



**Development Academy of the Philippines**  
**(DAP)**

## **Client Satisfaction Measurement Report**


FY 2023 (1<sup>ST</sup> Edition)



## APPROVAL SHEET

This report, titled "**Client Satisfaction Measurement Results for the FY 2023**", consolidated and prepared by the DAP Committee on Anti-Red Tape (CART) Secretariat, in fulfillment to the guidelines specified in the policies issued by the Anti-Red Tape Authority (ARTA) and Governance Commission for Government-Owned or Controlled Corporations (GCG), has undergone careful review and approval by the Chairperson of the DAP-CART.

Approved and signed on this day of \_\_\_\_\_ April 2024 at the DAP Bldg., San Miguel Ave., Ortigas, Pasig City.




  
**MAJAH-LEAH V. RAVAGO, PhD**  
Chairperson  
DAP Committee on Anti-Red Tape

## Table of Contents

I. Overview.....	1
II. Scope .....	3
III. Methodology.....	8
IV. Data and Interpretation.....	11
A. Demographic Profile .....	11
B. Count of Citizen’s Charter (CC) and Service Quality Dimension (SQD) results.....	14
C. Overall score per service.....	16
V. Results of the Agency Action Plan reported for FY 2022.....	18
VI. Continuous Agency Improvement Plan for FY 2024 .....	21
ANNEX A. Survey Questionnaire/s Used .....	24
ANNEX B. List of Regional and Satellite Offices (If Consolidated Report) .....	25
ANNEX C. CSM Results Per Office.....	26
ANNEX D. Tally of Services .....	32
ANNEX E. List of Organizational Units .....	37

# I. Overview

On December 27, 2022, the DAP issued an internal memorandum to operationalize the conduct of the Client Satisfaction Measurement (CSM):

 **development academy of the philippines**  
**MEMORANDUM**  
**FOR** : **ALL DAPPERS**  
**THROUGH** :  **ALAN S. CAJES**  
VP, CCC/Compliance Officer  
**FROM** :  **CATHERINE S. LUZURIAGA**  
Director, COSM/CART Regular Member  
**SUBJECT** : **IMPLEMENTATION OF THE HARMONIZED CLIENT SATISFACTION MEASURE (CSM) STARTING JANUARY 01, 2023**  
**DATE** : December 27, 2022  

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Starting **January 01, 2023**, the Development Academy of the Philippines (DAP) will implement the Anti-Red Tape Authority's (ARTA) prescribed harmonized client satisfaction measurement (CSM) to ensure continual service improvement and compliance with the R.A. 11032 "Ease of Doing Business and Efficient Government Service Delivery Act of 2018" and ARTA MC 2022-05 "Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement (CSM)".

All concerned DAP staff were provided the initial guidelines and considerations on the CSM, to wit:

1. ALL internal and external services reflected in our Citizen's Charter (CC) shall be rated using ARTA's CSM;
2. It is the responsibility of process owners to continuously track the service requests received and completed within the year for subsequent real-time CSM administration;
3. The questionnaire that will be used for the CSM has been developed to reflect a 5-point Likert scale, the eight service quality dimensions (SQD), and the format provided by ARTA in MC-2022 05 Annex A;
4. All internal and external clients shall be asked to use the KoboToolbox link or QR code to access the said questionnaire and rate their completed transactions with or requested service provided by the DAP from 01 January to 31 December 2023.
5. In cases when requests for services are coursed through the Public Assistance Desk (PAD), the former may initiate the collection of CSM data from clients via email, using the provided questionnaire link;
6. Groups/Centers/Departments/Offices may nominate representatives who will be given access to the real-time data generated from the questionnaire;
7. Representatives from concerned Groups/Centers/Departments/Offices may utilize the pertinent data from the CSM to create customer/client satisfaction reports, as part of their periodic performance review and planning activities;

8. The Client Satisfaction Survey (CSS) which will eventually be the DAP Service Quality Standards being conducted by COSM will be implemented simultaneously with the CSM report;
9. As stated in section 4.3.5 of the ARTA-MC-2022-05, the PAD shall be utilized for the monitoring and generation of the CSM data collected from all concerned Groups/Centers/Departments/Offices; and
10. Based on the CSM data monitored and collected from the accomplished questionnaire, the PAD shall submit a CSM report to ARTA in April of the following year, using the outline prescribed in ARTA MC-2022-05 Annex B.

Using Kobo Toolbox, a free online survey administration application, allowed the DAP to quickly gather consolidated inputs from all its offices – DAP Pasig, DAP Conference Center in Tagaytay, and DAP sa Mindanao (DSM). A summary of the FY 2023 results is shown below:

	Score
CC Awareness:	<b>87.37%</b>
CC Visibility:	<b>97.70%</b>
CC Helpfulness:	<b>98.59%</b>
Response Rate:	<b>12.94%</b>
Overall Score:	<b>95.62%</b>

The DAP has utilized Microsoft PowerBI to create a dynamic CSM data visualization. Below is the CSM dashboard developed for management by the Corporate Operations and Strategy Management (COSM):

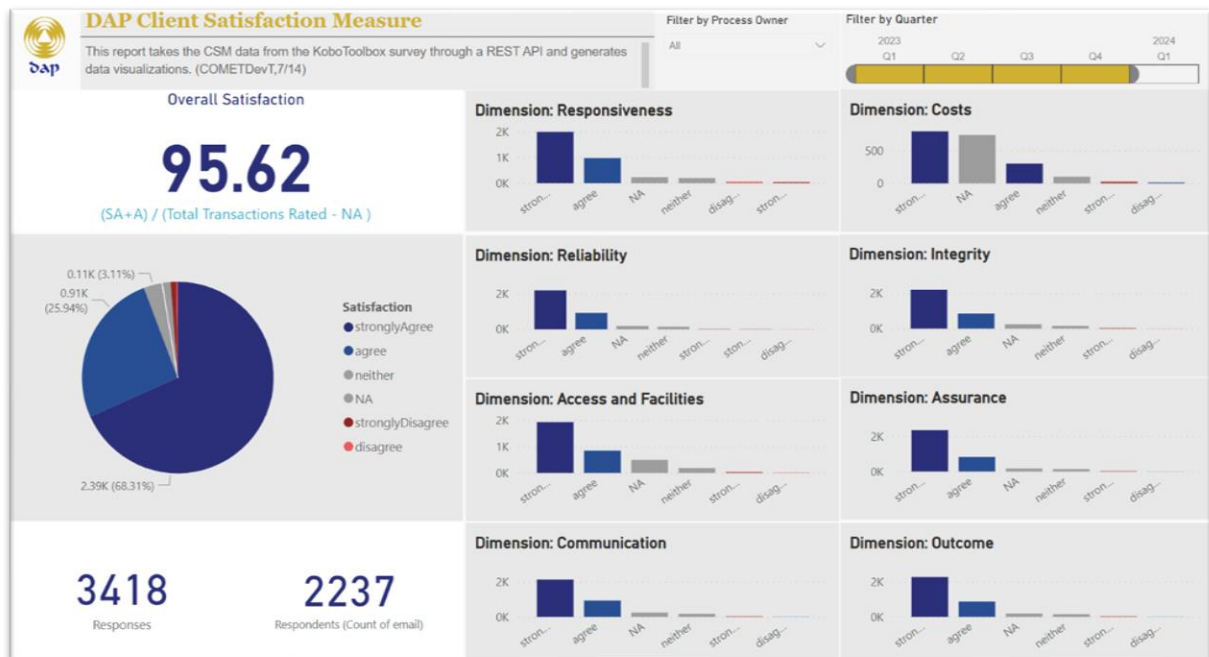


Figure 1. DAP CSM Report using PowerBI with data as of December 31, 2023.

## II. Scope

As provided in the DAP's CSM memorandum dated December 27, 2022, the period covered for the implementation of the Harmonized CSM was from January 1, 2023 to December 31, 2023.

In terms of the geographical locations, clients were given the option to nominate their area of residence in the DAP's survey form via Kobo Toolbox:



Region of residence: \*

- Region I - Ilocos
- Region II - Cagayan Valley
- Region III - Central Luzon
- Region IVA - CALABARZON
- Region IVB - MIMAROPA
- Region V - Bicol
- Region VI - Western Visayas
- Region VII - Central Visayas
- Region VIII - Eastern Visayas
- Region IX - Zamboanga Peninsula
- Region X - Northern Mindanao
- Region XI - Davao Region
- Region XII - SOCCSKSARGEN
- Region XIII - Caraga
- National Capital Region (NCR)
- Cordillera Administrative Region (CAR)
- Bangsamoro Autonomous Region in Muslim Mindanao (BARMM)

Figure 2 Client's view of the survey questionnaire wherein they are asked for their region of residence.

The distribution of those who responded to the survey of having availed of DAP services within the fiscal year are as follows:

### Geographical Distribution – Internal Services

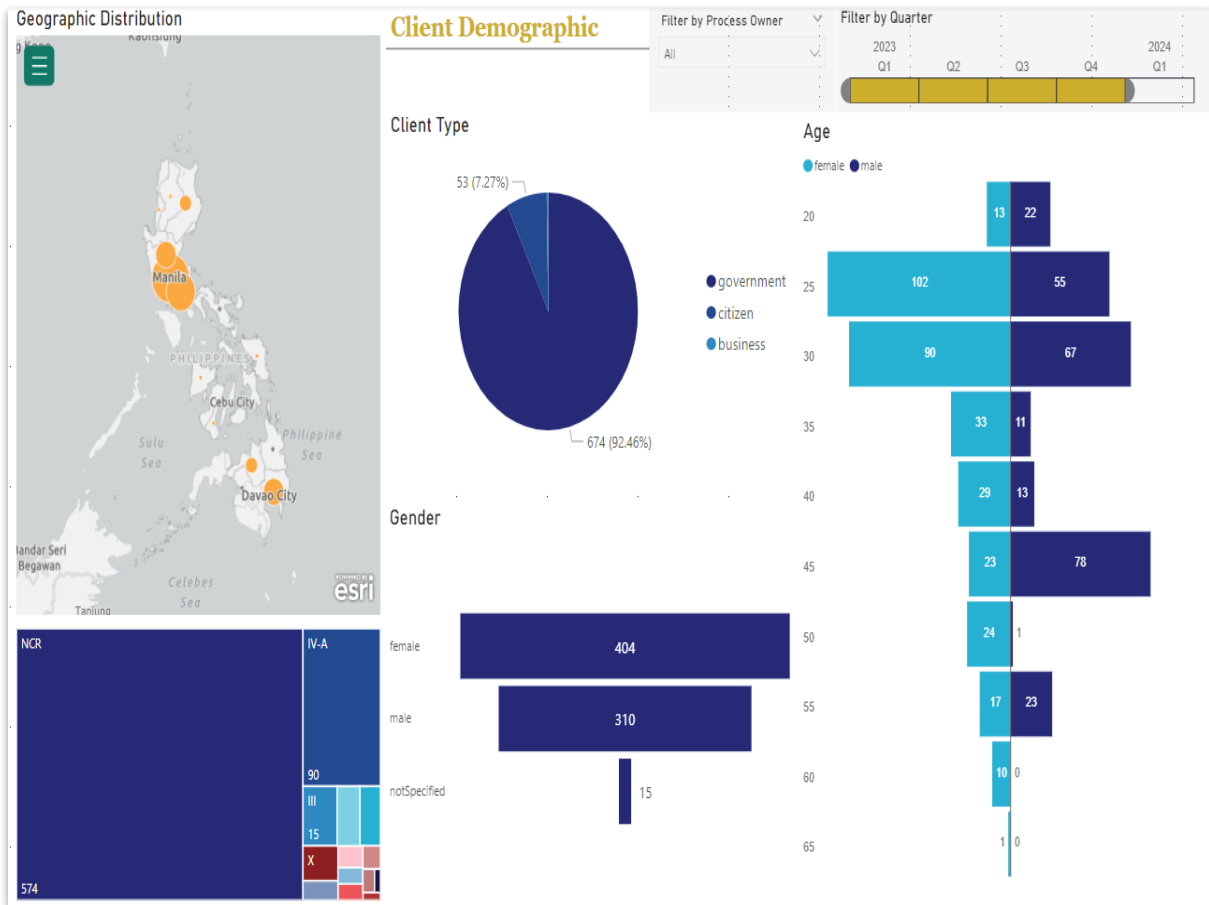


Figure 3 Screen capture of the CSM PowerBI report of client demographics for internal services.

Client-respondents of DAP’s internal services are concentrated in a few select provinces with the highest concentration being in the National Capital Region (n=574), as compared to the next regions with the highest concentration of client-respondents: Region IV-A (n=90), Region III (n=15), and Region XI (n=10).



## Geographical Distribution – External Services

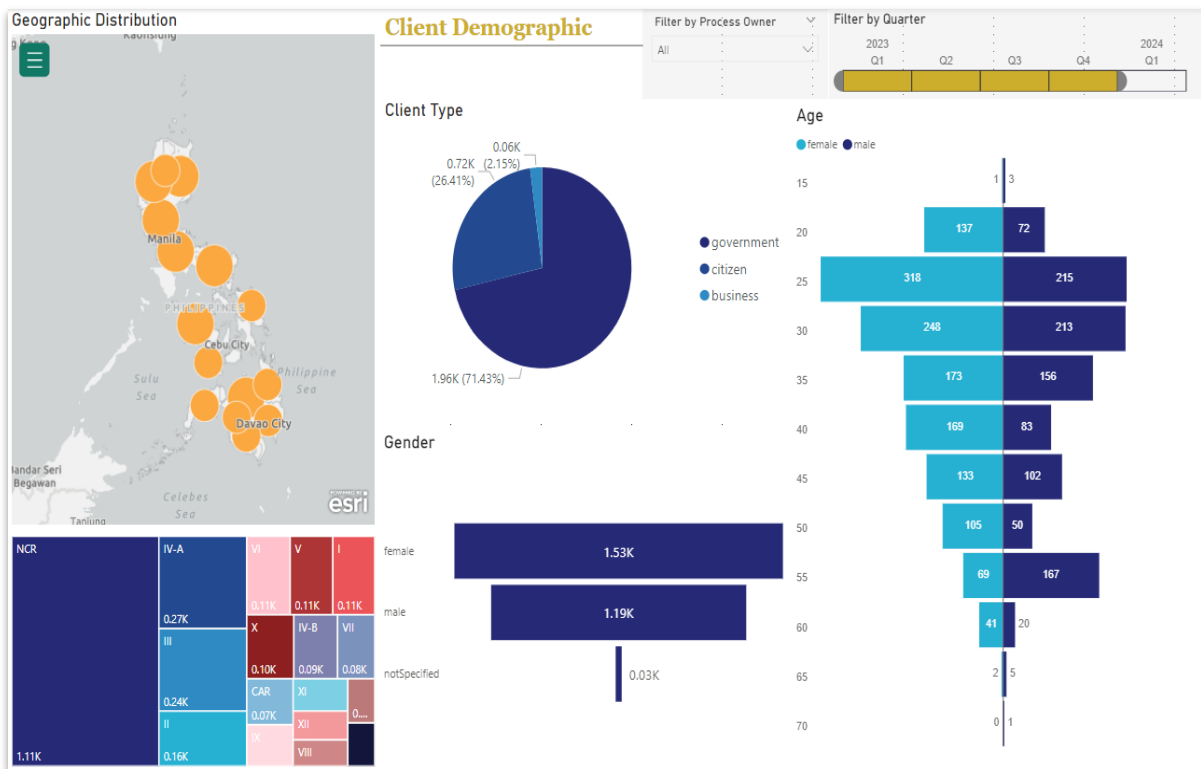


Figure 4 Screen capture of the CSM PowerBI report of client demographics for external services.

For external services, however, the DAP’s client-respondents are more evenly distributed across the nation with the bulk of client-respondents still being in the NCR (n=1,111), followed by Region IV-A (n=363), Region III (n=256), Region II (n=168), Region VI (n=116) and Region X (n=108).

The services the DAP surveyed are listed as ANNEX D. Tally of Services which includes the tally of total transactions, number of responses per service and its corresponding response rate per service.

The DAP utilized the ARTA’s Sample Size Calculator (<https://tinyurl.com/CSMsamplesize>) to determine whether the responses collected, per service, met the minimum sample size for better client feedback representation. From the calculator, which utilized a 95% confidence interval and 5% margin of error, it was noted that 52% of the services did not meet the minimum response count.

Table 1. List of Services with Low Response Rates.

Service Name	Internal or External Service?	Number of transactions annually	Minimum number of respondents	Responses
Application for Admission and Enrollment to Master's Degree (Public Offering)	External	348	<b>183</b>	1
Enrollment in Self-Paced SPARTA Online Courses	External	4,707	<b>355</b>	330
Processing of APO Scholarship Training Program (External)	External	518	<b>221</b>	192
Queries on DAP's Program and Services	External	163	<b>115</b>	11
Request for Certification, Authentication, and Verification (CAV)	External	7	<b>7</b>	<b>4</b>
Request for Certification/s	External	61	<b>53</b>	<b>2</b>
Request for Certified True Copy	External	23	<b>22</b>	5
Request for Copy of Student Credentials	External	16	<b>15</b>	11
Request for PMDP Non-Academic Records and Certifications	External	17	<b>16</b>	11
Request for Project Proposal	External	19	<b>18</b>	4
Request for the Use of Conference/ Function/Meeting Rooms or Facilities – Pasig by External Customers	External	12	<b>12</b>	11
Request for the Use of DAP Tagaytay Conference Center Facility	External	812	<b>261</b>	13
Research and Reference Service	External	9	<b>9</b>	8
Creation of Project Management Information System (PMIS) Account	Internal	19	<b>18</b>	12
Engineering Services	Internal	334	<b>179</b>	1
Final Contract Review	Internal	225	<b>142</b>	3
Housekeeping, Landscaping and Audio-Visual Services	Internal	509	<b>219</b>	3
Initial Contract Review	Internal	246	<b>150</b>	6
Interlibrary Research	Internal	317	<b>174</b>	0
Internal Learning and Development (L&D) Interventions	Internal	9	<b>9</b>	8
Issuance of BAC Resolutions for [1] Agency to Agency (Sec. 53.5), [2] Academic, Scholarly or Artistic Work, Exclusive Technology and Media Services (Sec. 53.6), and [3] Highly Technical Consultants (Sec. 53.7)	Internal	19	<b>18</b>	2
Issuance of Project Special Order	Internal	129	<b>97</b>	76
Issuance of Revised Project Special Order	Internal	182	<b>124</b>	90
Issuance of the Certification of Consultant/Resource Person Output Clearance for Honoraria Payment	Internal	1,972	<b>322</b>	1
IT Support Assistance for Events/Functions (formerly Video Conference Assistance)	Internal	80	<b>66</b>	1
Management of DAP E-mail account	Internal	608	<b>236</b>	1
Motor Vehicles Pool (MVPool) Services	Internal	7,689	<b>366</b>	4
Preparation of Documented Information Feedback Form (DFF)	Internal	17	<b>16</b>	3
Preparation of Travel Documents and Payment for External Training	Internal	18	<b>17</b>	15

Table 1. List of Services with Low Response Rates.

Service Name	Internal or External Service?	Number of transactions annually	Minimum number of respondents	Responses
Preparation, Review, Finalization and Dissemination of Policy Issuances - Pertaining to the Issuance of Special Order Re: Designation of Officer/s-in-Charge, Officers, etc.	Internal	122	<b>93</b>	2
Preparation, Review, Finalization and Dissemination of Policy Issuances - Memorandum Circular (MC), Office Order (OO) and Special Order (SO)	Internal	19	<b>18</b>	11
Process of Reviewing and Approving Letters of Invitation (LOI) for Consultants and Resource Persons (C & RP)	Internal	2	<b>2</b>	1
Procurement of Goods and Services through Shopping and Small Value Procurement	Internal	1,284	<b>296</b>	1
Procurement through Competitive Bidding (Goods and Services, Infrastructure Projects, and Consulting Services)	Internal	5	<b>5</b>	1
Request for Appointment with the DAP President by Internal Clients	Internal	2	<b>2</b>	1
Request for Corporate-level Documents (Internal Use)	Internal	4	<b>4</b>	2
Request for events management (e.g., hosting/emceeing, technical assistance, live streaming);	Internal	24	<b>23</b>	1
Request for IMC Tokens/Collaterals	Internal	95	<b>76</b>	8
Request for Issuance of Training Certificates/Citations	Internal	308	<b>171</b>	5
Request for Legal Opinion	Internal	7	<b>7</b>	2
Request for Photo/Video Coverage	Internal	63	<b>54</b>	12
Request for Records/Information	Internal	35	<b>32</b>	6
Request for Review and Approval of Marketing Collaterals Design	Internal	231	<b>144</b>	11
Request for Review and/or Publication of press releases	Internal	67	<b>57</b>	34
Request for review/editing and/or drafting of speeches.	Internal	56	<b>49</b>	22
Request for Technical Expert	Internal	9	<b>9</b>	8
Review and Approval of the DAP President (Online Processing)	Internal	18	<b>17</b>	17
Review and Approval of Website Content & Social Media Assets	Internal	231	<b>144</b>	55
Systems Change Request	Internal	68	<b>58</b>	0
Technical Support Assistance of Complex ICT Request	Internal	274	<b>160</b>	0
Technical Support Assistance of Simple ICT Request	Internal	1,795	<b>317</b>	1
Uploading of Training/Course Invitation in the DAP Website	Internal	19	<b>18</b>	4

The low response rates for these services were largely due to the client's inability to submit responses, despite multiple reminders by the process owners through various formal

channels. Others just replied, “I DO NOT agree to answer this survey” at the start of survey administration, so the survey did not push through.

The total response rate for the CSM is 12.94% with the response rate for external services being 29.31%, and 4.15% for the internal services. The major factors contributing to this low response rate are as follows:

- a. Many internal services still use their own client feedback mechanism and don't align with the CSM of ARTA; and
- b. Some services still use the printed feedback form which is usually not encoded in the CSM system.

However, these figures do not translate that the overall and per-service response rate was poorly met since the harmonized CSM was implemented fully in August 2023. The influx of responses only grew during the last quarter of the year as seen in Figure 5. This is due to the continuous reminder and follow up of the process owners conducted by the DAP-CART to send feedback or CSM form whenever they received requests for services from their clients.

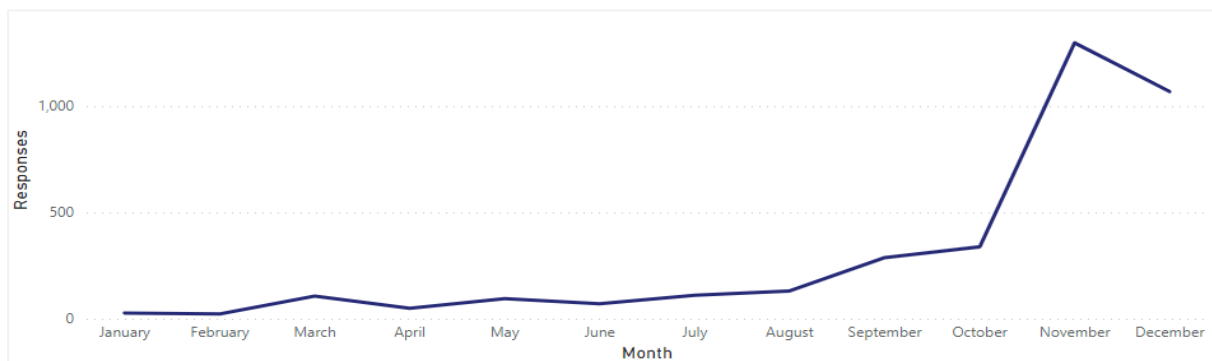


Figure 5. A graph showing the growth of responses over time for FY 2023.

### III. Methodology

Apart from the ARTA's CSM paper form, the DAP utilized Kobo Toolbox, a free online survey administration application, allowed the DAP to quickly gather consolidated inputs from all its offices – DAP Pasig, DAP Conference Center in Tagaytay and DAP sa Mindanao (DSM).


DAP clients could access the CSM via link (<https://bit.ly/3WNUzp1>) or a QR code:



Figure 6. QR Code for the DAP CSM Survey.

Clients would be directed to the introductory page of the DAP CSM, where a statement related to data privacy would be provided to them, for their consideration. After which, they could choose to proceed with the survey or refuse to do so.

**DAP Customer Satisfaction Measure (CSM)**


development academy  
of the philippines

This Client Satisfaction Measurement (CSM) is being conducted to track the customer experience of the Development Academy of the Philippines (DAP).

As a valued client who availed a DAP service, your feedback on your **recently concluded transaction** will greatly help us identify areas for further improvement so we may serve you and other clients better.

We would very much appreciate your participation in this survey, which will take about 2 minutes.

Please be assured that, as in all DAP surveys, all your responses will be kept strictly confidential in accordance with Republic Act No. 10173 or the [Data Privacy Act of 2012](#), and the [DAP Privacy Policy](#). Furthermore, all data collected will be used only for this survey and DAP will not lease, sell, or share your personal information to any third party without your permission.

Should you have any need for clarification on how DAP processes your information, please contact the DAP Data Protection Officer through tel.: (+6328) 631-0921 or via email: [dpo-gse@dap.edu.ph](mailto:dpo-gse@dap.edu.ph). You may also reach us through the Public Affairs Desk at [imc@dap.edu.ph](mailto:imc@dap.edu.ph)

Sincerely yours,

**Atty. Engelbert C. Caronan, Jr., MNSA**  
President and CEO

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1. If you agree to participate in this survey, please choose **I AGREE**. Otherwise, choose **I DO NOT AGREE** and this survey will be terminated. \*

I AGREE to answer this survey

I DO NOT AGREE to answer this survey

✔ Submit

Figure 7. Screen capture of the first page of the CSM Survey.

The DAP used the 5-point Likert scale provided in the ARTA's MC 2022-05 "Guidelines on the Implementation of the Harmonized CSM" – a scale focusing on agreement/disagreement to the pre-formed statements from the same ARTA MC. A sample of the 5-point Likert scale is seen below:

Scale	Rating
5	Strongly Agree
4	Agree
3	Neither Agree nor Disagree
2	Disagree
1	Strongly Disagree

The DAP integrated the said scale into the Kobo Toolbox CSM form, as seen below:

**DAP Customer Satisfaction Measure (CSM)**

**Instructions:**  
Please tick on the column that best corresponds to your answer.

		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
0. I am satisfied with the service that I availed.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1. I spent a reasonable amount of time for my transaction.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The office followed the transaction's requirements and steps based on the information provided.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The steps (including payment) I needed to do for my transaction were easy and simple.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I easily found information about my transaction from the office or its website.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I feel the office was fair to everyone, or "walang palakasan", during my transaction.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I was treated courteously by the staff, and (if asked for help) the staff was helpful.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.	*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 8. Screen capture of the integration of the rating scale in the Kobo Toolbox CSM Survey.

Building on ARTA's minimum requirements for the fields or questions to be included, the questionnaire has undergone continuous improvement to incorporate feedback from process owners and to improve the response triangulation and reinforcement by minimizing the possibility of conflicting responses such as giving a "Strongly Disagree" response to a question but giving positive reasons to qualify the negative rating. Another significant improvement was the removal of the question on cost when the service being rated does not entail any fees.

## IV. Data and Interpretation

The Overall score for the eight (8) Service Quality Dimensions (SQDs) were computed based on the following formula, provided in ARTA’s MC 2022-05 "Guidelines on the Implementation of the Harmonized CSM" and ARTA’s MC 2023-05 “Amendment to ARTA MC-2022-05”:

$$\text{Overall Score} = \frac{\text{Number of 'Strongly Agree' answers} + \text{Number of 'Agree' answers}}{\text{Total Number of Respondents} - \text{Number of 'N/A' answers}}$$

*Equation 1*

The DAP’s overall CSM score for FY 2023 is: 95.6%

The interpretation of the results are as follows:

Percentage	Rating
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0% - 94.9%	Very Satisfactory
95.0% - 100%	Outstanding

The CSM survey questionnaire prescribed by ARTA is in three major parts:

1. client profile;
2. client’s awareness of the DAP’s Citizen Charter; and
3. satisfaction ratings of each of the prescribed service quality dimensions.

### A. Demographic Profile

This section discusses the demographic profile of both internal and external clients. The categories below this section consist of:

1. Region of Residency
2. Age
3. Sex and
4. Client Type

The results of each category will be illustrated and analyzed further.

The DAP clients are distributed all over the country as shown on the map section in Figure 9.

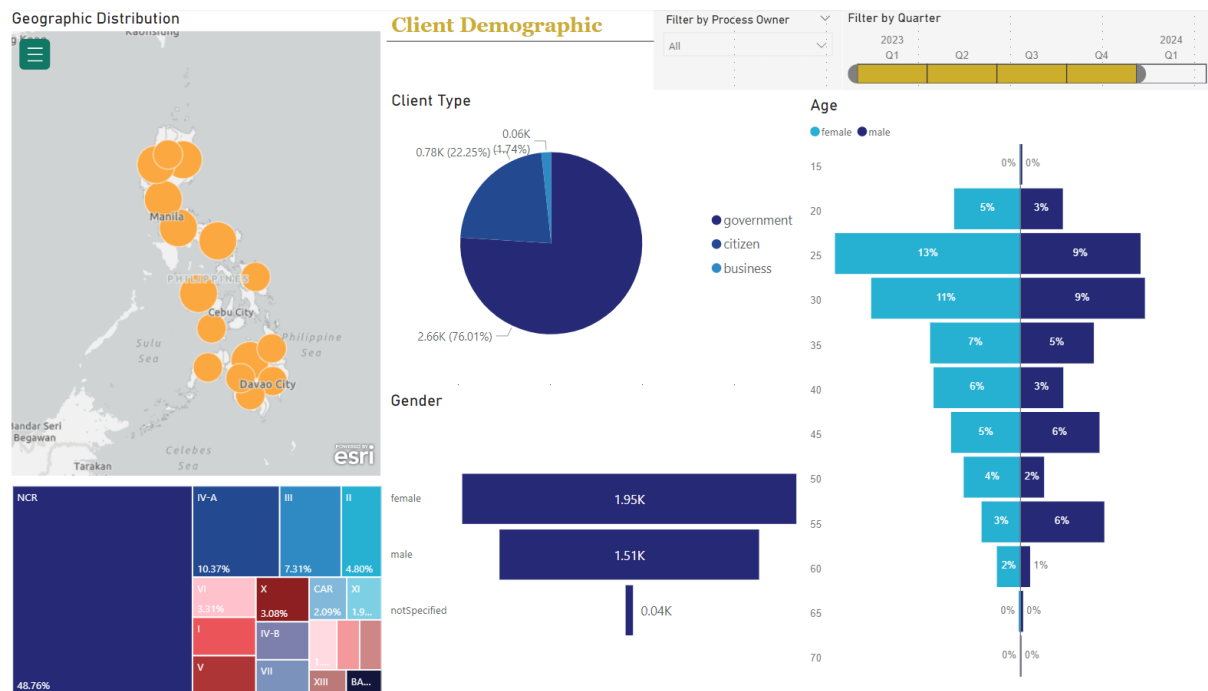


Figure 9. Screen capture of demographics page on the PowerBI report showing all of the responses for 2023.

Table 2 shows the breakdown of the distribution of client-respondents by age and sex. The majority of the client-respondents belong to the 21-35 age cohort (54.47%). This is followed by clients aged 36-50 (26.02%), while the remaining are distributed to 51-65 year-olds (11.43%) and 20-year-olds or younger (8.03%). A narrow portion of the clients belong to age cohort 66 and higher. The same hierarchy of distribution was seen in both internal and external customers.

Furthermore, both internal and external clients are almost equally distributed between females and males with a portion of 55.45% and 43.43%, respectively.

Table 1. Distribution of responses by age and sex.

D1. Age and D2. Sex	External	Internal	Overall
1. 20 or lower	8.60%	5.81%	<b>8.03%</b>
2. 21-35	53.45%	58.71%	<b>54.47%</b>
3. 36-50	25.74%	27.26%	<b>26.02%</b>
4. 51-65	12.19%	8.22%	<b>11.43%</b>
5. 66 or higher	0.04%	0%	<b>0.03%</b>
6. Did not specify	0%	0%	<b>0%</b>
1. Male	43.34%	43.71%	<b>43.43%</b>
2. Female	55.68%	54.68%	<b>55.45%</b>
3. Did not specify	1%	1.61%	<b>1.10%</b>



Table 2 shows that the majority of the DAP's clients are concentrated in the National Capital Region (48.76%), followed by Region IV-A (10.37%). This is affirmed by the fact that the majority of the client-respondents are government employees (76.01%) of national agencies of which the central offices are located in NCR.

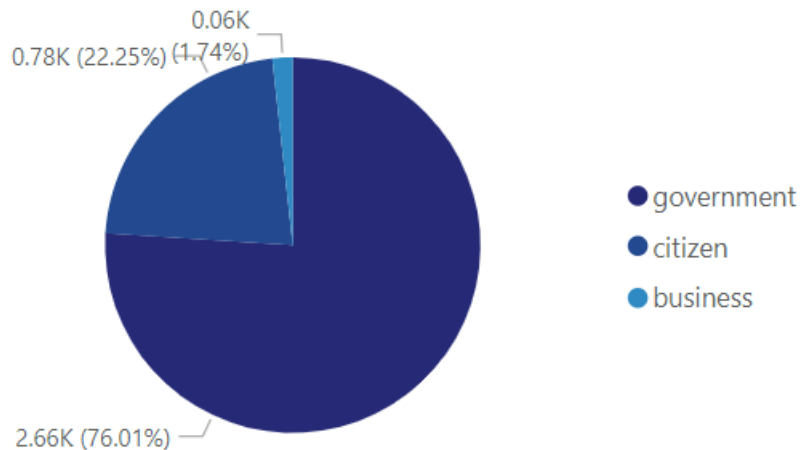
*Table 2. Geographical distribution of responses based on regions.*

D3. Region	External	Internal	Overall
1. Region I	3.93%	0.28%	<b>3.17%</b>
2. Region II	5.73%	1.24%	<b>4.80%</b>
3. Region III	8.69%	2.07%	<b>7.31%</b>
4. Region IV-A	9.88%	12.29%	<b>10.37%</b>
5. Region IV-B	3.32%	0%	<b>2.63%</b>
6. Region V	4.00%	0%	<b>3.17%</b>
7. Region VI	4.08%	0.41%	<b>3.31%</b>
8. Region VII	2.81%	0.69%	<b>2.37%</b>
9. Region VIII	1.77%	0.14%	<b>1.43%</b>
10. Region IX	2.27%	0%	<b>1.80%</b>
11. Region X	3.57%	1.24%	<b>3.08%</b>
12. Region XI	2.09%	1.38%	<b>1.94%</b>
12. Region XII	1.88%	0%	<b>1.49%</b>
13. Region XIII	1.41%	0.28%	<b>1.17%</b>
14. NCR	40.68%	79.42%	<b>48.76%</b>
15. CAR	2.52%	0.41%	<b>2.09%</b>
16. BARMM	1.37%	0.14%	<b>1.11%</b>

*Table 3. Tally of results based on customer type.*

Customer Type	External	Internal	Overall
D4. Citizen	26.29%	6.91%	22.25%
D4. Business	2.13%	0.28%	1.74%
D4. Government	72.58%	92.82%	76.01%
D4. Did not specify	0%	0%	0%

## Client Type



The internal and external DAP customers are categorized into three – Citizen, Government, and Business. In 2023, the majority of client-respondents belonged to the Government sector (76.01%), seconded by clients who categorized themselves as Citizens (22.25%), and the least number of respondents came from the Business sector. Similar to the observation mentioned above, the high number of clients from the Government stems from the nature of services which highlights numerous agency-to-agency transactions, the implementation of GAA-funded programs and projects, and the number of internal transactions cited in the service charter.

## B. Count of Citizen’s Charter (CC) and Service Quality Dimension (SQD) results

There are three Citizen’s Charter-related questions included in the survey (as seen in Table 4) to assess:

- the presence/absence of the Citizen’s Charter within the office premises;
- the visibility and ease of access of the Citizen’s Charter; and
- the effectiveness of the Charter in following the steps and requirements of all transactions.

It was found that that around 87% of the DAP’s clients are aware of what a Citizen’s Charter is (CC1.1 and CC1.2) but only 67.12% of them have seen the Citizen’s Charter within the DAP premises (CC1.1). On the other hand, one good outcome of posting DAP’s CC in prominent areas resulted in the awareness of 7.51% of the client-respondents on the concept of a Citizen’s Charter.

The results also show that 96% of the clients find the DAP Citizen’s Charter either easy or somewhat easy to see. Meanwhile, 98% of the respondents claimed that that the DAP Citizen’s Charter helped them in their transactions with DAP.

Table 4. Tally of responses concerning Citizen's Charter Awareness.

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office's CC.	<b>2350</b>	<b>67.12%</b>
2. I know what a CC is but I did not see this office's CC.	<b>709</b>	<b>20.25%</b>
3. I learned of the CC only when I saw this office's CC.	<b>263</b>	<b>7.51%</b>
4. I do not know what a CC is and I did not see this office's CC.	<b>179</b>	<b>5.11%</b>
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	<b>2108</b>	<b>79.73%</b>
2. Somewhat easy to see	<b>475</b>	<b>17.97%</b>
3. Difficult to see	<b>37</b>	<b>1.40%</b>
4. Not visible at all	<b>24</b>	<b>0.91%</b>
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	<b>2224</b>	<b>84.43%</b>
2. Somewhat helped	<b>373</b>	<b>14.16%</b>
3. Did not help	<b>37</b>	<b>1.40%</b>

ARTA has specified eight service quality dimensions (SQD) to be rated by clients:

- |                                 |                     |
|---------------------------------|---------------------|
| 0. SQD0 – Overall Satisfaction  | 5. SQD5 – Costs     |
| 1. SQD1 – Responsiveness        | 6. SQD6 – Integrity |
| 2. SQD2 – Reliability           | 7. SQD7 – Assurance |
| 3. SQD3 – Access and Facilities | 8. SQD8 - Outcome   |
| 4. SQD4 – Communications        |                     |

Each SQD rating was computed using the formula provided by ARTA (eq.1), with the 95.6% overall satisfaction rating derived, the computation of which is presented below:

$$SQD 0 (95.60\%) = \frac{2,344 + 879}{3,418 - 49} \times 100$$

Table 5. Overall Satisfaction Rating.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
SQD0	2344	879	105	9	32	49	3418	<b>95.6%</b>

Table 6, all SQDs but the one related to costs has a total of 3,500 responses considering that not all services have corresponding costs. Among all the SQDs, six have been averagely rated the highest, which are Assurance (94.81%), Reliability (94.48%), Outcome (94.21%), Integrity (93.80%), Communication (93.37%), and Access and Facilities (92.35%).

Table 6. Tally of results per Service Quality Dimension.

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	1982	974	202	61	50	231	3500	<b>90.43%</b>
Reliability	2210	922	142	8	32	186	3500	<b>94.51%</b>
Access and Facilities	1930	846	186	11	32	495	3500	<b>92.38%</b>
Communication	2115	925	172	13	30	245	3500	<b>93.39%</b>
Costs	789	302	102	15	28	733	1969	<b>88.27%</b>
Integrity	2202	852	159	7	35	245	3500	<b>93.82%</b>
Assurance	2338	821	134	6	32	169	3500	<b>94.84%</b>
Outcome	2257	866	152	9	30	186	3500	<b>94.24%</b>
<b>Overall</b>	<b>15823</b>	<b>6508</b>	<b>1249</b>	<b>130</b>	<b>269</b>	<b>2490</b>	<b>26469</b>	<b>92.73%</b>

### C. Overall score per service

A tally of the satisfaction rating per service charter, excluding those without responses (Annex #), shows that external services were rated an average of **94.83%** overall satisfaction while the internal services were rated **94.72%** on average.

For External Services, the services that were rated Outstanding (95-100% Satisfaction) were those related to the following:

1. Application for Admission and Enrollment to Master's Degree (Public Offering)
2. Availment of GSPDM Academic Programs
3. Enrollment in Public Courses
4. Enrollment in Self-Paced SPARTA Online Courses
5. Processing of APO Scholarship Training Program (External)
6. Interlibrary Research
7. Queries on DAP's Program and Services

8. Request for Certification, Authentication, and Verification (CAV)
9. Request for Certification/s
10. Request for Certified True Copy
11. Request for Concept Paper
12. Request for Customized Training Services
13. Request for Project Proposal
14. Request for Technical Assistance/Consultancy/Research Services
15. Request for the Use of Conference/ Function / Meeting Rooms or Facilities – Pasig by External Customers
16. Request for the use of DAP Pasig Office Spaces by External Customers
17. Request for the Use of DAP Tagaytay Conference Center Facility

Meanwhile, there were no services that were rated Poor (below 60% Satisfaction).

As for the DAP's Internal Services, those that were Outstanding are:

1. Approval of Requests for Foreign/APO Capability Building Programs
2. Creation of Project Management Information System (PMIS) Account
3. Engineering Services
4. Housekeeping, Landscaping and Audio-Visual Services
5. Internal Learning and Development (L&D) Interventions
6. Issuance of BAC Resolutions for [1] Agency to Agency (Sec. 53.5), [2] Academic, Scholarly or Artistic Work, Exclusive Technology and Media Services (SEC. 53.6), and [3] Highly Technical Consultants (Sec. 53.7)
7. Issuance of Project Special Order
8. Issuance of Revised Project Special Order
9. Issuance of the Certification of Consultant/Resource Person Output Clearance for Honoraria Payment
10. IT Support Assistance for Events/Functions (formerly Video Conference Assistance)
11. Management of DAP E-mail account
12. Preparation of Documented Information Feedback Form (DFF)
13. Preparation of Travel Documents and Payment for External Training
14. Preparation of Travel Documents, Payment of Training Fees/Allowances and Service Contract for Foreign Training/Studies/APO Capability Building Programs
15. Preparation, Review, Finalization and Dissemination of Policy Issuances - Memorandum Circular (MC), Office Order (OO) and Special Order (SO)
16. Process of Classifying Consultants and Resource Persons (C & RP)
17. Process of Reviewing and Approving Letters of Invitation (LOI) for Consultants and Resource Persons (C & RP)
18. Process of Screening and Endorsing DAP-Approved Participant/s to Foreign Training/Studies/APO Capability Building Program
19. Processing of APO Scholarship Training Program (Internal)
20. Procurement of Goods and Services through Shopping and Small Value Procurement
21. Procurement through Competitive Bidding (Goods and Services, Infrastructure Projects, and Consulting Services)
22. Request for Appointment with the DAP President by Internal Clients
23. Request for Banquet Service by Internal Clients
24. Request for Corporate-level Documents (Documents Requiring Signature of Compliance Officer and DAP President)
25. Request for Corporate-level Documents (Internal Use)

26. Request for events management (e.g., hosting/emceeing, technical assistance, live streaming);
27. Request for IMC Tokens/Collaterals
28. Request for Legal Opinion
29. Request for Photo/Video Coverage
30. Request for Records/Information
31. Request for Review and Approval of Marketing Collaterals Design
32. Request for Review and/or Publication of press releases
33. Request for Review, Editing of Content, and Approval for Posting of the following:  
Briefing and AVP
34. Request for review/editing and/or drafting of speeches.
35. Request for Security Augmentation
36. Research and Reference Service
37. Review and Approval of the DAP President (Physical Documents)
38. Review and Approval of Website Content & Social Media Assets
39. Technical Support Assistance of Simple ICT Request
40. Uploading of Training/Course Invitation in the DAP Website

On the other hand, the Internal Services on “Preparation, Review, Finalization and Dissemination of Policy Issuances - Pertaining to the Issuance of Special Order Re: Designation of Officer/s-in-Charge, Officers, etc.” was rated Poor.

## **V. Results of the Agency Action Plan reported for FY 2022**

In FY 2022, the DAP followed the GCG’s guidelines in the implementation of a standardized Customer Satisfaction Survey (CSS). The results of the FY 2022 CSS showed an area for improvement in the delivery of technical assistance (external service), based on client feedback.

As part of the 2022 agency action plan, the Management encouraged the DAP-CART to develop the Service Quality Standards to ensure a maintained and improved client satisfaction, and standardized service delivery. The study used a four-point customer feedback data to analyze client expectations and their perceptions on the importance of DAP’s services and products, and conducted benchmark for best practices in service delivery which were gathered through focus group discussions and interviews. These initiatives resulted in a matrix of dimensions and attributes illustrating the critical gaps and core strengths in DAP’s service delivery, which served as a baseline in formulating the DAP Service Quality Statements and Criteria. In 2023, these statements were integrated into the Customer Satisfaction Survey and will eventually be used to develop a Service Quality Index as guide to further service and product improvements.

Since the DAP is an ISO 9001:2015-certified institution, the respective process owners with negative or low rating feedback were given a Request for Action (RFA) form requiring them to identify the root cause of the audit findings and complete actions needed to address the same within a specified time frame. The table below shows all the RFAs issued and closed in 2022.

Details of Request for Action	Plan of Action
1. Detection of initial failures or defects on new ICT equipment.	Inclusion of identified issue in the next planning year
2. On-site and Off-site system Back-ups are guided by the IT's Disaster Recovery Plan but may consider creating a step-by-step manual that will guide other authorized users in operating and trouble-shooting	Recommendation for improvement not applicable due to practicality and security access concerns
3. OFI #1. The number of days on which this process can be completed needs to be set as a measurable objective.  OFI#2. The IMC can issue a Nonconformity to the process owner who were rated 2 or 1 – as clause 10.2.1 defines customer dissatisfaction to be nonconformity.	Discussion of the finding in the unit planning; and issuance of nonconformity for dissatisfied ratings
4. To date, the freezers are unserviceable and awaiting disposal. Rather than food contamination, the effect is more on the serving capacity, as the storage capacity was lessened.	SWOT was revised and a purchase request was prepared for the purchase of the walk-in freezing, following the findings of the in-house engineer
5. Action plans designed to address risks can lead to the creation of systems/initiatives that can be institutionalized and can serve other uses/users	Inclusion of the review of target system initiatives during periodic planning
6. Ensure all actions plan to address the risk and opportunities are implemented. May also review the status/result of actions taken to ascertain their effectiveness	Validation of actions taken effectiveness through and update on the periodic accomplishment reporting process with consolidated analysis of data per unit
7. May revisit the existing office SWOT and consider other units under in determining issues, needs, and expectations of interested parties, the risks, and opportunities that need to be addressed.	Updating of SWOT based on template
8. OFI 1. The Certificate of Project Deliverable Accepted (CPDA) for the Inception Report was made on a later date.  OFI 2. When the PIP was revised to update the manpower compliment, the timeline of project activities could have also been updated.	Review of work instructions and relevant references to ensure timely and accurate submission
9. The new course was designed for and being offered to LGUs. There is an original and duly approved training design during the first batch. However, to each batch, there are specifics which would differ from the other (example: timeline).	Inclusion of module delivery guide template to ensure integrity of documents

Details of Request for Action	Plan of Action
10. The project's education and training concepts were newly developed. The review and approval processes were evident as viewed from email threads of correspondences	Consideration of formulating formal instructions for project proposals and codification of memoranda as staff references
11. In any of the planning documents of both projects (Logframe, PIP, SO), no required number of participants was established before pushing through with the training.	Thorough review of project targets and accomplishments
12. The report /output do not bear the signatures of the relevant authorities.	Secure all MOVs of actions taken
13. As of present, the project is still unaccomplished. Aside from the effects of COVID, the reason for the delay is the non-performance of the consultant who was hired to produce the manual.  The 1st deliverable was submitted, while at present, the 2nd and 3rd deliverables are still pending, despite constant communication and follow-ups.	Thorough review of C/RP's outputs and impose stricter accountability to C/RPs
14. Written communications from the clients were not secured to formally establish the fact that the project extension was caused by them.	Ensure issuance of a written formal communication statement should there be changes in schedules and activities
15. The total number of trained agencies was only 39 out of the 50 target agencies, which translates to a 78% achievement.	Determine realistic project targets and consider budget allocation alongside targets
16. There may be a need to re-examine the risks involved in the engagement of RPs and the need to weigh the benefits and disadvantages of making advanced processing for C/RPs.	Perform due diligence in contract review and processing
17. The client has not accepted their part in the postponement of project KIRAN's activities as a requirement to revise the SO and PIMPLAN.	Consider a more conservative timeline in plotting activity schedules to prevent delays of project
18. Delay in Project KIRAN deliverables leads to the non-submission of expected outputs from the client	Strict implementation of agreement between client agencies and ensure proper documentation
19. Non-achievement of two strategic objectives in the Scorecard due to unforeseen delays in the project timeline	Ensure data completion within reasonable timeline
20. Audit Program not updated and many of the IQA team members are inactive.	New Special Order was requested; trainings will be conducted; and new members will be invited to the auditee pool



## VI. Continuous Agency Improvement Plan for FY 2024

During the conduct of the FY 2023 Harmonized CSM, the following services had “Disagree” or “Strongly Disagree” responses from clients, indicating some level of dissatisfaction:

*Table 7. Tally of service charters with overall rating of "Disagree" or "Strongly Disagree".*

Internal/External	Service	Count
External	Request for Banquet Service by External Clients	5
External	Processing of APO Scholarship Training Program (External)	4
Internal	Request for Billing and Collection	4
External	Request for Technical Assistance/Consultancy/Research Services	4
External	Application to PMDP Senior Executives Class, Middle Managers Class, Phronetic Leadership Class, and Local Government Executives and Managers Class	3
Internal	Request for Cash Advance (Foreign/Local Travel) (On-line through Document Tracking System (DTS))	3
External	Enrollment in Public Courses	2
External	Enrollment in Self-Paced SPARTA Online Courses	2
Internal	Motor Vehicles Pool (MVPool) Services	2
External	Request for Customized Training Services	2
External	Availment of GSPDM Academic Programs	1
External	External Learning and Development (L&D) Interventions	1
Internal	Initial Contract Review	1
Internal	Preparation, Review, Finalization and Dissemination of Policy Issuances - Pertaining to the Issuance of Special Order Re: Designation of Officer/s-in-Charge, Officers, etc.	1
Internal	Processing of Service Agreement (SA)	1
External	Request for Appointment with the DAP President by External Clients	1
Internal	Request for Investigation	1
External	Request for Payment of Honoraria Services	1
External	Request for PMDP Non-Academic Records and Certifications	1
Internal	Review and Approval of the DAP President (Online Processing)	1
External	Study Visits/Request for Institutional Briefing	1

*Table 8. List of comments on service charters that had an overall rating of "Disagree" and "Strongly Disagree". Blank comments have been removed from this list.*

Internal/External	Service	Comments on Overall Dissatisfaction
External	Study Visits/Request for Institutional Briefing	10/10 - it is convenient for us to acquire the required information
External	Request for Technical Assistance/Consultancy/Research Services	5
External	Request for Customized Training Services	7
External	Request for Banquet Service by External Clients	8

Internal/External	Service	Comments on Overall Dissatisfaction
External	Request for Banquet Service by External Clients	97%
Internal	Request for Cash Advance (Foreign/Local Travel) (On-line through Document Tracking System (DTS))	Answering the survey
External	Request for Banquet Service by External Clients	Disagree
External	Application to PMDP Senior Executives Class, Middle Managers Class, Phronetic Leadership Class, and Local Government Executives and Managers Class	Face to face meeting... Session was interrupted due to poor internet connections.
External	Request for Banquet Service by External Clients	good job
External	Enrollment in Public Courses	I am very satisfied.
Internal	Processing of Service Agreement (SA)	I was not satisfied with the service. They do not update and they keep on requesting the same documents.
Internal	Preparation, Review, Finalization and Dissemination of Policy Issuances - Pertaining to the Issuance of Special Order Re: Designation of Officer/s-in-Charge, Officers, etc.	Incorrect details - last name in issuance and no correction was made when it was pointed out.
Internal	Request for Cash Advance (Foreign/Local Travel) (On-line through Document Tracking System (DTS))	It was a seamless transaction
External	Enrollment in Self-Paced SPARTA Online Courses	More subjects per pathways.
External	Processing of APO Scholarship Training Program (External)	
External	Enrollment in Public Courses	
External	Request for Technical Assistance/Consultancy/Research Services	
Internal	Request for Billing and Collection	No improvements needed
External	Request for Appointment with the DAP President by External Clients	None
External	Request for Technical Assistance/Consultancy/Research Services	None
External	Enrollment in Self-Paced SPARTA Online Courses	Provide more related materials and new topics for the Scholar to take.
External	Request for Customized Training Services	Satisfied
External	Request for Payment of Honoraria Services	Satisfied at some point
Internal	Request for Billing and Collection	Slow processing
External	Request for Technical Assistance/Consultancy/Research Services	very good
Internal	Request for Cash Advance (Foreign/Local Travel) (On-line through Document Tracking System (DTS))	Very satisfied

These services shall be monitored for possible non-compliance to standards or reviewed for process improvement.

Moreover, in terms of the DAP process owners' adherence to the administration of the CSM, the DAP-CART intends to implement the following actions for FY 2024:

1. Issuance of DAP-wide CSM implementation reminder/s;
2. Continuous re-orientation of staff on the Harmonized CSM;
3. Monthly reconciliation of CSM responses vs. transactions per process owner, with the help of the Public Affairs Desk (PAD);
4. Continuous monitoring of low responses vs. transaction tally; and,
5. Continuous RFA issuance to respective process owners for negative responses so they can do the root-cause-analysis and action plan.

# ANNEX A. Survey Questionnaire/s Used

The Development Academy of the Philippines (DAP) adhered to the structure of the ARTA CSM Survey tool, as seen below:

Control No: \_\_\_\_\_

ANTI-RED TAPE AUTHORITY  
CLIENT SATISFACTION  
MEASUREMENT FORM  
PSA Approval No.: ARTA-2242-3  
Printed on 31 July 2019

**(On-Site Version)** (Insert agency logo here) (Insert agency name here)  
**HELP US SERVE YOU BETTER!**

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you always have the option to not answer this form.

Client type:  Citizen  Business  Government (Employee or another agency)






Date: \_\_\_\_\_ Sex:  Male  Female Age: \_\_\_\_\_

Region of residence: \_\_\_\_\_ Service Availed: \_\_\_\_\_

**INSTRUCTIONS: Check mark (  ) your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.**

- CC1 Which of the following best describes your awareness of a CC?**  
 1. I know what a CC is and I saw this office's CC.  
 2. I know what a CC is but I did NOT see this office's CC.  
 3. I learned of the CC only when I saw this office's CC.  
 4. I do not know what a CC is and I did not see one in this office. (Answer 'N/A' on CC2 and CC3)
- CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?**  
 1. Easy to see  4. Not visible at all  
 2. Somewhat easy to see  5. N/A  
 3. Difficult to see
- CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?**  
 1. Helped very much  3. Did not help  
 2. Somewhat helped  4. N/A

**INSTRUCTIONS:**  
For SQD 0-8, please put a **check mark (  )** on the column that best corresponds to your answer.

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree	N/A Not Applicable
<b>SQD0.</b> I am satisfied with the service that I availed.						
<b>SQD1.</b> I spent a reasonable amount of time for my transaction.						
<b>SQD2.</b> The office followed the transaction's requirements and steps based on the information provided.						
<b>SQD3.</b> The steps (including payment) I needed to do for my transaction were easy and simple.						
<b>SQD4.</b> I easily found information about my transaction from the office or its website.						
<b>SQD5.</b> I paid a reasonable amount of fees for my transaction.						
<b>SQD6.</b> I feel the office was fair to everyone, or " <i>walang palakasan</i> ", during my transaction.						
<b>SQD7.</b> I was treated courteously by the staff, and (if asked for help) the staff was helpful.						
<b>SQD8.</b> I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

---

Email address (optional): \_\_\_\_\_

**THANK YOU!**

## **ANNEX B. List of Regional and Satellite Offices (If Consolidated Report)**

<b>Office</b>	<b>Responses</b>
DAP Pasig	3377
DAP Conference Center Tagaytay	13
DAP sa Mindanao	25

# ANNEX C. CSM Results Per Office

## 1. DAP Pasig

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office's CC.	<b>2323</b>	<b>67.16%</b>
2. I know what a CC is but I did not see this office's CC.	<b>705</b>	<b>20.38%</b>
3. I learned of the CC only when I saw this office's CC.	<b>260</b>	<b>7.52%</b>
4. I do not know what a CC is and I did not see this office's CC.	<b>171</b>	<b>4.94%</b>
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	<b>2086</b>	<b>79.83%</b>
2. Somewhat easy to see	<b>468</b>	<b>17.91%</b>
3. Difficult to see	<b>37</b>	<b>1.42%</b>
4. Not visible at all	<b>22</b>	<b>0.84%</b>
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	<b>2200</b>	<b>84.49%</b>
2. Somewhat helped	<b>368</b>	<b>14.13%</b>
3. Did not help	<b>36</b>	<b>1.38%</b>

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	1962	958	200	61	49	229	3459	90.40%
Reliability	2192	903	140	8	31	185	3459	94.53%
Access and Facilities	1914	829	183	11	33	489	3459	92.36%
Communication	2098	906	170	13	29	243	3459	93.41%
Costs	775	289	97	15	27	725	1928	88.45%
Integrity	2185	836	157	7	33	241	3459	93.88%
Assurance	2320	804	131	6	31	167	3459	94.90%
Outcome	2240	849	149	9	29	149	3425	94.29%
<b>Overall</b>	<b>15686</b>	<b>6374</b>	<b>1227</b>	<b>130</b>	<b>262</b>	<b>2428</b>	<b>26107</b>	<b>92.78%</b>

External Services	Responses	Overall Rating
Application for Admission and Enrollment to Master's Degree (Public Offering)	1	100.00
Application to PMDP Senior Executives Class, Middle Managers Class, Phronetic Leadership Class, and Local Government Executives and Managers Class	44	93.02
Availment of GSPDM Academic Programs	42	95.24
Enrollment in Public Courses	595	98.82
Enrollment in Self-Paced SPARTA Online Courses	330	97.56
External Learning and Development (L&D) Interventions	23	91.30
Interlibrary Research	1	100.00
Partnership & Linkages	3	66.67
Processing of APO Scholarship Training Program (External)	192	96.35
Queries on DAP's Program and Services	11	100.00
Request for Appointment with the DAP President by External Clients	6	80.00
Request for Banquet Service by External Clients	271	97.08
Request for Certification, Authentication, and Verification (CAV)	4	100.00
Request for Certification/s	2	100.00
Request for Certified True Copy	5	100.00
Request for Concept Paper	6	100.00
Request for Copy of Student Credentials	11	90.91
Request for Customized Training Services	431	98.85
Request for Payment of Honoraria Services	289	81.01
Request for PMDP Non-Academic Records and Certifications	11	90.91
Request for Project Proposal	4	100.00
Request for Technical Assistance/Consultancy/Research Services	289	97.90
REQUEST FOR THE USE OF CONFERENCE/ FUNCTION / MEETING ROOMS OR FACILITIES – PASIG BY EXTERNAL CUSTOMERS	11	100.00
REQUEST FOR THE USE OF DAP PASIG OFFICE SPACES BY EXTERNAL CUSTOMERS	9	100.00
Research and Reference Service	8	87.50
Response to Written Communications (Email and Snail Mail)	11	100.00
Study Visits/Request for Institutional Briefing	60	93.44
<b>Internal Services</b>		
Approval of Requests for Foreign/APO Capability Building Programs	2	100
Assessment and Endorsement of Candidates	6	83.33333333
Creation of Project Management Information System (PMIS) Account	12	100
Engineering Services	1	100
Final Contract Review	3	66.66666667

HOUSEKEEPING, LANDSCAPING AND AUDIO-VISUAL SERVICES	3	100
Initial Contract Review	6	83.33333333
Interlibrary Research		
Internal Learning and Development (L&D) Interventions	8	100
ISSUANCE OF BAC RESOLUTIONS FOR [1] AGENCY TO AGENCY (SEC. 53.5), [2] ACADEMIC, SCHOLARLY OR ARTISTIC WORK, EXCLUSIVE TECHNOLOGY AND MEDIA SERVICES (SEC. 53.6), AND [3] HIGHLY TECHNICAL CONSULTANTS (SEC. 53.7)	2	100
Issuance of Certificate of Employment/Engagement and Service Record	5	80
Issuance of Project Special Order	76	100
Issuance of Revised Project Special Order	90	100
Issuance of the Certification of Consultant/Resource Person Output Clearance for Honoraria Payment	1	100
IT Support Assistance for Events/Functions (formerly Video Conference Assistance)	1	100
Management of DAP E-mail account	1	100
Motor Vehicles Pool (MVPool) Services	4	60
Preparation of Documented Information Feedback Form (DFF)	3	100
Preparation of Travel Documents and Payment for External Training	15	100
Preparation of Travel Documents, Payment of Training Fees/Allowances and Service Contract for Foreign Training/Studies/APO Capability Building Programs	5	100
Preparation, Review, Finalization and Dissemination of Policy Issuances - Pertaining to the Issuance of Special Order Re: Designation of Officer/s-in-Charge, Officers, etc.	2	50
Preparation, Review, Finalization and Dissemination of Policy Issuances - Memorandum Circular (MC), Office Order (OO) and Special Order (SO)	11	100
Process of Classifying Consultants and Resource Persons (C & RP)	1	100
Process of Reviewing and Approving Letters of Invitation (LOI) for Consultants and Resource Persons (C & RP)	1	100
Process of Screening and Endorsing DAP-Approved Participant/s to Foreign Training/Studies/APO Capability Building Program	3	100
Processing of APO Scholarship Training Program (Internal)	18	100
Processing of Service Agreement (SA)	1	
Procurement of Goods and Services through Shopping and Small Value Procurement	1	100
Procurement through Competitive Bidding (Goods and Services, Infrastructure Projects, and Consulting Services)	1	100
Provision of Technical Assistance (Internal)	16	93.75
Request for Appointment with the DAP President by Internal Clients	1	100
Request for Banquet Service by Internal Clients	31	100
Request for Billing and Collection	24	76



Request for Cash Advance (Foreign/Local Travel) (On-line through Document Tracking System (DTS))	59	92.1875
Request for Cash Advance (Specific Purpose) (On-line through Document Tracking System (DTS))	55	93.22033898
Request for Corporate-level Documents (Documents Requiring Signature of Compliance Officer and DAP President)	4	100
Request for Corporate-level Documents (Internal Use)	2	100
Request for events management (e.g., hosting/emceeing, technical assistance, live streaming);	1	100
Request for IMC Tokens/Collaterals	8	100
Request for Investigation	17	88.23529412
Request for Issuance of Training Certificates/Citations	5	80
Request for Legal Opinion	2	100
Request for Monetization of Leave Credits	4	75
Request for Photo/Video Coverage	12	100
Request for Records/Information	6	100
Request for Review and Approval of Marketing Collaterals Design	11	100
Request for Review and/or Publication of press releases	34	100
Request for Review, Editing of Content, and Approval for Posting of the following: Briefer and AVP	16	100
Request for review/editing and/or drafting of speeches.	22	100
Request for Security Augmentation	8	100
Request for Technical Expert	8	87.5
Research and Reference Service	1	100
Review and Approval of the DAP President (Online Processing)	17	94.11764706
Review and Approval of the DAP President (Physical Documents)	3	100
Review and Approval of Website Content & Social Media Assets	55	100
Technical Support Assistance of Simple ICT Request	1	100
Uploading of Training/Course Invitation in the DAP Website	4	100
<b>OVERALL TOTAL</b>	<b>3380</b>	<b>94.65</b>

## 2. DAP Conference Center Tagaytay

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office's CC.	6	46.15%
2. I know what a CC is but I did not see this office's CC.	1	7.69%
3. I learned of the CC only when I saw this office's CC.	0	

4. I do not know what a CC is and I did not see this office's CC.	<b>6</b>	<b>46.15%</b>
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	<b>5</b>	<b>83.33%</b>
2. Somewhat easy to see	<b>1</b>	<b>16.67%</b>
3. Difficult to see	<b>0</b>	
4. Not visible at all	<b>0</b>	
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	<b>4</b>	<b>66.67%</b>
2. Somewhat helped	<b>2</b>	<b>33.33%</b>
3. Did not help	<b>0</b>	

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	9	3	0	0	0	1	13	100.00%
Reliability	8	3	1	0	0	1	13	91.67%
Access and Facilities	8	2	1	0	0	2	13	90.91%
Communication	8	3	1	0	0	1	13	91.67%
Costs	6	2	1	0	0	4	13	88.89%
Integrity	7	2	1	0	0	3	13	90.00%
Assurance	9	3	0	0	0	1	13	100.00%
Outcome	7	2	1	0	0	3	13	90.00%
<b>Overall</b>	<b>62</b>	<b>20</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>104</b>	<b>92.89%</b>

External Services	Responses	Overall Rating
Request for the Use of DAP Tagaytay Conference Center Facility	13	100
<b>OVERALL TOTAL</b>	<b>13</b>	<b>100</b>

### 3. DAP sa Mindanao

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		

1. I know what a CC is and I saw this office's CC.	<b>18</b>	<b>72.00%</b>
2. I know what a CC is but I did not see this office's CC.	<b>3</b>	<b>12.00%</b>
3. I learned of the CC only when I saw this office's CC.	<b>3</b>	<b>12.00%</b>
4. I do not know what a CC is and I did not see this office's CC.	<b>1</b>	<b>4.00%</b>
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	<b>15</b>	<b>71.43%</b>
2. Somewhat easy to see	<b>5</b>	<b>23.81%</b>
3. Difficult to see	<b>0</b>	
4. Not visible at all	<b>1</b>	<b>4.76%</b>
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	<b>18</b>	<b>90.00%</b>
2. Somewhat helped	<b>2</b>	<b>10.00%</b>
3. Did not help	<b>0</b>	

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	9	3	0	0	0	1	13	100.00%
Reliability	8	3	1	0	0	1	13	91.67%
Access and Facilities	8	2	1	0	0	2	13	90.91%
Communication	8	3	1	0	0	1	13	91.67%
Costs	6	2	1	0	0	4	13	88.89%
Integrity	7	2	1	0	0	3	13	90.00%
Assurance	9	3	0	0	0	1	13	100.00%
Outcome	7	2	1	0	0	3	13	90.00%
<b>Overall</b>	<b>62</b>	<b>20</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>104</b>	<b>92.89%</b>

External Services	Responses	Overall Rating
Request for Technical Assistance/Consultancy/Research Services	9	55.56
Enrollment in Public Courses	8	100.00
Request for Customized Training Services	8	100.00
<b>OVERALL TOTAL</b>	<b>25</b>	<b>84.00</b>



## ANNEX D. Tally of Services

External Services	Process Owner	Responses	Total Transactions	Response Rate	Overall Rating
Application for Admission and Enrollment to Master's Degree (Public Offering)	OAR	1	348	0.29%	100.00
Application to PMDP Senior Executives Class, Middle Managers Class, Phronetic Leadership Class, and Local Government Executives and Managers Class	PMDP-PMO	44	47	93.62%	93.02
Availment of GSPDM Academic Programs	GSPDM	42	42	100.00%	95.24
Enrollment in Public Courses	CFG, COD, DSM, OP, PDC, SHDP	603	853	70.69%	98.84
Enrollment in Self-Paced SPARTA Online Courses	COF	330	4707	7.01%	97.56
Interlibrary Research	DAP Library	1	1	100.00%	100.00
Partnership & Linkages	IMC	3	2	150.00%	66.67
Processing of APO Scholarship Training Program (External)	APO/DAP Secretariat	192	518	37.07%	96.35
Queries on DAP's Program and Services	IMC-PAD	11	163	6.75%	100.00
Request for Appointment with the DAP President by External Clients	OP	6	6	100.00%	80.00
Request for Banquet Service by External Clients	Admin	271	277	97.83%	97.08
Request for Certification, Authentication, and Verification (CAV)	OAR	4	7	57.14%	100.00
Request for Certification/s	OAR	2	61	3.28%	100.00
Request for Certified True Copy	OAR	5	23	21.74%	100.00
Request for Concept Paper	COF, OP	6	6	100.00%	100.00
Request for Copy of Student Credentials	OAR	11	199	5.53%	90.91
Request for Customized Training Services	CFG, COD, DSM, OP, PDC, SHDP	439	526	83.46%	98.87
Request for Payment of Honoraria Services	Finance	289	332	87.05%	81.01
Request for PMDP Non-Academic Records and Certifications	PMDP-PMO	11	17	64.71%	90.91



Request for Project Proposal	IMC-PAD	4	19	21.05%	100.00
Request for Technical Assistance/Consultancy/Research Services	CFG, COD, DSM, OP, PDC, SHDP	298	156	191.03%	96.61
Request for the Use of Conference/Function/Meeting Rooms or Facilities – Pasig by External Customers	Admin-GSD	11	12	91.67%	100.00
Request for the Use of Dap Pasig Office Spaces by External Customers	Admin-GSD	9	1	900.00%	100.00
Request for the Use of DAP Tagaytay Conference Center Facility	DAPCC FMSO	13	812	1.60%	100.00
Research and Reference Service	DAP Library	8	9	88.89%	87.50
Response to Written Communications (Email and Snail Mail)	OP	11	11	100.00%	100.00
Study Visits/Request for Institutional Briefing	IMC	60	6	1000.00%	93.44
<i>External Services Total</i>		<i>2685</i>	<i>9161</i>	<i>29.31%</i>	<i>94.96</i>
<b>Internal Services</b>		<b>Responses</b>	<b>Total Transactions</b>	<b>Response Rate</b>	<b>Overall Rating</b>
Approval of Requests for Foreign/APO Capability Building Programs	APO/DAP Secretariat	2	2	100.00%	100.00
Assessment and Endorsement of Candidates	HRM-RSP	6	6	100.00%	83.33
Creation of Project Management Information System (PMIS) Account	COSM	12	19	63.16%	100.00
Engineering Services	Admin-GSD	1	334	0.30%	100.00
Final Contract Review	Legal Office	3	225	1.33%	66.67
Housekeeping, Landscaping and Audio-Visual Services	Admin-GSD	3	509	0.59%	100.00
Initial Contract Review	Legal Office	6	246	2.44%	83.33
Interlibrary Research	DAP Library	0	0	#DIV/0!	
Internal Learning and Development (L&D) Interventions	HRD	8	9	88.89%	100.00
Issuance of BAC Resolutions for [1] Agency to Agency (Sec. 53.5), [2] Academic, Scholarly or Artistic Work, Exclusive Technology and Media Services (Sec. 53.6), and [3] Highly Technical Consultants (Sec. 53.7)	BAC Secretariat	2	19	10.53%	100.00
Issuance of Certificate of Employment/Engagement and Service Record	HRMD	5	5	100.00%	80.00
Issuance of Project Special Order	COSM	76	129	58.91%	100.00
Issuance of Revised Project Special Order	COSM	90	182	49.45%	100.00



Issuance of the Certification of Consultant/Resource Person Output Clearance for Honoraria Payment	CDRD	1	1972	0.05%	100.00
IT Support Assistance for Events/Functions (formerly Video Conference Assistance)	ICTD	1	80	1.25%	100.00
Management of DAP E-mail account	ICTD	1	608	0.16%	100.00
Motor Vehicles Pool (MVPool) Services	Admin-GSD	4	7689	0.05%	60.00
Preparation of Documented Information Feedback Form (DFF)	CDRD	3	17	17.65%	100.00
Preparation of Travel Documents and Payment for External Training	HRD	15	18	83.33%	100.00
Preparation of Travel Documents, Payment of Training Fees/Allowances and Service Contract for Foreign Training/Studies/APO Capability Building Programs	HRD	5	5	100.00%	100.00
Preparation, Review, Finalization and Dissemination of Policy Issuances - Pertaining to the Issuance of Special Order Re: Designation of Officer/s-in-Charge, Officers, etc.	CDRD	2	122	1.64%	50.00
Preparation, Review, Finalization and Dissemination of Policy Issuances - Memorandum Circular (MC), Office Order (OO) and Special Order (SO)	CDRD	11	19	57.89%	100.00
Process of Classifying Consultants and Resource Persons (C & RP)	HRMD	1	1	100.00%	100.00
Process of Reviewing and Approving Letters of Invitation (LOI) for Consultants and Resource Persons (C & RP)	HRMD	1	2	50.00%	100.00
Process of Screening and Endorsing DAP-Approved Participant/s to Foreign Training/Studies/APO Capability Building Program	APO/DAP Secretariat	3	3	100.00%	100.00
Processing of APO Scholarship Training Program (Internal)	APO/DAP Secretariat	18	18	100.00%	100.00
Procurement of Goods and Services through Shopping and Small Value Procurement	Logistics Division	1	1284	0.08%	100.00
Procurement through Competitive Bidding (Goods and Services, Infrastructure Projects, and Consulting Services)	BAC Secretariat	1	5	20.00%	100.00
Provision of Technical Assistance (Internal)	COSM	16	16	100.00%	93.75



Request for Appointment with the DAP President by Internal Clients	OP	1	2	50.00%	100.00
Request for Banquet Service by Internal Clients	Admin	31	32	96.88%	100.00
Request for Billing and Collection	Finance	24	24	100.00%	76.00
Request for Cash Advance (Foreign/Local Travel) (On-line through Document Tracking System (DTS))	Finance	59	59	100.00%	92.19
Request for Cash Advance (Specific Purpose) (On-line through Document Tracking System (DTS))	Finance	55	55	100.00%	93.22
Request for Corporate-level Documents (Documents Requiring Signature of Compliance Officer and DAP President)	COSM	4	4	100.00%	100.00
Request for Corporate-level Documents (Internal Use)	COSM	2	4	50.00%	100.00
Request for events management (e.g., hosting/emceeing, technical assistance, live streaming);	IMC	1	24	4.17%	100.00
Request for IMC Tokens/Collaterals	IMC	8	95	8.42%	100.00
Request for Investigation	OSVP-S	17	17	100.00%	88.24
Request for Issuance of Training Certificates/Citations	CDRD	5	308	1.62%	80.00
Request for Legal Opinion	Legal Office	2	7	28.57%	100.00
Request for Monetization of Leave Credits	HRMD	4	4	100.00%	75.00
Request for Photo/Video Coverage	IMC	12	63	19.05%	100.00
Request for Press Conference and Media Guesting	IMC	0	0	-	
Request for Records/Information	CDRD	6	35	17.14%	100.00
Request for Re-Issuance of Training Certificates or Issuance of Certified True Copy of Training Certificate (OLD)	CDRD	0	0	-	
Request for Review and Approval of Marketing Collaterals Design	IMC	11	231	4.76%	100.00
Request for Review and/or Publication of press releases	IMC	34	67	50.75%	100.00
Request for Review, Editing of Content, and Approval for Posting of the following: Briefer and AVP	IMC	16	7	228.57%	100.00
Request for review/editing and/or drafting of speeches.	IMC	22	56	39.29%	100.00
Request for Secretary's Certification	Board Secretary	0	0	-	
Request for Security Augmentation	Board Secretary	8	8	100.00%	100.00
Request for Technical Expert	COF	8	9	88.89%	87.50



Request for the Use of Conference/ Function / Meeting Rooms or Facilities – Pasig by Internal Customers	Admin-GSD	0	0	-	
Request for the Use of DAP Pasig Office Spaces by Internal Customers	Admin-GSD	0	0	-	
Requisition and Issuance of Supplies in Stock	Logistics Division	0	0	-	
Research and Reference Service	DAP Library	1	1	100.00%	100.00
Return of Property	Logistics Division	0	0	-	
Review and Approval of the DAP President (Online Processing)	OP	17	18	94.44%	94.12
Review and Approval of the DAP President (Physical Documents)	OP	3	3	100.00%	100.00
Review and Approval of Website Content & Social Media Assets	IMC	55	231	23.81%	100.00
Systems Change Request	ICTD	0	68	0.00%	
Technical Support Assistance of Complex ICT Request	ICTD	0	274	0.00%	
Technical Support Assistance of Simple ICT Request	ICTD	1	1795	0.06%	100.00
Uploading of Training/Course Invitation in the DAP Website	IMC	4	19	21.05%	100.00
<i>Internal Services Total</i>		<i>709</i>	<i>17064</i>	<i>4.15%</i>	<i>94.61</i>
<b>OVERALL TOTAL</b>		<b>3394</b>	<b>26225</b>	<b>12.94%</b>	<b>94.78</b>



## ANNEX E. List of Organizational Units

Group	Organizational Unit (Centers/Departments/Offices)
Corporate Offices	Office of the President & Chief Executive Officer (OPCEO)
	Council of Fellows (COF)
	Office of the Academy Registrar (OAR)
	APO DAP Secretariat
	APO DAP Secretariat
	DAP Research and Development Office (DRDO)
	Center for Strategic Futures (CSF)
	Office of the Board Secretary
	Internal Audit Services (IAS)
	Corporate Concerns Center (CCC)
	Corporate Operations and Strategic Management (COSM)
	Institutional Marketing Center (IMC)
	DAP sa Mindanao (DsM)
	DsM Project Management Office
	Programs Operations Group
Office of the Senior Vice President for Programs (OSVPP)	
PDC - Office of the Vice President	
Productivity Development Research Office (PDRO)	
Modernizing Government Relations Program (MGRP)	
Productivity and Quality Training Office	
Advocacy and Institutional Development Office	
Government Quality Management Program (GQMP)	
Technology Management Office (TMO)	
<i>Center for Governance</i>	
CFG - Office of the Vice President	
AO25 Secretariat	
COE-PSP	
Operations Management Office (OMO)	
Policy Research Office (PRO)	
Capacity Building on Innovative Leadership and Legislative Staff (CBILLS)	
Local Governance and Development Office (LGDO)	
Adaptive Governance and Innovation for Local Executives (AGILE)	
Local Government Executives and Managers Class (LGEMC)	
<i>Center for CES Development (CCD)</i>	
CCD - Office of the Vice President	
Promotion and Advocacy and Recruitment (PAR)	
Monitoring, Evaluation and Knowledge Management (MEKM)	
Training Operations	
<i>Sustainable Human Development Program</i>	

Group	Organizational Unit (Centers/Departments/Offices)
	SHDP - Office of the Director
	Environment and Sustainable Development Unit (ESDU)
	Human Development Unit
Graduate School of Public and Development	Office of the Dean (OD)
	Security Governance and Diplomacy Cluster (SGDC)
	Health Governance and Social Protection Cluster (HGSPC)
	Sustainable Development & Regional and Local Governance Cluster (SDRLGC)
Services Group	Office of the Senior Vice President for Services (OSVPS)
	<i>Administration Department</i>
	Office of the Department Manager
	General Services Division (GSD)
	Logistics Division (LoDi)
	BAC Secretariat
	Central Documentation & Records Division (CDRD)
	Information and Communications Technology Division
	<i>Human Resource Management &amp; Development Department</i>
	Office of the Department Manager (ODM) - HRMDD
	Human Resource Management Division (HRMD)
	Human Resource Development Division (HRDD)
	<i>Finance Department</i>
	Office of the Department Manager (ODM) - Finance
	Budget Division (BD)
	Accounting Division (AD)
	Treasury Division (TD)
	DAPCC
	Office of the Department Manager (ODM) - DAPCC
	Food and Beverage Services (FBS)
	Facilities, Marketing and Sales Office (FMSO)
	Rooms and Facilities Services (RFS)
	Engineering and Maintenance Services (EMS)
Support Services (SS)	
DAPCC Physical Expansion Project	