THE IMPACT OF PSA SERBILIS", AN EVALUATION

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ABSTRACT
The National Statistics Office (NSO) of the Philippines or now known as the Philippine Statistics Authority (PSA) is arguably the most relevant government agency in the lives of all Filipinos. As the principal implementer of the Civil Registry Law, every Filipino who needs to interact with the government and the private sector for purposes of school enrollment, employment, travel, and receiving government assistance has to deal with the NSO to obtain copies of certificates of birth, marriage, and death. Through its Census Serbilis Centers, the NSO services over 12.2 million applications for civil registry documents nationwide annually, with its office in the National Capital Region (Metro Manila) accounting for 25% of all applications. That the NSO manages to efficiently service its clientele is demonstrated in its consistently high customer satisfaction rating and its awards for innovative use of information technology in serving the public, (Mendoza, Valte, & Ching, 2018).

Keywords: Philippine Statistics Authority, Information, Technology

1. INTRODUCTION
1.1 Case Analysis of Philippine Statistics Authority' Serbilis
1.1.2   Overview
A. PSA Background
The National Statistics Office (NSO) of the Philippines or now known as the Philippine Statistics Authority (PSA) is arguably the most relevant government agency in the lives of all Filipinos. As the principal implementer of the Civil Registry Law, every Filipino who needs to interact with the government and the private sector for purposes of school enrollment, employment, travel, and receiving government assistance has to deal with the NSO to obtain copies of certificates of birth, marriage, and death. Through its Census Serbilis Centers, the NSO services over 12.2 million applications for civil registry documents nationwide annually, with its office in the National Capital Region (Metro Manila) accounting for 25% of all applications. That the NSO manages to efficiently service its clientele is demonstrated in its consistently high customer satisfaction rating and its awards for innovative use of information technology in serving the public, (Mendoza, Valte, & Ching, 2018).

The current accolades for the NSO are a far cry from the scorn heaped upon it by an irate public back in the 1990s however, when applying for civil registry documents was the bane of hapless Filipinos who had to endure seemingly endless queues and long processing times—often only to find out that they had no birth or marriage certificates registered with the agency (Fig. 7.1). It took one man's vision and leadership to galvanize and mobilize a group of talented employees into making the transformation that eventually turned the NSO into a premier national government

agency, and a world-class provider of reliable census and statistical information, (Mendoza, Valte, & Ching, 2018).

The Census Serbilis Center was the product of the ambitious Civil Registry System-Information Technology Project (CRS-ITP), which entailed digitization of over 120 million civil registration records, and the establishment of an operating structure that would "make available any civil registry document anytime, anywhere." The term Serbilis, a concoction of the Filipino words serbisyo (service) and bilis (fast), was a metaphor for the more efficient and reliable statistical and civil registration service that the NSO wished to deliver. Conceived by no less than Mr. Tomas P. Africa, this "dream project" was realized after lengthy negotiations between the NSO and a private provider. But Mr. Africa decided to retire from the NSO on the eve of project implementation, leaving the daunting task of overseeing to fruition the multiphase CRS-ITP to his successor Carmelita N. Ericta and the CRS-ITP Team, (Mendoza, Valte, & Ching, 2018).

The "intermediate leaders" of the NSO proved up to the task. The innovative capacity of the organization continued to be unleashed through the creative routines (e.g., field awards, middle-up-down planning, knowledge sharing) initiated and later embedded in the system. We can see in this case that a culture of excellence, sharing, and innovation had permeated the NSO, making it a fractal, or more adaptive and dynamic public sector organization, (Mendoza, Valte, & Ching, 2018).

B. The Civil Registration System in the Philippines
As the primary statistical arm of the Philippine government, the National Statistics Office was established to collect, compile, classify, produce, publish and disseminate general-purpose statistics, and administer the provisions of the Civil Registry Law and other issuances.

Headed by an administrator (with the rank of deputy minister) who also served as ex-office civil registrar general, the NSO has five departments: Civil Registration, Household Statistics, Industry and Trade Statistics, Information Resources and General Administration. At the time of establishment, the NSO had about 3,018 personnel spread over its central, regional, provincial, and municipal census offices nationwide. By 2012, the total number of personnel was 2,439, though the number of customers and transactions had increased exponentially over the years. The NSO Central Office is located in Sta. Mesa, Manila, along Ramon Magsaysay Boulevard en route to the Malacañan Palace—the official residence of the Philippine president, (Mendoza, Valte, & Ching, 2018).

The civil registry system was decentralized, with local civil registrars (LCRs) in cities and municipalities responsible for recording birth, death, marriage, and other vital information. Appointed by mayors, the LCRs worked under the direction and supervision of the Office of the Civil Registrar General. Besides transmitting to the latter duplicate copies of registered documents, LCRs collaborated with the NSO's census officers in conducting an educational campaign for vital registration, and assisted in the preparation of demographic and other statistics for the city or municipality. The NSO, on the other hand, distilled civil registry information into vital statistics that were used in government planning, and microfilmed and manually archive the documents. But the decentralized system was disjointed, with no relationship between the LCR and the NSO field office outside of specific activities, (Mendoza, Valte, & Ching, 2018).

C. Crisis in Civil Registration

In the late 1980s, due to the proliferation of fake identity papers, embassies began requiring that copies of civil registry documents submitted by visa applicants (especially overseas contract workers) be certified by the national government. This created a surge in requests for NSO-verified documents. Unfortunately, the agency's manual system of document storage and retrieval hampered its ability to meet demand within a reasonable amount of processing time. As a result, visibly long lines of applicants became a daily occurrence at the NSO central office, such that the queues caused "concern and alarm from the ordinary public, the media and even from Malacañang." NSO officials were summoned twice by the Office of the President to explain, but no help was offered to mitigate the situation, (Mendoza, Valte, & Ching, 2018).

This was the situation that confronted Tomas P. Africa, who was appointed the 12th administrator of the NSO by President Corazon C. Aquino on January 19, 1989.

Even with an estimated 10% of births and 25% of deaths unregistered, the NSO was keeping at least 80 million documents in its archives. Besides having only limited space to accommodate the transacting public, there were not enough employees to serve people. Document verifiers suffered the discomfort of a dusty, warm, crowded, and poorly ventilated working environment, (Mendoza, Valte, & Ching, 2018). The whole experience was upsetting for NSO employees.

By the early 1990s, innovations in information and communication technology were spreading even to emerging economies like the Philippines, but the government did not have the material resources to make use of these technological advances. At the NSO, although there were technical staff who had adequate training, there were more who had not touched anything but a manual typewriter and were afraid to use a personal computer. When Mr. Africa took office in 1989, the agency was preparing to conduct the 1990 census. Besides employing around 40,000–50,000 enumerators for the task, the NSO obtained assistance from the United States Agency for International Development to computerize the census data processing, (Mendoza, Valte, & Ching, 2018).

Building the agency's capacity to adapt to technological changes and create the digital infrastructure to efficiently service NSO customers required enormous resources. But Mr. Africa could not bring himself to request increased budgetary support from the government, mainly because he thought they did not deserve it after doing such a bad job, (Mendoza, Valte, & Ching, 2018).

Besides, in those days when there was a huge budget deficit, asking the government for money was difficult. As later affirmed by his successor Ms. Ericta, the annual budget hearing was like a "self-flagellation process." Potential political interference, in exchange for funding, was also something Mr. Africa avoided. Thus, whatever consolation or affirmation the NSO got during this period came from grateful applicants who "were willing to wait when they saw that the system was working," and from the consul's general of various embassies who paid courtesy calls to Administrator Africa, and expressed hope for continuous cooperation with the NSO in securing the integrity of documents. The problems besetting the NSO would have discouraged anyone in Mr. Africa's shoes. It would have been easy to fall back on the usual excuse for not doing much: "We did not have the money." But the call for change could not be ignored, and Mr. Africa did

what he said he would do during his interview— "go for change in culture, (Mendoza, Valte, & Ching, 2018).

D. Journey to Transformation
The journey to transformation started when Mr. Africa visited many regional offices to personally see the situation and work environment and listen to the sentiments of his personnel. That was how he discovered the "dynamics of the bureaucracy," for example, whether the rank and file were unable to talk if they were sitting beside their bosses, (Mendoza, Valte, & Ching, 2018).

In field offices, he observed a severe lack of facilities and noted that the quality of work of field personnel was not being studied, showing that staff could probably have done more besides collecting documents if work standards had been clear and performance had been measured. To strengthen their effectiveness, Mr. Africa purchased vehicles and microcomputers and had them deployed in the field offices. With these improvements, the offices were able to produce and release statistical tables for local consumption. But he thought they could do much more, (Mendoza, Valte, & Ching, 2018).

Then the management proceeded with the conduct of strategic planning exercises to set the direction of the organization. In this exercise, the NSO used metaphors to capture the desired state. A small group of highly trained managers was tapped to visualize the NSO's future. During the discussion with middle managers, one staff person recalled how they were told to "just dream" and imagine the NSO 5 years hence. The output of the strategic planning was the first Five-Year Development Plan (1991–1996), which defined the NSO's mission as providing "timely, accurate and reliable information…and [establishing and preserving] the basis for the legal status of Filipinos." Participants also enunciated an elaborate vision statement, capturing their imagination of how "collecting data can make a difference."17 The NSO put a new face to its logo to represent its newfound essence, (Mendoza, Valte, & Ching, 2018).

Offices, especially Information Technology, reached their targets in the first 2 years, and several product innovations and new systems were proposed by various offices, as will be discussed in a subsequent section. The organization routinized the highly participative FYDP process that had emanated from the middle. As had been practiced, the preparation of the successor plan started with assessment of accomplishments. The Central Office Planning Workshop served as the prelude to the National Planning Workshop. This entailed a middle-up-down planning process in the organization, (Mendoza, Valte, & Ching, 2018).

The FYDP provided the platform for the NSO staff to formulate innovative technological solutions. Among the pioneering efforts in civil registration were:

1. Civil Registry Information System (CRIS). CRIS was a computerized civil registry document storage and retrieval system given for free to civil registrars to speed up their transactions with the public;
2. Online Query System. This system allowed access to information regarding marriage and facilitated the retrieval of said documents (A similar system was developed in 1995 for birth documents);

3. Electronic referencing. The Population Reference Number (PRN) was devised as a convenient number for the purpose of electronic safekeeping and retrieval. The PRN became an important number in the conception of a national identification system;

4. Mobile registration. Mobile registration was introduced to bring the service closer to the people and conduct registration on the spot (Other government agencies followed suit in providing mobile services); and

5. Out-of-town reporting. The system enabled registration of events at any branch of local civil registry offices or the NSO, eliminating the need for the applicant to go back to where the event took place.

The CRIS received a citation during the 1994 National Search for Product Excellence in Information Technology by the Philippine Council for Advanced Science and Technology Research and Development, the Department of Science and Technology, and the IT Foundation of the Philippines. On their first attempt to vie for the Philippine Quality Award in 1997, the NSO received a commendation. In 1998, it obtained the PQA Level 1 for Commitment to Quality. The Ateneo School of Government and the Ateneo Center for Social Policy and Public Affairs cited the NSO in 1999 as "Cinderella in their collection of human resource management case studies, for being able to transform itself into an organization that works enthusiastically and efficiently, given comparatively low budget and working conditions that are admittedly bad even by government standards." The public and media were equally generous in praise for the NSO, (Mendoza, Valte, & Ching, 2018).

E. About the CRS-IT Project
A big step towards improving the delivery of services to the Filipinos and increasing the efficiency of the administration towards e-governance, the Civil Registry System – Information Technology Project (CRS-ITP) is a joint undertaking between the Philippine Statistics Authority (PSA) and Unisys Public Sector Services Corporation (UPSSC). The US$65M project is under a Build-Operate-Transfer (BOT) scheme which will last for twelve years. The multi-phase CRS-ITP involves the automation of the document copy issuance, authentication, and certification of civil registry documents; the conversion of over 120M civil registry documents into digital format; the establishment of CRS outlets nationwide; the building of a wide area network infrastructure for the communication requirements of the CRS outlets; the development of application and support systems that will run the CRS; and the redesign of business processes to support the CRS. (PSA Serbilis, n.d.).

Way back in 1995, PSA (NSO) had already foreseen the increase in the demand for its services. PSA also realized that in order to respond to that future need and accomplish its vision of improving the quality of life of the Filipinos through the generation of vital statistics critical to the implementation of development policies and programs, computerization must be undertaken to improve the civil registry system and the organization's computing capabilities. In early 2000, the demand for the issuance, authentication, and certification of civil registry documents had already increased to an average of 10,000 to 12,000 requests daily. This situation is compounded by the

burgeoning volume of civil registry documents that must be handled by PSA, and of statistical reports required from its office by different government institutions for their development programs, (PSA Serbilis, n.d.).

By the end of 2001, the first phase of CRS-ITP was completed. All the major systems required for the outlet operations had been developed, tested, and implemented. The scanning and indexing of birth documents for loading into the database ran full-blast. Sites for the civil registry outlets called Census Serbilis Centers were equipped with the computer hardware and other equipment necessary to operate the outlet. The first outlet to be completed was the Central Facility at NSO East Avenue, or the Transition Outlet. Four other Census Serbilis Centers were opened in Metro Manila, which aimed at decongesting the main outlet and bringing NSO services closer to the people, (Mendoza, Valte, & Ching, 2018).

By 2002, the NSO was able to roll out all of its Regional Serbilis Centers. The nearly completed conversion of all birth documents into digital format, combined with the outlets and the facility for online application, allowed the NSO to operate on the envisioned "request anywhere while you wait" system. It significantly increased the number of clients served per day and cut the processing time. Administrator Ericta listed these milestones in a midyear report aptly titled "The Long Wait is over":

- After 10 months of implementation of CRS-ITP, one out of every two clients gets their document within the same day or the next day. With a daily average of about 12,000 requesters that NSO has serviced for the past 6 months, this translates to 6,000 satisfied government clients per day. This means further that half of the 1,443,964 applications that NSO served for the first 6 months of this year were pleased with the government's frontline service;

- Queuing time, or the time that clients had to wait in line to request…their documents was also reduced. The results of the June 2002 Customer Satisfaction Survey (CSS) round revealed that more than half (52%) of the clients waited for only 1 hour before they were served at the service counters while only 12% of them had to stay in line for 3 hour or more. The reverse was true in the March 2002 round of the CSS, where 46% had to wait for 3 hour or more and only 15% queued for 1 hour;

- As of June 2002, 46.5 million out of 76.5 million birth records from 1945 to 2000 have been loaded in the computerized database. Those in priority years 1970–1980 have all been converted into digital format. For those births occurring in 1960–1969 and 1981–1986, conversion rate ranged from 87 to 100%. With these birth records in the database, copies can be released within a day or the next day, once requested. Processing time for unconverted documents has likewise been reduced to 6 working days; The NSO has also succeeded in bringing its services closer to the citizenry. Aside from the six (6) Census Serbilis Centers (CenSCs) opened in Metro Manila, NSO has also opened eight (8) regional CenSCs. The same services provided in Manila are now

available at these outlets, which mean that the public need not spend so much time and money in coming to Manila to apply for copies of their documents. They can be served in their respective regions regardless of where their vital events have been registered;

● Online applications have also gained increasing patronage with an average of 800 websites (e-Census.com.ph) visitors per day in the past 3 months. Application through the telephone (NSO Helpline Plus-737-1111) has continued with an average of 1,300 daily applications. These facilities provide the public with the option of requesting…their documents without leaving the comforts of their homes or offices, through the telephone and the Internet. Requested documents are delivered to the clients by courier service. On average, 11% of the total requests for June were through these facilities.

Challenges remain as the PSA is still striving to make its work more effective and efficient, but it provides a compelling example of the value of investing in data governance and building high-level central data systems with the mandate to coordinate the production and use of a broad range of data and statistics across government.

With this project, PSA and Unisys envision enhanced public service delivery through expeditious processing of requests, shorter lines at the application and payment counters, and improved facilities for the convenience of the public. After full system implementation, PSA customers will be experiencing "while-you-wait" processing of requests and the nationwide service capability that will provide them the convenience of applying at the nearest CRS outlet. It will also alleviate the plight of applicants from the provinces who have to travel to Manila for their document copy issuance/authentication/certification requests. It will prove to be much cheaper for applicants in the future since their requests can be processed at the nearest CRS outlet, (PSA Serbilis, n.d.)

The CRS-ITP is also aimed at minimizing cases of falsification and fabrication of civil registry documents, as well as eradicating the fixers who take advantage of the public. Moreover, the CRS-ITP will be able to address PSA's vital statistics production backlog because of the enhancement of PSA's computing resources and capabilities. Information from these statistics are used for administrative planning for such undertakings as education, social welfare, and health programs, housing programs, and other development programs. Unisys is committed in providing a modern and effective computing platform to address the needs of PSA, and in helping the organization change to be a more successful arm of the government in moving the country forward, (PSA Serbilis, n.d.).

F. About PSA Serbilis
The PSA Serbilis website (www.psa serbilis.com.ph) is PSA's online facility for submitting requests for copy issuance of civil registry records (birth, marriage and death certificates) and issuance of certification of no marriage record (CENOMAR).

PSA Serbilis also provides clients with various modes for paying requests:

- Over-the-counter through any BDO Unibank, Inc. or UnionBank branch nationwide.
- Via BDO Online Banking, BDO ATM, and BDO Mobile app for BDO Unibank, Inc. account holders.
- Via UnionBank Online Banking, UnionBank ATM, and UnionBank Online app for UnionBank account holders.
- Bayad Center.
- Online credit card payment through PesoPay.
- Over-the-counter through BDO Remit subsidiary offices and remittance partners abroad offering Kabayan Bills Bayad.
- Over-the-counter through foreign correspondent banks
  Other features of the website are:

- Request status inquiry
- Directory of PSA Serbilis Centers
- Vital statistics reports

PSA Serbilis is the web component of the Philippine Statistics Authority – Civil Registry System IT Project (CRS-ITP). The CRS-IT Project is the 12-year, multi-phase computerization project of the civil registry operations of the PSA in partnership with Unisys Philippines. It is a project involving the technology modernization of PSA that covers the conversion of more than a hundred million documents to digital format, streamlining of business processes and the establishment of the agency's nationwide service capability. The CRS-ITP is under a Build-Operate-Transfer (BOT) scheme, (PSA Serbilis, n.d.).

1.2 Evaluation of PSA Serbilis Using 3 Broad Test of Public Value (Strategic Triangle of Moore)

According to Mark Moore, the strategic triangle shows that public value is created when a given strategy or action has democratic legitimacy (i.e. the community supports it) and the support of the authorizing environment (i.e. a governing board), and when the government has the operational capacity to implement the strategy or action effectively. In addition, when managers firm up the legitimacy and support perspective, they make it easier to get inputs (i.e. money, volunteers, etc.) into the government organization. When they firm up the operational capacity perspective, those inputs are more efficiently and effectively turned into outputs that create public value, which then leads to greater legitimacy and support, (Clark, 2017).
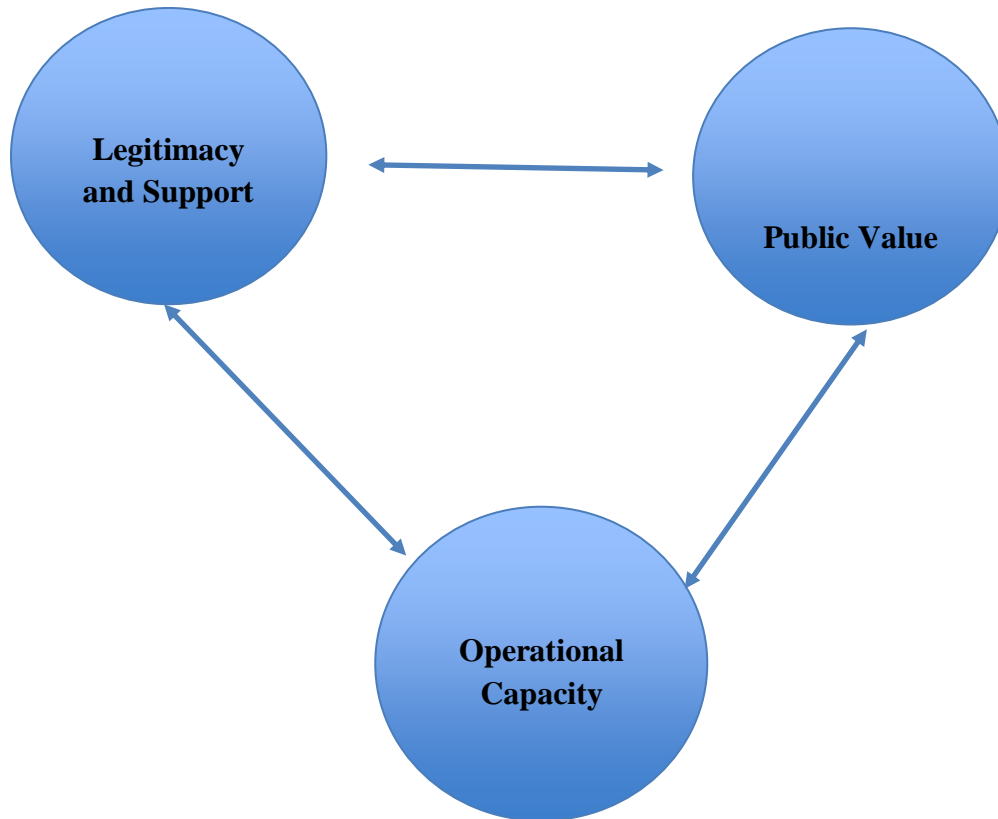
In the case of PSA, all the factors of the strategic triangle were met that lead PSA Serbilis to have a public value.

On Democratic Legitimacy or Having Community Support:
The rank and file as well as the middle managers of the organization were excited by the opportunity to directly raise concerns and possible solutions on the current system being implemented. Understanding this situation, the office staff volunteered to work longer hours to work on innovations. In addition, Local government units, particularly

the local civil registrars, became important partners in moving along the change process being implemented by the organization.

The seamless cross-functional collaboration facilitated acceptance of the new system, aided by efforts to prepare the employees at the project's onset. People wanted change because they were embarrassed by the existing system and the constant criticism from the media.

These improvements in the delivery of NSO services are reflected in client satisfaction level, as shown in the results of the June CSS where more than half (56%) of NSO's clients were either

satisfied or very satisfied with the way NSO did its job. In December 2002, within its first year of implementation, the "e-Census" won the First Philippine E-Government Award. For the NSO staff, the turnaround with the accolades was more than a dream came true.

On Support of Authorizing Environment:
As the FYDP process became a routine in the organization, the preparation of the successor plan started with assessment of accomplishments. This prompted the organization to establish a governing body through the creation of the FYDP Teams. This team, chaired by division chiefs, was formed to review the various KRAs (key results areas) and formulate the strategies for the next FYDP. Based on a situational analysis, the Management Committee would review the vision, mission, and values. A management review committee (MRC) was also set up to review the strategic planning activity and the output for each KRA. After a series of meetings were reviewed by both the FYDP teams and the MRC, the plans were finalized with performance indicators for each goal identified and timeframe set. The plans and programs were cascaded to the field through the regional planning workshops, culminating in the National Planning Workshop, where all senior officials gather. A monitoring plan and cascading plan were formulated, and featured a two-phase mid-plan evaluation to assess accomplishments and revise strategies or activities as necessary

On Firming Up the Government's Operational Capacity Perspective:
To start with overhauling and improvement of the organization, PSA conducted a series of strategic planning exercises through the help of change management experts. This helped buff up the operational capacity of the organization as it secured active participation and contribution of various units, particularly those in middle management. There was so much potential seen in the organization as they dubbed it a "fertile soil with a bud sprouting from it". Years later, when they resumed the exercise, the field employees were compared to "buds that sprouted into trees with birds and shade." While in the Central Office, the staff was imagining an "intelligent building of IT." This has resulted in a continuous development of Development Plans which defined the organization's mission as providing "timely, accurate and reliable information…and [establishing and preserving] the basis for the legal status of Filipinos."

On Managers Firming Up the Legitimacy and Support Perspective:
The progress of the strategic exercises which resulted in the introduction of Development Plans has provided excitement to the organization's middle managers. Offices, especially Information Technology, reached their targets in the first 2 years, and several product innovations and new systems were proposed by various offices. The FYDP became the basis for the series of annual planning workshops held in regional offices, enabling employees not only to get to know one another, but also to become sensitized to local conditions. In fact, the second Development Plan ultimately aimed for a civil registration system that establishes with integrity, the identity of the Filipino; secures his place and his abode in the global village; and roots him to the motherland. In time, this was realized by the introduction of the CRS-IT Project and eventually the PSA Serbilis.

1.3 Description/Analysis of Best Practices

Fulfilling citizens needs for official documents in minutes with advanced digitization and records management. The PSA Serbilis addresses growing citizen expectations for faster access to official documents, including birth, marriage and death certificates, and ensuring that document integrity is intact.

The Unisys digital government services, including InfoImage® and StealthTM, modernize the Civil Registry System and manage the end-to-end process to originate, authenticate, secure and issue civil registry documents such as birth certificates to citizens; this includes opening of 80 frontline service offices, construction of a nine story building for the central office and hiring of ~2,000 full time employees to provide technical and operational support.

A. Results and Benefits

PSA has only two authorized online sites - PSA Serbilis and PSA Helpline.
Both can be used to request for certificates of live birth, marriage, death, and certificate of no marriage (Cenomar) or advisory on marriage. Their main difference, however, is on who will be allowed to request for these documents.

PSA Serbilis, documents may be requested by "the owner or through a duly authorized representative; spouse, parent, direct descendants, guardian or institution legally in charge; the court or, in case of person's death, the nearest of kin."

On the other hand, PSA Helpline has "stricter" measures on who can request documents - the owner can request certificates of live birth, marriage, and Cenomar for him/herself, his/her child, and his/her parents.

A person can request for the death certificate of his/her spouse and his/her parents.

-PSA Serbilis also delivers documents to local and international addresses - certificates of live birth, marriage, and death cost P330 per copy for local addresses, and US$20.30 per copy for delivery abroad;

Cenomar or advisories on marriage costs P430 per copy for local addresses, and US$25.30 per copy for delivery abroad.

The estimated delivery for Metro Manila is from 6 to 8 working days after payment, while it may take from 7 to 9 working days after payment for other provinces.

-Payment options for PSA Serbilis include online banking, credit card, virtual wallet, and over the counter transactions. Cashless transactions are also available at the Civil Registry System Outlet in East Avenue, Quezon City.

- Reduced time to fulfill document requirements from 7-10 days to as few as 30 minutes in the Metro Manila districts and within two hours in rural areas by rolling out 40 additional Civil Registry System outlets, doubling the current number of outlets where citizens apply for documents, and introducing self-service kiosks and mobile outlets

- Improved citizen satisfaction ratings to 86% from a low of ~20% prior to digitization

- Improved document integrity through enhanced security features such as e-signatures and barcoding

- Digitized 160 million civil registry documents over 18 years, and issuing 24 million certificates annually

B. Problems Encountered
-Declining online transactions by 2020 resulting in 11,725,106 million transactions compared to 2019 of 22,480,673 million transactions.

-Online fixers arise in different social media platforms that offer their service in relation to PSA Serbilis because of the following:

- Increase of requests in online transactions.
- Unfamiliarity of some of our citizens using computers like ticking and clicking.
- Indigenious citizens with no knowledge in language and digital gadgets.

-With the current global situation, the logistic delivery schedule took a longer time of delivery because of frequent travel cancellation, varied lockdown and quarantine restriction policy of some other countries.

-With slow or no internet connection in some areas.

-With a high costing of per pages pricing.

1.4   Difficulties and Lessons
The difficulties encountered by PSA Serbilis online transaction was probably because of the global situation that hit in the first quarter of 2020. President Duterter's announcement in the immediate implementation of enhanced community quarantine and modified enhanced community quarantine in selected areas resulted in the closure of schools of which students are the top list requester of birth certificates as one of the initial requirements of schools to students happen to the downturn of PSA Serbilis transaction.   Either way, this phenomenon gives a bright side in the government, it does help boost the use of digital services because one does not need to go to and fall in line in the PSA Office just to request such documents. In addition to this, it is safe to Covid-19 infections because of no face to face interaction with the other citizens.

Because not all Filipinos are very well-versed in using digitized devices and some Filipinos do not have computers or with no or poor connection to the internet, the rise of online fixers in different social media platforms arise unexpectedly. Having said of Ms. Marrizza Grande, officer-in-charge and assistant national statistician of PSA's Civil Registration Service, that they are working hard to drop the number of fixers and currently working with the right authorities such as the Philippine National Police (PNP), National Bureau of Investigation (NBI), and Department of Justice (DOJ) to eliminate online fixers. A Memorandum of Agreement (MOA) which will create a task force

like an inter-agency task force with them. Haphazardly, these online fixers are the other way of helping Filipinos with a little knowledge assisting them obtaining their request, though it is not accepted by law. In addition, it is an added income to the online fixer.

Even though PSA Serbilis have a mutual understanding to some logistics companies to expedite deliveries, they are still experiencing a difficult situation because of the sudden rise of reported Covid-19 infected cases in some places resulting in declaring immediate lockdown of the said places. In this situation, they are having a hard time transferring the packages in some areas because of frequent travel cancellation, varied lockdown and quarantine restriction policy in some parts of the country. The citizens should understand that deliveries of packages will be delayed and that even the government cannot help to hasten these services because the priority is the safety of the Filipino.

Because of the failure of our economics resulting from the pandemic event, the PSA Serbilis should issue announcement of lowering the amount of certificates from 300 per page into 200 in birth certificates and from 430 to 330 in CENOMAR per pages for them to show their cooperation joining hand-in-hand battle to Covid-19.

1.5 Suggestions for Innovating the e-Governance and Development

Building trust in e-government is not easy, especially in a country that faces many contextual, technological, and social challenges. This discourse on Philippine e-government is an ongoing one, as many of these initiatives are piecemeal in the various branches and levels of government. More and more sectors of government have been recognizing its importance in their respective functions, in fact there is an E-Government Master Plan in place, which is a blueprint for the integration of ICT's for the whole government.

Indeed, the E-government enhances public services by reducing bureaucracies and improving customer orientations, such as the PSA- Serbilis. It increases citizens' access to address process inefficiencies, improves service strategies and evaluation measures and is constantly conscious about citizens' adoption, use and feedback initiatives, by providing citizens charter in their online platforms. PSA- Serbilis makes transactions with the government less problematic, less prone to corruption, more transparent, and more hassle-free. In principle, since all of the processes and documentary requirements are published online, and are made available and transparent to the general public, there is very little room for under-the-table deals to be made to shortcut the process or to cut corners in the requirements. Furthermore, PSA-Serbilis increases the effectiveness and efficiency of rendering and availing government services, at the convenience of citizens. The most significant and immediate benefits are the reductions in physical queues and processing times, effectively cutting the bureaucratic red tape with the computerization and automation of most of the preparatory work prior to personal appearances.

The formation of trust in e-government depends on how well the actual e-government platform performs, such as the PSA-Serbilis towards its intended users. It is not only just about completing the transaction and rendering the service effectively and efficiently, but also protecting the citizens,

the information stored in the system, and the overall integrity of the system through various safeguard measures.

1.6 Summary of Case Analysis

	STEP	CONTENTS
1	**Environments/ Conditions/ Backgrounds**	The Philippines is one of the world's largest archipelago nations. Bringing an effective way of communication across the country is one of the biggest challenges our government has been facing for a long time. Developing e-governance in the Philippines in terms of effective delivery of services among compatriots pursues the progress of programs like PSA Serbilis.
2	**Problem Definitions/Issues**	Because of the pandemic crisis, the PSA Serbilis was affected showing the declining of online transactions in 2020 compared to 2019. This result was because of a sudden lockdown of all areas in the Philippines, like closure of schools and universities where they are the top listed in requesting birth certificates. Nevertheless, this phenomenon brought a positive view showing the importance of digitization, a no face to face interaction. Hence, there are an increasing number of online fixers in different social media platforms that offer services in relation to PSA Serbilis. In addition, the logistic delivery schedule took a longer time of delivery because of frequent travel cancellations, varied lockdown and quarantine restriction policies of some other countries. The unaddressed concern of poor internet connection in some areas is still unresolved. Lastly, the high costing of per pages pricing of certificates produces, most probably because of incentive payment to Unisys as the innovator of the program.
3	**Actual Case Study**	Because civil registration documents serve as the primary means for individuals to establish legal identity, civil status and family relations – and thus being essential for accessing health, education

and other public services – civil registration is a fundamental element in the everyday lives of Filipinos and a form of protection. According to the joint study of the Philippine Department of Health, Philippine Statistics Authority, Canadian Department of Foreign Affairs, et. Al., there are millions of requisitions of birth certificates in a year.

The alarming upsurge of birth certificate fraud by foreigners published in the Manila Times in 2019. Mostly, Chinese citizens are attempting to obtain a Philippine passport by acquiring a fraudulent copy of birth certificates, stating of being born with a Filipino Mother or Father. This case is an alarming national security issue.

The mentioned case study and published news is a new challenge to our government protecting the authenticity of birth certificates in the use of legality and meeting the demands of our compatriots to obtain the request in the quickest way, with consideration of the socio-economic development and the geographic and cultural value of the Philippines.

Considering this, the government under the control of Philippine Statistical Authority (PSA), is enabled to provide this PSA Serbilis, a digitized system that will help our citizens in all corners of the country. With this case study presented by Group 3 under the tutelage of Dr. Reginald Ugaddan, a promotion to understand and help scrutinize the PSA Serbilis toward the next level of its improvement.

4	Alternatives	Possible Alternatives	Pros in the Public Sector Context	Cons in the Public Sector Context
		Designing a more secure document (Double authentication, transparent elements, design, etc.)	Anti-falsification Anti-counterfeiting Improved traceability	Time consuming authentication process.
5	The Best Solutions	The ever-increasing flow of people, products and information require the implementation of secured documents that can be		

rapidly identified and authenticated. The best solution is to improve PSA Serbilis by implementing more stringent authentication features. This alternative is the best solution because it can combat fraudulent acts that are getting more and more creative.

Examples of this are polymer birth certificates. This technology was used in Ontario, Canada. In 2015, Ontario's introduced their new birth certificates that are made of polymer and designed to be more secure and durable, (Ontario, 2015).

The new certificates will be more resistant to damage, fading and moisture than the current certificates now in circulation. Under normal use, they will last a person a lifetime.

Additionally, the new certificates have a number of enhanced security features making them easier to verify and harder to fake.

Some of the new security features include:

Polymer material: High security plastic that is more durable, and easy to clean
Colour shifting window: Intricate pattern of maple leaves surrounded by a gold border. When tilted, colours shift from green to purple
Clear window: Three maple leaves suspended in a window, surrounded by a gold border
Rainbow printing: Colours on the front of the certificate gradually shift from blue to peach
Watermarks: When held up to light, Canada geese appear in the lower portion and the word "CANADA" repeats in a ribbon pattern from the top to bottom
Bar codes: Help make information machine readable
Raised printing: Maple leaves that are bumpy to the touch
Close register feature: When held up to light, two irregular patterns on either side of the certificate come together like a jigsaw puzzle to form a maple leaf.

Overall, solutions in preventing document fraud are a combination of best in class prevention techniques and a detection process that involves a technology-led human approach to spotting the signs of forgery. When you think that biometrics are increasingly being added to documents too, it's clear that the fight against document

| | | fraud is swinging in favour of those upholding the law.

As a general effect of fighting document fraud for programs like PSA Serbilis will increase credibility of the organization and will avoid future document related problems for its consumers. Identity theft for example can be easily resolved with a more stringent effort

of securing documents. |
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2. CONCLUSION

Overall, solutions in preventing document fraud are a combination of best in class prevention techniques and a detection process that involves a technology-led human approach to spotting the signs of forgery. When you think that biometrics are increasingly being added to documents too, it's clear that the fight against document fraud is swinging in favour of those upholding the law.

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