Views on the Low Productivity of GOCCs

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ABSTRACT

Given the evident frailty and instability of the Philippine economy, the necessity for the government to manage its available resources with utmost prudence cannot be understated. One of the areas being scrutinized is the government corporate sector consisting of Government-Owned and/or Controlled Corporations (GOCCs). Some GOCCs have remained dependent on the national government for funding support. But with the downward trend that our economy has been experiencing and the ballooning budget deficit that our country is facing, the need to enhance the productivity of these GOCCs should be taken seriously.

The overall poor performance of GOCCs, in terms of profitability and efficiency could be attributed to certain factors, foremost of which are: (a) the fact that they are expected to pursue both commercial and social goals, (b) the inability of the government to finance capital intensive corporations such as those belonging to the power sector (c) the "bureaucratization" of management—weak delegation of administrative responsibility and decision-making is highly top to bottom in orientation and (d) minimal participation from the employees in terms of program and project formulation.

The paper presents the view that there are alternatives other than privatization of the poorly performing GOCCs for these to raise their productivity.

INTRODUCTION

History can attest that whenever the national economy is on the brink of collapse, it is always the national/local government agencies that are the target of economic measures and budget

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slash. On the other hand, while government agencies are being clout with various statutes, rules and regulations concerning efficient resource/budget allocations, the government corporate sector remains barely untouched. To address economic instability, the approach should be encompassing, thus in terms of governance/performance; the government corporate sector should also be subject to scrutiny. Majority of these GOCCs seem to fail to recognize that the "subsidy" being provided by the government, is only transitory in nature; it is supposed to merely assist them to attain self-reliance. On the contrary, despite their years of existence, most of them are continuously operating at losses with the government subsidy as their only source in funding its operating requirements.

The main objective of this paper, thus, is to assess the current status of the government corporate sector vis-à-vis its productivity component. Specifically, it aims to answer the following questions: (1) What is the current status of the government corporate sector? (2) What are the factors that contribute to the low productivity of these GOCCs? (3) What are the schemes implemented by the government to assist these GOCCs in addressing such concerns? (4) Based on analysis of the data and personal observations, what measures may be suggested in enhancing the productivity of the government corporate sector? (5) What are the possible policy implications should these measures be implemented?

The researcher conducted interviews and used secondary data as research methods. The study encompasses the Philippine government corporate sector composed of GOCCs. The researcher provides only macro perspective in analyzing the data at hand.

CONCEPTUAL FRAMEWORK

The recurring concepts in this study constitute the elements of the conceptual framework. The independent variable, being the measures that affects the outcome of the dependent variable. Such measures being focused on in this paper are: the establishment of performance evaluation system (PES) for GOCCs, promotion of employee participation in management and strengthening oversight committees of the government corporate sector.

The abovementioned measures are directly linked to the corresponding indicators presented under the dependent variable. These indicators constitute the desired outcome, which is enhanced government corporate sector productivity. For the purpose of this study, said indicators are delimited into three areas of concern which are: the self-sustaining GOCCs, empowerment of its workforce and improved operational responsibility of the mentioned oversight committees of the government corporate sector.

Moreover, the extraneous or intervening variables are: resistance to change, organizational culture, political will and budgetary constraints. Said four variables are considered crucial in the achievement of the desired outcome which is to enhance the productivity of the government corporate sector of the country. One of the most difficult challenges to be anticipated upon implementing changes in any organization is resistance from its members. Those in the authority vested with the power to introduce such measures should have the political will to implement such productivity measures.

On the other hand, it is likewise vital for the agent of change to have background on the culture of the organization so as to allow some degree of flexibility on the manner of dealing with said measures. Lastly, another equally or perhaps, can be considered, as the crucial extraneous variable is the budgetary constraints; lack of funding would imply the delay of the realization of the program, or worst, would lead to non-implementation of said measures. The interaction of the aforementioned variables is crucial in enhancing the productivity of the government corporate sector.

FINDINGS AND DISCUSSION

The Present Government Corporate Sector

GOCCs have been currently the focus of public attention, specifically when the list of the GOCCs operating at a loss came out in the open. "GOCCs debts reach P1.1 trillion", this title was the highlight on page A2 of the Sept. 22, 2004 issue of the Philippine Daily Inquirer. According to the news, DOF officials on September 21, 2004 placed at P1.093 trillion the partial contingent debts of the national government, most of which were incurred by 26 of the 74 government-owned and -controlled corporations (GOCCs). Presented in Table 1 are the top 10 losing government corporations.

Table.I
Top 10 Losing Government Corporations, 2003

GOCC	Net Loss (Billion Pesos)
National Power Corp	P113,232
National Food Authority	7,585
National Electrification	6,423
Light Rail Transit Authority	3,838
Philippine National Oil Company	2,947
National Home Mortgage Finance Corp	2,302
Technology and Livelihood Resource Center	490
National Irrigation Administration	435
Bases Conversion Development Authority	413
National Development Company	395

Net Loss (before taxes)
Source: DBM's Budget of Expenditures and Sources of Financing, FY 2005 (tables)

The losses incurred by the GOCCs particularly, by the above corporations, are linked to huge loans and borrowings, poor debt management and sovereign guarantee provided for in the charters of some of these corporations. Such automatic debt payment provision allowed the debts of the GOCCs to be incorporated in the budget.

Oversight Committees for GOCCs

Supervision and coordination of the government corporate sector are through the oversight committees such as the Central Bank (CB), National Economic Development Authority-Investment Coordination Committee (NEDA-ICC), Department of Finance (DOF), Commission on Audit (COA), Department of Budget and Management, Civil Service Commission (CSC), and the Office of the President, among others. For the purpose of this study, the rèsearcher cited three government agencies exercising oversight functions to these GOCCs:

Department of Finance (DOF)

As a central coordinating, monitoring and performance evaluation entity, it is tasked, among others, to develop guidelines for monitoring of financial and operations performance of GOCCs and provide guidance in the preparation of corporate plans; establish a Performance Evaluation System (PES) based on relevant financial, economic and operational indicators, and performance targets in accordance with performance agreements between the GOCC and the President as recommended by the DOF and require GOCCs to prepare and submit regular reports and conduct periodic review and appraisal of performance.

The Department of Budget and Management (DBM)

DBM exercises direct supervision over GOCCs through the: (1) conduct of studies on budget policies, standards on organization/staffing and systems for the government corporate sector; (2) execution of budget policies, rules and regulations pertaining to GOCCs; (3) review and evaluation of the corporate operating budgets of GOCCs, preparation of recommendations and issuance of fund release documents; (4) evaluation and processing of organization, staffing, compensation and position classification requirements of GOCCs, among others. In general, only GOCCs needing budgetary assistance or subsidies fall under DBM supervision. However, DBM also requires even those GOCCs not requesting such assistance to submit certain reports necessary for assessing their performance.

The Commission on Audit (COA)

Under the 1986 Constitution, the COA is empowered to "examine, audit and settle all accounts pertaining to the revenues and receipts of and expenditures or uses of funds and property of all government instrumentalities, including GOCCs and their subsidiaries". The Constitution also mandates the COA to comment on the efficiency, economy and effectiveness of the management of GOCCs. To ensure wide dissemination and maximum compliance, the COA transmits its comments to the supervising departments, the Office of the President, and Congress; a copy is also furnished the DBM, which may make use of the findings in the budget hearings. Basically, it only performs financial audit to GOCCs, which involves the verification of the financial status of corporations through their financial statements.

GOCCs and Low Productivity

Upon taking a closer look at the government corporate sector, the researcher identified below some of the common problems, issues, concerns and challenges that hinder government corporate sector in achieving productivity. On the assessment of the cause of the low productivity of these GOCCs, one of the mechanisms used by the researcher is the PEST (Political, Economic, Sociological and Technological) Analysis, presented as follows:

Political

- The President of the Republic of the Philippines appoints all heads of the government corporate sector. And since the appointments to these positions are within the purview of authority of the President, the person to be appointed may or may not necessarily have the competence; expertise and experience needed to effectively and efficiently manage the GOCC. The discretion lies with the President; and apparently, it can be observed that more often than not, appointments made are highly influenced by the political connection of those in the administration and the person vying for the position. Accordingly, a deeper look into some of the GOCCs revealed that within the GOCC itself, some of those holding top positions are absorbing more manpower than what is actually needed of the corporation, veiled under contractual services which do not require inclusion of names in the plantilla of personnel of the GOCC; thus, does not reflect on the summary of staffing position in their Personnel Services (PS).

- The *padrino* system of Filipino culture usually brought about by political affiliation is also prevalent in the government corporate sector.

- The decisions rendered by the members of the governing board are likewise influenced by the President; accordingly, the ability of the board to pursue its programs and projects can be linked to connections with the top officials of the government. Problems also arise when the priorities of the chairperson are not gaining support by the members of the board because of differing political affiliations, among other factors.

- GOCCs seem to provide politicians and top-level officials an avenue to express their gratitude to those who have helped finance their campaigns and those who have supported them in being in the position.

- Lack of continuity of projects and programs because other government corporations doesn't specify in their charter the duration of the appointment of the Chairman/ Administrator of the Corporation. Due to the above practices, the personnel services expenditures of most of these corporations consume bulk of the corporation's fund.

- The weight seems to be put on the "quantity" rather than the quality of workforce that it would produce. If the organization is lean and mean, then employee development factor can be a priority; with globalization and advent of modern technologies, the continuous re-skilling and upskilling of the workforce should form an integral part in the objectives of these corporations.

- Until now, the government still lacks the mechanism that can gauge the performance of the GOCCs vis-à-vis their specific mandates, vision and mission. Likewise, the principle of supervising and monitoring through the departmental attachments of respective GOCCs is not religiously practiced. There is a strong need to strengthen the government agencies performing oversight functions over these GOCCs and the supervision based on departmental attachments.

Economic

- Most build-operate-transfer (BOT) agreements and other fund outsourcing activities did not materialize due to the following causes: inflation rate, government indebtedness, devaluation of peso and low GNP and GDP, global economic slow down, and uneven distribution of investment in the countryside.

- Graft and corruption is a mirror of the economic situation of the country. People tend to commit graft due to the unequal distribution of wealth and resources and, weak implementation of financial accountability procedures.

- Most government corporations doesn't have enough resources to finance therein infrastructure projects, thus the development of economic zones are delayed, waiting for private capitalists to invest funds in addition to the government's financial counterpart. Conversely, some do not have the administrative skill to go about the implementation of their projects despite the funds being already released for such purposes.

- On the other hand, for those GOCCs which need large capitalization but cannot be funded by the national government due to budgetary constraints, are left with no other alternative but to resort to availing foreign loans/ borrowings. However, due to sovereign guarantee provided to some of these GOCCs, eventually, when the time has come to pay for the debt, the NG still shoulders the payment for the same, in case of the inability of the respective GOCC to do so.

- Many studies revealed that one of the major considerations of Multinational Corporations and Foreign investors upon seeking for a strategic location for business, besides the cheap labor, is the physical attributes of one's nation; the infrastructure component, which our country is obviously lacking in.

- One interesting angle to explore is the fact that most of those who own big businesses in the private sector are run by either family members of our lawmakers and those holding top positions in the government. Thus, most likely, respective officials shall pursue only legislations that will enhance or at the very least, protect their businesses.

Sociological

- In the labor work force, the upbringing of the people speaks well of their behavior in the office. The government corporate sector tends to be unproductive due to the Filipino values of crab mentality, delicadeza, ningas kugon, padrino system and others.

- The patriarchal and hierarchical system of management is still prominent in most of these corporations, which affects the flexibility of the operations both by the employees and the organization. There seems to be very minimal employee participation in the government corporate sector.

- Most of the time, people in the government are not utilizing their time properly due to the habit of gossiping, which extends their break time.
- Filipinos have low satisfaction levels resulting to low quality of output ("pwede na mentality").
- In the organization, most misunderstandings are caused by miscommunication or communication gaps resulting to conflicts.
- Likewise, most Filipinos tend to conform with the majority, thus, seldom inhibits his/her ability to express innovative ideas for fear that he/she might be considered a deviant or eccentric.
- One's resistance to change due to fear of losing the "comfort of custom".

Technological

- Lack of necessary equipment due to financial constraints.
- Purchase of low-quality of equipment due to the policy of purchasing from the lowest bidder, one who offers the lowest price for the needed equipment, notwithstanding the quality and name of the provider. Such practice even turns out more expensive since the maintenance cost is shouldered by the office.
- Error in processing transactions due to misconception on the nature of a transaction and wrong use of accounts. The risk encompasses all of the risk associated with authorization, completeness and accuracy of transactions that are entered into, processed by, summarized by and reported by an organization.
- Some corporations have the equipment and technology; however, the issue is the technical know-how of the manpower pool of the corporation to utilize the same.

- In the organization of government set-up, when new technology is adopted by the office especially those involving computer and operating systems cause some resistance to change, which if not handled properly may cause conflict among members of the organization.

On the other hand, with regards to financial performance of GOCCs, the increasing trend in net lending of the government corporate sector can be attributed to the huge loans and borrowings of some corporations specifically the power generation sector. The total guaranteed and re-lent loans of the National Power Corporation (Napocor) alone stood at $8.33 billion (roughly P466.5 billion) as of Dec. 31, 2003. DOF officials on September 21, 2004 placed at P1.093 trillion the partial contingent debts of the national government, most of which were incurred by 26 of the 76 government-owned and -controlled corporations (GOCCs). Contingent liabilities refer to the legal obligation of the government to make payments on projects it had supplied with credit guarantee should the contractor default or certain events, such as currency fluctuation, occur (Balana: Sept., 2004).

The abovementioned concerns are only among the countless issues involving the current government corporate sector.

Government Efforts to Address GOCCs' Concerns: From the Marcos Administration to the Present

Marcos Administration

Presidential Decrees Nos. 2029 and 2030 were among the last decrees signed by then President Marcos prior to his ouster. PD 2029 defines what a GOCC is and sets the conditions under which GOCCs may be created. PD 2030 promulgates the privatization policy. These policy decrees were later restated in subsequent presidential issuances in other administration. The international environment during this period is characterized by the global push towards reduction of the size of the public corporate sectors in many countries and the adoption of privatization as a policy solution to the problems plaguing this sector.

Aquino Administration

Although efforts to rationalize the government corporate sector were introduced during the Marcos administration, they were intensified with the advent of the Aquino administration in 1986. It has been observed in earlier studies (Briones: 1989) that the policies of the Aquino government on government-owned and/ or controlled corporations (GOCCs) were actually started during the last years of the Marcos Administration. Succeeding policy issuances and presidential statements have not substantially departed from the original policy thrusts of the two decrees issued during the Marcos Administration. The study notes that the centerpiece of current GOCC policy which is privatization was launched at a time when other countries were also initiating similar programs. There was not much actual experience in privatization where the country can benchmark its own strategies for such.

Ramos Administration

The general mood in the international community during the Ramos Administration was a return to traditional free market economics with primacy given to the role of the private sector. Domestic events which served as a backdrop for GOCC policy include the external debt crisis which triggered off a crisis for the entire economy. It was recognized that the public corporate sector accounted for more than three fourths of the external debt burden at that time. At the height of the Asian crisis, the need for structural loans strengthened external pressure to privatize. This policy thrust was supported by local policymakers faced with the task of putting order to the disarray in the public corporate sector.

Estrada Administration

During the change in administration, the international push for public sector reduction and privatization was still irresistible, especially in the light of the need for additional loans. It appears that the GOCC policy during the Estrada Administration were shaped and formulated primarily by the multilateral (IMF and World Bank) and the policymakers. The participation of GOCCs was primarily indirect—through documents and information which they provided, informal channels with the policymakers and through the departments which supervised them. Consultations were limited to professionals whose views and opinions were sought on policy issues and who were commissioned to conduct studies and analyses.

Arroyo Administration

Under the present administration, the move to rationalize the government corporate sector has formed part of the major priorities of the government. During President Gloria Macapagal-Arroyo's speech on the Budget Message for Fiscal Year 2005, she reiterated the need to enhance the operational responsibility of supervising departments/agencies over GOCCs attached to them to monitor the benefits GOCCs contribute to the economy (Arroyo:2004). As such, an executive order is expected to be issued that will (1) improve oversight of GOCCs by their supervising departments or agencies as well as by the Office of the President; (2) establish a binding set of corporate duties and responsibilities for all presidential appointees to boards of GOCCs/OGCEs; and (3) impose a moratorium on the creation of subsidiary GOCCs pending an assessment of the operations of existing subsidiary GOCCs.

To address the issue on the excessive compensation and benefit packages of some of the GOCCs forming the bulk of the expenditures of some GOCCs, particularly those that were exempted from the salary standardization law, congressmen are now mulling the possibility of crafting a law that would standardize the salaries of executives of GOCCs. House Majority Leader Nograles cited the need for Congress to pass a measure that would regulate the salaries of GOCC executives as well as those in government financial institutions (GFIs), following Malacañang's admission that it lacks the power to slash their salaries and incentives. In lieu of reports on the fabulous compensation being received by executives of GOCCs and GFIs, Malacañang explained that their salary rates are perfectly legal and untouchable by the President since each of these corporations has their own charter that exempts them from government salary standards. To tackle this concern, Nograles said Congress should now step in and institute amendments on existing laws that created these GFIs and GOCCs. (Kabiling:2004)

The researcher concurs with the proposition of the aforementioned representative that there is a need for the Congress to institute amendments on existing laws that provided for the exemption of these GOCCs/GFIs from Salary Standardization Law. The SSL was supposed to cover "all" national government entities including GOCCs except those few corporations which were exempted from the said law as provided for in the charter. However, it can be noted that it has been a practice of these corporations to follow the standardized salary schemes, but then make up in the form of extra allowances to top executives of the GOCC and sometimes, extending to its employees.

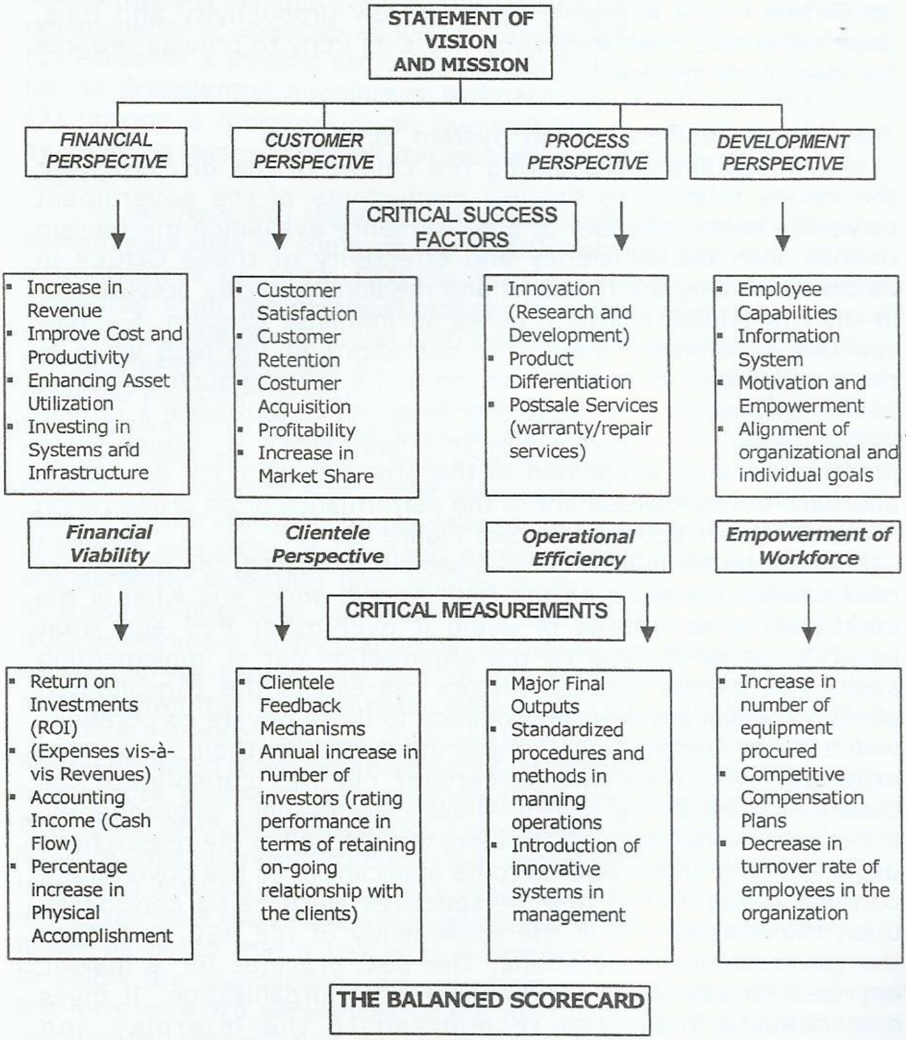
The act of providing incentives at par with those working in the private sector was justified with the reason that it is needed to enable the NG to attract the best and the brightest to take part in manning the government corporations. On the other hand, the researcher supposes that the issue on the huge compensation packages given to some of these GOCCs is not more on the amount, but on the worthiness of these people to receive such salaries. In the case at hand, it is obvious that the benefit is not comparable to the performance. The losses incurred by such corporations are a manifestation of low productivity and thus, does not entitle them incentives – it is an irony to provide rewards for poor performance.

The Performance Evaluation System for GOCCs

In many instances during the course of the discussion on the issues relating to the low productivity of the government corporate sector, the lack of a performance evaluation mechanism to look into the efficiency and effectivity of these GOCCs in terms of fulfilling the functions and missions explicitly provided for in their individual charters, poses an immense concern. For how can the government gauge the operations of the GCS when in the first place, it does not have the tool to pursue such objective. In this connection, the researcher attempts to formulate a sample PES based on a relatively new techniqúe which is gaining more prominence and recognition in the private sector for its holistic approach in the assessment of the performance of an organization – the Balanced Scorecard. (See Figure 1)

Upon the formulation of this sample scorecard, the researcher read various literature on the BSC, how it works and what is the comparative advantage of using it over other PES and what benefits can be derived by the organization out of implementing such. The critical success factors represents the consolidated elements which are basically common to those private corporations which have successfully programmed BSC in their respective organizations. What the researcher did was consolidate the commonalities of the BSC of these corporations. Subsequently, the critical measurements, are more of reflection of the researcher's understanding of the BSC as to its applicability to the government corporate sector. The four perspectives were being considered upon the assessment of the applicability of the BSC as PES to the government corporations. The BSC provides for a holistic approach in assessing performance of an organization. It gives due consideration and recognition to the interplay and interrelatedness of various components of the organizational system.

Figure 1
Performance Evaluation System for the Government Corporate Sector



SUMMARY, CONCLUSIONS AND RECOMMENDATION

The problem of low productivity of the government owned and/or controlled corporations can be traced way back to the past administrations. Issues and concerns are relatively the same in quantity and in quality, the success factor in addressing such lies in the ability of the current administration to formulate innovative actions that are SMARTS (Simple, Measurable, Attainable, Reliable, Timely and Stretchable). Given the scarce resources of the country vis-à-vis the number of beneficiaries that it is expected to share with, wastage is never an option, however in reality it has become more of a practice.

The root causes of the poor performance of these GOCCs can be examined in various perspectives; political, economic, sociological, and technological, among others. The overall poor performance of GOCCs, specifically in terms of profitability and efficiency could be attributed to (a) the fact that they are expected to pursue both commercial and social goals; (b) the inability of the government to finance capital intensive corporations such as those belonging to the power sector, which pushes the latter to resort to borrowing; (c) the "bureaucratization" of management— weak delegation of administrative responsibility and decision making is highly top to bottom in orientation; and (d) minimal participation of employees in terms program and project formulation and less opportunities for growth and development in terms of their career and potentials due to weight given on the number of workers employed vis-à-vis the goal of national government to provide employment for its citizenry.

It can be noted that past administrations were highly relying on the privatization of these corporations with poor performances; is privatization the only way? Past studies would show that it is not the only way; it is evident that the privatization policies of the past administrations had faced countless problems as well. The researcher shares the same views of other authors that indeed that there are other alternatives in which the low productivity of these corporations be dealt with and these should be tapped.

One way of addressing these dysfunctions is through strengthening the government corporate governance; the researcher deems it related, the corporate governance reforms suggested by Romulo (2002). The policy recommendations in this connection are grouped under four main headings: (i) improving the disclosure of non-financial information, (ii) strengthening the rights of stockholders, (iii) enhancing the role of the board of directors, and (iv) ensuring the independence of the audit. The training of corporate directors, particularly those in banks, publicly-listed companies, government-owned and controlled corporations should be required. Romulo added that an effective performance evaluation system should complement the training given to corporate directors. Moreover, a corporate governance scorecard can also be a strong complement that financial markets can use. The results of the evaluation and scorecard system should be used, in the case of government-owned and controlled corporations, to decide on the re-appointment of government appointees to their boards of directors (Romulo:2002). The BSC can be formulated for this purpose.

These corporations are likewise encouraged to employ quality-related practices such as empowerment of workforce, benchmarking with other more productive organizations various quality practices and using the identified model as a target of the continuous improvement process, introducing the Kaizen concept which involves the PDCA (Plan, Do, Check, Act) stages associated with problem-solving activities, from one level to another and introduction of the 5S which is a workplace management/good housekeeping program which sorting, systematizing, sweeping, standardizing, and practicing self-discipline. The researcher concurs with Ramsay (2002) that indeed a well-organized work area leads to increased work efficiency. The implementation of the 5S principles need not be that expensive, it depends upon the resourcefulness and creativity of the organization involve.

Earlier in the study, the researcher has already enumerated various issues concerning GOCCs using the PEST analysis. In connection with the political issues presented, the researcher concurs with Romulo's (2002) contention that the Office of the President can send a powerful signal of its commitment to corporate governance reforms by professionalizing and de-politicizing the process of appointing directors to the boards of government-owned and controlled corporations, government financial institutions and PCGG-related corporations. A similar powerful signal can be given about our political will to promote transparency by stipulating the use by banks, government offices, and the business community as a whole of the same audited financial statements submitted to the Bureau of Internal Revenue and the Securities and Exchange Commission (Romulo:2002).

Moreover, strengthening the supervisory and monitoring capacities of the DOF, DBM and COA should also be given emphasis. These three agencies should work closely towards formulating mechanisms which would induce transparency of these GOCCs in terms of efficient fund utilization, income generation and financial performances so as to be able to remedy problems while still manageable and not when it has already exploded like what has happened at present. Suffice it is to say that although DBM is the one primarily responsible for the review and approval of the

GOCCs corporate operating budgets, such power is only limited to approval/disapproval of items of expenditures which cannot be covered within the prescribed ceiling approved to the particular GOCC for the respective budget year. On the part of GOCCs which are using their corporate funds for their operations, hence not receiving any support from the government, the DBM has very minimal or - no clout over them except for ensuring that said GOCC follows the budget cap approved. With regards to the power and authority of identification of programs and projects for these corporations, this function does not fall in the purview of DBM's authority but with the governing boards of the GOCCs. The DBM may be consulted in terms of prioritizing their projects, but this would be the discretion of the corporation itself or else the purpose of inducing flexibility on the GOCC shall be defeated.

On matters involving the financial performances of the GOCCs, the DOF should be more stringent with regards to submission of requirements such as their quarterly financial performance updates, submission of appropriate dividend payments to the Bureau of the Treasury, among others and likewise, should ensure that due penalties shall be imposed to GOCCs which do not comply or those which compliance are always delayed.

Accordingly, the COA should use the power vitiated upon them to the advantage of the government. Timely audit is encouraged and coordination with the proper authorities in addressing questionable activities or impracticable programs and projects of the GOCCs; through this, the respective GOCC shall be aware of their limitations in terms of allocating the funds approved for their operating requirements; likewise, strict imposition of penalties should be observed so as to regulate the GOCCs specifically those which are habitually committing the same inaccuracies in their submitted reports.

The functions of other agencies which have supervisory and monitoring powers vis-à-vis GOCCs such as the NEDA-ICC, CB and Office of the President, among other departments with attached GOCCs to them, should make use of these authority to facilitate measures that would enable these corporations perform functions that are mandated of them. The creation of additional agencies to specifically look into the performances of the government corporate sector is negated by the researcher, suggesting instead that strengthening the functions of the supervisory and monitoring bodies earlier mentioned is more practicable and appropriate.

The move towards enhancing the productivity of the government corporate sector is a combined effort of the government, the GOCCs and the human resources of these GOCCs. To be able to attain this objective, the approach must be holistic, taking into consideration all the stakeholders; the government, the workforce/human resources of these GOCCs and the general public, among others. The researcher is exceedingly aware that this is not an easy task, but if the government wouldn't act now, then when?

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