



Center for Governance

2017 PROJECT ACCOMPLISHMENT REPORT

I. Project Information

Project Code:	CLRDZ
Project Title:	Stakeholder Satisfaction Survey for the Philippine Crop Insurance Corporation (PCIC)
Project Start:	September 26, 2016
Project End:	March 31, 2017
Project Price:	PHP 1,564,808.00
Client Organization:	Philippine Crop Insurance Corporation (PCIC)

II. Project Team

Project Manager:	JANNIS T. MONTAÑEZ
Team Members:	MA. NARCIELYN P. RIZAL MICHELLE N. BELGA ASHLEY MAY ALISON M. MONSANTO CLESA V. CORONA LESLIE L. RAMOS ESTHER A. CRUZ NARCECILIA M. CATADA GILBERT E. LUMANTAO ROSE MAE B. AGUADO ANJANETTE B. BONCODIN RAMONCITO G. CAMBEL MICHAEL KENNETH P. DATOY MICHELLE T. FERRER RUSSEL M. MORDENO DENNIS F. NAMPIO ROWENA M. PAULINO MARY ROSE M. PERIN GERALDINE M. QUIÑA MA. ARDAINE F. SUAN CASANDRA E. TUBAÑA
Supervising Fellow:	
Consultants/ Resource Persons:	

III. Project Details

Project Description:	The Development Academy of the Philippines (DAP) was commissioned by the Philippine Crop Insurance Corporation (PCIC) for the conduct of the 2016 Stakeholder Satisfaction Survey in compliance with the requirements of the Governance Commission for GOCCs (GCG).
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Project Objective:	The project aimed to generate feedback and measure the level of satisfaction of the following stakeholders of PCIC in terms of delivering its services and fulfilling its mandates and functions. <ul style="list-style-type: none">a. Clients/Customers;b. Intermediaries and Cooperatives;c. National Government Agencies (NGAs);d. Local Government Units (LGUs);
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- e. Underwriting agents/Underwriters;
- f. Solicitors; and
- g. Officers and employees.

Specifically, it aimed to:

1. Develop a customized survey protocol and questionnaires that are consistent with the GCG guidelines and can objectively measure satisfaction of PCIC stakeholders;
2. Assess the satisfaction and/or dissatisfaction of PCIC stakeholders in terms of a set of dimensions;
3. Determine the factors that affect the satisfaction and/or dissatisfaction of PCIC stakeholders; and
4. Recommend measures to address the dissatisfaction of PCIC stakeholders as well as the areas for improvement.

Focus Area:

Transformational and Innovation towards
Performance Excellence

Project Type:

Advisory and Consultancy

Project Beneficiary:

Philippine Crop Insurance Corporation (PCIC)

Regional Coverage:

Nationwide

IV. Project Accomplishments

Key Activities Implemented:

- Mobilization of project team members including DAP management team, statistician, field supervisors and enumerators, and encoders
- Development of survey protocol and questionnaires
- Pre-test of survey questionnaires
- Preparation of logistical requirements
- Conduct of training for field supervisors and enumerators
- Conduct of field survey in the identified areas
- Development of plan of analysis
- Encoding, analysis, and interpretation of survey results
- Development of survey report
- PCIC's review and approval of project outputs
- Conduct of project closure meeting
- Conduct of project debriefing meeting

Major Outputs:

1. Inception Report

The inception report was developed to reflect the agreements made during the inception meeting on 11 October 2017. The said report included the project's background, objectives, scope, conceptual framework, methodology, project activities and deliverables, implementation schedule, project coordination and management, and implementation arrangements.



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2. Survey Questionnaires and Survey Protocol

Based on the information gathered from the documents review and interviews with PCIC officers and staff, five (5) sets of survey questionnaires were developed. Each of these survey questionnaires was crafted for a specific stakeholder cluster, as follows:

1. Clients/Customers;
2. Cooperatives, Underwriters, and Solicitors;
3. Intermediaries;
4. National Government Agencies (NGAs) and Local Government Units (LGUs); and
5. Officers and Employees (Permanent and Co-Terminus, and Job Order).

The survey questionnaires were developed based on a set of dimensions. For the external stakeholders, which include the Client/Customers; Cooperatives, Underwriters, and Solicitors; Intermediaries; and NGAs and LGUs, the dimensions used are the following:

1. Timeliness and Responsiveness;
2. Access and Facilities;
3. Staff;
4. Quality and Reliability;
5. Integrity; and
6. Outcome.

For the officers and employees (Permanent and Co-Terminus, and Job Order), on the other hand, the dimensions used are the following:

1. Work Life Balance;
2. Teamwork and Collaboration;
3. Feedback and Communication;
4. Growth and Development;
5. Compensation and Benefits;
6. Recognition, Regard, and Respect;
7. Resources;
8. Accountability and Performance; and
9. Integrity and Fairness.

In the questionnaire for the Job Order employees, some of the items under the Growth and Development and Compensation and Benefits dimensions were removed to reflect only those that are applicable for them.

Aside from the survey questionnaires, two sets of importance questionnaires (one for the external stakeholders and one for the officers and employees) were also produced to determine the stakeholders' perceived importance of each dimension.

A survey protocol was also developed to ensure a standard procedure in administering the survey. This and the survey and importance questionnaires were pre-tested in PCIC Regional Office 3 (San Fernando City, Pampanga) on 03 November 2016 and were administered/used during the data gathering on 14-25 November 2016 for the face-to-face survey and 25 November to 31 December 2016 for the online survey.



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3. *Plan of Analysis*

A Plan of Analysis was developed to be used for the interpretation of data gathered from the face-to-face and online surveys. It included the variables to be analyzed based on the objectives set and their corresponding tool/s and/or methodology/ies for analysis. The tools included frequency counts, weighted average, spearman correlation analysis, correspondence analysis, ordinal logistic regression, and service quality index.

4. *Presentation of Survey Results*

The draft survey results were yielded using the plan of analysis. These results were presented to selected PCIC officers and technical staff for their review and comments on 25 January 2017.

The presentation included the Review of Project Details such as the objectives, scope and limitations, sampling methodology, and data gathering; and Discussion of Survey Results which comprised the overall response rate, response rate by region, respondents' profile, association of profile with satisfaction level, model for satisfaction level, overall satisfaction index and percentage level of satisfaction, and satisfaction index by dimension. The results disaggregated per stakeholder cluster were also presented which included the percentage level of satisfaction, level of satisfaction by dimension, level of satisfaction by region, level of importance, and satisfaction-importance matrix. The presentation ended with the proposed outline for the survey report and next steps.

5. *Draft Survey Report*

PCIC had no major comments/concerns on the draft survey results, so the draft survey report was developed based on the agreed outline. The report included the Executive Summary, Project Background and Objectives, Scope and Limitations, Conceptual Framework, Sampling and Data Gathering Methodology, Data Analysis and Interpretation, Survey Results, Conclusions, and Recommendations.

The Survey Results were discussed per stakeholder cluster. The detailed survey results such as the satisfaction rating per statement and dimension, satisfaction rating per region and dimension, among others, were also included as annexes. The draft survey report was sent to PCIC for review and comments on 10 February 2017.

6. *Final Survey Report*

Based on the inputs sent by PCIC on 24 February 2017, the draft survey report was revised and finalized. The same content outline was followed. The Final Survey Report was submitted to PCIC on 03 March 2017.

7. *Conduct of Project Closure Meeting*

A project closure meeting was conducted on 08 March 2017 to formally close the project. It was attended by selected PCIC officers and technical staff and DAP project team members. The agenda for the meeting included the review of contract vis-à-vis project deliverables; PCIC feedback on project implementation; opportunities for improvement, lessons learned, and good practices; and other matters (remaining project requirements/activities).



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PCIC had no major concern regarding the project implementation. Vice President Segundo Guerrero, Jr. just mentioned about the feedback on the online survey. Most of the stakeholders had difficulties answering the survey which was caused by lack of computers and/or internet connection in the LGUs, ability of stakeholders to use computer and the online survey platform, transmission of the link to the survey, incorrect e-mail addresses, among others. PCIC noted though that most of these concerns were outside DAP's control.

Mr. Allan Retamar, Planning and Management Information Office Head, said that the deliverables submitted were okay. PCIC appreciated the timeliness of delivery especially the on time submission of the rating required by the Governance Commission for GOCCs (GCG) for their Performance-Based Bonus (PBB). PCIC also had no concerns about the project management/team. The project officially ended on 31 March 2017.

Project Impact:

Through the project, the level of satisfaction of PCIC stakeholders was measured which enabled PCIC not only to satisfy its commitments to GCG for PBB but also to generate feedback from its stakeholders in terms of delivering its services and fulfilling its mandates and functions. Likewise, it was able to determine the factors that affect the satisfaction and/or dissatisfaction of its stakeholders which, together with DAP's recommendations, can be used as inputs to further improve its service delivery.

Furthermore, the survey questionnaires that were developed can be used by PCIC to regularly assess the level of satisfaction of its stakeholders, the results of which are expected to be used for the organization's continuous improvement.

Lessons Learned:

The following are the lessons learned from the preparation to the implementation of the project:

1. The presence of the client's key officers during important meetings helps in easily gathering inputs/comments/suggestions for project deliverables.
2. It will be good to have the survey tools/questionnaires translated into the local languages. Otherwise, the field supervisors and enumerators who will be hired for the survey should be well-versed in at least one local language. Another option is to sub-contract SUCs to conduct the survey.
3. The timeframe for evaluation should be indicated clearly in the survey tools/questionnaires so as to distinguish the respondents' recent experiences with their past experiences.
4. The Statistician should be engaged starting from the development of the sampling methodology.
5. The PCIC Head Office and all its 13 Regional Offices should be covered for the survey to ensure complete/proper representation of respondents.
6. A standard definition/description of each stakeholder cluster should be formulated to avoid confusion during data gathering.
7. It will be good to develop a stakeholder database to aid in sampling and coordination.
8. It is highly encouraged to have a Day 0 during field visit to give the field supervisors and enumerators enough time to rest before they conduct the survey.
9. Instead of requesting individual cash advances for the field supervisors and enumerators, the use of payroll can be explored.
10. As much as possible, the survey should be done face-to-face especially if the respondents will not be given any incentive or penalty for answering [or not answering] the online survey.



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V. Attachments

- Certificate of Project Closure (for all completed projects)

Prepared by:

Jannis T. Montañez
Project Manager

Noted / Approved by:

Imelda C. Caluen
Center Head

26 APR 2017

Notes:

1. Project details on Section I-III can be generated thru PMIS based on PMs Inputs.
2. Project Managers are required to accomplish Section IV & provide Section V to reflect results of project implementation
3. Project Managers can update/adjust the pre-filled sections(I-III) based on actual data