



Client Satisfaction Survey (CSS) Report 2025

ଭୁବନେଶ୍ୱର ପାତ୍ର ପରୀକ୍ଷା କେନ୍ଦ୍ର

Bhutan Qualification and Professional Certification Authority
Royal Government of Bhutan.

Table of Contents

Executive Summary	1
Introduction.....	2
Objectives:.....	2
Literature Review.....	3
Methodology	4
Survey Design.....	4
Sampling.....	4
Data Collection and Analysis	5
Limitations.....	6
Ethics.....	6
Results and Discussions	7
 BQPCA's Overall Service Quality.....	7
1.1 Overall Client Satisfaction level.....	7
1.2 Professionalism and friendliness of dealing staff	8
1.3 BQPCA Website and Information.....	9
1.4 Grievances.....	10
 Services specific to different Councils	11
2.1 Higher Education Quality Council (HEQC)	11
2.2 Medical and Health Professional Council (MHPC).....	12
2.3 Technical and Vocational Education and Training Quality Council (TVET QC)	13
2.4 Different mode of availing services.....	14
 Recommendations	16
 Conclusion.....	17
 References.....	18

Executive Summary

The Bhutan Qualification and Professional Certification Authority (BQPCA) conducted the Client Satisfaction Survey (CSS) 2025 to enhance public service delivery and to obtain feedback for future improvement. The responses were collected from 449 clients out of 8936, registered with the Authority based on the services they have availed. Both qualitative and quantitative data were analyzed on four broad themes of promptness of service, timeliness, process of availing services and professionalism of the dealing staff.

The survey findings indicate that 61.5% of clients were satisfied with BPQCA's services, while only 6% reported dissatisfaction. The remaining 32.5% maintained a neutral stance. Compared to the 2024 CSS, the satisfaction rate has increased significantly from 46% to 61.5% reflecting a substantial improvement in client experience level within just one year. Similarly, majority of respondents (64%) rated the dealing staff as professional, while 33% maintained a neutral view and only 3% perceived the staff as unprofessional. This indicate that BQPCA staff are generally viewed as ethical and professional in their interactions with clients and delivery of services. However, there are also some critical feedback from the clients and accordingly, one of the recommendations to address is to develop a stable, user-friendly online platform with a mobile application(Mobile Apps) as most citizens access services through smartphones.

Introduction

Bhutan Qualification and Professional Certification Authority (BQPCA), MoESD was established in January 2023 as the apex regulatory body in services related to Engineering Professional Council, Higher Education Quality Council, Medical and Health Professional Council and Technical and Vocational Education and Training (TVET) Quality Council in the country.

BQPCA as the competent authority for qualification accreditation, professional certification and the Qualification Framework has catered services to a numerous client across the country and has been functioning for two years. The clients include, Private and Public Institutions, Individuals, Corporate and Government agencies seeking professional certification, accreditation and registration.

In order to assess the effectiveness of services provided by BQPCA, the first ever Client Satisfaction Survey (CSS) was conducted in 2024. In the same line, the survey for the year 2025 was also conducted to ascertain and find out the areas of improvement. This will help us best to understand the expectations of the clients in terms of services. At the end, we expect to provide implementation recommendations based on the findings from the survey.

Objectives:

1. To measure changes in client satisfaction levels compared to previous years.
2. To identify key areas for improvement in service delivery and responsiveness.
3. To gather client feedback on the effectiveness, accessibility, and reliability of services provided.

Literature Review

The Bhutan Qualification and Professional Certification Authority (BQPCA) was established to provide streamlined, one-window regulatory services in alignment with national reform priorities (Royal Civil Service Commission (RCSC), 2022). Accordingly, since its inception in January 2023, the Authority had been operating through four councils providing regulatory services and placing client satisfaction as the key mandate of the Quality Management System (QMS) Manual of BQPCA (BQPCA, 2025).

However, client satisfaction is a complex and multifaceted measure and satisfaction with public service is the individual's perceptions and interpretations of their own experiences (Kim & Kim, 2022). According to Cronin et al., (2000), the term 'satisfaction' also refers to emotional response and attitude related to clients' loyalty, but plays a critical role in driving the revenue and has a great impact on the performance of the organization (Nobilo, 2023). Emotional responses are further divided into expectations and desires of the clients, where expectations are perceptions about specific products or services, and desires are the attributes giving more value to the clients (Elkhani & Bakri, n.d.).

Both the expectations and desires of the clients are important to consider, and satisfying both depends on the perceived information of product/services. If the perceived information of services does not match with our own attitude and emotions, its considered dissatisfaction based on Expectancy Disconfirmation Theory (Oliver, 1980). Considering this, this theory has been mostly used in the public sector to understand client satisfaction.

To understand it, surveying clients on services would help reveal the areas of resource requirement allocation and improvement, and help in making sound decisions as the services delivered by the public organizations are always tagged with the resources and funding (Schmidt & Strickland, 1998).

Client satisfaction is also closely linked to organizational sustainability. Lee et al. (2016) underscored that the long-term success of any organization depends significantly on its current satisfaction levels, reinforcing the need for evidence-based evaluation practices. Additionally, positive client experiences foster cooperation and compliance within regulatory environments, as

clients who feel respected and valued demonstrate greater willingness to adhere to established processes and policies (Suparjo et al., 2020). This satisfaction not only leads to improved compliance but also enhances the public image of government institutions, with satisfied clients more likely to endorse services and share positive experiences (Lardizabal et al., 2023). Thus, CSS serves as more than an evaluative tool; it becomes a strategic mechanism for strengthening institutional performance, reinforcing regulatory legitimacy, and ensuring continual quality improvement.

Methodology

Survey Design

A mixed-method approach was adopted for the CSS to obtain a comprehensive and reliable understanding of client experiences with BQPCA's services. The quantitative component provides measurable data on satisfaction levels across key service areas, while the qualitative component captures deeper insights into the reasons behind those ratings. Combining both methods allows for cross-validation of findings, enhances the validity of results, and provides a richer understanding of complex client interactions. This approach ensures that both numerical trends and contextual feedback inform decision-making, enabling more targeted and evidence-based improvements in service delivery.

Sampling

A purposive sampling approach was used for the CSS wherein respondents were selected based on their direct engagement with the Authority's services. This ensured that feedback was obtained from clients with relevant and recent service experience thereby ensuring reliability and usefulness of the findings for improvement. The survey targets are actual service users only.

The CSS was conducted by sharing an online survey form among the active list of clients maintained by the Authority. The total sample collected for the survey was 449 out of 8936 total population. This exceeds the minimum sample size required to achieve a 95% confidence level with a 5% margin of error at a 50% population proportion. Therefore, the survey results are statistically reliable and representative of the target population.

The survey questionnaire was based on four broad themes that consist of promptness of service delivery, the process of availing services, timeliness, and staff professionalism while availing

services. All the clients were made to rate the services they have availed as per their satisfaction and the results were interpreted accordingly.

Data Collection and Analysis

The data for the CSS was collected using a structured questionnaire that combines both closed-ended and open-ended questions. The survey was administered through online Google Forms to ensure easy accessibility and broad participation from clients across all BQPCA service areas. Where necessary, follow-up phone calls or emails were used to encourage responses and clarify the doubts. The questionnaires were focused on key service dimensions such as promptness of service delivery, the process of availing services, timeliness and staff professionalism allowing clients to rate their experiences and provide qualitative comments for improvement.

For quantitative responses, the data are analyzed using simple excel sheets to determine frequencies and percentages of overall satisfaction levels and patterns of different service areas of different councils. For qualitative data from open-ended responses are analyzed thematically to identify recurring issues, positive practices and improvement areas. The integration of both quantitative and qualitative findings had provided a comprehensive understanding of client perceptions and support evidence-based recommendations for enhancing BQPCA's service quality.

The raw data or the responses filled up by the participants are managed properly so as to check any essence or meanings are diluted or missed during the process of interpreting, coding and clustering of data. This approach ensured meaning of participant's responses were not lost while large body of information being reduced to different grouping of textual materials.

Limitations

The limitations of CSS could be:

- a) **Low response rate:** One limitation is the potential for low response rate particularly to specific Councils, especially if clients are busy or less motivated to participate, which may lead to results that are not fully representative of the entire client population.
- b) **Response bias:** Additionally, response bias could occur if participants provide overly positive or negative feedback due to personal experiences or expectations rather than objective assessments of the services received.
- c) **Individual perception:** Another limitation relates to the use of self-reported data, which depends on clients' perceptions and recall, and may not always reflect actual service performance.
- d) **Online Survey:** The online administration of survey could also limit participation among clients with limited internet access or digital literacy.

Despite these limitations, the survey results are expected to offer useful indications of client satisfaction and areas needing improvement within BQPCA's service delivery. While interpreting the information and findings, careful considerations are made on these limitations in order to ensure that the findings are valid and reliable.

Ethics

The BQPCA's CSS was conducted in strict adherence to ethical standards and principles to ensure the privacy, safety and well-being of all participants. Personal identifiers such as names and contact details are not collected in the questionnaire to maintain confidentiality and protect participants' privacy.

The purpose and benefits of the survey are clearly communicated to participants, emphasizing its broader organizational impact. Participants are encouraged to take part voluntarily in a secure and respectful environment with the highest level of confidentiality. Offensive, discriminatory, or biased language related to caste, race, or status are strictly avoided to prevent any negative perceptions.

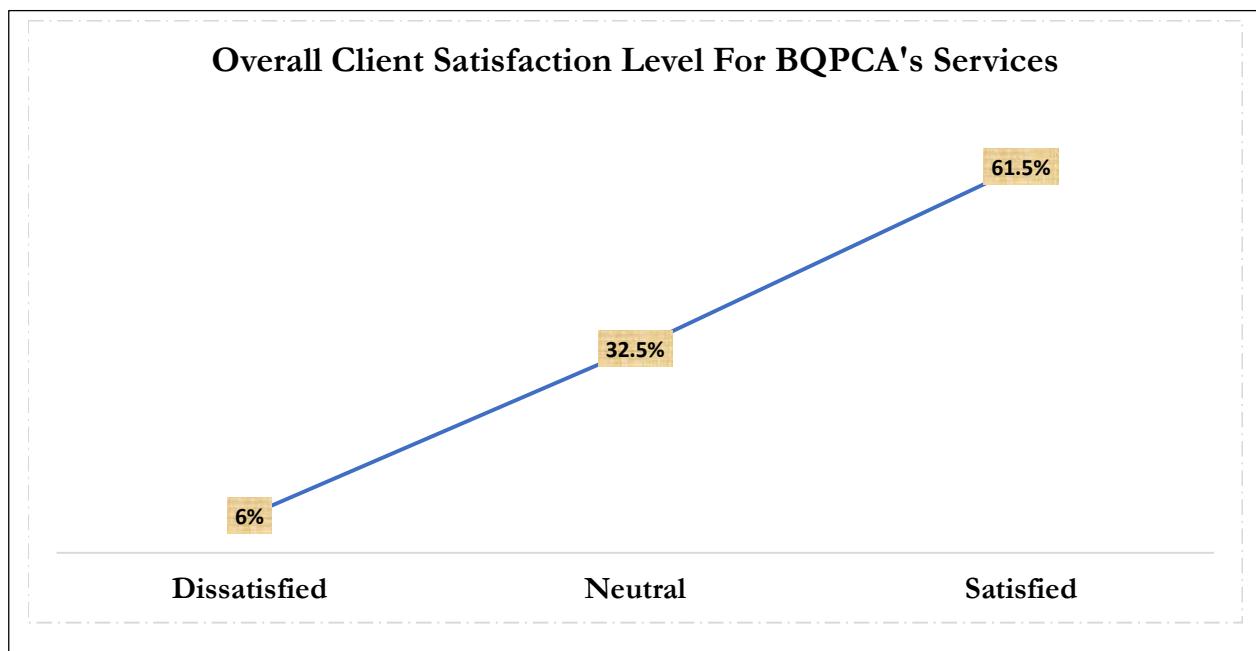
In summary, the survey was conducted in a manner that does not cause any emotional, psychological, social, legal, or financial distress to participants. The well-being, dignity and rights of all respondents are fully safeguarded throughout the entire survey processes.

Results and Discussions

BQPCA's Overall Service Quality

Under this section, it covers overall BQPCA client satisfaction level, professionalism of the dealing staff, grievances and the services related to the website. The survey responses were collected from 449 clients which comprises of 59% male and 39.4% female representing participants from the public, private, corporate sectors, as well as individual clients.

1.1 Overall Client Satisfaction level



This graph presents the overall client satisfaction level with the services provided by BQPCA. A majority of clients (61.5%) reported being satisfied with the services, while 32.5% expressed a neutral opinion, and only 6% indicated dissatisfaction. The findings suggested that the BQPCA's services are largely client-centric and meets client required expectations. The relatively low dissatisfaction rate further reflects positive service delivery, while the neutral responses indicate scope for further improvement to enhance client experience and move more clients towards higher satisfaction levels.

In addition, the insights from the thematic analysis revealed positive perception of BQPCA with many clients expressing appreciation for timely service delivery, courteous staff, and the significant progress made in digitalization, renewal, accreditation, and certification services. Many suggested that these improvements have been especially beneficial for civil servants and citizens in rural areas,

reducing the need for physical visits. Respondents further acknowledged that the unification of regulatory functions under BQPCA had strengthened quality assurance and professional standards and many encouraged the Authority to continue its current pace with technological advancements and international quality benchmarks. Respondent also suggested if BQPCA could provide services and information both in Dzongkha and English to encourage inclusivity.

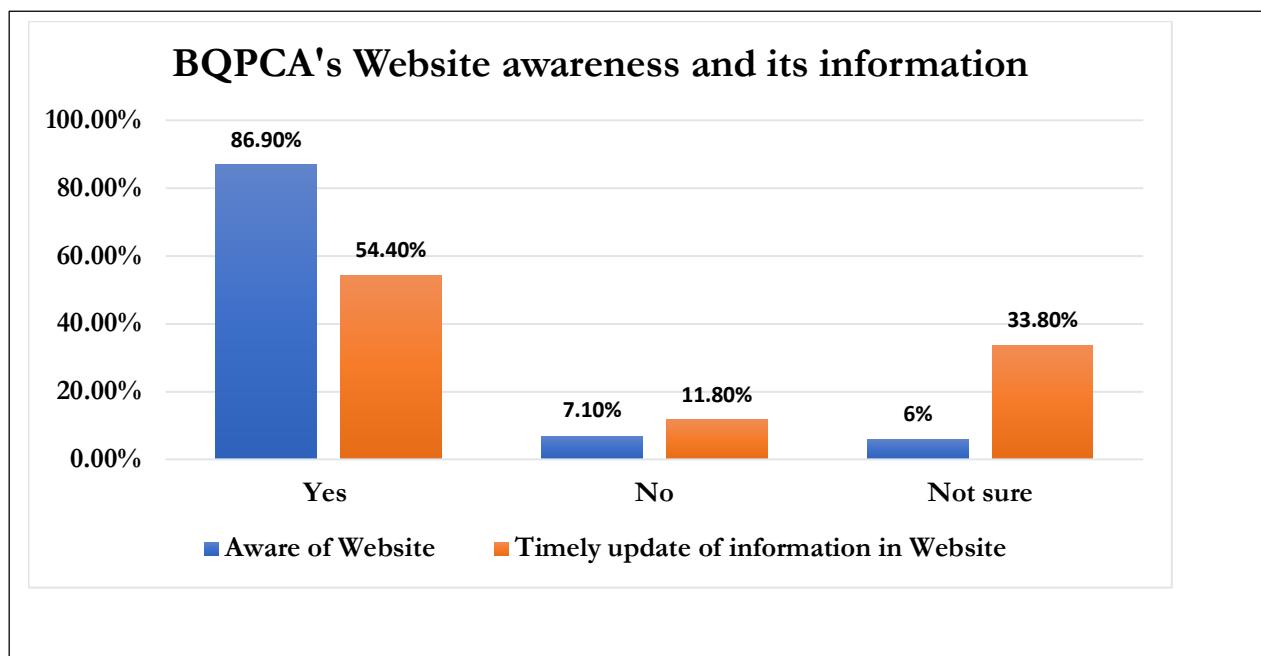
1.2 Professionalism and Friendliness of dealing staff



The above pie chart illustrates clients' perceptions of the ethics, conduct, and professionalism of the dealing staff of BQPCA. The survey results show that a clear majority of respondents (64%) rated the staff as professional, while 33% maintained a neutral view and only 3% perceived the staff as unprofessional. Overall, this indicates that BQPCA staff are generally viewed as ethical and professional in their interactions with clients and delivery of services. The very low proportion of negative responses reflects positive staff conduct, while the neutral responses suggest opportunities for further strengthening client engagement and service professionalism.

Although the overall perception of staff professionalism remains high, respondents highlighted several areas for improvement. Key concerns shared by the respondents are the need for equal and unbiased treatment of all clients, streamlining bureaucratic procedures and ensuring clearer role separation among staff to enhance efficiency and accountability.

1.3 BQPCA Website and Information

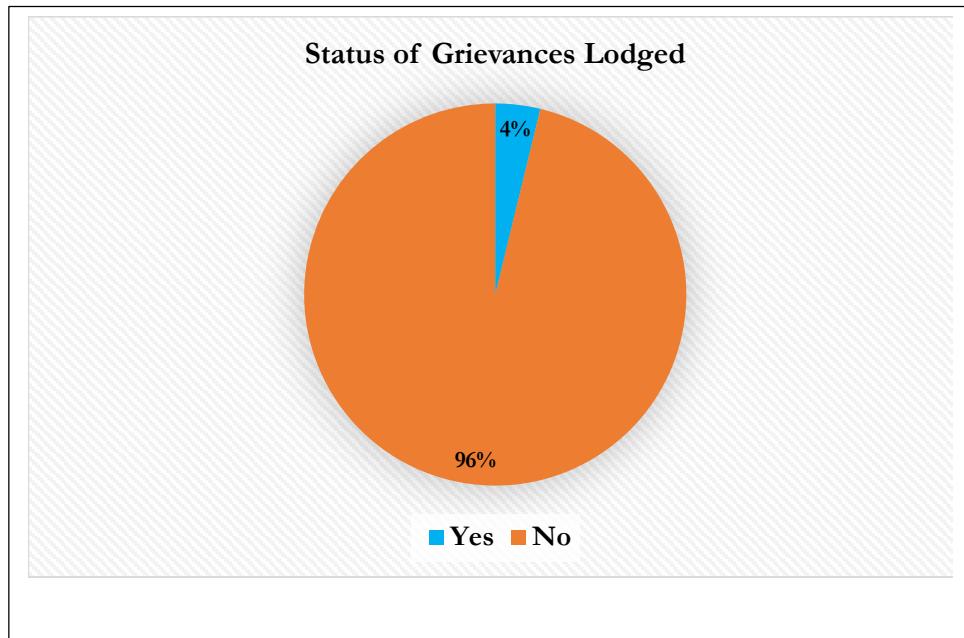


The above chart indicates a high level of client awareness regarding the availability of BQPCA's office and its website, despite the organization being only two years old since its inception. A significant majority of clients (86.9%) reported being aware of the existence of BQPCA and its website. In terms of the timeliness and accuracy of information published on the website, 54.4% of clients stated that the information is up to date and reliable, while 33.8% expressed a neutral opinion. Only 11.8% of respondents felt that the information is not updated in a timely manner. The findings reflect effective outreach and communication efforts by BQPCA, while also highlighting the need for continued improvements in regularly updating web-based information to further enhance client confidence and usage.

Majority of respondents suggested to have user friendly systems and raised concerns about old Website URL, unreliable portals and lack of online payment options for some services. Clients

have further suggested to have mobile app for all services and link systems with Bhutan NDI, RCSC, MoH and other agencies to avoid repeated document submission.

1.4 Grievances



This pie chart illustrates the level and status of grievances lodged by clients. The survey results show that an overwhelming majority of clients (96%) reported that they have not lodged any complaints regarding the services provided by BQPCA, while only 4% indicated that they had submitted a grievance.

However, feedback from those who lodged complaints revealed concerns that the grievances were not addressed in a timely manner, and in some cases, clients did not receive responses despite repeated follow-ups. Although the proportion of complaints is relatively small (4%) these findings highlight a critical area for improvement. They suggest the need to strengthen the grievance handling process to ensure timely responses and effective resolution, particularly to maintain client trust and preparedness in the event that the volume of complaints increases in the future.

Although the majority of clients (96%) reported not having lodged any complaints against BQPCA services, however, some respondents highlighted delays in email responses, unanswered phone calls and lack of acknowledgement frequently. Clients noted that these issues may be attributed to the absence of a dedicated helpdesk or client care mechanism within the office which limits timely

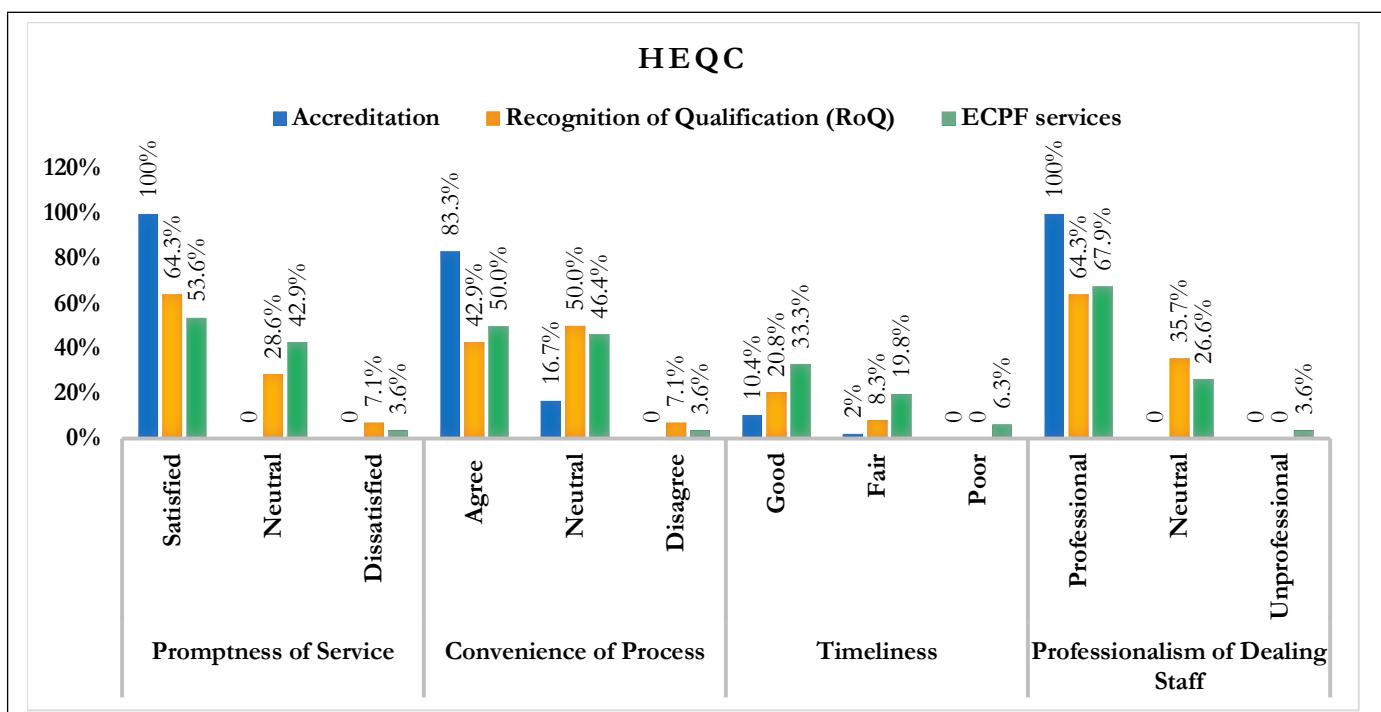
communication and support. And also, respondents shared that they didn't know about the existence of complaint/grievance redressal system and suggested to have options to lodge complaints online in the website.

Services specific to different Councils

2.1 Higher Education Quality Council (HEQC)

A total of 48 out of 188 clients responded to the survey covering services related to Accreditation, Education Consultancy and Placement Firms (ECPF), and Recognition of Qualifications. The survey assessed key service dimensions covering promptness of service delivery, the process of availing services, timeliness, and staff professionalism. The following graph shows the service-wise findings from the survey.

Out of 188 clients, 48 responses were received. While the response rate provides useful indicative insights, the sample size falls below the minimum required to achieve a 95% confidence level with a 12% margin of error. So, the findings should therefore be interpreted with caution. Minimum of 64 responses are required to meet minimum sample size requirement.

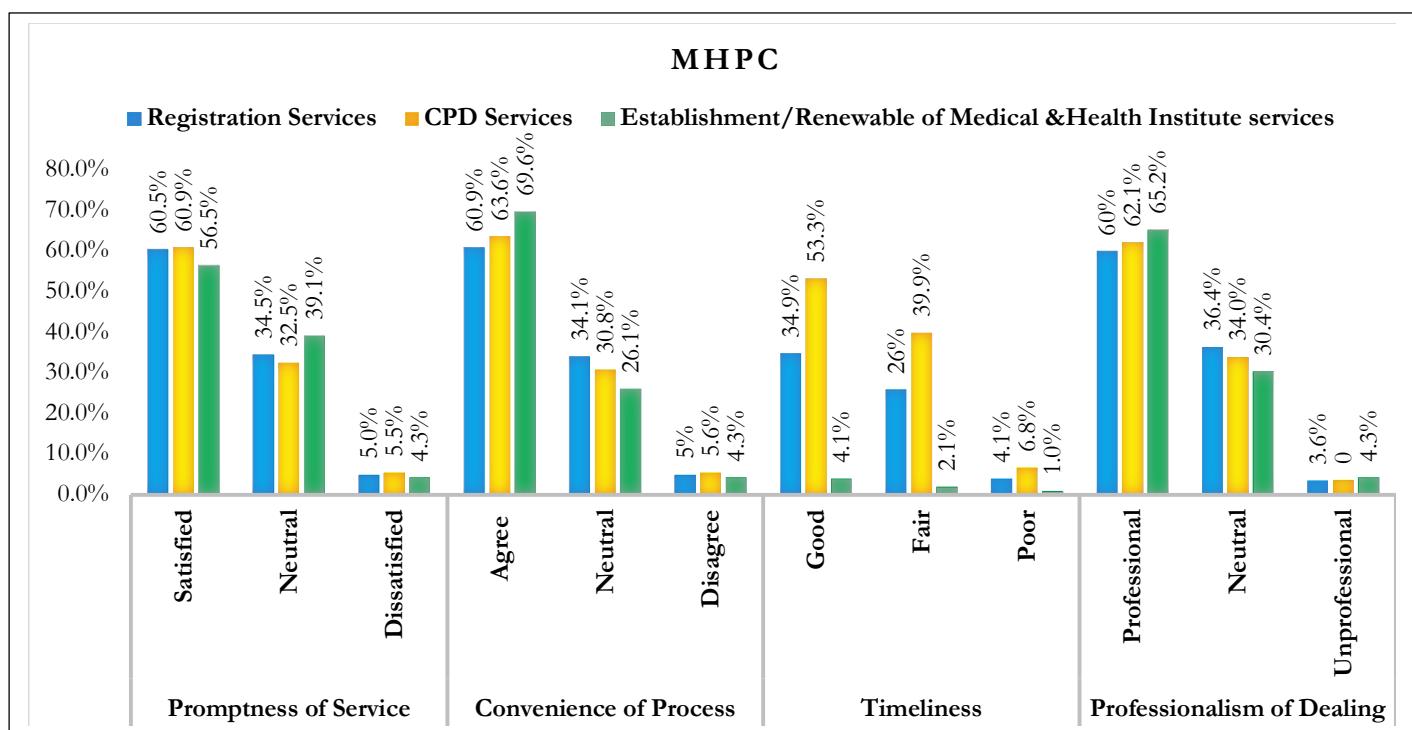


The chart illustrates client satisfaction levels related to HEQC services. Services rendered under Accreditation were rated the highest in terms of promptness and professionalism with 100% of respondents expressing satisfaction and dealing staff as professional. The convenience of the process under Accreditation was also rated positively with 83.3% agreement. This was followed by Recognition of Qualification (RoQ) services where 64.3% of respondents reported satisfaction and professional. Despite the 100% satisfaction rating for Accreditation services, several respondents highlighted the need for clearer and more differentiated accreditation policies tailored to different types of institutions.

2.2 Medical and Health Professional Council (MHPC)

A total of 338 responded out of 8,500 clients. The survey covered services related to Continuing Professional Development, Registration Services, and the Establishment and Renewal of Medical and Health Institutes. It assessed key service dimensions, including promptness of service delivery, the process of availing services, timeliness, and staff professionalism.

Out of 8,500 clients, 338 valid responses were received. This exceeds the minimum sample size required to achieve a 95% confidence level with a 5% margin of error at a 50% population proportion. The following service wise findings are therefore statistically reliable.

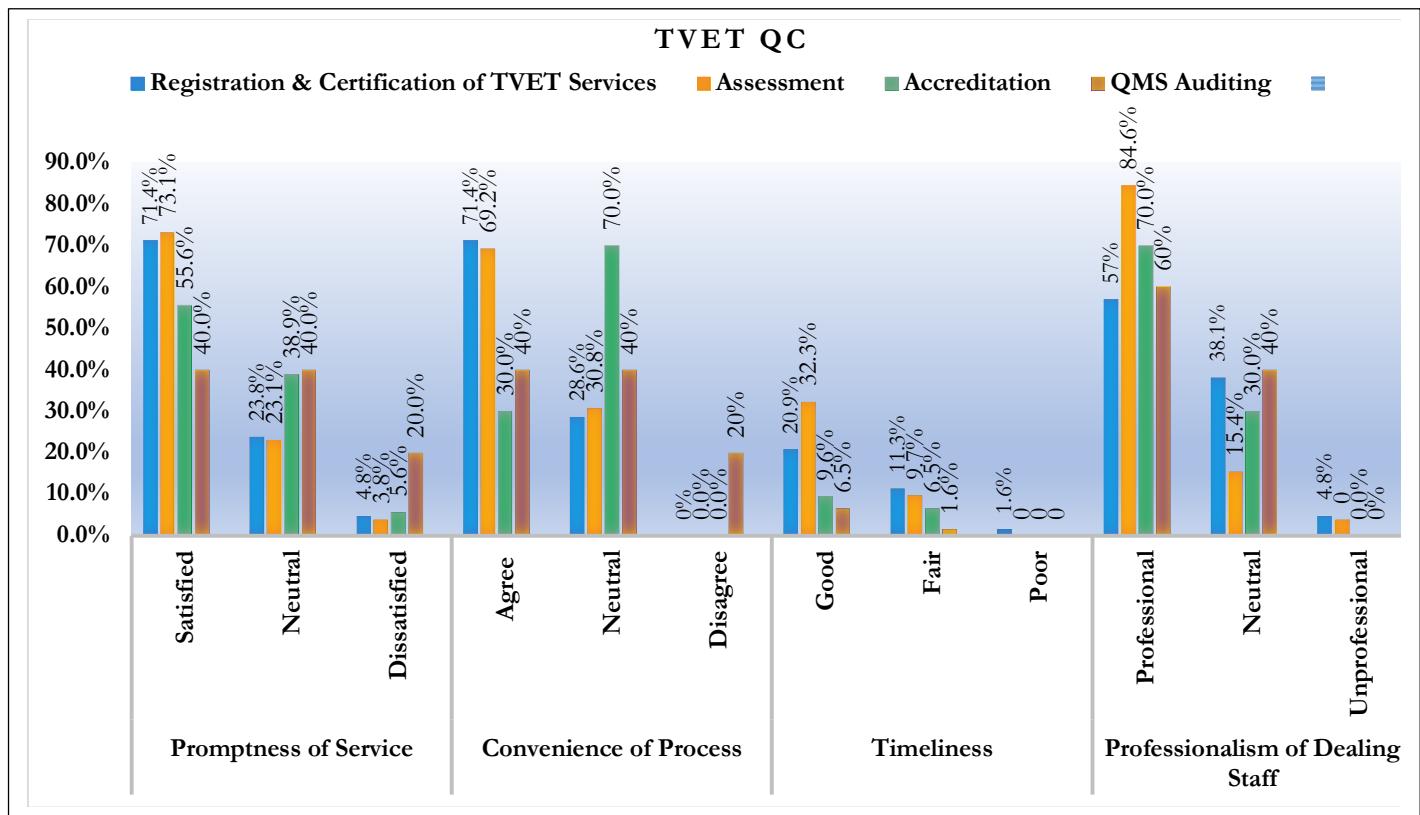


This figure highlights the services provided by MHPC in four areas of dimensions. Respondents rated high satisfaction level across all services including registration, CPD and the establishment/renewal of Medical and Health Institutes with percentage ranging from 56.5% to 60.9%. In terms of process convenience also, respondent rated high for all the three services ranging from 60.9% to 69.6%. Even for the professionalism of dealing staff, the rating ranges from 60% to 65.2% underscoring dealing staff as professional. In contrast, the timeliness of services was rated slightly lower compared to the other service dimensions.

Generally, MHPC services are perceived as prompt, convenient and professional with some scope of improvement in service timeliness. It was also noted from the responses that the fee structure for professional renewal and certificate verification could be reviewed. Additionally, some clients suggested of simplifying and standardizing the CME/CPD application, recording, and credit-tracking system.

2.3Technical and Vocational Education and Training Quality Council (TVET QC)

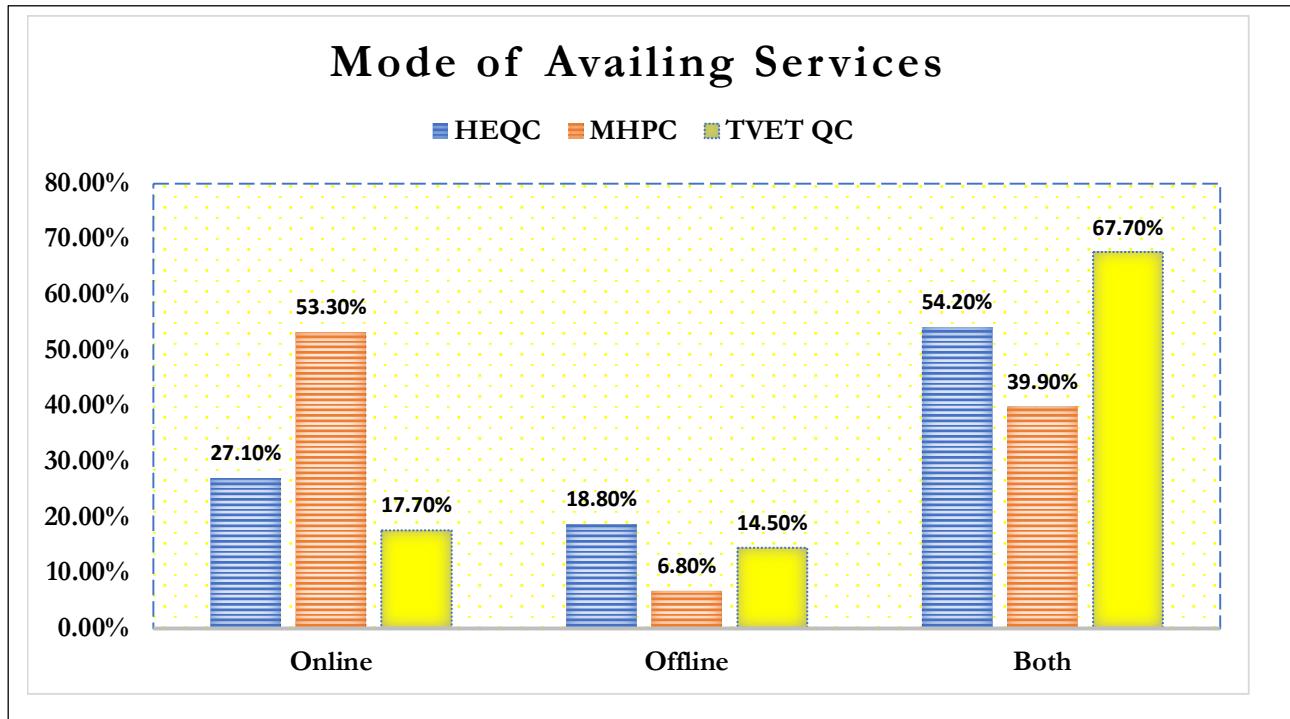
Questionnaires were circulated to 253 registered clients, of whom 62 responded. The survey findings were analysed across major services of Accreditation of Programs, Quality Management System (QMS) Auditing, Assessment and Registration, and Certification of TVET Providers. The analysis focused on key dimensions such as promptness of service delivery, the process of availing services, timeliness, and staff professionalism. Out of 253, 62 responses were received. While the responses provide useful insights, the sample size is marginally below the minimum required to achieve a 95% confidence level with a 11% margin of error. Findings should therefore be interpreted with caution.



This graph highlights the types of services rendered by TVET QC and the corresponding levels of client satisfaction. Registration & Certification of TVET Services, Assessment and Accreditation, were rated highest in terms of promptness of service delivery, whereas QMS auditing recorded the lowest rating with only 40% satisfaction. In terms of convenience of process, Accreditation received the lowest rating at 30% compared to other services. Regarding professionalism of dealing staff, Registration and Certification of TVET Services was rated the lowest with 57% satisfaction. So, the overall findings indicate strong staff professionalism and service promptness across TVET QC services, however, timeliness and clarity of processes remain key areas requiring attention.

Notable comments from the survey is concerns related to the Accreditation and Assessment Resources (AR) development processes highlighting the need of proper AR validation. The possibility of enabling online certificate printing were also raised. Respondents also suggested reviewing of assessment guidelines, improving the online system and strengthening accreditation systems and processes which clearly aligns with the lower ratings observed for Accreditation services.

2.4 Different mode of availing services



The graph illustrates the different modes through which clients avail BQPCA services. Online services are predominantly used by MHPC clients, who account for the highest share at 53.3%, followed by HEQC clients at 27.1%. In contrast, the combined use of online and offline (paper-based) services is most common among TVET QC clients ranking highest at 67.7%, with HEQC following at 54.2%. The graph clearly indicates that exclusive reliance on offline, paper-based services has significantly declined, reflecting a steady shift towards digital and hybrid service delivery across councils. At the same time, the combined use of both online and offline modes remains relevant and useful during the transition towards a fully online service delivery system.

Even the thematic analysis shows that the most notable changes brought about by BQPCA are digitalisation. Many respondents highlighted the move from paper-based processes to online services for registration, certificate renewal, applications, payments and document verification has helped a lot. These changes were widely seen as convenient, time-saving and more accessible. However, a few respondents also noted challenges with online systems and with channel of

communication. Key concerns included are unstable or confusing online platforms (especially recording and dashboards), limited options for overseas professionals, difficulties correcting basic personal information, and the absence of online payment and auto-printing features in some services. Communication gaps such as unanswered emails, unreachable phone numbers and lack of acknowledgment were among the most frequent sources of dissatisfaction while availing services online.

Overall Comparison of Client Satisfaction Level

Client Satisfaction Level	Year 2024	Year 2025
	46%	61.5%

The above table presents a comparison of client satisfaction levels between 2024 and 2025. While the sample size, questionnaire design and rating scales may differ slightly between the two years, the respondent group however, remained largely the same. As such, the comparison was made highlighting the trends over a period of one year. The results indicate a notable improvement in client satisfaction with respect to quality and promptness of services increasing from 46% in 2024 to 61.5% in 2025.

Recommendations

Based on the findings from the survey, the following general recommendations are made:

- a) Enhance awareness and advocacy on BQPCA's roles and services.
- b) Develop a fully integrated, stable and user-friendly online platform including a mobile application considering that most citizens access services through smart phones.
- c) Establish a dedicated helpdesk including a toll-free customer care number, functional email support and clearly assigned focal persons.

Conclusion

The CSS 2025 for BQPCA was conducted to enhance public service delivery and to obtain feedbacks for future improvement. The responses were collected from the clients registered with the Authority based on the services they have availed. Both qualitative and quantitative data were analyzed on four broad themes of promptness of service, timeliness, process of availing services and professionalism of the dealing staff.

The survey findings indicate that 61.5% of clients were satisfied with BPQCA's services, while only 6% reported dissatisfaction. The remaining 32.5% maintained a neutral stance. Compared to the 2024 CSS, the satisfaction rate has increased significantly from 46% to 61.5% reflecting a substantial improvement in client experience level within just one year. However, the survey also highlighted some critical feedback that the respective Councils should carefully consider and address.

Lastly, the BQPCA family would like to express sincere gratitude to all clients for their active participation and for providing valuable insights and feedback.

References

BQPCA. (2025). *Quality Management System ISO 9001:2015*.

Bryman, A. (2016). *Social Research Methods* (5th ed.). Oxford University Press.

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing: JRN*, 25(8), 652–661.
<https://doi.org/10.1177/1744987120927206>

Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193–218. [https://doi.org/10.1016/S0022-4359\(00\)00028-2](https://doi.org/10.1016/S0022-4359(00)00028-2)

Elkhani, N., & Bakri, A. (n.d.). *Review on “Expectancy Disconfirmation Theory” (EDT) Model in B2C E-Commerce*.

Kim, S., & Kim, M. (2022). *Citizen Satisfaction in the Public Sector* (pp. 205–207).
<https://doi.org/10.4337/9781800375499.citizen.satisfaction>

Nobilo, I. (2023). Customer Service Satisfaction And Cultural Differences In Customer Service Expectations In Switzerland. *European Realities - Power: Conference Proceedings 5th International Scientific Conference*, 304–322. <https://doi.org/10.59014/YNG9427>

Royal Civil Service Commission (RCSC). (2022). *Civil Service Reform Act of Bhutan*.
<https://rcsc.gov.bt/wp-content/uploads/2025/02/Civil-Service-Reform-Act-of-Bhutan-2022.pdf>

Schmidt, F. N., & Strickland, T. (1998). *Client satisfaction surveying. A manager's guide*. Canadian Centre for Management Development.