



NOV 22 2021

DEPARTMENT ORDER)

NO. 100)

Series of 2021 11/23/2021

Republic of the Philippines
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS
CENTRAL OFFICE
Manila

SUBJECT: Criteria and Conditions on the Grant of Performance-Based Bonus (PBB) for FY 2021

This is in connection with the implementation of a performance-based incentive system in this Department pursuant to Executive Order No. 80 dated July 20, 2012 and Executive Order No. 201 dated February 19, 2016. The following mechanics for eligibility as basis for the grant of **Performance-Based Bonus (PBB)** for **FY 2021** as provided under Memorandum Circular (MC) No. 2021-1 dated June 03, 2021 issued by the Inter-Agency Task Force (IATF) on Administrative Order (A.O.) No. 25 and published as Department Memorandum Circular (DMC) No. 58 series of 2021, are hereby prescribed:

1.0 ELIGIBILITY OF THE DEPARTMENT

As provided in Section 3.0 of MC No. 2021-1, the Department must attain a total score of at least 70 points based on the established PBB Scoring System (see table 1) in the criteria and conditions under the four dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results.**

- a. **Performance Results** refer to the accomplishment of the Congress-approved performance targets under the Performance-Informed Budgeting (PIB) of the FY 2021 General Appropriations Act (GAA).
- b. **Process Results** refer to the achievements in ease of doing business/ease of transaction with the agency as a result of streamlining, standardization (*i.e., through the ISO-certified QMS or its equivalent*), digitization, and related improvements in the delivery of services.
- c. **Financial Results** refer to the actual spending of the agency's budget allotment vis-a-vis the realization of the committed programs and projects based on the FY 2021 GAA.
- d. **Citizen/Client Satisfaction Results** refer to the achievements in satisfying the quality expectations of the transacting public.

TABLE 1: FY 2021 PBB SCORING SYSTEM

CRITERIA AND CONDITIONS	Weight	RATING				
		1	2	3	4	5
Performance Results	25%	5pts	10pts	15pts	20pts	25pts
Process Results	25%	5pts	10pts	15pts	20pts	25pts
Financial Results	25%	5pts	10pts	15pts	20pts	25pts
Citizen/Client Satisfaction Results	25%	5pts	10pts	15pts	20pts	25pts
TOTAL SCORE	100%	100 POINTS (MAXIMUM)				

As can be gleaned in Table 1, a performance rating of 4 in all criteria will yield a total score of 80 points. To be able to attain a total score of at least 70 points, the Department should aim for a performance rating of 4 in at least three (3) criteria. In such case, while the Department will be eligible, the Delivery Units most responsible for the criteria with a performance rating of below 4 will be isolated from the grant of the FY 2021 PBB.

The succeeding sections identify the basis for rating the four (4) dimensions.

- 1.1 **Performance Results.** The Department must achieve each one of the Congress-approved performance targets under the PIB of the FY 2021 GAA. The achievement of targets shall be closely monitored through the use of the submitted Unified Reporting System (URS) - generated Budget and Financial Accountability Reports (BFARs).

The Performance Results shall be assessed and scored as follows:

TABLE 2: RATING SCALE FOR PERFORMANCE RESULTS				
1	2	3	4	5
Met less than 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to controllable factors	Met less than 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to uncontrollable factors	Met at least 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to controllable factors	Met at least 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to uncontrollable factors	Met each one of the Congress-approved performance targets for FY 2021 (all performance indicators)

- 1.2 **Process Results.** The target under Process Results is the greater ease of transaction of frontline services covering all government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions. This may be achieved through streamlining especially of frontline services; standardization of frontline processes including those implemented at the Regional, Satellite, and Extension Offices; digitization e.g., by developing electronic or online paperless systems, new service delivery channels, contactless transactions', and other process improvements for faster and more efficient public service delivery.

Report on objectively verifiable evidence of the achievements in ease of doing business must be prepared. Further, the ISO-certified QMS or its equivalent certification for frontline services, service delivery standards manual, and the like may be used as evidence to the standardization achievements of the agency.

The Process Results shall be assessed and scored as follows:

TABLE 3: RATING SCALE FOR PROCESS RESULTS				
1	2	3	4	5
No demonstrated ease of transaction	Achieved targets to ease transaction (streamlining, digitization, standardization) only for non-frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in less than 80% of frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in at least 80% of frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in all frontline services

- 1.3 **Financial Results.** Targets 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 2021 (see section 4.3 of MC 2021-1).

The Financial Results shall be assessed and scored as follows

TABLE 4: RATING SCALE FOR FINANCIAL RESULTS				
1	2	3	4	5
1-19% Disbursements BUR	20-39% Disbursements BUR	40-59% Disbursements BUR	60-79% Disbursements BUR	80-100% Disbursements BUR

- 1.4 **Citizen/Client Satisfaction Results.** Accomplish and submit reports on the Citizen/Client Satisfaction Survey (CCSS) resulting from feedback on the streamlining, standardization, digitization, and other process improvements, and resolve all reported complaints from Hotline #8888 and Contact Center ng Bayan (CCB).

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
No submission/ Did not conduct CCSS	Average to low satisfaction rate with unresolved #8888/CCB complaints	Average satisfaction rate with 100% #8888/CCB complaints resolved	High satisfaction rate with 100% #8888/CCB complaints resolved	High satisfaction rate without #8888/CCB complaints

2.0 GOOD GOVERNANCE ACCOUNTABILITIES

The Department shall continue to comply with the following requirements:

- 2.1 Updating of Transparency Seal
- 2.2 Compliance with the Freedom of Information (FOI) Program
- 2.3 Updating of Citizen's or Service Charter
- 2.4 Compliance to Audit Findings and Liquidation of Cash Advances
- 2.5 Submission and Review of SALN
- 2.6 PhilGEPS posting of all invitations to bid and awarded contracts
- 2.7 Submission of FY 2022 Annual Procurement Plan-Common Use Supplies and Equipment (APP-CSE), FY 2021 Non-Common Use Supplies and Equipment (APP-non CSE), Indicative FY 2022 APP, and the results of FY 2020 Agency Procurement Compliance and Performance Indicators (APCPI) System
- 2.8 Undertaking of Early Procurement Activities covering 2022 Procurement Projects

While the above conditions are no longer required in determining the overall PBB eligibility of the Department, compliance with these conditions shall be used as the basis in determining the eligibility of delivery units and individuals. The respective Bureau/Service in-charge of the requirements shall submit these legal requirements directly to the oversight agencies.

3.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

With reference to Section 6.0 of MC No. 2020-1, the following key eligibility requirements for units and individuals are hereby emphasized:

- 3.1 For FY 2021 PBB, the Department's Delivery Units shall no longer be ranked. However, the unit/s most responsible for deficiencies in any of the four dimensions or the Good Governance accountabilities shall be isolated.
- 3.2 Eligible Delivery Units shall be granted FY 2021 PBB at uniform rates across the agency, including its officials and employees.
- 3.3 Employees belonging to the First, Second and Third Levels should receive a rating of **"Very Satisfactory"** based on the agency's CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the CESB.

All other provisions stated in section 6.0 in MC No. 2021-1 shall be deemed an integral part of this issuance and shall take effect as applicable. The Corporate Planning and Management Division (CPMD) of the Office of the Secretary shall coordinate with the Human Resource and Administrative Service, for the determination of officials and employees who have met all the Individual Eligibility requirements and therefore entitled to the PBB.

4.0 DELIVERY UNITS

A delivery unit is the primary subdivision of a department/agency performing substantive line functions, technical services, or administrative support, as reflected in the agency's organizational structure/functional chart. As for the DPWH, the identified Delivery Units stipulated in Annex 1 of MC No. 2021-1 are as follows:

- Office of the Secretary
- Six (6) Bureaus
- Nine (9) Services
- Sixteen (16) Regional Offices
- Unified Project Management Office (UPMO)¹

¹*Aggregation of the five (5) UPMO Clusters*

In this case, the District Engineering Offices (DEOs) shall be clustered under their respective supervising Regional Office (RO). Likewise, all Undersecretaries and Assistant Secretaries, and their immediate support and technical staff, shall be clustered under the Office of the Secretary.

5.0 REPORTING OFFICES

To monitor compliance of all delivery units, the following offices shall provide the evidence of accomplishments following the provisions in Section 8.0 of MC No. 2021-1, to wit:

- Planning Service for the Performance Results
- Finance Service for the Financial Results
- Stakeholders Relations Service for the Citizen/Client Satisfaction Results
- Bureaus/Services with Frontline Services stated in the DPWH Citizen's Charter for the Process Results

The Corporate Planning and Management Division (CPMD), which is tasked to link incentives to performance, shall consolidate the evidence of accomplishments and submit the said documents with the approval of the PBB Chairperson on or before **February 28, 2022**. Further, the Reporting Offices shall identify the eligibility of the delivery units in the event of isolation as stated in Sections 1.0 and 3.1 of this Order.

6.0 RATES OF THE PBB

The total score of the Department based from the criteria in Section 1.0 shall be the basis in determining the amount of the PBB. If the maximum score is achieved (i.e. 100 points), the maximum rate of the PBB shall be 100% of the 65% monthly basic salary (MBS) of an individual as of December 31, 2021. For illustration, see Table 6 below:

TABLE 6: RATES OF THE PBB	
TOTAL SCORE	PBB RATES
100 points	65.00% (100% of the 65% monthly basic salary)
95 points	61.75% (95% of the 65% monthly basic salary)
90 points	58.50% (90% of the 65% monthly basic salary)
85 points	55.25% (85% of the 65% monthly basic salary)
80 points	52.00% (80% of the 65% monthly basic salary)
75 points	48.75% (75% of the 65% monthly basic salary)
70 points	45.50% (70% of the 65% monthly basic salary)

In computing the PBB amount to be received by each individual, it must be correctly determined whether they are entitled to a full grant or pro-rated grant as per Section 6.0 of MC No. 2021-1.

This Order, which supersedes Department Order No. 89, series of 2020, shall cover the performance of delivery units for FY 2021 and shall take effect immediately.


ROGER G. MERCADO
Acting Secretary

Department of Public Works and Highways
Office of the Secretary



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1.3 JGT/MCEC



Republic of the Philippines
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS
CENTRAL OFFICE
Manila

097.7 DPWH
09.24.2021

September 23, 2021

DEPARTMENT MEMORANDUM)

CIRCULAR NO. 58)
Series of 2021 4/09/21)

FOR / TO : Undersecretaries
Assistant Secretaries
Bureau Directors
Service Directors
Regional Directors
Heads of UPMO Clusters
District Engineers
This Department

For information and guidance, attached is a copy of PBB MC No. 2021-1 dated June 3, 2021 entitled "**GUIDELINES ON THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FISCAL YEAR (FY) 2021 UNDER EXECUTIVE ORDER NO. 80, S., 2012 AND EXECUTIVE ORDER NO. 201, S., 2016.**"

A copy of the said PBB Memorandum Circular may also be downloaded from the DPWH website: <http://dpwhweb>. If an office cannot access the website, a hard copy may be obtained from the Records Management Division, HRAS upon request.

For dissemination to all concerned.

MARICHU A. PALAFOX, CESO III
Assistant Secretary for Support Services

End: IATF-AO25 MC. No. 2021-1 dated June 3, 2021

Cc: Office of the Secretary

1.3 VTL



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. 2021- 1

June 3, 2021

TO : ALL HEADS OF DEPARTMENTS, BUREAUS, OFFICES AND OTHER AGENCIES OF THE NATIONAL GOVERNMENT, INCLUDING CONSTITUTIONAL COMMISSIONS, CONGRESS, THE JUDICIARY, OFFICE OF THE OMBUDSMAN, 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 (FY) 2021 UNDER EXECUTIVE ORDER NO. 80, S. 2012 AND EXECUTIVE ORDER NO. 201, S. 2016

1.0 PURPOSE

This Circular is being issued to prescribe the criteria and conditions on the grant of the PBB for FY 2021 performance, to be given in FY 2022. The overarching goal of the PBB is to strengthen the effectiveness of the incentives system to help agencies achieve the mission-critical objectives and expected outcomes of the government. For the FY 2021 cycle, the PBB criteria and conditions were hence refined in order to:

- a. Simplify the PBB process particularly the validation of compliance;
- b. Provide flexibility to the agencies in the implementation of the scheme;
- c. Reinforce the results focus and their inter-linkages *e.g., budget utilization and physical accomplishment*, in assessing the overall performance of agencies;
- d. Administer a more transparent PBB scoring system;
- e. Strengthen the role of agencies in ensuring accountability of units/individuals responsible for the criteria and conditions; and,
- f. Facilitate the timely release of incentives to eligible agencies.

In line with this, the FY 2021 PBB shall measure and evaluate the performance of agencies with emphasis on the public's satisfaction on the realization of the agencies' performance targets, quality of service delivery, efficiency in the use of resources, and strengthened agency stewardship. In relation to the targets in previous PBB cycles, the FY 2021 PBB criteria and conditions shall be categorized according to four (4) dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results**. Given the progress achieved in the Good Governance Conditions (GGCs), these shall no longer be included in the criteria to assess the overall eligibility of the agency for FY 2021 PBB. However, since

the observance of these conditions shall still be used to determine the eligibility of delivery units and individuals, the monitoring of their compliance shall now be the primary responsibility of the Heads of Agencies.

This Circular also specifies the modifications in the PBB assessment process to make the PBB Scoring System clear and explicit. The scoring system aims to simplify and make the final eligibility assessment more transparent, and enable agencies to undertake self-assessment vis-à-vis the criteria and conditions to ascertain if they could qualify for the grant of the FY 2021 PBB. However, the AO 25 Inter-Agency Task Force (AO 25 IATF) shall still determine the final eligibility of agencies.

2.0 COVERAGE

The FY 2021 PBB covers all departments, bureaus, offices, and other agencies of the National Government, including Constitutional Commissions, Other Executive Offices (OEOs), Congress, the Judiciary, Office of the Ombudsman, State Universities and Colleges (SUCs), Government-Owned or-Controlled Corporations (GOCCs), Local Water Districts (LWDs), and Local Government Units (LGUs).

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), Office of the Cabinet Secretary (OP-OCS), and DBM for the Other Executive Offices (OEOs), including the OP-attached agencies and GOCCs covered by DBM;
- c. Commission on Higher Education (CHED) for the SUCs;
- d. Governance Commission for GOCCs (GCG) for GOCCs covered by RA No. 10149;
- e. Local Water Utilities Administration (LWUA) for LWDs; and
- f. Department of the Interior and Local Government (DILG) for LGUs.

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 employer-employee relationship and funded from non-Personnel Services (PS) budget.

3.0 ELIGIBILITY CRITERIA

To be eligible for the grant of the FY 2021 PBB, each agency must satisfy the criteria and conditions under the four dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results** and attain a total score of at least 70 points based on the PBB Scoring System as will be discussed in detail in Section 4.0. Please refer to *Annex 1: Master List of Departments/Agencies*

In the context of the FY 2021 PBB, the **Performance Results** refer to the accomplishment of the Congress-approved performance targets under the Performance-Informed Budgeting (PIB) of the FY 2021 General Appropriations Act

(GAA). This physical target is an existing eligibility criterion for SUCs and is only reinstated in the case of the national government agencies (NGAs). **Process Results** refer to the achievements in ease of doing business/ease of transaction with the agency as a result of streamlining, standardization *i.e., through the ISO-certified QMS or its equivalent*, digitization, and related improvements in the delivery of services. This is an existing criterion for NGAs and the GOCCs covered by the DBM. **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 2021 GAA. The Disbursements BUR as well is a prevailing common target of all agencies. Another existing criterion for all agencies, the **Citizen/Client Satisfaction Results** refer to the achievements in satisfying the quality expectations of the transacting public.

For FY 2021, the GGCs shall no longer be required in determining the overall PBB eligibility of the agency. Nonetheless, compliance with these conditions shall be used as the basis in determining the eligibility of responsible units and individuals. See *Section 5.0 for details on Agency Accountabilities*.

4.0 FY 2021 PBB TARGETS, ASSESSMENT, AND SCORING SYSTEM

The agency 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 2021 PBB, the agency must attain a total score of at least 70 points.

TABLE 1: FY 2021 PBB SCORING SYSTEM						
CRITERIA AND CONDITIONS	WEIGHT	PERFORMANCE RATING				
		1	2	3	4	5
Performance Results	5	5pts	10pts	15pts	20pts	25pts
Process Results	5	5pts	10pts	15pts	20pts	25pts
Financial Results	5	5pts	10pts	15pts	20pts	25pts
Citizen/Client Satisfaction Results	5	5pts	10pts	15pts	20 pts	25pts
TOTAL SCORE		MAXIMUM = 100 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. To be able to attain a total score of at least 70 points, the agency should aim for a performance rating of 4 in at least three (3) criteria. In such case, while the agency will be eligible, the unit most responsible for the criteria with a performance rating of below 4 will be isolated from the grant of the FY 2021 PBB.

4.1 **Performance Results.** The targets under Performance Results will enable agencies to concentrate their efforts and available resources on their mandates and core functions, as well as ensure delivery of high quality and 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 2021 GAA;

- b. For GOCCs covered by RA No. 10149, achieve the physical targets reflected in their approved FY 2021 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 in a Joint Memorandum Circular to be issued by LWUA and DBM; 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 DILG and DBM.

The agency performance in the achievement of targets shall be closely monitored through the use of the submitted Unified Reporting System (URS) – generated Budget and Financial Accountability Reports (BFARs) to indicate the progress towards the accomplishment of broader sectoral and societal outcomes targeted by the agency for improving the lives of Filipinos.

The quarterly BFARs of the agencies, as uploaded in the DBM URS, shall be submitted in a timely manner, *i.e.*, within thirty (30) days after the end of each quarter, as provided under Item 3.15.2 of National Budget Circular No. 583, pursuant to Section 90, General Provisions of Republic Act No. 11518 (FY 2021 GAA). BFARs will be used to monitor and validate agency accomplishments.

The Performance Results shall be assessed and scored as follows:

TABLE 2: RATING SCALE FOR PERFORMANCE RESULTS				
1	2	3	4	5
Met less than 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to controllable factors	Met less than 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to uncontrollable factors	Met at least 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to controllable factors	Met at least 80% of performance indicators of the Congress-approved performance targets for FY 2021; deficiencies due to uncontrollable factors	Met each one of the Congress-approved performance targets for FY 2021 (all performance indicators)

4.2 Process Results. The target under Process Results is the greater ease of transaction of frontline services covering all government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions. This may be achieved through streamlining especially of frontline services; standardization of frontline processes including those implemented at the Regional, Satellite, and Extension Offices; digitization *e.g., by developing electronic or online paperless systems, new service delivery channels, contactless transactions*; and other process improvements for faster and more efficient public service delivery.

- a. For departments/agencies and GOCCs covered by the DBM, the target under Process Results is the greater ease of transaction of frontline services covering all government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions.
- b. For SUCs, the target is to assure quality of service delivery through ISO-certified QMS or its equivalent certification of frontline services.

Agencies should report and provide the objectively verifiable evidence of their achievements in ease of doing business or ease of transaction from the perspective of the transacting public *e.g., actual reduction in processing time, documentary requirements, transaction costs, and other tangible improvements*. Agencies may use the *Modified Form A* to report their streamlining and digitization accomplishments. The ISO-certified QMS or its equivalent certification for frontline services, service delivery standards manual, and the like may be used as evidence to the standardization achievements of the agency.

The Process Results shall be assessed and scored as follows:

TABLE 3: RATING SCALE FOR PROCESS RESULTS					
AGENCY	1	2	3	4	5
a. For departments/agencies and GOCCs covered by the DBM	No demonstrated ease of transaction	Achieved targets to ease transaction (streamlining, digitization, standardization) only for non-frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in less than 80% of frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in at least 80% of frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in all frontline services
b. For SUCs	No demonstrated standardization/quality assurance	Achieved ISO-certification or its equivalent certification only for non-frontline services	Achieved ISO-certification or its equivalent certification for less than 80% of frontline services	Achieved ISO-certification or its equivalent certification for at least 80% of frontline services	Achieved ISO-certification or its equivalent certification for all frontline services

- 4.3 **Financial Results.** For agencies and GOCCs covered by the DBM, attainment of the FY 2021 Disbursement BURs; and for SUCs likewise achieve the FY 2021 Disbursements BUR and the FY 2021 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 2021. Hence for FY 2021, agencies shall accomplish the following Disbursements BUR:

- a. **Disbursements BUR** is measured by the ratio of total disbursements (cash and non-cash, excluding PS) to the total obligations for MOOE and CO made in 2021, net of goods and services obligated by December 31, 2020, but paid only in 2021. The **total obligations for MOOE and CO** shall refer to those made from the FY 2021 GAA, FY 2020 GAA, and Bayanihan II appropriations due to their extension under RA No. 11519¹ and RA No. 11520². The objective is to measure the disbursements for the obligations for MOOE and CO made in 2021 from all valid appropriations. These shall be net of transfers to the Procurement Service (PS), the Philippine International Trading Corporation (PITC), and implementing agencies and units which have still to be implemented and outputs delivered. Hence:

$$\text{Disbursements BUR} = \frac{\text{Total Disbursements (cash and non-cash, excluding PS), net of payments made in 2021 for past years' obligations}}{\text{Total Obligations (excluding PS, from valid appropriations)}}$$

Where Total Disbursements is net of transfers to PS, PITC, and other implementing agencies which have not been delivered.

¹ An Act Extending the Availability of Appropriations Under Republic Act No. 11494, Otherwise Known as the "Bayanihan to Recover as One Act"

² An Act Extending the Availability of the 2020 Appropriations to December 31, 2021, Amending for the Purpose Section 60 of the General Provisions of Republic Act No. 11465 or the General Appropriations Act of Fiscal Year 2020

b. **BUR for GOCCs is computed as follows:**

Disbursements BUR = Total Actual Disbursement/Total Actual Obligations (both net of PS)

c. **Agencies with fund transfers** either for operating or program subsidies or both, shall also achieve and report the same Disbursements BUR for NGAs for all the subsidy releases for 2021 from the three appropriations sources above.

d. **BUR for SUCs is computed as follows:**

d.1 **Disbursements BUR** is the same as those for agencies.

d.2 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 5, 5.1, and 5.2: FY 2021 GAA Accomplishments, BUR Form for SUCs, and All Earmarked Income*.

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

TABLE 4: RATING SCALE FOR FINANCIAL RESULTS				
1	2	3	4	5
1-19% Disbursements BUR	20-39% Disbursements BUR	40-59% Disbursements BUR	60-79% Disbursements BUR	80-100% Disbursements BUR

4.4 **Citizen/Client Satisfaction Results.** Achieve the Citizen/Client Satisfaction targets as provided below. For NGAs, GOCCs covered by the DBM, and SUCs accomplish and submit reports on the Citizen/Client Satisfaction Survey (CCSS), and 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 system as prescribed by LWUA and GCG.

- a. To determine the effectiveness of streamlining, standardization, digitization, and other process improvements in easing transactions with the public, agencies have been encouraged to embed feedback mechanisms and systematically measure citizen/client satisfaction in the delivery of services since the FY 2018 cycle.

To provide evidence on the citizen/client satisfaction results, agencies may report the results of the CCSS following *Annex 4: Citizen/Client Satisfaction Survey*.

LWDs and GOCCs covered by RA No. 10149 shall report the results of their CCSS or feedback mechanism based on the standard methodology and corresponding questionnaire prescribed by LWUA and GCG.

- b. **Resolution of reported complaints from Hotline #8888 and Contact Center ng Bayan.** Agencies shall ensure resolution of all complaints and grievances on government service procedures, acts of red tape, corruption, and/or other interferences to public service delivery by any government agency, individuals, or instrumentalities reported to Hotline #8888 and CCB. To provide evidence on this, agencies may submit a report summarizing the #8888 and CCB complaints received in FY 2021 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 OP, PMS, CSC, and PCOO from Hotline #8888 and CCB databases, as well as the FOI portals.

The requirements under the Citizen/Client Satisfaction Results shall be scored as follows:

TABLE 5: RATING SCALE FOR CITIZEN/CLIENT SATISFACTION RESULTS				
1	2	3	4	5
No submission/ Did not conduct CCSS	Average to low satisfaction rate with unresolved #8888/CCB complaints	Average satisfaction rate with 100% #8888/CCB complaints resolved	High satisfaction rate with 100% #8888/CCB complaints resolved	High satisfaction rate without #8888/CCB complaints

5.0 AGENCY ACCOUNTABILITIES

To sustain the institutionalization of compliance to 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:

a. Updating of Transparency Seal	f. PhilGEPS posting of all invitations to bids and awarded contracts
b. Compliance with the Freedom of Information (FOI) Program	
c. Updating of Citizen's or Service Charter	g. Submission of FY 2022 Annual Procurement Plan-Common Use Supplies and Equipment (APP-CSE), FY 2021 Non-Common Use Supplies and Equipment (APP-non CSE), Indicative FY 2022 APP, and the results of FY 2020 Agency Procurement Compliance and Performance Indicators (APCPI) System
d. Compliance to Audit Findings and Liquidation of Cash Advances	
e. Submission and Review of SALN	h. Undertaking of Early Procurement Activities covering 2022 Procurement Projects

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

6.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

- 6.1 For FY 2021 PBB, the delivery units (DUs) of eligible agencies shall no longer be ranked. However, the unit/s most responsible for deficiencies shall be isolated.
- a. Based on Table 1, to be eligible for the FY 2021 PBB, the agency must attain a total score of at least 70 points. 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 such case, while the agency will be eligible, 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 2021 PBB.
 - b. The unit/s most responsible (including its head) for the non-compliance with the Agency Accountabilities provided in Section 5.0 will also be isolated from the grant of the FY 2021 PBB.
- 6.2 Eligible DUs shall be granted FY 2021 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 Department Secretaries, Heads of OEOs, Chairpersons, and 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 rate for FY 2021 shall be equivalent to the rates as stated in Section 7.0 and shall be based on their monthly basic salary (MBS) as of December 31, 2021.
- 6.4 Non-ex officio Board Members of GOCCs covered by the DBM may be eligible to the PBB with the equivalent rates following Section 7.0 and these conditions:
- a. The GOCC has qualified for the grant of the FY 2021 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.
- 6.5 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.
- 6.6 To be eligible for FY 2021 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 CESB.

- 6.7 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.
- 6.8 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.
- 6.9 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 6.11.
- 6.10 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.
- 6.11 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:

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%
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.
- 6.12 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.
- 6.13 Personnel found guilty of administrative and/or criminal cases by final and executory judgment in FY 2021 shall not be entitled to the PBB. If the penalty meted out is only a reprimand, such penalty shall not cause the disqualification to the PBB.

- 6.14 Officials and employees who failed to submit the 2020 SALN as prescribed in the rules provided under CSC Memorandum Circular No. 3 s. 2015; or those who are responsible for the non-compliance with the establishment and conduct of the review and compliance procedure of SALN, shall not be entitled to the FY 2021 PBB.
- 6.15 Officials and employees who failed to liquidate all cash advances received in FY 2021 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 2021 PBB.

7.0 RATES OF THE PBB

The total score as stated in Section 4.0 shall be the basis in 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% monthly basic salary (MBS) of an individual as of December 31, 2021. For illustration, see Table 6 below:

TABLE 6: 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)
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)

8.0 TIMELINES AND SUBMISSION/POSTING OF REPORTS AND REQUIREMENTS

- 8.1 The quarterly BFARs of the agencies, as uploaded in the DBM URS, shall be submitted in a timely manner, *i.e.*, within thirty (30) days after the end of each quarter, as provided under Item 3.15.2 of National Budget Circular No. 583, pursuant to Section 90, General Provisions of Republic Act No. 11518 (FY 2021 GAA). BFARs will be used to assess and validate Performance Results.
- 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 28, 2022**. Agencies are encouraged to make an electronic submission (scanned copy of the official submission and editable MS Word or Excel files for use of the AO 25 Secretariat).

- 8.3 Agencies shall ensure that all explanations and justifications for deficiencies are already attached in their submission.
- 8.4 The AO 25 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 AO 25 Secretariat on compliance with the Agency Accountabilities provided in Section 5.0.

9.0 EFFECTS OF NON-COMPLIANCE

A Department/Agency/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 in the functions of their Grievance Committee.
- 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 AO 25 Secretariat.

10.3 The AO 25 IATF shall maintain the following communication channels:

1. AO 25 Secretariat at ao25secretariat@dap.edu.ph
2. RBPMS website www.rbpms.dap.edu.ph
3. Telephone: (02) 8400-1469, (02) 8400-1490, (02) 8400-1582
4. 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 2021 PBB.

12.0 EFFECTIVITY CLAUSE

This Memorandum Circular shall take effect immediately.

Certified true copies shall be posted on the RBPMS website and the Official Gazette, and shall be filed at the University of the Philippines Law Center.


WENDEL E. AVISADO

Secretary, Department of Budget and Management
and Chairman, AO 25 Inter-Agency Task Force



Master List of Departments/Agencies

A. DEPARTMENTS

Department	Offices/Bureaus/Units
1. Office of the President	<ul style="list-style-type: none"> • Office of the Executive Secretary* • Commissions • Centers • Technical and Staff Offices • Offices of Presidential Advisers/Assistants (<i>per area of concern</i>) • Offices with special concerns
2. Office of the Vice-President	<ul style="list-style-type: none"> • Office of the Chief of Staff (<i>including the Office of the Vice-President Proper and the Office of the Assistant Chief of Staff</i>) • Technical and Staff Offices
3. Department of Agrarian Reform a. Office of the Secretary (Proper)	<ul style="list-style-type: none"> • Office of the Secretary* • Council Secretariat • DAR Adjudication Boards • Services • Bureaus • Regional Offices
4. Department of Agriculture a. Office of the Secretary (Proper)	<ul style="list-style-type: none"> • Office of the Secretary* • Services • Bureaus • Regional Offices • SOCKSARGEN Area Development Project Office • Institutes (e.g., PRRI) • Centers (e.g., FDC)
b. Agricultural Credit Policy Council	<ul style="list-style-type: none"> • Office of the Executive Director* • Staff • Division
c. Bureau of Fisheries and Aquatic Resources	<ul style="list-style-type: none"> • Office of the Director* • Technical and Support Services • Centers • Regional Units
d. National Fisheries Research and Development Institute	<ul style="list-style-type: none"> • Office of the Executive Director* • Divisions

<p>e. National Meat Inspection Services</p> <p>f. Philippine Carabao Center</p> <p>g. Philippine Center for Post-Harvest Development and Mechanization</p> <p>h. Philippine Council for Agriculture and Fisheries</p> <p>i. Philippine Fiber Industry Development Authority</p>	<ul style="list-style-type: none"> Centers Office of the Executive Director* Central Office Divisions Regional Centers Office of the Executive Director* Central Office Division Centers Office of the Director* Divisions Office of the Director* Divisions Office of the Executive Director* Central Office Divisions Regional Offices
<p>5. Department of Budget and Management</p> <p>a. Office of the Secretary (Proper)</p> <p>b. Government Procurement Policy Board - Technical Support Office</p> <p>c. Procurement Service</p>	<ul style="list-style-type: none"> Office of the Secretary* Bureaus Services Regional Offices Office of the Executive Director* Divisions Office of the Executive Director* (including Internal Audit, Legal, and Corporate Planning Divisions) Functional Groups
<p>6. Department of Education</p> <p>a. Office of the Secretary (Proper)</p> <p>b. Early Childhood Development Center</p> <p>c. National Book Development Board</p>	<ul style="list-style-type: none"> Office of the Secretary* (including Early Childhood Care Development Council) Bureaus Services Regional Offices Schools Division Offices Schools and Learning Centers** National Educators Academy of the Philippines National Council for Children's Television Office of the Executive Director* Divisions

<p>d. National Council for Children's Television (<i>identified as DU of the Office of the Secretary Proper</i>)</p> <p>e. National Museum</p> <p>f. Philippine High School for the Arts</p>	<ul style="list-style-type: none"> • Office of the Director* • Divisions • Office of the Director* • Basic and Arts Education • Staff Divisions
<p>7. Department of Energy</p> <p>a. Office of the Secretary (Proper)</p>	<ul style="list-style-type: none"> • Office of the Secretary* (including Investment Promotion Staff, Consumer Welfare and Promotion Staff, Public Affairs Staff and Internal Audit Division) • Services • Bureaus • Geographical Offices
<p>8. Department of Environment and Natural Resources</p> <p>a. Office of the Secretary (Proper)</p> <p>b. Environmental Management Bureau</p> <p>c. Mines and Geo-Sciences Bureau</p> <p>d. National Mapping and Resource Information Authority</p> <p>e. National Water Resources Board</p> <p>f. Palawan Council for Sustainable Development Staff</p>	<ul style="list-style-type: none"> • Office of the Secretary* • Bureaus • Services • Regional Offices • Office of the Director* • Central Office Divisions • Regional offices • Office of the Director* • Central Office Divisions • Regional Offices • Office of the Administrator* • Branches • Office of the Executive Director* • Divisions • Office of the Chairman* (<i>including Office of the Executive Director</i>) • Divisions
<p>9. Department of Finance</p> <p>a. Office of the Secretary (Proper)</p>	<ul style="list-style-type: none"> • Office of the Secretary* • Services • Offices • One-Stop Shop Center

<ul style="list-style-type: none"> b. Bureau of Customs c. Bureau of Internal Revenue d. Bureau of Local Government Finance e. Bureau of the Treasury f. Central Board of Assessment Appeals g. Insurance Commission h. National Tax Research Center i. Privatization and Management Office j. Securities and Exchange Commission 	<ul style="list-style-type: none"> • Office of the Commissioner* • Services • Offices • Office of the Commissioner* (including Performance Evaluation Division) • Services • Revenue Data Centers • Revenue Regional Offices • Office of the Executive Director* • Services • Regional Offices • Office of the Treasurer of the Philippines* • Services • Regional Offices • Office of the Board* • Offices of the Hearing Officers • Office of the Commissioner (including Internal Audit Division) • Services • District Offices • Office of the Executive Director* • Branches • Office of the Executive Director* • Services • Office of the Chairperson* • Sectoral Offices • Departments • Extension Offices
<ul style="list-style-type: none"> 10. Department of Foreign Affairs <ul style="list-style-type: none"> a. Office of the Secretary b. Technical Cooperation Council of the Philippines c. UNESCO National Commission of the Philippines 	<ul style="list-style-type: none"> • Office of the Secretary* (including Technical Cooperation Council of the Philippines, UNESCO National Commission of the Philippines) • Technical and Support Offices • Embassies • Consulate General • Diplomatic Mission

d. Foreign Service Institute	<ul style="list-style-type: none"> • Office of the Director General • Divisions
11. Department of Health a. Office of the Secretary (Proper) a.1 DOH-supervised Health Facilities* b. National Nutrition Council c. Philippine National AIDS Council	<ul style="list-style-type: none"> • Office of the Secretary* • Bureaus • Services • Regional Offices • Hospitals (including Special Hospitals, Medical Centers, and Treatment and Rehabilitation Centers) • Office of the Executive Director* • Central Office Divisions • Regional Nutrition Offices • Office of the Executive Director* • Divisions
12. Department of Human Settlements and Urban Development a. Human Settlements Adjudication Commission	<ul style="list-style-type: none"> • Office of the Secretary* • Bureaus/Services/Offices • Regional Offices • Office of the Executive Commissioner* • Services • Regional Adjudication Branches
13. Department of Information and Communications Technology a. Office of the Secretary (Proper) b. Cybercrime Investigation and Coordination Center c. National Privacy Commission d. National Telecommunications Commission	<ul style="list-style-type: none"> • Office of the Secretary* (<i>including CIO Corps, Legislative Liaison Division, International Cooperation Division, Postal Regulation Division, and Information and Strategic Communications Division</i>) • Services • Bureaus • Regional Offices • Office of the Executive Director* (<i>including the Legal Division</i>) • Technical and Staff Offices • Office of the Commissioner* (<i>including Office of the Director</i>) • Technical and Staff Offices • Office of the Commissioner* (<i>including Commission Secretariat, Broadcast Services Division, and Radio Spectrum Planning Division</i>) • Branches

<p>14. Department of the Interior and Local Government</p> <p>a. Office of the Secretary (Proper)</p> <p>b. Bureau of Fire Protection</p> <p>c. Bureau of Jail Management and Penology</p> <p>d. Local Government Academy</p> <p>e. National Commission on Muslim Filipinos</p> <p>f. National Police Commission</p> <p>g. National Youth Commission</p> <p>h. Philippines Commission on Women</p> <p>i. Philippine National Police</p> <p>j. Philippine Public Safety College</p>	<ul style="list-style-type: none"> • Regional Offices <ul style="list-style-type: none"> • Office of the Secretary* • Technical and Support Services • Bureaus • Regional Offices <ul style="list-style-type: none"> • Office of the Chief of the Fire Bureau* • Technical and Support Services • Regional Fire Stations <ul style="list-style-type: none"> • Office of the Chief of the Jail Bureau* • Directorates • Jail Units by Region <ul style="list-style-type: none"> • Office of the Director* • Divisions <ul style="list-style-type: none"> • Office of the Chairman* • Office of the Director* • Bureaus • Services • Regional Offices <ul style="list-style-type: none"> • Office of the Commissioner* • Staff Services • Regional Offices <ul style="list-style-type: none"> • Office of the Chairman* (<i>including Office of the Executive Director</i>) • Divisions <ul style="list-style-type: none"> • Office of the Executive Director* • Divisions <ul style="list-style-type: none"> • Office of the Chief PNP • Directorate • Support Units • Regional Police Operations <ul style="list-style-type: none"> • Office of the President* • Functional Groups • Institutes • Academy • College
<p>15. Department of Justice</p> <p>a. Office of the Secretary</p>	<ul style="list-style-type: none"> • Office of the Secretary* • Technical and Support Services

<p>a.1 National Prosecution Service</p> <p>b. Bureau of Corrections</p> <p>c. Bureau of Immigration</p> <p>d. Land Registration Authority</p> <p>e. National Bureau of Investigation</p> <p>f. Office of the Government Corporate Counsel</p> <p>g. Office of the Solicitor General</p> <p>h. Parole and Probation Administration</p> <p>i. Presidential Commission on Good Government</p> <p>j. Public Attorney's Office</p>	<ul style="list-style-type: none"> • Prosecution Staff* • City Prosecutor's Offices • Regional Prosecution Offices • Office of the Director General* • Directorates • Prison and Penal Farms • Office of the Commissioner* (including board of Special Inquiry) • Central Office Divisions • Airport/Sub-port Offices • Office of the Administrator* • Technical and Support Services • Regional Offices • Office of the Director* • Services • Regional Offices • Office of the Government Corporate Counsel* • Administrative Unit • Sectoral Teams • Office of the Solicitor General* • Legal Divisions • Support Services • Office of the Administrator* • Central Office Divisions • Regional Offices • Office of the Commissioner* • Technical and Support Services • Office of the Chief Public Attorney* • Services • Regional Offices • District Offices
<p>16. Department of Labor and Employment</p> <p>a. Office of the Secretary (Proper)</p> <p>b. Institute for Labor Studies</p>	<ul style="list-style-type: none"> • Office of the Secretary* • Services • Bureaus • Regional Offices • Philippines Overseas Labor Offices • Office of the Executive Director* • Divisions

<p>c. National Conciliation and Mediation Board</p> <p>d. National Labor Relations Commission</p> <p>e. National Maritime Polytechnic</p> <p>f. National Wages and Productivity Commission</p> <p>g. Overseas Workers Welfare Administration</p> <p>h. Philippine Overseas Employment Administration</p> <p>i. Professional Regulation Commission</p>	<ul style="list-style-type: none"> • Office of the Executive Director* • Central Office Divisions • Regional Conciliation Mediation Branches • Office of the Chairman* • Office of the Executive Clerk of Court • Court Divisions • Regional Arbitration Boards/Branches • Sub-Regional Arbitration Boards/Branches • Office of the Executive Director* • Divisions • Office of the Executive Director* • Central Office Divisions • Regional Tripartite Wages and Productivity Boards • Office of the Administrator* • Technical and Staff Offices • Regional Welfare Offices • Foreign Posts • Office of the Administrator* • Branches • Technical and Staff Offices • Office of the Commissioner* • Services • Offices • Regional Offices/Extension Units
<p>17. Department of National Defense</p> <p>a. DND Proper (Office of the Secretary)</p> <p>b. Armed Forces of the Philippines</p> <p> b.1 Philippine Army</p> <p> b.2 Philippine Air Force</p> <p> b.3 Philippine Navy</p> <p> b.4 General Headquarters</p>	<ul style="list-style-type: none"> • Office of the Secretary* • Support Services • Office of the Commanding General* • Commands • Office of the Commanding General* • Commands • Office of the Flag Officer in Command* • Commands • Office of the Chief of Staff* • Commands

<ul style="list-style-type: none"> c. Government Arsenal d. National Defense College of the Philippines e. Office of Civil Defense f. Philippine Veterans Affairs Office (Proper) g. Veterans Memorial Medical Center 	<ul style="list-style-type: none"> • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Administrator* • Services • Operation Center • Regional Offices • Office of the Administrator* • Services • Office of the Director* • Medical Service • Administrative and Support Divisions
18. Department of Public Works and Highways	<ul style="list-style-type: none"> • Office of the Secretary* • Bureaus • Services • Regional Offices • Unified Project Management Office
19. Department of Science and Technology <ul style="list-style-type: none"> a. Office of the Secretary b. Advanced Science and Technology Institute c. Food and Nutrition Research Institute d. Forest Products Research and Development Institute e. Industrial Technology Development Institute f. Metals Industry Research and Development Center g. National Academy of Science and Technology h. National Research Council of the Philippines 	<ul style="list-style-type: none"> • Office of the Secretary* (<i>including International Technology Cooperation Unit, Science and Technology Foundation Unit, and Special Projects Division</i>) • Services • Regional Offices • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Executive Director* • Divisions • Office of the Executive Director* • Divisions • Office of the Executive Director* • Divisions

<ul style="list-style-type: none"> i. Philippine Atmospheric, Geophysical and Astronomical Services Administration j. Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development k. Philippine Council for Health Research and Development l. Philippine Council for Industry, Energy and Emerging Technology Research and Development m. Philippine Institute of Volcanology and Seismology n. Philippine Nuclear Research Institute o. Philippine Science High School p. Philippine Textile Research Institute q. Science Education Institute r. Science and Technology Information Institute s. Technology Application and Promotion Institute 	<ul style="list-style-type: none"> • Office of the Administrator* • Divisions • Office of the Executive Director* • Divisions • Office of the Executive Director* • Divisions • Office of the Executive Director* • Divisions • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Executive Director* (including Technical and Staff Divisions) • Campuses • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Director* • Divisions
<p>20. Department of Social Welfare and Development</p> <ul style="list-style-type: none"> a. Office of the Secretary b. Council for the Welfare of Children 	<ul style="list-style-type: none"> • Office of the Secretary* • Services • Bureaus • Regional Offices • Office of the Executive Director* • Divisions

<ul style="list-style-type: none"> c. Inter-Country Adoption Board d. Juvenile Justice and Welfare Council e. National Council on Disability Affairs 	<ul style="list-style-type: none"> • Office of the Director* • Divisions • Office of the Executive Director* • Divisions • Office of the Executive Director* • Divisions
<p>21. Department of Tourism</p> <ul style="list-style-type: none"> a. Office of the Secretary b. Intramuros Administration c. National Parks Development Committee 	<ul style="list-style-type: none"> • Office of the Secretary* • Offices • Services • Regional Offices • Foreign Field Offices • Office of the Administrator* • Divisions • Office of the Executive Director* • Divisions
<p>22. Department of Trade and Industry</p> <ul style="list-style-type: none"> a. Office of the Secretary b. Board of Investments c. Construction Industry Authority of the Philippines d. Cooperative Development Authority e. Design Center of the Philippines f. Intellectual Property Office g. Philippine Trade Training Center 	<ul style="list-style-type: none"> • Office of the Secretary* • Bureaus • Services • Regional Offices • Office of the Governor* • Services • Office of the Executive Director* • Board • Foundation • Office of the Chairman* (including the Office of the Executive Director, Planning Division, Finance Division, and Administrative Division) • Departments • Extension Offices • Office of the Executive Director* • Divisions • Office of Director General* • Bureaus • Services • Office of the Executive Director* • Divisions • Office of the Executive Director*

h. Technical Education and Skills Development Authority	<ul style="list-style-type: none"> • Technical and Staff Offices • Services • Regional Offices
23. Department of Transportation a. Office of the Secretary a.1 Land Transportation Office** a.2 Land Transportation Franchising and Regulatory Board** b. Civil Aeronautics Board c. Maritime Industry Authority d. Office of Transportation Cooperatives e. Office for Transportation Security f. Philippine Coast Guard g. Toll Regulatory Board	<ul style="list-style-type: none"> • Office of the Secretary* • Services • DOT-CAR • DOT-CARAGA • Central Office Divisions • Regional Offices • Central Office Divisions • Regional Franchising and Regulatory Offices • Office of the Executive Director* • Divisions • Office of the Administrator* • Services • Regional Offices • Office (e.g., STCWO) • Office of the Board Chairman (including Office of the Executive Director)* • Divisions • Office of the Administrator* • Services • PCG Headquarters • Coast Guard Districts • Office of the Board of Directors* (including Office of the Executive Director) • Divisions
24. National Economic and Development Authority a. Office of the Secretary b. Commission on Population and Development	<ul style="list-style-type: none"> • Office of the Secretary* • Staffs (Bureaus and Services) • Regional Offices • Secretariats (e.g., LEDAC Secretariat and PFMITF Secretariat) • Office of the Executive Director* (including Internal Audit Unit) • Central Office Divisions • Regional Population Offices

<ul style="list-style-type: none"> c. Philippine National Volunteer Service Coordinating Agency d. Public-Private Partnership Center of the Philippines e. Philippine Statistical Research and Training Institute f. Philippine Statistics Authority g. Tariff Commission 	<ul style="list-style-type: none"> • Office of the Director* • Divisions • Office of the Executive Director* (including Corporate Planning and Development Division) • Services • Office of the Executive Director* • Divisions • Office of the National Statistician* • Services • Regional Statistical Offices • Office of the Chairman* (including Offices of the Service Directors) • Divisions
<p>25. Presidential Communication Operations Offices</p> <ul style="list-style-type: none"> a. Presidential Communications Operations Office (Proper) b. Bureau of Broadcast Services c. Bureau of Communications Services d. National Printing Office e. News and Information Bureau f. Philippine Information Agency g. Presidential Broadcast Staff – Radio Television Malacañang (RTVM) 	<ul style="list-style-type: none"> • Office of the Press Secretary* • Services • Media Research and Development Staff • Offices (e.g., FOI-PMO) • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Director* • Divisions • Office of the Director* • Divisions • Presidential Press Staff • Philippine News Agency • Office of the Director* • Divisions • Regional Information Centers • Office of the Executive Director* • Divisions

B. CONSTITUTIONAL OFFICES AND OTHERS

Agency	Delivery Units
1. Civil Service Commission	<ul style="list-style-type: none"> Office of the Chairperson* Technical and Staff Offices Services Regional Offices
2. Commission on Audit	<ul style="list-style-type: none"> Office of the Chairperson* Technical and Staff Offices Clusters Services Regional Offices
3. Commission on Human Rights	<ul style="list-style-type: none"> Office of the Chairman* Technical and Support Services Field Operations Field Units
4. Office of the Ombudsman a. Office of the Ombudsman b. Office of the Special Prosecutor	<ul style="list-style-type: none"> Office of the Ombudsman* Technical and Support Offices Clusters Office of the Special Prosecutor* Bureaus

C. OTHER EXECUTIVE OFFICES

Agency	Delivery Units
1. Anti-Red Tape Authority	<ul style="list-style-type: none"> Office of the Director General* Offices Regional Field Offices
2. Career Executive Service Board	<ul style="list-style-type: none"> Office of the Executive Director Divisions
3. Climate Change Commission	<ul style="list-style-type: none"> Office of the Chairperson* Divisions
4. Commission on Filipinos Overseas	<ul style="list-style-type: none"> Office of the Chairman Divisions
5. Commission on Higher Education	<ul style="list-style-type: none"> Office of the Chairperson and the Commissioners* Office of the Executive Director Staff Bureaus/Services/Offices Regional Offices Legal Education Board UniFAST Board
6. Commission on the Filipino Language	<ul style="list-style-type: none"> Office of the Chairman* Divisions
7. Dangerous Drugs Board	<ul style="list-style-type: none"> Office of the Chairman* Technical and Support Offices

8. Energy Regulatory Commission	<ul style="list-style-type: none"> • Office of the Chairman (<i>including the Internal Audit Division and the Office of the Executive Director</i>)* • General Counsel and Secretariat of the Commission • Services
9. Fertilizer and Pesticide Authority	<ul style="list-style-type: none"> • Office of the Executive Director* • Divisions
10. Film Development Council of the Philippines	<ul style="list-style-type: none"> • Office of the Chairman (<i>including the Office of the Executive Director</i>)* • Administrative and Finance Unit • Cinema Evaluation Board and Archive Unit • Festival and PFESO Unit
11. Games and Amusement Board	<ul style="list-style-type: none"> • Office of the Chairman* • Divisions • Field Offices
12. Governance Commission for Government-Owned or -Controlled Corporations	<ul style="list-style-type: none"> • Office of the Chairman* (<i>including Strategy Management Division</i>) • Technical and Staff Offices
13. Metropolitan Manila Development Authority	<ul style="list-style-type: none"> • Office of the Chairman* (<i>including Council Secretariat, Management Information Staff and Public Affairs Staff</i>) • Office of the General Manager* • Services • Offices
14. Mindanao Development Authority	<ul style="list-style-type: none"> • Office of the Chairperson* (<i>including Offices of the Executive Director and Directors</i>) • Divisions • Area Management Offices
15. Movie and Television Review and Classification Board	<ul style="list-style-type: none"> • Office of the Chairman • Office of the Executive Director • Divisions
16. National Anti-Poverty Commission	<ul style="list-style-type: none"> • Office of the Director General* • Technical and Support Services
17. National Commission for Culture and the Arts (Proper)	<ul style="list-style-type: none"> • Office of the Chairman (<i>including the Office of the Executive Director</i>)* • Divisions
18. National Historical Commission of the Philippines (National Historical Institute)	<ul style="list-style-type: none"> • Office of the Commission Chairman* • Office of the Executive Director* • Divisions
19. National Library of the Philippines	<ul style="list-style-type: none"> • Office of the Director* • Divisions
20. National Archives of the Philippines (formerly Records Management and Archives Office)	<ul style="list-style-type: none"> • Office of the Executive Director* • Divisions • Regional Archival Networks
21. National Commission on Indigenous Peoples	<ul style="list-style-type: none"> • Office of the Chairman* • Office of the Executive Director* • Technical and Support Offices

	<ul style="list-style-type: none"> • Regional Offices
22. National Intelligence Coordinating Agency	<ul style="list-style-type: none"> • Office of the Director General* • Directorates • Regional Offices
23. National Security Council	<ul style="list-style-type: none"> • Office of the Director General* • Technical and Support Units
24. Office of the Presidential Adviser on the Peace Process	<ul style="list-style-type: none"> • Office of the Presidential Adviser* • Technical and Support Services
25. Optical Media Board	<ul style="list-style-type: none"> • Office of the Executive Director* • Divisions
26. Philippine Competition Commission	<ul style="list-style-type: none"> • Office of the Chairman* (<i>including Office of the Executive Director</i>) • Technical and Staff Offices
27. Philippine Drug Enforcement Agency	<ul style="list-style-type: none"> • Office of the Director General* • Support Services • Technical Offices • Regional Offices
28. Philippine Racing Commission	<ul style="list-style-type: none"> • Office of the Chairman* (<i>including Office of the Executive Director</i>) • Divisions
29. Philippine Space Agency	<ul style="list-style-type: none"> • Office of the Director General* • Bureaus/Service
30. Philippine Sports Commission	<ul style="list-style-type: none"> • Office of the Chairman/Commission Members* • Office of the Executive Director • Services
31. Presidential Commission for the Urban Poor	<ul style="list-style-type: none"> • Office of the Chairman* • Divisions
32. Presidential Legislative Liaison Office	<ul style="list-style-type: none"> • Office of the Legislative Adviser* • Liaison Offices • Divisions
33. Presidential Management Staff	<ul style="list-style-type: none"> • Office of the PMS Head • Services • Technical and Staff Offices

D. STATE UNIVERSITIES AND COLLEGES

Agency	Delivery Units
1. Colleges	<ul style="list-style-type: none"> • Office of the President* • Services • Campuses (with Charter) • Colleges (with CHED accreditation)
2. Universities	<ul style="list-style-type: none"> • Offices of the President* • Services • Campuses (with Charter) • Colleges (with CHED accreditation)

CAR

1. Abra Institute of Science and Technology
2. Apayao State College

3. Benguet State University
4. Ifugao State University
5. Kalinga State University (Kalinga-Apayao State College)
6. Mountain Province State University (Mt. Province State Polytechnic College)

Region I

7. Ilocos Sur Polytechnic State College
8. Don Mariano Marcos Memorial State University
9. Mariano Marcos State University
10. North Luzon Philippines State College
11. Pangasinan State University
12. University of Northern Philippines

Region II

13. Batanes State College
14. Cagayan State University
15. Isabela State University
16. Nueva Vizcaya State University
17. Quirino State College

Region III

18. Aurora State College of Technology
19. Bataan Peninsula State University
20. Bulacan Agricultural State College
21. Bulacan State University
22. Central Luzon State University
23. Don Honorio Ventura Technological State University
24. Nueva Ecija University of Science and Technology
25. Pampanga State Agricultural University (Pampanga Agricultural College)
26. Philippine Merchant Marine Academy
27. Ramon Magsaysay Technological University
28. Tarlac College of Agriculture
29. Tarlac State University

Region IV-A

30. Laguna State Polytechnic University
31. Southern Luzon State University
32. Batangas State University
33. University of Rizal System
34. Cavite State University

Region IV-B

35. Marinduque State College
36. Mindoro State University (Mindoro State College of Agriculture and Technology)
37. Occidental Mindoro State College
38. Palawan State University
39. Romblon State University
40. Western Philippines University

Region V

41. Bicol University
42. Bicol State College of Applied Sciences and Technology
43. Camarines Norte State College
44. Camarines Sur Polytechnic College
45. Catanduanes State College
46. Central Bicol State University of Agriculture
47. Dr. Emilio B. Espinosa, Sr. Memorial State College of Agriculture and Technology
48. Partido State University
49. Sorsogon State College

Region VI

50. Aklan State University
51. Capiz State University
52. Carlos Hilado Memorial State College
53. Guimaras State College
54. Iloilo State University of Science and Technology (Iloilo State College of Fisheries)
55. Central Philippines State University
56. Northern Iloilo State University (Northern Iloilo Polytechnic State College)
57. Northern Negros State College of Science and Technology
58. University of Antique
59. West Visayas State University
60. Iloilo Science and Technology University (Western Visayas College of Science and Technology)

Region VII

61. Bohol Island State University
62. Cebu Normal University
63. Cebu Technological University
64. Negros Oriental State University
65. Siquijor State College

Region VIII

66. Eastern Samar State University
67. Eastern Visayas State University
68. Leyte Normal University
69. Biliran Province State University
70. Northwest Samar State University
71. Palompon Polytechnic State University (Palompon Institute of Technology)
72. Samar State University
73. Southern Leyte State University
74. University of Eastern Philippines
75. Visayas State University

Region IX

76. JH Cerilles State College

- 77. Jose Rizal Memorial State University
- 78. Western Mindanao State University
- 79. Zamboanga City State Polytechnic College
- 80. Zamboanga State College of Marine Sciences and Technology

Region X

- 81. Northwestern Mindanao State College of Science and Technology
- 82. Bukidnon State University
- 83. Camiguin Polytechnic State College
- 84. Central Mindanao University
- 85. Mindanao University of Science and Technology
- 86. Misamis Oriental State College of Agriculture and Technology

Region XI

- 87. Davao del Norte State College
- 88. Davao del Sur State College
- 89. Davao Oriental State College of Science and Technology
- 90. Southern Philippines Agri-Business, Marine and Aquatic School of Technology
- 91. University of Southeastern Philippines
- 92. Compostela Valley State College

Region XII

- 93. Cotabato State University (Cotabato City State Polytechnic College)
- 94. Cotabato Foundation College of Science and Technology
- 95. Sultan Kudarat State University
- 96. University of Southern Mindanao

CARAGA

- 97. Agusan Del Sur State College of Agriculture and Technology
- 98. Caraga State University
- 99. Surigao Del Sur State University
- 100. Surigao State College of Technology

BARMM

- 101. Basilan State College
- 102. Mindanao State University System
- 103. Sulu State College
- 104. Tawi-Tawi Regional Agricultural College
- 105. Adiong Memorial Polytechnic College

NCR

- 106. Marikina Polytechnic College (Marikina Polytechnic State College)
- 107. Eulogio "Amang" Rodriguez Institute of Science and Technology
- 108. Philippine Normal University
- 109. Philippine State College of Aeronautics
- 110. Polytechnic University of the Philippines
- 111. Rizal Technological University
- 112. Technological University of the Philippines

113. University of the Philippines System (UP)

Note:

* *Including the Office(s) of the Deputy Head(s) and immediate support staff.*

** *Agencies to be treated separately from their mother departments for the purpose of rating and ranking*

Form 1.0 REPORT ON RANKING OF OFFICES/DELIVERY UNITS

Department/Agency _____

I. SUMMARY OF INFORMATION REQUIRED

1.1 Total No. of Bureau/Offices/Attached Agencies/Delivery Units _____
1.2 Total No. of Bureaus/Attached Agencies/Delivery Units that achieved their performance targets _____
1.3 Total No. of Filled Positions as of December 31, 2021 _____
1.4 Total No. of Officials and Employees Entitled to PBB _____
1.5 Total Amount Required for Payment of PBB PHP _____

II. REPORT ON RANKING OF OFFICES/DELIVERY UNITS

Department/Agency: _____

Details for Head of Agency				
Name	Salary Grade (and Step Increment)	Monthly Basic Salary	Months in service in 2021	Amount of PBB

Names of Bureaus/ Offices/Attached Agencies/ Delivery Units	Total Score	List of Employees				
		Names of Employee	Salary Grade (and Step Increment)	Monthly Basic Salary	Months in service in 2021	Amount of PBB
Delivery Unit 1						
Delivery Unit 2						
Delivery Unit 3						

2.4 Did not meet Targets (No PBB)	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL POOR					

2.5 Did not submit SALN	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL					
2.6 Did not liquidate Cash Advance within reglementary period	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL					
2.7 Did not submit SPMS Forms	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL					

Head of HR

Date:

Department Agency Head

Date:

MODIFIED FORM A – DEPARTMENT/AGENCY PROCESS RESULTS REPORT

AGENCY NAME: _____

(1) List of Frontline Service/s	(2) Responsible Unit/s	(3) Identified Clients (per service)	(4) Number of Client Visits in FY 2021 (per service)	(5) Volume of Transactions in FY 2021 (per service)	(6) FY 2020 Improvements (ease of transaction, digitization, standardization)	(7) FY 2020 Results (evidence)	(8) FY 2021 Improvements (ease of transaction, digitization, standardization)	(9) FY 2021 Results (evidence)	(10) FY 2021 Citizen/Client Satisfaction Rating	(11) Remarks

Add columns as needed.
(Note: Data for the tables can be provided in a separate sheet)

Prepared by: _____
Name of Officer / Designation / Date

Approved by: _____
Department Secretary/Agency Head/ Date

**GUIDELINES IN ACCOMPLISHING
MODIFIED FORM A – DEPARTMENT/AGENCY PROCESS RESULTS REPORT**

Row 1	Indicate the <u>name of the agency.</u>
Column 1	Indicate the <u>name of the frontline service/s.</u> This form is used to present each of the frontline government services. Agencies shall reproduce this form based on the number of frontline services that the department/agency offers. (<i>Example: Business Enterprise Registration, Accreditation and Licensing Service, Provision of Technical Assistance, Application for Claims and Benefits, Conduct of Research for Stakeholders, Production of Information, Education and Communication Materials, Request for Status of Reports</i>).
Column 2	Indicate the <u>bureaus/offices/delivery units/processing units responsible</u> for the processing, delivery, and completion of the frontline government service.
Column 3	Identify the <u>clients/customers</u> who avail the frontline service/s declared by the agency.
Column 4	Report the <u>number of clients/customers</u> who availed the frontline service in FY 2021. If there are variations of the service, indicate the disaggregated data on the number of clients/customers for FY 2021.
Column 5	Report the <u>volume of transactions for FY 2021</u> for the frontline government service. If there are variations of the service, indicate the disaggregated data on the Volume of Transactions for FY 2021.
Column 6	Indicate the <u>FY 2020 improvements in the reported frontline service/s,</u> demonstration of the ease of transaction, digitization, and standardization.
Column 7	Report <u>results and evidence of FY 2020 improvements,</u> ease of transaction, digitization, and standardization.
Column 8	Indicate the <u>FY 2021 improvements in the reported frontline service/s,</u> demonstration of the ease of transaction, digitization, and standardization.
Column 9	Report <u>results and evidence of FY 2021 improvements,</u> ease of transaction, digitization, and standardization.
Column 10	Report the <u>FY 2021 citizen/client satisfaction results</u> for each of the declared frontline services.
Column 11	In the event that the department/agency is unable to provide data in each criterion, departments/agencies shall provide justifications/explanations using the <u>remarks column.</u> The acceptance of explanation/s shall be subject to the review and recommendations of the validating agency/ies.

CITIZEN/CLIENT SATISFACTION SURVEY

I. Rationale

The AO 25 IATF aims to continually achieve a government-wide improvement through seamless public service delivery. In achieving this, service quality standards in delivering frontline services, doing business with the government, industries, various sectors, and the citizens must be institutionalized across all government agencies.

Measuring and reporting the satisfaction level of citizens/clients that were served in FY 2021 is vital in ensuring that these standards are attained. For FY 2021 PBB, agencies should report the fulfillment of their services through a **Citizen/Client Satisfaction Survey (CCSS)** report. This shall generate verifiable data and tangible evidence to assist agencies determine the effectiveness of implemented ease of transaction and process improvements through identified indicators or service dimensions that were identified by the agencies and the citizens/clients they serve.

II. Guide in conducting the Citizen/Client Satisfaction Survey

Agencies are encouraged to observe the following procedures in conducting the CCSS:

1. Data Gathering Methodology

The agency should select the data collection methodology/ies deemed as the most efficient and effective way of gathering citizen/client feedback.

2. Respondents Criteria

The set characteristic of the respondent/s must be clearly identified by the agencies to properly represent the citizens/clients served for each service, and to collect accurate data.

3. Survey Sampling Coverage

Agencies should ensure that the sampling coverage of the CCSS would best represent the total population of its citizens/clients served for each service. It is important to note that the sampling frame should be able to accurately capture all units in the target population to avoid under coverage and/or over coverage. The total sample respondents will be compared with the data on the total citizens/clients served provided by the agency for statistical comparability.

4. Sampling Procedure

A systematic random sampling is the preferred sampling procedure. Due to budget and time constraints, agencies may set a limit on the sample size of the CCSS.

5. Survey Instrument/Questionnaire

Agencies should develop survey instruments fit for each of its services. A lean and harmonized measurement tool for citizen/client satisfaction may be used. Government agencies can customize their tool for relevance and effectiveness and for measuring the satisfaction level and progress over time to sustain continuous organizational and service delivery improvement.

5.1 Service Quality Dimensions

The CCSS must capture the total citizen/client experience, expectations, and satisfaction in the delivered public service with the following service quality dimensions:

- a. **Responsiveness** – the willingness to help, assist, and provide prompt service to citizens/clients.
- b. **Reliability (Quality)** – the provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate.
- c. **Access & 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, understanding citizen/client needs, helpfulness, and good work relationships.
- h. **Outcome** – the extent of achieving outcomes or realizing the intended benefits of government services.

5.2 Rating Scale

For a deeper understanding of citizen/client perception of agency services, the agencies may opt to include questions pertaining to the importance of attributes or agreements to statements. A **5-point Likert scale** is recommended to be used depending on the question/s asked. Here are some sample scales:

Table 1:

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
1	2	3	4	5

Table 2:

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1	2	3	4	5

Table 3:

Not at all important	Slightly important	Moderately important	Important	Very important
1	2	3	4	5

Table 4:

Not at all effective	Slightly effective	Moderately effective	Very effective	Extremely effective
1	2	3	4	5

6. Data Analysis

The results of the survey shall be analyzed by service, and by applicable service quality dimensions. Agencies shall also report the **overall agency rating in the service quality dimensions** and the **overall agency citizen/client satisfaction score**.

Service Quality Dimension	Score by Frontline Service	Score in All Services
1. Responsiveness		
2. Reliability (Quality)		
3. Access & Facilities		
4. Communication		
5. Costs		
6. Integrity		
7. Assurance		
8. Outcome		
Overall Score		

Other segments that may be included in the analysis are:

- By type of citizen/client served:
 - General Public
 - Government Employees
 - Businesses/Organizations
- By area (depending on the area coverage):
 - Total Luzon
 - Total Visayas
 - Total Mindanao
- By region/field office
- Respondent profile
 - Gender
 - Age/Age Group

Service improvement shall also be drawn from the results of the survey and an appropriate action plan should be identified. Furthermore, the results of the 2021 survey should be compared to the CCSS results of 2020 for continuity, as appropriate.

III. Reporting of the CCSS Results

Agencies must submit the CCSS report following this outline:

- a. Description of the methodology of the CCSS used for each reported service**
 - 1. Respondents Criteria
 - 2. Survey Sampling Coverage
 - 3. Sampling Procedure
 - 4. Survey Instrument/Questionnaire
- b. Results of the CCSS for FY 2021**
(include a sample of the feedback/survey form used)
- c. Results of Agency Action Plan reported in FY 2020 PBB**
- d. Continuous Agency Improvement Plan for FY 2022**

PERFORMANCE REPORT FOR STATE UNIVERSITIES AND COLLEGES (SUCs)

I. BUDGET UTILIZATION RATE FORM FOR STATE UNIVERSITIES AND COLLEGES INCLUDING EARMARKED INCOMES

(In Thousand Pesos)

NAME OF SUC:														
NATURE OF RECEIPTS	FUNDING SOURCE CODE	SOURCE OF REVENUE	LEGAL BASIS	NATURE OF EXPENDITURES	AMOUNT IN P'000								2020 Budget Utilization Rate	2021 Budget Utilization Rate
					2020 ACTUAL				2021 PROGRAM					
					Cash Balance as of Dec. 31, 2019	Receipt	Total Receipts as of Dec. 31, 2020	Expenditure	Cash Balance as of Dec. 31, 2020	Receipt	Total Receipts as of Dec. 31, 2021	Expenditure		
I. Off-Budgetary Funds														
1. Revolving Fund														
2. Retained Income/Receipts														
II. Custodial Funds														
1. Trust Receipts														
2. Others														
PREPARED BY:				APPROVED BY:						DATE:				
_____				_____						_____				
CHIEF ACCOUNTANT				SUC President						DAY/MO/YR				

Cash Balance as of Dec. 31, 2020 shall be equivalent to the Cash Balance as of December 31, 2019 plus 2020 Actual Receipt minus 2020 Actual Expenditure. The Budget Utilization Rate shall be computed as the ratio of expenditures to the beginning cash balance for the year plus receipt.

**FORM A - FOR STATE UNIVERSITIES AND COLLEGES
BUREAUS/OFFICE PERFORMANCE REPORT**

NAME OF SUC: _____

FY 2021 PREXC Performance Indicators (1)	FY 2021 Target (2)	FY 2021 Actual (3)	Accomplishment (4)	Remarks (5)
I. Higher Education Program				
Output 1				
Output 2				
Outcome 1				
Outcome 2				
II. Advance Higher Education Program				
Output 1				
Output 2				
Outcome				
III. Research Program				
Output 1				
Output 2				
Outcome				
IV. Extension Program				
Output 1				
Output 2				
Output 3				
Outcome				

V. Custodial Care Program				
Output 1				
Output 2				
Outcome				
VI. Hospital Care Program				
Output 1				
Output 2				

** SUCs may add rows as needed*

Prepared By:

Planning Officer

Date

Reviewed and Endorsed for Approval:

Vice President

Date

Budget Officer

Date

Approved By:

President

Date

**FORM A - 1 FOR STATE UNIVERSITIES AND COLLEGES
BUREAUS/OFFICE PERFORMANCE REPORT**

NAME OF SUC: _____

PREXC Performance Indicators (1)	Responsible Bureaus / Delivery (2)	FY 2021 Target (3)	FY 2021 (4)	Remarks (5)
I. Higher Education Program				
Output 1	Delivery Unit 1			
	Delivery Unit 2			
	Delivery Unit n			
Output 2	Delivery Unit 1			
	Delivery Unit 2			
	Delivery Unit n			
Outcome 1	Delivery Unit 1			
	Delivery Unit 2			
	Delivery Unit n			
Outcome 2	Delivery Unit 1			
	Delivery Unit 2			
	Delivery Unit n			
II. Advance Higher Education Program				
Output 1	Delivery Unit n			
Output 2	Delivery Unit n			
Outcome	Delivery Unit n			
III. Research Program				
Output 1	Delivery Unit n			
Output 2	Delivery Unit n			
Outcome	Delivery Unit n			
IV. Extension Program				
Output 1	Delivery Unit n			
Output 2	Delivery Unit n			
Output 3	Delivery Unit n			
Outcome	Delivery Unit n			

V. Custodial Care Program				
Output 1	Delivery Unit n			
Output 2	Delivery Unit n			
Outcome	Delivery Unit n			
VI. Hospital Care Program				
Output 1	Delivery Unit n			
Output 2	Delivery Unit n			

** SUCs may add rows as needed*

Prepared By:

Reviewed and Endorsed for Approval:

Planning Officer

Date

Vice President

Date

Budget Officer

Date

Approved By:

President

Date