



## Public Service Delivery Audit/Assistance (PASADA) Program



**Responsive**  
**Accountable**

**Transparent** and **Ethical Governance**

Testing the Quality of Government Frontline Services

### Why PASADA?

The Civil Service Commission (CSC) places premium on promoting morale, efficiency, integrity, responsiveness and courtesy in government service. The CSC assumes a pivotal role in instituting bureaucratic reforms on the broad range of functions performed by government, including that which is most visible to the ordinary Filipino – *the provision of frontline services.* (1987 Philippine Constitution)

More than a decade ago, the Mamamayan Muna, Hindi Mamaya Na! Program was launched to address the concerns of the citizenry as they transact business with government agencies. Mamamayan Muna was and still is the voice of the citizens as they request for assistance, airs a complaint or grievance, proffers a suggestion or idea on how to better government service. In a sense, Mamamayan Muna was a knee-jerk response to the age-old problems of discourtesy and inefficiency in government – the public files a report, the Commission responds appropriately. While the Mamamayan Muna program has generally made headway in instituting changes in

frontline service delivery, much still has to and can be done. Thus, the **PASADA**.

**PASADA** is CSC's proactive mechanism installed to address the problems wrought by inefficiency at the government's first line of contact with the citizenry. **PASADA** provides a mechanism through which the performance of government frontline services can be systematically checked and evaluated. The program operates on a rather simple strategy: a pool of volunteers or Public Service Monitors will check and test out public services. The idea is for them to simulate and empathize with the experiences of the public, whether good or bad, as they transact business with the government.

It also highlights best practices, ideal systems and tested solutions that made possible improved service delivery. It shall also serve as the Commission's mechanism in assisting agencies towards more responsive frontline services, concentrating on areas where and when help is needed most.

## OBJECTIVES

**PASADA** aims to improve public service delivery by systematically increasing the operational efficiency of government units by:

- Creating a pool of PASADA Volunteers who will assess and monitor how government frontline services are carried out by simulating the experiences of clients;
- Identifying, documenting, commending and promoting best practices in public service delivery;
- Assisting agencies in improving identified problem areas in frontline service delivery; and
- Involving civil society and the public in the bureaucracy's continuing drive to improve government services.

## TERMS TO KNOW:

Frontline Services – are those services offered by various government agencies that ordinary citizens commonly utilize. These include among others such services as processing of applications for licenses, permits and other official documents as well as application for loans, pensions and other benefits

Frontline Service Provider – is an employee of an agency who furnishes or makes available a service, product or document demanded by the client in accordance to the agency's policies, systems and standards

PASADA Volunteer or Public Service Monitor – refers to individuals who shall pose as ordinary customers availing of government frontline services. They shall report their experience to the Commission through the PASADA Volunteer's Checklist. Volunteers may come from the CSC, other government agencies, or even public or private sector associations, provided they undergo a half-day briefing as required by the Commission

PASADA Volunteer's Checklist – a tool used by the Volunteers in giving feedback to the Commission, taking into account what they felt, saw and experienced during their transaction

## THREE PHASES

### Audit Phase

The **PASADA** Audit Phase shall commence with the deployment of **PASADA** Volunteers to selected government agencies to check and test out the efficiency of their frontline services in terms of:

- (1) *the service provider* – personal disposition of the employee providing the service sought of;
- (2) *the quality of service* – how the service was provided to the client; and
- (3) *the physical working condition* – how the physical setup of the office providing the service affects the performance/efficiency of the service provider and the provision of service

The **PASADA** Volunteers shall undergo a half-day briefing on the Program as required by CSC.

During the actual audit, the **PASADA** Volunteers shall visit frontline services from selected government agencies. Three (3) different volunteers shall handle audit of each frontline service to capture variances in their delivery.

Days of agency visits and time of the day shall vary to capture variances of service providers/employees' behavior. The heavy volume of clients on certain days may affect the behavior and attitude of service providers. Hence, the **PASADA** Volunteers shall visit the frontline services during the start of office hours, lunch break, noon break and just before the end of office hours.



### Assistance Phase

The **PASADA** Assistance Phase involves the introduction of customized technical and developmental interventions or corrective measures according to the determined needs of the agency, as indicated in the audit phase results.

Agencies whose frontline service were rated poorly in the audit shall be informed in writing and offered assistance, which will mainly involve suggestions/recommendations on what possible developmental interventions could be introduced to improve their operational efficiency, concentrating on areas where help is needed most. In no instance shall CSC publicize these results.

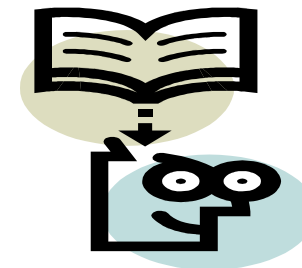
### Monitoring Phase

The **PASADA** Monitoring Phase involves the periodic assessment of frontline services, to determine whether those that were found to have best practices have indeed maintained their efficiency and whether those that have problem areas in their frontline service delivery demonstrated a marked improvement after assistance has

been introduced. In essence, this phase consist of a continuing cycle of audit and assistance. **PASADA** shall periodically come up with a list of Top Frontline Services to mark the end of every audit season. The media shall be tapped to create public awareness and appreciation of these exemplary government frontline services.

### CHECKLIST TOOL

The **PASADA** Volunteer's Checklist is an evaluation tool that aims to capture what the Volunteers felt, saw and experienced during their transaction as customers in a particular frontline service.



The checklist is divided into three parts as follows:

- *the service provider*

- *the quality of service; and*
- *the physical working condition*

At the end of the checklist, volunteers are asked open-ended questions related to their experience in availing the frontline service. They are also asked to give an overall rating of the quality of the delivery of the frontline service based on the following scale:

Numerical Rating	Adjectival Rating
5	EXCELLENT
4	VERY GOOD
3	SATISFACTORY
2	NEEDS IMPROVEMENT
1	POOR

## RESULTS AND ACTION

After completion of the audit in a particular frontline service, the Project Team shall then consolidate the volunteers' evaluation and come up with an assessment report, which will be sent to the head of agency, together with the accompanying letter/commendation as follows:

Numerical Rating	Adjectival Rating	Action
5	Excellent	CSC Seal of Frontline Service Excellence

4	Very Good	Certificate of Recognition
3	Satisfactory	Letter of Commendation
2	Needs Improvement	Letter stating results of audit; recommendation for improvement
1	Poor	Letter stating results of audit; recommendation for improvement

Frontline services that received an aggregate rating of 5 shall be awarded the CSC Seal of Frontline Service Excellence and be among those to be declared as Top Frontline Services. In addition to the recognition, they shall also be a part of the nationwide publicity of best practices in the bureaucracy.

## RADIATING PASADA

CSC conducts massive information campaign and uses the tri-media to generate public awareness and elicit participation and support to the program. It ensures that agencies are properly advised on the program to deflect potential adverse reactions to audit results.

For more information, please contact:

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