

WORKING PAPER

When Size Matters: A Study on the Rightsizing Act of the Duterte Administration

Nelin Estocado-Dulpina

*University Researcher I
National College of Public
Administration and Governance
University of the Philippines*

The NCPAG Working Papers are pre-publication versions of research papers by NCPAG faculty, lecturers, researchers, and students. They are meant to disseminate knowledge and stimulate discussion that will help authors revise the manuscript for future publication. The views articulated in this document do not represent the views or positions of the author's institutional affiliation(s). For questions, comments, and suggestions, please send an email to: nedulpina@up.edu.ph.

Abstract

The Rightsizing Program (RP) proposed by the Duterte administration is studied in this paper. The state of the top two largest national government agencies, namely, the Department of the Interior and Local Government and the Department of Education, is analyzed to determine if the national government is bloated. The two agencies had the highest number of career service personnel (first and second levels) in 2017. The impacts to the national government of the most recent reorganization endeavor, the Rationalization Program started by the Macapagal-Arroyo administration and concluded during the Aquino III administration, are articulated. Though the paper discusses the RP and other reorganization reforms of the past administrations as designs by the New Public Management approach, the New Public Service lens shares alternative perspectives on public, accountability, service, and efficiency. This paper includes recommendations, which are built on the lessons from the reorganization endeavors of the Department of Social Welfare and Development and Department of Information and Communications Technology, with the aim to achieve effectivity and efficiency in national government agencies for the better enactment of their mandates. Views with regard to the proposed RP, from relevant agencies such as Department of Budget and Management and the Civil Service Commission, and the employees' associations, are expressed.



Introduction

In his President's Budget Message for Fiscal Year 2017, President Rodrigo Duterte announced his intention to implement the National Government Rightsizing Program (NGRP) "to conduct a comprehensive review of the executive's functions and organizational structures, to merge or abolish agencies, and to implement other measures to improve the efficiency of operations and enhance the delivery of services" (Department of Budget and Management [DBM], 2016). He delivered the said budget message to the 17th Congress in August 2016. Two years earlier, in January 2014, the Department of Budget and Management (DBM) approved the last rationalization plan submitted by an agency to comply with the Rationalization Program (RP). The RP, which started in 2004 under the Macapagal-Arroyo administration, is the most recent overhaul in the bureaucracy, specifically in the national government. According to DBM, 162 government entities or 91% of 178 entities covered by the program submitted their rationalization plans (R. Ramirez & A. Pedralvez, personal communication, October 8, 2018). This RP was authorized by Executive Order No. 366 signed in 2004.

Pres. Duterte asked authority from the Congress to empower the Executive branch to conduct streamlining in the national government under his administration through a Republic Act (DBM, 2016). The Congress already passed House Bill No. 5707 or the Rightsizing Act of the National Government in July 2017, while Senate Bill No. 1395 awaits its second reading. The reorganization efforts of immediate past administrations, notably by Presidents Corazon Aquino, Fidel Ramos, Joseph Estrada, and Gloria Arroyo, were authorized by Executive Orders.

The proposed Rightsizing Act was built on these twin assumptions, as noted in Duterte's

budget message: first, that there is fat in the government that must be trimmed, and, second, that rightsizing will improve the efficiency of the operations and will enhance the delivery of public services. In this study, these assumptions or premises are re-examined.

Rightsizing is a reform that subscribes to the New Public Management theory, a discourse which embodies the principles of competition and private sector management. Governments adopt NPM to contain costs (UNDP, 2015). As explained by Janet Denhardt and Robert Denhardt, "public managers are challenged either to find new and innovative ways to achieve results or to privatize functions previously provided by government" (2007, p. 13). The proposed National Government Rightsizing Program (NGRP) encourages the active participation of the private sector as well.

This research investigates two agencies as its case studies: the Department of Social Welfare and Development (DSWD), which is an implementing agency of the government's anti-poverty and development and the Department of Information and Communications Technology (DICT), which is tasked to develop the nation's ICT infrastructure. Both agencies underwent reorganizations. The DSWD implemented a reorganization in 2005, while the DICT originated as a committee in 2004 and evolved into an executive department in June 2016. These two case studies examine if DSWD and DICT are "bloated organizations" in terms of the number of its personnel, and if rightsizing will improve the efficiency of its operations and enhance the delivery of services to the public. Both agencies perform pivotal roles in accomplishing the Philippine Development Plan 2017-2022 founded on the 0-10 Point Socioeconomic Agenda and in undertaking the nation's commitment to the 2030 Sustainable Development Goals (SDGs).

Rightsizing as Means to Reorganize the Bureaucracy and a Brief History of the Reorganization Programs

The Merriam-Webster website defines the word rightsize as “to reduce (something, such as a workforce) to an optimal size.” Rightsizing is the latest among buzzwords streamlining, downsizing, and rationalization, which are synonymous to reorganization and adhere to the NPM theory. The NPM theory relies heavily on market mechanisms to guide public programs (Denhardt & Denhardt, 2007). Christopher Pollitt and Geert Bouckaert (as cited in Denhardt & Denhardt, 2007, p. 15) said that governments of countries noted for trailblazing reform efforts anchored in NPM are Australia, Canada, New Zealand, the UK and the USA. The common elements in these reform efforts are privatization, governmental restructuring, reduction of public expenditures, more focus on outputs and results than inputs, and emphasis on efficiency, productivity, and accountability for results (Denhardt & Denhardt, 2007).

In their part, developing nations implemented public sector downsizing to cut down bloated bureaucracies and overstaffed public enterprises, which Martin Rama emphasized as problematic legacies of state-led development. As brought up by Rama, “the voluntary approach to reducing public sector employment had been popular with the developing country governments and the multilateral organizations and donor countries that assist them” (1997, p. 40). In the voluntary approach, severance pay is provided to the “redundant personnel who decide for early retirement.” Rama (1997) noted that many developing countries set in motion their public sector downsizing operations as World Bank (WB) and other multilateral organizations favored the voluntary approach for public sector downsizing. In the Philippine experience, the

precedent Rationalization Program paid early retirement benefits and separation incentives to the affected personnel. The NGRP will adopt the same approach as well.

As claimed by the DBM, “rightsizing is not an outright downsizing measure.” “Rightsizing is designed to arrive at the appropriate structure and size of government agencies that will be responsive in the delivery of public goods and services in an effective and efficient manner, at the right time, and at the right cost” (Padin, 2017). The DBM estimated that Php 255,295 or 16% of the total Php 1.6 million government personnel may be affected by the rightsizing bill (Padin, 2017). In the implementation of the Rationalization Program, 44,771 positions out of the total 215,233 authorized regular positions in 162 entities were dissolved.

Table 1. History of Reorganization Reforms in the Philippines

Administration	Year	Coverage of Reorganization	RA/EO
Manuel Roxas	1946	Executive branch, GOCCs and other govt instrumentalities	RA No. 51
Elpidio Quirino	1950	Executive branch, GOCCs and other govt instrumentalities	RA No. 422
Ramon Magsaysay	1954	Executive branch	RA No. 997
Ferdinand Marcos	1968	Executive branch, government, corporations	RA No. 5435



Corazon Aquino	1986	National government, local government, GOCCs	Order No. 5
Fidel Ramos	1995	MWSS, LWUA	EO No. 286
Joseph Estrada	1999	Executive Branch	EO No. 165
Gloria Macapagal-Arroyo	2004	National government, GOCCs	EO No. 366
Benigno Aquino III	2011	GOCCs	RA No. 10149

Source: (Cola, 1993)

Each presidential administration conducted reorganization after the EDSA revolution. (Four administrations in the post-Independence period implemented reorganizations.) A month after the downfall of the Marcos Dictatorship in February 1986, a revolutionary government headed by President Corazon Aquino issued Order No. 5 to establish the Presidential Commission on Government Reorganization (PCGR). During this time, there was no legislature in the government yet that the executive department can share the authority to organize (Cola, 1993). Aquino's administration initiated summary dismissals among personnel in the national government, local government and GOCCs to "de-Marcosify" the bureaucracy (Cariño, 1989). The succeeding Ramos administration focused its reorganization efforts on government enterprises, most notable of which are the Metropolitan Waterworks and Sewerage System (MWSS) and the Local Water and Utilities Administration (LWUA), which was justified by Executive Order No. 286. Republic Act No. 8041 or the National Water Crisis Act, authorized the President to reorganize MWSS and LWUA in the event of a nationwide water crisis, which in turn enacted the EO No. 286. This administration's most prominent reform efforts were liberalization and deregulation, "that is,

getting government out of the way to foster market efficiency" (Bernardo & Tang, 2008, p.). During his term, President Estrada issued EO No. 165 or "Re-engineering the Bureaucracy for Better Governance." He signed executive orders to streamline agencies like the Department of Health (EO No. 102) and the Department of Social Welfare and Development (EO No. 15). The succeeding Macapagal-Arroyo administration implemented the rationalization of the agencies of the executive branch under the Rationalization Program, which was enabled by Executive Order No. 366.

The Aquino III administration continued the RP. Majority of the rationalization plans from different government entities were approved under this administration. In contrast to reorganizations enacted by EOs in previous administrations, he signed the RA No. 10149 or the GOCC Governance Act of 2011. It created the Governance Commission of the GOCCs that was given the power to determine if a GOCC should be reorganized, merged, streamlined, abolished or privatized.

The Salient Provisions of the Proposed Rightsizing Act

To differentiate the proposed National Government Rightsizing Program (NGRP) from the precedent Rationalization Program (RP), the NGRP adopts the whole-of-government approach "to ensure seamless operations of agencies within and across sectors..." (House Bill No. 5707, 2017) while the implementation of the RP did not cut across other departments or agencies. The whole-of-government approach is defined by (Ling, 2002 as cited in Colgan, Kennedy & Doherty, 2014) as cited by UNDP as:

Whole of government is an overarching term for a group of responses to the problem of increased fragmentation of the public sector



and public services and a wish to increase integration, coordination and capacity. (Ling, 2002 as cited in Colgan, Kennedy & Doherty, 2014)

House Bill No. 5707 entitled “An Act Rightsizing the National Government to Improve Public Service Delivery” consolidated the other bills in the 17th Congress which proposed rightsizing, namely HB Nos. 3781, 3838, 3871 and 3913. It was approved on its third and final reading in July 2017. Meanwhile, the Senate Bill No. 1395 awaits its second reading. Both bills aim to promote efficiency, effectivity, and economy in the government and to enhance its capacity in public service delivery, for the nation’s societal and economic development goals and objectives. Rightsizing is streamlining the national government as Section 2 declares that “the government shall focus its functions and resources on the essential role, scope, and level of governance, and minimize, if not eliminate, redundancies, overlaps and duplications in its operations and simplify its rules and regulations, and systems and processes” (House Bill No. 5707, 2017).

As stated in Section 3, this act will cover all agencies of the Executive Branch, including departments, bureaus, offices, commissions, boards, councils, and all other entities attached to or under their administrative supervision, and GOCC not covered by Republic Act No. 10149 or the GOCC Governance Act of 2011.

Another salient provision of HB No. 5707 and SB No. 1395 is in Section 5 which gives authority to the President in rightsizing the operations of the executive branch. It declares that the President can undertake the following: to strengthen the functions of the agencies that contribute directly to accomplish the targeted societal outcomes of the national government, to scale down or eliminate functions, programs or projects that

can better be carried out or undertaken by the private sector or have already been devolved to LGUs, to merge or consolidate agencies, to split agencies, and to abolish agencies.

In the Rationalization Program, the department/ agency formulated its own rationalization plan, DBM reviewed the plan and the President approved. In the NGRP, the Committee on Rightsizing the Executive Branch will be created to prepare the rightsized organizational structure of agencies concerned and the corresponding executive issuances. This committee will be consisted of the Executive Secretary as chairperson, the Secretary of DBM as co-chairperson, and the Secretary of Socio-economic Planning, chairperson of the CSC, and head of the Presidential Management Staff. The role of the heads of agencies is to prepare and submit to the DBM the detailed organizational structure and staffing of their respective agencies after the approval of the proposed executive issuances by the President. The role of the Committee on Rightsizing is stated in Section 8, while the task of the heads of agencies is in Section 9.

As regards to the retirement benefits of the affected employees who opt to retire, according to Section 10, these will be subjected to RA 1616, RA 660, and RA 8921. A minimum of five years in government service qualify the affected personnel who opt to retire or be separated to receive the said benefits. The personnel will also be entitled to separation incentives provided that he/she has rendered a minimum of 11 years in service. A compensation plan was devised to compute the separation incentives based on the number of years rendered in service. Under the same section, it also says that the personnel who does not opt to retire will be placed in the CSC pool. The said commission will retool the subject personnel and deploy them to agencies where their qualifications, skills, and competencies are needed.

The Joint Congressional Oversight Committee on the Rightsizing Program will be created to oversee, monitor, and evaluate the implementation of Rightsizing the National Government Act. Upon the completion of the NGRP, the President will submit a report to the Congress. After three years of its completion, DBM will commission the conduct of an independent impact assessment, to determine the effects and gains from the implementation of the NGRP. Rightsizing the National Government Act (NGA) stipulated a sunset provision which limits to three years the authority of the President and the existence of the Committee on Rightsizing the Executive Branch after the effectivity of Rightsizing the National Government Act.

At the time of this writing, the Senate Bill No. 1395 waits for its second reading. The bill was filed on March 15, 2017. As recently declared by Senate President Vicente Sotto III, the bill will be prioritized for its subsequent approval in January 2019 (Terrazola, 2018). If this timetable of the bill's approval pushes through, the implementation of the NGRP by next year will be possible.

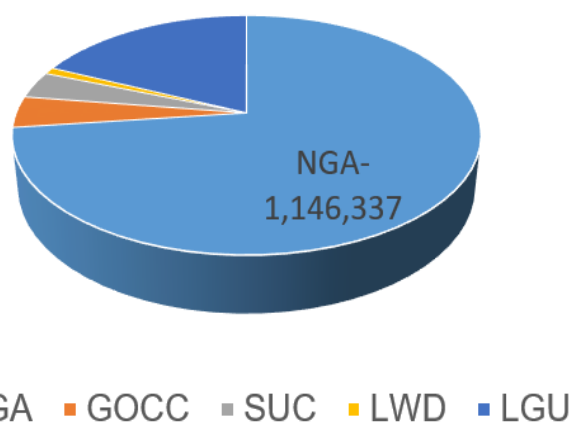
The Present State of the National Government

Pres. Duterte declared in his budget message that "there is fat in the government that we must trim" (DBM, 2016, p. 24). The two bills which proposed Rightsizing, House Bill No. 5707 and Senate Bill No. 1395, do not state explicitly the "bloated status" of the bureaucracy. However, Senator Loren Legarda in her endorsement speech for the said Senate Bill repeated Pres. Duterte's concern that, "although the expansion of the bureaucracy is a response to the growing demand of public services, there is still fat in the government that we must trim" (Senate of the Philippines, 2017). His administration declares that it will implement the rightsizing program to

cut down on Personnel Services expenditures and augment instead the budget for crucial programs and projects for the nation's inclusive growth (NEDA, 2017).

The previous RP, authorized by EO 366, covered 178 government entities, and 162 entities. These 162 entities are 117 departments/agencies, 23 other executive offices, and 22 government owned and controlled corporations (GOCCs). This RP started in 2004 and concluded in 2014. In 2018, the executive branch consists of 24 departments/department-level entities, 117 attached agencies under the different departments, 38 other executive offices under the Office of the President, and eight constitutional offices/attached agencies (R. Ramirez and A. Pedralvez, personal communication, October 8, 2018).

Figure 1. National Government Agency in 2017



Source: CSC Website

On August 31, 2017, the CSC recorded a total of 1,569,585 career service personnel from the five major subdivisions National Government Agencies (NGAs), GOCCs, State Universities and Colleges, Local Water Districts, and local government units (LGUs). The national government had the largest share of career service personnel that reached 1,146,337, which comprised 73% of the

total number of career service personnel from all major subdivisions.

The career service, to differentiate it from the non-career, is characterized in Executive Order No. 292 (1987) by: (1) entrance based on merit and fitness to be determined as far as practicable by competitive examination, or based on highly technical positions; (2) opportunity for advancement to higher career positions; and (3) security of tenure.

The career service positions are divided into three levels. To distinguish the first level from the second level, the first level includes “clerical, trades, crafts, and custodial service positions which involve non-professional or sub-professional work in a non-supervisory or supervisory capacity requiring less than four years of collegiate studies.” The second level includes “professional, technical, and scientific positions which involve professional, technical, or scientific work in a non-supervisory or supervisory capacity requiring at least four years of college work up to Division Chief level” (Executive Order No. 292, 1987). The third level covers positions in the Career Executive Service.

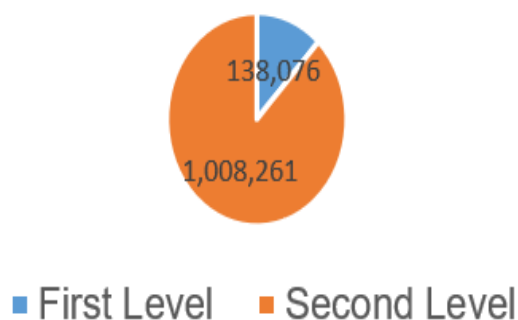
Table 2. Number of Career Service Personnel and Job Order/Contract of Service in NGAs

Status of Employment	2008	2016	2017
First level career	148,528	132,175	132,175
Second level career	628,146	976,286	1,008,261
JO/COS		98,553	120,273
Total no. of career service personnel in NGA	798,584 Includes SUCs	1,108,461	1,146,337

Source: CSC Website

According to the CSC data, from 2008 to 2017, the first level career service personnel in NGAs decreased by 7.01%, while the second level increased by 60.51% (See table 2). It can be surmised that under the rationalization program by the Macapagal-Arroyo administration, majority of the abolished positions used to belong to the first level. Based on a data from DBM, the said rationalization program gave way to the abolition of 20,937 regular positions. As regards the number of authorized regular positions, the total number of 215,233 authorized regular positions from the 162 entities was reduced by 20.8% or 44,171 positions. Aside from the authorized regular positions, the RP also dissolved 11,994 contractual/casual items. As claimed by the DBM, the RP generated Personnel Services (PS) savings which amounted to Php 4.247 billion (R. Ramirez and A. Pedralvez, personal communication, October 8, 2018).

Figure 2. Career Service, by Level of Position



Source: CSC Website

In 2017, the ratio of first level career service personnel to second level career service personnel in NGAs is estimated to be 1:7. This profile unravels the course that the national government took in the past decade, which was to fill up professional, technical, and scientific positions progressively. The first level positions have lower salary grades as compared to the second level. The expanding number of second level career service plantilla positions in the NGAs

is a factor in the continued increasing share of PS in the national budget.

Mr. Ferdinand Gaite of the Confederation for Unity Recognition and Advancement of Government Employees (COURAGE) explains that this pattern in hiring is dictated by the “steering, not rowing” principle (personal communication, September 6). This principle was named and explained in the book “Reinventing the Government” by Osborne and Gaebler. They attributed “steering rather than rowing” to a catalytic government Osborne and Gaebler explain that

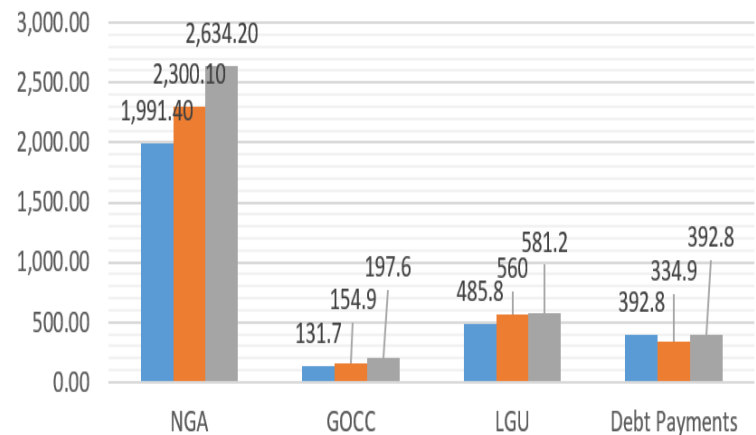
Governments that focus on steering actively shape their communities, states and nations. They make more policy decisions. They put more social and economic institutions into motion. Some even do more regulating. Rather than hiring more public employees, they make sure other institutions are delivering services and meeting the community’s needs. (1992, p. 32)

Denhardt and Denhardt explain that when public managers are urged to “steer not row,” it means that “they should not assume the burden of service delivery themselves, but, wherever possible, should define programs that others would then carry out, through contracting or other such arrangements” (2007, p. 13).

Certain administrative functions like building and grounds maintenance and security are no longer done by regular personnel and are contracted out to private employment agencies instead. Notably, these functions are performed by first level positions.

The savings in PS generated by the RP were realigned to the Maintenance and Other Operating Expenses (MOOE). Under MOOE, these were utilized as additional funds for priority programs and projects, and as payment to private employment agencies contracted to bring in utility and security personnel.

Figure 3. Budget based on Recipient Units (in Billion Pesos)



Source: 2018 People’s Budget, DBM

As shown in Figure 3, portion of the national budget for the national government agencies (NGA) continues to increase. The 2018 budget for the NGA in 2018 increased by 14.5% from last year’s budget.

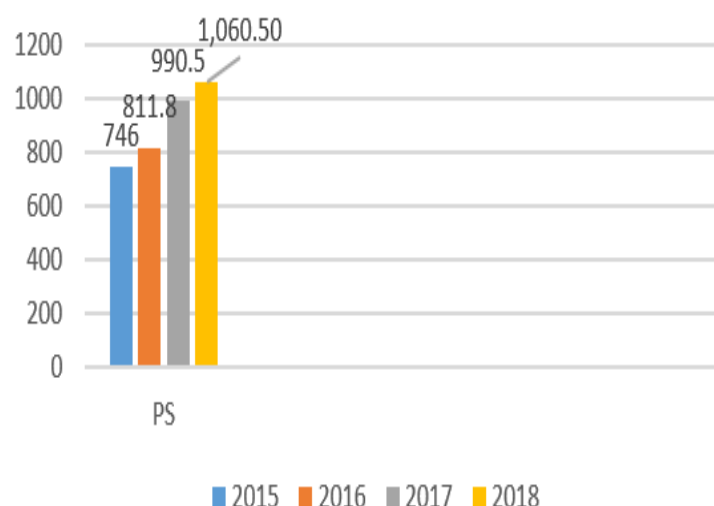
The budget for PS continues to grow through the years. In 2018, it reached Php 1.06 trillion. PS expense class is defined as “an expenditure/expense class for the payment of salaries, wages and other compensation (e.g., merit, salary increase, cost-of-living allowances, honoraria, and commutable allowances, etc.) of permanent, temporary, contractual, and casual employees of the government.” The PS budget for 2018 (Php 1.06 trillion) increased by 7.1% from the 2017 PS budget that amounted to Php 990.5 billion. As noted by DBM, the increase is due to the creation of teaching and policeman positions, salary increase for military/uniformed personnel, and the implementation of the third tranche of the salary increase for civilian personnel (DBM, 2018).

In the 2019 proposed budget, PS allocation amounts to Php 1,185 trillion, which is 31.5% of the total budget. Share for PS increased by 11.8% from 2018 to 2019 budget. 2019’s proposed PS

share will subsidize the fourth tranche of the salary increase of the government employees, salary adjustments of military and uniformed personnel, and creation of new positions for teachers, police, and jail officers.

To fund the NGRP in 2019, Php 10 billion is allocated for the terminal leave benefits and separation incentives of personnel to be affected, while Php 7 million is for the hiring of sector, organizational development, change management, and human resource management consultants/experts in the implementation of the NGRP.

Figure 4. Personnel Services Budget in Billion Pesos (2015-2018)



Source: DBM

Of the 1,146,337 career service personnel in NGAs in 2017, 63.62% is employed by the Department of Education (DepEd). Based on the department's Staffing Summary (2018), from 2017 to 2019, technical positions under the Office of the Secretary increased by 8.11%, from 844,583 to 913,083. The number of total permanent positions under this department climbed from 883,249 positions in 2017 (with budget of Php 244,711,571,000) to 951,690 positions (with budget of Php 284,373,182,000) in 2019. The additional

permanent positions entail an additional budget by 16.21%.

According to the 2018 Human Development Report, the primary schools in the Philippines have a 30:1 pupil-teacher ratio. The Philippines belongs to the Medium Human Development Group. The pupil-teacher ratio among countries that belong to Very High Human Development Group is 14:1, while among countries that belong to High Human Development Group is 18:1.

As regards the Department of the Interior and Local Government (DILG), from 2017 to 2019, number of uniformed personnel positions increased by 5.6%, from 232,145 (with budget of Php 53,301,981,000.00) to 245,145 (with budget of Php 97,459,199,000.00). Additional uniformed personnel positions entail an increase in allocation by 82.84%. In June 2017, the Philippine National Police reported that police-to-population ratio was 1:572 while the national standard is 1:500 (Tupas, 2017).

Table 3. Top 5 NGAs with Highest Number of Career Service Personnel (2017)

Agency	1st Level	2nd Level	Total
Department of Education	22,284	706,486	729,310
Department of the Interior and Local Government	19,179	165,913	185,092
Department of Health	16,278	32,912	74,080
Judicial Offices	18,224	5,556	23,780
Department of Finance	4,780	13,556	18,336

Source: CSC Website

The DepEd and the DILG are the top 2 agencies with the highest number of career service

personnel in 2017. In 2018, DepEd received an allocation of Php 672.4 B, the highest among agencies. Meanwhile, DILG was appropriated with Php 170.8 B, the third highest among agencies. The data in Table 3 show that DepEd had the highest number of career service personnel (regular positions) among the NGAs, but the pupil-teacher ratio in the Philippines is below standard as compared with the countries in the Very High Human Development Group and High Human Development Group. The police-to-population ratio in 2017 is lower than the national standard.

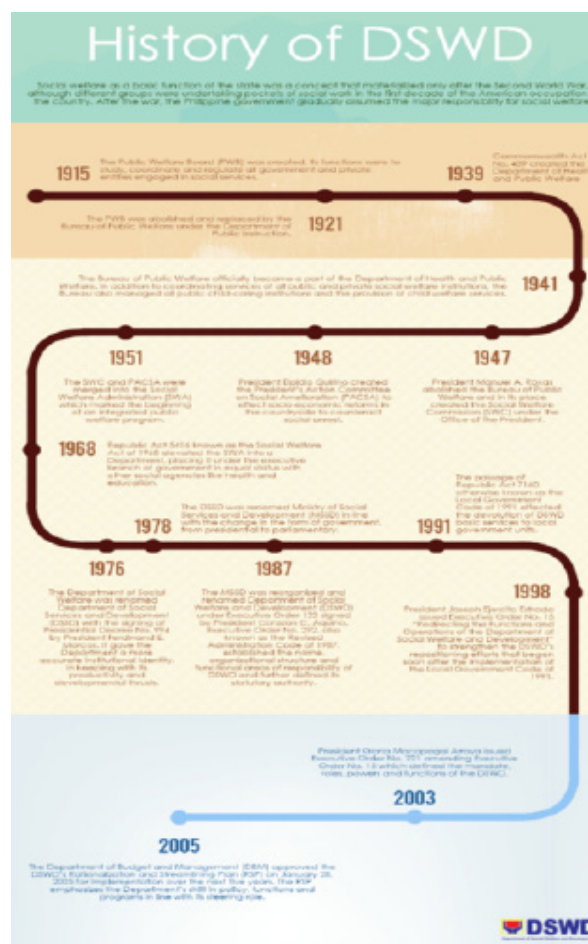
With respect to the assumption that the national government is bloated, based on the top two agencies with the highest number of career service personnel (DepEd and DILG) which already comprised 80% of the total number of career service personnel in NGAs in 2017, their respective civil servant-to-population ratio do not satisfy the standards yet. These ratios are the police-population ratio and the teacher-to-pupil ratio in primary schools.

The Case Studies: Department of Social Welfare and Development and Department of Information and Communications Technology

Department of Social Welfare and Development

The social welfare function of the bureaucracy has evolved through the decades: its initiation as Public Welfare Board (1915), the establishment of Bureau of Public Welfare under the Department of Public Instruction (1921), the constitution of Social Welfare Commission (1947), the establishment of Department of Social Welfare (1968), until its present status as Department of Social Welfare and Development (DSWD). In 1968, the Social Welfare Act or RA 5416 upgraded the Social Welfare Administration into a department, placing it under the Office

of the President in equal status with other social agencies like health and education. Another Republic Act that made an enormous impact on the functions of DSWD was the RA 1760 or the Local Government Code of 1991. In RA 1760, the basic services of the DSWD were devolved to the local government units. In 2003, the Macapagal-Arroyo administration issued EO No. 221 to define the mandate, roles, powers, and functions of the DSWD. (Source: DSWD website)



As stated in Section 1 of the EO No. 221, the mandate of DSWD is "to provide assistance to local government units (LGUs), non-government organizations (NGOs), other non-government agencies (NGAs), people's organizations and members of civil society in effectively implementing programs, projects, and services that will alleviate poverty and

empower disadvantaged individuals, families, and communities for an improved quality of life as well as implement statutory and specialized programs which are directly lodged with the department and/or not yet devolved to LGUs” (Executive Order No. 221, 2003).

Table 4. Career Service Personnel in DSWD
(as of August 31, 2017)

First Level	1,255
Second Level	1,772

Source: CSC

The department consists of the Central Office and regional field offices. As of January 31, 2018, its workforce complement reached 2,838 permanent filled positions (with 413 unfilled), 9,448 filled contractual positions (with 492 unfilled), 11,092 filled MOA/COS positions (with 1,013 unfilled) and 1,104 filled Job Order positions (with 74 unfilled) (DSWD, 2018). To differentiate between contractual position and MOA/COS position, the former has employer-employee relationship with DSWD while the latter does not.

In 2005, DSWD embarked on a reorganization under the stewardship of Secretary Corazon Soliman. In this reorganization, 135 contractual positions with employer-employee relations were created to perform tasks for special projects like the Kalahi CIDDS- National Community Driven Development Program (KC-NCDDP) and 4Ps, which were small-scale projects during that time. According to Mr. Cesar A. Aquino, the OIC Director of the Human Resource Development Service, the Social Welfare Employees Association of the Philippines (SWEAP) asserted and ensured that no plantilla positions will be dissolved (personal communication, October 9, 2018). The SWEAP was a member of the technical working group (TWG) that deliberated and implemented the reorganization.

Over a span of eight years, the allocation of Php 15,269,461.15 of DSWD in 2010 ballooned to 141,396,931.00 or by 826% in 2018. The agency pointed out that the upsurge in its budget was due to increases in the appropriation of its three flagship programs, namely: (1) 4Ps, (2) KC-NCDDP, and (3) the Sustainable Livelihood Program.

Table 5. DSWD Programs and Budget for 2010 and 2018

Program	Description	2010 Budget (Php)	2018 Budget (Php)
Pantawid Pamilyang Pilipino Program (4Ps)	A conditional cash transfer that aims to break the inter-generational cycle of poverty in the Philippines by investing in health and education	10 billion	89 billion
Kapit-Bisig Laban sa Kahirapan-	Poverty alleviation program that aims to empower barangays/ communities of targeted municipalities	80 million	5 million

Sustainable Livelihood Program	Community-based capability-building program for poor, vulnerable, and marginalized families and communities for accessing and acquiring necessary assets to engage in and maintain thriving livelihoods that help improve their socio-economic conditions	84 million	5 billion
--------------------------------	---	------------	-----------

Source: DSWD Position paper on CSC-COA-DBM Joint Memorandum Circular No. 1, series of 2017

In a paper entitled “DSWD Position paper on CSC-COA-DBM Joint Memorandum Circular No. 1, series of 2017” transmitted by DSWD to the Civil Service Commission (CSC), the Commission on Audit (COA), and the DBM and it stated that “the magnitude and scope of these programs required manpower way beyond of the DSWD’s regular positions” (DSWD, 2018). The department had 2,397 regular positions in 2010 which increased by 18.4% to 2,838 regular positions in January 2018. To enable the department to implement its flagship programs, it hired additional personnel on COS basis, from 3,291 COS workers in 2010 to 10,238 COS workers recorded as of January 31, 2018.

The slow progress in creating or filling up regular positions in DSWD can be attributed to Republic Act No. 7430 or the Attrition Law signed in 1992, which is still in effect until this present time. As stated in Section 3 of RA No. 7430, it prohibits any appointment that “shall be made to fill vacated positions in any government office as a result of resignation, retirement, dismissal, death or transfer to another office of an officer

or employee.” It set exceptions on positions in understaffed agencies, positions in Congress or in the Judiciary, appointments or positions extended by the President, positions found in LGUs, and teaching personnel.

The position paper submitted by DSWD to DBM, COA, and CSC reveals that the agency “required manpower beyond that of the DSWD’s regular positions” to implement its flagship programs. Henceforth, the department employs the third highest number of COS among the national government agencies. (The Department of Public Works and Highways and the Department of Health employs the highest and the second highest, respectively.)

Last June 2017, the CSC, DBM, and COA issued a joint circular that prohibits the government agencies in hiring JO/COS employees and instructs them instead to enter into an institutional contract with a contractor or service provider. The circular determined December 31, 2018 as the compliance deadline. Consequently, DSWD conducted a study that compared the expenditures between “regularizing” the MOA/COS workers and hiring them under the institutional contract of service or ICS (Based on 2019 Tranche of the Salary Schedule).

Table 6. Comparative Costs in Hiring Contractual vs Regulars

Particulars	Cost under Institutional Contract of Service of MOA/JO	Cost for MOA Direct Hire (2019 Tranche)	Cost for MOA Direct Hire (2019 Tranche + 10% Premium)	Cost for Regularization
Existing MOA and JO Total Cost	5,392,789,461.07	3,751,829,904.00	4,127,012,894.40	5,548,843,306.00

Source: DSWD Position paper on CSC-COA-DBM Joint Memorandum Circular No. 1, series of 2017

The findings of the study are as follows:

- Using the 2019 Tranche of the Salary Schedule, the total cost of Regularization is 2.89% higher than the total cost under the Institutional Contract of Service (DSWD, 2018).
- Total cost for CY 2019 of the ICS is 30.43% higher than the total cost of the Direct Hired MOA based on 2019 tranche of the Salary Schedule (DSWD, 2018).
- Total cost for CY 2019 of the ICS is 23.47% higher than the total cost of the Direct Hired MOA based on 2019 tranche of the salary Schedule plus 10% premium (DSWD, 2018).

(These findings are directly copied from the position paper.)

The increases in the budget of DSWD's flagship programs demanded the expansion of the workforce. Thus, the agency hired thousands of MOA/COS workers. These COS workers serve 4,393,389 4Ps beneficiaries, 2,248,428 KC-NCDDP beneficiaries, and 1,731,714 SL beneficiaries. In the department's position paper, it acknowledged that no private employment agency can meet the DSWD's needs yet. (The paper was submitted in June 2018.) It also argued that in such case the agencies develop the necessary human resource, "manpower agencies

would charge the DSWD the same rate that the DSWD had been paying these MOA workers, plus additional administrative fees and profit margins."

The online Cambridge dictionary defined efficiency as "the good use of time and energy in a way that does not waste any" (Cambridge Dictionary, n.d.). Meanwhile, effectiveness is defined as "the ability to be successful and produce the intended results" (Cambridge Dictionary, n.d.). As shared by Aquino, the time and motion study conducted by the Human Resource Development Service department revealed that one HR staff performed the workload of 2 and 1/2 people. It has 87 staff, combined regular and contractual, who provide support services in the central office for 481 regular employees, 19 casuals, 311 contractuels, and 693 MOA/COS workers. Mr. Aquino says that the HR department is compelled by the inadequate number of its staff to perform day-to-day, transactional tasks. As the HR staff work beyond eight hours to complete multiple simple transactions, the department is deprived of time to carry out strategic tasks like reviewing the systems. Aquino explains that the expansion in the staff complement should also entail the creation of plantilla positions for support services like finance, administrative and HR.

Department of Information and Communications Technology (DICT)

The DICT underwent a series of reorganizations in the past decade. It began as Commission on Information and Communications Technology (CICT) in 2004. In 2011, the commission was abolished to create the Information and Communications Technology Office (ICTO) to be integrated in the Department of Science and Technology (DOST). Finally, DOST-ICTO was elevated as a department in 2016. The DICT was created by Republic Act No. 10844, which was approved on May 23, 2016 under the Aquino III administration. The department is mandated to be “the primary policy, planning, coordinating, implementing, and administrative entity of the Executive Branch of the government that will plan, develop, and promote the national ICT development agenda” (Department of Information and Communications Technology Act of 2015, 2016).

Its attached agencies are the following: (1) National Telecommunications Center, (2) National Privacy Commission, and (3) Cybercrime Investigation and Coordination Center. It has a central office and eight cluster offices spread over the country: three cluster offices in Luzon, two in Visayas, and three in Mindanao. When DICT was created, the following agencies were: (1) Information and Communications Technology Office, (2) National Computer Center, (3) National Computer Institute, (4) Telecommunications Office, and (5) National Telecommunications Training Institute.

In 2016, DICT requested for 2,000 positions but DBM approved only around 800. Working for its programs and projects, namely, iGov, Pipol Konek, and Tech4ED, is an estimated number of 400 personnel employed as JO/COS. Since its establishment as a department in 2016, the

placement of personnel within the department is still in process, as attested by the head of its Human Resource Development Office, Ms. Josephine Eslabon (personal communication, November 7, 2018).

On May 2, 2013, DBM gave the green light to the Rationalization Plan of ICTO, which merged these three offices: ICTO, National Computer Center, and Telecommunications Office. The DBM approved 785 personnel under the ICTO RatPlan, with 441 stationed in the central office while 344 were deployed to various regional clusters. On December 31, 2013, 141 were given plantilla positions while 660 were coterminous with the incumbent (CTI) (COA, 2013). Under CSC Memorandum Circular No. 03, series of 2014, CTI is an option for affected personnel who chose to remain in their mother agency, but their positions will be abolished once these are vacated. Eslabon (personal communication, November 7, 2018) shares that the present staffing pattern of DICT exemplified rightsizing. First level career positions are scarce, which she estimated to be less than ten. These personnel work in the cash and procurement departments.

In the Philippine Development Plan 2017-2022, the creation of DICT is recognized as “an important milestone to advance the country’s national ICT development agenda” (NEDA, 2017, p. 293). The important roles which the department will perform are “to address the inadequate ICT infrastructure and institute reforms to foster real market competition” (NEDA, 2017, p. 293). Specifically, the tasks of DICT are to “enhance the country’s e-government system as a vital tool for good governance and to institute reforms in the policy and regulatory frameworks.” From being a provider of telecommunication services, the government shifted its role towards being a facilitator, working on reforms in the policy and regulatory frameworks of the ICT sector. This

setup exemplifies the steering rather than rowing principle.

In 1995, through Republic Act No. 7925 or the “Public Telecommunications Policy Act of the Philippines,” telecommunication services were deregulated and telecommunications facilities were privatized. The top priority of the Philippine government policy with regard to telecommunications has been encourage the role of the private sector in the sector growth (National Telecommunications Commission, 1992). This preference for the private sector’s participation in the sector was expressed in the National Telecommunications Development Plan (1991–2010) by the Department of Transportation and Communication.

As a document released by the Board of Investments (BOI) (2018, p. 1) describes telecommunication infrastructure, it

refers to the backbone of the communication system upon which various broadcasting and telecom services are operated. This can be built from copper cable, fiber or wireless technologies. The word infrastructure added into it implies that it is a core component connecting upstream production such as voice, data and audiovisual services with downstream consumers.

At present, the three major players in the telecommunications industry are Philippine Long Distance Telephone Company (PLDT), Globe Telecom Inc., and ABS-CBN Mobile. According to the BOI this industry continually rakes in profits worth billions of pesos as Filipino subscribers send one billion messages a day or consume 150 thousand terabytes of data annually.

Table 8. Subscribers (in million) and Revenues of PLDT and Globe (in billion pesos)

	2012	2013	2014	2015	2016
PLDT Revenues	159.7	164.1	165.1	162.9	165.26
Mobile Subscribers	69.9	70	70	64.9	63
Globe Revenues	40.8	90.5	99	137.1	120
Mobile Subscribers	31.7	38.5	44	52.9	62.8

Source: (Board of Investments, 2018)

The ICT sector continues to become increasingly attractive to the market, as there is expanding demand for global telecommunication service, electronic services, and new technologies internet 4.0 and internet of things (IoT). Internet 4.0 changes how companies engage in business activities while IoT enhances data collection and exchange.

Throughout the time when TELOF was still active, it was mandated to provide basic telecommunication services to the unserved and underserved areas. Formerly known as the Bureau of Telecommunications (BUTEL), TELOF was the telecommunications operating arm of the government that provided basic communication services nationwide. But the private company PLDT, granted by the government an original franchise in 1928, had long since held monopoly over local and domestic calls. In 1991, the PLDT franchise was extended until 2028 and was broadened and the company was permitted to provide every type of telecommunication service.

As regards the TELOF which used to operate the barangay telephones and telegraphic transfer, analog technology was a sunset industry during the time the ICTO underwent rationalization. It was reported that TELOF incurred liabilities in 2013 which amounted to Php 522,626,997.92. The

COA report (2013) pointed out mismanagement as the culprit, like unliquidated cash advances to officers and employees, and accounts receivables.

Before ICTO was dissolved, TELOF had an estimated 3,000 personnel. The other abolished agencies, NCC and ICTO had 200 and 34 employees, respectively. Eslabon (personal communication, November 7, 2018) shares that, personnel under NCC and CICT were readily absorbed as the tasks that they continually perform until the present time are relevant to the functions of the department.

According to the same COA report, an unnumbered memo issued by the ICTO executive director on August 6, 2013 ordered the cessation of the operations of TELOF. The Rationalization of ICTO started in 2005 and its RatPlan was approved by the DBM last May 2, 2013. The COA document also stated that the TELOF operations were ceased as “it runs counter to the policies of the government that public goods must be delivered that in an economical, efficient, ethical, effective and accountable manner” (COA, 2013, ii). In an online news article, former ICTO executive director Louis Casambre declared that 1,900 employees were affected, who were mostly from TELOF. Around 1,719 TELOF employees opted for the early retirement package under EO 366 (Newsbytes Philippines, 2013).

Of the 800 who were to be transferred to other agencies, only 600 were accepted by their recipient agencies. The remaining 181 personnel, which later dwindled down to 135, were absorbed by the CSC pool last October 1, 2018. They used to work as telegram carriers, communications equipment operators, electronic communication equipment technicians, antennae readers, watchmen, and mechanical plant operators, which were mostly first level positions. The CSC

pool is mentioned in Section 10 of both House Bill No. 5707 and Senate Bill No. 1395. The NGRP presents the options of early retirement and transfer to the CSC pool for affected personnel. As indicated in the bills, “the CSC, in coordination with other government agencies and relevant private institutions, shall retool the subject affected personnel and deploy them to agencies which require their qualifications, skills, and competencies” (House Bill No. 5707, 2017, p. 9).

In operationalizing the CSC pool as regards the Rationalization Program, which will be replicated in the implementation of NGRP, the affected personnel will be presented a lineup of agencies as options of their deployment. According to Ms. Jennifer Timbol, Director of Human Resource Policies and Standards Office of the Civil Service Commission, options are limited to DepEd, DOH, Bureau of Jail Management and Penology, PNP, Philippine Statistics Authority, and Land Transportation Office (Timbol, personal communication, October 3, 2018). Their competencies will be matched with the necessary positions in the recipient agencies.

Last September 20, 2013, the last telegram message in the Philippines was sent to then ICTO Executive Director Casambre. The obsolescence of the telegram service greatly affected the status and relevance of TELOF (Eslabon, personal communication, November 7, 2018). There were various studies and reports as well that implied that the government had mismanaged the telecommunication industry. TELOF had accumulated millions of pesos worth of liabilities and endured mismanagement, while the government allocated PS for its 3,000 employees. During its operations, TELOF was criticized for its low productivity. Also, in 2007, TELOF found itself embroiled in the NBN-ZTE case as the implementing arm of the broadband project.

Conclusion

As the statistics clearly point out, the Rationalization Program, which was initiated under the Macapagal-Arroyo administration and concluded at the tenth year of its implementation, resulted in the proliferation of second level career personnel positions in the national government. In contrast, the first level career personnel positions decreased. The 2017 CSC data show that there was one first level career personnel for every seven second level career personnel. But the massive increase of second level personnel did not necessarily result in a bloated national government. The data reveal that there is still a shortage of teachers in DepEd and police enforcers in DILG. With respect to the former functions of abolished plantilla positions, private employment agencies are contracted to supply staff who will perform them.

The following are the perceptions of agencies DBM and CSC, and organizations COURAGE and All UP Academic Employees Union-UP Manila with regard to rightsizing:

- Rightsizing is designed to arrive at the appropriate structure and size of government agencies that will be responsive in the delivery of public goods and services in an effective and efficient manner, at the right time, and at the right cost -Department of Budget and Management
- Rightsizing does not necessarily mean an increase or decrease in the number of personnel in the government service. Rather, it refers to the required workforce for one agency to be able to effectively carry out its mandate. Rightsizing should not lead to the reduction of the personnel.-Civil Service Commission

Rightsize means following the international standards, like the number of teachers according

to UNESCO, the number of nurses and doctors according to WHO-COURAGE.

- Rightsize is determined by health personnel to patient ratio. Nurse to patient per duty in a ward setting should be 1:7-14. A duty equals to 8 hours. In PGH, ratio of nurse to patients is 1:30. In ICU setting, ratio should be 1 nurse: 1 patient. But there are ICU patients who stay in the ward as the ICU is already full. -Dr. Gene Nisperos, President, All UP Academic Employees Union, UP Manila

- Rightsize, as claimed by DBM, does not mean downsizing. But the proposed bills on rightsizing implies that merging or abolition of agencies may take place, and early retirement is presented as an option to the personnel who may be affected.

The following are the salient observations on the NGRP:

1. It adopts the whole-of-government approach, and as declared by Pres. Duterte, the Executive Branch will conduct a comprehensive review of the executive's functions and organizational structures. Notably, the Republic Act which the President will sign to implement NGRP, has higher authority than EO. Administrations under Aquino, Ramos, Estrada, and Macapagal-Arroyo signed Executive Orders.

2. It follows the top-down approach, as Section 7, which enumerates the powers and functions of the Committee on Rightsizing the Executive Branch, states that the committee will develop and prepare the rightsized organizational structure of the agencies and will formulate the mechanisms to safeguard the welfare of the affected employees. Under the NGRP, the Executive Secretary, Secretary of DBM, Secretary of Socio-Economic Planning, Chairperson of the CSC, and Head of the PMS will constitute the committee.

Under the Rationalization Program, the agency who applied for the Rationalization Program created a Change Management Team (CMT) to conduct a strategic review of its organization and operations, and submit a Rationalization Plan to the DBM for its review and approval. Based on the DSWD experience, the employees association thru its representative participated in the review and preparation of the RatPlan.

3. The PDP professes that the savings to be generated by NGRP will fund new programs and projects. But as shared by Mr. Aquino of DSWD, new programs and projects or putting additional funds for these endeavors will entail hiring of additional personnel as well.

4. The CSC pool will play a significant role, which is to place affected personnel who will not opt to retire to recipient agencies. The mother (original) agency and CSC encountered difficulties in placing some of the personnel affected by the RP, as their skills and competencies are hard to match with the available positions in recipient agencies. Most affected personnel who were absorbed to the CSC pool used to belong to first level positions, while available positions are mostly second level positions.

5. Pres. Duterte implies that the size of the bureaucracy affects the efficiency and effectivity of the government's public service delivery. This perspective places greater accountability on the rank-and-file.

6. The private sector is encouraged to carry out production and delivery of goods and services. Functions, programs, and projects may even be scaled down and eliminated as these could be better carried out by the private sector. This experience happened to the MWSS and the TELOF. Privatization and deregulation of public utilities rendered the national government as incapable to respond to economic conditions,

like the surge of inflation in the second half of 2018 and the increase of the price of petroleum products (UNDP, 2015).

The NGRP ascribes to the New Public Management theory. Another theory, the New Public Service theory, provides alternative perspectives on service, efficiency, accountability, and public. At the heart of the NPS theory is the public service ethos, which emphasizes the values and motivations of public servants dedicated to the wider public good (Denhardt & Denhardt, 2017). In contrast to the NPM theory which regards the public as customers, the NPS theory looks at the public as community of citizens and the "primary role of public servants is to help citizens articulate and meet their shared interests rather than to control or steer society" (Denhardt & Denhardt, 2017, p. 139). It also places emphasis on citizen engagement and community building. Denhardt and Denhardt explain that the privatization scheme, especially of public services, does not contribute to building citizenship or citizen trust. In NPM perspective, "citizens are viewed and treated as mere consumers of privatized services behaving just as they would buying a service from a business" (Denhardt & Denhardt, 2017, p. 116). As regards the concerns on accountability and efficiency, NPS explained that it is a mistake to oversimplify accountability and just rely on performance measures which the NPM approves. Rather, NPS "recognizes that being a public servant is a demanding, challenging, sometimes heroic endeavor involving accountability to others, adherence to the law, morality, judgment, and responsibility" (Denhardt & Denhardt, 2017, p. 138).

These are the recommendations this study forwards:

1. Rationalization/rightsizing should be grounded in the national government or agency's mandate.

2. Personnel development interventions, skills development as example, should be regularly administered by the CSC to continuously upgrade the personnel's skill set.

3. Representation and participation from the employees' association or unions should be treated as necessary.

4. Culture of "genuine public service" as defined by Denhardt and Denhardt should be fostered to inculcate sense of accountability among public servants, managers, and rank-and-file employees alike.

References

- Bernardo, R.L. and Tang, M-C.G. (2008). *The Political Economy of Reform during the Ramos administration (1992-98)*.
- Board of Investments. (2018). *Philippine Telecommunications Infrastructure Industry*. Retrieved from <http://boi.gov.ph/wp-content/uploads/2018/02/Telecommunications-Infrastructure-January-2018.pdf>
- Carino, L.V. (1989). *A Dominated Bureaucracy*. Manila: UP NCPAG.
- Civil Service Commission. (2008). *Inventory of Government Human Resources*. Retrieved from <http://www.csc.gov.ph/2014-02-21-08-28-23/pdf-files/category/984-2008.html>
- Civil Service Commission. (2010). *Inventory of Government Human Resources*. Retrieved from <http://www.csc.gov.ph/2014-02-21-08-28-23/pdf-files/category/982-2010.html>
- Civil Service Commission. (2012). *Inventory of Government Human Resources*. Retrieved from <http://www.csc.gov.ph/2014-02-21-08-28-23/pdf-files/category/981-2012.html>
- Civil Service Commission. (2016). *Inventory of Government Human Resources*. Retrieved from <http://www.csc.gov.ph/2014-02-21-08-28-23/pdf-files/category/980-2016.html>
- Civil Service Commission. (2017). *Inventory of Government Human Resources*. Retrieved from <http://www.csc.gov.ph/2014-02-21-08-28-23/pdf-files/category/1214-2017.html>
- Cola, R.M. (1993). Reorganizing the Administrative System: Groundworking, Planning and Legislation. In V.A. Bautista, M.C.P. Alfiler, D.R. Reyes and P.D. Tapales (Eds.), *Introduction to Public Administration in The Philippines: A Reader* (pp. 382-425). Quezon City: UP Press and College of Public Administration.
- Commission on Audit. (2013). *Executive Summary*. Retrieved from https://www.coa.gov.ph/phocadownloadpap/userupload/annual_audit_report/NGAs/2013/National_Government_Sector/Department-of-Science-and-Technology/ICTO_ES2013.pdf
- Denhardt, J.V. and Denhardt, R.B. (2007). *The New Public Service*. New York: M.E. Sharpe, Inc.
- Department of Budget and Management. (undated). *Glossary of Terms*. Retrieved from <https://www.dbm.gov.ph/wp-content/uploads/BESF/BESF2015/GLOSSARY.pdf>
- Department of Budget and Management. (2018). *National Expenditure Program FY 2019*. Retrieved from <https://www.dbm.gov.ph/wp-content/uploads/NEP%202019/DICT/DICT.pdf>
- Department of Budget and Management (2018). *2019 People's Proposed Budget*.
- Department of Budget and Management. (2016, August 15). *The President's Budget Message Fiscal Year 2017*. Retrieved from https://www.dbm.gov.ph/images/pdf/files/PBM_FINAL2017.pdf
- Department of Information and Communications Technology. (undated). *Mandate, Powers and Functions*. Retrieved from <http://dict.gov.ph/about-us/our-mandate/>
- Department of Social Welfare and Development. *History of DSWD*. Retrieved from <https://www.dswd.gov.ph/about-us/history/>
- Department of Social Welfare and Development. (2018). *Civil Service Commission-Commission on Audit-Department of Budget and Management Joint Circular No. 1* [Position paper].



Executive Order No. 67. *Rationalizing the Office of the President through the Consolidation of its Core Mandates and Strengthening the Democratic and Institutional Framework of the Executive Department*. 2018.

Executive Order No. 366. 2004.

House Bill No. 5707. *An Act Rightsizing the National Government to Improve Public Service Delivery*. 2017.

National Economic and Development Authority. (2017). *Philippine Development Plan 2017-2022*. Pasig City: National Economic and Development Authority. Retrieved from <http://pdp.neda.gov.ph/wp-content/uploads/2017/01/PDP-2017-2022-07-20-2017.pdf>

Osborne, D & Gaebler, T. (1992). *Reinventing Government How the Entrepreneurial Spirit is Transforming the Public Sector*. New York: Penguin Group.

Padin, M.G. (2017 July 30). Rightsizing: No mass layoffs. *Philstar GLOBAL*. Retrieved from <https://www.philstar.com/headlines/2017/07/30/1723191/rightsizing-no-mass-layoffs>

Placido, D. (2017 June 1). Mauutusan nang matino: Duterte defends 'militarization' of bureaucracy. *ABS CBN News*. Retrieved from <https://news.abs-cbn.com/news/06/01/17/mauutusan-nang-matino-duterte-defends-militarization-of-bureaucracy>

Rama, M. (1997). Efficient Public Sector Downsizing. *Finance and Development*, 34 (3). Retrieved from <https://www.imf.org/external/pubs/ft/fandd/1997/09/pdf/rama.pdf>

Rationalization hits 1,900 ICTO workers. (2013 July 25). *Newsbytes Philippines*. Retrieved from <http://newsbytes.ph/2013/07/25/rationalization-hits-1900-icto-workers/>

Rightsize [Def. 1]. (n.d). In *Merriam-Webster*. Retrieved from <https://www.merriam-webster.com/dictionary/rightsize>

Senate PSR No. 522, 13th Congress (2005).

Senate Bill No. 1395. *An Act Rightsizing the National Government to Improve Public Service Delivery and for other purposes*. 2017.

Senate of the Philippines. (2009). *NBN-ZTE Executive Summary*. Retrieved from <https://www.senate.gov.ph/lisdata/1293411633!.pdf>

Senate of the Philippines. (2017 March 15). *Senator Loren Legarda Sponsorship Speech on the Proposed Rightsizing the National Government Act* [Press Release]. Retrieved from http://www.senate.gov.ph/press_release/2017/0315_legarda3.asp

Seventeenth Congress. (2017). *An Act Rightsizing the National Government to Improve Public Service Delivery*. Retrieved from <http://senate.gov.ph/lisdata/2561122084!.pdf>

Terrazola, V.E. (2018 November 3). Senate to tackle bill abolishing redundant gov't agencies in January. *Manila Bulletin*. Retrieved from <https://news.mb.com.ph/2018/11/03/senate-to-tackle-bill-abolishing-redundant-govt-agencies-in-january/>

Tupas, E. (2017 June 21). PNP Eyeing 1: 489 Police-to-Population Ratio by 2022. *philstar GLOBAL*. Retrieved from <https://www.philstar.com/headlines/2017/06/21/1712484/pnp-eyeing-1489-police-population-ratio-2022>

United Nations Development Programme. (2015). *From Old Public Administration to the New Public Service Implications for Public Sector Reform in Developing Countries*. Retrieved from http://www.undp.org/content/dam/undp/library/capacity-development/English/Singapore%20Centre/PS-Reform_Paper.pdf

United Nations Development Programme. (2018). *Human Development Indices and Indicators 2018 Statistical Update*. New York: United Nations Development Programme. Retrieved from http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf