024) stresses the importance of localized capacity-building initiatives and the empowerment of ICT officers at the municipal level. Common themes across these studies include the urgent need for targeted investments in infrastructure, training, and the integration of digital policy. However, empirical research examining the local-level implementation of RA 11927 remains limited.

The notable gap in localized empirical data on the implementation of RA 11927 warrants closer investigation. Therefore, this study was conducted to assess the level of awareness, extent of implementation, key challenges encountered, and perceived benefits associated with RA 11927 in a Local Government Unit in Negros Occidental. The findings of this research aim to inform targeted interventions that will enhance LGU capacities and bridge the gap between national digital policies and their local implementation.

2.0 Methodology

2.1 Research Design

This study employed a descriptive-correlational research design using a survey method. Surveys were conducted to assess participants' level of awareness of the law and evaluate the extent of implementation in the LGU, the challenges encountered, and the perceived benefits associated with implementing RA 11927. The correlational component, in particular, was instrumental in determining the relationship between the level of awareness and the extent of RA 11927's implementation.

2.2 Research Locale

The study was conducted in the Local Government Unit of Binalbagan, Negros Occidental. Binalbagan is a first-class municipality in the province, comprising 16 barangays.

2.3 Research Participants

The study participants were implementers from the Local Government Unit (LGU) of Binalbagan, Negros Occidental, comprising 151 individuals—23 from the municipal level and 128 from the barangay level. The inclusion criteria required that participants be active implementers with at least six months of service. Using a 5% margin of error and a 95% confidence level, the minimum sample size was determined to be 109. A systematic random sampling technique was employed using the Kth sampling method, where every Kth individual on a pre-listed roster was selected after a random starting point.

2.4 Research Instrument

A researcher-developed survey questionnaire was the primary tool used to gather data and address the study's research questions. The research strictly observed ethical standards, and all participants participated voluntarily.

Several procedures were carried out to establish the tool's validity and reliability. Initially, 14 experts in education and assessment evaluated the questionnaire to ensure its relevance to the study's objectives. A pilot test involving 30 participants was then conducted to test its reliability. Based on Lawshe's method, the instrument achieved a Content Validity Ratio (CVR) of 0.80 and a Cronbach's alpha coefficient of 0.98, indicating high internal consistency.

2.5 Data Gathering Procedure

This study employed specific steps to ensure a systematic data-gathering process. A formal request letter was first submitted to the Office of the Mayor, seeking permission to conduct the study. Upon receiving approval, the researcher strictly adhered to ethical research standards by informing participants about the study's objectives, securing their voluntary participation, ensuring confidentiality, and emphasizing their right to withdraw at any stage without consequences. Data collection followed a quantitative approach, utilizing a self-made survey questionnaire administered face-to-face. Respondents were given one month to complete the instrument. Afterward, the researcher retrieved the completed questionnaires, which were then sorted, tallied, and encoded for analysis. The data were processed and interpreted using appropriate statistical tools and software to generate results that supported the study's conclusions.

2.6 Ethical Considerations

This research adhered strictly to ethical standards. Participation was entirely voluntary, and participants were free to withdraw from the study at any point if they felt uncomfortable. Every effort was made to minimize potential physical, social, and psychological risks, ensuring the participants' safety and well-being. Their dignity and rights were consistently upheld. All data collected was kept confidential and handled with integrity to safeguard the participants' privacy. Moreover, to maintain the academic credibility of the study and avoid any form of plagiarism or research misconduct, proper and transparent reporting of results was strictly observed.

3.0 Results and Discussion

3.1 Awareness of Republic Act 11927

Level of Awareness of RA 11927 in terms of Policy on Digitalization

Table 1 revealed that participants had a moderate level of awareness ($M = 3.08$, $SD = 0.76$) regarding Republic Act 11927, specifically its policy on digitalization. Participants were generally aware of the law's existence, its provisions, the role of LGUs, and the responsibilities of national agencies such as DILG and DICT. However, their understanding appeared to be surface-level, lacking depth in terms of technical details and implementation processes. This indicated a need for further capacity-building efforts to enhance local knowledge and execution of the Act. These findings reflect the existing awareness gap at the grassroots level. As Moreno and Sulasula (2024) noted, capacity disparities among LGUs continue to hinder the effective decentralization of digital workforce initiatives. Similarly, Juco et al. (2024) emphasized that, despite national efforts, implementation lags at the local level due to the limited availability of training and orientation programs.

Table 1. *Level of Awareness of RA 11927 in terms of Policy on Digitalization*

No.	Awareness of Policy on Digitalization	Mean	Interpretation
1	I am aware that the country has a law on the Philippine Digital Workforce Competitiveness Act (Republic Act 11927).	3.08	Moderately aware
2	I am aware of the mandates and provisions outlined in RA 11927, especially the role of LGUs in its implementation.	3.06	Moderately aware
3	I am aware that LGUs are responsible for developing localized policies and programs that support digital technology, digital careers, and innovation at the community level, as mandated by RA 11927.	3.10	Moderately aware
4	I am aware that RA 11927 promotes digital inclusion, considering the needs of PWDs, indigenous peoples, senior citizens, individuals in geographically isolated and disadvantaged areas, and other sectors.	3.12	Moderately aware
5	I am aware that the Department of the Interior and Local Government (DILG) and the Department of Information and Communications Technology (DICT) are tasked with assessing the e-readiness of LGUs to ensure a thriving digital workforce ecosystem.	3.06	Moderately aware
	Overall	3.08	Moderately Aware

Note: Mean Scale: 4.00 - 3.50 Very aware, 3.49 - 2.50 Moderately aware, 2.49 - 1.50 Somewhat aware, 1.49 - 1.00 Not aware.

Level of Awareness of RA 11927 in terms of Digital Technology

The results in Table 2 showed that participants had a moderate level of awareness ($M = 3.05$, $SD = 0.82$) regarding

the digital technology provisions of Republic Act 11927. They were generally aware of the roles of LGUs in partnering with DICT and the National Library to promote digital inclusion, the importance of modern digital infrastructure, and the need for internet connectivity and ICT development. However, their awareness remained basic, indicating the need for enhanced technical understanding and capacity to support effective local implementation.

Table 2. *Level of Awareness of RA 11927 in terms of Digital Technology*

No.	Awareness of Digital Technology	Mean	Interpretation
1	I am aware that LGUs collaborate with the Department of Information and Communication Technology (DICT) and the National Library of the Philippines to enhance digital inclusion and provide digital access through public libraries.	3.12	Moderately aware
2	I am aware of the need for upgraded computers and software to support high-end applications relevant to LGU operations.	3.25	Moderately aware
3	I am aware that the LGUs facilitate access to high-speed internet and the development of Information and Communication Technology (ICT) infrastructure in their localities.	2.91	Moderately aware
4	I am aware that my LGU has upgraded its infrastructure to improve internet connectivity.	2.99	Moderately aware
5	I am aware that LGUs can collaborate with external stakeholders to support digital technology projects.	2.97	Moderately aware
Overall		3.05	Moderately aware

Note: Mean Scale; 4.00 - 3.50 Very aware, 3.49 - 2.50 Moderately aware, 2.49 - 1.50 Somewhat aware, 1.49 - 1.00 Not aware.

This observation is consistent with findings from the UNDP Philippines (2021), which highlighted that uneven awareness levels and capability gaps often hinder digital transformation in local governments. In the same vein, Torda (2024) argued that a lack of institutional capacity and technical expertise remains a significant barrier to the local execution of national digital policies, reinforcing the need for targeted capacity-building programs to support LGUs in fulfilling their digital mandates under RA 11927.

Level of Awareness of RA 11927 in terms of Digital Careers

The findings in Table 3 showed that participants had a moderate level of awareness ($M = 3.06$, $SD = 0.87$) regarding the digital careers provisions of Republic Act 11927. They were highly aware of the role of LGUs, through PESO, in establishing localized digital skills registries ($M = 3.17$), and moderately aware of job positions created for digital careers, the existence of LGU job portals, and digital training programs for both staff and the community. These results indicated that while participants recognized the Act's focus on skills mapping, digital employment generation, and upskilling, their awareness remained limited in scope. This highlighted the need for stronger information campaigns and capacity-building initiatives to support implementation. These findings supported the observations of Ramos et al. (2022), who noted that many LGUs were still transitioning from traditional employment models and needed support to operationalize digital job initiatives. Furthermore, Espiritu et al. (2023) emphasized that awareness alone is insufficient; local government capability is crucial for the successful execution of national digital workforce programs.

Table 3. *Level of Awareness of RA 11927 in terms of Digital Careers*

No.	Awareness of Digital Careers	Mean	Interpretation
1	I am aware that LGUs, through their Public Employment Service Office (PESO), are mandated to create a localized digital technology and digital skills registry.	3.17	Moderately aware
2	I am aware that a Plantilla position or job order has been created for information-related careers in the LGU.	3.10	Moderately aware
3	I am aware that LGU has a webpage that allows the community to easily access and share job opportunities.	2.99	Moderately aware
4	I am aware that LGU conducts periodic digital training programs for personnel development.	3.00	Moderately aware
5	I am aware that LGU provides digital training programs for the community.	3.04	Moderately aware
Overall		3.06	Moderately aware

Note: Mean Scale; 4.00 - 3.50 Very aware, 3.49 - 2.50 Moderately aware, 2.49 - 1.50 Somewhat aware, 1.49 - 1.00 Not aware.

Level of Awareness of RA 11927 in terms of Digital Innovation Initiatives

The results in Table 4 showed that participants had a moderate level of awareness ($M = 3.16$, $SD = 0.80$) regarding the digital innovation programs mandated by Republic Act 11927 of 2022. They were aware of the LGU's responsibilities in creating local policies for innovation in key sectors, such as agriculture and fisheries, and

healthcare, as well as the use of digital applications for faster transactions and the importance of capacity-building for LGU personnel. Moderate awareness was also evident in areas such as public information dissemination through digital platforms and collaboration with the private sector for implementing digital workforce initiatives.

Table 4. *Level of Awareness of RA 11927 in terms of Digital Innovation Initiatives*

No	Awareness of Digital Innovation Initiatives	Mean	Interpretation
1	I am aware that LGUs are required to create local policies supporting technological innovations in industries such as agri-fishery and healthcare.	3.15	Moderately aware
2	I am aware that LGU has developed digital applications to facilitate faster transactions.	3.08	Moderately aware
3	I am aware that LGU personnel have been sent to training programs to enhance their digital skills.	3.24	Moderately aware
4	I am aware that LGU uses digital applications for public information awareness.	3.17	Moderately aware
5	I am aware that LGU partners with private sector to develop and implement digital workforce programs.	3.15	Moderately aware
	Overall	3.16	Moderately aware

Note: Mean Scale; 4.00 - 3.50 Very aware, 3.49 - 2.50 Moderately aware, 2.49 - 1.50 Somewhat aware, 1.49 - 1.00 Not aware.

These findings indicated that although digital innovation awareness is present, it remains at a developmental stage, requiring more substantial efforts in policy coherence, resource support, and institutional leadership. This supports Ramos (2023), who emphasized the importance of infrastructure, policy alignment, and human capacity in LGU innovation. Similarly, Navarro (2024) and Isolana (2021) highlighted that while public-private partnerships hold promise for enhancing digital service delivery, their success is often limited by capacity gaps and weak coordination, underscoring the need for stronger local implementation readiness.

Summary of the Participant's Level of Awareness of RA 11927

The result in Table 7 revealed that participants exhibited a moderate level of awareness regarding various aspects of Republic Act 11927, the Philippine Digital Workforce Competitiveness Act. The mean scores for awareness in Policy on Digitalization (M = 3.08), Digital Technology (M = 3.05), Digital Careers (M = 3.06), and Digital Innovation Initiatives (M = 3.16) indicated a generally positive understanding. The participants had a general knowledge of RA 11927 and were aware of key provisions and concepts, but they may not have had in-depth knowledge. Their awareness was not comprehensive or deeply informed, suggesting that participants' knowledge might have been limited to surface-level understanding. These findings align with the Asian Development Bank's (2022) report, which highlights that digital skills awareness in the Asia-Pacific region, including the Philippines, remains uneven, with significant gaps in policy dissemination and institutional capacity.

Table 5. *Summary of the Level of Awareness of Republic Act 11927 of 2022*

Awareness of Digital Careers	Mean	Interpretation
Policy on Digitalization	3.08	Moderately aware
Digital Technology	3.05	Moderately aware
Digital Careers	3.06	Moderately aware
Digital Innovation Initiatives	3.16	Moderately aware
Overall	3.09	Moderately aware

Note: Mean Scale; 4.00 - 3.50 Very aware, 3.49 - 2.50 Moderately aware, 2.49 - 1.50 Somewhat aware, 1.49 - 1.00 Not aware.

3.2 Level of Awareness of RA 11927 As to Age, Sex, Length of Service, and Level of Implementers

The result in Table 6 revealed that awareness of Republic Act 11927 of 2022 varies moderately across demographic groups. In terms of age, older participants (51 and above) showed slightly higher awareness (M = 3.12) compared to younger participants (below 51) (M = 3.05), though both groups were classified as moderately aware. Regarding sex, males (M = 3.13) demonstrated a higher level of awareness than females (M = 3.02), with both groups still falling under the moderately aware category. When examining the length of service, participants with 11 to 15 years of service exhibited the highest awareness (M = 3.22), while other groups, including those with less than 1 year or more than 15 years of service, displayed moderate awareness, albeit with varying degrees of consistency. Additionally, in terms of the level of implementers, municipal implementers showed the highest awareness (M = 3.26), followed by barangay implementers (M = 3.06), suggesting that the level of responsibility within local governance influences the degree of familiarity with the law's provisions.

Table 6. *Level of Awareness as to Age, Sex, Length of Service, and Level of Implementers*

Variables	Mean	Interpretation
Age		
Older (51 years old and above)	3.12	Moderately aware
Younger (Below 51 years old)	3.05	Moderately aware
Sex		
Female	3.02	Moderately aware
Male	3.13	Moderately aware
Length of Service		
Less than 1 year	3.04	Moderately aware
1 year to 5 years	3.08	Moderately aware
11 years to 15 years	3.22	Moderately aware
6 years to 10 years	3.08	Moderately aware
More than 15 years	3.08	Moderately aware
Level of Implementers		
Barangay	3.06	Moderately aware
Municipal	3.26	Moderately aware

Note: Mean Scale; 4.00 - 3.50 Very aware, 3.49 - 2.50 Moderately aware, 2.49 - 1.50 Somewhat aware, 1.49 - 1.00 Not aware.

In terms of implementing digitalization policies, the findings indicated moderate awareness of incorporating these policies into local governance systems, with a mean score of $M = 2.94$. Participants also recognized the existence of clear procedures and guidelines for policy implementation ($M = 3.02$). Still, they showed slightly less awareness regarding the frequent monitoring and assessment of these policies ($M = 2.82$), suggesting a potential area for improvement. Overall, these results suggest moderate awareness of the law's provisions, with demographic variations that highlight the need for targeted interventions. These findings align with those of Magcope et al. (2023), who found that factors such as age and tenure contribute to a better understanding of digital governance initiatives, as employees with more experience tend to have greater exposure to institutional changes and capacity-building programs. Asadon et al. (2024) also noted that mid-tenure employees are more likely to engage in policy implementation, enhancing their knowledge of ongoing reforms. Furthermore, Villaseñor (2024) emphasized that varying levels of awareness among implementers—rather than the absence of policy—often cause gaps in implementation, underscoring the need for inclusive and role-specific capacity-building efforts.

3.3 Implementation of Republic Act 11927

Extent of implementation of RA 11927 of 2022 in terms of the Policy on Digitalization

The implementation of Republic Act 11927 of 2022, specifically the Policy on Digitalization, was partially implemented, as indicated by the mean scores in Table 7. Participants noted that digitalization policies outlined in the Act had been integrated into their LGUs' strategic plans ($M = 2.94$, $SD = 0.85$), which showed moderate progress in incorporating the law's provisions into local governance. Additionally, the implementation of clear procedures and guidelines for these policies had been structured ($M = 3.02$, $SD = 0.77$). However, the frequency of monitoring and assessment of these policies was rated lower ($M = 2.82$, $SD = 0.95$), suggesting room for improvement.

Furthermore, LGUs had implemented local policies to expand digital technology and professions as required by the Act ($M = 3.05$, $SD = 0.71$), demonstrating proactive local policy-making. Resource allocation for digital literacy training programs had also been partially implemented ($M = 3.01$, $SD = 0.80$), indicating a commitment to capacity building. The promotion of digital payment systems within government services ($M = 2.99$, $SD = 0.70$) supported the objectives of RA 11927. The overall aggregate mean score of 2.97 ($SD = 0.80$) reflected a generally partial level of implementation, with some key components functioning but still needing improvements in certain areas. Recent studies highlighted similar trends, with digitalization efforts in LGUs being partially implemented across various regions. While some progress had been made in adopting digital technologies for public services, challenges such as limited digital infrastructure, technical expertise, budget constraints, and weak internet connectivity had continued to hinder full implementation (Riswati, 2021; Moreno & Zabala, 2023). Nevertheless, where digitalization had been implemented, it had shown positive effects on service delivery, transparency, and

citizen satisfaction (Espiritu et al., 2023).

Table 7. *Extent of Implementation of RA 11927 in terms of Policy on Digitalization*

No	Implementation of Policy on Digitalization	Mean	Interpretation
1	Digitalization policies outlined in RA 11927 have been fully integrated into our LGU's strategic plans.	2.94	Partially Implemented
2	Clear guidelines and procedures have been established for implementing digitalization policies under RA 11927.	3.02	Partially Implemented
3	The effectiveness of digitalization policies is regularly monitored and evaluated in alignment with RA 11927.	2.82	Partially Implemented
4	Our LGU has created local policies supporting and promoting the growth and development of digital technology, digital careers, and innovations as mandated by RA 11927	3.05	Partially Implemented
5	Our LGU has allocated resources for digital literacy training programs for employees as required by RA 11927.	3.01	Partially Implemented
6	Our LGU is actively promoting the adoption of digital payment systems for government services, aligning with the goals of RA 11927.	2.99	Partially Implemented
	Overall	2.97	Partially Implemented

Note: Mean Scale; 4.00 - 3.50 Fully implemented, 3.49 -2.50 Partially implemented, 2.49 - 1.50 Slightly implemented, 1.49 - 1.00 Not implemented.

Extent of implementation of Republic Act 11927 of 2022 in terms of Digital Technology

The results in Table 8 showed that the implementation of Republic Act 11927 of 2022 regarding Digital Technology was generally partially implemented, as indicated by an overall mean score of 2.93 (SD = 0.81). All participants agreed that their departments in the LGUs had effectively embraced the digital technologies advocated by the law in their routine operations (M = 2.98, SD = 0.71), indicating effective implementation of digital tools. Considerable investments had also been made in digital infrastructure, as required by the Act (M = 2.94, SD = 0.76), reflecting efforts in technological development.

Table 8. *Extent of Implementation of RA 11927 in terms of Digital Technology*

No	Implementation of Digital Technology	Mean	Interpretation
1	The departments in the LGU have actively adopted the digital technologies promoted by RA 11927 in our daily operations.	2.98	Partially Implemented
2	The departments in the LGU have made significant investments in digital infrastructure as encouraged by RA 11927.	2.94	Partially Implemented
3	The LGU has successfully implemented cloud computing and other emerging technologies in alignment with RA 11927.	2.84	Partially Implemented
4	The LGU has established and enforces cybersecurity protocols and best practices as emphasized by RA 11927.	2.90	Partially Implemented
5	The LGU has allocated sufficient funding and resources for acquiring and implementing digital technologies under RA 11927.	2.91	Partially Implemented
6	The LGU is working with the Interior and Local Government (DILG) and Department of Information and Communication Technology (DICT) to assess our e-readiness and implement digital technologies that will improve public services.	2.97	Partially Implemented
	Overall	2.93	Partially Implemented

Note: Mean Scale; 4.00 - 3.50 Fully implemented, 3.49 -2.50 Partially implemented, 2.49 - 1.50 Slightly implemented, 1.49 - 1.00 Not implemented.

The adoption of new technologies, such as cloud computing, had been partially implemented (M = 2.84, SD = 0.85), suggesting continued but incremental progress in technological uptake. Cybersecurity measures and best practices had been developed and implemented (M = 2.90, SD = 0.84), highlighting a focus on digital security in line with the law's objectives. Furthermore, sufficient funding and resource allocation for purchasing and implementing digital technologies had been deemed adequate (M = 2.91, SD = 0.89), reinforcing ongoing digital transformation efforts. The partnership with the Department of the Interior and Local Government (DILG) and the Department of Information and Communications Technology (DICT) to assess e-readiness and deploy digital technologies for enhanced public services had been actively pursued (M = 2.97, SD = 0.81).

These findings suggest that while RA 11927 has led to tangible digital transformation initiatives at the LGU level, the overall implementation remained functional but incomplete. There were opportunities for further institutionalization and innovation, which aligns with the conclusions of Gong et al. (2020), who noted that digitalization in government settings often achieves significant milestones but faces challenges in achieving full institutionalization and long-term sustainability. This supports the idea that, although digital innovation in

government is progressing, its sustainability and comprehensiveness depend on ongoing innovation, adaptation, and institutional commitment (Manoharan et al., 2022).

Extent of implementation of RA 11927 in terms of Digital Careers

The results in Table 9 showed that the implementation of Republic Act 11927 of 2022 in Digital Careers was rated as partially implemented on all indicators, with an overall mean score of 3.12 (SD = 0.80), as presented. Participants generally agreed that their departments had designed programs and initiatives to enhance employees' digital skills in compliance with the law (M = 3.18, SD = 0.81). Employees also had access to training to improve their digital literacy and competence (M = 3.21, SD = 0.79). Additionally, there was awareness that the LGU had established new job positions related to digital transformation as required by RA 11927 (M = 2.88, SD = 0.85). However, the slightly lower mean suggested some variability in implementation.

Table 9. *Extent of Implementation in terms of Digital Careers*

No .	Implementation of Digital Careers	Mean	Interpretation
1	Our department has implemented programs and initiatives to develop digital skills among our employees in accordance with RA 11927.	3.18	Partially Implemented
2	Our employees have access to training opportunities to enhance their digital literacy and competency.	3.21	Partially Implemented
3	The LGU has created new job roles/positions specifically related to digital transformation as promoted by RA 11927.	2.88	Partially Implemented
4	Career advancement opportunities within our department increasingly require digital expertise, reflecting the goals of RA 11927.	3.18	Partially Implemented
5	Our LGU has established partnerships with educational institutions to provide digital skills training, as encouraged by RA 11927.	3.22	Partially Implemented
6	The LGU has online staff that monitors feedback or customer service.	3.03	Partially Implemented
	Overall	3.12	Partially Implemented

Note: Mean Scale; 4.00 - 3.50 Fully implemented, 3.49 -2.50 Partially implemented, 2.49 - 1.50 Slightly implemented, 1.49 - 1.00 Not implemented.

Opportunities for career promotion increasingly required digital competence (M = 3.18, SD = 0.81), which aligned with the objectives of the law. LGUs also formed partnerships with schools to deliver digital skill training (M = 3.22, SD = 0.79), demonstrating collaborative efforts to build workforce capabilities. The presence of online personnel responsible for monitoring feedback or customer service was also rated as partially implemented (M = 3.03, SD = 0.69), indicating a level of digital integration in public service delivery.

These findings reflected a reasonable extent of digital career initiatives implementation in the LGU, with key components in place but still with areas requiring improvement. This aligns with the findings of Gong et al. (2020), who noted that governments globally are pursuing digital transformation by focusing on skill development and training programs to improve public service efficiency. These initiatives reflect the objectives of RA 11927 in promoting digital competencies and career opportunities.

Extent of implementation of RA 11927 in terms of Digital Innovation Initiatives

The findings presented in Table 10 revealed that the level of implementation of Republic Act No. 11927 of 2022 in terms of Digital Innovation Initiatives was assessed as partially implemented, with an overall mean score of 3.02 (SD = 0.80). Respondents indicated that their departments had actively engaged in digital innovation activities advocated by the law (M = 3.03, SD = 0.70). They also reported moderate success in securing funding sources for digital innovation projects (M = 3.12, SD = 0.72) and in establishing multi-sectoral partnerships with other government agencies and private sector entities (M = 3.04, SD = 0.69), which aligned with the goals of RA 11927.

Table 10. *Extent of Implementation in terms of Digital Innovation Initiatives*

No .	Implementation of Digital Innovation Initiatives	Mean	Interpretation
1	Our department is actively participating in digital innovation initiatives supported by RA 11927.	3.03	Partially Implemented
2	Our LGU has successfully accessed funding mechanisms for digital innovation projects.	3.12	Partially Implemented
3	Our department is collaborating with other government agencies and the private sector to foster digital innovation, aligning with RA 11927.	3.04	Partially Implemented
4	Our department showcases and scales successful digital innovations through platforms and programs that follow the standards from RA 11927.	2.95	Partially Implemented
5	Our LGU utilizes regulatory sandboxes or other mechanisms for testing innovative	3.06	Partially Implemented

digital solutions as encouraged by RA 11927.		
6	Our LGU has seen an increase in digital entrepreneurship within the community due to training or initiatives from RA 11927 implementation in the LGU.	2.91 Partially Implemented
Overall		3.02 Partially Implemented

Note: Mean Scale; 4.00 - 3.50 Fully implemented, 3.49 -2.50 Partially implemented, 2.49 - 1.50 Slightly implemented, 1.49 - 1.00 Not implemented.

Furthermore, the findings showed that successful digital innovations were being promoted and replicated through platforms and programs that conform to the standards of the Act ($M = 2.95$, $SD = 0.73$). The use of regulatory sandboxes or similar frameworks to test innovative digital solutions also reflected moderate implementation ($M = 3.06$, $SD = 0.68$). Lastly, respondents observed that digital entrepreneurship in local communities had grown due to trainings or programs related to RA 11927 ($M = 2.91$, $SD = 0.59$), suggesting a positive but developing influence of the law on local innovation ecosystems.

These results suggest that, while key elements of digital innovation were present, such as access to funding, innovation diffusion, and collaborative initiatives, the overall implementation remained moderate. This implies that although progress had been made, there remained areas for improvement to achieve full and sustainable implementation. Latupeirissa et al. (2024) noted that digital initiatives in LGUs enhance efficiency, citizen participation, and public accountability. Borodin et al. (2021) also underscored that digital investments significantly contribute to governance and socio-economic development. However, challenges such as limited infrastructure, gaps in digital literacy, cybersecurity concerns, and issues of accessibility and inclusivity persist (Espiritu et al., 2023; Borodin et al., 2021).

Summary of the Level of Implementation of RA 11927

Table 11 presents the overall result of the level of implementation of Republic Act 11927, also known as the Philippine Digital Workforce Competitiveness Act, among implementers in an LGU. The results showed that the policy on digitalization had an implementation score of ($M = 2.97$, $SD = 0.57$), interpreted as high, indicating effective implementation of digitalization policies. Similarly, the implementation of digital technology was also high ($M = 2.93$, $SD = 0.59$), suggesting that technological advancements were well integrated into workforce development strategies. The highest implementation score was observed in digital careers ($M = 3.12$, $SD = 0.60$), reflecting a strong focus on developing and promoting digital career paths, with practical efforts to enhance digital skills and create opportunities in the digital job market. Digital innovation initiatives also demonstrated a high level of implementation ($M = 3.02$, $SD = 0.53$), showing a robust commitment to fostering innovation in the digital sector.

Table 11. *Summary of the Extent of Implementation of Republic Act 11927 of 2022*

Implementation	Mean	Interpretation
Policy on Digitalization	2.97	Partially implemented
Digital Technology	2.93	Partially implemented
Digital Careers	3.12	Partially implemented
Digital Innovation Initiatives	3.02	Partially implemented
Overall	3.01	Partially implemented

Note: Mean Scale; 4.00 - 3.50 Fully implemented, 3.49 -2.50 Partially implemented, 2.49 - 1.50 Slightly implemented, 1.49 - 1.00 Not implemented.

When all aspects were considered as a whole, the mean implementation score ($M = 3.01$, $SD = 0.50$) was interpreted as indicating partial implementation, meaning that the policy or program was being implemented to a reasonable extent. Some key components were in place and functioning, but gaps or areas for improvement still existed. These findings aligned with the Asian Development Bank (2022), which highlighted challenges in fully integrating digital technologies into public systems. Batapa-Sigue (2022) emphasized the need for improved digital infrastructure, while Villaseñor (2024) noted the growing emphasis on digital career development in policy implementation.

3.4 Level of Awareness of RA 11927 As to Age, Sex, Length of Service, and Level of Implementers

The implementation of Republic Act 11927 of 2022, as shown in Table 12, was assessed across different demographic categories, including age, sex, length of service, and level of implementers. The results indicated

that both older participants (51 years old and above) and younger participants (below 51 years old) reported a partially implemented level of RA 11927 ($M = 3.00$, $SD = 0.51$; $M = 3.01$, $SD = 0.49$, respectively), suggesting that age did not have a significant impact on the Act's implementation. In terms of sex, males demonstrated a slightly higher level of implementation ($M = 3.07$, $SD = 0.48$) compared to females ($M = 2.90$, $SD = 0.52$), though both groups still fell under partial implementation. Participants with 6 to 10 years of service reported the highest implementation score ($M = 3.19$, $SD = 0.57$), while those with over 15 years of service had significantly lower scores ($M = 2.49$, $SD = 0.54$), indicating a lower level of implementation. Both barangay ($M = 3.00$, $SD = 0.48$) and municipal implementers ($M = 3.07$, $SD = 0.62$) showed partial implementation levels as well.

Table 12. *Extent of Implementation when grouped according to Profile Variables*

Variables	Mean	Interpretation
Age		
Older (51 years old and above)	3.00	Partially Implemented
Younger (Below 51 years old)	3.01	Partially Implemented
Sex		
Female	2.90	Partially Implemented
Male	3.07	Partially Implemented
Length of Service		
Less than 1 year	3.04	Partially Implemented
1 year to 5 years	3.01	Partially Implemented
11 years to 15 years	3.03	Partially Implemented
6 years to 10 years	3.19	Partially Implemented
More than 15 years	2.49	Partially Implemented
Level of Implementers		
Barangay	3.00	Partially Implemented
Municipal	3.07	Partially Implemented

Note: Mean Scale; 4.00 - 3.50 Fully implemented, 3.49 -2.50 Partially implemented, 2.49 - 1.50 Slightly implemented, 1.49 - 1.00 Not implemented.

The study concluded that the overall implementation of RA 11927 was generally partial across all demographic categories. There was no significant effect of age on implementation, though males reported slightly higher levels compared to females. The highest implementation levels were observed in those with 6–10 years of service, while those with over 15 years of service reported lower implementation. Both barangay and municipal implementers showed relatively high levels of implementation. These findings contrasted with those of Villaseñor (2024), who found that older respondents were more attuned to the bureaucratic and infrastructure challenges of digitalization. Marangella (2025) also noted that younger individuals in developing countries are nearly twice as likely to adopt new technologies, which suggests the need for age-sensitive strategies in digital transformation.

3.5 Challenges in the Implementation of RA 11927

Table 13 presents the challenges encountered by the participants in implementing Republic Act 11927. The results showed that the Policy on Digitalization ($M = 2.97$, $SD = 0.57$), interpreted as high, indicates a practical implementation of digitalization policies. Similarly, the implementation of digital technology was also high ($M = 2.93$, $SD = 0.59$), suggesting that technological advancements were well integrated into workforce development strategies. The highest implementation score was observed in Digital Careers ($M = 3.12$, $SD = 0.60$), reflecting a strong focus on developing and promoting digital career paths, with practical efforts to enhance digital skills and create opportunities in the digital job market. Digital Innovation Initiatives also demonstrated a high level of implementation ($M = 3.02$, $SD = 0.53$), showing a robust commitment to fostering innovation in the digital sector.

Table 13. *Challenges in the Implementation of RA 11927*

No	Challenges	Strongly Agree		Agree		Disagree		Strongly Disagree	
		f	%	f	%	f	%	f	%
1	Insufficient funding hinders the effective implementation of RA 11927 in the LGU.	26	23.9	76	69.7	6	5.50	1	0.90
			0		0		0		
2	Inadequate infrastructure and digital tools pose a significant challenge to RA 11927 implementation.	22	20.2	48	44.0	36	33.0	3	2.80
			0		0		0		
3	Lack of sufficient training prevents LGU personnel from effectively implementing RA 11927.	31	28.4	40	36.7	35	32.1	2	1.80
			0		0		0		

4	The absence of clear guidelines creates confusion in the implementation of RA 11927.	32	29.4 0	39	35.8 0	36	33.0 0	2	1.80
5	Unreliable internet connectivity disrupts the digital processes required for RA 11927.	28	25.7 0	41	37.6 0	37	33.9 0	3	2.80
6	Lack of leadership support negatively impacts the success of RA 11927.	27	24.8 0	59	54.1 0	22	20.2 0	1	0.90

When all aspects were considered as a whole, the mean implementation score ($M = 3.01$, $SD = 0.50$) was interpreted as indicating partial implementation, meaning that the policy or program was being implemented to a reasonable extent. Some key components were in place and functioning, but gaps or areas for improvement still existed. These findings aligned with the Asian Development Bank (2022), which highlighted challenges in fully integrating digital technologies into public systems. Batapa-Sigue (2022) emphasized the need for improved digital infrastructure, while Villaseñor (2024) noted the growing emphasis on digital career development in policy implementation.

3.6 Perceived Benefits in the Implementation of RA11927

The findings presented in Table 14 reveal a strong consensus among participants regarding the positive impact of Republic Act No. 11927 on local governance and community development. The data show that a substantial majority (86.2%) agreed or strongly agreed that RA 11927 will improve the accessibility of public services through digital solutions, suggesting a high level of public confidence in the law's capacity to modernize service delivery.

Table 14. *Perceived Benefits in the Implementation of RA 11927*

No	Benefits	Strongly Agree		Agree		Disagree		Strongly Disagree	
		f	%	f	%	f	%	f	%
1	RA 11927 provides an opportunity to improve the accessibility of public services through digital solutions.	57	52.3 0	37	33.9 0	14	12.8 0	0	0.00
2	It offers a chance to upskill and reskill the local workforce, creating new digital career pathways and competencies.	41	37.6 0	50	45.9 0	16	14.7 0	2	1.80
3	It can attract investment and stimulate economic growth in the region by fostering a more competitive digital environment.	48	44.0 0	49	45.0 0	12	11.0 0	0	0.00
4	It offers opportunities to enhance governance, transparency, and accountability through the use of digital technologies.	46	42.2 0	52	47.7 0	10	9.20 0	1	0.90
5	It fosters collaboration between government, the private sector, and educational institutions, driving digital innovation and entrepreneurship.	43	39.4 0	49	45.0 0	17	15.6 0	0	0.00
6	It offers the potential to empower citizens by enhancing digital literacy and providing greater access to technology, thereby promoting social inclusion and reducing the digital divide.	55	50.5 0	39	35.8 0	13	11.9 0	2	1.80

Similarly, 83.5% of respondents acknowledged the law's potential to facilitate the upskilling and reskilling of the local workforce, thereby opening new career pathways in the digital economy. This reflects the respondents' awareness of the importance of digital competencies in a rapidly evolving labor market. Economic development was also seen as a key benefit, with 89% agreeing or strongly agreeing that RA 11927 can attract investment and stimulate economic growth by fostering a more competitive and digitally enabled environment. This perception aligns with the growing global trend of leveraging digital transformation to enhance regional economic resilience and innovation.

In terms of governance, 89.9% of participants believed that the law could significantly enhance transparency and accountability through digital technologies, underscoring its role in promoting good governance. Additionally, 84.4% recognized the importance of multi-sectoral collaboration, particularly among government entities, private sector partners, and educational institutions, in ensuring the successful implementation of the law and advancing digital innovation. Notably, 86.3% of respondents expressed support for the law's potential to empower citizens, particularly through enhanced digital literacy and improved access to technology. This finding underscores the importance of digital inclusion and suggests that RA 11927 could help reduce the digital divide, thereby promoting equitable participation in governance and development.

The data reflect an optimistic outlook on RA 11927 as a transformative policy with multifaceted benefits across

governance, economic development, human capital enhancement, and social inclusion. These findings are consistent with the observations of David et al. (2023), who emphasized that digital government initiatives can significantly enhance service delivery and operational efficiency, ultimately contributing to increased public trust in government institutions.

3.7 Difference in the Level of Awareness When Grouped According to Profile Variables

Difference in the Level of Awareness When Grouped by Age, Sex, and Level of Implementers

Utilizing the Mann-Whitney U-test, table 15 showed that there was no significant difference in the level of awareness in the implementation of RA11927 when the participants were grouped according to age ($U = 1354$, $p = 0.427$), sex ($U = 1243$, $p = 0.307$), and level of implementers ($U = 588$, $p = 0.181$) at 0.05 level of significance.

Table 15. *Difference in the Level of Awareness as to Age, Sex, and Level of Implementers*

Variables	U	P-value
Age	1354	0.427
Sex	1243	0.307
Level of Implementers	588	0.181

The findings showed no significant differences in the level of awareness of RA 11927 when participants were grouped by age, sex, or level of implementation. Macabontoc and Vargas (2021) examined possible effects of demographic variables, including age, sex, and job role, on the understanding of public policies. According to their research, demographic characteristics did not significantly impact participants' knowledge of public policies. This suggests that other factors, such as formal training or access to information, have a greater impact on awareness. This finding was consistent with the results of the current study, which showed that awareness of RA 11927 was relatively evenly distributed among the various groups and did not differ significantly by age, sex, or implementer level.

Difference in the Level of Awareness When Grouped According to Length of Service

Employing the Kruskal-Wallis H-test, Table 16 shows that there was no significant difference in the level of awareness regarding the implementation of RA11927 when the participants were grouped by length of service [$X^2(4) = 0.860$, $p = 0.930$] at the 0.05 level of significance.

Table 16. *Difference in the Level of Awareness when grouped according to length of service.*

Variables	X ²	df	P-value
Length of Service	0.860	4	0.930

This result suggested that regardless of how long the participants have been in their positions, their awareness of RA 11927 remains consistent. It may point to factors other than length of service, such as access to information, training, or communication strategies that substantially impact the level of awareness among participants. The findings align with those of Macabontoc and Vargas (2021), who explored the impact of work experience on public policy awareness. They concluded that while experience and tenure may influence engagement with policies, the key factors were the mechanisms for policy dissemination and institutional support. This supports the present study's conclusion that improving access to information about RA 11927 through effective dissemination strategies is more impactful than focusing on employees' years of service.

3.8 Difference in the Extent of Implementation When Grouped According to Profile Variables

Difference in the Extent of Implementation as to Age, Sex and Level of Implementers

The result in Table 17 showed that there was no significant difference in the extent of implementation of RA11927 when the participants were grouped age ($U = 1482$, $p = 0.988$), sex ($U = 1170$, $p = 0.141$), and level of implementers ($U = 652$, $p = 0.431$) at 0.05 level of significance. These findings suggest that, regardless of the participants' age, sex, or level of involvement in implementing RA 11927, the extent of its implementation remains consistent. This could imply that the processes for enforcing the law are standardized across different demographic groups and levels of responsibility, focusing more on institutional systems and the resources allocated for their implementation, rather than on individual characteristics. These findings support those of Carey et al. (2020), who found that demographic factors such as age, sex, or role have a minimal impact on public policy implementation outcomes. Instead, they emphasized that effective organizational structures, training, and communication strategies are crucial to the successful implementation of policies.

Table 17. *Difference in the Extent of Implementation when grouped according to Profile Variables*

Variables	U	P-value
Age	1482	0.988
Sex	1170	0.141
Level of Implementers	652	0.431

Difference in the Extent of Implementation as to Length of Service

Table 18 showed no significant difference in the extent of RA11927 implementation when participants were grouped by level of service [$\chi^2(4) = 4.33, p = 0.363$] at the 0.05 significance level. These results suggested that the implementation of RA 11927 was consistent across participants, regardless of their service tenure. This may indicate that other factors, such as training, resources, and organizational support, play a more significant role in shaping the extent of the law's implementation than the individual experience or seniority of the implementers. Such findings were consistent with research by Carey et al. (2020), who found that factors such as the length of service did not necessarily influence the effectiveness of public policy implementation. They argued that while experience can provide valuable insights, institutional factors – such as organizational structure and policy clarity – were more decisive in the success of policy implementation.

Table 18. *Difference in the Extent of Implementation when grouped according to Length of Service*

Variables	χ^2	df	P-value
Length of Service	4.33	4	0.363

3.9 Relationship Between the Level of Awareness and Extent of Implementation of RA11927

Utilizing Spearman's r , Table 19 presents a positive and high relationship between the level of awareness and the extent of implementation [$r_s(107) = 0.725, p < .001$] at the 0.05 level of significance.

Table 19. *Relationship between the Level of Awareness and the Extent of Implementation of RA11927*

Level of Awareness			
Extent of Implementation	0.725*	107	<.001

$p < 0.05$ *

This finding suggested that higher levels of awareness among the participants correspond with greater law implementation efforts. A strong understanding of RA 11927 may directly influence the enthusiasm and effectiveness of its execution at the local level. This supported the work of Balane et al. (2020), which shows that better implementation and adherence to a policy's provisions are correlated with greater awareness and understanding of the policy. Their study demonstrated that better implementation outcomes, particularly in terms of resource allocation and policy enforcement, result from enhancing stakeholders' knowledge of government efforts.

4.0 Conclusion

Republic Act 11927 is widely recognized and actively implemented in LGUs, with moderate levels of awareness observed across all implementer groups. While slight differences emerged, such as greater awareness among older participants, males, and those with longer service, statistical analysis confirmed that demographic variables, including age, sex, implementer level, and length of service, had no significant effect on awareness or implementation. This suggests that dissemination and advocacy efforts have been effective and inclusive. Municipal implementers exhibited a slightly higher level of understanding than their barangay counterparts, indicating their potential as key actors in driving capacity-building initiatives. Notably, the implementation of the Act was strongest in the area of Digital Careers, reflecting a local commitment to preparing the workforce for emerging digital job markets.

A strong positive correlation between awareness and implementation underscores the importance of sustained information campaigns and stakeholder engagement. Participants with 6 to 10 years of service recorded the highest implementation ratings, suggesting that mid-level professionals may possess the optimal balance of experience and adaptability to effectively execute the law's provisions. Despite these successes, several challenges continue to hinder full implementation. Insufficient funding emerged as the most pressing issue, followed by inadequate leadership support, lack of training, unclear guidelines, poor internet connectivity, and

unreliable digital infrastructure. Nevertheless, RA 11927 presents significant opportunities for transformation. It has the potential to enhance access to services through digital platforms, increase digital literacy and social inclusion, attract investments, and foster collaboration among government agencies, the private sector, and educational institutions. Ultimately, the study's results confirm that awareness is crucial to the successful implementation of the program. With the right support systems in place, the full potential of the Act can be realized at the local level.

5.0 Contribution of Authors

Author 1: editing, writing, processing of data electronically, data gathering, data analysis, etc.
Author 2: writing, advising, data interpretation, etc.

6.0 Funding

This study received no specific grant from any funding agency.

7.0 Conflict of Interest

Indicate if there is any conflict or no conflict of interest.

8.0 Acknowledgment

The researcher extends profound gratitude to all individuals who contributed to the successful completion of this study. Special acknowledgment is given to the participants who took part in the actual research, as well as those who were involved in the reliability and validity testing. Their invaluable support, cooperation, and participation were essential in ensuring the rigor and validity of the research.

9.0 References

- Angara, S. M. (2021, January 22). Digital transition could start at the LGU level. Philippine Institute for Development Studies. <https://tinyurl.com/59n523bn>
- Asadon, M. F. A., Brucal, A. P., Claveria, P. S. L., Lacson, J. T. N., & Brucal, A. P. (2024). Enhancing public service delivery and citizen participation: The synergistic effects of e-governance and social media. *International Journal of Multidisciplinary Applied Business and Education Research*, 5(11), 4740–4758. <https://doi.org/10.11594/ijmaber.05.11.35>
- Asian Development Bank. (2022). Digital jobs and digital skills: A shifting landscape in Asia and the Pacific. <https://doi.org/10.22617/SPR220348>
- Balane, M. A., Palafox, B., Palileo-Villanueva, L. M., McKee, M., & Balabanova, D. (2020). Enhancing the use of stakeholder analysis for policy implementation research: Towards a novel framing and operationalised measures. *BMJ Global Health*, 5(2), e002661. <https://doi.org/10.1136/bmjgh-2020-002661>
- Batapa Sigue, Jocelle. (2022, August 3). RA 11927: Digital Workforce Competitiveness Law. <https://tinyurl.com/5dc3jzt3>
- Balog, M. M., & Demidova, S. E. (2021). Human Capital Development in the Context of Digital Transformation. IOP Conference Series: Earth and Environmental Science, 666(6), 062120. <https://doi.org/10.1088/1755-1315/666/6/062120>
- Borodin, E., Piscokha, N., & Demoshenko, G. (2021). Problems and advantages of digitalization of local self-government. *Public Administration Aspects*, 9(4), 95–103. <https://aspects.org.ua/index.php/journal/article/download/892/861>
- BusinessWorld. (2022, May 30). Philippines lags in national technological strength list. <https://tinyurl.com/3jevcnje>
- Carey, G., Nevile, A., Kay, A., & Malbon, E. (2020). Managing staged policy implementation: Balancing short-term needs and long-term goals. *Social Policy & Administration*, 54(1), 148–162. <https://doi.org/10.1111/spol.12530>
- David, A., Yigitcanlar, T., Li, R. Y. M., Corchado, J. M., Cheong, P. H., Mossberger, K., & Mehmood, R. (2023). Understanding local government digital technology adoption strategies: A prisma review. *Sustainability*, 15(12), 9645. <https://doi.org/10.3390/su15129645>
- Espiritu, P. G., Manzón, R. D., & Florencondia, N. (2023). Digital transformation adoption in the local government unit (LGU) of the Science City of Muñoz, Nueva Ecija: The challenges and best practices. *The QUEST: Journal of Multidisciplinary Research and Development*, 2(3). <https://doi.org/10.60008/thequest.v2i3.137>
- Gong, Y., Yang, J., & Shi, X. (2020). Towards a comprehensive understanding of digital transformation in government: Analysis of flexibility and enterprise architecture. *Government Information Quarterly*, 37(3), 101487. <https://doi.org/10.1016/j.giq.2020.101487>
- Guia, J. Ann D. (2022, August 26). Lauding the enactment of the Philippine Digital Workforce Competitiveness Act – Commission on Human Rights, Philippines. <https://tinyurl.com/dwy26zpr>
- Isolana, J. B. (2021). Public-Private Partnership (PPP) as an alternative model to public infrastructure development and service delivery: the case of PPP-Public Markets in the Philippines. *Journal of Public Administration and Governance*, 11(1), 40. <https://doi.org/10.5296/jpag.v11i1.18213>
- Juco, M., Maddawin, R., & Manasan, R. (2024). An assessment of the local government units' functional assignments under a decentralized regime. <https://doi.org/10.62986/dp2024.40>
- Latupeirissa, J. J. P., Dewi, N. L. Y., Prayana, I. K. R., Srikandi, M. B., Ramadiansyah, S. A., & Pramana, I. B. G. A. Y. (2024). Transforming public service delivery: A comprehensive review of digitization initiatives. *Sustainability*, 16(7), 2818. <https://doi.org/10.3390/su16072818>
- Macabontoc, N. A., & Vargas, D. (2021). Public awareness and communication strategies in the implementation of environmental policies. SSRN. <https://doi.org/10.2139/ssrn.3807060>
- Manoharan, A. P., Melitski, J., & Holzer, M. Digital governance: An assessment of performance and best practices. *Public Organiz Rev* 23, 265–283 (2023). <https://doi.org/10.1007/s11115-021-00584-8>
- Marangella, P. (2025, February 14). Council post: From internet to AI: Generational shifts in technology adoption driving Asia-Pacific's digital transformation. *Forbes*. <https://tinyurl.com/bddfrtkr>
- Moreno, F., & Zabala, C. (2023). Digitalization of municipal governments in the Zamboanga Peninsula Region, Philippines: Problems, viability, and way forward. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4519195>
- Moreno, Frede, and Sulasula, Josephine. Decentralized governance and local government management in the Zamboanga Peninsula Region, Philippines: An analytical review (November 27, 2024). SSRN: <https://ssrn.com/abstract=5036731> or <http://dx.doi.org/10.2139/ssrn.5036731>
- Navarro, A. M. (2024). Challenges and opportunities in subnational public-private partnerships in the Philippines (Discussion Paper No. 2024-43). Philippine Institute for Development Studies. <https://doi.org/10.62986/dp2024.43>
- Philippine Information Agency. (2025, March 7). Driving grassroots growth one LGU at a time. <https://pia.gov.ph/driving-grassroots-growth-one-lgu-at-a-time/>
- Philippine Digital Workforce Competitiveness Act - Republic Act No. 11927. (n.d.). <https://www.digest.ph/laws/philippine-digital-workforce-competitiveness-act>
- Raboy, L. J. M., & Cimene, F. T. (2019). Digital Divide in Urban Barangay Governance and its policy and research implications. *International Journal of Innovative Research and Development*, 8(3). <https://doi.org/10.24940/ijird/2019/v8/i3/mar19020>
- Ramos, T. P., Lorenzo, P. J. M., Ancheta, J. A., & Ballesteros, M. M. (2023). Are Philippine cities ready to become smart cities? Philippine institute for development studies. <https://doi.org/10.62986/rps2023.02>
- Ramos, T. P., Lorenzo, P. J. M., Ancheta, J. A., & Ballesteros, M. M. (2022). How far have Philippine LGUs come in developing into smart cities? Philippine Institute for Development Studies. <https://pidswebs.pids.gov.ph/CDN/PUBLICATIONS/pidspn2207.pdf>
- Republic Act No. 11927. (2022). An act to enhance the Philippine digital workforce competitiveness, establishing for the purpose an inter-agency council for development and competitiveness. https://lawphil.net/statutes/repacts/ra2022/ra_11927_2022.html
- Riswati, R. (2021). Implementasi tata kelola pemerintahan daerah berbasis digitalisasi teknologi di Indonesia. *Jurnal Media Birokrasi*, 3(2), 1–15. <https://doi.org/10.33701/jmb.v3i2.2474>
- Torda, G. (2024). Strengthening local governance: Overcoming barriers to equitable development in the Philippines. Preprint. <https://doi.org/10.13140/RC.2.2.34831.39843>
- UNDP Philippines. (2021). Strengthening digital governance and workforce resilience in the Philippines: Policy insights and recommendations. United Nations Development Programme. <https://www.undp.org/philippines>
- Villaseñor, R. A. M. (2024). The public service digitalization in the Philippines towards a national program to capacitate digital frontliners. *Journal of Public Administration and Governance*, 14(2), 1–16. <https://doi.org/10.5296/jpag.v14i2.22106>