



Cultural Center of the Philippines
SENTRONG PANGKULTURA NG PILIPINAS

12 March 2025

Sec. Ernesto V. Perez

Director General

Anti-Red tape Authority (ARTA)

NFA Compound, Visayas Ave, Brgy. Vasra

Diliman, Quezon City, Philippines 1128

**SUBJECT: SUBMISSION OF THE CLIENT SATISFACTION MEASUREMENT
REPORT FOR FY 2024**

Dear **Secretary Perez**,

Greeting from the *Cultural Center of the Philippines!*

Pursuant to the ARTA Memorandum Circular No. 2023-05, the Cultural Center of the Philippines (CCP) hereby submit its report on the Client Satisfaction Measurement (CSM) for CY 2024.

Should you have further clarifications or concerns, kindly email us at mdscorplan.cad@cultural.gov.ph

Thank you for you continued guidance and support

Sincerely yours,

JOSE VICTOR M. GAITE

Chairperson *OK*

CCP Committee on Anti-Red Tape





Cultural Center
of the Philippines



CLIENT SATISFACTION MEASUREMENT REPORT

2024

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I. OVERVIEW AND EXECUTIVE SUMMARY

The Cultural Center of the Philippines (CCP) was created in 1966 by virtue of Executive Order (EO) No. 30 as a trust for the benefit of the Filipino people, and for the purpose of preserving and promoting the best of Philippine culture in all its varied aspects. In line with this, CCP commits to serving the public diligently and efficiently, with utmost courtesy and with the highest degree of integrity, whenever expertise and services are needed and respond promptly to all inquiries and complaints about its services from arts and culture enthusiasts, and to the public.

To achieve this, CCP actively encourages clients to provide feedback on the quality of its engagement, and timeliness of the type of services rendered. According to the Anti-Red Tape Authority (ARTA) Memorandum Circular (MC) No. 2022-05, all agencies and offices covered under Republic Act (RA) No. 11032 or the “Ease of Doing Business Act” Section 3, are mandated to adopt guidelines for the implementation of a harmonized Client Satisfaction Measurement (CSM). These guidelines require agencies to implement the CSM for all completed transactions listed in the agency’s Citizen’s Charter (CC). Also, according to ARTA MC No. 2019-022 Section 6.7.1, the CSM shall:

“[...] assess the overall satisfaction and perception of applicants or requesting parties on the government services accessed.” Section 6.7.3 of the preceding M.C. also stated that the CSM “detailing the scope and period covered by the measurement, the methodology used, the results of the measurement, and the interpretation of the data shall be reported to the Authority.” (Anti-Red Tape Authority, 2019)

CCP received an overall score of **98.51** equivalent to an **Outstanding** rating based on ARTA’s guidelines. The report found that large majority of CCP’s clients are satisfied with the service they received from the Center. A high response rate was also observed this year compared to the previous year’s report due to the inclusion of both Internal and External services. The Center was also active in monitoring reminding Operating Units for all their transactions and services which contributed to the reliability of the results.

Table 1: Summary of CSM Results (2024)

CC Dimensions	Score
CC Awareness	93.20%
CC Visibility	78.41%
CC Helpfulness	75.04%
Response Rate	161.73%
Overall Score	98.51%

Significant improvements were observed for the Center’s CC (2024). The report found CC Awareness resulted in 93.20%, which is substantially higher compared to the previous year, and indicated an increased awareness of the CC from respondents. CC Visibility

resulted in 78.41% and CC Helpfulness at 75.04% have also noted significant improvement compared to the previous year's report. The positive results were the results of strategic initiatives such as, but not limited to, the installation of information billboards and TV panels displaying the Center's CC, the establishment of a Public Assistance and Complaints Desk (PACD), and with the release of a second edition of the CC (2024), which further updated and clarified transactions and processes.

II. SCOPE AND METHODOLOGY

A. Period Covered

The CSM covered clients served by CCP from 01 January to 31 December 2024 only, using the standard questionnaire prescribed in the ARTA MC 2023-05. The questionnaire has the following aspects:

- a) **Responsiveness** — the willingness to help, assist, and provide prompt service to citizens/clients.
- b) **Reliability** — the provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate.
- c) **Access and Facilities** — the convenience of location, ample amenities for comfortable transactions, use of clear signages and modes of technology.
- d) **Communication** — the act of keeping citizens and clients informed in a language they can easily understand, as well as listening to their feedback.
- e) **Costs** — satisfaction with the timeliness of billing processes, preferred methods of payment, reasonable payment period, value for money, the acceptable range of costs, and qualitative information on the cost of each service.
- f) **Integrity** — the assurance that there is honesty, justice, fairness, and trust in each service while dealing with the citizens/clients.
- g) **Assurance** — the capability of frontline staff to perform their duties, product and service knowledge, understand citizen/client needs, helpfulness, and good work relationships
- h) **Outcome** — the extent of achieving outcomes or realizing the intended benefits of government services

B. Geographic and Office Coverage

The CSM covered both internal and external services offered by the Center, the majority of responses coming from the National Capital Region (NCR), followed by Region 4A- CALABARZON, and other regions.

C. List of Services Surveyed

The survey covers the internal and external services offered by CCP as listed in the sampling frame below.

D. Sampling

i. Applied Confidence Level and Margin of Error

The Center followed ARTA's guidelines using the sample calculator in MC 2022-05. The samples were computed with a 95% confidence level and with a 0.5% margin of error. The table below shows the computed sample based on the sample universe provided by Internal and External Services, which includes actual number of clients served during the year.

Table 2: Fieldwork Results (External Services)

Services (External)	Number of Clients in 2024	ARTA-recommended sample size	Actual Number of Survey Responses	Response Rate
Reservation of Theater Venue	8	8	8	100.00%
Audience Management (Ushering Services)	14	14	14	100.00%
Rental of Equipment	5	5	4	80.00%
Rental of Costumes	23	22	23	104.55%
Selling Tickets	180	123	163	132.52%
Use of CCP Open Spaces as a venue of Events, Commercial/ Film Shooting, Fun Run, Pass Through and Physical Fitness	49	44	46	104.55%
Use of CCP Recreational Spaces - Basketball Court and Cricket	475	213	286	132.27%
Use of CCP Lamppost Banner for Advertisement	8	8	8	100.00%
Lease of CCP Available Property	18	17	18	105.88%
Use of CCP Facilities – National Arts Center (NAC) Executive House, CCP Bay Terminal Lounge Area and Helipad Landing	40	36	40	111.11%
Processing of Certificate of Employment	63	54	56	103.70%
Request for Service Record	10	10	10	100.00%
Request for PhilHealth Certificate	3	3	3	100.00%

Table 3: Fieldwork Results (Internal Services)

Services (External)	Number of Clients in 2024	ARTA-recommended sample size	Actual Number of Survey Responses	Response Rate
Installation of Event Banners and Billboards	27	25	27	108.00%
Provision of Transport Services	646	241	556	230.70%
Setup of Venues and Manpower Assistance for Events	93	75	80	106.67%
Submission of Documents for Safekeeping and Issuance of Certified True Copies	511	220	477	216.82%
Shipping/Mailing Out of Documents/Parcels	8	8	8	100.00%
Processing of Pag-IBIG Loan	3	3	3	100.00%
Processing of Certificate of Clearance	10	10	9	92.11%

18 out of the 20 CCP Services met the ARTA Minimum sample size based on the prescribed sample size calculator (*12 for External Services and 6 for Internal Services*). However, Rental of Equipment only received 80% response rate for external services, while Processing of Certificate of Clearance received 92.11% for internal services. Both services received low client count as well as low accomplished CSM Survey Form.

ii. Mode of Survey Implementation

CCP conducted the data gathering part of the study by providing the survey questionnaires to each client after each transaction has been completed. However, the following services are not covered in this study because they had no clients:

- Building Tour
- Rental of Production Design Center's Facilities¹
- Serial Numbering of Issuances and Distribution of Copies
- Processing of GSIS Loan

¹ The Building Tour service had one client in 2024; however, this client did not complete the CSM questionnaire. Additionally, no clients utilized the Rental of Production Design Facilities, Serial Numbering of Issuances and Distribution of Copies, or Processing of GSIS Loan services during this period.

E. Feedback and Collection System

CSM surveys were administered immediately following each transaction. Completed forms were compiled by service with the scanned copies of the actual forms submitted to the Corporate Planning Office, Management Services Division (MSD), Corporate Affairs Department (CAD) for processing and further review.

F. Rating Scale and Scoring System of the CSM

The report used the rating scale and scoring system for the 2024 CSM prescribed by ARTA's MC 2022-05.

Rating Scale

The rating scale and scoring system for this CSM used a Five (5) Point Likert Scale to measure the Service Quality Dimensions (SQD).

Table 4: Rating Scale

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

Scoring Per Question

The percentage of respondents that rated 'Agree' and 'Strongly Agree' were used to get each SQD's score. A question that was answered with two (2) or more check marks was considered invalid.

Overall Scoring

The percentage of respondents that rated 'Agree' and 'Strongly Agree' for all eight (8) SQDs was used to compute for the Overall Score.

The overall score was computed using the following formula:

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

a. How numerical results were interpreted

Table 5: Interpretation of Results

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

III. DATA AND INTERPRETATION

A. Client Demographic

Analysis of the **demographic characteristics** indicated that most respondents identified as "Government," followed by "Citizen" and "Business" clients. A significant proportion of respondents, however, did not specify their client type.

There is a significantly larger representation of "Government" clients in this year's CSM report, compared to the previous year. This is attributable to the inclusion of internal services implemented this year.²

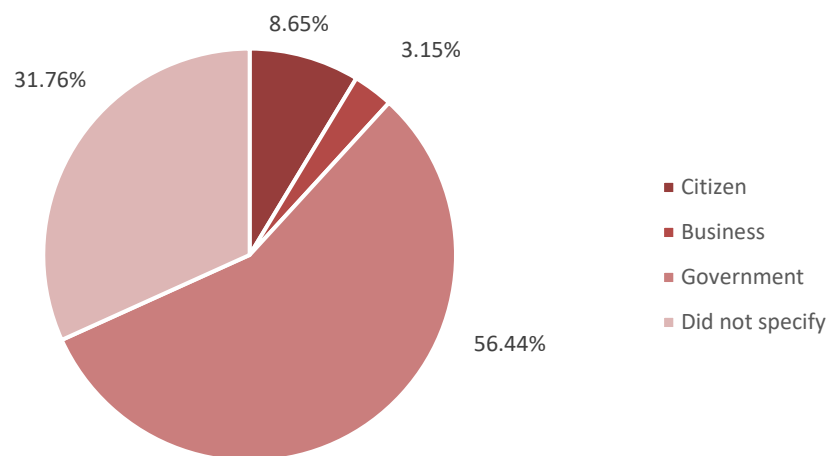


Figure 1: Percentage Breakdown of Respondent Types of CSM Clients

² See **Annex B: Client Demographics (Internal and External), Figure 4: Comparative Breakdown of Respondent Types of Internal and External CSM Clients**

Table 6: Tally and Percentage of Respondent Types of CSM Clients

Client Demographic	Respondent	Percentage
Citizen	159	8.65%
Business	58	3.15%
Government	1038	56.44%
Did not specify	584	31.76%

Analysis of the **gender type** demographic distribution showed that there were more “Male” clients with 942 respondents or 51.22% than “Female” clients with 808 respondents or 43.94%. There were, however, 89 respondents or 4.84% preferred not to specify their gender in the survey.

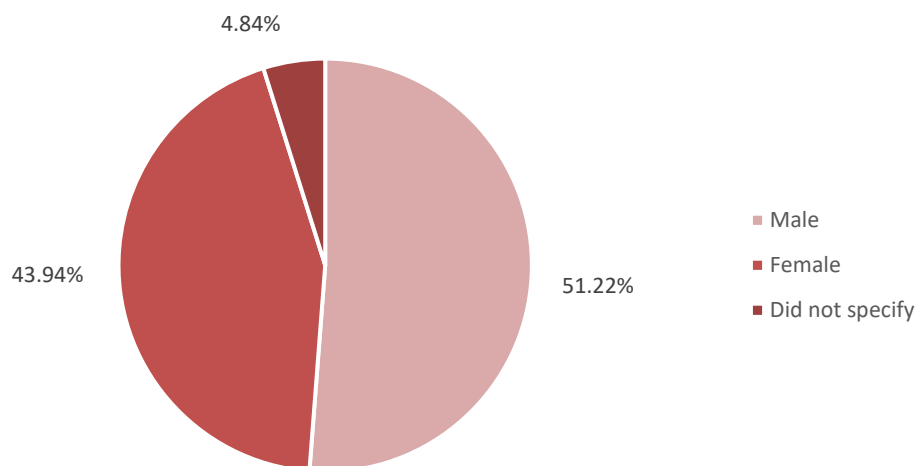


Figure 2: Percentage Breakdown by Gender of CSM Clients

Table 7: Tally and Percentage by Gender of CSM Clients

Gender	Respondent	Percentage
Male	942	51.22%
Female	808	43.94%
Did not specify	89	4.84%

In the analysis of **age distribution**, the report found that the largest age group is between the range of 20-34 or 39.10%, this is followed by the age group 35-49 or 30.83%, then finally by the age group of 50-64 or 14.46%. The report also found that respondents aged 19 and below or 2.18% and aged 65 and above 0.38% were less represented in the survey. Further a sizeable portion of respondents, 13.05% chose not to specify their age.

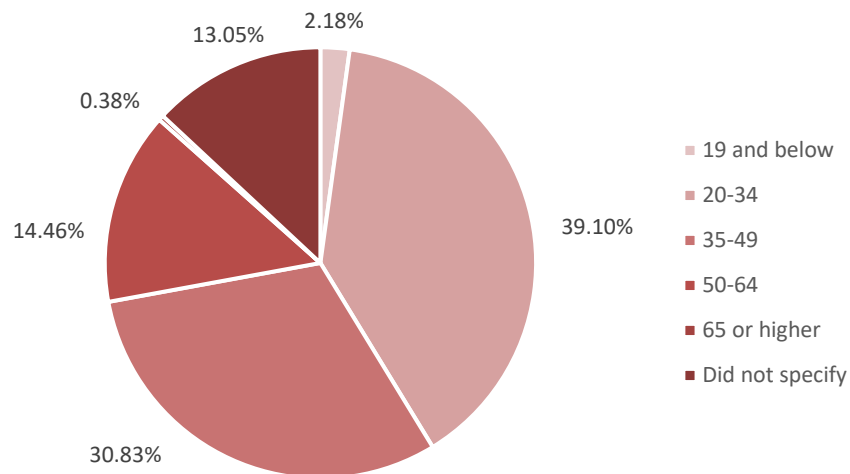


Figure 3: Percentage Breakdown by Age Group of CSM Clients

Table 8: Tally and Percentage by Age Group of CSM Clients

Gender	Respondent	Percentage
19 and below	40	2.18%
20-34	719	39.10%
35-49	567	30.83%
50-64	266	14.46%
65 or higher	7	0.38%
Did not specify	240	13.05%

In the analysis of **Location coverage**, the report found majority of respondents are located in the NCR with 66.57% (1224 Respondent), followed by Region 4A-CALABARZON with 11.86% (218 Respondent).

The report also found that several regions such the Ilocos Region, Central Luzon, MIMAROPA, Bicol Region, and SOCCKSKARGEN, had very low representation with one (1) to six (6) respondents each, with one additional respondent identifying as an International Client. Also, a significant number of respondents with 20.88% did not specify their region.

Table 9: Geographic Distribution of CSM Clients

Regions	Respondent	Percentage
Region I – Ilocos Region	1	0.05%
Region III – Central Luzon	6	0.33%
Region IVA – CALABARZON	218	11.86%
Region IVB – MIMAROPA	3	0.16%
Region V – Bicol Region	1	0.05%
Region XII – SOCCKSKARGEN	1	0.05%
National Capital Region (NCR)	1224	66.57%
International	1	0.05%
Did not specify	384	20.88%

B. Citizen's Charter Results

The survey results indicate a strong response rate, particularly from respondents utilizing internal services. The number of "N/A" responses was notably lower compared to previous year's GSM report.

Table 10: Tally and Percentage of Client Feedback on the CC

CC QUESTIONS	External/ Internal Services	
	Responses	Percentage
CC1. AWARENESS OF CC		
CC1. I know what a CC is and I saw this office's CC.	1501	81.62%
CC1. I know what a CC is, but I did NOT see this office's CC.	90	4.89%
CC1. I learned of the CC only when I saw this office's CC.	123	6.69%
CC1. I do not know what a CC is, and I did not see on in this office.	125	6.80%
CC2. VISIBILITY OF CC		
CC2. Easy to see	1442	78.41%
CC2. Somewhat easy to see	201	10.93%
CC2. Difficult to see	31	1.69%
CC2. Not visible at all	30	1.63%
CC2. N/A	135	7.34%
CC3. INFORMATION ON CC		
CC3. Helped very much	1380	75.04%
CC3. Somewhat helped	138	7.50%
CC3. Did not help	16	0.87%
CC3. N/A	305	16.59%

Majority of the respondents who answered the CC questions came from the Center's External Services: Recreational Space- Basketball and Cricket, and Ticket Selling, followed by Internal Services: Provision of Transport Services and Submission of Documents for Safekeeping and Issuance of CTC.

The report also found a large majority of respondents found the information in the CC to be "Very Helpful" in their transactions. This is, in part, the installation of Information Billboard and TV Panels displaying the Center's CC. Transacting units, both Internal and External Services, were also in close coordination with the Corporate Planning Office for the CSM quarterly monitoring reports. This has resulted in immediate adjustments and improvements to CCP's internal and external services based on the feedback received.

C. Service Quality Dimension Results

The Center's overall satisfaction score is **98.53%** or **Outstanding** rating based on the SQD0 results. This indicates a high level of client satisfaction with the Center's services and overall client experience.

Table 11: Tally and Percentage of Overall Satisfaction Rating

Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Total Responses	Average	Percentage	Rating
SQD0 <i>I am satisfied with the service that I availed</i>	1	5	4	158	510	1	679	4.77	98.53%	Outstanding

Respondents expressed "High Satisfaction" with the Center's services for 2024, with an average overall satisfaction score of **4.73** and an overall SQD rating of **97.38%**. Both internal and external clients reported satisfaction with the quality of services provided.

Looking at individual SQD scores, clients were "Very Satisfied" across all six dimensions, whilst *Costs* received the lowest average score of **4.61**, *Assurance* garnered the highest average score of **4.80**. This high score in *Outcome* reflected positively on the capabilities of Center's frontline staff, product and service knowledge, understanding of client needs, and their overall helpfulness.

Table 12: Overall Tally and Percentage of CSM SQD Rating

Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Total Responses	Average	Percentage	Rating
Responsiveness	2	11	16	447	1346	17	1839	4.72	98.41%	Outstanding
Reliability	2	5	11	422	1386	13	1839	4.77	99.01%	Outstanding
Access and Facilities	3	5	21	228	993	589	1839	4.68	97.68%	Outstanding
Communication	2	4	34	377	1362	60	1839	4.69	97.75%	Outstanding
Costs	9	9	18	272	768	763	1839	4.61	96.65%	Outstanding
Integrity	2	3	11	454	1357	12	1839	4.79	99.12%	Outstanding
Assurance	2	3	9	414	1409	2	1839	4.80	99.24%	Outstanding
Outcome	3	4	8	441	1373	10	1839	4.79	99.18%	Outstanding
Overall	25	44	128	3055	9994	1466	14712	4.73	98.51%	Outstanding

The CSM results showed an improvement from the previous year. This is because all eight (8) SQDs measured this year received an **Outstanding** rating, in contrast to last year, only six (6) parameters achieving an outstanding rating.

D. Average Rating per Service

An analysis of service-specific scores reveals that most of the the Center's services were rated *Outstanding*, with scores ranging from **4.21** to **4.97**. However, the *Processing of Pag-IBIG* Loan service received the lowest score of **4.21** or *Satisfactory*.

Despite this, both internal and external services received an **Outstanding** overall rating with an average score of **4.73**, reflecting the positive feedback received across various services offered.

Table 13: External Service Overall SQD Scores

External Services	Average	Overall Score	Rating
Reservation of Theater Venues	4.81	100.00%	Outstanding
Audience Management (Ushering Services)	4.81	96.67%	Outstanding
Rental of Equipment	4.97	100.00%	Outstanding
Rental of Costumes	4.59	99.02%	Outstanding
Selling of Tickets	4.75	96.99%	Outstanding
Use of CCP Open Spaces as a venue of Events, Commercial/ Film Shooting, Fun Run, Pass Through and Physical Fitness	4.88	99.76%	Outstanding
Use of CCP Recreational Spaces - Basketball Court and Cricket	4.65	97.70%	Outstanding
Use of CCP Lamppost Banner for Advertisement	4.97	100.00%	Outstanding
Lease of CCP Available Property	4.69	98.11%	Outstanding
Use of CCP Facilities – National Arts Center (NAC) Executive House, CCP Bay Terminal Lounge Area and Helipad Landing	4.89	99.72%	Outstanding
Processing of Certificate of Employment	4.67	97.46%	Outstanding
Request for Service Record	4.64	95.83%	Outstanding
Processing of PhilHealth Certificate	4.78	100.00%	Outstanding
Total External Services	4.78	98.56%	Outstanding

Table 14: Internal Service Overall SQD Scores

Internal Services	Average	Overall Score	Rating
Installation of Event Banners and Billboards	4.90	100.00%	Outstanding
Provision of Transport Services	4.60	99.64%	Outstanding
Setup of Venues and Manpower Assistance for Events	4.58	95.52%	Outstanding
Submission of Documents for Safekeeping and Issuance of Certified True Copies	4.87	99.16%	Outstanding
Shipping/Mailing Out of Documents/Parcels	4.87	100.00%	Outstanding
Processing of Pag-IBIG Loan	4.21	83.33%	Satisfactory
Processing of Certificate of Clearance	4.55	96.62%	Outstanding
Total Internal Services	4.65	96.32%	Outstanding

Table 15: Overall Rating for Internal and External Services

	Average	Overall Score	Rating
Overall Total for Internal and External Services	4.73	97.78%	Outstanding

The combined data from the Center's External and Internal Services showed a significant improvement in client satisfaction and services provided, with the majority of services receiving *Outstanding* ratings. However, the *Processing of Pag-IBIG Loan* service stands as an exception, receiving only a *Satisfactory* rating due to a significantly lower average score (4.21) and overall score (83.33%). This lower score is attributed to a combination of a small sample size and lower individual ratings for this particular service. Consequently, this lower score impacted on the overall score for the service.

E. Open-ended Responses

Open-ended suggestion, recommendations and praise from clients on the Center's services.

Table 16: Feedback from Clients for Improvement

Suggestions/ Recommendation
<ul style="list-style-type: none"> Provision for PWD's and Senior Citizens was observed to be not in placed, maybe having such could be better service to the clients.
<ul style="list-style-type: none"> I suggest that there should be regular inventory of the costumes to determine which parts can or should be replace
<ul style="list-style-type: none"> Add other payment methods for flexibility.
<ul style="list-style-type: none"> More signs outside. It was hard to see the ticketing booth at first.
<ul style="list-style-type: none"> More ads for its location.
<ul style="list-style-type: none"> Online transaction for festival pass.
<ul style="list-style-type: none"> Online payment for premium festival pass.
<ul style="list-style-type: none"> Easier mode of payment, preferably bank transfers, gcash should be modes of payment instead of paying on site.
<ul style="list-style-type: none"> Easier instructions to new office from old office.
<ul style="list-style-type: none"> Make purchase of festival passes available online.
<ul style="list-style-type: none"> Aside from the calendar of events, it would be good if you have visual aids on display of the events.
<ul style="list-style-type: none"> Maybe a bell to signify a customer's presence by the window would help, since there are few clients on weekdays.
<ul style="list-style-type: none"> For the payment process of the services availed, it would be helpful if we can pay online without necessarily going/travelling to the ticket booth for us to get better access.
<ul style="list-style-type: none"> Padaliin ang paghahanap ng schedule ng play sa CCP website.
<ul style="list-style-type: none"> Can you emphasize on website/ posts that the discounted tickets are only applicable face to face, but overall, it was an easy transaction.
<ul style="list-style-type: none"> We enjoyed the venue, its relaxing, the stage was very attentive. Thank you so much for assisting us and my further suggestion with it is try to have a monthly checking of air conditioners.

Table 17: Positive Feedback from Clients

Praises / Commendations from Clients
<ul style="list-style-type: none"> • Thank you for your service
<ul style="list-style-type: none"> • Thank you for the wonderful service, Mabuhay NAC!
<ul style="list-style-type: none"> • Keep up the good work.
<ul style="list-style-type: none"> • Staff was very accommodating and helpful.
<ul style="list-style-type: none"> • Keep up the good work!
<ul style="list-style-type: none"> • Superfast and efficient from personal and email inquiry.
<ul style="list-style-type: none"> • Keep up the good work.
<ul style="list-style-type: none"> • Thank you for the support.
<ul style="list-style-type: none"> • Thank you for the efforts lalo na nung may audience na distracting.
<ul style="list-style-type: none"> • Thank you for the fast process.
<ul style="list-style-type: none"> • Thank you for immediate action.
<ul style="list-style-type: none"> • It was great experience! The staff was very accommodating.
<ul style="list-style-type: none"> • Your service was efficient and exceptional.
<ul style="list-style-type: none"> • Mr. Orpheus Basanez is very accommodating and helpful in all of our transactions with regards to CCP landing site

IV. RESULTS OF THE AGENCY ACTION PLAN IN THE PREVIOUS YEAR

The Center committed to provide diligent and efficient public service with courtesy and integrity and promptly address inquiries and complaints. The Center implemented the following initiatives and measures for this year based on the feedback and recommendations received the previous year's inspection:

- **Enhanced Citizen's Charter Visibility:** Information billboards and TV panels displaying the CCP's Citizen's Charter, along with reminders and announcements, were installed near transaction units. Printed copies of the Citizen's Charter were also made visible throughout the transacting offices and at the PACD.
- **Established Public Assistance and Complaints Desk:** A dedicated PACD was established at the lobbies of Annex Building and LA Building. This centralized point of contact ensures clients receive prompt and appropriate assistance, facilitating efficient resolution of their needs.
- **Citizen's Charter Update:** The CC was updated to ensure all processes for both Internal and External Services are included. To maintain accuracy and responsiveness to client requests, the CC is reviewed bi-annually in consultation with relevant operating units across all services.
- **CSM Administration Training:** CCP personnel were trained in CSM data administration and interpretation to ensure high response rates and completeness of responses. The training also included strategies for encouraging clients' active participation in the forms.

V. CONTINUOUS AGENCY IMPROVEMENT PLAN

The following are suggestion for improvement based on the feedback of respondents for this year's CSM:

- **Availability of Online Transactions**
Given the Center's diverse offerings of theatrical shows, plays, and merchandise, clients frequently request and suggest online transactions and more payment options. This preference for online interaction, from service inquiries and assistance requests to payments, has become new norm ever since the 2020 COVID-19 Pandemic. The Center's management is actively adapting to evolving demand by continuously improving the website, CC for both Internal and External Services, and online assistance channels such as the Online Public Assistance and Complaints Desk (OPCAD) and the Freedom of Information (FOI) portal. Alternative online payment methods, including online banking and GCash, are also being explored.

- **Accessibility of CCP Events and Transaction Offices due to Main Building Rehabilitation**

The ongoing rehabilitation of the Main Building has presented challenges on the accessibility to events and transaction offices. Some clients have noted a need for clearer communication on office relocations and changes in transaction procedures. The Center is actively addressing the matter by disseminating information through various channels, including social media, website, email, and phone inquiries, to keep the public informed of operational changes and new locations.

- **Enhancing the CCP Client Experience**

The Center's facilities could be improved in several key areas. Accessibility for PWDs and senior citizens require immediate attention to ensure a welcoming and inclusive environment. Wayfinding, especially given the ongoing renovations, needs clearer external signage and readily available information about office and venue changes. Marketing and promotion should also be strengthened to better highlight the Center's location, events, and diverse offerings. Website enhancements, including improved search functionality and a comprehensive Frequently Asked Questions (FAQ) section or webpage, are crucial. Finally, regular maintenance of facilities, particularly air conditioning systems, is essential for the comfort and well-being of clients and patrons.

ANNEX A: CLEAR IMAGE OF CSM FORM USED

Control No: _____


 ANTI-RED TAPE AUTHORITY
 CLIENT SATISFACTION MEASUREMENT
 FORM
 PSA Approval No.: ARTA-2242-3
 Revised on 21 July 2022

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
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office or its website.						
SQD5. I paid a reasonable amount of fees for my transaction.						
SQD6. I feel the office was fair to everyone, or " <i>walang palakasan</i> ", during my transaction.						
SQD7. I was treated courteously by the staff, and (if asked for help) the staff was helpful.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

How can we further improve our services? _____

Email address (optional): _____

THANK YOU!

ANNEX B: CLIENT DEMOGRAPHICS (INTERNAL AND EXTERNAL)

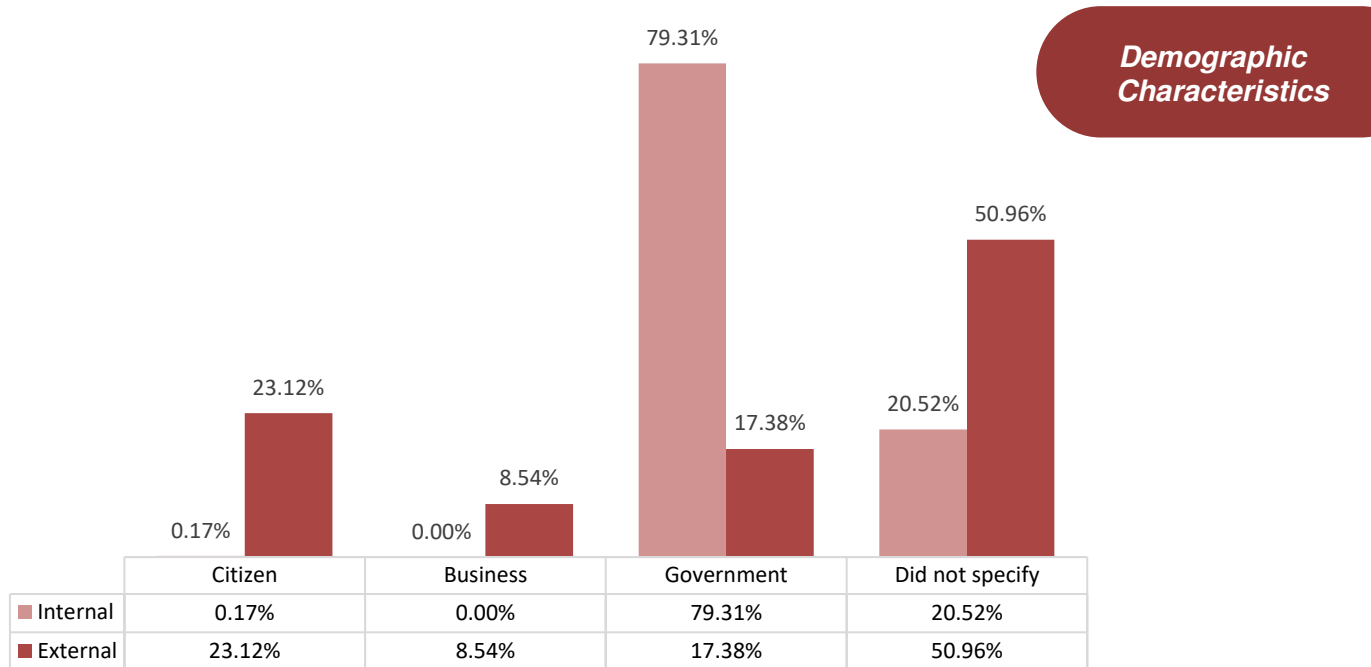


Figure 4 : Comparative Breakdown of Respondent Types of Internal and External CSM Clients

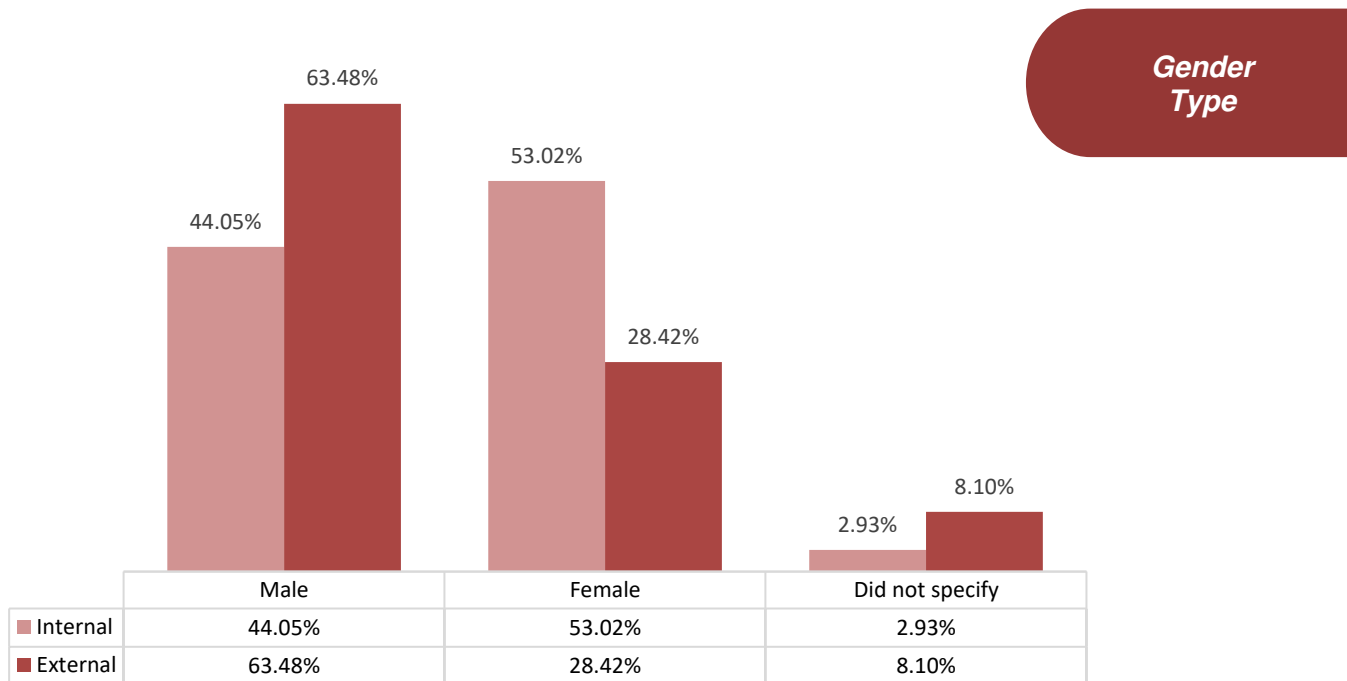


Figure 5 : Comparative Breakdown by Gender of Internal and External CSM Clients

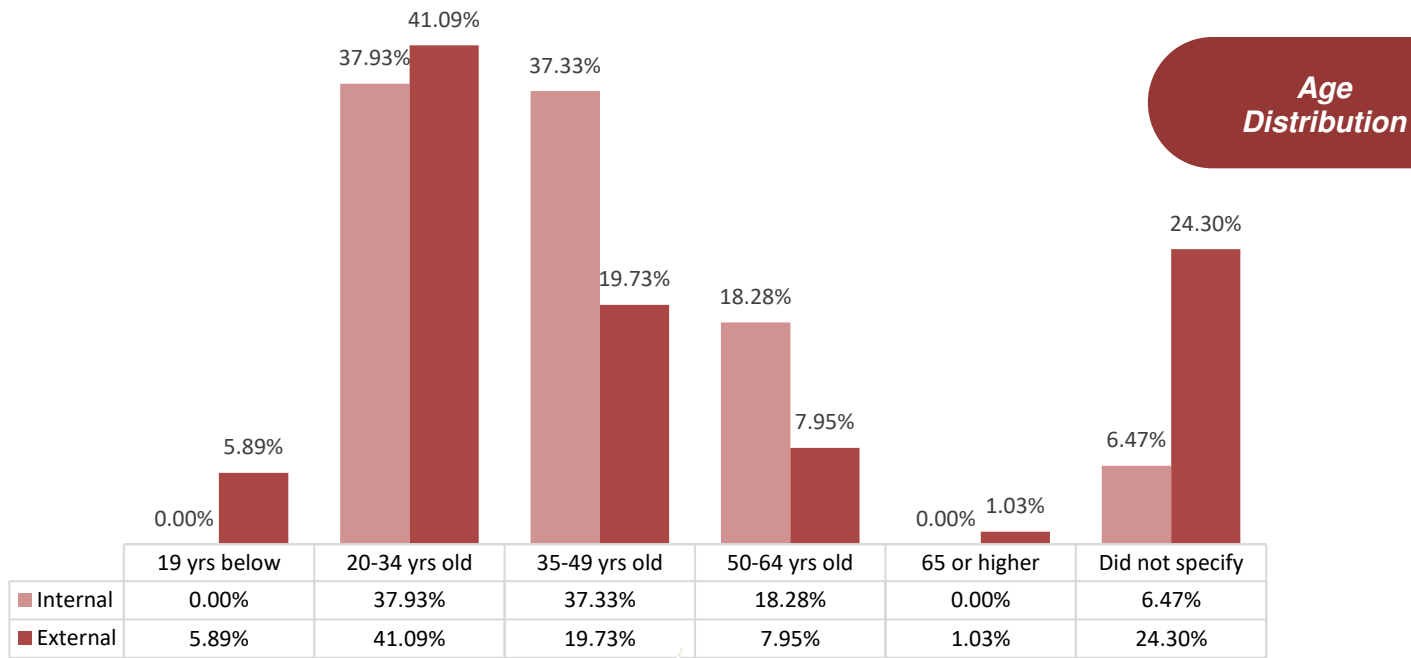


Figure 6 : Comparative Breakdown by Age Distribution of Internal and External CSM Clients

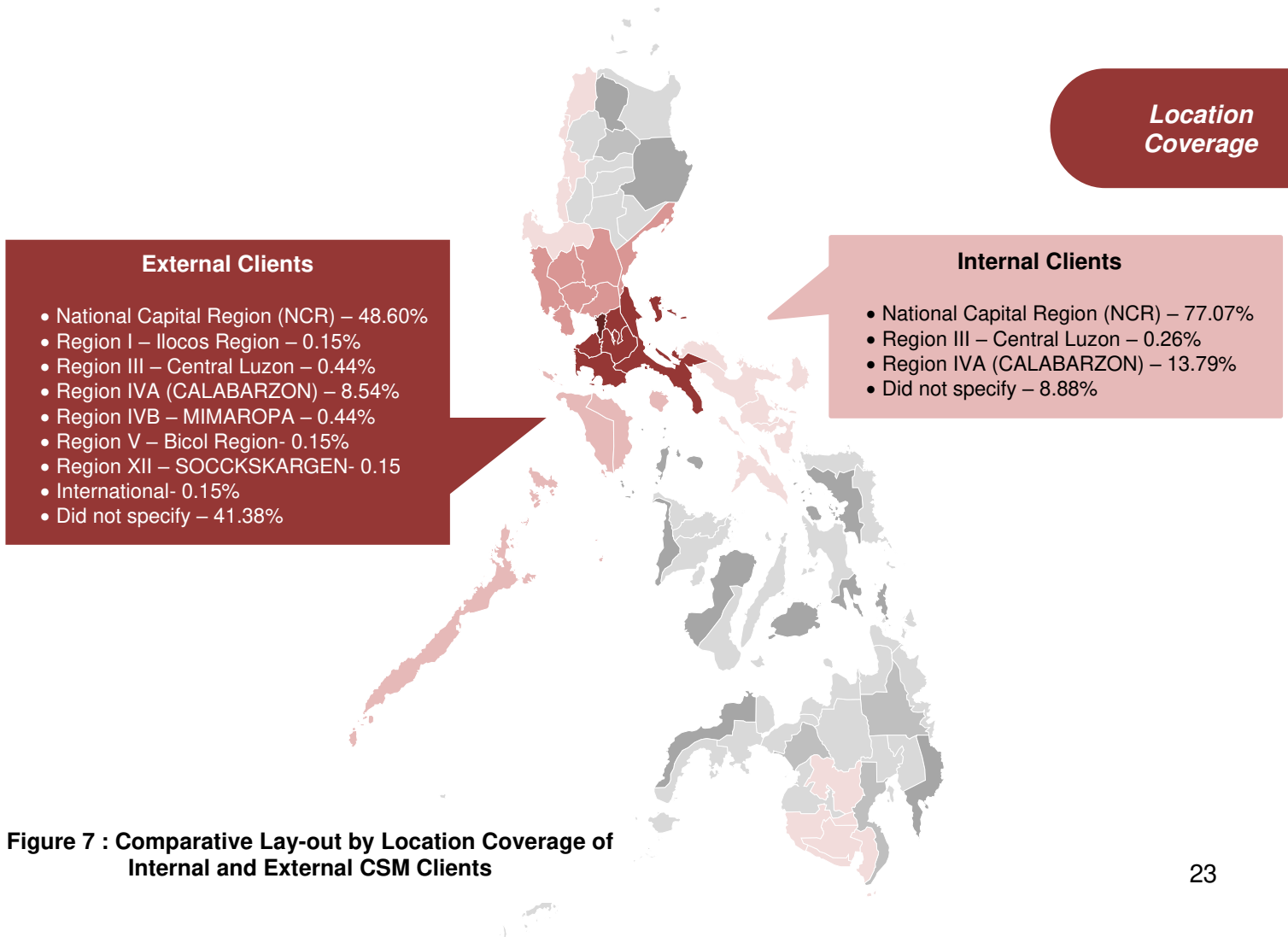


Figure 7 : Comparative Lay-out by Location Coverage of Internal and External CSM Clients

ANNEX C: SQD RESULTS OF EACH SERVICES

EXTERNAL SERVICES

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQO	1	5	4	158	510	1	4.81	679	98.53%

OVERALL EXTERNAL									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
Responsiveness	1	7	11	171	488	1	4.76	679	97.20%
Reliability	1	5	7	162	502	2	4.78	679	98.08%
Access and Facilities	1	5	7	159	490	17	4.75	679	98.04%
Communication	1	4	19	161	483	11	4.75	679	96.41%
Costs	3	7	12	141	454	62	4.67	679	96.43%
Integrity	1	3	6	147	516	6	4.82	679	98.51%
Assurance	1	3	4	133	536	2	4.84	679	98.82%
Outcome	1	3	5	146	522	2	4.82	679	98.67%
TOTAL	10	37	71	1220	3991	103	4.77	5432	97.79%

INTERNAL SERVICES

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQO	1	0	4	261	894	0	4.71	1160	99.57%

OVERALL INTERNAL									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
Responsiveness	1	4	5	276	831	16	4.58	1133	99.10%
Reliability	1	0	4	260	857	11	4.70	1133	99.55%
Access and Facilities	2	0	14	69	476	572	4.48	1133	97.15%
Communication	1	0	15	216	855	46	4.52	1133	98.53%
Costs	6	2	6	117	312	690	4.54	1133	96.84%
Integrity	1	0	5	307	814	6	4.69	1133	99.47%
Assurance	1	0	5	281	846	0	4.70	1133	99.47%
Outcome	2	1	3	295	824	8	4.68	1133	99.47%
TOTAL	15	7	57	1821	5815	1349	4.61	9064	98.98%

OVERALL RESULT FOR INTERNAL AND EXTERNAL

OVERALL RESULT									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	2	5	8	419	1404	1	4.78	1839	99.18%

OVERALL RESULT									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
Responsiveness	2	11	16	447	1346	17	4.72	1839	98.41%
Reliability	2	5	11	422	1386	13	4.77	1839	99.01%
Access and Facilities	3	5	21	228	993	589	4.68	1839	97.68%
Communication	2	4	34	377	1362	60	4.69	1839	97.75%
Costs	9	9	18	272	768	763	4.61	1839	96.65%
Integrity	2	3	11	454	1357	12	4.79	1839	99.12%
Assurance	2	3	9	414	1409	2	4.80	1839	99.24%
Outcome	3	4	8	441	1373	10	4.79	1839	99.18%
TOTAL	25	44	128	3055	9994	1466	4.73	14712	98.51%

EXTERNAL SERVICES

Audience Management (Ushering)									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	2	12	0	4.86	14	100.00%
Responsiveness	0	0	1	2	11	0	4.71	14	92.86%
Reliability	0	0	0	3	11	0	4.79	14	100.00%
Access and Facilities	0	0	1	1	10	2	4.75	14	91.67%
Communication	0	0	1	2	10	1	4.69	14	92.31%
Costs	0	0	0	2	10	2	4.83	14	100.00%
Integrity	0	0	0	1	12	1	4.92	14	100.00%
Assurance	0	0	0	1	13	0	4.93	14	100.00%
Outcome	0	0	1	1	12	0	4.79	14	92.86%
TOTAL	0	0	4	15	101	6	4.81	126	96.67%

Reservation of Theater Venues									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	1	7	0	4.88	8	100.00%
Responsiveness	0	0	0	1	7	0	4.88	8	100.00%
Reliability	0	0	0	1	7	0	4.88	8	100.00%
Access and Facilities	0	0	0	3	4	1	4.57	8	100.00%
Communication	0	0	0	3	5	0	4.63	8	100.00%
Costs	0	0	0	1	5	2	4.83	8	100.00%
Integrity	0	0	0	1	7	0	4.88	8	100.00%
Assurance	0	0	0	1	7	0	4.88	8	100.00%
Outcome	0	0	0	1	7	0	4.88	8	100.00%
TOTAL	0	0	0	13	56	3	4.81	72	100.00%

Rental of Costumes									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	10	13	0	4.57	23	100.00%
Responsiveness	0	0	0	10	13	0	4.57	23	100.00%
Reliability	0	0	1	10	12	0	4.48	23	95.65%
Access and Facilities	0	0	0	10	12	1	4.55	23	100.00%
Communication	0	0	1	9	13	0	4.52	23	95.65%
Costs	0	0	0	9	13	1	4.59	23	100.00%
Integrity	0	0	0	10	13	0	4.57	23	100.00%
Assurance	0	0	0	5	18	0	4.78	23	100.00%
Outcome	0	0	0	6	17	0	4.74	23	100.00%
TOTAL	0	0	2	79	124	2	4.59	207	99.02%

Rental of Equipment									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	0	4	0	5.00	4	100.00%
Responsiveness	0	0	0	1	3	0	4.75	4	100.00%
Reliability	0	0	0	0	4	0	5.00	4	100.00%
Access and Facilities	0	0	0	0	4	0	5.00	4	100.00%
Communication	0	0	0	0	3	1	5.00	4	100.00%
Costs	0	0	0	0	3	1	5.00	4	100.00%
Integrity	0	0	0	0	4	0	5.00	4	100.00%
Assurance	0	0	0	0	4	0	5.00	4	100.00%
Outcome	0	0	0	0	4	0	5.00	4	100.00%
TOTAL	0	0	0	1	33	2	4.97	36	100.00%

Selling of Tickets									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	2	26	135	0	4.82	163	98.77%
Responsiveness	0	2	5	36	120	0	4.68	163	95.71%
Reliability	0	0	4	29	130	0	4.77	163	97.55%
Access and Facilities	0	1	3	31	128	0	4.75	163	97.55%
Communication	0	0	11	35	116	1	4.65	163	93.21%
Costs	1	1	7	28	124	2	4.70	163	94.41%
Integrity	0	0	3	26	131	3	4.80	163	98.13%
Assurance	0	0	2	21	140	0	4.85	163	98.77%
Outcome	0	0	2	27	134	0	4.81	163	98.77%
TOTAL	1	4	39	259	1158	6	4.76	1467	96.99%

Use of CCP Open Spaces as a venue of Events, Commercial/ Film Shooting, Fun Run, Pass Through and Physical Fitness									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	8	38	0	4.83	46	100.00%
Responsiveness	0	0	0	9	37	0	4.80	46	100.00%
Reliability	0	0	0	3	43	0	4.93	46	100.00%
Access and Facilities	0	0	0	6	40	0	4.87	46	100.00%
Communication	0	0	1	6	39	0	4.83	46	97.83%
Costs	0	0	0	7	37	2	4.84	46	100.00%
Integrity	0	0	0	4	42	0	4.91	46	100.00%
Assurance	0	0	0	3	43	0	4.93	46	100.00%
Outcome	0	0	0	3	43	0	4.93	46	100.00%
TOTAL	0	0	1	49	362	2	4.88	414	99.76%

Use of CCP Recreational Space (Basketball and Cricket)									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	1	4	2	87	191	1	4.62	286	97.54%
Responsiveness	1	4	3	86	191	1	4.62	286	97.19%
Reliability	1	4	2	85	193	1	4.63	286	97.54%
Access and Facilities	1	3	3	80	198	1	4.65	286	97.54%
Communication	1	3	3	78	200	1	4.66	286	97.54%
Costs	1	3	3	81	197	1	4.65	286	97.54%
Integrity	1	3	2	82	197	1	4.65	286	97.89%
Assurance	1	3	1	78	202	1	4.67	286	98.25%
Outcome	1	3	1	83	197	1	4.66	286	98.25%
TOTAL	9	30	20	740	1766	9	4.65	2574	97.70%

Use of CCP Lamppost Banner of Advertisement									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	0	8	0	5.00	8	100.00%
Responsiveness	0	0	0	0	8	0	5.00	8	100.00%
Reliability	0	0	0	0	8	0	5.00	8	100.00%
Access and Facilities	0	0	0	0	8	0	5.00	8	100.00%
Communication	0	0	0	1	7	0	4.88	8	100.00%
Costs	0	0	0	1	7	0	4.88	8	100.00%
Integrity	0	0	0	0	8	0	5.00	8	100.00%
Assurance	0	0	0	0	8	0	5.00	8	100.00%
Outcome	0	0	0	0	8	0	5.00	8	100.00%
TOTAL	0	0	0	2	70	0	4.97	72	100.00%

Lease of CCP Available Property									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	4	14	0	4.78	18	100.00%
Responsiveness	0	0	0	4	14	0	4.78	18	100.00%
Reliability	0	0	0	5	13	0	4.72	18	100.00%
Access and Facilities	0	0	0	5	13	0	4.72	18	100.00%
Communication	0	0	0	6	11	1	4.65	18	100.00%
Costs	0	2	1	4	9	2	4.25	18	81.25%
Integrity	0	0	0	4	14	0	4.78	18	100.00%
Assurance	0	0	0	5	13	0	4.72	18	100.00%
Outcome	0	0	0	4	14	0	4.78	18	100.00%
TOTAL	0	2	1	41	115	3	4.69	162	98.11%

Use of CCP Facilities (NAC, CCP Bay, Helipad)									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	3	37	0	4.93	40	100.00%
Responsiveness	0	0	0	6	34	0	4.85	40	100.00%
Reliability	0	0	0	6	34	0	4.85	40	100.00%
Access and Facilities	0	0	0	4	33	3	4.89	40	100.00%
Communication	0	0	1	6	33	0	4.80	40	97.50%
Costs	0	0	0	4	33	3	4.89	40	100.00%
Integrity	0	0	0	3	37	0	4.93	40	100.00%
Assurance	0	0	0	3	37	0	4.93	40	100.00%
Outcome	0	0	0	3	37	0	4.93	40	100.00%
TOTAL	0	0	1	38	315	6	4.89	360	99.72%

Issuance of Certificate of Employment									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	1	0	15	40	0	4.68	56	98.21%
Responsiveness	0	0	2	14	40	0	4.68	56	96.43%
Reliability	0	1	0	17	37	1	4.64	55	98.18%
Access and Facilities	0	1	0	16	31	8	4.60	56	97.92%
Communication	0	1	1	13	37	4	4.65	56	96.15%
Costs	0	0	1	4	12	39	4.65	56	94.12%
Integrity	0	0	1	13	41	1	4.73	56	98.18%
Assurance	0	0	1	13	41	1	4.73	56	98.18%
Outcome	0	0	1	15	39	1	4.69	56	98.18%
TOTAL	0	4	7	120	318	55	4.67	448	97.46%

Request for Service Record									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	1	9	0	4.90	10	100.00%
Responsiveness	0	1	0	2	7	0	4.50	10	90.00%
Reliability	0	0	0	2	8	0	4.80	10	100.00%
Access and Facilities	0	0	0	2	7	1	4.78	10	100.00%
Communication	0	0	0	2	6	2	4.75	10	100.00%
Costs	1	1	0	0	3	5	3.60	10	60.00%
Integrity	0	0	0	2	8	0	4.80	10	100.00%
Assurance	0	0	0	2	8	0	4.80	10	100.00%
Outcome	0	0	0	2	8	0	4.80	10	100.00%
TOTAL	1	2	0	15	64	8	4.64	90	95.83%

Request of PhilHealth Certificate									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	1	2	0	4.67	3	100.00%
Responsiveness	0	0	0	0	3	0	5.00	3	100.00%
Reliability	0	0	0	1	2	0	4.67	3	100.00%
Access and Facilities	0	0	0	1	2	0	4.67	3	100.00%
Communication	0	0	0	0	3	0	5.00	3	100.00%
Costs	0	0	0	0	1	2	5.00	3	100.00%
Integrity	0	0	0	1	2	0	4.67	3	100.00%
Assurance	0	0	0	1	2	0	4.67	3	100.00%
Outcome	0	0	0	1	2	0	4.67	3	100.00%
TOTAL	0	0	0	6	19	2	4.78	27	100.00%

INTERNAL SERVICES

Installation of Event Banners and Billboards									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	0	27	0	5.00	27	100.00%
Responsiveness	0	0	0	0	27	0	5.00	27	100.00%
Reliability	0	0	0	0	27	0	5.00	27	100.00%
Access and Facilities	0	0	0	0	27	0	5.00	27	100.00%
Communication	0	0	0	0	24	3	5.00	27	100.00%
Costs	0	0	0	14	2	11	4.13	27	100.00%
Integrity	0	0	0	0	27	0	5.00	27	100.00%
Assurance	0	0	0	0	27	0	5.00	27	100.00%
Outcome	0	0	0	0	27	0	5.00	27	100.00%
TOTAL	0	0	0	14	215	14	4.90	243	100.00%

Setup of Venues and Manpower Assistance for Events									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	3	20	57	0	4.68	80	96.25%
Responsiveness	0	2	2	26	46	4	4.53	80	94.74%
Reliability	0	0	2	22	53	3	4.66	80	97.40%
Access and Facilities	0	0	6	20	41	13	4.52	80	91.04%
Communication	0	0	4	22	40	14	4.55	80	93.94%
Costs	0	0	4	23	16	37	4.28	80	90.70%
Integrity	0	0	2	21	56	1	4.68	80	97.47%
Assurance	0	0	2	22	56	0	4.68	80	97.50%
Outcome	0	0	2	27	51	0	4.61	80	97.50%
TOTAL	0	2	27	203	416	72	4.58	720	95.52%

Provision of Transport Services (Motor pool)									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	204	352	0	4.63	556	100.00%
Responsiveness	0	1	0	217	337	1	4.60	556	99.82%
Reliability	0	0	1	200	348	7	4.63	556	99.82%
Access and Facilities	0	0	4	2	6	544	4.17	556	66.67%
Communication	0	0	4	136	401	15	4.73	556	99.26%
Costs	0	0	0	1	4	551	4.80	556	100.00%
Integrity	0	0	2	222	330	2	4.59	556	99.64%
Assurance	0	0	2	206	348	0	4.62	556	99.64%
Outcome	0	0	0	223	330	3	4.60	556	100.00%
TOTAL	0	1	13	1411	2456	1123	4.60	5004	99.64%

Submission of Documents for Safekeeping and Issuance of Certified True Copies									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	1	0	1	30	445	0	4.92	477	99.58%
Responsiveness	1	1	1	29	435	10	4.92	477	99.36%
Reliability	1	0	1	33	441	1	4.92	477	99.58%
Access and Facilities	2	0	3	40	417	15	4.88	477	98.92%
Communication	1	0	5	51	404	16	4.86	477	98.70%
Costs	6	2	1	88	287	93	4.69	477	97.66%
Integrity	1	0	1	59	413	3	4.86	477	99.58%
Assurance	1	0	1	48	427	0	4.89	477	99.58%
Outcome	2	1	1	40	428	5	4.89	477	99.15%
TOTAL	16	4	15	418	3697	143	4.87	4293	99.16%

Shipping/ Mailing out of Documents/ Parcels									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	2	6	0	4.75	8	100.00%
Responsiveness	0	0	0	0	7	1	5.00	8	100.00%
Reliability	0	0	0	0	8	0	5.00	8	100.00%
Access and Facilities	0	0	0	2	6	0	4.75	8	100.00%
Communication	0	0	0	2	6	0	4.75	8	100.00%
Costs	0	0	0	2	3	3	4.60	8	100.00%
Integrity	0	0	0	0	8	0	5.00	8	100.00%
Assurance	0	0	0	0	8	0	5.00	8	100.00%
Outcome	0	0	0	0	8	0	5.00	8	100.00%
TOTAL	0	0	0	8	60	4	4.87	72	100.00%

Processing of Pag-IBIG Loan									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	2	1	0	4.33	3	100.00%
Responsiveness	0	0	1	1	1	0	4.00	3	66.67%
Reliability	0	0	0	2	1	0	4.33	3	100.00%
Access and Facilities	0	0	1	1	1	0	4.00	3	66.67%
Communication	0	0	1	1	1	0	4.00	3	66.67%
Costs	0	0	1	1	1	0	N/A	3	66.67%
Integrity	0	0	0	2	1	0	4.33	3	100.00%
Assurance	0	0	0	2	1	0	4.33	3	100.00%
Outcome	0	0	0	2	1	0	4.33	3	100.00%
TOTAL	0	0	4	14	9	0	4.21	27	83.33%

Processing of Certificate of Clearance									
Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA	Average Rating	Total Responses	Overall
SDQ0	0	0	0	3	6	0	4.67	9	100.00%
Responsiveness	0	0	1	3	5	0	4.44	9	88.89%
Reliability	0	0	0	3	6	0	4.67	9	100.00%
Access and Facilities	0	0	0	4	5	0	4.56	9	100.00%
Communication	0	0	1	4	3	1	4.25	9	87.50%
Costs	0	0	0	2	1	6	4.33	9	100.00%
Integrity	0	0	0	3	6	0	4.67	9	100.00%
Assurance	0	0	0	3	6	0	4.67	9	100.00%
Outcome	0	0	0	3	6	0	4.67	9	100.00%
TOTAL	0	0	2	28	44	7	4.55	81	96.92%