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Department of Environment and Natural Resources
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SEP 30 2021

DENR Memorandum Circular
No. 2021- 11

SUBJECT: Guidelines on the Grant of FY 2021 Performance-Based Bonus (PBB)

1.0 PURPOSE

This Memorandum Circular is being issued to prescribe the criteria and conditions on the grant of Performance-Based Bonus (PBB) for FY 2021 performance. 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.

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**. The Good Governance Conditions (GGCs) 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 responsibility of the Heads of Agencies.

2.0 COVERAGE

- 2.1 All Delivery Units/Offices of the DENR at the Central, Regional and Staff Bureaus.
- 2.2 All officials and employees holding regular, contractual and casual positions are covered by this Circular. Excluded from the coverage are individuals engaged without employer-employee relationship with the DENR and funded from non-Personnel Services (PS) budget.

3.0 ELIGIBILITY CRITERIA

To be eligible for the grant of the FY 2021 PBB, the criteria and conditions under the four (4) dimensions of accountability, namely: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results** must be satisfied. A **total score of at least 70 points** based on the PBB Scoring System must be attained. This will be discussed in detail in Section 4.0.

The four (4) dimensions of accountability are defined as follows:

- *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).
- *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.

- *Financial Results* – refer to the actual spending of the 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.
- *Citizen/Client Satisfaction Results* - refer to the achievements in satisfying the quality expectations of the transacting public.

4.0 FY 2021 PBB TARGETS, ASSESSMENT AND SCORING SYSTEM

The accomplishments for each criterion 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	WT	PERFORMANCE RATING				
		1	2	3	4	5
Performance Results	5	5 pts	10 pts	15 pts	20 pts	25 pts
Process Results	5	5 pts	10 pts	15 pts	20 pts	25 pts
Financial Results	5	5 pts	10 pts	15 pts	20 pts	25 pts
Citizen/Client Satisfaction Results	5	5 pts	10 pts	15 pts	20 pts	25 pts
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. To be able to attain a total score of at least 70 points, a performance rating of 4 in at least three (3) criteria should be aimed. 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 PBB.**

4.1 Performance Results

The performance in the Congress-approved performance targets under the Performance-Informed Budgeting (PIB) of the FY 2021 General Appropriations Act (GAA) shall be closely monitored through the use of the submitted Unified Reporting System (URS)-generated Budget and Financial Accountability Reports (BFARs).

The quarterly BFARs, as uploaded in the URS, shall be submitted within thirty (30) days after the end of each quarter. BFARs will be used to monitor and validate 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 2021 Congress-approved performance targets; deficiencies due to controllable factors	Met less than 80% of performance indicators of the 2021 Congress-approved performance targets; deficiencies due to uncontrollable factors	Met at least 80% of performance indicators of the 2021 Congress-approved performance targets; deficiencies due to controllable factors	Met at least 80% of performance indicators of the 2021 Congress-approved performance targets; deficiencies due to uncontrollable factors	Met each one of the 2021 Congress-approved performance targets (all performance indicators)

The Offices Responsible in delivering the DENR Performance Results are the following:

- a. Regional Offices – shall ensure the submission of accomplishments under Performance-Informed Budgeting (PIB) of the FY 2021 General Appropriation Act (GAA), specifically for the output indicators (*Annex 1*). For physical accomplishments, there shall be no separate form to be used. The reporting of accomplishments shall be derived from the submitted Monthly Accomplishment Reports (MARs), which shall be used by the national focal for monitoring.
- b. Staff Bureaus – shall ensure the submission of necessary reports to be included in the Budget and Financial Accountability Reports (BFARs), specifically for outcome indicators.
- c. Policy and Planning Service – shall **serve as the National Focal Office** that will monitor the accomplishments submitted by the Regions and Bureaus. Consolidate and submit the BFARs through the Unified Reporting System (URS) and ascertain the agency’s compliance with the FY 2021 PBB requirements.

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, 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 delivery of public service.

Modified Form A, (*Annexes 2 and 3*) shall be used in the reporting of Process Results.

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 service	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

The Offices responsible in delivering the DENR Process Results are the following:

- a. Regional Offices – shall ensure the implementation of streamlining processes, especially the frontline services, and accomplishment of the Modified Form A.
- b. Central Office Units – shall ensure the implementation of their concerned streamlining processes, especially the frontline services, and

accomplishment of Modified Form A.

- c. Staff Bureaus – shall ensure the implementation of their concerned streamlining processes and accomplishment of Modified Form A.
- d. DENR Citizen’s Charter Team and QMS Team – shall ensure the standardization of the process improvement.
- e. The Sub-Committee on Anti-Red Tape (Sub-CART) on Streamlining and Process Improvement of Critical Services (SPICS) – shall **serve as the Principal Body** that will monitor and consolidate the Modified Form A submitted by the respective offices and ensure the agency’s compliance with FY 2021 PBB requirements under this dimension. Said offices must submit a copy of the accomplishment report to the DENR Citizen’s Charter Team and QMS Team.

4.3. Financial Results

The targets under Financial Results reflect the final payments made from the annual budget allotment to realize the committed programs and projects based on the valid appropriations for FY 2021. Hence, for FY 2021, the Disbursements BUR shall be accomplished as follows:

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 FY 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.

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 still have to deliver outputs. 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 whose outputs have not been delivered

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

The Offices responsible in delivering the DENR Financial Results are the following:

- a. Regional Offices, Staff Bureaus and Central Office Delivery Units – shall ensure the disbursement of total budget allotment.

- b. Financial Management Service – shall **serve as the National Focal Office** that will monitor, consolidate, submit the Financial Report and ensure the agency’s compliance with FY 2021 PBB requirements under this dimension.

4.4. Citizen/Client Satisfaction Results

Citizen/Client Satisfaction Survey (CCSS) must be accomplished and the generated reports must be submitted. Likewise, all the reported complaints from Hotline #8888 and Contact Center ng Bayan (CCB) must be resolved.

- a. To provide evidence on the conduct of Citizen/Client Satisfaction Survey (CCSS), the results may be submitted following *Annex 4: Citizen/Client Satisfaction Survey*.
- b. To provide evidence on the resolution of complaints, submit a report summarizing the #8888 and CCB complaints received in FY 2021 and their status if resolved or pending.

The requirements under the Citizen/Client Satisfaction Survey (CCSS) shall be scored as follows:

TABLE 5: RATING SCALE FOR CCSS 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

The Offices responsible in delivering the DENR Client Satisfaction Results are the following:

- a. Regional Offices, Staff Bureaus and Central Office Delivery Units – shall ensure the attainment of High Citizen/Client Satisfaction rate and submit a report summarizing the #8888 and CCB complaints received in FY 2021. The report shall include the status of the complaints, whether resolved or pending.
- b. Strategic Communication and Initiative Services (SCIS) and Knowledge and Information Systems Service (KISS) – shall **serve as the National Focal Offices** that will monitor, consolidate and submit the report and ensure the agency’s compliance with FY 2021 PBB requirements for this dimension.

The above-mentioned Responsible Offices shall submit the accomplishment reports to the identified National Focal Office/s for each dimension. The National Focal Office/s shall be responsible in the assessment and consolidation of the submitted accomplishment reports and shall provide the DENR’s scores using the rating scale.

Should there be deficiencies in the accomplishments for said criteria and conditions, justifications shall be made, as will be discussed in Section 8. **The reports and scores should be submitted to the Performance Management Group (PMG) through the DENR PBB Secretariat (Policy and Planning Service), not later than 1st week of February 2022.** It should be noted, however, that all the submissions for FY 2021

PBB qualification shall be subjected to further validation by the AO25 IATF.

5.0 AGENCY ACCOUNTABILITIES

Although no longer required in determining the overall PBB eligibility, the following requirements shall continue to be implemented, monitored and complied. The compliance with the following requirements shall be used **as basis in determining the eligibility of responsible units and individuals**. These legal requirements must be submitted directly to the oversight/validating agencies.

DEADLINE	REQUIREMENTS	DENR CENTRAL OFFICE FOCAL	VALIDATING AGENCY
Within 30 days after the approval of the FY 2022 GAA	Submission of the Certificate of Compliance to GPPB-TSO that the agency conducted Early Procurement Activities for at least 50% of the Total Value of the FY 2022 Procurement Projects	AS - PSMD	GPPB-TSO
March 31, 2021	Submission of FY 2021 APP-non CSE to GPPB-TSO	AS - PSMD	GPPB-TSO
June 30, 2021	Submission of the results of the APCPI System for FY 2020 Procurement Transactions to GPPB-TSO	AS - PSMD	GPPB-TSO
August 31, 2021	Submission of the FY 2022 APP-CSE thru PhilGEPS Virtual Store	AS - PSMD	DBM-PS
September 30, 2021	Posting of Indicative FY 2022 APP-non CSE in the agency's Transparency Seal webpage	AS - PSMD	GPPB-TSO
October 01, 2021	Maintenance/Update of the agency Transparency Seal (TS) . The TS page should be accessible by clicking the TS logo on the home page.	SCIS	DBM-OCIO
October 01, 2021	Posting of the agency's policy on the Establishment and Conduct of the Agency Review and Compliance of SALN in the agency Transparency Seal for FY 2021	HRDS - PD	CSC
December 04, 2021	Set up the most current and updated Citizen's Charter reflecting the agency's improved and streamlined/re-engineered systems and procedures for all its government services to citizens, businesses, and government agencies. Submission of the Certificate of Compliance (CoC) to the Anti-Red Tape Authority (ARTA) at compliance@arta.gov.ph .	DENR Citizen's Charter Team	ARTA
December 31, 2021	ISO QMS Certification should be valid until 31 December 2021. The ISO 9110:2015 certification/re-certification must be valid as of 31 December 2021	DENR QMS Team	DBM-SPIB

	and must be posted on the agency TS webpage not later than the deadline		
December 31, 2021	Sustained Compliance with Audit Findings Fully implement 30% of the prior years' audit recommendations as shown in the Report on Status of Implementation of Prior Years' Recommendations. These recommendations will exclude the Property, Plant, and Equipment (PPE)-related items of the Annual Audit Report (AAR). Audit findings closed since FY 2019 should also not occur.	FMS - MD	COA
January 29, 2022	Update all procurement requirements for transactions above PhP1M from 1 January 2021 to 31 December 2021 in the PhilGEPS	AS - PSMD	PS-PhilGEPS
January 29, 2022	Submission of the following Freedom of Information (FOI) Program requirements to PCOO a. Updated People's FOI manual b. FOI Reports: Agency Information Inventory, 2021 FOI Registry, and 2021 FOI Summary Report c. Modified one-page FOI Manual d. Screenshot of agency's home page	SCIS	PCOO

The DENR Central Office Focal for each agency accountability shall be responsible in monitoring the compliance of the Regional Offices, Staff Bureaus and Central Office Delivery Units and should **submit report of compliance of the Delivery Units to the DENR-PMG, through the DENR PBB Secretariat (Policy and Planning Service), not later than the 1st week of February 2022.**

6.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

- 6.1 The Delivery Units (DUs) shall no longer be ranked. However, the following shall be isolated from the grant of FY 2021 PBB:
- a. The unit/s most responsible (including the Head) for all criteria with a performance rating of below 4.
 - b. The unit/s most responsible (including the Head) for the non-compliance with the Agency Accountabilities provided in Section 5.0.
- 6.2 Eligible DUs shall be granted FY 2021 PBB at uniform rates across the agency, including their officials and employees. The corresponding rates of the PBB shall be based on the achieved total score as shown in Section 7.0.
- 6.3 The Secretary is eligible only if his agency is eligible. If eligible, his PBB rate shall be equivalent to the rate as stated in Section 7.0 and shall be

based on his monthly basic salary as of 31 December 2021.

- 6.4 To be eligible for the PBB, employees belonging to the First, Second, and Third Levels should receive a rating of at least **"Very Satisfactory"** based on the CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the CESB.
- 6.5 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. Payment of the PBB shall come from the mother agency.
- 6.6 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.
- 6.7 An official or employee who has rendered a minimum of nine (9) months of service during the fiscal year and with at least Very Satisfactory rating will be eligible for the full grant of the PBB.
- 6.8 An official or employee who has rendered less than nine (9) months but a minimum of three (3) months of service and with at least Very Satisfactory rating shall be eligible for the grant of 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 and Death
 - 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
- 6.9 Heirs of the deceased personnel who qualified for 2021 PBB shall be required to present proof of legitimacy of claim.
 - 6.10 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.
 - 6.11 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.
 - 6.12 Officials and employees who failed to submit their 2020 SALN; 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 PBB.

- 6.13 Officials and employees who failed to liquidate all cash advances received in FY 2021 within the reglementary period shall not be entitled to the 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 the agency is eligible for. The maximum rate of the PBB that will achieve 100 points shall be 100% of the 65% monthly basic salary of an individual as of 31 December 2021. For illustration, see *Table 6*.

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)
85points	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 JUSTIFICATION OF DEFICIENCIES

In the event of non-attainment of the prescribed performance rating of at least “4” for all the dimensions and non-compliance of the agency’s accountabilities, the highest ranking official in-charge of the offices, as stated in Sections 4 and 5.0, shall include a justification and/or underlying reasons for the deficiencies or non-attainment of a particular PBB requirement in the report to be submitted on/before the deadline, as will be discussed in Section 10.

If the deficiency or non-compliance of each criterion is caused by controllable factors, the names of the most responsible unit and/or individuals who shall be isolated from the grant of FY 2021 PBB shall be included in the report. The justification for the controllable factors is still subject for verification of the concerned national focal.

Meanwhile, if the deficiency or non-compliance of each criterion is caused by uncontrollable factors, such as inaccessibility in the uploading of accomplishments in the Unified Reporting System due to system error, there shall be an issuance of verifiable justification which shall be subjected to further verification by the AO25 Secretariat.

9.0 RECIPROCITY

In case of further instructions relative to FY 2021 PBB Guidelines founded on the AO25 IATF directives, a Memorandum/Advisory from the PMG Chair shall be issued, whenever necessary.

10.0 TIMELINE AND SUBMISSION

All Regional Offices, Staff Bureaus, and Central Office Delivery Units shall submit proof of accomplishments with corresponding justification/s, in case of non-attainment of criteria, for Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results (as provided in Section 4.0) using the prescribed forms on or before 15 January 2022 for the assessment, review and consolidation of accomplishments to be administered by the national focal/s.

The national focal/s and Central Office Focal/s shall submit the consolidated reports to the PMG Chair through its Secretariat on or before 1st week of February 2022 at ppso.pmed@denr.gov.ph.

All Responsible Offices identified are encouraged to have an electronic submission (scanned copy of the official submission and editable MS Word or Excel files) for use of the AO25 Secretariat.

The DENR PBB Secretariat shall consolidate and package all pertinent documents for submission to AO25 on 28 February 2022.

TABLE 7. SUMMARY OF TIMELINES	
REQUIRED DOCUMENTS	DEADLINE OF SUBMISSION
Means of Verification and Justification for non-attainment of target from Central Office Units, Regions, and Staff Bureaus	January 15, 2021
Consolidated Reports from National Focal/s Central Office Focal/s	1 st Week of February
Submission of package pertinent documents to AO25 Secretariat	February 28, 2022

11.0 SOURCE OF FY 2021 PBB FUND

The DENR FY 2021 PBB shall be charged against Miscellaneous Personnel Benefits Fund (MPBF) in the General Appropriations Act.

12.0 EFFECTIVITY

This Circular shall take effect immediately.


ROY A. CIMATU
Secretary



DENR Performance Information

Performance Information	2021 Target
OO1. Natural Resources Sustainably Managed	
NATURAL RESOURCES ENFORCEMENT AND REGULATORY PROGRAM	
Outcome Indicators	
1. Percentage of illegal logging hotspot area neutralized	- By the end of 2022, illegal logging hotspots decreased by 50%
2. Percentage of 8.2M ha of forests protected against forest fires, poaching, pest and diseases etc.	- 75% protected against forest fire, poaching, pest and diseases
Output Indicators	
1. Number of hectares of open-access/ untenured lands of the public domain placed under appropriate management arrangement/tenure	- 15% of open-access/untenured lands of the public domain placed under appropriate management arrangement/ tenure
2. Percentage of wildlife permits, certifications and/or clearance applications acted upon within 7 working days from the date of receipt	- 80% of wildlife permit applications acted upon
NATURAL RESOURCES CONSERVATION AND DEVELOPMENT PROGRAM	
Outcome Indicators	
1. Number of hectares of terrestrial protected areas wetlands/caves with high biodiversity values that are effectively managed	- N/A
2. Area of terrestrial protected areas (including inland wetlands and caves) under the NIPAS effectively managed increased (in ha)	- Poor- 4,545.99 ha - Fair- 1,464.74 ha - Good – 325,269.41 ha - Excellent – 1,325,072.52 ha
3. Number of hectares of marine protected areas with high biodiversity values that are effectively managed	- N/A
4. Area of marine protected areas under NIPAS effectively managed increased (ha)	- Poor- 0 ha - Fair- 537,034.12 ha - Good – 902,412.07 ha - Excellent – 1,287, 266.08 ha
5. Ownership of public alienable and disposable lands secured (2011-Present)	- By the end of 2022, 360,000 residential and agricultural patents issued (2021-288,000 patents (cum.))
6. Percentage increase in forest cover	- By the end of 2022, forest cover increased by 12%
Output Indicators	
1. Number of terrestrial protected areas/wetlands/caves established/conserved	
Inland wetlands	- 11
Caves	- 13
2. Number of critical habitats established	- 2 established and 6 managed

ANNEX 1

and managed	
3. Number of legislated NIPAS MPAs with Water Quality Assessment Monitoring conducted	- 15
4. Number of established Marine Protected Areas Network (within NIPAS MPA or with at least one NIPAS MPA component) strengthened	- 3
5. Number of residential free patent issued	- 45,000
6. Area of denuded and degraded forestlands/Pas decreased (in ha cumulative)	- 94,438 ha
7. Number of hectares planted area maintained and protected	- 158,533 ha
8. Percentage of annual survival rate of seedlings planted	- 85%
OO3. Adaptive capacities of human communities and natural systems improved	
ENVIRONMENT AND NATURAL RESOURCES RESILIENCY PROGRAM	
Outcome Indicator	
1. Percentage of critical watershed with interventions implemented	- By the end of 2022, 100% of critical watersheds with interventions implemented
Output Indicator	
1. Number of priority watershed supporting National Irrigation System characterized and vulnerability assessed	- 25

ANNEX 2

Guidelines in Accomplishing Modified Form A – Department/Agency Process Results Report	
Row 1	Indicate the name of the agency.
Column 1	Indicate the name of the frontline service/s. 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. (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).
Column 2	Indicate the bureaus/offices/delivery units/processing units responsible for the processing, delivery, and completion of the frontline government service
Column 3	Identify the clients/customers who avail the frontline service/s declared by the agency.
Column 4	Report the number of clients/customers 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 volume of transactions for FY 2021 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 FY 2020 improvements in the reported frontline service/s, demonstration of the ease of transaction, digitization, and standardization.
Column 7	Report results and evidence of FY 2020 improvements, ease of transaction, digitization, and standardization.
Column 8	Indicate the FY 2021 improvements in the reported frontline service/s, demonstration of the ease of transaction, digitization, and standardization.

ANNEX 2

Column 9	Report results and evidence of FY 2021 improvements. ease of transaction, digitization, and standardization.
Column 10	Report the FY 2021 citizen/client satisfaction results 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 remarks column. The acceptance of explanation/s shall be subject to the review and recommendations of the validating agency/ies.

MODIFIED FORM A – DEPARTMENT/AGENCY PROCESS RESULTS REPORT

AGENCY NAME: _____

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

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

ANNEX 4

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		
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

ANNEX 4

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