

REFLECTIONS FROM THE KOREAN PERFORMANCE MANAGEMENT SYSTEM OF MONITORING AND EVALUATION IN THE EXECUTIVE BRANCH: INTEGRATING THE RESULTS AND REPORTS OF THE PRESIDENTIAL COMPLAINTS CENTER INTO THE OFFICE PERFORMANCE COMMITMENT REVIEW OF EACH GOVERNMENT AGENCY IN THE PHILIPPINES

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ABSTRACT

This policy paper aimed to develop a policy recommendation based on the models of Korean performance management system in terms of monitoring and evaluation in the executive branch. The focus was on the strategies and initiatives of the executive branch or the president of the Philippines in developing feed backing mechanisms from the constituents of the country. In order to generate relevant insights for critical evaluation, the researcher (participant of the KDI-GDLN-Blended Learning Program) initiated a qualitative form of inquiry using literature and document review and narrative.

It was found out that the Korean model of performance management is worthy of replicating by some of the emerging and developing countries like the Philippines. In the context of the Philippines, the executive branch has launched the 8888 Hotline Services or the Presidential Complaints Center institutionalized by Executive Order 6, s. 2016. This feed backing mechanism allows for the citizens to engage in monitoring and evaluating the concerned government agencies especially in their exercise of quality delivery of services. Finally, it was hereby recommended that a policy should be developed to integrate the reports and results of the Presidential Complaints Center in the rating of Office Performance Commitment Review or OPCR of each government agency in the Philippines.

Keywords: KDI-GDLN-Blended Learning Program, Office Performance Commitment Review, Korean Government's performance management system.

1. INTRODUCTION

South Korea has a number of systems that are worthy of replicating by developing countries. Of these, in terms of effective performance management system, it seems that South Korea is indeed a model country. In the words of Shim (2018), the lessons and experience that the Korean government has learned over the course of establishing its performance management and evaluation system in place will likely provide valuable lessons and case studies for those developing countries that are preparing for economic development programs or have gone through national crises similar to those of Korean in terms of policy management and national affairs. According to Roh (2018), the Korean Government's performance management system has developed distinct features such as strong political leadership, diversity in types of

performance evaluation, the institutional involvement of civilian experts, and a mutually cooperative system among agencies tasked with efficient performance management. Particularly, its executive branch has a primordial role in the performance management in terms of monitoring and evaluation. In Korea, the Prime Minister's Office is in-charge in the overall policy monitoring and in-depth examination of some policy issues and consolidates all the monitoring and evaluation activities in the government through the Government Policy Evaluation Framework Act(Park, 2019). This law was largely inspired by the US Government Performance and Results Act of 1993 but its purpose was on improving efficiency, effectiveness and accountability that reflects the particular context, characteristics, and needs of the Korean public sector (Torneo, A. & Yang, S-B, 2016). Finally, in Korea, according to Park (2019), the monitoring and evaluation in the executive branch is typically supplemented by the public research institutes and external experts. This means that most evaluation activities are conducted by public research institutes or evaluation committees consisting of experts. Park (2019) added that although some line ministries have their own evaluation units, many of them rely on the public research institutes and experts.

Having known this, it is noteworthy to identify some of the strategies that the Philippines have engaged into in terms of the role that the executive branch, or the President of the Philippines have played in ensuring efficient delivery of services by the national and local government agencies including government owned and controlled corporations.

Objectives of the Paper

This policy paper aimed to develop a policy proposal that can institutionalize feed backing mechanisms of the executive branch in the Philippines based on the models of efficient and effective performance management system in Korea. Specifically, it answered the following questions:

1. What is the status of the Philippines in terms of the initiatives of the President in ensuring effective and efficient services of the government through monitoring and evaluation?
2. What is the significant contribution of the KDI-GDLN in promoting models of good governance through efficient and effective public sector performance management systems as experienced and learned by the participant in the Blended Learning Program?
3. What policy direction can be proposed in order to mainstream the feed backing initiatives of the Philippine President in to the formal structure of monitoring and evaluation in the form of rewards system?

2. MATERIALS AND METHODOLOGY

This policy paper was conducted under the domain of qualitative research using secondary data and narrative. In order to generate secondary data, literature review was conducted. According to Fink (2005), literature review surveys books, scholarly articles, and any other sources relevant to a particular issue, area of research, or theory, and by so doing, provides a description, summary, and critical evaluation of these works. On the other hand, narrative was used to uncover the

reflections of lessons learned in the whole duration of Blended Learning Program of KDI GDLN. The narrative approach weaves together sequence of events which are considered themes of the experience (Sauro, 2015). Hence, in this policy paper, literature review and narratives served as a method to collect data to support the policy recommendation.

3. DISCUSSION

Status of the Philippines in terms of the initiatives of the President (Executive Branch) in ensuring effective and efficient services of the government through monitoring and evaluation. The initiative of the executive branch on public feedback mechanism started in 2012 under the term called Contact Center ng Bayan or CCB. But it was managed by the Civil Service Commission to support the implementation of Republic Act 9485 or the Anti-Red Tape Act of 2007. It served as the national government's helpdesk providing a public feedback mechanism for all government and government owned and controlled corporations. But on August 1, 2016, under the Duterte Administration, Executive Order No 6 s. 2016 was introduced establishing the 8888 which serves as a 24/7 national public service hotline operated by the Philippine Government. Also known as the Citizens' Complaint Hotline and as the President's Hotline, it allowed the public to report poor government frontline service delivery and corrupt practices in all government agencies, government owned and controlled corporations, government financial institutions, and other instrumentalities of the government of the Philippines (Marasigan et al., 2016). By dialing 8888 or emailing pccmalacanang.ph, it provided appropriate measures to promote transparency in each government agency with regard to the manner of transacting with the public with the objective of reducing red tape and expediting transactions in the government (Kapunan, 2019). Currently, it is being supervised by the Office of the Special Assistant to the President and the concerned government agency for the prompt resolution of public grievances and to provide feedback on the action taken on citizens' concern within 72 hours (Romero, 2016). According to Torres (2017), the hotline is able to receive at least 1000 calls from the citizens each day whose complaints being received vary from inaction on submitted applications or requests, slow processing of papers, snubs by civil servants, irritable government employees, fee overcharging, and the presence of fixers in the government.

While the 8888 complaint hotline is intended to receive reports on red tape and corruption, what is important is that these reports are timely referred to the appropriate government agency or employee and timely acted upon (Kapunan, 2019). Hence, given the circumstances of the reports, the strategy provides clear indicators of transparency and accountability among government agencies. Each government agency is liable to the reported poor service delivery. This brings back to the concept of good governance where effective feedback mechanisms are important to monitor and evaluate the quality of performance that the government agencies are giving to the Filipino citizens.

Significant contribution of the KDI-GDLN in promoting models of good governance through efficient and effective public sector performance management systems as experienced and learned by the participant. The Blended Learning Program of the KDI-GDLN serves as a platform for knowledge sharing for sustainable development and global prosperity. It is done by sharing and exchanging initiatives of successful development experiences that Korea has had in less than half a century after receiving international grants and aids (GDLN, nd). It can be

internalized by any participant of the course that Korea is really in the position to showcase its strategies so that emerging and developing countries like the Philippines can benchmark upon. Having attended in the entire duration of the course, it is concluded that indeed, the lessons learned are of great and remarkable significance in improving the human resource development practices in the Philippines. There are realizations of resemblance in some of Korea's strategies with that of the Philippines but based on the topics discussed, it can be inferred that Korea has exceptionally unparalleled the systems and processes of effective and efficient performance management in the public sector. There is still a huge gap and a lot to catch up for Philippines to reach the economic growth, democratization, and social stability in Korea. Hence, with the lessons learned from the lecturers, the participants should be able to craft recommendations for policy development in order to remodel the strategy of the Philippines based on the success story of Korea.

Proposed policy direction in order to mainstream the initiatives of the Philippine President in to the formal structure of monitoring and evaluation in the form of feed backing. Considering that the full implementation of EO 6, s. 2016, it is hereby proposed that the number of complaints and reports versus the concerned government agency should form part of the performance evaluation of the agency through its Office Performance Commitment Review or OPCR. The OPCR is an important evaluation tool in which government agencies in the Philippines commit to accomplish outstanding if not satisfactory performance of the targets (Civil Service Commission, 2012). This becomes the basis for the performance based bonus or the PBB by ranking the numerical ratings of the agencies. At the present criteria of the OPCR, the feedbacks and reports that reach the Presidential Complaints Center through the Hotline 8888 are not integrated. Hence, the reports and complaints do not necessarily affect the performance evaluation of the agency. If this is the case, the feed backing mechanism of the executive branch cannot penetrate as a corrective, reward, and punishment measure of the agency. This should be taken into consideration because the overall definition of excellent and quality performance is the satisfaction level of the constituents in terms of the delivery of public services. Meaning, if there are less complaints and reports in the Hotline 8888, it simply means that the constituents are satisfied in the performance of the concerned government agency. In the words of Homaidi&Ibad (2019), improving the quality of services is part of realizing good governance because basically, good governance becomes an impossible case without the participation of all people on the basis of shared commitment and upholding the nation-state principle with a clear distinction between private and public affairs.

4. CONCLUSION

In this policy paper, it is concluded that the Philippine government should take advantage of the model that the Korean government has embarked upon leading to its economic development. The government can strengthen the evaluation criteria of the OPCR by integrating the number of complaints and reports that each public agency has incurred based on the records of the Presidential Complaint Center. Through this, each agency will be observant to practice excellent performance of services in order to meet the desired target of the office or agency that would determine the granting or not granting of the performance-based bonus at the end of the year.

5. RECOMMENDATION

This paper hereby recommends to the Civil Service Commission to adopt the policy on integrating the reports of the Presidential Complaints Center as one of the criteria in rating each government agency in terms of excellent performance of the delivery of services.

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