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Report on the Administration of the Report Card Survey in the Cities of Batangas, Iloilo and Cagayan de Oro

Investment Enabling Environment (INVEST) Project

Submitted to

Mr. John Avila, Contracting Officer's Representative
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By Orient Integrated Development Consultants, Inc. (OIDCI)
FSS Building, 89 Scout Castor Street, Quezon City, Philippines
Tel No.: 374.0757; Fax. No. 413.232

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ACRONYMS

ARTA	Anti-Red Tape Act
BIR	Bureau of Internal Revenue
BPLO	Business Permit and Licensing Office
BPLS	Business Permit and Licensing System
CC	Citizen's Charter
CPA	City Program Adviser
CSC	Civil Service Commission
CSO	Civil Society Organizations
DILG	Department of the Interior and Local Government
DTI	Department of Trade and Industry
GOCC	Government-Owned and Controlled Corporations
ICODE-NGO	Iloilo Caucus of Development Non-Government Organizations, Incorporated.
INVEST	Investment Enabling Environment Project
LTO	Land Transportation Office
NCR	National Capital Region
NGA	National Government Agency
NSCB	National Statistical Coordination Board
PACD	Public Assistance and Complaints Desk
RCS	Report Card Survey
WEVNet	Western Visayas Network of Social Development NGOs

I. INTRODUCTION

The Investment Enabling Environment (INVEST) Project of United States Agency for International Development (USAID) aims to assist the Philippine government in improving the enabling environment for investments. It has two broad objectives: (1) to lower the cost of doing business attributed to local level regulations and processes in securing business permits; and (2) to increase the flow of private investments and the number of business start-ups in the Philippines.

The procedural changes in business registration-related activities to be undertaken under the project under component 1 supports the Anti-Red Tape Act (ARTA), which aims to enhance good governance and reduce corruption. Since INVEST aims to strengthen the partnership of the cities with civil society organizations (CSOs), it intends to train local CSOs, in coordination with the Civil Service Commission (CSC) in conducting the Report Card Survey (RCS) in the three cities supported by INVEST. The results of the said Report Card Survey will be used as inputs in designing the reform agenda on BPLS for the target cities.

Relative to the first objective, the Project initiated the provision of assistance to the Project's partner cities in assessing their performance in introducing reforms especially in the area of business registration and make local government related efforts aligned with the intents of Republic Act 9485, otherwise known as the Anti-Red Tape Act (ARTA).

The ARTA directs the government to enhance and streamline its frontline services – in this case, the business registration – and seals this commitment between government and citizens through the Citizen's Charter for business registration.

The Citizen's Charter is a document to be displayed prominently showing the processes and procedures that the citizens could follow when they avail of services at the local government. It also defines the standards on quality and timeliness to be expected in rendering these services.

Eliminating red tape and averting graft and corruption – as the overarching objectives of the ARTA and which apparently complements the 2-pronged thrusts of the INVEST – have far-reaching benefits to local economy, such as cutting the costs of doing business which will, consequentially, improve investors' confidence and heighten competitiveness of local governments.

Given this context, the INVEST initiated the administration of the Report Card Survey (RCS) to its partner cities: Batangas, Iloilo and Cagayan de Oro. According to the provisions of the ARTA, the administration of the RCS must be supervised by the Civil Service Commission (CSC) for national government agencies (NGAs) and government-owned and controlled corporations (GOCCs) and by the Department of the Interior and Local Government (DILG) for all local government units – provinces, cities and municipalities.

The objectives of the survey were to obtain: (1) feedback on how the covered cities followed the provisions in their Citizen's Charter; (2) estimates of hidden costs incurred by clients in accessing services related to business registration; and (3) information for rating the covered cities' performance and client satisfaction in relation to their business registration processes.

In providing the assistance, the Project coordinated closely with both CSC for the training and accreditation of candidate CSO representatives, and DILG for the administration of the survey. The survey was conducted in compliance with deliverable 2, under Component 1.

II. PROJECT ASSISTANCE IN THE CONDUCT OF THE SURVEY

The assistance of INVEST was intended to check whether the reforms on business permit and licensing system (BPLS) in the partner cities, which it has helped adopt and install, are effective and are felt by business registrants or applicants.

The assistance, which focused on the conduct or administration of the RCS¹ utilizing the instrument developed by the CSC, covered the following: (a) identification and selection of appropriate civil society organizations (CSOs) from the partner cities that will be commissioned to administer the survey; (b) conduct of training of representatives from identified and selected CSOs; (c) accreditation by the CSC of the representatives who went through the training and who have complied with the requirements for accreditation; (d) coordination with the city governments of the partner cities the administration of the survey; (e) assist in the administration of the survey; and (f) assist in the conduct of the exit conference with the local chief executive of INVEST partner cities.

- a. Identification and selection of appropriate Civil Society Organizations (CSOs). The INVEST City Program Advisers (CPAs) coordinated with CSOs in their respective city of jurisdiction in the selection of appropriate CSOs that will help in the administration of the RCS. The following we identified and selected:

For Batangas City:

- Batangas Rural Improvement Club
- Malampaya Foundation, Inc.

For Iloilo City:

- Iloilo Caucus of Development Non-Gov't Org., Inc. (ICODE-NGO)
- Western Visayas Network of Social Development NGOs (WEVNet)

For the City of Cagayan de Oro:

- Xavier University School of Governance

- b. Conduct of training on the administration of the RCS. In coordination with CSC, the Project mounted the training. Per advice of the CSC, 2 representatives for each city, drawn from the identified and selected CSOs, should attend the training so that they could be accredited to administer the RCS. The training was held on July 9 – 12, 2013 at Fersal Hotel, Kalayaan Ave., Quezon City. The participants are presented in Table 1.

¹ Aside from – and before the provision of - the assistance for the conduct of the RCS, the Project, through the City Program Adviser (Mr. Jedel Ervin Tabamo), assisted the Batangas City government, particularly the Business Permit and Licensing Office (BPLO), in reviewing and revising its Citizen's Charter on BPLS.

Table 1. Participants to the Seminar-Training on the Administration of the Report Card Survey

City	Name of Participant	Affiliation of Participant
Batangas City	Miriam S. Catapang	President, Batangas Rural Improvement Club
	Belina Macuha-Montalbo	Program Officer, Malampaya Foundation, Inc.
Iloilo City	Mary Jane Homena	Project Coordinator, Western Visayas Network of Social Development NGOs (WEVNet)
	Freddie Salvania	Iloilo Caucus of Development Non-Gov't Org., Inc. (ICODE-NGO)
Cagayan de Oro City	Ruby Colong	Xavier University Center for Governance
	Charisma Anne Quiblat	Xavier University Center for Governance

The 4-day training was divided into several topics and activities. The first day (July 9, 2013) was devoted to lecture and briefing on the ARTA and RCS. The specific topics were covered:

- Orientation on the salient features of ARTA and its IRR
- Discussion on the rationale and objectives of the ARTA-RCS
- ARTA-RCS Survey Instruments
- ARTA-RCS Methodology
 - Inspection Checklist
 - Manual of Instruction
 - Implementation Plan
 - Encoding Tool
 - Report Writing

The lecture was given by Ms. Victoria Esber, Director for Strategic Management Office of the CSC Head Office.

An hour was also devoted for the participants, who were grouped in diads, to practice in conducting the survey using their local vernacular. They were observed, coached and mentored by CSC staff headed by Ms. Khane Raza.

On the second, the participants were deployed to national government agencies for an actual conduct of the survey covering 15 clients each. The trainees from Batangas City went to the Department of Trade Industry (DTI) National Capital Region (NCR) Area 2 in the City of Makati; trainees from Iloilo City went to the Land Transportation Office (LTO) – NCR Office in Cubao, Quezon City; and those from Cagayan de Oro went to the Bureau of Internal

Revenue (BIR) Revenue Region No. 7 in Quezon City. The afternoon was devoted for the processing of the trainees' experience and clarification of their concerns. Initial encoding of survey results was also done using the database system developed by the CSC for the survey.

On the third day, the participants were again deployed to their assigned agencies covering another set of 15 clients. The afternoon was devoted to inputting or encoding of survey results and coaching on the interpretation of aggregated results for each agency visited by the participants.

The fourth day was spent in cleaning up the data, generating the final survey results, and the writing of the report. Reporting per group and coaching the participants in the conduct of the required exit conference were done in the afternoon.

- c. Accreditation of the participants by the CSC. After the training, the CSC evaluated and assessed the performance and capacities of the trainees to administer the survey. Five out of the six trainees were accredited as qualified and capable in conducting the RCS:
- Belina Macuha-Montalbo for Batangas City
 - Mary Jane Homena for Iloilo City
 - Freddie Salvania for Iloilo City
 - Ruby Colong for Cagayan de Oro City
 - Charisma Anne Quiblat for Cagayan de Oro City
- d. Coordination with the partner cities in the conduct of the survey. The CPAs coordinated with the Office of the Mayor and the BPLO on the possible dates when the RCS could be undertaken. The immediate roll-out of the survey (third and fourth quarters of 2012) was not possible because the BPLOs of the partner cities were not optimistic that there would be 30 registrants for 3 successive days, as required under the ARTA-RCS guidelines.

It was proposed that the survey be conducted instead in January 2014 to coincide with the annual renewal of business permits and licenses. The RCS was set on January 15-17, 2014 for Iloilo City and on January 29-31, 2014 for Cagayan de Oro. In preparation, the CPAs provided briefing to the accredited survey administrators on the BPLS, the BOSS, and the process flow of business registrants.

For Batangas City, the CPA encountered several difficulties in bringing on board the accredited survey administrator. Formal requests were sent to the superior of Ms. Belinda Montalbo but were turned down due to workload and work responsibilities of Ms. Montalbo. Eventually, Ms. Montalbo resigned from her organization and relocated outside of Batangas. The new INVEST CPA for Batangas City (Mr. Emil de Quiros) also coordinated with the DILG regional and city directors for possible deployment of accredited survey administrators in CALABARZON region to Batangas City only for the conduct of the RCS. Unfortunately, it was informed that there are no accredited survey administrators in nearby provinces. The Project further explored the possibility

of importing the trained and accredited survey administrators from Iloilo City and/or Cagayan de Oro. Based on consultation with CSC, however, a strong reservation was raised particularly on the dialect. Hence, the Project decided to forego with the conduct of the RCS in Batangas City. This decision was reached after the Project later on found out the positive and convincing results of the client satisfaction survey in relation to the yearly assessment of the BPLS and BOSS in Batangas City for the business renewal period (January) for 2013. Likewise, as mentioned earlier, the former CPA (Mr. Jedel Ervin Tabamo) of the INVEST already assisted the city government, particularly the BPLO, in reviewing and revising its Citizen's Charter on BPLS.

- e. Administration of the RCS. The administration of the RCS followed a simple process, as follows: (a) courtesy call to the Mayor by the accredited survey administrator accompanied by the DILG City Director and the INVEST CPA for the city to inform him that the RCA will be administered in the city; (b) administration of the instruments in 2 parts, namely: (i) the client interview using the survey instrument – covering 30 registrants for 3 successive days, and (ii) the assessment of facilities using the checklist as prescribed under the RCS Manual); (c) encoding of survey results; (d) processing and generation of results; and (e) report writing.

- f. Conduct of the exit conference. The INVEST CPAs for Iloilo City and Cagayan de Oro arranged the exit conference with the Offices of the Mayor and the City DILG Offices to discuss the results of the survey. In Iloilo City, the RCS results were presented to the Local Economic and Investment Promotion Officer (LEIPO) and the Business Permit and Licensing Officer (BPLO) on May 20, 2014. Unfortunately, the Mayor of Iloilo City was out of the country at the time. In Cagayan de Oro City, the results of the RCS was presented to the Mayor in April 2014. Corrective measures were immediately introduced after the exit conference.

III. RESULTS OF THE REPORT CARD SURVEY IN THE CITIES OF ILOILO AND CAGAYAN DE ORO

A. Background on the Administration of the Survey

The Report Card Survey (RCS) was administered in the 2 partner cities of INVEST, namely: Iloilo and Cagayan de Oro. The conduct of the survey was not done in Batangas City for the reasons cited in the previous chapter.

The administration of the survey in the two mentioned partner cities of INVEST involved 30 individual clients who served as respondents who have availed of any services related to business registration. Random interview of clients within the premises of the business permit and licensing office (BPLO) was done after they availed of the services. On the average, the interview lasted for 15 minutes and ranged from 10 to 20 minutes.

The interview questionnaire specifically designed for the RCS and approved by CSC and the National Statistical Coordination Board (NSCB), as presented in **Annex 1**. Inspection checklists, also provided by CSC, were accomplished by the survey administrators, as presented in **Annex 2**. These two instruments examined two core areas, namely: (a) the office's compliance with various ARTA provisions; and (b) overall client satisfaction with the frontline service delivery performance of the office.

The first core area assessed whether the office and its employees:

- a. Complied with their Citizen's Charter (specifically with their service commitments on transaction steps, cost and time);
- b. Adopted an Anti-Fixing Campaign;
- c. Observed the "No Noon Break" Policy;
- d. Wore identification cards (ID);
- e. Set-up a Public Assistance and Complaints desk in place; and
- f. Did not charge any hidden cost.

The second core area, on the other hand, allowed citizens to evaluate the office by describing their level of satisfaction with:

- a. Frontline service providers (timeliness, knowledge, competence, courtesy and extra mile, fairness and ethical treatment);
- b. Service quality (overall transaction time and outcome);
- c. Physical setup;
- d. Basic facilities; and
- e. With the whole experience of transacting with the office

In processing the survey forms, the required reports of the CSC included a draft written interpretation, a graphical presentation and analysis of aggregated processed results. The points generated in both the survey questionnaire and inspection checklist are consolidated to produce a corresponding adjectival rating, as shown in Table 2.

Table 2. Reference Rating Table for RCS Results

Final Numerical Rating	Corresponding Adjectival Rating
90 – 100	Outstanding*/Excellent**
80 – 89	Good
70 – 79	Acceptable
0 – 69	Failed

* Outstanding refers to a final numerical rating of 90-100 but with a delinquent rating in any of the sub-areas.

** Excellent refers to a final numerical of 90-100, without a failed/delinquent rating in any sub-areas.

B. Report Card Survey Results

1. Iloilo City

The RCS was administered specifically for business registration in Iloilo City from January 15-17, 2014. Based on the results, the city passed the survey with an adjectival rating of “Acceptable” corresponding to a numerical rating of 71.6% (Figure 1). The city got a 71.1% for the first core area on overall compliance to the ARTA, and a 72.1% rating for the second core area on overall client satisfaction.

Iloilo City was rated high in three dimensions under the first core area of the survey (compliance to the ARTA). These are (1) No hidden costs (100%) (2) no lunch break, (94.3%); and (3) anti-fixer campaign (93.1%). However, it has to improve in two dimensions: (a) presence of a citizen’s charter; and (b) use or display of employees’ IDs or nameplates.

On the second core, the city got the highest rating for its facilities (91.44%), followed by physical setup or layout of the office (75.00%) and respondent client satisfaction (70.53%). It has to improve in two dimensions, namely: (a) overall frontline service providers; and (b) service quality.

A detailed graphical presentation of the survey results are presented in Annex 3.

Figure 1. Report Card of Iloilo City

AREAS	SCORE		TOTAL WEIGHTED POINTS	NUMERICAL RATING	DESCRIPTIVE RATING
	Q	IC			
COMPLIANCE WITH ARTA PROVISIONS	26.35 / 40	61.00 / 74	33.28 / 46.8	71.12	Pass
<i>Citizen's Charter</i>	4.80 / 15	24.00 / 27	8.64 / 17.4	49.64	Failed
<i>Anti-Fixer Campaign</i>	6.40 / 7	7.00 / 7	6.52 / 7.0	93.14	Pass
<i>ID/Nameplates</i>	1.60 / 2	0.00 / 10	1.28 / 3.6	35.56	Failed
<i>No Hidden Costs</i>	8.00 / 8		6.40 / 6.4	100.00	Pass
<i>PACD</i>	2.00 / 4	15.00 / 15	4.60 / 6.2	74.19	Pass
<i>Lunch Break</i>	3.56 / 4	15.00 / 15	5.84 / 6.2	94.27	Pass
OVERALL CLIENT SATISFACTION	41.95 / 60	24.00 / 26	38.36 / 53.2	72.11	Pass
<i>Frontline Service Provider</i>	10.41 / 16		8.33 / 12.8	65.06	Failed
<i>Service Quality</i>	9.67 / 14		7.73 / 11.2	69.05	Failed
<i>Physical Setup/Layout</i>	3.50 / 5	10.00 / 12	4.80 / 6.4	75.00	Pass
<i>Basic Facilities</i>	4.27 / 5	14.00 / 14	6.22 / 6.8	91.44	Pass
<i>Respondent-Client Satisfaction</i>	14.11 / 20		11.28 / 16	70.53	Pass
Sub-Total	68.31 / 100	85.00 / 100			
Multiplied by	80%	20%			
Total	54.65	17.00			
FINAL NUMERICAL RATING	71.65				
FINAL DESCRIPTIVE RATING	ACCEPTABLE				
<i>Legend:</i>					
Excellent:	90 - 100; without a delinquent rating in any sub-area		Acceptable:	70 - 79.99	
Outstanding:	90 - 100; with delinquent rating in any of the sub-areas		Failed:	69.99 and below	
Good::	80 - 89.99				
* Note that a delinquent rating in any of the two core areas earns the service office a final descriptive rating of Failed, regardless of its final numerical rating.					

2. Cagayan de Oro City

The RCS was administered for business registration in Cagayan de Oro City during the period January 29-31, 2014, which coincided with the last two days of the business renewal period.

During the conduct of RCS, majority of the interviewed clients of City Hall-Cagayan de Oro City were female (63.3%) while male clients constituted 36.7%. The 31-45 years old age bracket constituted 46.7% followed by the age bracket 22-30 years old with 23.3%, 18-21 years old, 13.3%, and 36-49 years old, 10.0%. Most of the clients were college graduates (83.3%). Of the undergraduates, 76.7% were employed. Two-thirds of the interviewed clients categorized themselves as trades and related workers while the rest were clerks. There were none in the category of farmers, forestry workers and fisher folks and other jobs. The respondents were mostly married

The city's report card rating was a low of 70.5% (Figure 2). The overall client satisfaction rating (second core area) was high at 80.5% but the overall rating was dragged down by the first core area on overall compliance to the ARTA, where the city got a 59.0% rating due to the absence of the the public assistance and complains desk (PACD), for which it was given a 15.5% score. The latter offset the high scores for the following dimensions in the first core area (a) no hidden costs – 98.33%; and (b) use or display of employees' IDs or nameplates – 97.04%.

On the second core area, the city garnered high ratings in the following dimensions: (a) respondent-client satisfaction (89.%); (b) physical setup or layout (85.0%); and (c) service quality (81.3%).

Overall, the city failed in the 2014 RCS conducted on business registration. Part of the reason for this is the political transition in the city, Shortly after the assumption of the new City Mayor, he instructed the Human Resource Management Office started the preparation of the Citizen's Charter as required by ARTA. But this was still under review during the January 2014 business registration period, including the finalization of the Citizen's Charters.

Based on the report, the areas where Cagayan de Oro City could improve its performance are in the following: (a) establish a PACD; (b) make visible its Citizen's Charter; (c) intensify its anti-fixer campaign; (d) shifting of personnel to ensure that there are personnel manning counters during lunch break; and (e) improve its basic facilities.

When informed of the findings, the Mayor immediately instructed the completion and posting of the respective Citizen's Charters, which were done by April 2014.

A detailed presentation of key survey results are presented in Annex 4.

Figure 2. Report Card of Cagayan de Oro City

AREAS	SCORE		TOTAL WEIGHTED POINTS	NUMERICAL RATING	DESCRIPTIVE RATING
	Q	IC			
 <div style="display: inline-block; background-color: #FFC0CB; padding: 5px; text-align: center;"> ANTI-RED TAPE ACT REPORT CARD </div> <p style="text-align: center;"> Cagayan de Oro City Hall Cagayan de Oro City 1/29/2014 To 1/31/2014 Survey Period </p>					
COMPLIANCE WITH ARTA PROVISIONS	26.41 / 40	32.50 / 74	27.63 / 46.8	59.03	Failed
<i>Citizen's Charter</i>	7.33 / 15	15.00 / 27	8.87 / 17.4	50.96	Failed
<i>Anti-Fixer Campaign</i>	4.77 / 7	0.00 / 7	3.81 / 7.0	54.48	Failed
<i>ID/Nameplates</i>	1.87 / 2	10.00 / 10	3.49 / 3.6	97.04	Pass
<i>No Hidden Costs</i>	7.87 / 8		6.29 / 6.4	98.33	Pass
<i>PACD</i>	1.20 / 4	0.00 / 15	0.96 / 6.2	15.48	Failed
<i>Lunch Break</i>	3.38 / 4	7.50 / 15	4.20 / 6.2	67.74	Failed
OVERALL CLIENT SATISFACTION	50.05 / 60	14.00 / 26	42.84 / 53.2	80.52	Pass
<i>Frontline Service Provider</i>	12.75 / 16		10.20 / 12.8	79.71	Pass
<i>Service Quality</i>	11.38 / 14		9.11 / 11.2	81.32	Pass
<i>Physical Setup/Layout</i>	4.30 / 5	10.00 / 12	5.44 / 6.4	84.95	Pass
<i>Basic Facilities</i>	3.82 / 5	4.00 / 14	3.85 / 6.8	56.68	Failed
<i>Respondent-Client Satisfaction</i>	17.79 / 20		14.23 / 16	88.97	Pass
Sub-Total	76.45 / 100	46.50 / 100			
Multiplied by	80%	20%			
Total	61.16	9.30			
FINAL NUMERICAL RATING	70.46				
FINAL DESCRIPTIVE RATING	FAILED				
<i>Legend:</i>					
Excellent:	90 - 100; without a delinquent rating in any sub-area		Acceptable:	70 - 79.99	
Outstanding:	90 - 100; with delinquent rating in any of the sub-areas		Failed:	69.99 and below	
Good:	80 - 89.99				
* Note that a delinquent rating in any of the two core areas earns the service office a final descriptive rating of Failed, regardless of its final numerical rating.					

IV. FUTURE AREAS OF ASSISTANCE

The conduct of the RCS was part of the third party assessment (other than the exit interviews done by the project) to validate whether the reforms implemented by the city benefit the clients. The results show that while significant reforms have been accomplished by the cities (e.g. CDO), the absence of some requirements in the ARTA (e.g. setting up of a Public Assistance Desk) can pull down the scores and lead to a failure mark for the city. While the latter was really an offshoot of the political transition occurring in the city, it was a good way of reminding the local chief executive of the city government's obligation to comply with the ARTA. Immediate remedial actions were undertaken by the city government.

One advantage of the RCS exercise is the participation of the civil society groups in the city to monitor and assess the city government's performance in business registration. Involving CSOs will strengthen the stakeholder's participation in the reform process. On the side of the city government, the participation of CSOs in monitoring their performance is one way of encouraging it to pursue reforms, knowing that its constituents are watching over their performance.

The INVEST Project assisted its partner cities conduct an assessment of their performance in terms of their compliance to the provisions of ARTA through the administration of the RCS. Further assistance can be provided focusing and detailing on the areas where the cities had rating below passing. For example, if a city failed in Citizen's Charter (CC), assistance could revolved around: (a) recrafting the CC making it clear and understandable by clients; (b) designing of an eye-catching CC; and (c) displaying of the CC through different media in unobstructed and conspicuous places or areas.

The cities can use the survey questionnaire and the checklist in identifying what and where they can improve on specifically in terms of their functions related to business registration. The City DILG can initiate the regular conduct of the RCS through the accredited administrators and make a candid yet inspirational exit conference with local chief executives whatever the outcome of the RCS. As the exit conference must be made as constructive as possible, the leadership of DILG city or local official should be ensured, as required under the guidelines on the ARTA-RCS.

ANNEXES

Annex 1: Report Card Survey Questionnaire

CONTROL NUMBER

ARTA Report Card Survey –
Questionnaire
NSCB Approval No. CSC-1205-01
Expires March 31, 2013

ANTI-RED TAPE ACT (ARTA) REPORT CARD SURVEY

Conducted by the Civil Service Commission pursuant to Sec.10 of P.A. 9485 (Anti-Red Tape Act of 2007) to obtain feedback on how provisions in the Citizen's Charter are being followed and how agencies are performing insofar as frontline services are concerned

QUESTIONNAIRE

NAME OF RESEARCHER: _____
DATE: _____ TIME STARTED: _____ TIME ENDED: _____

SERVICE PROVIDER

AGENCY NAME: _____
AGENCY ADDRESS: _____

In approaching respondents, you may say:

"Hello, I am _____ from the Civil Service Commission (or [state your institution's name]). If from a partner organization of CSC, insert [in partnership with the Civil Service Commission] at the start of the next sentence). We are currently gathering feedback on the compliance of (name of agency) with the Citizen's Charter and its effectiveness in an effort to improve delivery of government frontline services. May I have a few minutes of your time for this survey?"

INTRODUCTION

- 1. Is this the first time you heard about the Citizen's Charter? Yes No

If YES, provide brief background:

"The Citizen's Charter refers to an official document that communicates, in simple terms, the service standards or pledge of an agency on the frontline services being provided to its citizens. It describes the step-by-step procedure for availing a particular service, the person responsible for each step, and the guaranteed performance level that may be expected from that service."

PART I. SURVEY PROPER

"For this survey, we shall only focus on frontline services. Frontline services are transactions between clients and government offices/agencies involving applications for permits, licenses, concessions, services, etc., including those that require face-to-face interaction with the public. Frontline services are the most highly demanded or needed among the services provided by government offices/agencies and they have immediate impact on the public/community."

PART II. BASIC INFORMATION
DEMOGRAPHIC INFORMATION

- 20. Name of client (optional) _____
- 21. Address _____
- 22. Age _____
- 23. Sex Male Female
- 24. Civil Status Single Married Widowed Separated / Divorced Common-law/Live-in
- 25. Highest educational attainment _____
- 26. Occupation _____

At the end of the interview, please say:

"Thank you for your time! Your participation in

1 2 3 4 5

19. How satisfied were you with the **basic facilities** provided by this agency?

If asked for definition of BASIC FACILITIES, refer to the following: comfort room, waiting area, facilities for pregnant women, persons with disability (PWDs), and the elderly

Remarks: _____

2. What particular frontline service did you avail from this agency?

If the respondent availed of more than one frontline service of the agency, ask what frontline service he or she last availed of. That latest frontline service will be the reference for all the questions in the survey.

"For Item No. 3, we shall be using the following scale:"

(Please pre-SHOW CARD)

SCALE
 5 – Very Satisfied
 4 – Satisfied
 3 – Undecided
 2 – Dissatisfied
 1 – Very Dissatisfied

sent the

[What else can you suggest to improve service delivery?]

OTHER COMMENTS/ SUGGESTIONS/ OBSERVATIONS:

3. How would you rate your **overall** satisfaction with regard to the quality of service delivery?

1 2 3 4 5

OVERALL SATISFACTION refers to the client's general feeling of contentment with his/her whole experience of transacting with the agency.

4. What are your sources of information on the procedure of availing the service?

Please check all that apply.

- Citizen's Charter
- TV
- Radio
- Newspapers
- Posters, billboards
- Printed documents such as brochures
- Website of the agency
- Email from the agency in reply to inquiries
- PACD of the agency
- Security guard
- Family/Friends
- Others (please specify)

Among these sources, which is your MAIN source of information?

Please encircle MAIN source.

5. Did you see the Citizen's Charter posted at the main entrance of or at a very conspicuous place in the office?

- Yes
- No

If NO, proceed to Item No. 8

6. Did you read the agency's Citizen's Charter?

- Yes
- No

If NO, proceed to Item No. 8

7. Is it clear and understandable?

- Yes
- No

108

16.7 Fairness and ethical treatment
service provider's equal treatment of clients, including attending to them on a FIRST COME, FIRST SERVED basis

- 1
- 2
- 3
- 4
- 5

Item Nos. 17 to 19 should be shuffled or asked in random order.

17. How satisfied were you with the overall time it took to complete your transaction?

- 1
- 2
- 3
- 4
- 5

OVERALL TIME covers the time the respondent arrived at the agency to the time he/she finished all the necessary transactions

18. How satisfied were you with the physical setup of the agency?

- 1
- 2
- 3
- 4
- 5

If asked for definition of PHYSICAL SETUP, refer to the following: signage/directions, accessibility, cleanliness, orderliness, lighting, ventilation, and layout

Remarks:

113

"For Item Nos. 16 to 19, we shall be using the following scale."
 [Please present the SHOW CARD]

SCALE	
5	Very Satisfied
4	Satisfied
3	Undecided
2	Dissatisfied
1	Very Dissatisfied

16. How satisfied were you with the service provided in terms of the following:

	1	2	3	4	5
16.1 Timeliness – Response Time <i>response time to your transaction given by the service provider</i>	<input type="checkbox"/>				
16.2 Timeliness – Attention <i>immediate attention given by the service provider</i>	<input type="checkbox"/>				
16.3 Outcome <i>result/product of the service that the client received</i>	<input type="checkbox"/>				
16.4 Knowledge <i>service provider's extensive information on / understanding of the service being provided</i>	<input type="checkbox"/>				
16.5 Competence <i>skill in delivering the required service</i>	<input type="checkbox"/>				
16.6 Courtesy and extra mile <i>service provider's friendliness, courteousness/politeness, and willingness to do more than what is expected to give client what he/she needs</i>	<input type="checkbox"/>				

8. [Show agency's posted standards] Did the agency comply with their posted standards?

8.1. Step-by-step Procedure	<input type="checkbox"/> Yes <input type="checkbox"/> No	Remarks _____ _____
8.2. Officer/Employee responsible for each step	<input type="checkbox"/> Yes <input type="checkbox"/> No	Remarks _____ _____
8.3. Maximum time to conclude the Process	<input type="checkbox"/> Yes <input type="checkbox"/> No	Remarks _____ _____
8.4. Document/s to be presented by the Client	<input type="checkbox"/> Yes <input type="checkbox"/> No	Remarks _____ _____
8.5. Amount of fees, if necessary <i>If there is no fee for the service, check yes.</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	Remarks _____ _____
8.6. Procedure for filing complaints	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	Remarks _____ _____
8.7. Feedback Mechanism	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	Remarks _____ _____

<p>9. Which of the following measures against fixers were used by the agency? <i>Please check all that apply.</i></p> <p><i>Please note that ANTI-GRAFT & CORRUPTION measures differ from ANTI-FIXING measures.</i></p>	<p><input type="checkbox"/> Posters, billboards, brochures, etc.</p> <p><input type="checkbox"/> Photos of fixers who have been convicted</p> <p><input type="checkbox"/> Reminders/Warnings from service providers and/or security personnel</p> <p><input type="checkbox"/> Reminders/Warnings printed on FORMS to be filled out</p> <p><input type="checkbox"/> Videos / TV ads depicting fixer activities and/or legal liabilities relative to such activities</p> <p><input type="checkbox"/> Other measures (please specify) _____</p> <p><input type="checkbox"/> None _____</p>	<p><input type="checkbox"/> Yes (please give details) <i>AMOUNT</i> _____ <i>OTHER DETAILS</i> _____</p> <p><input type="checkbox"/> No _____</p>
<p>10. Did anyone approach you to facilitate transactions in exchange for money or any other advantage or consideration?</p> <p><i>If YES, please ask the follow-up question:</i></p> <p>Did you file a complaint or informed the proper authorities regarding this?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Don't know</p>	<p><input type="checkbox"/> Yes (please give details)</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not applicable</p>
<p>11. Did you make any payment other than that/those posted in the Citizen's Charter?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes (please give details)</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not applicable</p>
<p>12. Were you given an official receipt (O.R.) or its equivalent for all the payments you made?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes (please give details)</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not applicable</p>
<p>13. Did you see a <i>Public Assistance / Complaints Desk (PACD)</i> that is attended to by a knowledgeable personnel?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Don't know</p>	<p><input type="checkbox"/> Yes (please give details)</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not applicable</p>
<p>14. Did the following personnel attend to clients even during coffee or lunch breaks?</p> <p>Service Provider</p> <p>PACD Personnel</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Don't know</p>	<p><input type="checkbox"/> Yes (please give details)</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not applicable</p>
<p>15. Did the service provider/s wear identification cards that are easy to read?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Don't know</p>	<p><input type="checkbox"/> Yes (please give details)</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not applicable</p>

Annex 2: Report Card Survey Inspection Checklist

ARTA Report Card Survey –
Inspection Checklist
NSCB Approval No. CSC-1205-02
Expires March 31, 2013

ANTI-RED TAPE ACT (ARTA) REPORT CARD SURVEY

Conducted by the Civil Service Commission pursuant to Sec.10 of R.A.9485 (Anti-Red Tape Act of 2007) to obtain feedback on how provisions in the Citizen's Charter are being followed and how agencies are performing insofar as frontline services are concerned.

INSPECTION CHECKLIST

FOR INTERVIEWER'S USE ONLY
FOR PURPOSES OF VALIDATING RESPONSES
TO SOME ITEMS ON THE QUESTIONNAIRE

AGENCY NAME: _____
AGENCY ADDRESS: _____
NAME OF RESEARCHER: _____
DATE/TIME OF VISIT: _____

OTHER OBSERVATIONS:

Please fill out the table below.

	Name of frontline service	Number of clients served within the day	Total area of office space allotted for the frontline service (in square meters)
1			
2			
3			

Please check the appropriate box in ALL items.

1 CITIZEN'S CHARTER

- Vision and mission of the agency Yes No
- List of frontline services Yes No
- Service standards for each frontline agency
 - Step-by-step procedure Yes No
 - Officer/Employee responsible for each step Yes No
 - Maximum time to conclude the process Yes No
 - (including allowable period for extension due to unusual circumstances)*
 - Document/s to be presented by the client Yes No
 - Amount of fees, if necessary Yes No
- Procedure for filing complaints Yes No
- Feedback mechanism Yes No

Remarks: _____

2 ANTI-FIXER CAMPAIGN

- Use of posters, billboards, brochures, etc. Yes No
- Posting of photos of convicted fixers Yes No
- Reminders/Warnings from service providers and/or security personnel Yes No
- Reminders/Warnings printed on forms to be filled out Yes No
- Use of videos depicting fixer activities and/or legal liabilities relative to such activities Yes No
- Other measures *(please specify)* Yes No

Remarks: _____

**3 PUBLIC ASSISTANCE / COMPLAINTS DESK
*(with knowledgeable personnel)***

Remarks: _____

4 NO LUNCH BREAK RULE

- PACD personnel Yes No
- Frontline service provider(s) Yes No

5 IDENTIFICATION CARDS (IDS)/NAMEPLATES

- Easy to read Yes No

6 PHYSICAL SETUP

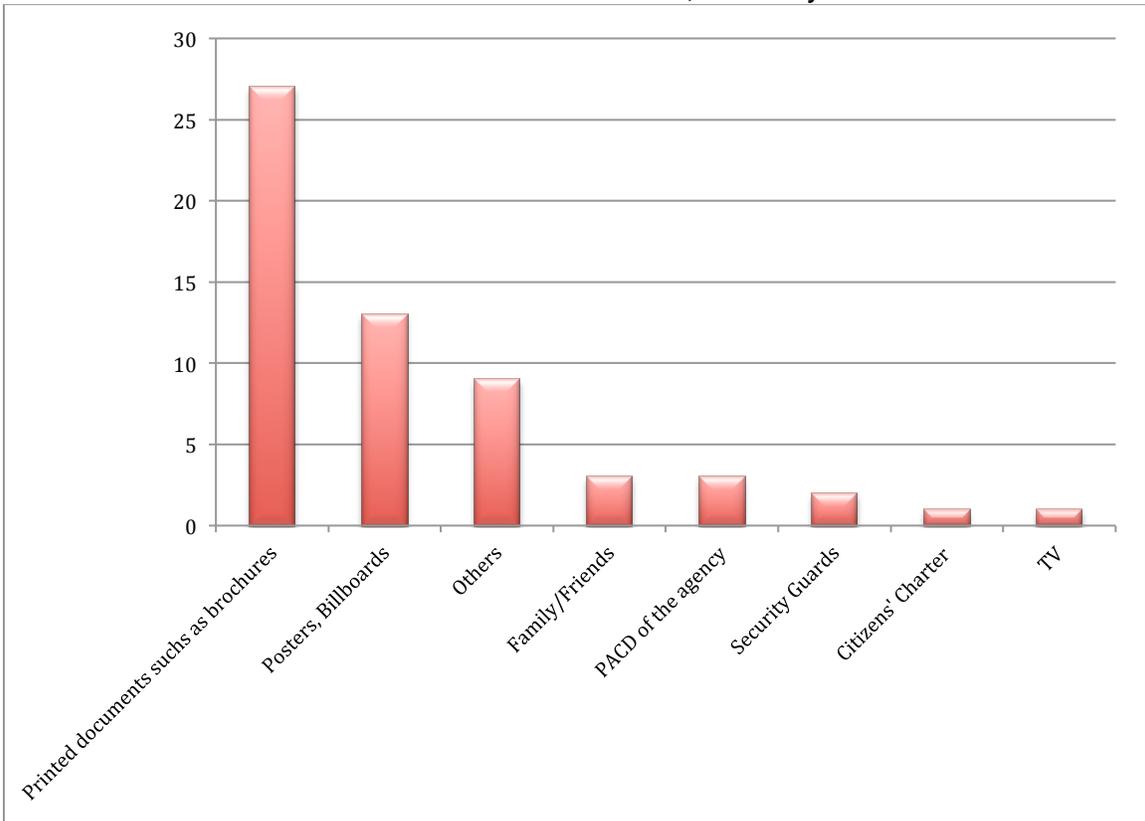
- Available signage or directions Yes No
- Accessible frontline service unit(s) Yes No
- Clean and orderly frontline service unit(s) Yes No
- Well-lighted frontline service unit(s) Yes No
- Good physical layout of the different frontline service units in the agency Yes No

7 BASIC FACILITIES

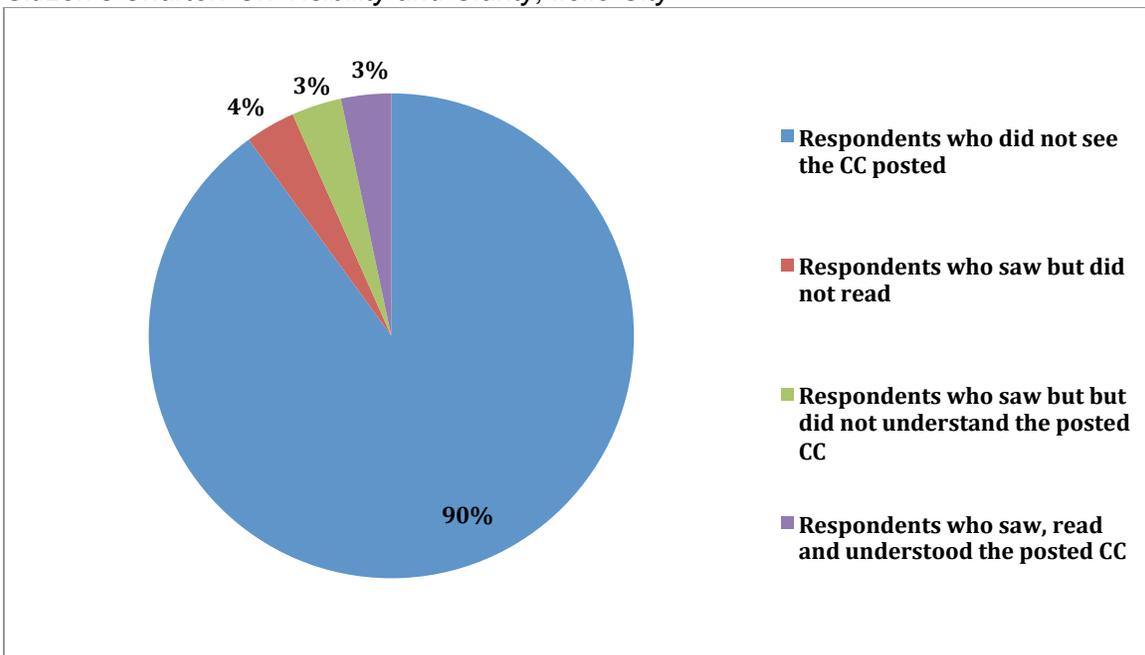
- Clean comfort rooms Yes No
- Convenient waiting area Yes No
- Special lanes/facilities for pregnant women/ persons with disability (PWDs)/the elderly Yes No

Annex 3: RCS Results for Iloilo City

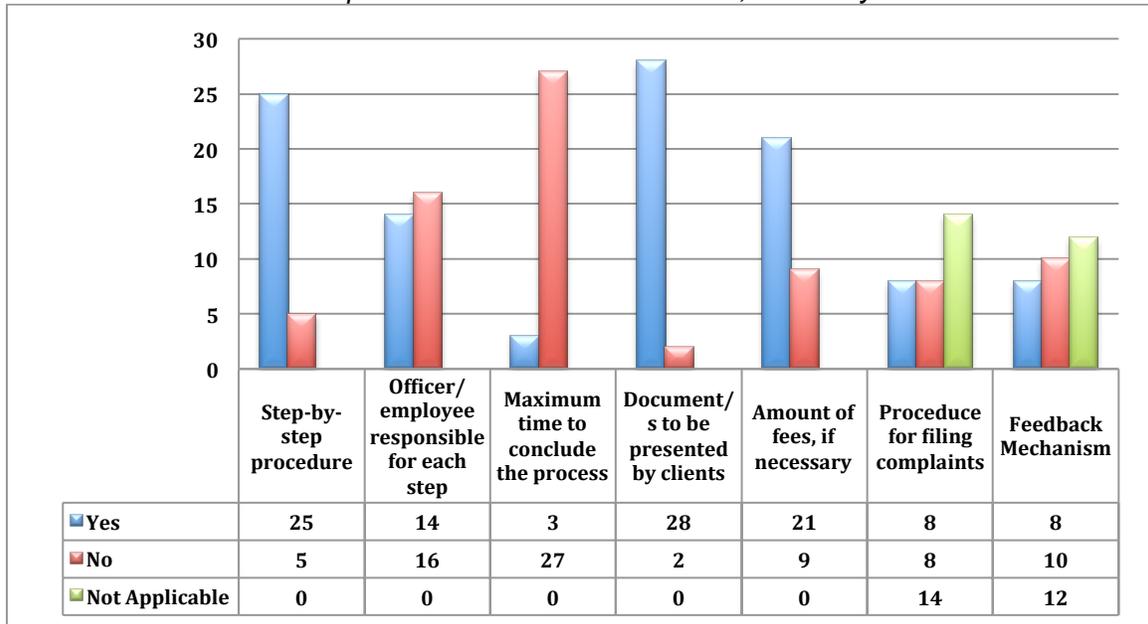
On Citizen's Charter: Client's Sources of Information, Iloilo City



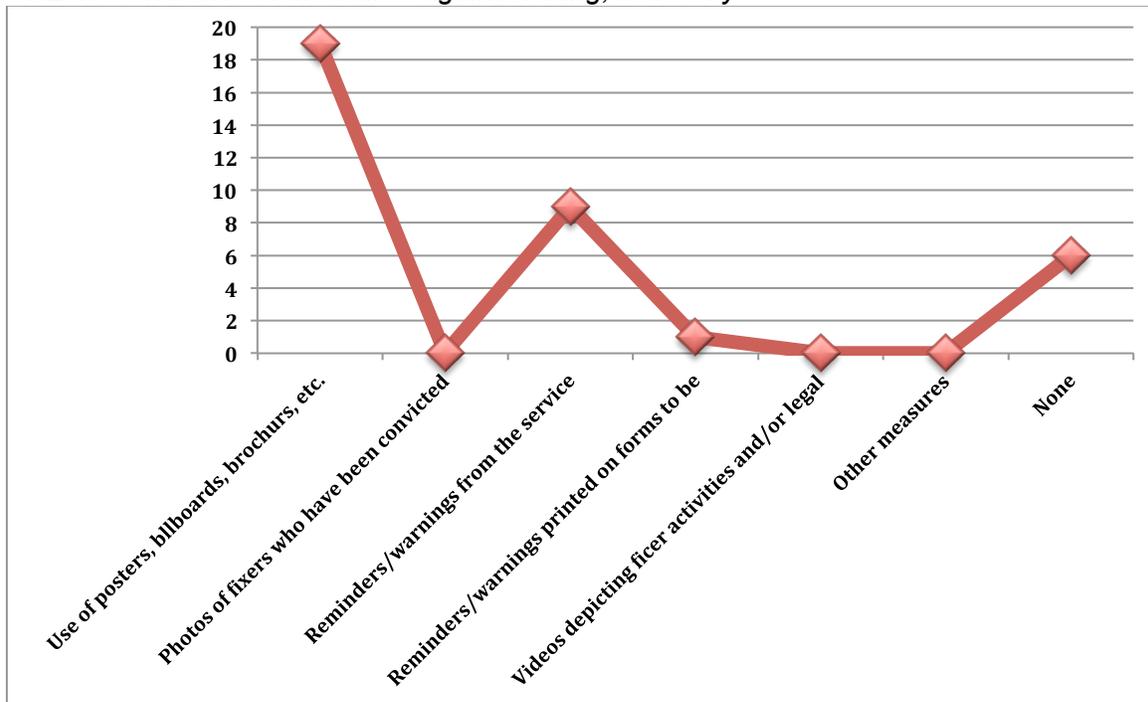
Citizen's Charter: On Visibility and Clarity, Iloilo City



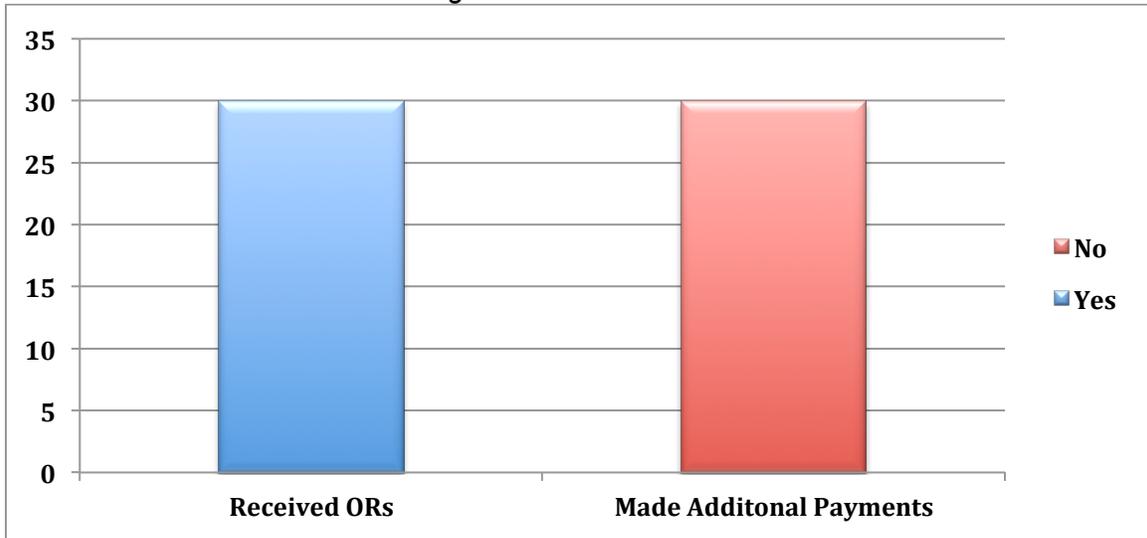
Citizen's Charter: On Compliance with Standards Posted, Iloilo City



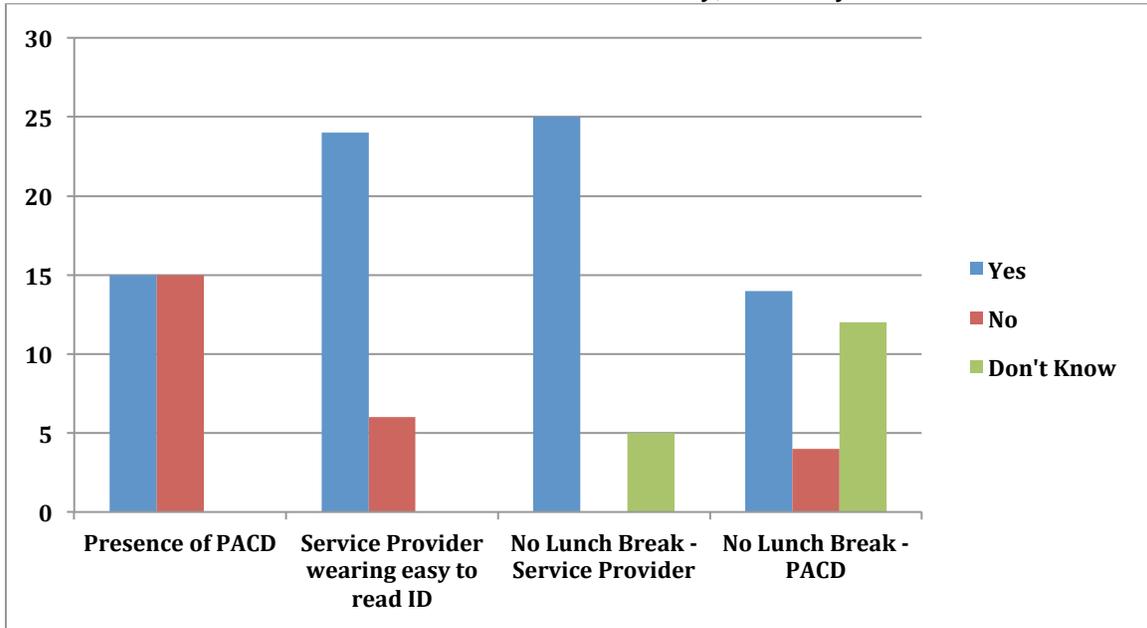
Citizen's Charter: On Measures against Fixing, Iloilo City



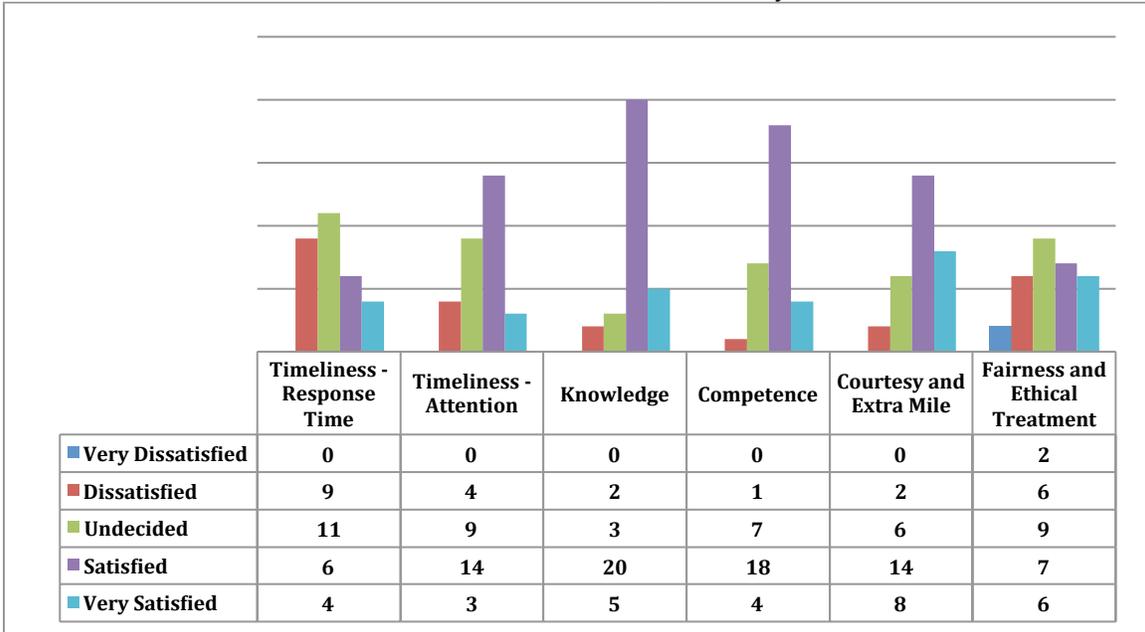
Citizen's Charter: On Hidden Charges



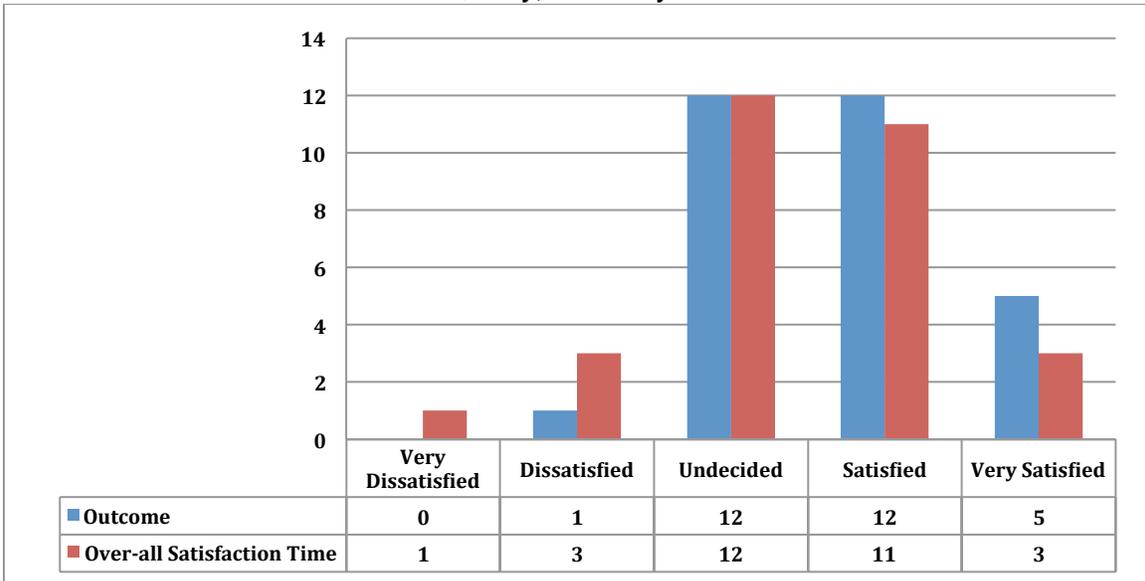
Citizen's Charter: On PACD and No Noon Break Policy, Iloilo City



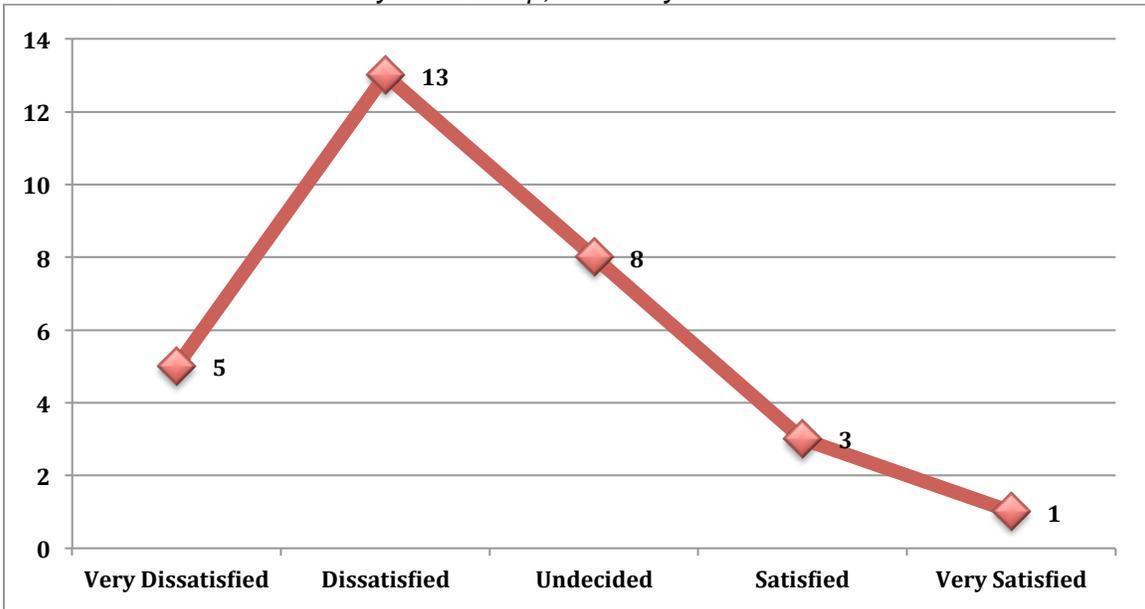
Client Satisfaction: With Frontline Service Provider, Iloilo City



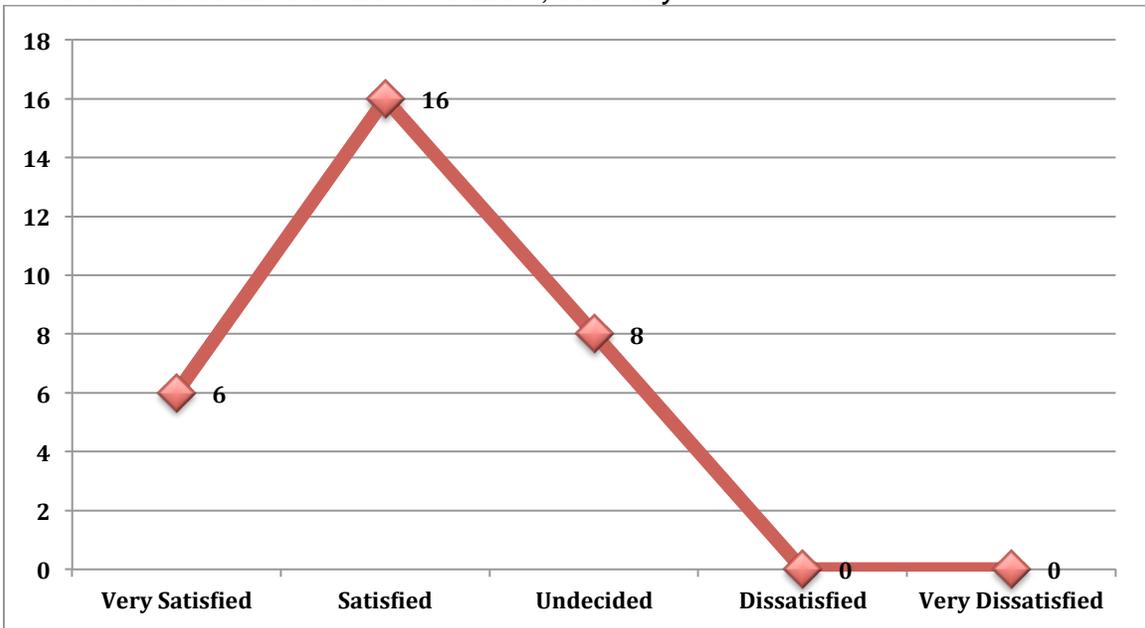
Client's Satisfaction: With Service Quality, Iloilo City



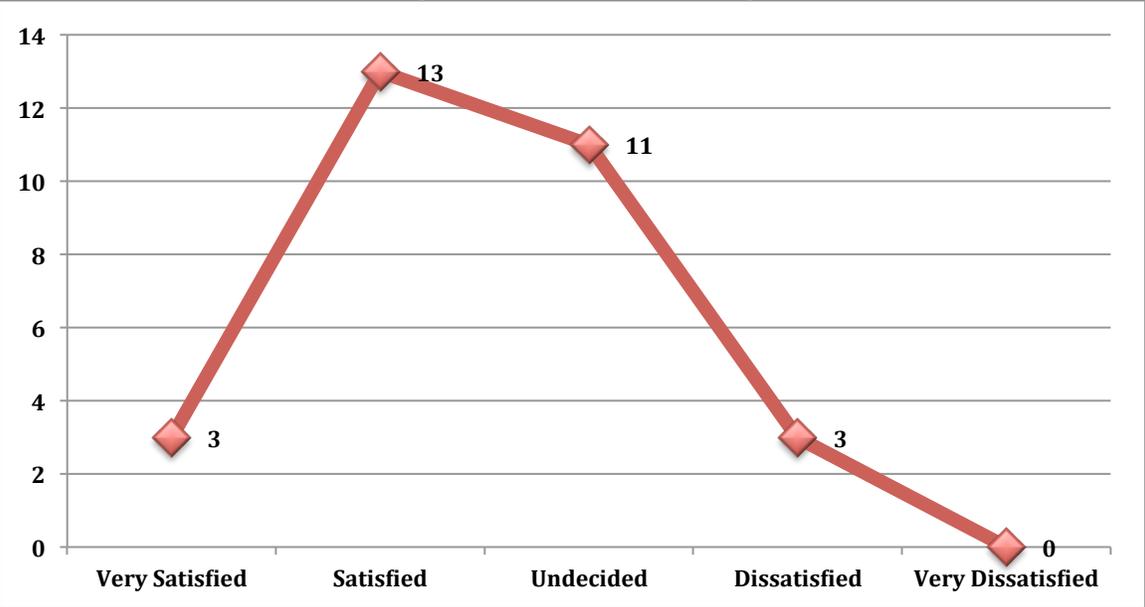
Client's Satisfaction: With Physical Set-up, Iloilo City



Client's Satisfaction: With Basic Facilities, Iloilo City



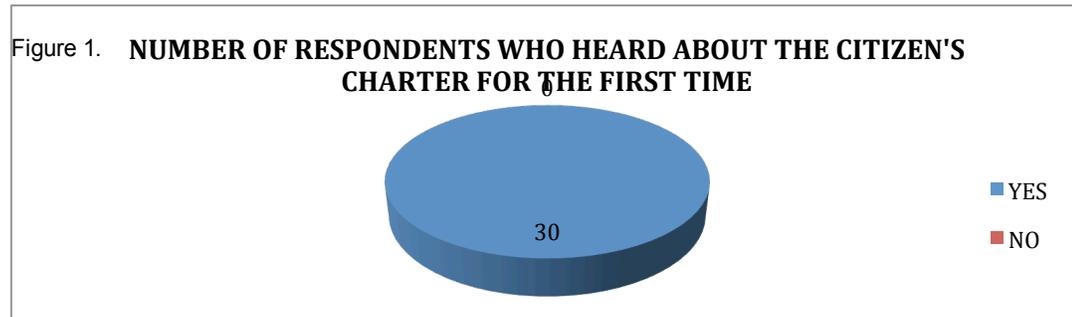
Client's Satisfaction: With Entirety of Transaction, Iloilo City



Annex 4. RCS Results for Cagayan de Oro City

1. On the compliance with the provisions of the Anti-Red Tape Act

1.1 On the Citizen's Charter



Responses on the posted Citizen Charter

Cagayan de Oro City Hall
Cagayan de Oro City

Response	Number	%
Respondents who did not see the CC posted	19	63.33%
Respondents who saw but did not read the posted CC	5	16.67%
Respondents who saw read but did not understand the posted CC	0	0.00%
Respondents who saw, read and understood the posted CC	6	20.00%
TOTAL	30	100%

Sources of information on Procedures Availing of the Services

Cagayan de Oro City Hall
Cagayan de Oro City

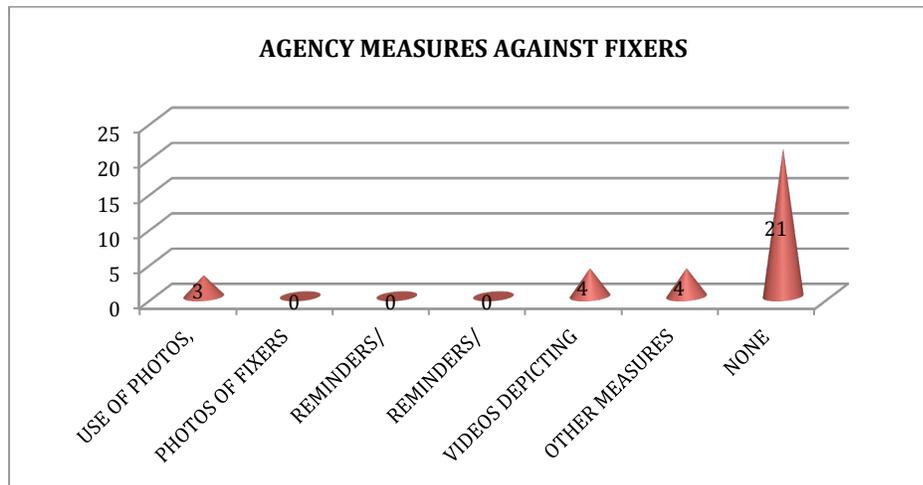
MEASURES	Number	%
Citizen's Charter	1	3.33%
TV	1	3.33%
Radio	1	3.33%
Newspaper	0	0.00%
Posters, billboards	5	16.67%
Printed documents such as brochures	2	6.67%
Website of the agency	0	0.00%
Email from the agency in reply to inquiries	0	0.00%
PACD of the agency	0	0.00%
Security Guards	3	10.00%
Family/Friends	13	43.33%
Others	9	30.00%
asked one of the employee	1	
asked someone in the entrance	1	
asked the employee	2	
asked the utility, employee	1	
information table at the entrance	1	
personnel inquiries	1	
routine	1	
YEARLY ROUTINE	1	

Compliance with the posted standards

Cagayan de Oro City Hall
Cagayan de Oro City

PARTICULARS	YES		Not Applicable		NO	
	Number	%	Number	%	Number	%
Step-by-step procedure	28	93.33%			2	6.67%
Officer/Employee responsible for each step	28	93.33%			2	6.67%
Maximum time to conclude the process	30	100.00%			0	0.00%
Document/s to be presented by the client	29	96.67%			1	3.33%
Amount of fees, if necessary	28	93.33%			2	6.67%
Procedure for filing complaints	0	0.00%	26	86.67%	4	13.33%
Feedback Mechanism	0	0.00%	28	93.33%	2	6.67%
TOTAL	143		54		13	

1.2 On Anti-Fixer Campaign



Number of Clients Approached by a Fixer

Cagayan de Oro City Hall
Cagayan de Oro City

Approached?	Number	%
Yes	1	3.33%
No	29	96.67%
TOTAL	30	100%

1.3 On Lunch Break Rule

Observance of No Lunch Break Rule

Cagayan de Oro City Hall
Cagayan de Oro City

No Lunch Break Rule?	Service Provider		PACD	
	Number	%	Number	%
Don't Know	14	46.67%	23	76.67%
No	5	16.67%	0	0.00%
Yes	11	36.67%	7	23.33%
TOTAL	30	100%	30	100%

1.4 On Public Assistance Complaints Desk/PACD

Number of Respondents noticed a PACD

Cagayan de Oro City Hall
Cagayan de Oro City

Noticed a PACD	Number	%
Yes	9	30.00%
No	21	70.00%
TOTAL	30	100%

2. Overall Client Satisfaction

Satisfaction with Service Provider

Satisfaction Level	Satisfaction Drivers (Frontline Service Provider)												Satisfaction Drivers (Service Quality)			
	Timeliness - Reponse Time		Timeliness - Attention		Knowledge		Competence		Courtesy and Extra Mile		Fairness and Ethical Treatment		Outcome		Overall Satisfaction Time	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Very Dissatisfied	0	0.00	0	0.00	0	0.00	0	0.00	1	3.33	1	3.33	0	0.00	0	0.00
Dissatisfied	1	3.33	1	3.33	0	0.00	0	0.00	1	3.33	0	0.00	0	0.00	1	3.33
Undecided	2	6.67	1	3.33	3	10.00	3	10.00	9	30.00	7	23.33	1	3.33	3	10.00
Satisfied	16	53.33	13	43.33	13	43.33	19	63.33	14	46.67	18	60.00	20	66.67	21	70.00
Very Satisfied	11	36.67	15	50.00	14	46.67	8	26.67	5	16.67	4	13.33	9	30.00	5	16.67
Total	30	100.00	30	100.00	30	100.00	30	100.00	30	100.00	30	100.00	30	100.00	30	100.00

2.1 On Basic Facilities

Satisfaction of the clients in the Basic Facilities of the agency

Cagayan de Oro City Hall
Cagayan de Oro City

SATISFACTION LEVEL	Number	%
Very Satisfied	4	13.33%
Satisfied	16	53.33%
Undecided	8	26.67%
Dissatisfied	2	6.67%
Very Dissatisfied	0	0.00%
TOTAL	30	100%

2.2 The Physical Set-Up

Satisfaction of the Physical Set-up of the agency

Cagayan de Oro City Hall
Cagayan de Oro City

SATISFACTION LEVEL	Number	%
Very Satisfied	8	26.67%
Satisfied	19	63.33%
Undecided	3	10.00%
Dissatisfied	0	0.00%
Very Dissatisfied	0	0.00%
TOTAL	30	100%

