Project Tugon: On the Communication Responsiveness of National Government Agencies, Offices and Departments

Hilary Martinez, Hannah Estipona, James Nigel Panganiban and Rodolfo Lahoy[1]

Abstract

There is a dearth of literature assessing the participatory spaces made available by institutions, or those that measure the communication responsiveness of government agencies in the Philippines. Most scholarly works focus on examining types of participation such as voting, membership in civil society organizations, or affiliations with social and religious movements. As such, this study contends that communication channels and government responsiveness are worth examining. This study, thus, mainly seeks to answer the following question: *With the use of various communication channels, how responsive are Philippine national government offices towards citizens?* [2] To answer this, the researchers measured the communication responsiveness of selected National Government Departments, Agencies and Offices in the Philippines (n=169) from the period of November 2014 to March 2015. Using the list of National Departments, Agencies and Offices included in the General Appropriations Act (GAA) from the Department of Budget and Management, the researchers collected the current communication channels of each of the sample National Government Departments, Agencies and Offices. Afterwards, the researchers examined and assessed the responsiveness of these offices and agencies through measured phone call and private message responses, as well as through their social media accounts like Twitter and Facebook. Based on the data gathered, the study reveals that, despite advances in communication technology and a variety of communication channels, communication responsiveness remains to be a challenge for government institutions in the Philippines.

Introduction

Citizen participation enhances the accountability of government towards society. To encourage participation in democratic systems, government institutions maintain participatory spaces where citizens are directly informed, consulted with, or involved in decision-making processes. These spaces allow government to be more responsive and answerable to the needs of the citizens. The main interest behind this research is to know how government institutions encourage and effectively stimulate direct participation of citizens, especially non-affiliated ones. The specific focus is on communication channels, viewed in this case as an essential part of the primary participatory spaces where citizens can connect with government. Where personal and voluntary, engagement in communication channels are expected to be extended by government to citizens and are of utmost importance. In an age when advances in the field of Information Communication Technology (ICT) open spaces for citizens to participate, the demand for governments to be more responsive to the public has certainly intensified[3]. In this study, communication channels are comprised of social media accounts, email address, websites, landline numbers, SMS, and fax machine numbers.

The main research question for this study is *how responsive are different National Agencies, Departments and Offices towards citizens?* To further detail, *what are the specific communication channels are often utilized by various agencies, departments and offices to give feedback/ response to the public?* and given this, *to what extent are they responsive to the citizen's inquiry or concerns?*

This article is divided into four sections. The first section provides a brief review of the literature on citizen participation, communication responsiveness, and its relationship to social accountability. The second section discusses the methodology implemented for collecting the data while the third section outlines the results and findings of the study. Lastly, the fourth section is dedicated to the conclusion of the project.

---

[1] The authors would like to recognize the guidance of Professor Jalton Taguibao from the University of the Philippines-Diliman- Department of Political Science for this study.

[2] For this study, responsiveness means to 'answer,' *'reply'* or give 'feedback'.

[3] Mulgan, Richard. 2000. "Accountability: An Ever-Expanding Concept?" *Public Administration* 78: 555-573

Citizen Participation and Participatory Spaces within Institutions
Citizen participation is broadly defined as *the processes by which public concerns, needs, and values are incorporated into decision-making*. One way to classify participation was to view it as "indirect" or "direct", where indirect participation is made apparent through modes such as voting[4], support for advocacy groups, or through modes of representation where representatives make decisions in behalf of citizens. On the other hand, direct participation occurs when citizens are personally and actively involved and engaged in decision-making [5]

Institutions – the formal and informal rules which encourage and/or restrain preferred human actions and patterns of behavior – play an important function of providing the environment for citizen participation. Needless to say, the design of institutions predispose the scope, limits, and quality of citizen participation. In the context of democratic states, these institutions must provide equal and adequate opportunities for citizens to participate. These opportunities should see citizens: a) putting issues on the public policy/program agenda; b) expressing their views on those issues, and c) exercising some form of authority (through voting or otherwise).[2]

SImilar to most deomocratic systems, participatory mechanisms operate within Philippine institutions. The presence, scope and coverage of these mechanisms are certainly worth of investigating, especially for purposes of determining how accommodating and effective these are towards citizen participation. In the larger context of governance, it is argued that government and citizen interaction happen in various levels and areas of governance.

Relating Responsiveness and Accountability
This study adopts a minimalist view of responsiveness, operationalizing it as 'feedback', 'reply' or 'response'. The study locates itself at the 'shallow' view for evaluating government responsiveness as it looks more into the 'feedback loops between service providers and citizens'[6]contrary to the 'deeper' view which focuses on the 'construction of an empowered, deliberative democracy by citizens and government'. In terms of communication responsiveness and the corresponding norm for governments to respond to contact initiated by citizens, Mulgan (2000) located it within the shifts in the content of "accountability". The term accountability emerged during the 20th century in public administration literature and practice; what the term includes has been seen to expand ever since. He then elaborated that the core meaning of "being called to account", which includes an individual (usually an official) answering to another superior entity, was commonly articulated in relation to institutionally-based actors and bodies of norms (e.g. law).

Between this "original" core content of accountability and the shift towards responsiveness is the idea of accountability-as-control (Mulgan 2000, 563). The logic involves the necessity of institutions that are able to restrict the behavior of public officials without the act of calling-into-account itself. This necessity is part of the notion of a democracy that administrative officials bend to the will of the people and also their representatives (Mulgan 2000, 563). Aside from the behavior-regulating institutions such as legislatures and courts, the principles of separation of powers and rule of law have assumed a new light as accountability measures.

The centrality of considering the public will or even the will of each citizen has been further highlighted in the later shift to accountability-as-responsiveness. In this transition, the analogy that public officials should operate in some way like private firms, in the way they are responsive to the public similar to as private firms are responsive to their clients (Mulgan 2000). Accompanying the desire to be "client-focus[ed]" is the idea which required a free flow of information and opportunities for discussion to make the articulation of demands possible for the public.

---

[4] However, other literatures on democracy and participation considers 'voting' and electoral contests as 'direct' participation. According to Schumpeter (1947), a critical element for a democratic governance is 'the presence of institutional arrangements arriving at political decisions in which individual acquire the power to decide by means of a competitive struggle for the people's vote' which simply is 'elections'. For this study, the researchers adapt a more substantive definition of the democracy which goes beyond elections and considers a politically participative citizenry.

[5] Tina Nabachi, "A Manager's Guide to Evaluating Citizens Participation", IBM Center for the Business of Government Series, 2012.

[6] McGee, Rosie, "Making All Voices Count- Government Responsiveness" Making All Voices Count Programme

Communication Responsiveness, e-government and digital- era governance

Part of the shifting discourse of accountability-as-responsiveness is the emergent relevance of communication systems (Mulgan 2000). Concrete means for communication are a prerequisite for any citizen-initiated contact. The second well-known historical transition in which we can situate this research is in the growing centrality of the Internet or internet-based technologies in public administration, which come with various names as "e-government" (Wong and Welch 2004) or "digital-era governance" (Dunleavy et al, 2005). In effect, the channels by which governments tries to relay information, provide services and get feedback from their citizens have changed. Currently, many government agencies have their own official websites and email addresses. Given the amount of information that can be stored in these platforms, the potentially wide audience who can easily access the information makes electronic governance the future.

E-governance is seen to address particular needs of governance. Through information and communications technology, "more information [is] delivered in a more timely fashion" (Wong and Welch 2004), thus facilitating transparency and, by implication, the empowerment of citizens who can use the information. Furthermore, such usage contains the potential of making government more responsive to the needs and demands of individual citizens. Websites, here, serve as the primary medium as the "electronic government-and-citizen interface" (Wong and Welch 2004, 278). In connection with this, digitization is also hoped to make the government more "agile" in responding quickly to citizens.

But given the effort being put into developing e-governance, are citizens actually taking advantage of the government websites and online material being developed by state and government agencies?

In their paper, *The New Face of Government: Citizen Initiated Contacts in the Era of New Government,* Thomas and Streib (2003) provided an account on how citizens initiated contact with the government in the advent of the Internet. By employing Computer Assisted Telephone Interview (CATI) or phone survey conducted in January 2000, Thomas and Streib (2003) tested their hypothesis by asking a number of questions to random 827 residents of Georgia, USA. The questions included were on the different forms of electronic communication they use, frequency of usage per communication tool and their use of the internet to visit government websites. In addition, they also looked into the reasons behind each respondent's visit in government websites. The test revealed that most of the respondents for the survey use cellphone as their main communication channel than emails and Internet. In addition, respondents who visited the internet on the past twelve months somehow visited government websites particularly federal websites than the state and local websites. Lastly, the test also confirmed that the primary reason for visiting government website is to obtain information rather than get contact information and posts formal complaints or comments. Also, Thomas and Streib (2003) devoted a separate examination on the demographic data and its effects to the access of government websites. Through Regression analysis, they found that there appears to be a digital divide when it comes to the type of people who are trying to access government websites. People who visit government websites tend to be white, have higher incomes, be younger, affiliated with the Independents and are below high school graduate.

Similar findings were confirmed with Reddick work concerning citizen initiated contacts and communication channels. In his study, Reddick (2005) did not only examine official government websites but also communication done through landline phones. His study confirmed that the choice of communication channel merely depends on the specific concern or issue of the citizen at a specific moment. Concerns dealing with obtaining information are usually done by searching on the official website while those that are more personal, like complaints and grievances, are channeled either personally or via landline phone.

Both studies were cited in Dijk and Pieterson's (2007) work named, *Channel Choice Determinants; An exploration of the factors that determine the choice of a service channel in citizen initiated contacts*. The study utilized a qualitative methodology in order to gain an in depth understanding on the behavioral motivations of the citizens. A combination of in-depth interviews and focus group discussions were conducted to generate the data needed for analysis. After the interviews, they found six determinants for citizens in choosing a channel to communicate or interact with government agencies namely, **habit** or the communication channel they are used to; **channel characteristics** like speed, ease of use, personalization, feedback speed, accountability and tangibility; **task characteristics** which deals with the complexity and ambiguity of the task; **situational constraints** like availability and efficiency; **experiences** of people and how they perceive communication channels and tasks; and lastly, **personal characteristics** or demographic information.

This review of literature discussed the existing literature on government responsiveness, specifically to communication responsiveness taking from the cases of citizen initiated contacts from other countries. Despite the large literature focusing on citizen's participation, representation and accountability, studies concerning the actual conduct of service delivery and being responsive of Philippine government to citizen initiated contact seem to be scarce, particularly outside the context of policy evaluation.

Methodology
This study adhered to a quantitative methodology and is divided into four phases specifically, (1) the selection of agencies and departments, (2) gathering information of the selected agencies, departments and offices (3) conduct of calls and (4) assessment of the website and social media accounts

Selection of Sample Agencies, Departments and Offices
Prior to the data gathering, the inclusion frame and selection of the sample was based on the General Appropriation Act (GAA) of the Department of Budget and Management (DBM). All of the national agencies, departments and offices, except for projects, that are given budget under the GAA of DBM were included. Overall, there are 169 agencies, departments and offices were selected as sample.

Information of Selected Agencies and Departments
From the sample, information about their contact details were gathered in preparation for the actual conduct of the experiment. The researchers employed online search for the needed data including links of their official website, phone numbers, fax number, e-mail address and social media accounts. Other information that are not supplied from the basic online search and verification were conducted through the official directory website of the government of the Philippines (www.gov.ph/directory).

Lastly, a spreadsheet was created to serve as the main database for the study. The spreadsheet file contains the following information:
1. Department Name
2. Website
3. Phone Number
4. Fax Number
5. Organization's Email
6. Facebook Account
7. Twitter Account
8. Youtube Account
9. Excerpts (from its mandate, vision or missions)
10. Date of Website's Last Update

Conduct of Phone Calls
After consolidating all the basic information, phone calls were conducted to the 166 sample agencies, departments and offices. At this phase, the researchers filtered the government national agencies, offices and departments. Samples outside Metro Manila were excluded in the call process such as Mindanao Development Authority that is based in Mindanao, and Philippine Carabao Center that is based in Nueva Ecija.

The researchers defined the set of criteria used for classification purposes;
(1) A maximum of 10 calls is needed before the researcher classify that no one answered the call and tagged it as **ringing only**.
(2) If someone answered the phone call, the researcher would need to verify first if the number belonged to the agency or department that he/she was calling.
(a) If the number upon verification is incorrect, the phone call is tagged as **number not accessible**
(b) If the phone number is correct upon verification, the researcher should ask this question: *Does [insert name of agency] have feedback desk or office assigned for informing the public?* If there was no desk or office assigned, the

4

call should be ended, but if the agency or department has one, the researcher will look for the person in-charge for the feedback desk or office assigned for informing the public.
(c) If the person in-charge is not available, the researcher should end the phone call and tagged it as contact not accessible.
(d) If the person in-charge is present, the researcher should ask if they also have projects that engage citizen's participation, and projects related to it and cite at least two, and if they have none the researcher would end the call and tagged it as **call completed**.

Each of the 166 samples were classified into six (6) groups depending on the outcome of the phone call, namely:
1. **Call completed** – contact number is correct and the agency, department or office has feedback desk or office assigned for informing the public; spoke with the person- in charge of feedback desk or office assigned for informing the public
2. **Numbers are busy** – Contact number is busy
3. **Ringing only** – Contact number reaches a maximum of 10 calls and no one answered the call
4. **Contact not accessible** – the person in-charge of feedback desk or office assigned for informing the public is not available during the call
5. **Number not accessible** – contact number in the list and the number given during the call is not accessible or not working, either busy or not yet in service.
6. **Others, see call remarks** – other reasons aside from the ones stated above, and there should be an accompanying explanation written in the remarks area.

Assessment of Official Website and Social Media Accounts

A separate examination is dedicated for the official website and social media accounts, such as Facebook and Twitter, of the sample national agencies, departments and offices. For the official website, an inspection of the documents that were last uploaded was employed to determine when it was last updated. Meanwhile, for the social media accounts, a summary on the number of likes (Facebook) and number of followers (twitter) was created. In addition, the researchers conducted a measurement of their responsiveness to social media accounts. Similar with phone calls, the researchers sent this question to each of the social media accounts of the sample agencies, departments and offices with social media accounts.: *Do you have an office or desk for public relations/affairs where I can submit docs regarding suggestions/grievances/proposals?*

Results and Findings

Below is a summary of the results and findings of the data collection last March 2015.

Communication Channels

Based on the gathered information, out of the 169 National Departments, Offices and Agencies included in the sample, 99% (168) have their official websites and 26% (44) have webmail accounts. In Social Media, 39% (65) have Facebook pages, 27% (46) have Twitter accounts and only 8% (13) have their Youtube channels. Lastly, 98% (166) have phone numbers, 7% (11) have SMS numbers and 44% (75) have fax numbers.

Table 1. Communication Channels used by Government Agencies

Communication Channels	%	Count
Website	99	168
Webmail	26	44
Facebook	39	65
Twitter	27	46
Youtube Channel	8	13
Phone numbers	98	166
SMS	7	11
Fax numbers	44	75

Base: N=169 (Total number of National Departments, Offices and agencies as of March 2015)

Presence in Social Media

Looking into the Social Media presence of the 169 National Departments, Offices and Agencies, only 39% (65) of the agencies have Facebook page, 27% (46) have Twitter accounts while only 23% (38) have both accounts on Twitter and Facebook. Below is a table containing the sample agencies, departments and offices with the most number of Facebook likes and Twitter followers.

Facebook

Table 2 below summarizes the top ten national agencies, departments and offices with the most number of likes in Facebook. The Office of the Vice President ranked with the most number of likes with 1,320,323 followed by the Department of Education with 1,004, 756. Meanwhile, table 3 shows the Housing and Urban Development Coordinating Council with 49 likes and the News and Information Bureau with 90 likes have the least number of Facebook likes among the sample. For the complete rankings on the Facebook likes of the agencies, departments and offices, see Appendix A.

Table 2. Top ten Agencies, Departments and Offices with the most number of Facebook Likes (As of March 2015)

Department/Agency/Office	Facebook Likes
Office of the Vice President	1,320,323
Department of Education	1,004,756
Technical Education and Skills Development Authority	837,000
Department of Tourism	786,541
Philippine National Police	334,323
Department of Health	329,689
Philippine Overseas Employment Administration	247,852
Metro Manila Development Authority	208,000
Philippine Institute of Volcanology and Seismology	79,000
National Youth Commission	65,058

Base: N=65 number of department/agency/offices with Facebook pages

Table 3. Bottom ten Agencies, Departments and Offices with the least number of Facebook Likes (As of March 2015)

Department/Agency/Office	Facebook Likes
Presidential Commission On Good Government	724
Toll Regulatory Board	641
Philippine Textile Research Institute	610
National Statistical Coordination Board	568
Philippine Council for Industry, Energy and Emerging Technology Research and Development	511
Bureau of Communications Services	437
Office of Transportation Cooperatives	389
National Printing Office	348
News and Information Bureau	90
Housing and Urban Development Coordinating Council	49

Base: N=65 number of department/agency/offices with Facebook pages

Twitter

Out of the 46 Agencies, Departments and Offices present in twitter, Table 4 enumerates the top ten agencies, departments and offices with the most number of Twitter followers. The Presidential Communications Operations Office has the most number of followers with 2,540,000 twitter followers followed by Metropolitan Manila Development Authority (MMDA) with 1,680,000 and Department of Education with 1, 310,000. On the other hand, the National Bureau of Investigation with 836 and Science Education Institute with 573 have the least number of Twitter followers. For the complete list of Twitter follower rankings, see Appendix B.

Table 4. Top Ten Agencies, Departments and Offices with the most number of

Twitter Followers (As of March 2015)

Department/Agency/Office	Twitter Followers
Presidential Communications Operations	2,540,000
Metropolitan Manila Development Authority	1,680,000
Department of Education	1,310,000
Commission on Higher Education	296,000
Department of Health	282,000
Department of Tourism	275,000
Office of the Vice President	201,000
Department of Transportation and Communication	91,700
Toll Regulatory Board	71,100
Presidential Communications Development Strategic Planning Office	65,800

Base: N=46 number of department/agency/offices with Twitter pages

Table 5. Bottom Ten Agencies with the least number of Twitter Followers (As of March 2015)

Department/Agency/Office	Twitter Followers
Office Of The Ombudsman	4,331
Bureau Of Immigration	3,869
National Statistical Coordination Board	3,576
Department Of National Defense	2,694
Bureau Of Customs	1,697
Department Of Public Works And Highway	1,579
Mindanao Development Authority (Based In Davao)	1,331
Film Development Council Of The Philippines	854
National Bureau Of Investigation	836
Science Education Institute	573

Base: N=46 number of department/agency/offices with Twitter pages

Website Status

Being the second highest communication channel for various government agencies, departments and offices, an inspection on the date when the website was last updated is accounted to determine how often agencies, departments and offices update their official website. Each of the 168 samples where then categorized from recently updated, updated and least updated based from the gathered data. Looking at Figure 1, about 46% (77) of the samples fall under **'Recently updated'** category which covers the period of 0-30 days from the cut-off date, March 10, 2015. Meanwhile, 13% (22) of the official websites fall under **'updated'** which were websites updated 30-60 days after the cut-off date. Lastly, 14% (25) of the websites were categorized under **'Least Updated'** with updates exceeding 60 days from the cut-off date.

Figure 2. Website Status Percentages
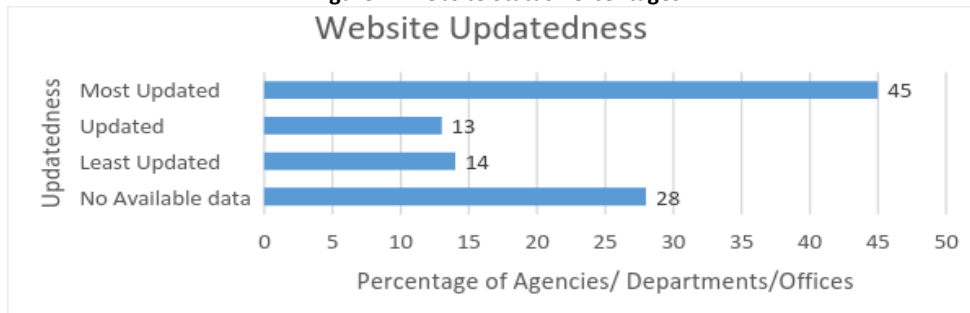
Base: N=168 (Total number of National Departments, Offices and agencies with websites)

Table 6 shows the list of Agencies, Departments and Offices per category in terms of Updatedness. Among the agencies with the **most updated websites** are **Department of Public Works and Highways, Department of Justice and Philippine Navy (Naval Forces)** which updated their websites on the day of the cut-off, March 10, 2015. Meanwhile, the agency with the **least updated website** belongs to the **Optical Media Board** with 1, 425 days difference from the cut-off date**.** For the complete data on the website updatedness see Appendix C.

Table 6. Recently Updated Websites as of March 10, 2015

Recently Updated (0-30 days)	
Department of Public Works and Highway	National Anti-Poverty Commission
Department of Justice	Office of the Presidential Adviser on the Peace Process
Philippine Navy (Naval Forces)	Technical Education and Skills Development Authority
Department of Agrarian Reform	Bureau of Internal Revenue
Department of Energy	Department of Finance
Department of Social Welfare and Development	Department of Health
Department of Trade and Industry	Department of the Interior and Local Government
Environmental Management Bureau	National Economic and Development Authority
Foreign Service Institute	Philippine Overseas Employment Administration
National Mapping and Resource Information Authority	Bureau Fire Protection
Office of the President	Department of Agriculture
Presidential Communications Operations Office	Department of Foreign Affairs
Department of Environment and Natural Resources	Department of Science and Technology
Philippine Army (Land Forces)	Institute for Labor Studies
Senate of the Philippines	Technical Cooperation Council of the Philippines
Commission on Elections	Dangerous Drug Board
Government Procurement Policy Board-Technical Support Office	Professional Regulation Commission
Office of the Ombudsman	Mines and GeoSciences Bureau
Department of Transportation and Communications	Office of Civil Defense
Fertilizer and Pesticide Authority	Securities and Exchange Commission
Presidential Legislative Liaison Office	Maritime Industry Authority
Anti-Money Laundering Council	National Statistics Office
Department of Education	Board of Investments
Housing and Urban Development Coordinating Council	Film Development Council of the Philippines
Philippine Carabao Center	National Meat Inspection Service
Career Executive Service Board	Civil Aeronautics Board
Legislative-Executive Development Advisory Council	Metals Industry Research and Development Center
Metropolitan Manila Development Authority	Philippine National Police
National Statistical Coordination Board	Public-Private Partnership Center of the Philippines
Philippine Information Agency	Science Education Institute
Commission on Filipinos Overseas	Construction Manpower Development Foundation

National Conciliation and Mediation Board	Court of Tax Appeals
News and Information Bureau	Philippine Nuclear Research Institute
Pasig River Rehabilitation Commission	Philippine Council for Health Research and Development
Tariff Commission	Bureau of Communications Services
Cooperative Development Authority	Science and Technology Information Institute
National Council on Disability Affairs	Civil Service Commission
House of Electoral Tribunal	Construction Industry Authority of the Philippines
Senate Electoral Tribunal	
Updated (31- 60 days)	
Commission on the Filipino Language	Commission on Audit
National Research Council of the Philippines	Commission on Human Rights
Philippine Institute of Volcanology and Seismology	Food and Nutrition Research Institute
Bureau of Local Government Finance	Office for Transportation Security
Philippine National Volunteer Service Coordinating Agency	Parole and Probation Administration
Inter-Country Adoption Board	Privatization and Management Office
Supreme Court of the Philippines and the Lower Courts	National Youth Commission
Council for the Welfare of Children	Philippine Veterans Affairs Office (Proper)
Fiber Industry Development Authority	Philippine Racing Commission
Bureau of the Treasury	National Parks Development Committee
Least updated (More than 60 days)	
National Printing Office	Games and Amusement Board
Philippine Council for Industry, Energy and Emerging Technology Research and Development	Presidential Management Staff
Commission on Appointments	National Telecommunications Commission
Insurance Commission	National Labor Relations Commission
National Commission for Culture and the Arts (Proper)	National Wages and Productivity Commission
National Bureau of Investigation	Intramuros Administration
Office of the Vice-President	Movie and Television Review and Classification Board
Energy Regulatory Commission	Bureau of Immigration
Housing and Land Use Regulatory Board	Bureau of Corrections
Toll Regulatory Board	Cotton Development Administration
Central Board of Assessment Appeals	Advanced Science and Technology Institute
Presidential Communications Development Strategic Planning Office	Optical Media Board
National Tax Research Center	

Social Media Responsiveness

Given that social media is one of the most prevalent channel for communicating, an evaluation on the rate of responsiveness of the different Agencies, Departments and Offices present in Facebook Messages and Twitter tweet was also considered as part of this study.

Facebook Messages

Out of the 64 agencies with Facebook pages, only 44% (28) replied to our message. Table 7 outlines the National Agency, Department and Offices who replied through Facebook Message within the day. Some of the fastest response we received came from the Philippine Overseas Employment Administration, Intramuros Administration, National Council on Disability Affairs, Metropolitan Manila Development Authority, Philippine Council for Health Research and Development, News and Information Bureau, Office for Transportation Security, National Commission for Culture and the Arts (Proper) and Bureau of Jail Management and Penology. Meanwhile, the Dangerous Drug Board ranked as the slowest among the 28 samples that replied through Facebook message. For the complete rankings, see Appendix D.

Table 7. National Agency, Department and Offices who responded through Facebook Message within the day

National Agency/Department and Offices	Time
Philippine Overseas Employment Administration	31 minutes after
Intramuros Administration	Few minutes then called
National Council on Disability Affairs	Replied after an hour
Metropolitan Manila Development Authority	Replied after an hour
Philippine Council for Health Research and Development	Replied after an hour
News and Information Bureau	Replied after 2 hours
Office for Transportation Security	Replied after 4 hours
National Commission for Culture and the Arts (Proper)	Replied within the day and on a weekend
Bureau of Jail Management and Penology	Replied within the day

Base: N=28 number of department/agency/offices who replied through Facebook Message

Twitter Reply

For twitter, only 24% (11) out of the 46 National Agency, Department and Offices with twitter accounts replied to our tweet. The samples listed in Table 8 shows the agencies, departments and offices that replied within the day which includes the Philippine Overseas Employment Administration, Philippine National Police, Metropolitan Manila Development Authority, National Youth Commission, Public-Private Partnership Center of the Philippines, Office of the Ombudsman and the Department of Energy. Consistent with the results for Facebook messages, agencies such as Philippine Overseas Employment Administration and Metropolitan Manila Development Authority ranked as most responsive for both social media sites. As for the slowest tweet response, the National Economic and Development Authority took 4 days to reply to our tweet. For the complete rankings, see Appendix E.

Table 8. National Agency, Department and Offices who replied through Twitter within the day

National Agency/Department and Offices	Time
Philippine Overseas Employment Administration	Replied 8 mins. after
Philippine National Police	Replied few minutes after
Metropolitan Manila Development Authority	Replied few minutes after
National Youth Commission	Within the same day
Public-Private Partnership Center of the Philippines	Within the same day
Office of the Ombudsman	Within the same day
Department of Energy	Replied within 24 hours and on a weekend

Base: N=11 number of department/agency/offices who replied through Twitter

Phone Call Summary

Figure 2 shows the percentage breakdown per Call Summary. Out of the 166 agencies, departments and offices contacted, only half or 50% (82) of the sample national agencies, offices and departments responded to our call, 24% (39) are busy, 25% (15) ringing only, 4% (5) have contact person that is not accessible, 2% (3) have numbers that are not accessible and the remaining 5% (9) don't have their own landline numbers or their main office is located outside NCR (ex. Nueva Ecija or Mindanao). For the complete list of agencies, departments and offices categorized according to Call Summary, you may refer to the Appendix F of the paper.

Figure 3. Call Summary
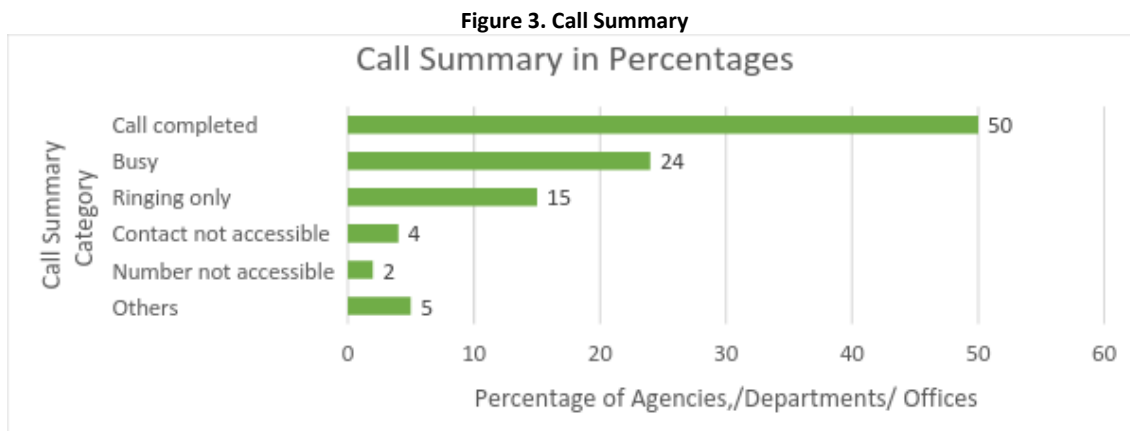
Base: N= 165 National Agencies, Offices and Departments with phone numbers

Government Agencies, Departments and Offices with Public desks and Projects

Table 9 shows the list of National Government Agencies, Departments and offices that have Public Desk and Projects. Although most in the list are 'responsive' and answered phone calls, none of the following Agencies, Departments and Offices made it to the 'most responsive' in the category of social media.

Table 9. National Government Agencies, Departments and Offices that have Public Desk and Projects

With Public Desk	With Projects
Department of Environment and Natural Resources	Department of Justice
Department of Justice	National Economic and Development Authority
National Economic and Development Authority	Movie and Television Review and Classification Board
Housing and Urban Development Coordinating Council	Presidential Communications Development Strategic Planning Office
Movie and Television Review and Classification Board	Department of Public Works and Highway
National Archives of the Philippines (Formerly National Historical Institute)	Agricultural Credit Policy Council
National Telecommunications Commission	Insurance Commission
Presidential Communications Development Strategic Planning Office	Council for the Welfare Of Children
Presidential Management Staff	Toll Regulatory Board
Department of Public Works and Highway	Commission on Audit

Agricultural Credit Policy Council	Office of the Ombudsman
National Agricultural and Fishery Council	
National Meat Inspection Service	
Cooperative Development Authority	
Insurance Commission	
Technical Cooperation Council of the Philippines	
Commission on Population	
Bureau of Jail Management And Penology	
Parole and Probation Administration	
Industrial Technology Development Institute	
Council for the Welfare of Children	
Office of Transportation Cooperatives	
Toll Regulatory Board	
Statistical Research and Training Center	
Commission on Audit	
Office of the Ombudsman	

Conclusion

Having participatory spaces within institutions is crucial in encouraging citizen's participation and increasing government's accountability. This study seeks to contribute to the literature of government responsiveness, particularly in the Philippines wherein there is a limited number of published work examining citizen initiated contacts and responsiveness in relation with the actual conduct of service delivery. The study seeks to measure how responsive are institutions to citizens' need, specifically in obtaining information in hope that this will aid government institutions in delivering the needs and services tasked to their specific institutions.

Overall, results of this study showed how communication responsiveness among National Government Agencies, Departments and Offices vary depending on the communication modes and functions of each of the specific agencies, departments or offices. The traditional landline phones with 98% (166) and website portals with 99% (168) ranked as the main communication and information channel for the National Government Agencies, Offices and Departments. However, although majority of the sample have landline numbers, the data shows that only half (50%) of the National government agencies, offices and departments are responsive and actually answered our calls and 45% (37) institutions answered our question.

In addition, despite the prevalence of social media in the Philippines, the presence of National Government Agencies, Offices and Departments remains to be less than 50% for both Facebook and Twitter. Agencies, Departments and Offices that are most responsive in social media are frontline institutions dealing with basic needs and services like Philippine Overseas Employment Agency and Metropolitan Manila Development Authority. On the contrary, majority of the samples that have public desk and projects are more responsive in phone calls and only a few have Social Media Accounts. In conclusion, responsiveness in terms of communication remains to be a challenge in the Philippines. For further studies, a qualitative examination of the mandates, mission and vision of the specific sample agencies, departments and offices can be explored in order to validate the following findings and results gathered in this project. These documents are also worth examining as it helps in determining whether the specific agencies, departments and offices   Lastly, with respect to communication responsiveness, the study can serve as a monitoring tool to observe and monitor the performance among government agencies, departments and offices.

References

Dunleavy, Patrick, Helen Margetts, Simon Bastow, and Jane Tinkler. 2005. "New Public Management Is Dead – Long Live Digital-Era Governance." *Journal of Public Administration Research and Theory* 25: 467-494.

McGee, Rosie, "Making All Voices Count- Government Responsiveness" *Making All Voices Count Programme*

Mulgan, Richard. 2000. "Accountability: An Ever-Expanding Concept?" *Public Administration* 78: 555-573.

Nabachi, Tina; "A Manager's Guide to Evaluating Citizens Participation", *IBM Center for the Business of Government Series*, 2012.

Pieterson, W., J. van Dijk: Channel Choice Determinants; An exploration of the factors that determine the choice of a service channel in citizen initiated contacts. In: *Proceedings of the 8th Annual International Conference on Digital Government Research: Bridging Disciplines & Domains*. Philadelphia, Pennsylvania: Digital Government Society of North America, pp. 173-182 (2007).

Reddick, C.G. Citizen-Initiated Contacts with Government Comparing Phones and Websites. *Journal of E-Government*, 2 (1). 27-53.

Thomas, John Clayton, and Gregory Streib. 2003. "The New Face of Government: Citizen-Initiated Contacts in the Era of E-Government." *Journal of Public Administration Research and Theory* 13: 83-102.

Wong, Wilson and Eric Welch. 2004. "Does E-Government Promote Accountability? A Comparative Analysis of Website Openness and Government Accountability." *Governance: An International Journal of Policy, Administration, and Institutions* 17: 275-297.

Appendix

A.   Rank of National Agencies, Offices and Departments according to number of Facebook Likes as of March 10, 2015

Department/Agency/Office	Facebook Likes
Office of the Vice President	1,320,323
Department of Education	1,004,756
Technical Education and Skills Development Authority	837,000
Department of Tourism	786,541
Philippine National Police	334,323
Department of Health	329,689
Philippine Overseas Employment Administration	247,852
Metro Manila Development Authority	208,000
Philippine Institute of Volcanology and Seismology	79,000
National Youth Commission	65,058
Philippine Army (Land Forces)	61,353
Department Of Social Welfare and Development	57,474
National Commission for Culture and the Arts (Proper)	34,692
Commission on Higher Education	32,566
Bureau of Immigration	30414
Presidential Communications Operations Office	24,764
Department of National Defense	22,396
Office of the Presidential Adviser on the Peace Process	16,152
National Statistics Office	14,000
Philippine Coast Guard	11,834
Science Education Institute	11,827
Department of Trade and Industry	9,291
Department Of Budget And Management	9,092
Department of Finance	9,012
Department of Transportation and Communications	8,558
Science and Technology Information Institute	8218
Department of Environment and Natural Resources	7,663
National Nutrition Council	7,393
Department of Agrarian Reform	7,049
Bureau Fire Protection	6,853
Commission on the Filipino Language	6,160
Cooperative Development Authority	5,908
Office of the Ombudsman	5,325
Philippine Veterans Affairs Office (Proper)	5,173
Film Development Council of the Philippines	4,910
Philippine Information Agency	4,738
Intramuros Administration	4,260
Public-Private Partnership Center of the Philippines	4,091
National Economic and Development Authority	3,851
Department of Agriculture	3,680
Department of Public Works and Highway	3,192
National Council on Disability Affairs	3,079
Bureau of Jail Management and Penology	2,800
Professional Regulation Commission	2,746
Environmental Management Bureau	2,552

National Commission on Muslim Filipino (Office of Muslim Affairs)	2,537
Department of Energy	2,401
Bureau of Customs	2,355
National Commission of Indigenous Peoples	2,119
Mindanao Development Authority (Based in Davao)	2,022
Design Center of the Philippines	1,990
National Parks Development Committee	1,484
Office for Transportation Security	1,424
Dangerous Drug Board	1,216
Philippine Council for Health Research and Development	793
Presidential Commission On Good Government	724
Toll Regulatory Board	641
Philippine Textile Research Institute	610
National Statistical Coordination Board	568
Philippine Council for Industry, Energy and Emerging Technology Research and Development	511
Bureau of Communications Services	437
Office of Transportation Cooperatives	389
National Printing Office	348
News and Information Bureau	90
Housing and Urban Development Coordinating Council	49

B. Rank of National Agencies, Offices and Departments according to number of Twitter Followers as of March 10, 2015

Department/Agency/Office	Twitter Followers
Presidential Communications Operations Office	2,540,000
Metropolitan Manila Development Authority	1,680,000
Department Of Education	1,310,000
Commission On Higher Education	296,000
Department Of Health	282,000
Department Of Tourism	275,000
Office Of The Vice-President	201,000
Philippine Institute Of Volcanology And Seismology	107,000
Department Of Transportation And Communications	91,700
Toll Regulatory Board	71,100
Presidential Communications Development Strategic Planning Office	65,800
Philippine National Police	50,100
Department Of Social Welfare And Development	39,100
Office Of The Presidential Adviser On The Peace Process	26,300
National Economic And Development Authority	24,800
Department Of Justice	23,400
Department Of Budget And Management	20,900
Department Of The Interior And Local Government	18,400

Department Of Energy	15,000
Department Of Agrarian Reform	14,500
Philippine Overseas Employment Administration	14,200
Supreme Court Of The Philippines And The Lower Courts	11,900
Department Of Foreign Affairs	11,500
Presidential Commission On Good Government	7,144
Movie And Television Review And Classification Board	6,288
Department Of Environment And Natural Resources	5,802
Public-Private Partnership Center Of The Philippines	5,262
National Youth Commission	4,949
Office Of The Ombudsman	4,331
Bureau Of Immigration	3,869
National Statistical Coordination Board	3,576
Department Of National Defense	2,694
Bureau Of Customs	1,697
Department Of Public Works And Highway	1,579
Mindanao Development Authority (Based In Davao)	1,331
Film Development Council Of The Philippines	854
National Bureau Of Investigation	836
Science Education Institute	573
Office For Transportation Security	561
National Library Of The Philippines	235
Cooperative Development Authority	168
Bureau Fire Protection	166
Philippine Council For Industry, Energy And Emerging Technology Research And Development	130
Philippine Council For Health Research And Development	122
Dangerous Drug Board	25
Housing And Urban Development Coordinating Council	0

B. Rank of National Agencies, Offices and Departments according to Website Status as of March 10, 2015

Department/Agency/Office	No. of days (From March 10, 2015)
Recently Updated (0-30 days)	
Department of Public Works and Highway	0
Department of Justice	0
Philippine Navy (Naval Forces)	0
Department of Agrarian Reform	1
Department of Energy	1
Department of Social Welfare and Development	1
Department of Trade and Industry	1
Environmental Management Bureau	1
Foreign Service Institute	1
National Mapping and Resource Information Authority	1
Office of the President	1
Presidential Communications Operations Office	1
Department of Environment and Natural Resources	2
Philippine Army (Land Forces)	2
National Anti-Poverty Commission	3
Office of the Presidential Adviser on the Peace Process	3
Technical Education and Skills Development Authority	3
Bureau of Internal Revenue	4
Department of Finance	4
Department of Health	4
Department of the Interior and Local Government	4
NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY	4
Philippine Overseas Employment Administration	4
Bureau Fire Protection	5
Department of Agriculture	5
Department of Foreign Affairs	5
Department of Science and Technology	5
Institute for Labor Studies	5
Technical Cooperation Council of the Philippines	5
Dangerous Drug Board	6
Professional Regulation Commission	6
Mines and GeoSciences Bureau	7
Office of Civil Defense	7

Securities and Exchange Commission	7
Senate of the Philippines	7
Commission on Elections	8
Government Procurement Policy Board-Technical Support Office	8
Office of the Ombudsman	8
Department of Transportation and Communications	9
Fertilizer and Pesticide Authority	9
Presidential Legislative Liaison Office	9
Anti-Money Laundering Council	11
Department of Education	11
Housing and Urban Development Coordinating Council	11
Philippine Carabao Center	11
Career Executive Service Board	12
Legislative-Executive Development Advisory Council	12
Metropolitan Manila Development Authority	12
National Statistical Coordination Board	12
Philippine Information Agency	12
Commission on Filipinos Overseas	13
National Conciliation and Mediation Board	13
News and Information Bureau	13
Pasig River Rehabilitation Commission	13
Tariff Commission	13
Bureau of Communications Services	14
House of Electoral Tribunal	14
Maritime Industry Authority	14
National Statistics Office	14
Board of Investments	15
Film Development Council of the Philippines	15
National Meat Inspection Service	15
Civil Aeronautics Board	18
Metals Industry Research and Development Center	20
Philippine National Police	20
Public-Private Partnership Center of the Philippines	20
Science Education Institute	20
Construction Manpower Development Foundation	21
Court of Tax Appeals	21
Philippine Nuclear Research Institute	21

Philippine Council for Health Research and Development	22
Cooperative Development Authority	25
National Council on Disability Affairs	25
Science and Technology Information Institute	26
Civil Service Commission	28
Construction Industry Authority of the Philippines	29
Senate Electoral Tribunal	30
Updated (31-60 days)	
Commission on the Filipino Language	32
National Research Council of the Philippines	32
Philippine Institute of Volcanology and Seismology	32
Bureau of Local Government Finance	33
Philippine National Volunteer Service Coordinating Agency	33
Inter-Country Adoption Board	34
Supreme Court of the Philippines and the Lower Courts	34
Council for the Welfare of Children	35
Commission on Audit	36
Commission on Human Rights	36
Food and Nutrition Research Institute	36
Office for Transportation Security	37
Parole and Probation Administration	37
Privatization and Management Office	37
National Youth Commission	40
Philippine Veterans Affairs Office (Proper)	40
Philippine Racing Commission	42
National Parks Development Committee	45
Bureau of the Treasury	60
Fiber Industry Development Authority	60
Least Updated (exceeding 60 days)	
Games and Amusement Board	68
National Printing Office	68
Philippine Council for Industry, Energy and Emerging Technology Research and Development	81
Commission on Appointments	82
Insurance Commission	88
National Commission for Culture and the Arts (Proper)	95
National Bureau of Investigation	124
Office of the Vice-President	135

Energy Regulatory Commission	146
Housing and Land Use Regulatory Board	150
Toll Regulatory Board	161
Central Board of Assessment Appeals	196
Presidential Communications Development Strategic Planning Office	216
National Tax Research Center	221
Presidential Management Staff	225
National Telecommunications Commission	229
National Labor Relations Commission	266
National Wages and Productivity Commission	266
Intramuros Administration	268
Movie and Television Review and Classification Board	272
Bureau of Immigration	279
Bureau of Corrections	651
Cotton Development Administration	708
Advanced Science and Technology Institute	900
Optical Media Board	1428

Responsiveness

C. National Agency, Department and Offices who replied to our query through Facebook Message

National Agency/Department and Offices	Time
Philippine Overseas Employment Administration	31 minutes after
Intramuros Administration	Few minutes then called
National Council on Disability Affairs	Replied after an hour
Metropolitan Manila Development Authority	Replied after an hour
Philippine Council for Health Research and Development	Replied after an hour
News and Information Bureau	Replied after 2 hours
Office for Transportation Security	Replied after 4 hours
National Commission for Culture and the Arts (Proper)	Replied within the day and on a weekend
Bureau of Jail Management and Penology	Replied within the day
Office of the Presidential Adviser on the Peace Process	Replied within the day and on a weekend
Public- Private Partnership Center of the Philippines	Replied after a day
National Parks Development Committee	Replied after a day
Science and Technology Information Institute	Replied after 2 days
Science Education Institute	Replied after 2 days
Technical Education and Skills Development Authority	Replied after 2 days
Philippine National Police	Replied after 2 days
Bureau of Immigration	Replied after 2 days
Department of National Defense	Replied after 3 days
Department of Tourism	Replied after 3 days
Department of Trade and Industry	Replied after 3 days
Department of Education	Replied after 3 days
Bureau of Fire Protection	Replied after 3 days

National Economic and Development Authority	Replied after 4 days and on a holiday
National Nutrition Council	Replied after a week
Department of Agrarian Reform	Replied after 9 days
Department of Energy	Replied after 9 days
Department of Public Works and Highways	Replied after 9 days
Dangerous Drug Board	Replied after 11 days

Twitter

D. **National Agency, Department and Offices who replied to our query through Twitter**

National Agency/Department and Offices	Time
Philippine Overseas Employment Administration	Replied 8 minutes after
Philippine National Police	Replied few minutes after
Metropolitan Manila Development Authority	Replied few minutes after
Public-Private Partnership Center of the Philippines	Within the same day
Office of the Ombudsman	Within the same day
National Youth Commission	Within the same day
Department of Energy	Replied within 24 hours and on a weekend
Presidential Communications Development and Strategic Planning Office	Replied after a day and on a weekend
Department of Public Works and Highways	Replied after a day and on a weekend
Office for Transportation Security	Replied after a day
National Economic and Development Authority	Replied after 4 days and on a holiday

E. **Call Summary with Remarks**

Call Completed
Department of Energy
Department of Health
Department of the Interior and Local Government
Department of Environment and Natural Resources
Department of Justice
Department of Science and Technology
Department of Tourism
Department of Transportation and Communications
National Economic and Development Authority
Anti-Money Laundering Council
Climate Change Commission
Office of the Vice-President
Energy Regulatory Commission
Games and Amusement Board
Housing and Land Use Regulatory Board
Housing and Urban Development Coordinating Council
Movie and Television Review and Classification Board
National Anti-Poverty Commission
Call Completed
National Commission for Culture and the Arts (Proper)
National Archives of the Philippines (Formerly National Historical Institute)
National Commission of Indigenous Peoples
National Security Council
National Telecommunications Commission

Office of the Presidential Adviser on the Peace Process
Philippine Commission on Women (National Commission on the Role of Filipino Women)
Philippine Racing Commission
Presidential Commission for the Urban Poor
Presidential Communications Development Strategic Planning Office
Presidential Management Staff
Department of Education
Department of Public Works and Highways
Commission on Appointments
House of Electoral Tribunal
Agricultural Credit Policy Council
Bureau Of Fisheries and Aquatic Resources
Fertilizer and Pesticide Authority
National Agricultural and Fishery Council
National Meat Inspection Service
National Mapping and Resource Information Authority
Bureau of Local Governance Finance
Central Board of Assessment Appeals
Cooperative Development Authority
Insurance Commission
National Tax Research Center
Foreign Service Institute
Technical Cooperation Council of the Philippines
UNESCO National Commission of the Philippines
Commission on Population
Bureau of Jail Management and Penology
National Police Commission
Office of the Government Corporate Counsel
Parole and Probation Administration
Institute for Labor Studies
National Wages and Productivity Commission
Philippine Navy (Naval Forces)
Advanced Science and Technology Institute
Food and Nutrition Research Institute
Industrial Technology Development Institute
National Academy of Science and Technology
National Research Council of the Philippines
Philippine Council for Health Research and Development
Philippine Council for Industry, Energy and Emerging Technology Research and Development
Philippine Textile Research Institute
Technology Application and Promotion Institute
Inter-Country Adoption Board
National Council on Disability Affairs
Intramuros Administration
National Parks and Development Committee
Construction Manpower Development Foundation
Design Center of the Philippines
Civil Aeronautics Board
Office of Transportation Cooperatives
Toll Regulatory Board

National Statistical Coordination Board
Statistical Research and Training Center
Tariff Commission
National Printing Office
News and Information Bureau
Court of Appeals
Civil Service Commission
Commission on Audit
Office of the Ombudsman
Busy
Department of Agrarian Reform
Department of Labor And Employment
Department of Foreign Affairs
Department of Social Welfare and Development
Dangerous Drugs Board
Office of the President
Philippine Sports Commission
Optical Media Board
Pasig River Rehabilitation Commission
Senate Electoral Tribunal
Cotton Development Administration
Livestock Development Council
Fiber Industry Development Authority
Government Procurement Policy Board-Technical Support Office
Environmental Management Bureau
National Water Resources Board
Privatization and Management Office
Securities and Exchange Commission
National Nutrition Council
Philippine National Police
Bureau of Corrections
Land Registration Authority
National Conciliation and Mediation Board
National Labor Relations Commission
Philippine Overseas Employment Administration
Technical Education and Skills Development Authority
Office of Civil Defense
Philippine Veterans Affairs Office (Proper)
Philippine Army (Land Forces)
Philippine Nuclear Research Institute
Science Education Institute
Maritime Industry Authority
Office for Transportation Security
National Statistics Office
Philippine National Volunteer Service Coordinating Agency
Busy
Legislative-Executive Development Advisory Council
Supreme Court of the Philippines and the Lower Courts
Commission on Elections
Commission on Human Rights

Ringing Only
Department of Agriculture
Department of Finance
Department of Trade and Industry
Commission on Filipinos Overseas
Commission on Higher Education
Senate of the Philippines
National Historical Commission of the Philippines
National Intelligence Coordinating Agency
Philippine Drug Enforcement Agency
Mines and GeoSciences Bureau
Bureau of Customs
Bureau of Internal Revenue
Bureau of Treasury
Bureau Fire Protection
Bureau of Immigration
National Bureau of Investigation
Public Attorney's Office
Professional Regulation Commission
Science and Technology Information Institute
Construction Industry Authority of the Philippines
Public-Private Partnership Center of the Philippines
Philippine Information Agency
Sandiganbayan
Court of Tax Appeals
Metropolitan Manila Development Authority
Contact Not Accessible
Department of Budget And Management
Department of Trade and Industry
Governance Commission for Government-Owned or Controlled Corporations
National Commission on Muslim Filipino (Office of Muslim Affairs)
Metals Industry Research and Development Center
Council for the Welfare of Children
Career Executive Service Board
Number Not Accessible
Presidential Legislative Liaison Office
Presidential Commission on Good Government
National Youth Commission
Others
Presidential Communications Operations Office
Commission on the Filipino Language
Mindanao Development Authority
National Library of the Philippines
Philippine Carabao Center
Philippine Air Force (Air Force)
Philippine Coast Guard
Bureau of Communications Services
Presidential Electoral Tribunal