
Benchmarking Public Service Delivery in Quezon City

*A Citizen Report Card on Building Permit, Business
Permit, and Health Services*

**A survey conducted
by the U.P. National College of Public Administration and Governance
for the Quezon City Government
with technical assistance from the Asian Development Bank
and
Public Affairs Centre, Bangalore**



BACKGROUND

- **Part of an ongoing ADB initiative to assist LGUs to improve public service delivery and become more accountable to citizens.**
- **Adoption of a globally recognized tool – the Citizen Report Card**
- **The CRC was conducted by the UP-National College of Public Administration and Governance (UP-NCPAG) with support from the Public Affairs Center (PAC) from Bangalore, India.**

CRCs: Defining Features

- Pioneered by Public Affairs Centre, Bangalore as an independent assessment in 1993
- Credible **user** feedback on public services
- Uses the power of measurement & comparison
- Communicates findings in a very easy and focused manner
- Report always in **PUBLIC DOMAIN**
- Not a one-off effort – continued benchmarking

COVERAGE

User feedback on Building Permit, Business Permit & Health Services provided by the Local Government of Quezon City

Methodology

- Orientation workshop on the “*CRC Toolkit*”
- Preliminary discussions with municipal officials on project purpose and objectives.
- Conduct of FGDs with over 30 stakeholders to identify issues for survey
- Design of a survey questionnaire & Selection of sample households (around 900)
- 2 Day Training Program for the students of UP-NCPAG to conduct the survey
- Field Survey supervised by UP-NCPAG and PAC
- Analysis and Reporting by UP-NCPAG

What this Exercise is about...

- **Capturing credible, objective and neutral feedback on citizens experiences while accessing and using the three public services.**
- **Analyzing, Organizing and Reporting findings, conclusions and pointers.**
- **Facilitating an opportunity for reforms and improvements.**

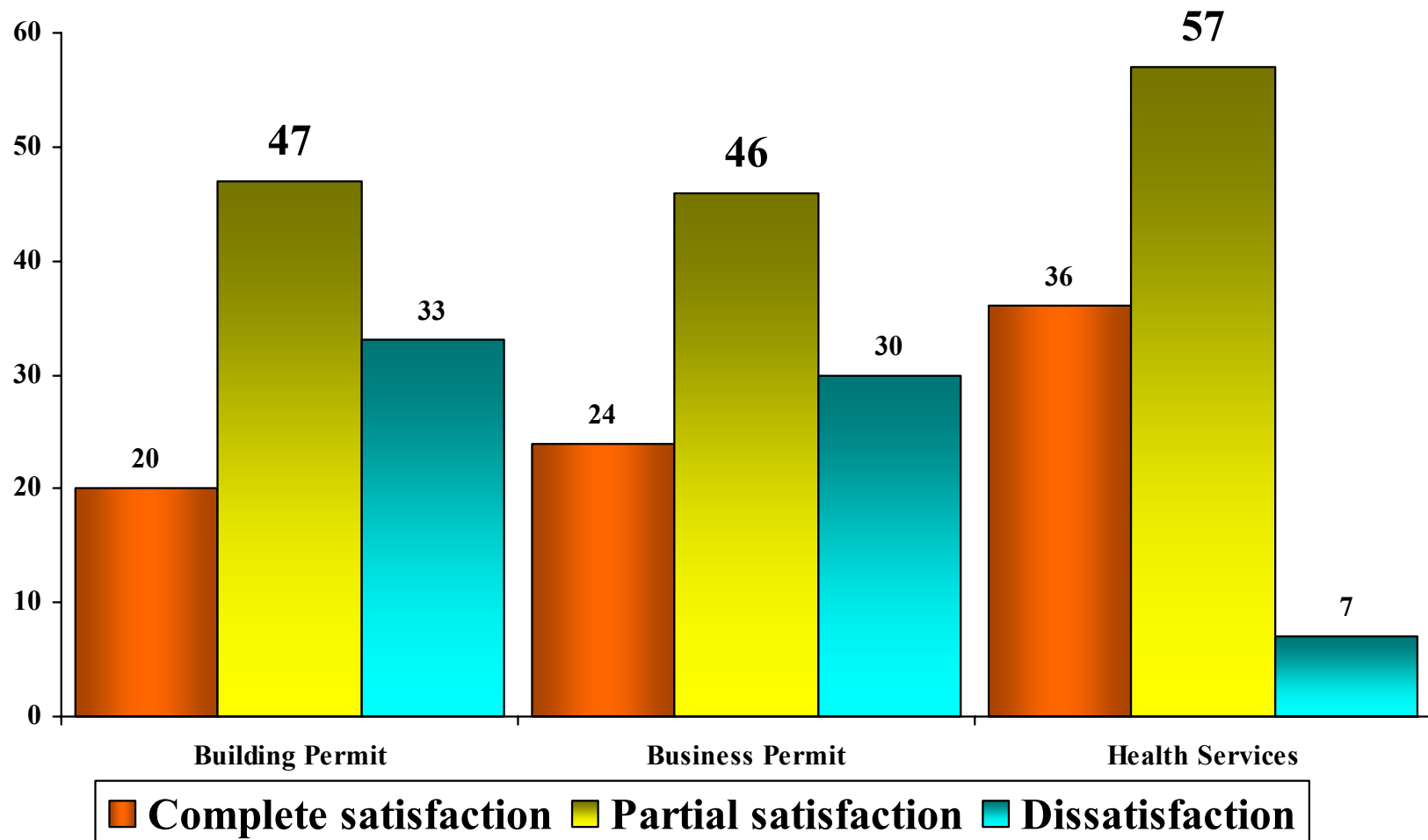
What this Exercise is not about...

- **Finding faults or pointing fingers**
- **Focusing only on the gaps in service delivery**
- **Claiming that user feedback captures all dimensions of service delivery**
- **Providing solutions**

How do Services Measure Up in Quezon City?

Overall Feedback from Citizens

Satisfaction Scores!



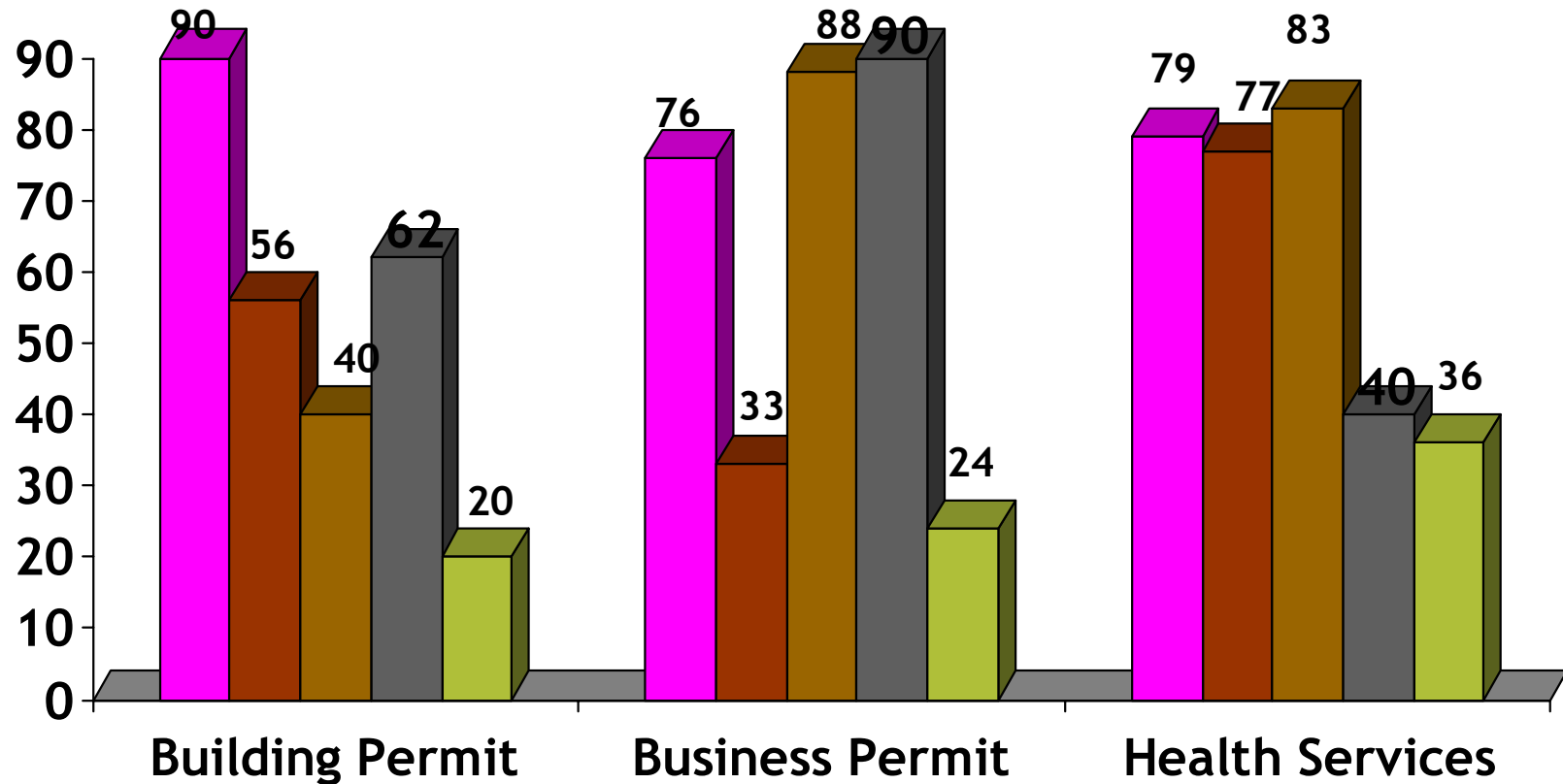
How Aspects of Services Differ...

■ For each service appropriate indicators were identified for four critical service domains:

- ➔ **Access to the service**
- ➔ **Quality or Reliability of the service**
- ➔ **Responsiveness of service providers**
- ➔ **Transparency in service provisions**

| | Access/ Availability | Quality / Reliability | Responsiveness | Transparency | Complete Satisfaction |
|------------------------|---|--|---|---|---|
| Building Permit | 1. Proportion reporting easy access to OBO | 1. Proportion reporting no problems. 2. Proportion reporting making 4 or more follow up visits | 1. Proportion reporting explanations by OBO staff on technical requirements | 1. Proportion reporting access to information on procedures. 2. Proportion reporting non payment of bribes | 1. Proportion reporting complete satisfaction |
| Business permit | 1. Proportion of users reporting access to a BPLO within 30 minutes | 1. Proportion reporting no problems 2. Proportion reporting lack of queue. 3. Proportion reporting of no coding mistakes. 4. Proportion reporting multiple visits | 1. Proportion reporting presence of BPLO staff at the counter. 2. Proportion reporting time attended to within 10 minutes. 3. Proportion reporting problem resolution | 1. Proportion reporting non payment of bribes. 2. Proportion reporting seeing list of requirements. | 1. Proportion reporting complete satisfaction |
| Health Services | 1. Proportion of users reporting access to a HC within 1 km. | 1. Proportion reporting no problems 2. Proportion reporting availability of doctors at the time of visit. 3. Proportion reporting availability of medicines | 1. Proportion of respondents satisfied with behavior of staff. 2. Proportion reporting problem resolution | 1. Proportion reporting non payment of bribes. | 1. Proportion reporting complete satisfaction |

How Service Indicators Score...



■ Access ■ Quality/ Reliability ■ Responsiveness
■ Transparency ■ Complete Satisfaction

BUILDING PERMIT SERVICE

Key Findings & Action Areas

Building Permit – Key Findings (1)

- ☺ Good Infrastructure - Easy Accessibility, good office lay-out, ventilation, lighting, enough number of seats, and other amenities (85%-96%)
- ☺ Easily available application form (94%) and easy to fill-up (98%)
- ☺ OBO received, signed and sealed technical requirements (89%-98%)
- ☺ Staff are knowledgeable about technical problems of applications and plans (97%)
- ☺ Complaints of applicants were acted upon by staff (69% of those who complained)
- ☺ 20% of 173 were completely satisfied

Building Permit – Key Findings (2)

- ☹ **Need to improve processes - Insufficient directions (42%), and lack/insufficient info on process (38%), fees (92%), and requirements (74%); and no queuing system to accept application (67%) and release building permit (72%)**
- ☹ **Some had to pay for copies of application form (13%)**
- ☹ **OBO accepted incomplete number of technical requirements (15%-40%)**
- ☹ **Paid inspectors to speed up inspection (32%); or not to conduct inspection (3%)**
- ☹ **OBO did not inform applicants problems immediately unless the latter follow-up (57%)**
- ☹ **Not all paid their actual assessed fees (24%); and actual payment made was not reflected on official receipts (64%)**
- ☹ **But sometimes, bribes had to be given to solve the complaints of applicants (28% of those who complained)**
- ☹ **34% expressed dissatisfaction - Complaints mostly on corruption, red tape, rude/abusive staff, there were instances of discrimination, and OBO not being a service-oriented office**

Building Permit – User's Suggestions

- Expedite processes
- Reduce red tape
- Improve transparency

Building Permit – Action Areas

- ☑ Proactive disclosure of information on service standards and procedures. E.g. Citizen Charters or Service Charters
- ☑ Need to strengthen internal monitoring and supervision
- ☑ Improve grievance redress systems
- ☑ Staff training and orientation

BUSINESS PERMIT SERVICE

Key Findings & Action Areas

Business Permit – Key Findings (1)

- ☺ Large proportions (89%) knew where to approach for business permits.
- ☺ 56% responded that it took less than 10 minutes to procure an application form.
- ☺ 81% said that the form is easy to fill up and 63% were able to complete the form in 10 minutes or less.
- ☺ BPLO staff were present in their posts (99%) and clients were attended to within 10 minutes or less (83%).
- ☺ 45% were able to complete the requirements in more than 1 week while 24% completed it within the day. 64% said the encoding of data took 30 minutes or less.
- ☺ 66% got their business permits within 10 days or less after submitting the complete requirements.
- ☺ Overall, 70% of the respondents said that they were satisfied with the BPLO

Business Permit – Key Findings (2)

- ☹️ 90% replied that there was a queue during assessment and 55% waited for 30 minutes or more for their turn.
- ☹️ Only a little over one-thirds (39%) of the respondents found the assessment lounge spacious.
- ☹️ Large number (66%) of users had to make multiple visits to the BPLO to get their assessment done.
- ☹️ Almost one-fourths of respondents (22%) faced problems at the BPLO – most of the issues related to high assessment value, delay in processing & mistakes in encoding.
- ☹️ Respondents seem to have low faith in the grievance redress systems with 75% of those who faced problems not making a formal complaint. Just over half of those who complained (55%) reported that their problems got resolved.
- ☹️ A small proportion (8%) reported paying bribes, mostly to speed up the processing of applications. Bribes were demanded by the staff in more half of the cases (55%).
- ☹️ 30% expressed dissatisfaction - Complaints mostly on slow service and impolite behaviour of staff.

Business Permit – User's Suggestions

- Review existing assessment values
- Organize queuing systems & Rationalize steps & procedures
- Improve infrastructure – replace walls with glass windows to promote transparency

Business Permit – Action Areas

- ☑ Process re-engineering is required to reduce multiple visits and long waiting time. Opening up of additional counters or franchising kiosks to private parties could be explored.
- ☑ Grievance redress need to be strengthened. Setting up helpdesks and disclosure of service standards and norms could raise user confidence.
- ☑ Staff behaviour can be improved through training and orientation.

HEALTH SERVICES

Key Findings & Action Areas

HEALTH SERVICE PROVISION

Breakdown of health service usage

| | |
|---|---|
| Health Center users | 210 (52.5%) |
| Super Health Center users | 121 (30.25%) |
| Public Hospital users | 106 (26.5%); 47 (44%) from QC General Hospital & 59 (56%) from Novaliches District Hospital |
| Note: 20 of the respondents are both users of HCs and SHCs. | |

HEALTH CENTERS AND SUPER HEALTH CENTERS

Recently visited facilities

The report covers 16 facilities (both Health Centers and Super Health Centers) used by 32 barangays.

Purposes of going to the facility

The highest percentage of going to HCs and SHCs is for child health care (58%)

Health Services – Key Findings (1)

Medical Check-up & Treatment (HC & SHC)

1. Availability of Doctors

- More than three-fourths (77%) reported that doctors were available when they visited the facility; KNL, de Joya & Libis report relatively high cases of absenteeism. One-third (among the 23%) had to wait over an hour for the doctor to arrive.

2. Receipt of Medicines

- Majority of patients (76%) reported receiving medicines at the centres. And most among them (94%) reported getting the medicines free of cost.

3. Payment for Services

- A large number of patients reported making payments for various services.

Overall, 75% of those who visited a HC/SHC reported that their ailment was cured

Health Services – Key Findings (2)

Child Immunization (HC & SHC)

1. Provision of Immunization Card

- Most respondents (97%) reported receiving an Immunization Card.
- A little over half (58%) of the respondents reported awareness on the immunization schedule; one-thirds received the schedule from BHWs and HC announcements.

2. Separation of Used Syringes

- Majority of patients (87%) reported that HCs separate used syringes.

3. Payment for Services

- All respondents reported making payments for immunization services.

4. Behavior of Staff

- Most respondents (88%) reported that staff are courteous.

Health Services – Key Findings (3)

Growth Monitoring (HC & SHC)

1. Provision of Growth Charts

- Most respondents (73%) reported receiving growth charts. 93% reported that their source of information on the schedule of charts is the HCs.

2. Payment for Services

- 62% of respondents reported making payments for growth monitoring services.

3. Advice on Growth Monitoring Services

- Large numbers of respondents (63%) reported receiving advice on growth monitoring services. Advice received includes proper diet and nutrition, vitamins for children, benefits of breast feeding etc.

4. Behavior of Staff

- Most respondents (89%) found the staff to be courteous.

Health Services – Key Findings (3)

Maternal Services

1. Availability of the Doctor

- Most respondents (85%) reported that a doctor was available when they visited the facility.

2. Feedback on Facilities

- Mixed results with poor feedback on availability of comfort room (3%) and availability of drinking water (31%) and positive reports on cleanliness of doctor's room (94%) and Comfort Room (55%).

3. Simple Laboratory Exam

- About half of the respondents (52%) reported taking a simple laboratory exam. Most of them received attention from the doctor (73%) and had results explained to them by the personnel-in-charge.

4. Consistency of Staff Advice

- Most respondents (88%) reported getting consistent advice from the staff, though 44% of the respondents reported being checked by different staff.

Health Services – Key Findings (4)

Hospital Services

1. Availability of the Doctor

- Most respondents (77%) reported that a doctor was available when they visited the facility. Majority of absenteeism is reported at the Nova District Hospital.

2. Availability of Medicines

- A majority of respondents (87%) reported that medicines are not available at the public hospitals. It was also noted that none of the medicines are available free of cost.

3. Satisfaction with Aspects of Service

- Complete satisfaction with behavior of doctors (79%) and nurses (66%) are very high, while lower scores are reported for helpfulness of staff (59%) and time taken to attend to the patient (51%). For in-patients, complete satisfaction scores were low for room cleanliness (33%), quality of food (44%) and cleanliness of linens (35%).

Health Services – Key Findings (5)

Responsiveness & Transparency (HC & SHC)

| Indicator | Treatment/Medical Check up | Child Health Care Services |
|--------------------------------------|----------------------------|----------------------------|
| Percent reporting problem incidence | 12 | 8 |
| Percent who complained* | 25 | 20 |
| Percent of problem resolution** | 25 | 67 |
| *Of those reported problem incidence | | **Of those who complained |

Payment of EXTRA amounts

- 48% of the respondents paid EXTRA amount for treatment & medical check-up while 56% paid extra for child health care
- 48% of the respondents reported that extra amounts paid for treatment and medical check up was asked by the hospital staff; the corresponding proportion for child care was 52%

Health Services – Key Findings (5)

Responsiveness & Transparency (Public Hospitals)

- One in five patients visiting a public hospital reported facing a problem. Among them, a little over one-fourths (27%) made a complaint and one-thirds (33%) got their problems redressed.
- Very few respondents (4%) reported paying any extra amount in the public hospitals.

Health Services – Key Findings (6)

Satisfaction Scores

| Satisfaction Level/ | Completely | Partially | Dissatisfied |
|-----------------------------|------------|-----------|--------------|
| Type of Service | | | |
| Treatment & Medical Checkup | 1% | 94% | 5% |
| Child Health Care | 55% | 41% | 4% |
| Public Hospitals | 22% | 66% | 12% |

Health Services – Action Areas

- Absenteeism of doctors in some centres/hospitals reflects some inequity in services.
- Basic infrastructure facilities for maternity health services need urgent upgradation.
- Procurement of medicines in public hospitals needs urgent review
- High proportion of users paying extra money at various health facilities needs urgent attention.
- Standards and norms of service delivery need to be displayed at the health centres.

Major Conclusions & Pointers

- Access to services is generally good.
- Quality and reliability of services and responsiveness of providers emerge as key areas for improvements.
- Disclosure of service standards and norms will enhance transparency in service provisions.
- Low complete satisfaction with all the three services point to large areas for improvements.
- Facilitating user involvement in service delivery like setting up user committees will enhance confidence in formal systems.