

Client Satisfaction Survey: A Results-based Monitoring Tool for Evaluating Program Results

Environment and Rural Development Program

Introduction

Since 2005, the National Convergence Initiative (NCI) for Sustainable Rural Development and the GIZ has been implementing the Environment and Rural Development (EnRD) in Regions 6, 7 and 8. The program aimed to contribute to the institutional performance of rural development agencies at national, sub-national levels (provincial/city, municipal) in sustainably managing the natural resources.

Aiming to strengthen the quality management of EnRD, a Results-based Monitoring Manual (The Manual) for the EnRD Program was developed together with the partners especially at the sub-national and local government units. The manual is heavily anchored on the RBM principles and concepts promoted and advocated under the Paris Declaration.

About

The Client Satisfaction Survey (CSS) is one of the monitoring tools used to measure results of the EnRD. The CSS complements various tools promoted by GIZ (e.g. Capacity WORKS, eVAL, among others) in evaluating results of a particular development intervention. Its aim is to obtain perceptions of clients (partners and target groups) regarding the effectiveness and efficiency of delivered services. Its results can be used by the decision-makers in effecting changes in program implementation. It also aims at sensitizing program management (both GIZ and partners) in jointly analyzing and formulating recommendations to further addressing clients' needs and dealing with various expectations.

As a participatory tool, CSS is carried out without external involvement. Its implementation and supervision is fully delegated to the EnRD monitoring team composed of GIZ and partners' designated monitoring focal persons.

Methodology

CSS was first applied in 2008 capturing feedback from three results levels: outputs, use of outputs, and direct benefits (whereby the latter two describe outcomes). The CSS follows a simple process that includes:

- (i) Formulation of survey design including interview guide questions/questionnaires for Focused Group Discussions (FGD),
- (ii) Selection of the survey sample / respondent groups,
- (iii) Actual conduct of Focused Group Discussions (FGD),
- (iv) Data consolidation and analysis,
- (v) Data validation, and
- (vi) Report writing and packaging.

All throughout these processes, partners' active involvement are notable and highly commendable. Selection of survey samples is done following the semi-stratified technique where low-medium and best performers are equally represented. The same processes were followed in 2009, simply to ensure comparability of CSS findings. To manage subjectivity and avoid bias, those who are directly involved in the actual implementation and delivery of products and services are prohibited from holding the actual interviews and FGD. This is to ensure that the interviewees can freely express their opinions and feedbacks on how the outputs are delivered.

Moving on to the second phase of EnRD, and in view of the changes in program and component indicators, gender and conflict markers, among others, were added. This led to a revision of the survey design and at the same time a clearer focus on outcomes (use of output and direct benefits). Additionally, gender responsiveness and conflict sensitive indicators, prominently featured in the 2011 CSS. Huge effort was placed to disaggregate responses by sex in order to determine significant perception variances.

Utilization of CSS Results

Since its application in 2008, program management made use of the recommendations of the CSS reports. Notably, the CSS report was used as an input for re-designing the second phase of the program. Since then, the results of two successive CSS were mainly used to:

- (i) Align program implementation in deficient areas (e.g. in regard to intra-cooperation amongst components and partners)
- (ii) Improve on program steering (efforts are still ongoing to achieve this especially on sub-national level – RCI and PCI),
- (iii) Determine approaches worth up-scaling based on the feed-back of beneficiaries and implementers (e.g. Flood Early Warning Systems (FEWS), Participatory Land Use and Development Planning (PLUDP), Forest land Use Planning (FLUP), Coastal Fisheries Resources Management (CFRM) road map)

Costs

- CSS is conducted without external involvement by the program monitoring teams. Hence, this tool relies heavily partners' staff which has been complemented with GIZ logistical support (transportation, supplies, equipments and overall supervision in the conduct of the CSS).

How could this tool be used by Government? What can Government learn from it?

- The CSS gives value to perceptions about the outcomes of development interventions. For elected National and Local Governments these perceptions can guide and justify development investments, and found the basis for strategic decisions for future interventions. It must be complemented with hard facts and figures about achieved outcomes (e.g. management or production efficiency, incomes from promoted activities, etc.).

For more information

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