

Productivity and Development Center (PDC)

(Center)

2024 PROJECT ACCOMPLISHMENT REPORT**I. Project Information**

Project Code	QDGZO
Project Title	GQMP 2024: Citizen Satisfaction Survey Towards the Institutionalization of Service Quality Standards of Frontline Government Agencies
Project Start	01 January 2024
Project End	31 December 2024
Project Price	PHP 15,000,000.00
Client Organization	Various National Government Agencies

II. Project Team

Project Manager	Flordeliza F. Manalastas
Team Members	Adelina D. Alvarez, Eunice M. Botero, Ferdinand E. Del Rosario, Christian S. Eparwa, Raymund G. Macanas, Ma. Nissa R. Montecillo, Kamille R. Moraleja, Queenielyn I. Rodaje, Jerome John P. Salut, Jasmin A. San Juan, Danielle Marie Irish T. Solaña, Colleen Caryl Leslie C. Torres, Djon-Ric R. Usaraga, Pauline Marie S. Villar
Supervising Fellow	Monica D. Saliendres
Consultants/Resource Persons	IENGAGE Research Company

III. Project Details**Project Description**

This Project is a key initiative under Component 2 of the Government Quality Management Program (GQMP) focused on Quality Measurement and Standardization. In 2024, this project continued its initiative in conducting the biennial Citizen and Business Satisfaction Surveys through the 2024 Citizen Satisfaction Survey (CitSat). The CitSat is an integral part of the government's approach to measuring citizens' satisfaction and expectations with frontline government services and contributing to the development of an evidence-based Service Quality Guide (SQG). Using a citizen-centric, "outside-in" perspective, the project seeks to support uniform service quality and promote continuous service improvement across government agencies.

Project Objective

The specific project objectives were:

- Measure citizen satisfaction and identify key drivers influencing the transacting citizens' perception of service quality;
- Recommend strategies to enhance frontline service delivery; and,
- Develop the Service Quality Guide for use by frontline government agencies.

Focus Area	Transformation and innovation towards performance excellence
Project Type	Policy Research
Project Beneficiary	Public Sector
Regional Coverage	Nationwide

IV. Project Accomplishments**Key Activities Implemented**

- Research and Measurement
 - 2024 Citizen Satisfaction Survey (CitSat)

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(Center)

2024 PROJECT ACCOMPLISHMENT REPORT

- a. Project mobilization and enhancement of research design
- b. Clarificatory Meeting with PSA on Statistical Survey Review and Clearance System (SSRCS) Application on 20 September 2024
- c. Development and pre-testing of CitSat data collection program
- d. Coordination with agency field offices
- e. Conducted online and onsite briefings from 25 September to 28 October 2024
- f. Training of Field Interviewers and Supervisors on 8-11 October 2024
- g. Onsite data collection including quality control from 15 October to 15 November 2024
- h. Data processing, analysis, and final report completion
2. Development of Service Quality Guide for Digital Government Services at the Quezon City Business Permits and Licensing Department
 - a. Drafted and submitted proposal for review
 - b. Developed initial instrument and push-to-web data collection program
- B. Advocacy, Capability-Building and Institutionalization
 1. Consultations and Workshops for the Development of Service Quality Guide for the Delivery of Frontline Government Services in the Philippines
 - a. Conducted multi-sectoral consultations on Service Quality Standards (SQS) for Frontline Government Agencies on 14 & 16 May and 5 June 2024
 - b. Facilitated three (3) Workshops on Developing the Evidence-based Service Quality Guide for Frontline Government Agencies in the Philippines 7 & 28 November and 17 December 2024
 2. Capacity Building
 - a. Conducted Civil Service Commission (CSC)'s Training on Delivering Effective Public Assistance through Customer Experience Design (Service Quality Guide for the Delivery of Frontline Government Services) on 10 December 2024, 3:15-4:00 PM via MS Teams
 3. Policy and Oversight Engagement
 - a. Submitted inputs to Oversight Agencies (NEDA, GCG, and GQMC) for integration in the Philippine Development Plan 2022-2028

Major Outputs

- SSRCS Clearance granted by PSA on 4 November 2024 (PSA press release at <https://psa.gov.ph/content/psa-greenlights-conduct-2024-citizen-satisfaction-survey-towards-institutionalization>)
- Trained 10 male and 79 female Field Interviewers and Supervisors at DAP Pasig, Citadines Amigo Iloilo Hotel, and Acacia Hotel Davao City
- Conducted 2024 CitSat onsite among 3,833 transacting citizens across 44 survey sites nationwide (24 NGAs and 20 LGUs)
- Final 2024 CitSat Report and Key Results Disseminated
- Submitted Pilot BizSat proposal for review (project redirected before implementation)
- Conducted series of consultations on Service Quality Standards for Frontline Government Agencies with 25 representatives from Business Organizations, 16 from Citizen Organizations, and 345 Officers and Staff from government agencies and offices
- Draft Service Quality Guide (SQG) for Frontline Government Agencies, intended for use by frontline government agencies and offices as a guide to delivering and continually improving the quality of frontline services based on expectations of the transacting public
- CSC training reached 73 participants (22 male, 51 female)
- Compliance with Oversight Agencies, strengthened inputs in the Philippine Development Plan 2022-2028

Productivity and Development Center (PDC)

(Center)

2024 PROJECT ACCOMPLISHMENT REPORT**Project Impact**

- A. **Standardization of Service Quality:** The project produced a draft Service Quality Guide that will serve as a practical reference for agencies aiming to institutionalize customer-centric service delivery standards.
- B. **Policy Influence:** Insights from the CitSat have informed high-level national development planning processes, contributing to performance indicators in the PDP 2022–2028.
- C. **Capacity Strengthening:** Training and agency consultations developed internal champions for SQG adoption, increasing readiness and commitment among frontline units. The DAP and CSC had an opportunity to collaborate in promoting customer-centric approach to public service delivery during the conduct of the Training on Delivering Effective Public Assistance through Customer Experience Design.
- D. **Evidence-Based Reforms:** Survey data provided an empirical basis for quality improvements, helping agencies realign resources and redesign frontline processes to address service gaps.

Lessons Learned

- A. **Incomplete Site Assessments**
Field validation was limited, affecting sample attainment. Future projects must allocate ample time (at least one month) for site reconnaissance to ensure feasibility.
- B. **Uncooperative Behavior from Agency Staff**
Survey teams encountered resistance in select areas. Enhanced briefings, ID checks, and formal exit reporting can mitigate risks and improve cooperation.
- C. **Delayed Proposal Submission**
The BizSat proposal experienced protracted revisions. Future efforts should incorporate milestone-based tracking and early stakeholder engagement to maintain momentum.
- D. **Technical Limitations in Digital Tools**
Push-to-web deployment faced setup issues with Survey Solutions. A hybrid model (e.g., combining SurveyMonkey and CAPI tools) is recommended to improve adaptability and reduce technical friction.

V. Attachment

- Project Completion Certificate

Prepared by:

Flordeliza F. Manalastas
Flordeliza F. Manalastas
Project Manager, QDGZO

Noted / Approved by:

Arnel D. Abanto
Arnel D. Abanto
Acting Vice President, Productivity and Development Center

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.