



Republic of the Philippines
Department of Education
REGION VIII - EASTERN VISAYAS

December 15, 2023

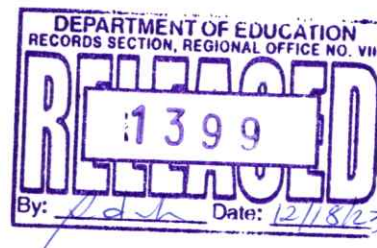
REGIONAL MEMORANDUM
No. **1399** - s. 2023

SUBMISSION OF CLIENT SATISFACTION MEASUREMENT (CSM) RESULTS FOR FISCAL YEAR 2023

To: Director III
Schools Division Superintendents
Regional Office Chiefs and Unit/Section Heads
Division Public Assistance Coordinators
School Heads
All Others Concerned

1. Attached is a memorandum from the Central Office re: Submission of Client Satisfaction Measurement (CSM) Results for Fiscal Year 2023 requesting all Regional Offices, Schools Division Offices, and schools to submit their results on or before **December 29, 2023**.
2. Immediate dissemination of and strict compliance with this Memorandum are desired.


EVELYN R. FETALVERO, CESO IV
Regional Director



ORD-PAU-JFC



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MEMORANDUM

TO : **Regional Directors
Schools Divisions Superintendent
School Heads
All Others Concerned**

ATTN : **Regional Public Assistance Coordinators
Division Public Assistance Coordinators**

FROM : **ATTY. MICHAEL WESLEY T. POA**
Undersecretary and Chief of Staff

JASON V. MERCENE
Supervising Administrative Officer
Officer-in-Charge, Office of the Director
Public Affairs Service

SUBJECT : **SUBMISSION OF CLIENT SATISFACTION MEASUREMENT
(CSM) RESULTS FOR FISCAL YEAR 2023**

DATE : December 11, 2023

All Regional Offices (ROs), Schools Division Offices (SDOs), and schools are requested to submit their FY 2023 Client Satisfaction Mechanism (CSM) Results for services declared in the DepEd Citizen's Charter¹ to the Public Affairs Service – Public Assistance Action Center (PAS-PAAC) on or before December 29, 2023.

This is pursuant to Memorandum Circular (MC) No. 2019-002-A titled "*Supplemental Guidelines on Anti-Red Tape Authority (ARTA) Memorandum Circular No. 2019-002 or the Guidelines on the Implementation of the Citizen's Charter in Compliance with Republic Act 11032, Otherwise Known as the "Ease of Doing*

¹ DepEd Citizen's Charter: <https://www.deped.gov.ph/wp-content/uploads/DepEd-Citizens-Charter-2022.pdf>



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Business and Efficient Government Service Delivery Act of 2018, and its *Implementing Rules and Regulations* which states that all government agencies shall submit their Client Satisfaction Measurement (CSM) report every year.

Additionally, ARTA Memorandum Circular (MC) No. 2022-05 titled *“Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement”* provides the harmonized CSM tool that will enable government agencies to assess the overall satisfaction and feedback of their clients on the service they availed. The implementation of the CSM Form was further reiterated in DepEd through DM-OUHROD-2023-0930 titled *“Implementation of the Client Satisfaction Measurement (CSM) Form Prescribed by the Anti-Red Tape Authority”* issued on July 12, 2023.

To aid in the preparation of the FY 2023 CSM Results, all concerned are reminded of the following:

- a. Results shall be reported for both the external and internal services specified in Annex A of this memorandum. These services declared in the DepEd Citizen’s Charter represent the services most common in each governance level.
- b. Results shall be culled from the ARTA-prescribed CSM Form, as implemented in DepEd through DM-OUHROD-2023-0930.

However, CSM results obtained from previous feedback forms, e.g. old DepEd CCSS Form, may still be included in the submission. Kindly refer to the provided conversion for reference:

PREVIOUS CSM FORM		ARTA-PRESCRIBED CSM FORM
5-Point Likert Scale		
5	Outstanding	Strongly Agree
4	Very Satisfied	Agree
3	Satisfied	Neither Agree nor Disagree
2	Unsatisfied	Disagree
1	Poor	Strongly Disagree
Service Quality Dimensions		
Considered as N/A since this has no counterpart in the previous feedback form.		SQD0
Responsiveness		SQD1
Reliability		SQD2
Access and Facilities		SQD3
Communication		SQD4

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Costs	SQD5
Integrity	SQD6
Assurance	SQD7
Outcome	SQD8

- c. The CSM Results shall cover feedback received from both online and hard copies of the CSM Forms. Offices that have not yet encoded client feedback from the CSM Form hard copies may use the template that can be downloaded through the link: <https://bit.ly/CSMResultsTemplate>. Note that the template provided shall only be used internally by the RO/SDO/school and shall not be submitted to the PAAC.
- d. The Regional Public Assistance Coordinators (RPACs) and Division Public Assistance Coordinators (DPACs) shall be in-charge of gathering and submitting the CSM Results from the concerned units. Thus, each RO and SDO shall submit only **ONE** (1) Consolidated CSM Result (covering all concerned units) to the PAAC. There shall likewise be only one (1) CSM Result per school. Annex B includes the information needed for the report.
- e. Only submissions to PAAC through the links provided shall be considered in crafting the DepEd-wide FY 2023 CSM Report.

GOVERNANCE LEVEL	OFFICE	LINK
Regional Office	<ul style="list-style-type: none"> • Accounting Section • Budget Section • Cash Section • Curriculum and Learning Management Division 	https://bit.ly/DepEd2023CSM_RO_A
	<ul style="list-style-type: none"> • Human Resource and Development Division • Legal Unit • National Educators Academy of the Philippines – Regional Office 	https://bit.ly/DepEd2023CSM_RO_B



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	<ul style="list-style-type: none"> • Policy, Planning and Research Division 	
	<ul style="list-style-type: none"> • Office of the Regional Director • Personnel Section 	https://bit.ly/DepEd2023CSM_RO_C
	<ul style="list-style-type: none"> • Public Affairs Unit • Quality Assurance Division • Records Section 	https://bit.ly/DepEd2023CSM_RO_D
Schools Division Office	<ul style="list-style-type: none"> • Budget Unit • Cash Unit • Information and Communications Technology Unit • Legal Unit 	https://bit.ly/DepEd2023CSM_SDO_A
	<ul style="list-style-type: none"> • Office of the Schools Division Superintendent • Personnel Unit 	https://bit.ly/DepEd2023CSM_SDO_B
	<ul style="list-style-type: none"> • Property and Supply • Records Unit • Curriculum Implementation Division 	https://bit.ly/DepEd2023CSM_SDO_C
	<ul style="list-style-type: none"> • SGOD - Planning and Research Section • SGOD - School Management, Monitoring, and Evaluation Section 	https://bit.ly/DepEd2023CSM_SDO_D
Schools (External Services)		https://bit.ly/DepEd2023CSM_ExtSchools
Schools (Internal Services)		https://bit.ly/DepEd2023CSM_IntSchools



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- f. RPACs, DPACs, and schools shall upload a Memorandum (Annex C) signed by the Regional Director / Schools Division Superintendent / School Head to ensure the truth, accuracy, and completeness of the CSM Results.
- g. Email or hard copy submissions shall NOT be recorded by the PAAC. Likewise, any misrepresentation, discrepancy, or duplication in the data or consolidated submission may result in tagging the RO/SDO/school as non-compliant to this requirement.
- h. ROs, SDOs, and schools are not allowed to submit their report directly to the ARTA or any oversight agency.

It shall be highlighted that the submission of the CSM Report is also part of the Agency Accountabilities as stated in MC No. 2023-1 titled "*Guidelines on the Grant of the Performance-Based Bonus (PBB) for FY 2023 Under Executive Order (EO) No. 80, s. 2012 and EO No. 201, s. 2016.*" **Thus, if DepEd is deemed eligible for the grant of the FY 2023 PBB, non-compliance to the submission of the CSM Report will result in the isolation from the grant of the PBB payout.**

Likewise, all offices are reminded to safeguard the soft and hard copies of the CSM Forms and uphold integrity in the preparation of CSM Report since 4.8.2 of ARTA MC 2022-05 states that "The ARTA reserves the right to request proof of the survey results, including the answered paper surveys and the Excel file of the aggregated data".

For more information, please contact Ms. Grazielle Anne A. Sarical or Ms. Ariane G. Llegado, PAS-PAAC, through the following:

Email address: depedactioncenter@deped.gov.ph
Phone numbers: 8638-7530, 8633-1942
Viber mobile number: 09672498552

Immediate dissemination of and strict compliance with this issuance is directed.

Enclosures:

Annex A: External Services to be Reported for the CSM
Annex B: Preparation of Consolidated CSM Report
Annex C: Transmittal Memo Template
MC No. 2019-002-A
MC No. 2022-05
MC No. 2023-1
DM-OUHROD-2023-0930



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Insert letterhead

MEMORANDUM

TO : **JASON V. MERCENE**
Supervising Administrative Officer
Officer-in-Charge, Office of the Director
Public Affairs Service

FROM : **NAME OF REGIONAL DIRECTOR / SCHOOLS DIVISION
SUPERINTENDENT / SCHOOL HEAD**

SUBJECT : **TRANSMITTAL OF THE FY 2023 CLIENT SATISFACTION
MEASUREMENT (CSM) RESULTS**

DATE : (Insert date)

In line with the memorandum on the Submission of Client Satisfaction Measurement (CSM) Results for Fiscal Year 2023 requesting all field offices and schools to submit the FY 2023 CSM Results in accordance with the agency accountabilities in MC No. 2023-1 titled "*Guidelines on the Grant of the PBB for FY 2023 Under Executive Order (EO) No. 80, s. 2012 and EO No. 201, s. 2016,*" this Office hereby transmits the **FY 2023 Consolidated CSM Results for (insert name of Regional Office / Schools Division Office / School).**

This Office declares that the CSM Form was implemented for both the external and internal services declared in the DepEd Citizen's Charter, as required under DM-OUHROD-2023-0930 titled "*Implementation of the Client Satisfaction Measurement (CSM) Form Prescribed by the Anti-Red Tape Authority*" issued on 12 July 2023.

This Office is aware that failure to submit their CSM Results by any office delivering services, without providing an acceptable explanation on why said service/s were not offered or had no/low CSM respondents, may result in isolation from the grant of the FY 2023 PBB if DepEd is deemed eligible for said bonus.

Thus, CSM Results for each office have been collected to form the consolidated CSM Report that was submitted to the Public Affairs Service – Public Assistance Action Center (PAS-PAAC) through the link provided.

This Office attests to the truth, accuracy, and completeness of the CSM Results submitted.

For queries/clarifications on the CSM Report, please contact (insert name of RPAC) through (insert email address and/or contact number).

Thank you.



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Annex A: External and Internal Services to be Reported for the CSM

CSM Results shall be reported for both the external and internal services specified in Annex A of this memorandum. These services declared in the DepEd Citizen's Charter represent the services most common in each governance level. Offices shall briefly discuss their response rate results and provide reason/s why certain services were not offered or why certain services had no/low CSM responses, as applicable.

Regional Offices

External Services	Internal Services	RO Unit
N/A	1. Certification as to Availability of Funds 2. Endorsement of Request for Cash Allocation from SDOs	Accounting Section
N/A	3. Disbursement Updating 4. Downloading/ Fund Transfers of SAROs received from Central Office to Schools Division Office and Implementing Units 5. Letter of Acceptance for Downloaded Funds 6. Obligation of Expenditure (Incurrence of Obligation Charged to Approved Budget Allocation per GAARD and Other Budget Laws/Authority) 7. Processing of Budget Utilization Request & Status (BURS)	Budget Section
1. Payment of External and Internal Claims 2. Payment of Obligation	8. Handling of Cash Advances	Cash Section
3. Access to LRMDS Portal 4. Procedure for the Use of LRMDS Computers	N/A	Curriculum and Learning Management Division
N/A	9. Rewards and Recognition	Human Resource and



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		Development Division
5. Legal Assistance to Walk-in Clients 6. Request for Correction of Entries in School Record	10. Processing of communication received through the Public Assistance Action Center (PAAC) 11. Request for Certification as to the Pendency or Non-Pendency of an Administrative Case	Legal Unit
7. Recognition of Professional Development Programs / Courses	N/A	National Educators Academy of the Philippines – Regional Office
8. Issuance of Foreign Travel Authority 8.1. Issuance of Foreign Official Travel Authority 8.2. Issuance of Foreign Personal Travel Authority	N/A	Office of the Regional Director
9. Acceptance of Employment Application (Walk-in) 10. Acceptance of Employment Application (Online) 11. Issuance of Certificate of Last Payment	12. Application for Leave 13. Application for Retirement / Survivorship / Disability Benefit 14. Issuance of Certificate for Remittances 15. Issuance of Certificate of Employment and/or Service Record 16. Issuance of Foreign Travel Authority 16.1. Issuance of Foreign Official Travel Authority 16.2. Issuance of Foreign Personal Travel Authority 17. Processing of Equivalent Record Form (ERF) 18. Processing of Study Leave 19. Processing of Terminal Leave Benefits	Personnel Section



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	20. Request for Transfer from Another Region 21. Stoppage/Deletion of Deductions in the Payroll (Loans and Insurances)	
12. Generation of School IDs for New Schools and/or Adding or Updating of SHS Program Offering 13. Request for Reversion	N/A	Policy, Planning and Research Division
14. Public assistance (Email) 15. Public assistance (Hotline and Walk-in) 16. Standard Freedom of Information request	N/A	Public Affairs Unit
17. Application for Opening/Additional Offering of SHS Program for Private Schools 18. Application for Tuition and Other School Fees (TOSF), No Increase, and Proposed New Fees of Private Schools 19. Issuance of Special Orders for the Graduation of Private School Learners	22. Application for Establishment, Merging, Conversion, and Naming/ Renaming of Public Schools and Separation of Public Schools	Quality Assurance Division
20. Certification, Authentication, and Verification 21. Issuance of Requested Documents (CTC and Photocopy of Documents) 22. Issuance of Requested Documents (Non-CTC) 23. Receiving of Communication 24. Receiving of Complaint	N/A	Records Section



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Schools Division Offices

External Services	Internal Services	SDO Unit
N/A	1. Processing of ORS 2. Posting/Updating of Disbursement	Budget Unit
N/A	3. Handling of Cash Advances	Cash Unit
N/A	4. User Account Management for Centrally Managed Systems 5. Troubleshooting of ICT Equipment 6. Uploading of Publications	Information and Communications Technology Unit
1. Request for Correction of Entries in School Record	7. Issuance of Certificate of No Pending Case	Legal Unit
N/A	8.1 Issuance of Foreign Official Travel Authority 8.2. Issuance of Foreign Personal Travel Authority	Office of the Schools Division Superintendent
2. Acceptance of Employment Application (Teaching Position) 3. Acceptance of Employment Application (Non-Teaching and Teaching-related Positions - (promotion and entry)	9. Application for ERF (Equivalent Record Form) 10. Application for Leave 11. Application for Retirement 12. Issuance of Certificate of Employment 13. Issuance of Service Record 14. Loan Approval and Verification 15. Processing of Appointment (Original, Reemployment, Reappointment, Promotion and Transfer)	Personnel Unit



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	16. Processing of Terminal Leave Benefits 17. Request for Correction of Name and Change of Status	
4. Inspection, Acceptance, and Distribution of Textbooks, Supplies, and Equipment	18. Requisition and Issuance of Supplies 19. Property and Equipment Clearance Signing	Property and Supply
5. Issuance of Requested Documents (Non-CTC) 6. Issuance of Requested Documents (CTC and Photocopy of Documents) 7. Certification, Authentication, Verification (CAV) 8. Receiving and Releasing of Communication and other Documents 9. Receiving of Complaints against Non-Teaching Personnel 10. Receiving of Complaints against Teaching Personnel (Multi-stage Processing)	N/A	Records Unit
11. Accessing Available Learning Resources from LRMS Portal 12. Borrowing of Learning Materials from Libraries 13. Alternative Learning System (ALS) Enrollment	20. Program Work Flow of Submission of Contextualized Learning Resources 21. Quality Assurance of Supplementary Learning Resource	Curriculum Implementation Division
14. Request for Basic Education Data (from external stakeholders)	22. Request for Basic Education Data (Internal Stakeholder) 23. Request for Data for EBEIS/LIS/NAT and Performance Indicators	SGOD - Planning and Research Section



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15. Issuance of Government Permit, Renewal, Recognition of Private Schools 16. Issuance of Special Orders for the Graduation of Private School Learners 17. Application for SHS Additional Track/Strand 18. Application for Summer Permit for Private Schools 19. Application for No Increase in Tuition Fee 20. Application for Increase in Tuition Fee	N/A	SGOD - School Management, Monitoring, and Evaluation Section
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Schools

External Services	Internal Services
<ol style="list-style-type: none">1. Acceptance of Employment Application for Teacher I Position (Walk-in)2. Acceptance of Employment Application for Teacher I Position (Online)3. Borrowing of Learning Materials from the School Library/Learning Resource Center4. Distribution of Printed Self-Learning Modules in Distance Learning Modality5. Enrollment (Walk-in)6. Enrollment (Online)7. Issuance of Requested Documents in Certified True Copy (CTC) and Photocopy (Walk-in)8. Issuance of Requested Documents in Certified True Copy (CTC) and Photocopy (Online)9. Issuance of School Clearance for different purposes10. Issuance of School Forms, Certifications, and other School Permanent Records11. Public assistance (walk-in/phone call)12. Public assistance (email/social media)13. Receiving and releasing of communications and other documents14. Reservation Process for the Use of School Facilities15. Request for Personnel Records for Teaching/Non-Teaching Personnel	<ol style="list-style-type: none">1. Issuance of Special Order for Service Credits and Certification of Compensatory Time Credits2. Laboratory and School Inventory3. School Learning and Development



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Annex B: Preparation of Consolidated CSM Report

The CSM Report shall be culled from the following sources:

- ARTA-prescribed CSM Form, as implemented in DepEd through DM-OUHROD-2023-0930
- Old feedback forms, e.g. DepEd CCSS Form, provided the results are converted from the old to the new Likert Scale and SQD.

A. Total number of clients who completed the survey for FY 2023

Report the total number of surveyed clients with complete transactions. A transaction is considered complete when the final step of the service availed of is accomplished.

Additionally, all concerned units shall gather a minimum number of CSM responses based on the ARTA Sample Size Calculator: <https://tinyurl.com/CSMsamplesize>.

Offices shall briefly discuss their response rate results and provide reason/s why certain services were not offered or why certain services have no/low responses, as applicable.

B. Total number of transactions for FY 2023

Report the total number of transactions per service declared in the DepEd Citizen's Charter applicable to the governance unit.

Kindly note that the number of transactions shall be greater than the number of surveyed clients or survey responses.

C. Result count of SQD questions for FY 2023

Report the breakdown of the eight (8) SQD questions by result count. Kindly provide a brief analysis of the results.

D. Demographic profile

Report the breakdown of the client demographic based on the following:

- a. Age
 - i. 19 or lower
 - ii. 20-34
 - iii. 35-49
 - iv. 50-64



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- v. 65 or higher
- vi. Did not specify

- b. Sex
 - i. Male
 - ii. Female
 - iii. Did not specify

- c. Customer Type
 - i. Citizen
 - ii. Business
 - iii. Government

- d. Region of residence

Kindly provide a brief analysis of the results.

E. Count of Citizen's Charter Responses

Report the breakdown of responses on the Citizen's Charter questions by result count. Kindly provide a brief analysis of the results.

- a. Citizen's Charter Awareness
- b. Citizen's Charter Visibility
- c. Citizen's Charter Helpfulness

F. Major or most common identified feedback/concern from clients

Report the summary of feedback from clients by identifying the most frequent feedback or concerns received for FY 2023.



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MEMORANDUM CIRCULAR NO. 2019-002-A
SERIES OF 2019

DATE: 02 December 2019

TO: ALL HEADS OF GOVERNMENT OFFICES AND AGENCIES INCLUDING LOCAL GOVERNMENT UNITS (LGUS), GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS (GOCCS), AND OTHER GOVERNMENT INSTRUMENTALITIES

SUBJECT: SUPPLEMENTAL GUIDELINES ON ARTA MEMORANDUM CIRCULAR NO. 2019-002 SERIES OF 2019 OR THE "GUIDELINES ON THE IMPLEMENTATION OF THE CITIZEN'S CHARTER IN COMPLIANCE WITH REPUBLIC ACT NO. 11032, OTHERWISE KNOWN AS THE "EASE OF DOING BUSINESS AND EFFICIENT GOVERNMENT SERVICE DELIVERY ACT OF 2018," AND ITS IMPLEMENTING RULES AND REGULATIONS (IRR)"

1. BACKGROUND

- 1.1. On 13 August 2019, the Anti-Red Tape Authority (ARTA) issued Memorandum Circular No. 2019-002 or the "Guidelines on the Implementation of the Citizen's Charter in Compliance with the Republic Act 11032, otherwise known as the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018," and its Implementing Rules and Regulations (IRR)."
- 1.2. ARTA MC No. 2019-002 and its attached references provide the guidelines for all government agencies in developing and revising their respective Citizen's Charters in compliance with R.A. 11032 and its IRR.
- 1.3. This Supplemental Guidelines is being issued in view of the Administrative Order (AO) No. 25 Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (AO 25 IATF) issuance of the Memorandum Circular No. 2019-02 or the *Supplemental Guidelines on the Grant of the Performance-Based Bonus for Fiscal Year 2019 under Executive Order (EO) No. 80 s. 2012 and EO No. 201, s. 2016.*

2. PURPOSE

- 2.1. The issuance of this Supplemental Guidelines shall provide clarifications, particularly on the terminologies and concepts used in the ARTA MC No. 2019-002, and its attached references and updates on the requirements and deadlines stated in the same document.
- 2.2. In line with Section 2.2 of MC No. 2019-02 issued by the AO 25, this Supplemental Guidelines is being issued to provide clarification to all covered government agencies in the submission of their updated Citizen's Charter as the basis for the review of the agency's streamlining and process improvement of their critical services covering all Government-to-Citizens (G2C), Government-to-Business (G2B), and Government-to-Government (G2G) transactions.

3. CLARIFICATIONS

3.1. Terms and Concepts

3.1.1. Citizen's Charter

- 3.1.1.1. Government services enrolled in existing Service Charters, or its equivalent, shall be included in the Citizen's Charter as these services, regardless of whether they involve government-to-government transactions, are also covered under R.A. 11032.

3.1.2. **Government Service**

- 3.1.2.1. As defined under **Section 4 (gg), Rule I of the IRR of R.A. 11032**, a government service refers to the process or transaction between applicants or requesting parties and government offices or agencies, involving applications for any privilege, right, reward, license, clearance, permit or authorization, concession, or for any modification, renewal, or extension of the enumerated applications or requests, which are acted upon in the ordinary course of business of the agency or office concerned.
- 3.1.2.2. The government office or agency's performance of a function without any need for an application or request shall not be included in the Citizen's Charter. However, if the performance of a function may be applied for or requested, it shall be considered a service and be included in the Citizen's Charter.
- 3.1.2.2.1. If the performance of a function without any need for an application or request is an integral part in processing the service applied for or requested, the performance of the function shall be considered and written in the Citizen's Charter as a step in the process for the delivery of the service and shall not be considered as an independent service by the government agency or office.
- 3.1.2.3. Government services shall include the **External** and **Internal Services** of the government agency or office.
- 3.1.2.3.1. **External Services** refer to government services applied for or requested by external citizens or clients or those who do not form part or belong to the government agency or office providing the service.
- 3.1.2.3.2. **Internal Services** refer to government services applied for or requested by citizens or clients who are within the respective government agency or office, such as, but not limited to, its personnel or employees, whether regular or contractual. Internal services include services such as, but not limited to, back-end/support services and regulatory functions related to permitting, licensing, and issuance of a privilege, right, reward, clearance, authorization, or concession.

3.1.3. **End-to-end Process**

- 3.1.3.1. Section 2, Rule III of the IRR of RA11032 states that the Authority shall adopt the **Whole-of-Government Approach** in the streamlining of government services.
- 3.1.3.2. Whole-of-Government Approach entails the review and harmonization of existing and applicable laws, regulations, issuances, and policies to make legal interpretations consistent across agencies. Inter-agency reviews shall be adopted for horizontal integration or end-to-end processing in the delivery of government services.
- 3.1.3.2.1. The reengineering process shall include an inter-agency review of key permitting and licensing laws, rules, and issuances, with the end in view of eliminating undue regulatory burden from the transacting public.
- 3.1.3.3. In view of the Whole-of-Government Approach in reengineering government services, the process or procedure as well as the total processing time in the delivery of

government services written in the Citizen's Charter shall be **end-to-end**—from the acceptance of the application or request with complete requirements, accompanying documents, and payment of fees, up to the issuance of certification or such similar documents approving or disapproving an application or request.

3.1.3.3.1. If the step performed by another government unit is a performance of their **function** but is an integral part of the delivery of the service, it should not be removed or separated in the total processing time.

3.1.3.3.2. If a government service involves inter-agency actions, the corresponding processing time of the procedure performed by the other government agency shall be reflected on the Citizen's Charter of the agency responsible for the delivery of the service, which shall also apply to all involved government agencies.

3.2. Classification of Services

3.2.1. Pursuant to **Section 3(a), Rule IV of the IRR of R.A. 11032**, specific transactions, processes, services, or activities that agencies fail to include and classify shall be interpreted by this Authority as simple transactions without prejudice on the part of the agency to ask for reconsideration

3.3. Posting and Publishing of the Citizen's Charter

3.3.1. As indicated in the **Par. 6.9.1. of ARTA M.C. No. 2019-002**, the Citizen's Charter shall be posted through information billboards and shall be uploaded in the official website of the government agency. The Citizen's Charter Handbook shall also be accessible to the public for reference on the comprehensive details of the government services of the government agency.

3.3.1.1. Information Billboard. Per **Par. 6.3.1.2. of ARTA M.C. No. 2019-002**, the Citizen's Charter in the form of information billboards shall be posted at the main entrances or at the most conspicuous places of the government agencies or offices.

3.3.1.1.1. All covered government agencies should reflect all their external services in their information billboards.

3.3.1.1.2. There is no prescribed format, design, or size for the information billboards as long as it is clear, readable, concise, and engaging to the citizen or client transacting with the government agency.

3.3.1.1.3. At the minimum, the information billboards should contain the following details:

- Complete list of requirements
- Required fees, if any
- Name, designation, and office of the person responsible per step
- Processing time
- Procedure for filing complaints

3.3.1.1.4. All covered government agencies shall come up with innovative means to disseminate their Citizen's Charters, through the use of display modalities such as, but not limited to, electronic postings, mobile apps, and interactive kiosks.

3.3.1.2. Handbook. Per **Par. 6.3.1.1. of ARTA M.C. No. 2019-002**, the Citizen's Charter in the form of a handbook may follow the suggested format provided in Reference B – Citizen's Charter Handbook Template with Instructions.

3.3.1.2.1. All Handbooks shall be physically bound (e.g. hardbound, soft bound, or ring-bound).

3.3.1.2.2. There is no prescribed design or size for the Handbooks.

3.3.1.2.3. The font style and font size indicated in Reference B are only recommendatory.

3.3.1.2.4. The prescribed manner of writing the information shall be strictly followed as these are minimum requirements for compliance and standardization. Likewise, all the information indicated in Reference B shall be included in the Handbook.

3.3.1.2.5. The Citizen's Charter Handbook may be placed at the windows/counters of each frontline office as it contains comprehensive details of the services provided by the government agency.

3.3.1.3. Online. In line with **Par. 6.3.1.3. of ARTA M.C. No. 2019-002**, the soft copy of the Citizen's Charter Handbook shall be uploaded and posted on the official website of the government agency.

3.4. Updated Timeline of Submissions

REQUIREMENTS	CONTENTS	DEADLINE	REMARKS
List of Complete Classified Government Services	External and Internal Services	August - September 2019	Submit via email at compliance@arta.gov.ph
Citizen's Charter Information Billboard	External Services	December 6, 2019	Post at the main entrance or at the most conspicuous place
Citizen's Charter Handbook	External Services	December 6, 2019	Submit via email at compliance@arta.gov.ph (In-text searchable PDF format) using the Reference B: Citizen's Charter Handbook Template with Instructions.
	All government service covering External Services and Internal Services	March 31, 2020	
Citizen's Charter – Online/ Website Posting (Soft Copy of the Soft Copy of Citizen's Charter Handbook)	External Services	December 6, 2019	Upload in the official website of the Government Agency
	All government service covering External Services and Internal Services	March 31, 2020	

Certificate of Compliance		December 6, 2019	Submit via email at compliance@arta.gov.ph along with the soft copy of the Citizen's Charter Handbook
Client Satisfaction Measurement Report		Last working day of January of every year	Submit via email at compliance@arta.gov.ph

4. FEEDBACK

All inquiries and concerns should be coursed through the Authority through any of the following channels:

- Official Website: www.arta.gov.ph
- E-Mail Addresses: info@arta.gov.ph | compliance@arta.gov.ph
- Telephone Nos.: (02) 8478 5091 | (02) 8478 5093 | (02) 8478 5099
- Facebook: Anti-Red Tape Authority
- Twitter and Instagram: @ARTAgovph

5. EFFECTIVITY

This Circular shall take effect immediately and will be implemented simultaneously with the effectivity of the ARTA MC No. 2019-002.

RECOMMENDED BY:



ATTY. ERNESTO V. PEREZ, CPA
Deputy Director General

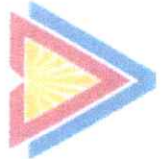
APPROVED BY:



ATTY. JEREMIAH B. BELGICA, REB, EnP
Director General



ARTA
ANTI-RED TAPE AUTHORITY
OFFICE OF THE PRESIDENT



MEMORANDUM CIRCULAR NO. 2022 - 05
SERIES OF 2022

FOR: ALL GOVERNMENT AGENCIES AND OFFICES COVERED BY REPUBLIC ACT NO. 11032 INCLUDING LOCAL GOVERNMENT UNITS (LGUs), GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS (GOCCs), LOCAL WATER DISTRICTS, STATE UNIVERSITIES AND COLLEGES (SUCs), AND OTHER GOVERNMENT INSTRUMENTALITIES

SUBJECT: GUIDELINES ON THE IMPLEMENTATION OF THE HARMONIZED CLIENT SATISFACTION MEASUREMENT

DATE: 20 September 2022

1. LEGAL BASES

- 1.1 Pursuant to Section 20 of the Republic Act (RA) No. 11032 (RA No. 11032) or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*, which amended and renumbered Section 10 of R.A. No. 9485 or the *Anti-Red Tape Act of 2007* to Section 20, a feedback mechanism shall be established in all government agencies covered under Section 3 of R.A. No. 11032.
- 1.2 Section 3 (b), Rule IV of the Implementing Rules and Regulations (IRR) of R.A. 11032 also states that "All agencies shall embed feedback mechanisms and client satisfaction measurement in their process improvement efforts. The agency shall report to the Authority the results of the Client Satisfaction Survey for each service based on the guidelines to be issued by the Authority."
- 1.3 ARTA Memorandum Circular (MC) No. 2019-002 provides that the Client Satisfaction Measurement (CSM) report of all government agencies shall be submitted to the Authority on or before the last working day of January of every year.

2. PURPOSE

- 2.1. Promoting the adoption of a harmonized and standardized framework in measuring client satisfaction across all levels of the government will ensure continuous improvement and enhancement of service promise towards a more meaningful client-centered Citizen's Charter.



- 2.2. Considering the diverse function of government offices, it has been difficult to measure and compare the service performance of government agencies. Furthermore, client satisfaction surveys have been conducted through different methodologies and have been submitted to different government bodies. As a result, there is a need to develop a client satisfaction survey that is applicable to every government agency and is reported in a uniform manner.
- 2.3. The Anti Red Tape Authority (Authority) developed the harmonized CSM for agencies as an after-service availment survey that will assess the overall satisfaction and perception of clients on the government service they availed. This will provide relevant feedback to the agency on the quality of service they are providing. The output and results of the CSM shall be incorporated in the agency's Report Card Survey (RCS) under the Overall Survey Results.
- 2.4. This Memorandum Circular is issued to provide all government agencies covered by R.A. No. 11032 with instructions and guidance on the use of a harmonized CSM tool. Other agencies not covered by R.A. 11032 have the option to use the said tool.

3. COVERAGE

These Guidelines shall be adopted by all government agencies and offices covered under Section 3 of R.A. No. 11032 including Local Government Units (LGUs), Government-Owned or -Controlled Corporations (GOCCs), Local Water Districts, State Universities and Colleges (SUCs), and other Government Instrumentalities.

4. GENERAL GUIDELINES

4.1. As mandated by Section 3 (b), Rule IV of the IRR of R.A. 11032, client satisfaction feedback shall be gathered for **all services offered** by the government agency. This shall include both External and Internal Services.

4.1.1. As defined in Section 3.1.2.3 of ARTA M.C. No. 2019-002-A:

4.1.1.1. **External Services** refer to government services applied for or requested by external citizens or clients or those who do not form part or belong to the government agency or office providing the service.

4.1.1.2. **Internal Services** refer to government services applied for or requested by citizens or clients who are within the respective government agency or office, such as, but not limited to, its personnel or employees, whether regular or contractual.

- 4.1.2. For year 2023, government agencies may have the option to cover only their external services. However, beginning year 2024 both internal and external services will be covered.
- 4.2. Agencies that already have an implemented client feedback mechanism may have the option to replace it with the harmonized CSM tool or supplement/integrate the harmonized CSM tool within their existing tool.

4.3. **Methodology of the Client Satisfaction Measurement (CSM)**

- 4.3.1. **Identification of Eligible Respondents.** Government agencies shall administer the CSM to **ALL clients with completed transaction**. Clients who completed multiple transactions shall have the opportunity to accomplish the CSM for each availed service. A transaction is considered complete when the final step of the service availed of per the Citizen's Charter of the government agency is accomplished.
- 4.3.2. **Frequency and Period of the Survey.** The CSM shall be conducted after each completed transaction. It shall be administered between January – December of each year.
- 4.3.3. **Number of Respondents.** Government agencies shall determine the minimum number of responses per service based on the calculator found in the link below. Government agencies shall continue to conduct the CSM, even when the minimum has been reached.

<https://tinyurl.com/CSMsamplesize>

- 4.3.4. **Data Gathering.** Government agencies are encouraged to implement the CSM using various data gathering methods, to the greatest extent feasible, to maximize response rates.
- 4.3.4.1. **On-site Conduct.** The on-site conduct of the CSM may be done through a paper survey questionnaire. Agencies may have the option to utilize electronic platforms in providing questionnaires to the respondents. For persons with disabilities (PWDs) and senior citizens that need assistance, the Public Assistance and Complaints Desk (PACD) officer or a designated officer shall help the respondents in answering the CSM.
- 4.3.4.2. **Remote Conduct.** Agencies may administer the CSM to remote respondents through electronic mail, the agency's website, social media, QR Code, or other similar modes.

4.3.5. **Collection Mechanism.** The manner and time interval of the collection of paper survey questionnaires shall be at the discretion of the agencies and offices. It shall be brief to maximize the responses and shall maintain the confidentiality of clients. If convenient, agencies are encouraged to utilize their PACD for the collection mechanism.

4.4. Content of the CSM Questionnaire

4.4.1. **CSM Questions.** All government agencies are mandated to use the CSM questions prescribed by the Authority as stated in Annex A – Client Satisfaction Measurement Questionnaire of this Memorandum Circular. The CSM includes three (3) questions related to the Citizen's Charter, one (1) question related to the client's overall satisfaction with the service availed of, and eight (8) questions related to the following Service Quality Dimensions (SQD):

- 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** – the satisfaction with timeliness of the billing, billing process/es, 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.



- 4.4.1.1. The CSM questions prescribed by the Authority are fixed and may not be altered, modified, or deleted.
- 4.4.1.2. Agencies have the option to add service-specific questions to the CSM, provided the revised version will not exceed five (5) minutes for the client to accomplish. The results of the additional questions shall not be included in the computation of the overall score.
- 4.4.1.3. Aside from the English and Filipino versions of the CSM survey, government agencies shall provide a version translated to the local dialect for easier understanding, provided that the revised version will still be able to capture the SQDs as stated above.
- 4.4.2. **Demographic Questions.** The demographic questions prescribed by the Authority shall be used for the CSM. Agencies and offices may further add relevant demographic questions to the survey, provided that the revised version will not exceed five (5) minutes for the client to accomplish.
- 4.4.3. **Open-ended Question.** The CSM shall have an open-ended question at the end of the form where the client has the option to provide additional remarks or feedback not covered/captured by previous questions.

4.5. Rating Scale and Scoring System of the CSM

- 4.5.1. **Rating Scale.** The CSM shall use a **Five (5) Point Likert Scale** to measure the SQDs. Agencies may utilize smileys/emoticons corresponding to the scale for better visualization to prevent confusion on the corresponding rating.

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

- 4.5.2. **Scoring Per Question.** The **percentage of respondents that rated ‘Agree’ and ‘Strongly Agree’** shall be used to get each SQD’s score. A question that was answered with two (2) or more check marks shall be considered as invalid.
- 4.5.3. **Overall Scoring.** The **percentage of respondents that rated ‘Agree’ and ‘Strongly Agree’** for all eight (8) SQDs shall be used to compute the Overall Score. Agencies shall strive to achieve an overall percentage of 80% or higher, or a rating of “Satisfactory” or higher. Interpretation of the results shall be as follows:

Percentage	Rating
Below 60.0%	Poor
60.0%-79.9%	Fair
80.0%-94.9%	Satisfactory
95.0%-100%	Outstanding

4.6. Drafting the CSM Report

- 4.6.1. Government agencies are required to submit a CSM report following the template/outline provided in Annex B – Client Satisfaction Measurement Report of this Memorandum Circular. This will amend Section 6.7.3. of ARTA M.C. No. 2019-002 which previously required the submission of the report using the agency's existing CSM.
- 4.6.1.1. A copy of the revised version of the CSM questionnaire shall be attached to the CSM Report as Annex.
- 4.6.2. Government agencies with regional/field/satellite offices may have the option to submit either unified or separate CSM Reports. However, disaggregated reports of the regional/field/satellite offices are still required to be submitted to the Authority.

4.7. Submission and Publishing of the CSM Report

- 4.7.1. **All agencies** shall submit their CSM reports implementing these guidelines on the last working day of April 2024.
- 4.7.2. Agencies and offices shall submit soft copies (in text-readable PDF format) of the CSM report through this link: <https://tinyurl.com/CSMRsubmissions>.

4.7.3. The CSM report shall be uploaded on the official website of the government agency or be made available to the transacting public upon request.

4.8. Verification

4.8.1. All covered government agencies shall submit their CSM Report duly approved and signed by the Head of the Committee on Anti-Red Tape (CART) to attest that the report is accurate and compliant with these Guidelines.

4.8.2. The ARTA reserves the right to request proof of the survey results, including the answered paper surveys and the excel file of the aggregated data.

4.8.3. The Inspection Checklist program of the Report Card Survey will validate if the CSM is properly implemented.

4.9. Updated Timeline of Submission

The CSM Report covering the previous year shall be submitted **on or before the last working day of April the following year.**

5. TRANSITORY PROVISION

All covered government agencies shall start implementing these guidelines beginning January 2023.

6. AMENDMENT TO THE GUIDELINES

The guidelines outlined in this Memorandum Circular are subject to change as deemed necessary by the Authority.

7. REPEALING CLAUSE

Provisions of previous issuances of the Authority that are inconsistent with this Memorandum Circular are hereby reversed, set aside, or declared ineffective.

8. SEPARABILITY CLAUSE

If any provisions or part of this Circular is held unconstitutional or invalid, it shall not affect the validity of the remaining provisions of this Circular.



9. EFFECTIVITY

This Circular shall take effect immediately upon publication and registration with the University of the Philippines – Office of the National Administrative Register (UP-ONAR).

10. REFERENCES

The following additional documents are available online at the official website of the ARTA at www.arta.gov.ph:

Annex A. Client Satisfaction Measurement Questionnaire

Annex B. Client Satisfaction Measurement Report Outline and Sample Report

APPROVED BY:



DDG ERNESTO V. PEREZ
Officer-in-Charge





**INTER-AGENCY TASK FORCE ON THE HARMONIZATION OF
NATIONAL GOVERNMENT PERFORMANCE MONITORING, INFORMATION AND REPORTING SYSTEMS**
(Administrative Order No. 25 S. 2011)

MEMORANDUM CIRCULAR NO. 2023- 1

August 22, 2023

TO : ALL HEADS OF DEPARTMENTS, BUREAUS, OFFICES AND OTHER AGENCIES OF THE NATIONAL GOVERNMENT, INCLUDING CONSTITUTIONAL COMMISSIONS, OTHER EXECUTIVE OFFICES, CONGRESS, THE JUDICIARY, STATE UNIVERSITIES AND COLLEGES, GOVERNMENT-OWNED OR-CONTROLLED CORPORATIONS, LOCAL WATER DISTRICTS, AND LOCAL GOVERNMENT UNITS

SUBJECT: GUIDELINES ON THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FISCAL YEAR 2023 UNDER EXECUTIVE ORDER (EO) NO. 80, S. 2012 AND EO NO. 201, S. 2016

1.0 PURPOSE

This Circular is being issued to prescribe the criteria and conditions for the grant of the PBB for FY 2023 performance, to be given in FY 2024. Achieving a prosperous, inclusive, and resilient society through economic transformation requires the practice of open, efficient, and accountable governance. In pursuit of the goal of the Philippine Development Plan (PDP) 2023-2028 to practice good governance and improve bureaucratic efficiency, the FY 2023 PBB will contribute to raising the productivity, performance, transparency, and accountability of government agencies and employees, using the enhanced Results-based Performance Management System and the simplified Performance-based Incentive System.

The four (4) accountability dimensions – Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results remain relevant in achieving the PDP goals such as good governance and bureaucratic efficiency. The FY 2023 PBB through the Performance and Financial Results, will intensify transparency and disclosure in public spending information through the timely delivery of government programs and projects even during periods of adversity, such as health emergencies and natural hazards like the COVID-19 pandemic. For Process Results, ease of transaction in government services may be achieved through the continuous full implementation of process improvement efforts contributing to the Ease of Doing Business and Efficient Delivery of Government Services and strengthened adherence to quality management programs. Further, getting the citizen's feedback to ensure that the transacting public is satisfied with the delivery of public services is monitored under the Citizen/Client Satisfaction Results.

The FY 2023 PBB shall continue to measure and evaluate agency performance highlighting the public's satisfaction with the quality of public service delivery, utilization of resources, and reinforced agency stewardship. With the FY 2023 PBB, agencies will be able to conduct self-assessment of their overall performance through the provided transparent PBB scoring system tied-up to the rates of incentives.

2.0 COVERAGE

The FY 2023 PBB covers all departments, bureaus, offices, and other agencies of the National Government, including Constitutional Commissions, Other Executive Offices (OEOs), Congress, the Judiciary, State Universities and Colleges (SUCs), Government-Owned or-Controlled Corporations (GOCCs), Local Water Districts (LWDs), and Local Government Units (LGUs). For the list of departments/agencies and SUCs enrolled in the FY 2023 PBB, please refer to *Annex 1: Master List of Departments/Agencies and State Universities and Colleges*.

2.1 The implementation of this Circular shall be done in close coordination with the following agencies:

- a. Department of Budget and Management (DBM) for the Departments and attached agencies;
- b. Office of the President-Office of the Executive Secretary (OP-OES), DBM for OEOs, including the OP-attached agencies and the GOCCs covered by the DBM;
- c. Commission on Higher Education (CHED) for SUCs;
- d. Governance Commission for GOCCs (GCG) covered by Republic Act (RA) No. 10149;
- e. Local Water Utilities Administration (LWUA) for LWDs; and
- f. Department of the Interior and Local Government (DILG) for LGUs.

Accordingly, consistent with this Circular, the DILG, the LWUA, and the GCG shall issue separate guidelines for the grant of the FY 2023 PBB for LGUs, LWDs, and GOCCs covered by RA No. 10149, respectively, containing the specific targets/requirements to be satisfied by their covered agencies.

2.2 The personnel of agencies holding regular, contractual, and casual positions are covered by this Circular. Excluded from the coverage herein are individuals engaged without an employer-employee relationship and funded from non-Personnel Services budget.

3.0 ELIGIBILITY CRITERIA

To be eligible for the grant of the FY 2023 PBB, each agency must satisfy the criteria and conditions under the four (4) dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results** and attain a total score of at least 70 points, and achieve at least a rating of 4 for at least three (3) in the four (4) dimensions of accountability based on the PBB Scoring System as will be discussed in detail in Section 4.0.

The FY 2023 **Performance Results** refer to the accomplishment of the Congress-approved performance targets under the Performance-Informed Budgeting (PIB) of the FY 2023 General Appropriations Act (GAA). The **Process Results** refer to the achievements in ease of doing business/ease of transaction with the agency as a result of streamlining, digitization, standardization, systems and procedures reengineering, and other related improvements. The **Financial Results** refer to the actual spending of the agency's budget allotment vis-à-vis the realization of the committed programs and projects based on the FY 2023 GAA. The **Citizen/Client Satisfaction Results** refer to the achievements in satisfying the quality expectations of the transacting public/client.

For FY 2023 PBB, the Agency Accountability requirements discussed in Section 5.0 shall be maintained and used to determine the eligibility of responsible units and individuals.

4.0 FY 2023 PBB TARGETS, ASSESSMENT, AND SCORING SYSTEM

The agency's accomplishments for each of the criteria shall be rated using a scale of 1 to 5 (where 5 is the highest). Each criterion has an assigned weight, as shown in Table 1. The maximum score that may be obtained by the agency is 100 points. To be eligible for the FY 2023 PBB, the agency must attain a total score of at least 70 points, and achieve at least a rating of 4 for at least three (3) criteria.

TABLE 1: FY 2023 PBB SCORING SYSTEM						
CRITERIA AND CONDITIONS	WEIGHT	PERFORMANCE RATING				
		1	2	3	4	5
Performance Results	5	5 points	10 points	15 points	20 points	25 points
Process Results	5	5 points	10 points	15 points	20 points	25 points
Financial Results	5	5 points	10 points	15 points	20 points	25 points
Citizen/Client Satisfaction Results	5	5 points	10 points	15 points	20 points	25 points

As can be gleaned in Table 1, a performance rating of 4 in all criteria will yield a total score of 80 points for the agency. The unit/s most responsible (including its head) for the criteria with a performance rating of below 4, will be isolated from the grant of the FY 2023 PBB.

4.1 Performance Results. The targets under Performance Results enable agencies to intensify transparency in public spending, concentrate their efforts and available resources on their mandates and core functions, as well as ensure the timely delivery of high-quality high-impact activities.

- a. For NGAs, GOCCs covered by the DBM, and SUCs, achieve each one of the Congress-approved performance targets under the PIB of the FY 2023 GAA;
- b. For GOCCs covered by RA No. 10149, achieve the physical targets reflected in their approved FY 2023 Performance Scorecard and eligibility requirements specified in a separate guideline to be issued by the GCG;

- c. For LWDs, achieve each one of the physical targets as identified by LWUA through separate guidelines; and,
- d. For LGUs, achieve the performance targets based on the Guidelines on the Grant of the PBB for LGUs to be issued by the AO25 IATF and the DILG.

The agency's performance in the achievement of targets shall be closely monitored through the use of the Unified Reporting System (URS) and/or Integrated Public Financial Management System (IFMIS) – generated Budget and Financial Accountability Reports (BFARs), which should be submitted in a timely manner, *i.e.*, within thirty (30) days after the end of each quarter, as provided under Item 3.19.2 of DBM National Budget Circular No. 587, pursuant to Section 99, General Provisions of Republic Act No. 11936 (FY 2023 GAA), to indicate the progress towards the accomplishment of broader sectoral and societal outcomes targeted by the agency for improving the lives of Filipinos.

BFARs will be used to monitor and validate agency accomplishments. For deficiencies or non-attainment of FY 2023 targets, justifications must be submitted together with the prescribed BFAR forms to the Commission on Audit (COA), the DBM, and the Bureau of the Treasury (BTr), as applicable through the DBM URS and/or IFMIS, thirty (30) days after the end of the 4th quarter of FY 2023.

The requirements under Performance Results shall be assessed and scored as follows:

TABLE 2: RATING SCALE FOR PERFORMANCE RESULTS				
1	2	3	4	5
Met below 50% of performance indicators of the Congress-approved performance targets for FY 2023.	Met 50% to less than 70% of performance indicators of the Congress-approved performance targets for FY 2023.	Met 70% to less than 80% of performance indicators of the Congress-approved performance targets for FY 2023.	Met 80% to less than 100% of performance indicators of the Congress-approved performance targets for FY 2023.	Met each one or 100% of the Congress-approved performance targets for FY 2023 (all performance indicators)

For agencies that do not receive budgetary support from the national government and GOCCs covered by the DBM, reporting of Performance Results shall be supported by the following documents to be submitted to the AO25 Secretariat, duly signed by the Head of the Agency or designated official:

- **Agencies without budgetary support** - Budget Preparation Form B - Agency Performance Measures (for physical performance), Operating Budgeting Utilization showing the approved level vs. actual, and all other applicable financial accountability reports.
- **GOCCs covered by the DBM** - DBM Form 700 reflecting the GOCCs Physical and Financial Performance, and DBM-prescribed Corporate Operating Budget (COB) forms.

4.2 Process Results. The target under Process Results is the greater ease of transaction of core services based on mandated functions (external) covering government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions, and the administrative and supporting services (internal) within the agency.

Further ease of transaction of critical external and internal services may be achieved through more rigorous approaches such as reengineering, streamlining, digitalization and other technological applications, and other types of process innovations implemented in the agencies including their Regional, Satellite, and Extension Offices.

4.2.1 For FY 2023 PBB, the target will be substantive improvements in ease of doing business/ease of transaction concerning **two (2) critical services** consisting of **one (1) core service (external) based on the mandated function of the agency** and **one (1) support/administrative service (internal)** as declared in the agency's/SUC's updated Citizen's Charter and in line with the Anti-Red Tape Authority (ARTA)'s Whole-of-Government (WOG) Reengineering Manual.

Agencies may declare the critical services previously reported in FY 2022 Process Results Report, **provided that there are new improvements introduced with verifiable results** (number or percentage of reduction in total processing time, steps, requirements, costs, etc.)

In the process of improving the services of agencies and in promoting the WOG approach in the bureaucracy, the ARTA enjoins all government agencies to adopt the WOG Reengineering Manual as a tool in the reengineering of government services which focuses on the reengineering of systems and procedures. It aims to support government agencies towards a new way of service delivery, giving better services for citizens through improvements in government agencies working in a more integrated. WOG approach.

As defined in ARTA MC 2019-002-A¹, the services may be categorized based on the following:

- a. **External services** - refer to government services applied for or requested by external citizens or clients or those who do not form part or belong to the government agency or office.
- b. **Internal services** - refer to government services applied for or requested by internal clients or individuals who are within the respective government agency or office, such as, but not limited to, its personnel or employees, whether regular or contractual. Internal services include services such as, but are not limited to, back-end/support services to regulatory functions related to permitting, licensing, and issuance of a privilege, right, reward, clearance, authorizing, or concession.

¹ *Supplemental Guidelines on ARTA Memorandum Circular No. 2019-002 s., 2019 Guidelines on the Implementation of the Citizen's Charter in Compliance with RA No. 11032*

4.2.2 In selecting the critical services to be prioritized by the agency (and which will be validated later by the ARTA for purposes of determining eligibility for the PBB), agencies shall consider the selection of the services based on any of the following factors, or a combination thereof. **The selected critical service is:**

- a. A **core service** which is a process needed to achieve the overall mission and objectives of the public sector organization. These services may refer to those that are aligned with the agency's mandate and main functions.
- b. The **most complained service** with the greatest number of complaints received by the agency and other complaints-handling agencies.
- c. The **service/s with the greatest number of pending transactions or backlogs** that went beyond its prescribed processing time as declared in the agency's Citizen's Charter.
- d. A **service that generates income/revenue** for the government.
- e. A service **attributable to the PREXC/Programs** of agencies.
- f. A **service that involves inter-agency action** to complete the transaction.

4.2.3 The substantial improvements or substantial reduction of the selected services may focus on the following areas of the selected services:

- a. **Actual documentary requirements** for a transaction for instance duplicative/unnecessary/non-value-adding documents and various prerequisites to be obtained from other government offices;
- b. **Total processing time** to include queueing to start a transaction, waiting time to complete a transaction, and backroom processing; in other words, the total turnaround time, not just the estimated time reflected in the agency's Citizens Charter;
- c. **Overall transaction cost** to obtain the service (while the official fees cannot be reduced unless authorized, the other transaction costs on the part of the transacting public (both visible and not visible) could be reduced. *Agencies could find out what these costs are if they get feedback and listen to the transacting public;*
- d. **Multiple hand-offs** where the transacting public needs to go to several offices and/or windows in order to complete a transaction; and elimination of multiple reviews and approvals to complete a transaction;
- e. **Administrative burden** associated with the transaction *i.e., the complexity and amount of effort that the agency need to expend in order to process the transaction;* and

- f. **Access to the service** that makes the transaction very easy, convenient, without or only with very minimal cost, reliable, and predictable.

4.2.4 The agencies and SUCs may use the concepts and tools indicated in the WOG Reengineering Manual in their reengineering efforts and may refer to the submitted *initial Reengineering Plan* to ARTA as the basis for prioritizing areas for improvement. Agency's **substantial improvement results** shall be reported through *Annex 2: Modified Form A* which also contains a guide in accomplishing said form. Agencies and SUCs must report objectively verifiable evidence of achievements from the completed transactions of the reported services in ease of doing business/ease of transaction using Annex 2.

The requirements under Process Results shall be assessed and scored as follows:

TABLE 3: RATING SCALE FOR PROCESS RESULTS <i>(Agencies and SUCs)</i>				
1	2	3	4	5
No substantial improvement in ease of transaction in both external core and internal services	Achieved substantial improvements to ease transactions in internal service	Achieved substantial improvements to ease transactions in external service only	Achieved substantial improvements to ease transaction in external but non-priority core service and internal service	Achieved substantial improvements to ease transaction in priority core service (external) and internal service

4.2.5 Agencies are required to submit a **report on the digitalization** initiatives or digital transformation of external and internal services through the following:

- a. development of electronic or online and/or paperless application systems, payment systems, new service delivery channels, and contactless transactions;
- b. utilization of disruptive and emerging technologies in system development and integration (e.g., blockchain, application programming interface, robotic process automation, cloud services, etc.);
- c. enabling data linkages and interoperability capacities among information systems;
- d. creating capacities for data management and analytics;
- e. modernization of existing systems and applications; and
- f. other process improvements using information technology.

The report should highlight the tangible results of digitalization in terms of ease of doing business or ease of transaction from the point of view of the transacting public client, such as but not limited to reduced waiting and processing times; reduced wastes in the process; lowered costs; real-time generation of reports for informed decision-making; expanded coverage; improved client satisfaction rating and similar outcomes.

The complete report on digitalization is also considered as an Agency Accountability as stated in Section 5.0.

4.3 Financial Results. For agencies and GOCCs covered by the DBM, attainment of the FY 2023 Disbursement BUR; and for SUCs likewise achieve the FY 2023 Disbursements BUR and the FY 2023 Earmarked Income targets.

Targets under Financial Results reflect final payments made from the agency's annual budget allotment to realize their committed programs and projects based on the valid appropriations for FY 2023. Hence for FY 2023, agencies shall accomplish the following Disbursements BUR:

4.3.1 Disbursement BUR – is measured by the ratio of total disbursements (excluding Personnel Services) to the total obligations for Maintenance and Other Operating Expenses (MOOE) and Capital Outlays (CO) made in FY 2023, net of goods and services obligated by **December 31, 2022**, but paid only in FY 2023. The **total obligations for MOOE and CO** shall refer to those made from the current appropriations under the FY 2023 GAA and the continuing appropriations under FY 2022. Transfers to other agencies shall not be considered as disbursements until such time such transferred funds have been utilized for payment of accepted goods delivered and services rendered. Hence:

$$\text{Disbursement BUR} = \frac{\text{Total Disbursements (excluding Personnel Services) net of payments made in FY 2023 for past years' obligations}}{\text{Total Obligations}}$$

For agencies that do not receive budgetary support from the national government and GOCCs covered by the DBM, reporting of Performance Results shall be supported by the following documents to be submitted to the AO25 Secretariat, duly signed by the Head of the Agency or designated official:

- a. **Agencies without budgetary support** - Budget Preparation Form B - Agency Performance Measures (for physical performance), Operating Budgeting Utilization showing the approved level vs. actual, and all other applicable financial accountability reports.
- b. **GOCCs covered by the DBM** - DBM Form 700 reflecting the GOCCs Physical and Financial Performance, and DBM-prescribed Corporate Operating Budget (COB) forms.

4.3.2 BUR for GOCCs is computed as follows:

$$\text{Disbursements BUR} = \text{Total Actual Disbursement/Total Actual Obligations (both net of Personnel Services)}$$

4.3.3 Agencies with fund transfers either for operating or program subsidies or both shall also achieve and report the same Disbursement BUR for NGAs for all the subsidy releases for FY 2023 from the aforementioned appropriations sources.

4.3.4 BUR for SUCs is computed as follows:

- a. **Disbursement BUR** is the same as the computation under Section 4.3a.
- b. Since all earmarked income of the SUCs (*e.g., trust funds, internally generated income, and revolving funds*) should benefit and improve the SUCs operations, its Disbursements utilization rates will also be reported following the formats in *Annexes 4, 4.1, and 4.2: FY 2023 GAA Accomplishments, BUR Form for SUCs, and All Earmarked Income*.

Same as for the Performance Results, the agencies must ensure the submission of the quarterly BFARs through the DBM-URS and/or IFMIS. in a timely manner financial Accountability Reports (FAR) No.1 Statement of Appropriations, Allotments, Obligations, Disbursements, and Balances (SAAODB) shall be the basis for determining the FY 2023 BUR accomplishment of agencies.

The requirements under the Financial Results shall be assessed and scored as follows:

TABLE 4: FY 2023 RATING SCALE FOR FINANCIAL RESULTS				
1	2	3	4	5
Below 40% Disbursements BUR	40%-55% Disbursements BUR	55%-70% Disbursements BUR	70%-85% Disbursements BUR	85%-100% Disbursements BUR

4.4 Citizen/Client Satisfaction Results. For NGAs, GOCCs covered by the DBM, and SUCs, resolve all reported complaints from Hotline #8888 and Contact Center ng Bayan (CCB); and for LWDs and GOCCs covered by RA No. 10149, accomplish and submit reports on Client Satisfaction or feedback mechanism as prescribed by LWUA and GGC.

Resolution and compliance to reported complaints from Hotline #8888 and Contact Center ng Bayan (CCB). Agencies shall ensure the *resolution* of all complaints and grievances reported to Hotline #8888 and CCB, and their *compliance* to the 72-hour prescribed period to take actions on complaints as provided in EO No. 6, s. 2016.

Reported complaints and grievances shall cover government service and procedures of the agencies, acts of red tape, corruption, and/or other interferences to public service delivery by any government agency, individuals, or instrumentalities.

To provide evidence on this, agencies may submit a report summarizing Hotline #8888 and CCB complaints received in FY 2023 and their status if resolved or pending. The validation shall be complemented with reports and collected data on feedback and complaints from citizens/clients gathered by the Office of the President, Presidential Management Staff, Civil Service Commission, and

Presidential Communications Operations Office from Hotline #8888 and CCB databases, as well as the Freedom of Information (FOI) portals.

To determine the resolution and compliance rates to Hotline #8888 and CCB complaints, agencies may refer to the definitions provided in *Section 2.4.2c of MC No. 2021-2*.

The requirements under the Citizen/Client Satisfaction Results shall be assessed and scored as follows.

TABLE 5: RATING SCALE FOR CITIZEN/CLIENT SATISFACTION RESULTS				
1	2	3	4	5
0% resolution and compliance rate to #8888/CCB complaints	At least 1% resolution and compliance rate to #8888/CCB complaints	At least 50% resolution and compliance rate to #8888/CCB complaints	At least 75% resolution and compliance rate if there are more than 250 tickets to #8888/CCB complaints At least 80% resolution and compliance rate for 250 or less tickets to #8888/CCB complaints	100% resolution and compliance to #8888/CCB complaints

5.0 AGENCY ACCOUNTABILITIES. To sustain the institutionalization of compliance with existing government-mandated laws and standards, agencies and their Performance Management Team (PMT) shall continue to implement, monitor, and enforce compliance with the following requirements within their agencies. *See Annex 6: FY 2023 Agency Accountability Timelines.*

TABLE 6: AGENCY ACCOUNTABILITIES	
Continuing Agency Accountabilities	<ul style="list-style-type: none"> a. Updating of Transparency Seal b. Compliance with Audit Findings and Liquidation of Cash Advances c. Compliance with the Freedom of Information (FOI) Program d. Establishment and Conduct of the Agency Review and Compliance of Statement of Assets, Liabilities, and Net Worth (SALN) e. PhilGEPS posting of all invitations to bids and awarded contracts - Notices of Award/Bid Results, Actual Approved/Awarded Contracts, and Notices to Proceed/Purchase Orders for public bidding transactions above one million (P1,000,000) (<i>Annex 7</i>) f. FY 2023 Non-Common Use Supplies and Equipment (APP-non CSE) g. Posting of Indicative FY 2024 APP-non CSE h. FY 2024 Annual Procurement Plan-Common Use Supplies and Equipment (APP-CSE) (<i>Annex 8</i>) i. Results of FY 2022 Agency Procurement Compliance and Performance Indicators (APCPI) System j. Undertaking of Early Procurement Activities covering FY 2024 Procurement Projects

TABLE 6: AGENCY ACCOUNTABILITIES	
	<ul style="list-style-type: none"> k. Designation of the Agency's Committee on Anti-Red Tape (CART) l. Compliance with the National Competition Policy (NCP) (<i>Annex 5 to 5.4</i>)
<p>New Agency Accountabilities beginning FY 2023 PBB</p>	<ul style="list-style-type: none"> m. For departments/agencies, SUCs, and GOCCs (DBM), continuing ISO-QMS certification or equivalent certification of at least one (1) critical frontline service or core process. (<i>Annex 3</i>) n. Administered Client Satisfaction Measurement (CSM) o. Report on the digitalization initiatives or digital transformation of external and internal services

While the above-mentioned conditions are no longer required in determining the overall PBB eligibility of agencies, compliance with these conditions shall be used as the basis for determining the eligibility of responsible units and individuals. Agencies should submit these legal requirements directly to the validating agencies.

6.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

6.1 Similar to FY 2022 PBB, the delivery units (DUs) of eligible agencies shall no longer be ranked for FY 2023 PBB. However, the unit/s most responsible for deficiencies shall be isolated.

6.1.1 Based on Table 1, to be eligible for the FY 2023 PBB, the agency must attain a total score of at least 70 points and achieve at least a rating of 4 for at least three (3) in the four (4) accountability dimensions. To be able to attain at least 70 points, the agency should achieve a performance rating of 4 in at least three (3) criteria. In case the agency fails to meet a rating of 4 in at least three (3) criteria, the unit/s most responsible (including its head) for the criteria stated in Section 3.0 with a performance rating of below 4 will be isolated from the grant of the FY 2023 PBB.

6.1.2 The unit/s most responsible (including its head) for the non-compliance with the Agency Accountabilities provided in Section 5.0 shall also be isolated from the grant of the FY 2023 PBB.

6.2 Eligible DUs shall be granted FY 2023 PBB at uniform rates across the agency, including its officials and employees. The corresponding rates of the PBB shall be based on the agency's achieved total score as shown in Section 7.0.

6.3 To be eligible for FY 2023 PBB, employees belonging to the First, Second, and Third Levels should receive a rating of at least "Very Satisfactory" based on the agency's CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the Career Executive Service Board (CESB).

6.4 Department Secretaries, Heads of OEOs, Chairpersons, Commissioners of Constitutional Offices, Heads of Attached Agencies, Presidents of SUCs, and non-ex officio Heads of GOCCs covered by the DBM are eligible only if their respective agencies are eligible. If eligible, their PBB shall be equivalent to the rates stated in Section 7.0.

- 6.5 Non-ex officio Board Members of GOCCs covered by the DBM may be eligible for the PBB with the equivalent rates following Section 7.0 and these conditions:
- a. The GOCC has qualified for the grant of the FY 2023 PBB;
 - b. The Board Member has 90% attendance to duly called board meetings and committee meetings as certified by the Board Secretary;
 - c. The Board Member has nine (9) months aggregated service in the position; and
 - d. The GOCC has submitted the appropriate annual Board-approved Corporate Operating Budget to DBM following the Corporate Budget Circular No. 22 dated December 1, 2016.
- 6.6 For SUCs, in case there is a change in leadership within the year, the SUC President who served the longest shall be entitled to the PBB with the equivalent rates following the provisions stated in Section 7.0.
- The PBB rate of the SUC President who served for a shorter period shall be based on the eligibility of the SUC where he/she served the longest.
- 6.8 Personnel in detail to another government agency for six (6) months or more shall be included in the recipient agency that rated his/her performance. The payment of the PBB shall come from the mother agency.
- 6.9 Personnel who transferred from one government agency to another agency shall be included by the agency where he/she served the longest. If equal months were served for each agency, he/she will be included in the recipient agency.
- 6.10 Officials and employees who transferred from government agencies that are non-participating in the implementation of the PBB shall be rated by the agency where he/she served the longest; the official/employee shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service to the participating implementing agency, as stated in Section 6.12.
- 6.11 An official or employee who has rendered a minimum of nine (9) months of service during the fiscal year and with at least a Very Satisfactory rating may be eligible for the full grant of the PBB.
- 6.12 An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at least a Very Satisfactory rating shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service rendered, as follows:

TABLE 7: LENGTH OF SERVICE AND PERCENTAGE OF PBB	
LENGTH OF SERVICE	% OF PBB
8 months but less than 9 months	90%
7 months but less than 8 months	80%
6 months but less than 7 months	70%
5 months but less than 6 months	60%

TABLE 7: LENGTH OF SERVICE AND PERCENTAGE OF PBB	
4 months but less than 5 months	50%
3 months but less than 4 months	40%

The following are the valid reasons for an employee who may not meet the nine-month actual service requirement to be considered for PBB on a pro-rata basis:

- a. Being a newly hired employee;
- b. Retirement;
- c. Resignation;
- d. Rehabilitation Leave;
- e. Maternity Leave and/or Paternity Leave;
- f. Vacation or Sick Leave with or without pay;
- g. Scholarship/Study Leave; and/or
- h. Sabbatical Leave.

- 6.13 An employee who is on vacation or sick leave, with or without pay, for the entire year is not eligible for the grant of the PBB.
- 6.14 Personnel found guilty of administrative and/or criminal cases by final and executory judgment in FY 2023 shall not be entitled to the PBB. If the penalty meted out is only a reprimand, such a penalty shall not cause disqualification to the PBB.
- 6.15 Officials and employees who failed to submit the 2022 SALN as prescribed in the rules provided under CSC Memorandum Circular No. 3 s 2015; or those who are responsible for non-compliance with the establishment and conduct of the review and compliance procedure of SALN, shall not be entitled to the FY 2023 PBB.
- 6.16 Officials and employees who failed to liquidate all cash advances received in FY 2023 within the reglementary period, as prescribed in COA Circular 97-002 dated February 10, 1997, and reiterated in COA Circular 2009-002 dated May 18, 2009, shall not be entitled to the FY 2023 PBB.

7.0 RATES OF THE PBB

- 7.1 The total score as stated in Section 4.0 shall be the basis for determining the amount of the PBB an agency is eligible for. The maximum rate of the PBB for agencies that will achieve 100 points shall be 100% of the 65% MBS of an individual as of December 31, 2023. For illustration, see Table 6 below.

TABLE 8: RATES OF THE PBB	
TOTAL SCORE	PBB RATES
100 points	65% 100% of the 65% monthly basic salary
95 points	61.75% 95% of the 65% monthly basic salary
90 points	58.5% 90% of the 65% monthly basic salary

TABLE 8: RATES OF THE PBB	
TOTAL SCORE	PBB RATES
85 points	55.25% 85% of the 65% monthly basic salary
80 points	52% 80% of the 65% monthly basic salary
75 points	48.75% 75% of the 65% monthly basic salary
70 points	45.5% 70% of the 65% monthly basic salary

- 7.2 Should the agency be assessed eligible to the grant of the PBB, the rates of incentives will be reduced by 5% if it failed to submit the complete PBB requirements on time.

8.0 TIMELINES AND SUBMISSION/POSTING OF REPORTS AND REQUIREMENTS

- 8.1 The quarterly BFARs of the agencies which will be used to assess and validate Performance Results shall be submitted through the DBM URS and/or IFMIS in a timely manner, *i.e.*, within thirty (30) days after the end of each quarter, as provided under Item 3.19.2 of National Budget Circular No. 587 pursuant to Section 99, General Provisions of Republic Act No. 11936 (FY 2023 GAA). BFARs will be used to assess and validate Performance Results. Non-compliance thereto must be supported with relevant justification.
- 8.2 All agencies should submit evidence of accomplishments of Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results (as provided in Section 4.0) on or before **February 29, 2024**, through an electronic submission (scanned or digital copy of the official submission and editable MS Word or Excel files for use of the AO25 Secretariat). Late submission of complete PBB requirements of agencies that are assessed to be eligible to the grant of the FY 2023 PBB, shall be subject to a penalty (5% reduction in the rates of incentives) as indicated in Section 7.2.

As part of the AO25 efforts in digitalizing and streamlining the assessment processes, beginning FY 2023 PBB, the submission of accomplishment reports shall be fully online through the **Government Executive Information System (GEIS)** platform. The GEIS serves as the main source of performance information for agencies including both the historical and current status of eligibility to the PBB and compliance with government standards. Further details on the use of the GEIS shall be disseminated to the agencies through a separate communication.

- 8.3 Agencies shall ensure that all explanations and justifications for deficiencies are already attached in their online submission.
- 8.4 The AO25 IATF shall conduct spot checks to validate claims and certifications made by the agencies on their submitted/posted reports and/or requirements.
- 8.5 Agencies are encouraged to provide information to the AO25 Secretariat on compliance with the Agency Accountabilities provided in Section 5.0.

- 8.6 Agencies shall be responsible for the review and updating of their respective Personnel Services Itemization and Plantilla of Personnel (PSIPOP) under the DBM's Government Manpower Information System (GMIS). Under National Budget Circular (NBC) No. 549², agencies shall review the PSIPOP and update the Plantilla of Personnel (POP) portion thereof, and upload the same to the GMIS database every last week of the month. The PSIPOP shall serve as the primary source of data in determining the total FY 2023 PBB requirement of the agency, to be complemented by a simplified *Annex 9: Report on Ranking of Offices/Delivery Units*.

For agencies with non-permanent positions or excluded from the coverage of the GMIS, a modified Form 1.0 shall be submitted to the DBM for review and evaluation.

9.0 EFFECTS OF NON-COMPLIANCE

A Department/Agency/SUC/GOCC/LWD/LGU, which, after due process by the oversight agency has been determined to have committed a prohibited act, shall be disqualified from the PBB in the succeeding year of its implementation.

Moreover, the CSC or Ombudsman shall file the appropriate administrative case for misrepresentation in the submitted/posted reports and requirements for the PBB, a commission of fraud in the payment of the PBB, and violation of the provisions of this Circular.

10.0 COMMUNICATION AND CHANGE MANAGEMENT

- 10.1 Head of Agencies with the support of their PMTs should enhance the implementation of their internal communications strategy on the PBB and fulfill the following:
- a. Engage their respective employees in understanding the PBB, the performance targets of their respective agencies, as well as the services and outputs that they will need to deliver to meet these targets.
 - b. Disseminate the performance targets and accomplishments of their agencies to their employees through the intranet and other means, as well as publish these on their respective websites for the public's information.
 - c. Set up a Help Desk to respond to queries and comments on the targets and accomplishments of their agencies. The Help Desk may be a facility that is embedded in the respective websites of agencies.
 - d. Set up a Complaints Mechanism to respond to the PBB-related issues and concerns raised by officials and employees of their respective agencies. Such may be incorporated into the functions of their Grievance Committee.

² *Monthly Updating of the Personal Services Itemization and Plantilla of Personnel (PSIPOP) Under the Web-based Application System dated October 21, 2013.*

- 10.2 The Head of Agency shall designate a senior official who shall serve as a PBB focal person. The offices responsible for the performance management may be tasked to provide secretariat support to the PMT and to recommend strategies to instill a culture of performance within the agency. The name, position, and contact details (e-mail, landline, facsimile, cellular phone) of PBB focal persons should be submitted to the AO25 Secretariat.
- 10.3 Agencies should strengthen their communications strategy and ensure transparency and accountability in the implementation of the PBB.
- 10.4 The AO25 IATF shall maintain the following communication channels:
- a. AO25 Secretariat at ao25secretariat@dap.edu.ph
 - b. RBPMS website: www.rbpms.dap.edu.ph
 - c. Telephone: (02) 8400-1469, (02) 8400-1490, (02) 8400-1582
 - d. Facebook: www.facebook.com/PBBsecretariat

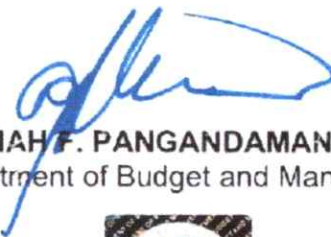
11.0 APPLICABILITY TO THE CONSTITUTIONAL BODIES, LEGISLATIVE AND JUDICIAL BRANCHES

The Congress, the Judiciary, and Constitutional Commissions are encouraged to follow these guidelines to be eligible for the FY 2023 PBB.

12.0 EFFECTIVITY CLAUSE

This Memorandum Circular shall take effect immediately upon publication.

Certified true copies shall be posted on the RBPMS website (<https://rbpms.dap.edu.ph/>), the DBM website (<https://www.dbm.gov.ph/>), and the Official Gazette (<https://www.officialgazette.gov.ph/>), and shall be filed at the University of the Philippines Law Center.



AMENAH F. PANGANDAMAN
Secretary, Department of Budget and Management



Annex A

Client Satisfaction Measurement Questionnaire

Control No: _____



(Insert agency logo here) (Insert agency name here)
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
 - 2. Somewhat easy to see
 - 3. Difficult to see
 - 4. Not visible at all
 - 5. N/A
- 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
 - 2. Somewhat helped
 - 3. Did not help
 - 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.						

Suggestions on how we can further improve our services (optional):

Email address (optional): _____

THANK YOU!

(Online Version)

(Insert agency logo here) (Insert agency name here)

HELP US SERVE YOU BETTER!

This short Client Satisfaction Measurement (CSM) survey aims to track the customer experience of government offices. Your answers will enable this office to provide a better service.

Age: _____ Sex: _____ Region: _____

Agency visited: _____

Service availed: _____

Customer type (Citizen, Business, or Government?): _____

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions.

CC1 Do you know about the Citizen's Charter (document of an agency's services and reqs.)?

- 1. Yes, aware before my transaction with this office
- 2. Yes, but aware only when I saw the CC of this office
- 3. No, not aware of the CC (Skip questions CC2 and CC3)

CC2 If Yes to the previous question, did you see this office's Citizen's Charter?






- 1. Yes, the CC was easy to find
- 2. Yes, but the CC was hard to find
- 3. No, I did not see this office's CC (Skip question CC3)

CC3 If Yes to the previous question, did you use the Citizen's Charter as a guide for the service/s you availed?

- 1. Yes, I was able to use the CC
- 2. No, I was not able to use the CC because _____

INSTRUCTIONS: For SQD 1-8, please encircle the number that corresponds to your answer:

Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
SQD1. I spent an acceptable amount of time to complete my transaction (<i>Responsiveness</i>)	1	2	3	4	5
SQD2. The office accurately informed and followed the transaction's requirements and steps (<i>Reliability</i>)	1	2	3	4	5
SQD3. My online transaction (including steps and payment) was simple and convenient (<i>Access and Facilities</i>)	1	2	3	4	5
SQD4. I easily found information about my transaction from the office or its website (<i>Communication</i>)	1	2	3	4	5
SQD5. I paid an acceptable amount of fees for my transaction (<i>Costs</i>)	1	2	3	4	5
SQD6. I am confident my online transaction was secure (<i>Integrity</i>)	1	2	3	4	5
SQD7. The office's online support was available, or (if asked questions) online support was quick to respond (<i>Assurance</i>)	1	2	3	4	5
SQD8. I got what I needed from the government office (<i>Outcome</i>)	1	2	3	4	5

Remarks (optional):

Annex B

Client Satisfaction Measurement (CSM) Report Outline

Harmonized CSM Report Outline:

I. Title Page

- *This section shall contain the Agency's official logo and official name. The page shall also include the label "Client Satisfaction Measurement Report", the year covered by the report, and the report's edition (Ex. 2nd Edition).*

II. Table of Contents

III. Overview

- *The content of the Overview section shall be at the discretion of the agency. It may include a brief description of the agency and the CSM mandate.*

IV. Scope and Methodology

- a. Period covered**
 - b. Geographic and Office coverage**
 - c. List of services surveyed**
 - d. Sampling**
 - i. Applied confidence level and margin of error**
 - ii. Mode of survey implementation (Ex. Paper questionnaire in the office)**
- *The Scope section of the CSM Report shall include the period the survey was conducted and the geographical coverage of the survey.*
 - *In addition, the section shall include a table of the agency's services, the number of clients that completed the survey, and the total number of transactions during the year (surveyed + unsurveyed clients).*
 - *The agency shall create a separate table for services that had no clients during the period.*
 - *The sampling calculator is attached in the CSM Guidelines document.*
- e. Feedback and Collection Mechanism**
 - f. Scoring system**
 - i. Table of the scale and its equivalent number**
 - g. How numerical results will be interpreted**
 - *The Methodology section of the CSM Report shall discuss all the physical and digital methods used by the agency to implement the CSM survey.*
 - *Additionally, the section shall provide a table of the 5-point Likert scale and the survey's scoring system.*

V. Results

- a. Response rates (per service)**
 - i. Number of clients surveyed per service**
 - ii. Number of clients surveyed per customer type**
- b. Total number of transacting clients during the period (per service)**
- c. Client Demographic**

d. Citizen's Charter results

e. Service Quality Dimension results

f. Free responses

- *The response rate is integral to the survey so it shall be explicitly stated in the CSM report. It shall be followed by a discussion of why the agency thinks the response rate is high, low, or as expected.*
- *Furthermore, the agency shall provide reasons for why services have 0 responses, if any.*
- *A breakdown of the client demographic shall be provided. The agency may provide an analysis based on how it may or may not be representative of its population.*
- *Then, a breakdown of the Citizen's Charter questions and Service Quality Dimension questions by result count shall be provided. The agency shall provide an analysis of the results.*
- *Afterward, a breakdown of each services' scores shall be provided. The agency shall also provide an analysis of these results.*

VI. Results of the Agency Action Plan reported in the previous year

VII. Continuous Agency Improvement Plan for the following year

- *Sections VI and VII shall contain the action steps, the responsible unit/person, and a timeline. Agencies are also encouraged to incorporate CSM findings to the Improvement Plan.*
- *Section VI shall not apply for the first year of CSM implementation*

VIII. Index

A. Clear image of physical CSM survey used

B. Detailed list of regional and satellite offices covered

C. CSM results of each regional and satellite office

- i. **Response rates of each office**
- ii. **Demographic of each office**
- iii. **Citizen's Charter results of each office**
- iv. **SQD results of each office**

Client Satisfaction Measurement Sample Report

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

COVER PAGE
(This header is not included in actual template)



Harmonized CSM Report

Font Size: Should at least be 20

2023 (1st Edition)

Text: Year (No. of Edition)
Font Size: Should at least be 16

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INSERT AGENCY LOGO HERE

AGENCY PROFILE
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From this page onwards, the official logo of the government agency shall be printed at the top rightmost corner of the header of every page

I. Overview:

The Anti-Red Tape Authority (ARTA) is a national government agency created under R.A. 11032 to monitor and ensure compliance with the national policy on transparency and ease of doing business in the Philippines.

As stated in the ARTA Memorandum Circular (M.C.) No. 2022-02, government agencies shall provide the harmonized CSM survey to clients who have completed a transaction. Per 6.7.3 of ARTA M.C. No. 2019-002, the client satisfaction measurement 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.

II. Scope:

ARTA conducted surveys throughout the year from Jan. 2022 to Dec. 2022.

ARTA surveyed every client that visited the main and regional offices, as well as those that contacted ARTA through email.

The survey used the standard harmonized CSM questionnaire. It asked clients demographical questions, three (3) Citizen's Charter questions, and eight (8) questions related to the following Service Quality Dimensions:

1. Responsiveness
2. Reliability
3. Access and Facilities
4. Communication
5. Costs
6. Integrity
7. Assurance
8. Outcome

The services ARTA surveyed are the following:

External Services	Responses	Total Transactions
Submission of Comments on Proposed Major Regulations (Online)	258	431
Submission of Comments on Proposed Major Regulations (Walk-In)	204	512
Request for Data related to Business Regulations (Online)	59	78
Request for Data related to Business Regulations (Walk-In)	8	16
Request for Doing Business Data/Information	21	33

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Request for Regulatory Impact Assessment (RIA) Training	32	32
Response to E-mail Clarification/Inquiry (Compliance-Related)	167	488
Filing of Non-ARTA Related Complaints	24	24
Filing of Complaints (Email)	271	849
Filing of Complaints (Physical Letter)	19	40
Filing of Complaints (Walk-in)	29	36
Request for Legal Opinion	71	101
Request for Comment (BRO)	42	100
Request for Issuance of Compliance Order (CMEQ)	22	26
Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions	49	75
Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions (with Standard Disposition of Complaints)	33	39
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions	15	34
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions (with Standard Disposition of Complaints)	11	22
Standard procedure for the disposition of complaints endorsed to ARTA-IELO	16	20
Request for Briefing	56	81
Request for Statements/Advisories	73	153
Hiring of Plantilla Personnel for Successful Applications	36	49
Hiring of Plantilla Personnel for Failed Applications	108	327
Internal Services		
Request for Evaluation of Citizen's Charter	38	73
Request for ARTA Collaterals	15	21
Processing of Payroll	446	2436
Request for Certification of Availability of Funds	43	80
Disbursements	68	95
Cash Advance from Petty Cash Fund	26	37
Request for Expenses from Petty Cash Fund	33	51
Purchase Request for Goods (Items, Supplies, and Materials) through public bidding	9	17
Purchase Request for Goods (Items, Supplies, and Materials) through shopping	13	20
General Services for Building and Maintenance Request (Simple Repairs)	19	29
General Services for Building and Maintenance Request (Complex Request/ Requiring AMP)	0	8
Documentation and Assigning of Serial Number for Office Orders, Memorandum Circulars, and Other Official Issuances	0	5
Receiving of Incoming Documents	38	38
Request for Certified True Copy of Department Orders, Administrative Orders, and Other ARTA Issuances	17	17
Receiving of Inventory Items	23	23
Request and Issuance of Inventory Items	18	18
Request for ICT Technical Support	16	16
Request for Employee Records	38	38
Application for Leave	332	332
TOTAL	2816	6920

In aggregate, 2,816 people were able to answer the survey, among a population of 6,920. This resulted in a 41% response rate for 2022.

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Services that had no clients in 2022 are the following:

Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions (with Disposition of Complaints via virtual proceedings)
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions (with Disposition of Complaints via virtual proceedings)

III. Methodology:

For physical clients, surveys were handed out and collected by ARTA personnel immediately at the end of the transaction. Surveys and survey boxes were also available near the office's exit.

For online clients, emails containing the CSM portal link were sent one (1) week after the last correspondence.

The 8 SQD questions were scored using a 5-point Likert Scale. The simple average of the questions was used to get the Overall score. The interpretation of the results are as follows:

Scale	Average	Rating
1	1.00-1.49	Very Unsatisfied
2	1.50-2.49	Unsatisfied
3	2.50-3.49	Neither Unsatisfied nor Satisfied
4	3.50-4.49	Satisfied
5	4.50-5.00	Very Satisfied

IV. Results of the harmonized CSM for FY 2022:

A. Count of CC and SQD results

While the majority of respondents know the existence of a Citizen's Charter (CC), 49% of clients were still unaware of the CC.

Meanwhile, among those that knew the CC, 77% were able to see ARTA's CC. However, only 34% of clients were able to use it as a guide for their service.

External Services	Responses	Percentage
CC1. Yes, aware before my transaction here	944	33%
CC1. Yes, but aware only when I saw the CC of this office	521	18%
CC1. No, not aware	1370	49%
CC2. Yes, I saw the Citizen's Charter	1135	77%
CC2. No, I did not see the Citizen's Charter	330	23%
CC3. Yes, I was able to read	387	34%

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CC3. No, I was not able to read	748	66%
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Meanwhile, most respondents were 'Very Satisfied' with ARTA in terms of the 8 service quality dimensions, recording a score range of 4.55-4.72.

The data below shows the breakdown of the results per service quality dimension.

Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Responses	Rating
Responsiveness	1	12	58	815	1930	2816	4.72
Reliability	5	9	50	1052	1700	2816	4.64
Access and Facilities	2	16	71	938	1789	2816	4.67
Communication	1	18	54	1296	1447	2816	4.55
Costs	1	21	44	971	1779	2816	4.67
Integrity	3	15	38	833	1927	2816	4.72
Assurance	2	17	65	1141	1591	2816	4.60
Outcome	4	14	59	1053	1686	2816	4.64
Overall	19	122	439	8099	13849	22528	4.65

B. Average score per service

Looking at the scores per service, respondents were either 'Satisfied' or 'Very Satisfied' with their transactions, recording a score range of 4.00-4.97. No service garnered a score of 3.99 or lower.

As a result, ARTA recorded an Overall score of 4.65, which translates to 'Very Satisfied'.

The data below shows the Overall rating of each service surveyed.

External Services	Overall Rating
Submission of Comments on Proposed Major Regulations (Online)	4.67
Submission of Comments on Proposed Major Regulations (Walk-In)	4.80
Request for Data related to Business Regulations (Online)	4.41
Request for Data related to Business Regulations (Walk-In)	4.07
Request for Doing Business Data/Information	4.97
Request for Regulatory Impact Assessment (RIA) Training	4.38
Response to E-mail Clarification/Inquiry (Compliance-Related)	4.83
Filing of Non-ARTA Related Complaints	4.04
Filing of Complaints (Email)	4.12
Filing of Complaints (Physical Letter)	4.11
Filing of Complaints (Walk-in)	4.65
Request for Legal Opinion	4.71
Request for Comment (BRO)	4.85
Request for Issuance of Compliance Order (CMEQ)	4.74

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Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions	4.27
Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions (with Standard Disposition of Complaints)	4.33
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions	4.49
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions (with Standard Disposition of Complaints)	4.15
Standard procedure for the disposition of complaints endorsed to ARTA-IELO	4.00
Request for Briefing	4.61
Request for Statements/Advisories	4.82
Hiring of Plantilla Personnel for Successful Applications	4.07
Hiring of Plantilla Personnel for Failed Applications	4.10
External Service Overall	4.60
Internal Services	
Request for Evaluation of Citizen's Charter	4.13
Request for ARTA Collaterals	4.12
Processing of Payroll	4.76
Request for Certification of Availability of Funds	4.87
Disbursements	4.39
Cash Advance from Petty Cash Fund	4.21
Request for Expenses from Petty Cash Fund	4.48
Purchase Request for Goods (Items, Supplies, and Materials) through public bidding	4.67
Purchase Request for Goods (Items, Supplies, and Materials) through shopping	4.62
General Services for Building and Maintenance Request (Simple Repairs)	4.95
General Services for Building and Maintenance Request (Complex Request/ Requiring AMP)	4.64
Documentation and Assigning of Serial Number for Office Orders, Memorandum Circulars, and Other Official Issuances	4.04
Receiving of Incoming Documents	4.41
Request for Certified True Copy of Department Orders, Administrative Orders, and Other ARTA Issuances	4.73
Receiving of Inventory Items	4.81
Request and Issuance of Inventory Items	4.66
Request for ICT Technical Support	4.54
Request for Employee Records	4.16
Application for Leave	4.78
Internal Service Overall	4.70
Overall	4.65

V. Results of the Agency Action Plan reported in FY 2021:

VI. Continuous Agency Improvement Plan for FY 2023:

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