

Productivity and Development Center
2024 PROJECT ACCOMPLISHMENT REPORT

I. Project Information

Project Code	QDRAM
Project Title	2022 Famers' Satisfaction Survey (FSS) and Development of Service Quality Standards for the National Irrigation Administration
Project Start	11 August 2023
Project End	15 March 2024
Project Price	PHP 1,910,000.00
Client Organization	National Irrigation Administration

II. Project Team

Project Manager	Flordeliza F. Manalastas
Team Members	Adelina D. Alvarez, Ferdinand E. Del Rosario, Danilo Lorenzo S. Delos Santos, Raymund G. Macanas, Jasmin A. San Juan, Pauline Marie S. Villar, Queenielyn I. Rodaje
Supervising Fellow	Monica D. Saliendres
Consultants/ Resource Persons	John DG. Eustaquio and IENGAGE Research Company with the Survey Team: Christian Barillo, Jemima Bermeo, Cristina Casauran, Darius Maribel Macapia, Macatuggal, Riezle Macatuggal, Lourdes Mamuyac, Mack Jhony Marantal, Venus Marcelino, Lorena Mendoza, Geraldine Mojica, Lance Kobee Muldong, Jonalyn Papa, Shielamay Pascua, Girlie Reyes, Emelyn Roxas, Michelle Vasquez

III. Project Details

Project Description

This project with the National Irrigation Administration (NIA) aimed to measure NIA's effectiveness in delivering its services to its customers through the 2022 Farmers Satisfaction Survey (FSS). The 2022 FSS identified the factors that drive the satisfaction of key stakeholders, specifically the farmers, with NIA's programs and delivery of services. The 2022 FSS also helped determine areas for improvement in NIA's services which will strengthen its policies. In addition, NIA was assisted in developing its service quality standards (SQS) by capturing and understanding the needs and expectations of NIA customers in the context of the "new normal" or post-pandemic. The project showcased the unique approach of the Development Academy of the Philippines (DAP) to institutionalize continual improvement and to contribute to the enhancement of public sector performance in delivering consistent and quality services.

Project Objective

The general objective of the project was to identify the factors that drive the satisfaction of key stakeholders of NIA, specifically the farmers, with its programs and delivery of services and to measure the extent to which stakeholders accept and support the nature and quality of services that were delivered by NIA. Specifically, the project aimed to:

1. Determine the satisfaction level of farmer members that have been recipients of NIA services in 2022; and,
2. Develop service quality standards for NIA based on the 2022 FSS results and focus group discussion to help improve NIA's service delivery in the "new normal".

Focus Area	Productivity-driven development
Project Type	Policy Research
Project Beneficiary	Public Sector
Regional Coverage	Nationwide

IV. Project Accomplishments

Key Activities Implemented

- A. Pre-Implementation Activities; Submission of Inception Report, Detailed Project Work Plan and Preliminary Survey Instrument; and Conduct of Inception Meeting (11 August – 25 October 2023)
 - 1. Preparation and approval of internal project management documents
 - 2. Coordination on identification of counterpart team including contact details
 - 3. Selection of study and survey team
 - 4. Provision of the necessary customer data and complete contact details of target respondents
 - 5. Review secondary data
 - 6. Develop survey design
 - 7. Develop survey instrument considering previous instrument
 - 8. Conduct of Inception Meeting (online)
 - 9. Present, incorporate comments, and finalize the Inception Report
- B. Pre-testing, Training, and Finalization of Survey Instrument (17 October – 30 November 2023)
 - 1. Script draft questionnaire in the Survey Solutions
 - 2. Pre-test the approved survey instrument thru Computer-Aided Telephone Interview (CATI)
 - 3. Conduct a training in preparation of the survey implementation
 - 4. Conduct debriefing with the enumerators on the conduct of the pre-test and adjust accordingly
 - 5. Finalize the survey instrument and scripting in the Survey Solutions
- C. Conduct of FSS – Project Kick-Off/Start-off, Project Implementation, Back Checking and Spot Checking (28 November – 29 December 2023)
 - 1. Conduct the survey via CATI
 - 2. Conduct back-checks and spot/data checks
 - 3. Prepare Progress Report
- D. Data Processing and Conduct of FGD for SQS Development (11 December 2023 – 20 February 2024)
 - 1. Code the responses including open-ended responses and netting of responses according to themes
 - 2. Prepare frequency distribution tables and cross-tabulation of relevant variables for analysis
 - 3. Coordinate with NIA in preparation for the FGD
 - 4. Actual run of the online FGD for SQS development
- E. Presentation of Initial FSS Results and Submission of Pre-Final Report (9 February – 7 March 2024)
 - 1. Analyze processed data tables and survey results
 - 2. Prepare ppt and present the initial survey findings to NIA Management and/or review panel
 - 3. Prepare the write-up for the initial FSS results and submit to NIA
- F. Submission of Final FSS with SQS Report (5–21 March 2024)
 - 1. Revise the initial FSS results and incorporate the comments during the presentation to NIA management and/or review panel
 - 2. Finalize and submit the FSS with SQS Report

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Major Outputs

- A. Deliverable 1
1. Inception Report ([2 NIA FSS 2022 Inception Report \(1\).pdf](#))
 2. Detailed Project Work Plan ([3 PDRO NIA-FSS Project Workplan.pdf](#))
 3. Preliminary Survey Instrument for Computer-Aided Telephone Interview ([4 Annex A - NIA FSS 2022 Questionnaire \(1\).pdf](#))
 4. Conduct of Inception Meeting on 18 October 2023 and copy of Inception Meeting Presentation ([2 Presentation for the Inception Meeting 18Oct2023 \(2\).pdf](#))
 5. Detailed Project Work Plan with Costing ([3 PDRO NIA-FSS Detailed Project Workplan with Costing Oct2023 \(1\).pdf](#))
 6. Draft Transmittal Letter to Farmers ([4 Draft Transmittal Letter to Farmers Filipino \(2\).pdf](#))
- B. Deliverables 2 and 3
1. Actual run of the 2022 FSS from 28 November to 4 December 2023
 2. Project Progress Report ([NIA FSS 2022 Progress Report 17Oct2023-10Jan2024 \(3\).pdf](#))
 - Pre-Test Report
 - Report on the Training of DAP Survey Team
 - Fieldwork Progress Report
 - Data Quality Control Report
 2. Pre-Test Responses ([Deliverables 2 and 3 Annexes](#))
 3. Training Manual ([Deliverables 2 and 3 Annexes](#))
 4. Final Survey Instrument ([Deliverables 2 and 3 Annexes](#))
- C. Deliverables 4 and 5
1. Conduct of FGD for the Development of SQS for NIA on 8 February 2024
 - FGD Activity Guide ([2 DAP PDC PDRO NIA 2022 FSS FGD Activity Guide \(2\).pdf](#))
 - Draft Transmittal Letter to Farmers ([3 Draft Transmittal Letter to Farmers Filipino-FGD \(1\).pdf](#))
 - FGD Activity Report ([2024.02.08 Activity Report-2022 NIA FSS-Online FGD for Development of SQS for NIA v2 \(1\).pdf](#))
 2. Presentation of FSS Results on 4 March 2024
 - Copy of the Pre-Final Report from the PowerPoint presentation ([NIA FSS 2022 Pre-Final Report v2 \(1\).pdf](#))
 - Activity Report ([2022 FSS Presentation Activity Report](#))
- D. Deliverable 6
1. 2022 FSS and SQS Final Report ([2 NIA 2022 FSS and SQS Final Report \(1\).pdf](#))
 - Electronic and three (3) printed copies of the Final Report

Project Impact (Initial Gains)

1. The project contributed to DAP's thrust as the National Productivity Organization in promoting excellence in public service. The SQS Team introduced to NIA the DAP's FSS-SQS unique approach to institutionalize continual improvement and contribute to the enhancement of public sector performance in delivering consistent and quality services. The developed SQS for NIA aimed to help in the continual improvement as well as in the achievement of a seamless and citizen-centered delivery of NIA's services.
2. The research project was able to provide key findings and recommendations to help NIA continually improve the quality of its irrigation services. It is hoped that these findings and recommendations will be used by NIA in performing its mandate and in meeting the expectations of the farmers and giving excellent services using evidence based SQS.

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3. Although the project's impact has yet to be realized in NIA, the NIA Officers and Staff saw the value of institutionalizing evidence based SQS. NIA as an agency with a certified quality management system can satisfy the requirements of the standards in terms of ensuring customer focus and satisfaction, and continual improvement. Additionally, NIA can promote consistency and accountability in its irrigation services, enhancing farmer satisfaction/customer delight and agricultural productivity. NIA signified an interest in more collaboration with DAP in the future.
4. This is the first initiative that the SQS Team was able to introduce the SQS development conceptual framework at the organizational level. Through this project with NIA, the Team had an opportunity to refine the SQS Development Framework that was initially conceptualized based on the Government Quality Management Program studies of the Whole-of-Government Citizen and Business Satisfaction.
5. The project provided an opportunity to hone the internal talents. With minimal input from the external Resource Person/Statistician, the Team was able to present the research design and survey results, as well as write the technical reports. All the project outputs were delivered by the Project Team. In addition, the Team was the one who developed and managed the online survey platform. The Team gained confidence in implementing similar projects in the future.

Lessons Learned

The following are some of the lessons learned while implementing the project:

1. Long Contracting Period and Low Project Price

The project negotiation took over a year before contract perfection. The 2022 FSS Project Proposal was submitted to NIA on 24 March 2022. On 15 September 2022, NIA requested to extend the period of validity of the submitted project proposal. On 20 April 2023, NIA submitted another request for extension. On 18 May 2023, the Project Team gave formal response and agreed to proceed with the conduct of the 2022 FSS of NIA where the same conditions and assumptions remain in the project implementation in accordance with the originally submitted project proposal in 2022. However, the project only commenced on 11 August 2023.

Considering NIA's internal processes including changes in their management, project timeline, GCG's directive on the number of target respondents, and project price, contract perfection took time. While there was a provision that the project proposal, particularly the project price is only valid for 6 months, this was not imposed because the client even negotiated to exclude the development of SQS component of the project just to lower the project price.

Because the SQS initiative was a value-added for the requested farmers' satisfaction survey, the Project Team did not agree to NIA's proposal. The team decided not to increase the project price, but the SQS component of the project remained. As a result, the Project Team operated on a very tight budget yet delivered the same deliverables.

This project is a special case, but we must ensure that the 6-month validity of the project price remains and is strictly imposed considering inflation and salary increases.

2. Project Timeline

Proper timing is an important consideration in coming up with a more realistic project timeline. The initially approved project duration of 11 August 2023 – 10 January 2024 covered a lot of holidays during the last quarter of the year. This has affected the period for data gathering; quantitative and qualitative analysis; and coordination and conduct of project activities. For the next survey, consider conducting it by July or August to have enough time

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for the SQS development or enhancement including packaging the Final Report before the end of the year.

3. Limitations of the Study

Inherent limitations are present within this study due to potential biases in the sampling population. The study did not encompass a complete database of all NIS and CIS customers of NIA in 2022; instead, the DAP only received a portion from each region. Consequently, the results of the study can only represent the sampling frame and cannot be generalized to all NIA NIS and CIS farmer-customers. This limitation underscores the need for caution when interpreting the findings, as they may not fully capture the perspectives and experiences of the entire customer base.

4. Low Overall Response Rate for the 2022 FSS

Low overall response rate of 26.29%¹ despite the large sampling frame² due to lack of reliability of contact numbers in the database provided by NIA (either incorrect numbers or were no longer in service). Selection bias may have also played a part when regional offices sent in their separate databases.

To address this, the Research Team randomly selected a total of 2,100 respondents from the NIA's list of NIS and CIS farmer-customers for the Survey Team to call and meet the target of 510 respondents (including buffer) nationwide.

For future surveys, have a complete and clean directory of the entire NIA farmer-clients. The database should be much cleaner even before samples are randomly selected from the list. All uncontactable numbers should be immediately removed from the database. NIA should regularly update the contact details of their clients. This will ensure a higher survey response rate in future surveys.

5. Getting Inputs for Service Quality Standards Development

During the presentation of the proposed Service Quality Standards based on the NIA FSS results on 4 March 2024, the need to consider existing NIA service delivery standards was pointed out by NIA's Operations Department.

The project team noted this and shared that the previous FSS survey instrument was modified to align with MC 2022-05: Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement. The team also incorporated additional questions for the development of NIA's SQS by including the key aspects of NIA services.

During the Inception Meeting with NIA's Institutional Development Office (IDO) on 18 October 2023, the team requested NIA's service standards. However, no document was shared by the IDO.

For succeeding run of similar project, the team may closely collaborate with the organization's service managers to verify if relevant and existing service standards of the organization are considered and incorporated in the proposed survey instrument. This will help identify strengths, service gaps in the current service standards of the organization, and recommended SQS.

¹ General best practices for phone surveys (CATI) suggest that the response rates should be at least 50%.

² A total of 8,551 sampling frame based on the NIA's List of NIS Farmer-Customers and a total of 7,645 sampling frame based on the NIA's List of CIS Farmer-Customers.

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6. Client Relationship

NIA IDO made the project less stressful, with open communication and coordination from the start helped in the smooth implementation of the project. They provided significant assistance particularly in coordinating with NIA's field offices to ensure attendance of the target participants. For succeeding projects, good working relationship with the clients should be sustained.

V. Attachments

- Summary of Evaluation for Course and Resource Person
 - FGD Evaluation Summary (Pages 15-16 of the FGD Activity Report, [2024.02.08 Activity Report-2022 NIA FSS-Online FGD for Development of SQS for NIA v2 \(1\).pdf](#))
 - Presentation Evaluation Summary (Pages 12-13 of the Activity Report, [2022 FSS Presentation Activity Report](#))
- Certificate of Project Closure ([QDRAM CPC.jpg](#))
- Project Debriefing with the NIA Counterpart Team via Zoom on 27 March 2024 ([20240327 NIA FSS Project Debriefing Miro Board \(1\).pdf](#))
- One Point Lesson ([One Point Lesson](#))

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Noted / Approved by:

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26 April 2024
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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.