



REPUBLIC OF THE PHILIPPINES

# DEPARTMENT OF AGRARIAN REFORM

**Tunay na Pagbabago sa Repormang Agraryo**

MEMORANDUM CIRCULAR NO. 20

Series of 2020

**SUBJECT: Amendments in the Guidelines on Ranking of DAR Delivery Units in the Availment of the 2020 Performance-Based Bonus (PBB): An Amendment to MC No. 8 Series of 2019 and MC No. 6, 2018**

## I. BACKGROUND

The AO 25 Inter-Agency Task Force issued Memorandum Circular (MC) No. 2020-1 on June 2, 2020 titled "Guidelines on the Grant of the Performance-Based Bonus (PBB) for Fiscal Year (FY) 2020 under Executive Order No. 80, s. 2012 and Executive Order No. 201, s. 2016".

The DAR issued Memorandum Circular No. 8, series of 2019: An Amendment to MC No. 6, 2018 stipulating the "Guidelines in the Ranking of DAR Delivery Units in the Availment of the Performance Based Bonus".

## II. COMPOSITION OF THE PERFORMANCE MANAGEMENT GROUP (PMG), WORKING COMMITTEE, TECHNICAL WORKING GROUP (TWG) AND REGIONAL PBB FOCAL PERSON

Section 3.3 under MC No. 6, series of 2018, "to assist the PMG and to ensure compliance with the requirements of the 2019 PBB, Working Committees shall be organized" Instead of Streamlining and Process Improvement Committee, the Anti-Red Tape Committee under Special Order No. 180, series of 2020 and all the Regional and Provincial Anti-Red Tape Committee will assist the PMG. The Anti-Red Tape Committee shall ensure the compliance with Republic Act. No. 11032, otherwise known as the "Ease of Doing Business and Efficient Delivery Act of 2018".

## III. GUIDELINES IN RANKING THE DELIVERY UNITS

The provisions in Memorandum Circular No. 8, series of 2019 entitled "Adjustments in the Guidelines on the Ranking of Delivery Units in the Availment of the 2019 Performance-Based Bonus: An Amendment to MC No. 6, series of 2018" shall be followed in ranking the delivery units.

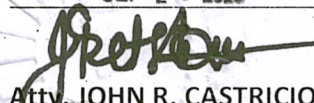
## IV. EFFECTIVITY

Other provisions in Memorandum Circulars No. 6 series of 2018 and No. 8, series of 2019 which are not amended/revised shall still be in effect and shall be used in tandem with this guidelines.

This Memorandum Circular shall take effect immediately and supersedes all other circulars/issuances inconsistent herewith.

SEP 25 2020

, Diliman, Quezon City.

  
Atty. JOHN R. CASTRICIONES  
Secretary



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. 2020- 1

June 02, 2020

**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) 2020 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 2020 performance to be given in FY 2021. Essentially, the same criteria and conditions for FY 2019 PBB are being issued for FY 2020 PBB to support the Administration's focus on the streamlining of government services, with the implementation of Republic Act (RA) No. 11032 known as the *Ease of Doing Business (EODB) and Efficient Government Delivery Service Act of 2018*, in promoting integrity, transparency, accountability, proper management of public affairs and public property, as well as to establish effective practices, aimed at the efficient turnaround of the delivery of government services and the prevention of graft and corruption in government.

**2.0 COVERAGE**

This Circular 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).

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- 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;
  - f. Department of the Interior and Local Government (DILG) for LGUs; and
  - g. Anti-Red Tape Authority for agencies with targets under Program NEHEMIA.
- 2.2 The personnel of departments/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

Each agency must satisfy the following conditions to be eligible for the grant of PBB. See *Annex 1: Master List of Departments/Agencies and Prescribed Delivery Units*:

- 3.1 **Good Governance Conditions (GGCs).** Satisfy 100% of GGCs for FY 2020 as provided in Section 4.0. For FY 2020, the extent of validation of the achievement of a number of GGCs that agencies should meet shall depend on their historical compliance and performance in previous PBB cycles.
- 3.2 **Performance Targets of Agencies.** Achieve each one of the Physical Targets, Support to Operations (STO), and General Administration and Support Services (GASS) requirements for FY 2020. *The details of the requirements are indicated in Section 5.0 hereof.*
- a. For National Government Agencies (NGAs) and GOCCs covered by DBM, achieve (i) streamlining requirements of government services, (ii) higher citizen/client satisfaction compared to baseline data, and (iii) fiscal discipline;
  - b. For NGAs with commitments to Program NEHEMIA, achieve (i) the enrolled streamlining targets of at least 52% reduction of processes and required document in 52 days within the 52-week period of the program; (ii) higher citizen/client satisfaction compared to baseline data, and (iii) fiscal discipline;





- c. For SUCs, achieve each one of the Congress-approved performance targets under the FY 2020 General Appropriations Act (GAA), and the FY 2020 STO and GASS requirements;
- d. For GOCCs covered by RA No. 10149, achieve the targets reflected in their approved FY 2020 Performance Scorecard and eligibility requirements specified in a separate guideline to be issued by GCG;
- e. For LWDs, achieve each one of the physical targets, STO and GASS indicators as identified by LWUA in a Joint Memorandum Circular to be issued by LWUA and DBM; and
- f. 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.

3.3 **Performance Rating System to be Used for Personnel in the First and Second Levels, and those occupying Career Executive Service (CES) positions.** The rating of the performance of the first and second level officials and employees of departments/agencies in NGAs, GOCCs, and LGUs, including managerial or director positions, but are not Presidential appointees, shall be consistent with the CSC-approved Strategic Performance Management System (SPMS). For the CES officers and incumbents to CES positions, the rating of their performance shall be based on the guidelines issued by the CES Board (CESB).

#### 4.0 **GOOD GOVERNANCE CONDITIONS (GGCs)**

4.1 The following GGCs are set based on performance drivers of the Results-Based Performance Management System (RBPMS) and the priorities of the Duterte Administration for 1) heightened transparency; 2) stronger public accountability, and 3) more inclusive and people-centered public services:

- a. **Maintain/Update the agency Transparency Seal (TS)** under Section 106 of the General Provisions of the FY 2020 General Appropriations Act (GAA). The TS page should be accessible by clicking the TS logo on the home page. Status of compliance shall be posted on both the DAP website through <https://www.dap.edu.ph/rbpms/> and DBM website at [www.dbm.gov.ph/index.php/news-update/transparency-seal-compliance](http://www.dbm.gov.ph/index.php/news-update/transparency-seal-compliance) on or before **October 1, 2020**.

Departments/agencies found **consistently compliant** with the TS for the **last five (5) years** shall not be validated for this PBB cycle, but shall be subject to random evaluation if compliance is continually being observed. Departments/agencies under this category are still encouraged to continue the good practice in fulfilling this requirement.





See *Annex 2: Guideline on Transparency Seal* for full details of requirements.

- b. **Update the PhilGEPS posting of all invitations to bids and awarded contracts** pursuant to the Government Procurement Reform Act (RA No. 9184) for transactions above Php 1 million from January 1 to December 31, 2020, including Early Procurement of FY 2021 Non – Common Use Supplies and Equipment (Non-CSE) items on or before **January 29, 2021**. The agencies should track the status of their compliance through the **PhilGEPS Microsite**: <https://data.philgeps.gov.ph/pbbweb/pbbwebapp.aspx>. See *Annex 6: Guideline on PhilGEPS Posting*.
- c. **Set-up Most Current and Updated Citizen's or Service Charter**, reflecting the agency's improved and streamlined/re-engineered system and procedure for all its government services to citizens, businesses, and government agencies, pursuant to Section 6 of **RA No. 11032** and the President's directive to reduce the processing time of all public transactions with government and ensure accessible and convenient delivery of services to the public.

Departments/agencies shall submit their respective Certificates of Compliance (CoC) to the Anti-Red Tape Authority (ARTA) at [compliance@arta.gov.ph](mailto:compliance@arta.gov.ph) and copy furnish the AO25 Secretariat at [ao25secretariat@dap.edu.ph](mailto:ao25secretariat@dap.edu.ph) on or before **December 04, 2020**.

The CoC based on the format prescribed by the ARTA as stated under the *ARTA Memorandum Circular No. 2019-002 series of 2019*, shall be the basis of the validation. The Authority shall conduct a validation of the Citizen's or Service Charter starting in January 2021. See *MCs No. 2019-002 and No. 2019-002-A: Guidelines on the Implementation of the Citizen's Charter in compliance with RA 11032* for full details of requirements.

## **5.0 FY 2020 PHYSICAL TARGETS**

- 5.1 Departments/agencies shall satisfy the following FY 2020 performance targets supporting the Administration's focus on the streamlining of government services and seamless public service delivery:
  - 1. Achievement of the streamlining and process improvement of the agency's critical services including digitization, development of online systems, and/or contactless transactions, based on the provisions stated in Section 5.2.
  - 2. Departments/agencies with Program NEHEMIA commitments as stated in Section 5.3, may report their FY 2020 accomplishments in addition to process improvements of other critical services.



5.2 **Streamlining and Process Improvement (SPI) of the agency's Critical Services** covering all government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions as declared in the agency's Citizen's/Service Charter.

1. In the government's efforts to further streamline processes and fully maximize our digital capabilities, as well as our Information and Communications Technology (ICT) infrastructures and other resources, departments/agencies should undertake digitization, develop online systems, and/or transform their critical services from manual to contactless transactions, for faster and more efficient public service delivery. Digitization initiatives may vary depending on the particular requirements of the critical services, *i.e. online applications, payments, permitting, learning, and development platforms.*
2. To promote the periodic measurement of agency performance in delivering said services, agencies shall determine and report the following streamlining criteria and improvements from reported accomplishments in FY 2019 using *Annex 3A Form A-Department/Agency Performance Report*.
  - a. **Number of Steps.** The total number of steps that a particular citizen/client will undergo to ensure the receipt of the complete service from the government. Departments/agencies shall report in detail the steps necessary to complete the service including front-end and back-end.
  - b. **Turnaround Time (TaT).** The sum of the waiting time and processing time or the total amount of time taken to complete/deliver a service. TAT starts from the moment the transacting client enters the queue or fills out the form, and the waiting time incurred until the service has been completed/delivered.
  - c. **Number of Signatures.** The total number of signatures and initials from the employees and officers of the department/agency necessary to complete each service.
  - d. **Number of Required Documents.** The total number of required documents that must be provided by the transacting client to the government.
  - e. **Transaction Costs.** The costs incurred by the transacting client in the course of availing of government service. These costs are categorized as follows:
    - e.1 **Primary Transaction Costs/Fees.** These are fees declared in the agency's Citizen's/Service Charter to be paid to the department/agency by the transacting



client for availing a government service e.g. *application fees, registration fees, and permit fees.*

**e.2 Other Transaction Costs.** Other costs or fees incurred by the transacting client to obtain supporting information from another agency to secure the necessary primary information. These costs also include the other expenses shouldered by the transacting client until the service has been completed by the government. *i.e. birth certificates to secure passports, barangay clearance to secure a business permit, required photos, printing costs, photocopying costs, transportation expenses of the transacting client, etc.*

**Substantive Compliance Costs.** Other incremental costs are other than administrative costs incurred by the transacting public in the course of complying with a regulation. These costs can include implementation costs, direct labor costs, overhead costs, equipment costs, material costs, and external service costs. *e.g. purchase of early warning devices for vehicle owners, expenses in the installation of accelerograph for building with 10 floors and up, costs in the maintenance of waste disposal system for establishments.*

Departments/agencies shall report the baseline information of each of the abovementioned streamlining criteria based on the agency's Citizen's/Service Charter updated before FY 2020. They shall set their FY 2020 Streamlining Improvement Target for each streamlining criterion for every declared service including the following specific targets:

1. Reduction in the number of signatures to not more than three (3);
2. Simplification of application forms or reduction in the number of documentary requirements; and
3. Reduction in the turnaround time and completion of the transaction within the maximum period of three (3), seven (7), and twenty (20) working days based on the classification of transactions under the EODB law, unless otherwise indicated under special laws.

Departments/agencies shall submit supporting documents, such as flow charts, legal bases, and additional documents to show actual improvements, and as proof of streamlining accomplishments. In the event that the department/agency is unable to achieve the targets they set in this section, they shall



provide justifications, explanations, and supporting documents using the remarks. The acceptance of explanation shall be subject to the review and recommendation of the validating agency.

**5.3 Compliance of agencies under priority sectors concerned with Program NEHEMIA commitments to Rule III, Section 3 of the Implementing Rules and Regulations of Republic Act (RA) No. 11032 and AO No. 23 s. 2020 or Eliminating Overregulation to Promote Efficiency of Government Processes.**

- a. Departments/agencies with commitments to Program NEHEMIA should submit their FY 2020 accomplishments to ARTA, and may also report these to the AO25 IATF in addition to the FY 2020 streamlining and process improvements of other critical services.
- b. Program NEHEMIA or the National Effort for the Harmonization of Efficient Measures of Inter-related Agencies is a sectoral-based streamlining effort that is directed towards speeding up and realizing the 10-point Socio-Economic Agenda of the administration. It targets to reduce the time, cost, requirements, and procedures in sectors of economic and social significance by **52% within 52 weeks**.

The program of reform for each of the sectors shall be spearheaded by the Heads of the Agencies whose respective departments/agencies exercise jurisdiction over most, if not all, of the sector. Below are the identified **priority sectors**<sup>1</sup>:

1. Telecommunication Tower,
2. Socialized Housing,
3. Logistics,
4. Food and Pharmaceuticals, and
5. Power

The ARTA shall monitor compliance of departments/agencies under the identified priority sectors. Report on the status of FY 2020 compliance and accomplishments of the agencies enrolled in this program shall be forwarded to the AO25 IATF.

**5.4 Citizen/Client Satisfaction Survey.** To aid departments/agencies in determining the effectiveness of streamlining and process improvements, and institutionalizing Service Quality Standards (SQS) in critical services in the government, departments/agencies should embed feedback mechanisms and citizen/client satisfaction measurement in their process improvement efforts. Using the FY 2019 and 2020 improvement action plans that the agencies reported during the FY 2018 PBB discussions, for each service, departments/agencies shall report the results of each action plan and the FY 2020 Citizen/Client Satisfaction Survey (CCSS) for each service.

<sup>1</sup> See Annex 9 – List of Departments/Agencies under Program NEHEMIA Priority Sectors.

- a. To further incentivize excellence in providing quality and efficient public service among government offices, departments/agencies shall report **one (1) agency best practice in service quality or productivity** conducted in FY 2020 including its results. The showcase of best practices would not only recognize efforts of agencies in improving their services but would also contribute in assisting other agencies to develop similar initiatives that could be implemented, replicated, and/or enhanced.
- b. Departments/agencies shall prepare and submit a report following information found in *Annex 4: Guide for Conducting Citizen/Client Satisfaction Surveys*.

GOCCs covered by RA No. 10149 will report the results of client/customer satisfaction surveys based on the standard methodology and corresponding questionnaire prescribed by the GCG.

#### 5.5 Support to Operations (STO) Targets

- a. **Initial Certification/Recertification of the agency's Quality Management System (QMS) covering at least one (1) critical frontline service or core process as mandated under its existing pertinent laws.**

For the ISO 9001:2015 QMS certification, it must be issued by any of the certification bodies (CBs) accredited by the International Accreditation Forum (IAF) members. Preferably, the CB is accredited by the Philippine Accreditation Bureau under the Department of Trade and Industry, which is an IAF member and the recognized national accreditation body in the Philippines pursuant to Executive Order No. 802, s. 2009.

The ISO 9001:2015 certification(s)/recertification(s) must be valid as of December 31, 2020, and must be posted in the agency TS webpage not later than **December 31, 2020**.

ISO 9001:2015 QMS-equivalent certifications/attestations granted by similar internationally recognized bodies promoting Total Quality Management (TQM) shall be considered, e.g., Philippine Quality Award, ISO/IEC 17025 or 17020 Accreditation, Accreditation Canada International's Qmentum International Gold Award, and Accrediting Agency of Chartered Colleges and Universities in the Philippines, Inc. (AACCUP)'s Institutional Accreditation.

For frontline agencies, it is expected that the core agency process to be covered by the QMS pertains to an agency process most demanded by the citizens and businesses, and targeted for improvements under Sections 5.2 and 5.3 above.

- b. **Standardized Agency-wide Processes for Frontline Agencies.** Frontline agencies shall endeavor that their frontline processes are standardized, including those implemented at the Regional, Satellite, and Extension Offices. Beginning FY 2020, departments/agencies shall secure agency-wide QMS certifications for these processes, and continue these efforts aimed at achieving this target by the end of FY 2021.

The AO25 IATF shall conduct the validation of the implementation of a standardized agency-wide process/es.

**5.6 GASS Targets.** The common GASS targets shall include the following:

- a. **Improved Budget Utilization Rate (BUR) from the previous year's level of accomplishment, which shall consist of:**

1. **Achievement of at least 90% Obligations BUR.** Obligations BUR is computed as obligation rates for Maintenance and Other Operating Expenses (MOOE) and Capital Outlays (CO) of all programs, activities, and projects funded in FY 2020 from all appropriation sources, including those released under the 2020 General Appropriations Act as the Allotment Order policy, net of savings from procurement and implementation of cost-cutting measures.

Hence:

$$\text{Obligations BUR} = \frac{\text{Obligations for MOOE and CO for 2020 appropriations} - \text{Net of savings in allotment from efficiencies and cost-cutting measures}}{\text{Allotments for MOOE and CO for 2020 appropriations}}$$

2. **Achievement of at least 85% Disbursement BUR.** Disbursement BUR is measured as the ratio of total disbursements (cash and non-cash, excluding PS) to total obligations for MOOE and CO from FY 2019 appropriations, net of goods and services obligated by December 31, 2019, but executed and paid only in 2020. The objective is to measure the disbursements and obligations for MOOE and CO for the 2020 appropriations.

Hence:

$$\text{Disbursement BUR} = \frac{\text{Disbursements for MOOE and CO for 2020 appropriations}}{\text{Obligations for MOOE and CO for 2020 appropriations}}$$

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

1. **Obligations BUR = Total Obligations / DBM Approved Corporate Operating Budget (both net of PS)**

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II. **Disbursement BUR** = Total Actual Disbursement/  
Total Actual obligations (both net of PS)

4. **GOCCs with fund transfers** either for operating or program subsidies or both, shall also achieve and report the same accomplishment rates for Obligations and Disbursements BUR of NGAs as stated in Sections 5.6a1 and 5.6a2

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

I. **Obligations and Disbursements BUR** is the same as those for departments/agencies.

II. 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 Obligations and Disbursements utilization rates will also be reported following the formats in Annexes 5, 5.1, and 5.2: *FY 2020 GAA Accomplishments, BUR Form for SUCs, and All Earmarked Income.*

b. **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 2018 should also not recur. The objective is to improve the agency's internal control processes, enhance operational effectiveness, and eliminate, resolve and remedy most, if not all, of the agency audit findings, by the end of 2021.

c. **Submission of Annual Procurement Plan (APP-non CSE)** approved by the Head of Procuring Entity (HOPE) to the Government Procurement Policy Board (GPPB) in the format prescribed under GPPB Circular No. 07-2015.

**FY 2020 APP-non CSE** should have been submitted to the GPPB-TSO until **March 31, 2020**, but only for purposes of PBB compliance. The same should be posted on the agency TS page no later than one month after the issuance of this Circular.

The APP non-CSE shall be submitted through electronic mail (email) at [app@gppb.gov.ph](mailto:app@gppb.gov.ph) with the subject line: "APP for CY <Year> of <Complete Name of Head Office / Agency><Regions \_ to \_ if applicable>".

**Agency representatives should be able to receive an auto-acknowledgment from the GPPB-TSO as proof of submission.** In case of non-receipt of the auto-acknowledgment within **one (1) hour** after submission, the APP-Non CSE shall be re-submitted to

the same electronic mail address. If no acknowledgment is still received, the representatives shall call the Performance Monitoring Division of the GPPB-TSO at (02) 7900 - 67 - 41 to 44 to confirm whether the submission was received and if so, request for the acknowledgment of receipt of the submitted APP-Non CSE.

- d. **Submission of FY 2021 Annual Procurement Plan-Common-Use Supplies and Equipment (FY 2021 APP-CSE) to the DBM-Procurement Service on or before December 15, 2020, in the prescribed format by DBM-PS. The same should be posted on the agency TS webpage not later than December 15, 2020.**
- e. **Undertaking of Early Procurement for at least 50% of the total value of eligible Procurement Projects<sup>2</sup> included in the proposed budget of the department/agency in the NEP. Departments/Agencies including GOCCs with budgetary support from the national government as provided in the National Expenditure Program (NEP) shall conduct the undertaking of Early Procurement Activities (EPA) for at least 50% of the total value of eligible Procurement Projects as outlined in its Indicative FY 2021 APP-Non CSE consistent with the FY 2021 NEP.**

Procurement Projects which will use the following modalities are **excluded** in determining the total value pursuant to Item 1.4 of GPPB Circular No. 06-2019:

1. Repeat Order
2. Shopping
3. Negotiated Procurement- Emergency Cases
4. Negotiated Procurement- Take-Over of Contracts
5. Negotiated Procurement - Small Value Procurement

The Approved Contract and Notice to Proceed for procurement projects successfully undertaken under EPA shall be posted in the PhilGEPS shall be posted **within thirty (30) days after the approval of the GAA.**

**Agencies NOT receiving any budgetary support from the national government under the GAA are excluded from this PBB requirement.**

Heads of the Procuring Entity (HOPE) of covered departments/agencies shall submit to the GPPB a **Certification under Oath** (see Annex 10 for the format) on the compliance with EPA requirement **within one (1) month after the approval of the GAA** to the email address [earlyprocurement@gppb.gov.ph](mailto:earlyprocurement@gppb.gov.ph).

**Agency representatives should be able to receive an auto-acknowledgment from the GPPB-TSO as proof of submission. In case of non-receipt of the auto-acknowledgment within one (1)**

<sup>2</sup> As defined in Item 1.3 of GPPB Circular No. 06-2019, a Procurement Project shall refer to a specific or identified procurement covering goods, infrastructure project or consulting services which shall be described, detailed, and scheduled in the Project Procurement Management Plan.

hour after submission, the Certification under Oath shall be re-submitted to the same electronic mail address. If no acknowledgment is still received, the representatives shall call the Performance Monitoring Division of the GPPB-TSO at (02) 7900 - 67 - 41 to 44 to confirm whether the submission was received and if so, request for the acknowledgment of receipt of the submitted Certification.

Agencies covered by the EPA requirement but were NOT able to comply may submit their respective justifications to the AO25 IATF within the compliance validation period. Justifications are subjected to review in accordance with Section 5.6 (b) of this Circular.

The Indicative FY 2021 APP-Non CSE consistent with the FY 2021 NEP, which is the basis for the EPA should be **posted** on the agency TS page not later than **September 30, 2020**. Do not submit the indicative APP to the GPPB. Indicative APP submissions will not be accepted and will not be assessed as PBB compliance.

**Submission of results of FY 2019 Agency Procurement Compliance and Performance Indicators (APCPI) System**, per GPPB Resolution No. 39-2017, complete with the following forms: (1) APCPI - Self-Assessment Form; (2) APCPI - Consolidated Procurement Monitoring Report; (3) APCPI - Procurement Capacity Development Action Plan; and the Questionnaire on or before **June 30, 2020<sup>3</sup>**. The APCPI Tool may be downloaded from the GPPB website using this link: <http://www.gppb.gov.ph/apcpi/apcpi.html>.

The APCPI results must be submitted to the GPPB-TSO through email address [apcpi@gppb.gov.ph](mailto:apcpi@gppb.gov.ph) indicating "2019 APCPI Initial Results of <Complete Name of Head Office / Agency> for PBB" in the subject line.

Agency representatives should be able to receive an auto-acknowledgment from the GPPB-TSO as proof of submission. In case of non-receipt of the auto-acknowledgment within one (1) hour after submission, the APCPI Results shall be re-submitted to the same electronic mail address. If no acknowledgment is still received, the representatives shall call the Performance Monitoring Division of the GPPB-TSO at (02) 7900 - 67 - 41 to 44 to confirm whether the submission was received and if so, request for the acknowledgment of receipt of the submitted APCPI results.

**5.7 Other cross-cutting requirements.** The AO25 IATF sets the following cross-cutting requirements:

- a. **Establishment and Conduct of Agency Review and Compliance of SALN.** Under Section 10 of the Code of Conduct and Ethical Standards for Public Officials and Employees (RA No. 6713) and CSC Resolutions Nos. 13000455 and 1500088, each

<sup>3</sup> As per GPPB Resolution No. 04-2020.



department/agency shall establish a SALN Review and Compliance Committee to determine whether said statements have been submitted on time, are complete, and are in proper form.

Agency heads should ensure that officials and employees covered by RA No. 6713 submitted their 2019 SALN to the respective SALN repository agencies, as prescribed in the rules provided under CSC Memorandum Circular No. 3 s. 2015. The Agency Review and Compliance Procedure of SALN used by the department's/agency's SALN Review and Compliance Committee should be cascaded to all employees. The scanned copy of the same shall be uploaded in the agency TS webpage not later than **October 1, 2020**. See also Section 6.11, 6.14 and 10.3 on SALN requirements.

Should the departments/agencies decide to retain the previously posted Guidelines, they should indicate or take note in the website that **no changes** have been made from the previous year's Establishment and Conduct of Agency Review and Compliance of SALN.

b. Comply with the Freedom of Information (FOI) Program pursuant to Executive Order No. 2, s. 2016, based on the enhanced requirements of the Presidential Communications Operations Office (PCOO). Agencies should comply with the following FOI requirements within the set deadline:

1. The Updated People's FOI manual (including the new designated list of FOI Receiving Office/rs and its contact details, if any) duly signed by the Head of the Agency and uploaded in the agency TS page on or before **January 29, 2021**;
2. The FOI Reports (Agency Information Inventory, 2020 FOI Registry, and 2020 FOI Summary Report) uploaded in the agency TS page on or before **January 29, 2021**;
3. A screenshot of the agency website's home page containing a visible and functional FOI logo linked to the electronic FOI portal ([www.foi.gov.ph](http://www.foi.gov.ph)) submitted through email [foi.pco@gmail.com](mailto:foi.pco@gmail.com) on or before **January 29, 2021**; and
4. Modified One-page FOI Manual (including FOI Receiving Office/rs and its contact details and the step-by-step procedure of FOI Request in standard paper-based and electronic format) uploaded in the agency TS page on or before **January 29, 2021**. For reference, please see FOI MC No. 1, s. 2020 at [www.foi.gov.ph/resources](http://www.foi.gov.ph/resources).

Agencies should submit the accomplished FOI Reports strictly in **one (1) Excel format (.xls)** based on templates provided in this link: [www.bit.ly/2018FOIReports](http://www.bit.ly/2018FOIReports). Submissions not compliant to the file format and templates will not be considered. All agencies including those already on board the eFOI portal, are required to send the soft copy submissions to [foi.pco@gmail.com](mailto:foi.pco@gmail.com). Policy

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issuances and memoranda can be accessed in this link:  
[www.foi.gov.ph/resources](http://www.foi.gov.ph/resources).

In case a department/agency is not able to meet any of the above performance targets, the Department Secretary/Head of Agency should submit the justifications/explanations and supporting documents to warrant reconsideration. For validation purposes, justifiable reasons are factors that are considered outside the control of the agency. Acceptance of justifications/explanations shall be subject to the recommendation of validating agencies.

- 5.8 To reinforce fairness in the assessment of the performance of each delivery unit under operations with those under support services, departments/agencies should also declare non-frontline services provided to units/employees performed by the latter delivery units. Doing so will strengthen the accountability of every delivery unit in streamlining and improving their processes and services to citizens/clients, internal units/employees, and to the Composite Team from AO25 IATF agencies. Likewise, it will also provide performance data to support the equitable ranking of each delivery unit. Departments/agencies shall also report applicable baseline information enumerated in Section 5.1 and 5.2.

## 6.0 ELIGIBILITY OF INDIVIDUALS

- 6.7 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 DBM are eligible only if their respective departments/agencies/institutions are eligible. If eligible, their maximum PBB rate for FY 2020 shall be equivalent to 65% of their monthly basic salary as of December 31, 2020. They should not be included in the Form 1.0 – Report on Ranking of Delivery Units.
- 6.8 Non-ex officio Board Members of GOCCs covered by DBM may be eligible to a rate equivalent to 65% of the monthly basic salary of the highest corporate official of the GOCC concerned subject to the following conditions:
- The GOCC has qualified for the grant of the FY 2020 PBB;
  - The Board Member has 90% attendance to duly called board meetings and committee meetings as certified by the Board Secretary;
  - The Board Member has nine (9) months aggregate service in the position; and
  - The GOCC has submitted the appropriate annual Board-approved Corporate Operating Budget (COB) to DBM following the Corporate Budget Circular No. 22 dated December 1, 2016.
- 6.9 Employees belonging to the First, Second, and Third Levels should receive a rating of at least "Satisfactory" based on the agency's CSC-

approved Strategic Performance Management System (SPMS) or the requirement prescribed by the CESB.

- 6.10 Personnel in detail to another government agency for six (6) months or more shall be included in the ranking of employees in the recipient agency that rated his/her performance. The payment of the PBB shall come from the mother agency.
- 6.11 Personnel who transferred from one government agency to another agency shall be rated and ranked 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.
- 6.12 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 PBB on a pro-rata basis corresponding to the actual length of service to the participating implementing agency, as stated in Section 6.8.
- 6.13 An official or employee who has rendered a minimum of nine (9) months of service during the fiscal year and with at least a Satisfactory rating may be eligible for the full grant of the PBB.
- 6.14 An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at least 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 SERVICES	% 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.

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- 6.15 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.
- 6.16 Personnel found guilty of administrative and/or criminal cases by final and executory judgment in FY 2020 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.
- 6.17 Officials and employees who failed to submit the 2019 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 2020 PBB.
- 6.18 Officials and employees who failed to liquidate all cash advances received in FY 2020 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 2020 PBB.
- 6.19 Officials and employees who failed to submit their complete SPMS Forms shall not be entitled to the FY 2020 PBB.
- 6.20 Agency heads should ensure that officials and employees covered by RA No. 6713 submitted their 2019 SALN to the respective SALN repository agencies, liquidated their FY 2020 Cash Advances, or completed the SPMS Forms, as these will be the basis for the release of FY 2020 PBB to individuals.
- 6.21 Officials and employees responsible for the implementation of the prior years' audit recommendations, QMS certification, or posting and dissemination of the department/agency system of ranking performance of delivery units, shall not be entitled to the FY 2020 PBB if the Department/Agency fails to comply with any of these requirements.

## 7.0 RANKING OF DELIVERY UNITS

- 7.7 Departments/agencies and their corresponding offices/delivery units that meet the criteria and conditions in Section 4.0 are eligible for the FY 2020 PBB. Bureaus, offices or delivery units eligible to the PBB shall be forced ranked according to the following categories:

Ranking	Performance Category
Top 10%	Best Delivery Units
Next 25%	Better Delivery Units
Next 65%	Good Delivery Units

The declarations of responsible bureaus/offices/delivery units in the completion of each critical service or other key processes shall be the basis for equitable performance ranking of delivery units. The resulting ranking of bureaus/offices/delivery units shall be indicated in Annex 7: Form 1- Report on Ranking of Delivery Units.

*AS*

7.8 When identifying and determining delivery units, departments/agencies must be guided by the Master List of Departments/Agencies and Prescribed Delivery Units (See *Annex 1*).

- a. A delivery unit is the primary subdivision of the department/agency performing substantive line functions, technical services, or administrative support, as reflected in the Department's/Agency's organizational structure/functional chart.

The identification of a delivery unit will depend on the type of government entity, with due consideration to its mandate, organizational level, and scope of operations, as follows:

TYPE OF GOVERNMENT ENTITY		DELIVERY UNITS	
Department or Department-Level		1.	Offices
		2.	Bureaus
		3.	Services
		4.	Regional Offices, if any
Agency		Intermediate Level	
		5.	Offices
		6.	Bureaus
		7.	Services
		8.	Regional/Field Units, if any
		Bureau Level	
State University or College		9.	Divisions
		10.	Field Units, if any
		11.	Offices
		12.	Services
GOCC		13.	Campuses
		14.	Colleges
		15.	Offices
		16.	Departments

- a. For purposes of this Circular, agencies attached to a department or department-level entity shall be treated as an agency separate from its parent department and shall have a separate ranking of delivery units. Elementary and Secondary Schools under DepEd and Hospitals, Medical Centers and Treatment Facilities under DOH shall also be treated as agencies separate from their parent department as well as other agencies indicated in *Annex 1*.
- b. To facilitate the ranking of delivery units, agencies may group or cluster the delivery units based on similarities of tasks and responsibilities, and rank the units within each group or cluster, provided that the resulting ranking distribution shall be in accordance with Section 7.1.

7.9 Only the personnel belonging to eligible delivery units are qualified for the PBB. Refer also to exclusion of individuals as cited in Section 7. While individual ranking shall be the basis for a merit increase, promotion, further training, and/or disciplinary action, individual ranking shall no longer be included in Form 1.0 (See *Annex 7 - Report on Ranking Delivery Units*).

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- 7.10 To recognize the high performance of government employees to the achievement of agency targets and requirements for the grant of the FY 2020 PBB, departments/agencies shall list the names of employees who belong in the Best Delivery Unit/s using the Form 1.0 (See Annex 7).
- 7.11 The GCG, the LWUA, the DILG, and the DepEd shall issue pertinent guidelines on the ranking of delivery units for GOCCs covered by GCG, LWDs, LGUs, and DepEd Delivery Units respectively.
- 7.12 To heighten transparency among delivery units and employees, departments/agencies shall cascade to their employees the agency guidelines/mechanics in ranking delivery units for the grant of the FY 2020 PBB. Departments/agencies shall prepare the **System of Agency Ranking of Delivery Units for FY 2020 PBB** using the Form for the Guidelines/Mechanics in Ranking Delivery Units (See Annex 8). The duly completed and signed agency guidelines in ranking delivery units shall be posted on the agency TS webpage on or before **October 1, 2020**.

Should the departments/agencies decide to retain the previously posted guidelines, they should indicate or take note in the website that **no changes** have been made from the previous year's System of Agency Ranking of Delivery Units.

## 8.0 RATES OF THE PBB

The rates of the PBB for each individual shall be based on the performance ranking of the individual's bureaus or delivery units with the rate of incentive as a multiple of one's monthly basic salary as of December 31, 2020, based on the table below:

PERFORMANCE CATEGORY	MULTIPLE OF BASIC SALARY
Best Delivery Unit	0.65
Better Delivery Unit	0.575
Good Delivery Unit	0.50

## 9.0 TIMELINES AND SUBMISSION/POSTING OF REPORTS AND REQUIREMENTS

- 9.7 Departments/agencies should submit FY 2020 accomplishments using the Form A-Department/Agency Performance Report, Form A1-Details of Bureau/Office Performance Report, Citizen/Client Satisfaction Survey, Form 1.0 and the PBB Evaluation Matrix. They should submit duly completed and signed forms and reports to the AO25 IATF (two hard copies and e-copies, i.e. PDF and editable MS Word or Excel files, of the above-mentioned reports and other supporting documents) through the AO25 Secretariat which shall endorse copies to the oversight/validating agencies for review/evaluation. All forms and reports should be **signed** by the agency head or the duly designated official.



- 9.8 Submission of agency physical accomplishments and other requirements will be until **February 26, 2021**, for small agencies, and **August 31, 2021**, for big departments. Agencies shall ensure that all explanations and justifications are already attached in their submission.
- 9.9 The COA Audit Team Leaders shall verify/monitor compliance of their respective agencies with the audit recommendations shown in the Status of Implementation of Prior Years' Audit Recommendations in the Annual Audit Report/Management Letter and submit a report thereon, to the concerned Supervising Auditor (SA). The SA will then prepare a summary report for submission to the concerned Cluster Director. Based on the reports submitted by the SAs, the Cluster Director shall submit to the IATF Secretariat, copy furnished the Sector Head and RMBO, PFMS, both of COA, a Summary List of Agencies that complied with the required minimum 30% full implementation of audit recommendations.
- 9.10 Results of the validation showing the agencies' compliance status with the PBB requirements shall be posted on the RBPMS website.
- 9.11 The IATF shall conduct spot-checks to validate claims and certifications made by departments/agencies on its submitted/posted reports and/or requirements.
- 9.12 The Department of Education shall have the same implementation timeline of GGCs, Physical Targets, STO, and GASS targets as indicated in Section 9.6.
- 9.13 The AO25 IATF sets the following implementation timeline for the FY 2020 PBB:

Deadline	Requirements	To submit/refer
<b>Physical Targets</b>		
February 26, 2021	a. Streamlining and Process Improvement of Agency Services and digitization initiatives ( <i>small agencies</i> )	- Annexes 3A and 3B (Forms A/A1)
	b. Citizen/Client Satisfaction and agency best practice	- Annex 4
	c. SUCs Physical Targets	- Annex 5, 5.1, and 5.2
	d. Report on Ranking Delivery Units	- Form 1.0 and PBB Evaluation Matrix
Based on the timeline set by GCG, LWUA, and DILG	FY 2020 performance reports of the following:	
	a. GOOCs covered by RA 10149	Forms required by GCG, LWUA, and DILG
	b. LWDs	
	c. LGUs	
August 31, 2021	a. Streamlining and	- Annexes 3A and 3B



Deadline	Requirements	To submit/refer (Forms A/A1)
	Process Improvement of Agency Services and digitization initiatives (departments and agencies)	
	b. Citizen/Client Satisfaction and agency best practice	- Annex 4
	c. Report on Ranking Delivery Units	- Form 1.0 and PBB Evaluation Matrix
<b>Good Governance Conditions (GGCs)</b>		
October 01, 2020	Transparency Seal	- Annex 2 - Posting/updating of requirements in the TS page
December 04, 2020	Citizen's or Service Charter	- Certificate of Compliance pursuant to Section 4.1(c)
January 29, 2021	PhilGEPS Posting	- Annex 6 - Update the PhilGEPS posting of all invitations to bids and awarded contracts
<b>Support to Operations (STO)</b>		
December 31, 2020	QMS Certification	- Posting of the valid complete set, i.e., including the registration schedule and sub-certificates which could indicate the scope of registration, sites covered and validity period, of QMS Certification in the TS page
<b>General Administration and Support Services (GASS)</b>		
March 31, 2020	FY 2020 APP-non CSE	- Submit to GPPB-TSO - Posting in the TS
June 30, 2020	Results of FY 2019 APCPI System	- Accomplish forms from the APCPI tool - Submit results to GPPB-TSO
September 30, 2020	Indicative FY 2021 APP-non CSE	- Posting in the TS
December 15, 2020	FY 2020 APP-CSE	- Submit to DBM-PS - Posting in the TS
December 31, 2020	Sustained Compliance w/ Audit Findings	

Deadline	Requirements	To submit/refer
Within thirty (30) days after the approval of the GAA	Early Procurement Activities	<ul style="list-style-type: none"> <li>- Annex 10 – Certificate of EPA Compliance</li> <li>- Posting of all Contracts and Notice to Proceed of successful EPAs</li> </ul>
<b>Other-cross Cutting Requirements</b>		
October 1, 2020	<ul style="list-style-type: none"> <li>a Agency's Establishment and Conduct of Agency Review and Compliance of SALN</li> <li>b Agency's System of Rating and Ranking of Delivery Units</li> </ul>	<ul style="list-style-type: none"> <li>- To be posted in the TS webpage</li> </ul>
January 29, 2021	<ul style="list-style-type: none"> <li>a Updated People's FOI manual</li> <li>b FOI reports Agency Information Inventory, 2020 FOI Registry, and 2020 FOI Summary Report</li> <li>c Modified One-page FOI Manual</li> <li>d Screenshot of agency's home page</li> </ul>	<ul style="list-style-type: none"> <li>- Submission to PCOO</li> <li>- Posting in the TS</li> </ul>

## 10.0 EFFECTS OF NON-COMPLIANCE

- 10.7 For FY 2020, agencies that are unable to comply with all the GGCs shall be considered ineligible for the FY 2020 PBB.
- 10.8 Departments/agencies that are unable to comply with a maximum of two (2) Performance Targets due to controllable factors as determined by the validating agencies shall be considered ineligible for the FY 2020 PBB.
- 10.9 In the event the AO25 IATF conducted a random check of submitted SALN of employees and found non-compliance with the guidelines prescribed by the CSC and the posted Review and Compliance Procedure of the concerned department/agency, such incident could be a cause to disqualify the department/agency in the succeeding cycle of the PBB.
- 10.10 **Prohibited Acts.** A department/agency/GOCC/LWD/LGU, which, after due process by the oversight agency has been determined to have committed the following prohibited acts, shall be disqualified from the PBB in the succeeding year of its implementation. Moreover, the CSC or Ombudsman shall file the appropriate administrative case:



- a. 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; and
- b. Evenly distributing PBB among employees in an agency, in violation of the policy of paying the PBB based on the ranking of delivery units.

## **11.0 FEEDBACK AND CHANGE MANAGEMENT**

11.7 Department Secretaries/Heads of Agencies with the support of their Performance Management Groups should enhance the implementation of their internal communications strategy on Performance-Based Incentive System, and fulfill the following:

- a. Engage their respective employees in understanding the PBIS, the performance targets of their respective departments/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 departments/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 departments/agencies. The Help Desk may be a facility that is embedded in the respective websites of departments/agencies.
- d. Set up a Complaints Mechanism to respond to the PBIS-related issues and concerns raised by officials and employees of their respective departments/agencies. Such may be incorporated in the functions of their Grievance Committee.

11.8 Department Secretaries/Heads of Agencies 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 Performance Management Group/Team and to recommend strategies to instill a culture of performance within the department/agency.

## **12.0 INFORMATION AND COMMUNICATION**

12.7 Department Secretaries/Heads of Agencies shall confirm with the IATF the name, position and contact details (e-mail, landline, facsimile, cellular phone) of the senior officials designated as the PBB focal person and the spokesperson, respectively.



12.8 Departments/agencies should strengthen their communications strategy and ensure transparency and accountability in the implementation of the PBB.

12.9 The IATF shall maintain the following communication channels:

1. AO25 Secretariat at [ao25secretariat@dap.edu.ph](mailto:ao25secretariat@dap.edu.ph)
2. RBPMS website [www.dap.edu.ph/rbpms](http://www.dap.edu.ph/rbpms)
3. Telephone: (02) 8400-1469, (02) 8400-1490, (02) 8400-1582
4. Facebook: [www.facebook.com/PBBsecretariat](http://www.facebook.com/PBBsecretariat)

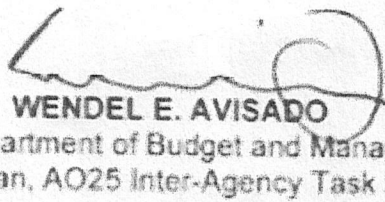
### 13.0 APPLICABILITY TO THE CONSTITUTIONAL BODIES, LEGISLATIVE AND JUDICIAL BRANCHES

The Congress, the Judiciary, and Constitutional Commissions are encouraged to follow these guidelines to be eligible for the FY 2020 PBB.

### 14.0 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, AO25 Inter-Agency Task Force





**MEMORANDUM CIRCULAR NO. 08**  
**Series of 2019**

**SUBJECT: ADJUSTMENTS IN THE GUIDELINES ON THE RANKING OF DAR DELIVERY UNITS IN THE AVAILMENT OF THE 2019 PERFORMANCE-BASED BONUS (PBB): AN AMENDMENT TO MC NO. 6 SERIES OF 2018**

**I. BACKGROUND**

The DAR issued Memorandum Circular No. 6, series of 2018 on October 18, 2018 stipulating the "GUIDELINES IN THE RANKING OF BUREAUS/ OFFICES/ DELIVERY UNITS IN THE AVAILMENT OF THE 2018 PERFORMANCE-BASED BONUS (PBB)".

For 2019, the AO 25 Inter-Agency Task Force issued Memorandum Circular No. 2019-1 on September 3, 2019, titled, "GUIDELINES ON THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FISCAL YEAR (FY) 2019 UNDER EXECUTIVE ORDER NO. 80, S., 2012 AND EXECUTIVE ORDER NO. 201, S., 2016".

Initially, the DAR decided to adopt the same set of guidelines contained in Memorandum Circular No. 6, series of 2018. Consequently, Memorandum No. 454 was issued on 27 September 2019, entitled, "REITERATION OF THE 2018 GUIDELINES ON RANKING THE BUREAUS/ OFFICES/ DELIVERY UNITS IN THE AVAILMENT OF THE 2019 PERFORMANCE-BASED BONUS".

However, after clarification with the Department of Budget and Management (DBM), it was resolved that the DARPOs are to be considered as part of the Regional Offices and shall not be considered as separate delivery units. With this premise, the DAR's delivery units are being reduced to:

1. Office of the Secretary which is composed of OSEC Proper, Offices of the seven (7) Undersecretaries, five (5) Assistant Secretaries and Internal Audit Division
2. DAR Adjudication Board composed of three (3) Board Members and its Secretariat
3. Presidential Agrarian Reform Council (PARC) Secretariat
4. Ten (10) Services
  - a) Administrative Service (AdServ)
  - b) Agrarian Reform Capacity Development Service (ARCDs)
  - c) Financial Management Service (FMS)
  - d) Planning Service (PS)
  - e) Policy and Research Service (PRS)
  - f) Management Information Systems Service (MISS)
  - g) Project Management Service (PMS)
  - h) Legal Service (LS)
  - i) Public Assistance and Media Relations Service (PAMRS)

## j) External Affairs and Relation Service (EARS)

## 5. Three (3) Bureaus

- a) Bureau of Agrarian Reform Beneficiaries Development (BARBD)
- b) Bureau of Agrarian Legal Assistance (BALA)
- c) Bureau of Land Tenure Improvement (BLTI)

## 6. Fifteen (15) Regional Offices

- CAR to Region XIII which are composed of DARRO and all its provincial offices

Hence, DAR has a total 31 delivery units which will rated and ranked for the 2019 PBB.

It is in this context that adjustments are being introduced in this amendment guidelines.

## II. GUIDELINES IN RATING THE DELIVERY UNITS

Although the DARPOs are subsumed under the Regional Offices, they shall be rated independently with that of the DARRO. The independent ratings of these DARPOs shall be input to the over-all rating of the Regional Offices.

The DARCO units should also be rated separately.

The distribution of percentage across major PBB parameters and across major offices are presented below. The detailed percentage distribution per specific requirement per parameter is presented in **Annex A**:

PBB PARAMETERS		DARPO	DARRO	DARCO
I.	PERFORMANCE TARGETS: STREAMLINING AND PROCESS IMPROVEMENTS AND CLIENT SATISFACTION	25.0%	25.0%	25.0%
II.	GOOD GOVERNANCE CONDITIONS	14.5%	14.5%	14.5%
III.	GASS	25.0%	25.0%	25.0%
IV.	SUPPORT TO OPERATIONS	2.5%	2.5%	2.5%
V.	OTHER CROSS-CUTTING REQUIREMENTS	8.0%	8.0%	8.0%
VI.	SPMS/CESPES/APEC	2.0%	2.0%	2.0%
VII.	2019 GAA PERFORMANCE INDICATORS ON LTSP, AJDP & ARBDSP	25.0%	25.0%	25.0%
<b>TOTAL</b>		<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**The specific requirements in the above-mentioned parameters including the timelines and format for reporting stipulated the Memorandum Circular No. 2019-1 issued on September 3, 2019, titled, "GUIDELINES ON THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FISCAL YEAR (FY) 2019 UNDER EXECUTIVE ORDER NO. 80, S., 2012 AND EXECUTIVE ORDER NO. 201, S., 2016" shall be strictly followed.**

For the rating of all delivery units, the rating sheet in **Annex A1** shall be used. The rater should take note of the following important points:

1. The matrix in **Annex A1** contains provisions of items which if not complied, will render the DARPO/DARRO/DARCO UNIT excluded in the ranking of offices. This also means non-eligibility of that specific office to the 2019 PBB.
2. There are items wherein the rating of the office shall be zero rating for non-compliance and full rating, if complied. There is no partial rating. The zero rating shall be considered in the over-all computation of the rating of offices.
3. There are items in **Annex A1** which is not applicable to a certain office. For example:
  - a. PhilGEPs posting of bid invitation above PhP 1 Million (3%) and posting of opportunities above PhP 1 Million (3%), the corresponding percentages shall be added to posting of opportunities below PhP 1M; and
  - b. Sustained compliance to audit findings (2%), corresponding percentage shall be added to COA financial reports.
4. For the rating on the performance targets particularly on STREAMLINING AND PROCESS IMPROVEMENTS AND CLIENT SATISFACTION, the list of critical services in **Annex A2** shall be the basis in determining the number of services per DARPO, DARRO and DARCO unit. The list contains the frontline critical services which have been submitted to the Anti-Red Tape Agency (ARTA). It is a must that all these critical services must be improved. The office rating of the shall depend on the number of critical services satisfactorily streamlined or improved. The computation is shown below:
  - a. The DARPO has a total of eight (8) critical services to be improved with a rating of 3.13% per service. Hence, the rating shall be:  
DARPO rating = no. of services satisfactorily streamlined with client satisfaction x 3.13.
  - b. The DARRO has a total of nine (9) critical services to be improved with a rating of 2.78% per service. Hence, the rating shall be:

DARRO rating = no. of services satisfactorily streamlined with client satisfaction x 2.78 .

- c. The DARAB has a total of three (3) critical services to be improved with a rating of 8.33% per service. Hence, the rating shall be:  
DARAB rating = no. of services satisfactorily streamlined with client satisfaction x 8.33

- d. The BALA has a total of two (2) critical services to be improved with a rating of 12.5% per service. Hence, rating shall be:  
BALA rating = no. of services satisfactorily streamlined with client satisfaction x 12.5

- e. The Records Division has a total of three (3) critical services to be improved with a rating of 8.33% per service. Hence, the rating of the shall be:  
Records Division rating = no. of services satisfactorily streamlined with client satisfaction x 8.33.

This rating shall form part of the over-all rating of the entire Administrative Service.

- f. The PAMRS and BLTI has each one (1) critical service to be improved which is equal to 25 %, if satisfactorily streamlined or improved. Non-compliance would mean a zero rating on performance targets.
- g. DARCO units that are not included in the list in **Annex A2** should come up with at least one streamlined critical service of their office including client satisfaction survey which is equal to 25 %. Non-compliance would mean a zero rating on performance targets.

5. For the computation of the GAA Performance Indicators:

- a. The rating for the GAA Performance Indicators will be computed by Planning Service based on the official accomplishment report submitted to DBM. The rating depends on the rate of accomplishment of each office.
- b. **The rating shall be computed based on the formula stipulated in MC No. 6- 2018.**
- c. For the DARPO rating, reference shall be in Section 4.3 for LTSP, Section 4.4 for AJDP and Section 4.5 for ARBDSP. The 25% shall be equally distributed to the three major programs, to wit:



- LTSP - 8.33%
- AJDP -8.33%
- ARBDSP -8.33%

- d. For the DARRO, the (1) Average Rating of all DARPOs within the Region (12.5%) and (2) the 2019 Accomplishment vs. Regional Management Plan (RMP) including DARRO AJDP accomplishments as submitted to Planning Service (12.5%) shall be the basis for the rating.

DARROs who failed to submit their (RMP) shall have zero rating.

- e. For the DARCO units, the (1) National Average Rating of the sector where the office/bureau/service belongs (12.5%), and (2) the Accomplishment vs. the 2019 Work and Financial Plan signed by the Secretary (12.5%) shall be the basis for the rating.  
DARCOs units who failed to submit their 2019 Work and Financial Plan which is signed by the Secretary shall have zero rating.

6. The over-all rating of the Regional Offices shall be computed by getting the average of all DARPOs under supervision (**whether eligible or not**) and the DARRO Proper, to wit:

$$\text{Regional Rating} = \frac{(\text{DARRO Proper} + \text{DARPO 1} + \text{DARPO2} + \text{DARPO3} + \text{DARPO}n\ldots)}{\text{Total no. of offices}}$$

The same principle holds true for the Office of the Secretary and DARAB, which are considered composite/clustered offices in DARCO. Hence, the Office Rating rating shall be computed as follows:

**Rating of the Office of the Secretary= Ratings of (OSEC Proper+ IAD+ USEC FOO+ USEC SSO + USEC LAO + USEC FMAO+ USEC PPRO + USEC SPECIAL CONCERS + USEC FASPO + ASEC FOO + ASEC SSO+ ASEC LAO+ ASEC FMAO + ASEC FASPO)/ 14 offices**

**Rating of the DARAB = Ratings of ( Board Member 1 + Board Member 2 + Board Member 3 + DARAB SECRETARIAT) /4 offices**

**The rating of the respective Bureaus and Services shall be treated independently.**

### III. GUIDELINES IN RANKING THE DELIVERY UNITS

1. **Preliminary Ranking:** With the rating of the Regional Offices, Office of the Secretary, DARAB, and the independent rating of Bureaus and Services in DARCO, all the 31 delivery units will be ranked from highest to the lowest.
2. **Final Ranking:** If one of the offices of the region (either DARPO or DARRO) will be excluded/non-eligible for non-compliance of must requirements, the ENTIRE

REGION will automatically be ranked to one step lower. For example, if the REGION is ranked BEST but one of its DARPOs or the DARRO is being excluded due to non-compliance, the REGION will automatically be ranked as BETTER. If ranked BETTER, the REGION will be downgraded to GOOD.

This provision also applies for the Office of the Secretary and the DARAB which are composite/clustered offices in DARCO.

3. Based on MC 2019-1 the forced ranking of all eligible delivery units shall be done:

- 10% best offices
- 25% better offices
- 65% good offices

If all the 31 delivery units of DAR will be eligible, there shall be 3 best offices, 8 better offices and 20 good offices.

4. All the officials and staff of the excluded/ non-eligible DARPOs, DARROs or DARCO units will not receive any PBB bonus.
5. The initial forced ranking of DARPOs, DARROs and DARCO units done by Planning Service (PS) and Agrarian Reform Capacity Development Service (ARCDs shall be deliberated by the Program management Group who will come up with final ranking of delivery units. The same shall be submitted to the DAR Secretary for approval. The approved ranking of offices shall be submitted to the AO 25 Task Force based on their prescribed format and shall also be disseminated to all provincial, regional and central offices.

#### **IV. ELIGIBILITY OF INDIVIDUALS**

The provisions in DAR Memorandum Circular No. 6, series of 2018 on October 18, 2018 stipulating the "GUIDELINES IN THE RANKING OF BUREAUS/ OFFICES/ DELIVERY UNITS IN THE AVAILMENT OF THE 2018 PERFORMANCE-BASED BONUS (PBB) shall be followed in determining the eligibility of individual staff and officials. These provisions are consistent with **Memorandum Circular No. 2019-1 issued on September 3, 2019 by the AO 25 Inter-Agency Task Force.**

#### **V. DATES TO REMEMBER**

All offices should be cognizant of the deadlines set by the AO 25 Inter-agency Task Force since non-submission on the set deadlines will render the entire DAR not eligible to PBB. **Annex B** contains important dates to remember for the compliance deadlines and the specific offices in DARCO which are accountable for compliance monitoring. All efforts shall be exerted by all the delivery units to ensure DAR's eligibility for 2019 PBB.

**VI. EFFECTIVITY**

Other provisions in Memorandum Circular No. 6 series of 2018 which are not amended/revised shall still be in effect and shall be used in tandem with this guideline.

This Memorandum Circular shall take effect immediately and supersedes all other circulars/ issuances inconsistent herewith.

NOV 19 2019

Diliman, Quezon City

  
**ATTY. JOHN R. CASTRICIONES**  
Secretary

Department of Agrarian Reform  
Office of the Secretary



**ANNEX A: 2019 PERFORMANCE-BASED BONUS  
SPECIFIC REQUIREMENTS AND PERCENTAGE DISTRIBUTION OF EACH PBB PARAMETER**

PARAMETER AND SPECIFIC REQUIREMENTS	DARPO		DARRO		DARCO		OFFICE-IN-CHARGE FOR COMPLIANCE MONITORING	REMARKS
<b>I. PERFORMANCE TARGETS</b>								
<b>STREAMLINING AND PROCESS IMPROVEMENTS AND CLIENT SATISFACTION</b>	<b>25.0%</b>	Shall include all DARPO-identified processes in the Citizens Charter	<b>25.0%</b>	Shall include all DARRO-identified processes in the Citizens Charter	<b>25.0%</b>	DARCO units whose processes are not included in the Citizens Charter shall formulate at least one internal process improvement	Dir. Susan Serrano, ARCDs Dir. Alexander Alimuddin Ali Internal Audit Division	
<b>II. GOOD GOVERNANCE CONDITIONS</b>	<b>14.5%</b>		<b>14.5%</b>		<b>14.5%</b>			
<b>1. Transparency Seal</b>  Refer to ANNEX 2 OF MC 2019-1	<b>1.0%</b>	DARPOs and DARROs shall submit updated directory of officials and office contact details	<b>1.0%</b>		<b>1.0%</b>	DARPOs and DARROs shall submit updated directory of officials and office contact details	Dir. Lester Chavez, PAMRS	Department-wide
<b>2. PHILGEPS POSTING</b>							Raul Leonin, Chief Procurement Division Dir. Primo Lara, AS	
Posting of Bid Invitation above 1M	3.0%		3.0%		3.0%			
Posting and Updating of Opportunities above 1 M	3.0%		3.0%		3.0%			
Posting and Updating of Opportunities below 1 M	1.5%		1.5%		1.5%			
<b>3. Citizen's Charter</b>							Dir. Alexander Alimuddin Ali Internal Audit Division	
Citizen's Charter Posting	1.0%		1.0%		1.0%			
Citizen/Client Satisfaction Report	2.5%		2.5%		2.5%			
Citizen/Client Action Plan	2.5%		2.5%		2.5%			
<b>GASS</b>	<b>25.0%</b>		<b>25.0%</b>		<b>25.0%</b>			



PARAMETER AND SPECIFIC REQUIREMENTS	DARPO		DARRO		DARCO		OFFICE-IN-CHARGE FOR COMPLIANCE MONITORING	REMARKS
1. Budget Utilization Report (BUR) Obligations Disbursements	4.0%		4.0%		4.0%		Dir. Aurit Ang, FMS	Official report shall be based on the official report submitted to DBM
	4.0%		4.0%		4.0%			
2. COA Financial Reports	2.0%		2.0%		2.0%		Dir. Aurit Ang, FMS	
3. Sustained Compliance with Audit Findings	2.0%		2.0%		2.0%		Dir. Aurit Ang, FMS	
4. BFAR1 (Quarterly)	2.0%		2.0%		2.0%		Dir. Aurit Ang, FMS Dir. Letecia Canales, PS	
5. FAR4 (Monthly)	2.0%		2.0%		2.0%		Dir. Aurit Ang, FMS	
6. APP-CSE							Raul Leonin, Chief Procurement Division Dir. Primo Lara, AS	
2019 APP non CSE Indicative 2020 APP non CSE 2020 APP CSE	2.0% 2.0% 2.0%		2.0% 2.0% 2.0%		2.0% 2.0% 2.0%			
7. Early Procurement of AT LEAST 50% of the value of 2020 APP non CSE	3.0%		3.0%		2.0%		Raul Leonin, Chief Procurement Division Dir. Primo Lara, AS	
8. Agency Procurement Compliance Performance Indicator (APCPI)					1.0%		Raul Leonin, Chief Procurement Division Dir. Primo Lara, AS	Department-wide
STO REQUIREMENTS	2.5%		2.5%		2.5%			
1. QMS Certification	2.5%		2.5%		2.5%		Dir. Susan Serrano, ARCDs	
OTHER CROSS-CUTTING REQUIREMENTS	8.0%		8.0%		8.0%			
1. Establishment of Agency Review Compliance Procedure (SALN) Committee Procedure Summary Report	0.5% 0.5% 1.0%		0.5% 0.5% 1.0%		0.5% 0.5% 1.0%		Nelia Soriano, Chief Personnel Division Dir. Primo Lara, AS	

PARAMETER AND SPECIFIC REQUIREMENTS	DARPO		DARRO		DARCO		OFFICE-IN-CHARGE FOR COMPLIANCE MONITORING	REMARKS
<b>2. Freedom of Information (FOI) Requirements</b>							Dir. Lester Chavez, PAMRS	
FOI Manual*					1.0%			
FOI Registry	1.5%		1.5%		1.0%			
FOI Summary Report	1.5%		1.5%		1.0%			
FOI Inventory	1.0%		1.0%		1.0%			
3. SPMS/CESPE/APEC	2.0%		2.0%		2.0%		Dir. Susan Serrano, ARCDs	
<b>2018 GAA PERFORMANCE INDICATORS AND NON-PBB INDICATORS</b>	<b>25.0%</b>	<b>25.0%</b>	<b>25.0%</b>	<b>25.0%</b>	<b>25.0%</b>	<b>25.0%</b>	<b>Dir. Letecia Canales, PS</b>	
LAND TENURE SECURITY PROGRAM (LTSP)	8.3%	Based on the accomplishment report submitted to Planning Service and confirmed by the Sector Heads	12.5%	Average Rating of all DARPOs within the Region	12.5%	National Average Rating of the sector where the office/bureau/service belongs FOO offices-LTSP Rating; LAO offices/DARAB- AIDP Rating; SSO/FASPO offices- ARBDSP; FMAO, PPRO, Special Concerns Offices and OSEC- Rating of Good Governance Conditions		Accomplishment Reports to be considered shall be January to December 2019; based on the official report prepared by Planning Service
AGRARIAN JUSTICE DELIVERY PROGRAM (AJDP)	8.3%							
AGRARIAN REFORM BENEFICIARIES DEVELOPMENT AND SUSTAINABILITY PROGRAM (ARBDS)	8.3%							
			12.5%	2019 Accomplishment of the Regional Management Plan	12.5%	2019 Work and Financial Plan signed by the Secretary and Accomplishment Report		
				Accomplishment including DARRO AIDP accomplishments as submitted to Planning Service				
<b>TOTAL</b>	<b>100.00%</b>		<b>100.00%</b>		<b>100.00%</b>			

**ANNEX A1: 2019 PERFORMANCE-BASED BONUS  
DELIVERY UNIT RATING SHEET**

CRITERIA (PLEASE ANNEX A FOR THE SPECIFIC REQUIREMENTS)		DARPO RATING						DARPO RATING		DARCO UNITS RATING	NOTATIONS ON THE RATING SYSTEM	NOTATIONS ON THE EXCLUSION/NON-ELIGIBILITY OF A DELIVERY UNIT
	%	DARPO 1	DARPO 2	DARPO 3	DARPO 4	%			%			
<b>I. PERFORMANCE TARGETS</b>												
STREAMLINING AND PROCESS IMPROVEMENTS AND CLIENT SATISFACTION (CS)	25.0%					25.0%			25%		Rating shall cover streamlined process and client satisfaction; no rating if only one is complied	
NO. OF CRITICAL SERVICES	8					9			DARCO UNITS THAT ARE NOT INCLUDED IN THIS LIST SHOULD COME UP WITH AT LEAST ONE STREAMLINED CRITICAL SERVICE WITH CLIENT SATISFACTION SURVEY. NON-COMPLIANCE WOULD MEAN A ZERO RATING ON PERFORMANCE TARGETS			
% WEIGHT PER CRITICAL SERVICE	3.13					2.78			PLS SEE ANNEX A2 FOR THE LIST			
<b>II. GOOD GOVERNANCE CONDITIONS</b>	<b>14.5%</b>						<b>14.5%</b>		<b>14.5%</b>			
1. Transparency Seal	1.0%					1.0%			1.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
<b>2. PHILGEPS POSTING</b>												
Posting of Bid Invitation above 1M	3.0%					3.0%			3.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
Posting and Updating of Opportunities above 1 M	3.0%					3.0%			3.0%		either full or zero rating; no partial rating	
Posting and Updating of Opportunities below 1 M	1.5%					1.5%			1.5%		either full or zero rating; no partial rating	
<b>3. Citizen's Charter</b>												
Citizen's Charter Posting	1.0%					1.0%			1.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
Citizen/Client Satisfaction Report	2.5%					2.5%			2.5%		either full or zero rating; no partial rating	
Citizen/Client Action Plan	2.5%					2.5%			2.5%		either full or zero rating; no partial rating	
<b>GASS</b>	<b>25.0%</b>						<b>25.0%</b>		<b>25.0%</b>			

CRITERIA (PLEASE ANNEX A FOR THE SPECIFIC REQUIREMENTS)		DARPO RATING						DARRO RATING		DARCO UNITS RATING	NOTATIONS ON THE RATING SYSTEM	NOTATIONS ON THE EXCLUSION/NON-ELIGIBILITY OF A DELIVERY UNIT
	%	DARPO 1	DARPO 2	DARPO 3	DARPO 4	%			%			
1. Budget Utilization Report (BUR) Obligation Rate Disbursement Rate	4.0% 4.0%					4.0% 4.0%			4.0% 4.0%		OR/DR less than 60%=0; 61-70%=1; 71 to 80%=2; 81 to 90%=3; 91-100%=4	
2. COA Financial Reports	2.0%					2.0%			2.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
3. Sustained Compliance with Audit Findings	2.0%					2.0%			2.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
4. BFAR1 (Quarterly)	2.0%					2.0%			2.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
5. FAR4 (Monthly)	2.0%					2.0%			2.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
6. APP-CSE 2019 APP non CSE	2.0%					2.0%			2.0%		either full or zero rating; no partial rating	Non-compliance= exclusion/ non-eligible
Indicative 2020 APP non CSE	2.0%					2.0%			2.0%		either full or zero rating; no partial rating	
2020 APP CSE	2.0%					2.0%			2.0%		no partial rating	
7. Early Procurement of AT LEAST 50% of the 2020 APP non CSE	3.0%					3.0%			2.0%		50% and higher=3; 40-49%=2; 30 to 39%=1; less than 30%=0	
8. Agency Procurement Compliance Performance Indicator (APCPI)									1.0%		Department-wide	
STO REQUIREMENTS	2.5%					2.5%			2.5%			
1. QMS Certification	2.5%					2.5%			2.5%		either full or zero rating; no partial rating	

CRITERIA (PLEASE ANNEX A FOR THE SPECIFIC REQUIREMENTS)	DARPO RATING					DARPO RATING	%	DARCO UNITS RATING	NOTATIONS ON THE RATING SYSTEM	NOTATIONS ON THE EXCLUSION/NON-ELIGIBILITY OF A DELIVERY UNIT
	%	DARPO 1	DARPO 2	DARPO 3	DARPO 4					
<b>OTHER CROSS-CUTTING REQUIREMENTS</b>	<b>8.0%</b>						<b>8.0%</b>			
<b>1. Establishment of Agency Review Compliance Procedure (SALN) Committee</b>	0.5%						0.5%		either full or zero rating; no partial rating;	Non-compliance= exclusion/ non-eligible
<b>Procedure</b>	0.5%						0.5%		either full or zero rating; no partial rating;	
<b>Summary Report</b>	1.0%						1.0%		either full or zero rating; no partial rating	
<b>2. Freedom of Information (FOI) Requirements</b>										
FOI Manual*							1.0%		either full or zero rating; no partial rating	
FOI Registry	1.5%						1.5%		either full or zero rating; no partial rating	
FOI Summary Report	1.5%						1.5%		either full or zero rating; no partial rating	
FOI Inventory	1.0%						1.0%		either full or zero rating; no partial rating	
<b>3. SPMs/CESPEs/APEC (Complete SPMs Documents: IDP, Coaching Journal, Summary) )</b>	2.0%						2.0%		either full or zero rating; no partial rating	
<b>2019 GAA PERFORMANCE INDICATORS AND NON-PBB INDICATORS</b>	<b>25.0%</b>						<b>25.0%</b>	<b>25.0%</b>		
LAND TENURE SECURITY PROGRAM (LTSP)	8.3%								(Rating will be computed by Planning Service)  Rating depends on the rate of accomplishment of each office; pls see MC No. 6- 2018 on the system of computation	
AGRARIAN JUSTICE DELIVERY PROGRAM (AJDP)	8.3%									
AGRARIAN REFORM BENEFICIARIES DEVELOPMENT AND SUSTAINABILITY PROGRAM (ARBDSF)	8.3%									
Average Rating of all DARPOs within the Region	NA						12.5%			
2019 Accomplishment of the Regional Management Plan Accomplishment including DARPO ADP accomplishments as submitted to Planning Service	NA						12.5%			



CRITERIA (PLEASE ANNEX A FOR THE SPECIFIC REQUIREMENTS)		DARPO RATING					%	DARRO RATING	%	DARCO UNITS RATING	NOTATIONS ON THE RATING SYSTEM	NOTATIONS ON THE EXCLUSION/NON-ELIGIBILITY OF A DELIVERY UNIT
		DARPO 1	DARPO 2	DARPO 3	DARPO 4							
National Average Rating of the sector where the office/bureau/service belongs	NA							12.5%				
2019 Work and Financial Plan signed by the Secretary and Accomplishment Report	NA							12.5%				
TOTAL	100.00%						100.00%		100.00%			

Rated by and certified correct:

Submitted by:

Assistant Regional Director for Support to Operations OR Bureau/Service Division Chief / Chief of Staff Regional Director OR Bureau/Service Director/ Office Head

Date : Date : Date

NOTES:

COMPUTATION FOR THE REGIONAL RATING										
FORMULA		OFFICE RATING IN %						TOTAL		
TOTAL RATING =		DARPO 1	DARPO 2	DARPO 3	DARPO 4	DARRO				
SUM OF DARRO RATING + RATING OF ALL DARPOS WHETHER ELIGIBLE OR NOT							0			
AVERAGE RATING = SUM OF REGIONAL RATING DIVIDED BY TOTAL NO. OF OFFICES		DO NOT FILL-OUT						0		
note: the average rating will be used in the ranking of offices										

**ANNEX A2 - NO. OF STREAMLINED CRITICAL SERVICES PER DELIVERY UNIT**  
**DAR'S LIST OF FRONTLINE SERVICES AS REPORTED IN THE 2018 ARTA \***

FRONTLINE SERVICES	WHERE TO APPLY/OFFICE RESPONSIBLE	DARPO	DARRO	DARCO UNIT
<b>FIELD OFFICE</b>				
1. Transfer of Awarded Lands from ARBs Pursuant to PD27, EO 228 and RA 6657 (DAR AO 8, s. 1995, Joint DAR- LRA MC 09-06)	DAR Municipal/Provincial/Regional Office	1	1	
2. Issuance of DAR Clearance (A.O. 1 s. 1989)	DAR Municipal/Provincial	1		
3. Issuance of Certified Copies of Transcript of Stenographic Notes (TSN)	Office of the Regional Agrarian Reform Adjudicator/Provincial Agrarian Reform Adjudicator	1	1	
4. Issuance of Certificate of Finality/Entry of Judgment	Office of the Regional Agrarian Reform Adjudicator/Provincial Agrarian Reform Adjudicator	1	1	
5. Issuance of Certificate of No Pending Case	Office of the Regional Agrarian Reform Adjudicator/Provincial Agrarian Reform Adjudicator	1	1	
6. Issuance of Certified Copies of Documents (Case Records, Decisions, Resolutions, Orders)	Office of the Regional Agrarian Reform Adjudicator/Provincial Agrarian Reform Adjudicator	1	1	
7. Land Use Conversion (5 hectares and below)	DAR Regional Office - Legal Division		1	
8. Issuance of Certification on Motion for Reconsideration/ Appeal Filed on ALI Case/s	DAR Regional Office - Records Section		1	
9. Payment to Service Providers	DAR Regional Office - Support to Operations Division DAR Provincial Office - Admin & Finance Division	1		
10. Public Assistance /Handling Queries or Complaints/ QRO/PACCU	DAR Central Office - PAMRS-CARD-PAIC DAR Regional/Provincial Office - PACCU/ QRO	1	1	PAMRS
<b>CENTRAL OFFICE</b>				
11. Certification as to the Case Status/Certification of No Pending Case	DAR Central Office-DARAB			DARAB
12. Issuance of Entry of Judgment/ Certificate of Finality	DAR Central Office-DARAB			DARAB
13. Issuance of Certified Copies of Documents (Case records, Decisions, Resolutions, Orders, Transcript of Stenographic Notes)	DAR Central Office-DARAB			DARAB

FRONTLINE SERVICES	WHERE TO APPLY/OFFICE RESPONSIBLE	DARPO	DARRO	DARCO UNIT
14. Certificate of Finality (with request)	Bureau of Agrarian Legal Assistance			BALA
15. Land Use Conversion (More than 5 hectares)	Land Use Cases Division- Bureau of Agrarian Legal Assistance			BALA
16. Issuance of Certification of Status of Certificate of Land Transfer (CLT)/ Emancipation Patent (EP)/Certificate of Land Ownership Award (CLOA)/ Tenancy and Certified True Copy of Masterlist of EPs	Bureau of Land Tenure Improvement - LTI Documentation and Coordination Division			BLTI
17. Issuance of Certification on Motion for Reconsideration/ Appeal Filed on ALI Case/s	DAR Central Office - Records Division			ADMIN SERVICE-RECORDS DIV
18. Request for copies/certified copies of case orders/case folders	DAR Central Office - Records Division			ADMIN SERVICE-RECORDS DIV
19. Request for copies/certified copies of DAR Issuances	DAR Central Office - Records Division			ADMIN SERVICE-RECORDS DIV
<b>TOTAL</b>		<b>8</b>	<b>9</b>	

### NOTES: \*/

1. THESE ARE THE MINIMUM CRITICAL SERVICES TO BE STREAMLINED PRIOR TO THE SUBMISSION OF THE 2019 REVISED ARTA

2. DARCO UNITS THAT ARE NOT INCLUDED IN THIS LIST SHOULD COME UP WITH AT LEAST ONE STREAMLINED CRITICAL WITH CLIENT SATISFACTION SURVEY; NON-COMPLIANCE WOULD MEAN A ZERO RATING ON PERFORMANCE TARGETS

**ANNEX B DATES TO REMEMBER FOR THE 2019 PERFORMANCE-BASED BONUS  
(WITH REFERENCE TO MEMORANDUM CIRCULAR NO. 2019-1 DATED SEPTEMBER 3, 2019; ISSUED BY DBM AND AO25 TF)**

DEADLINES	REQUIREMENTS	ACTIVITY	SUBMITTED TO	POSTED IN		ACCOUNTABLE OFFICER TO ENSURE COMPLIANCE	LEVEL OF COMPLIANCE
				TRANSPARENCY SEAL WEBSITE			
March 31, 2019	GASS	Submission of results of FY 2018 Agency Procurement Compliance and Performance Indicators (APCPI) System: (1) APCPI - Self-Assessment Form; (2) APCPI - Consolidated Procurement Monitoring Report; (3) APCPI - Procurement Capacity Development Action Plan, and the Questionnaire	GPPB-TSO	Not required		RAUL LEONIN, Chief Procurement Division Dir. Primo Lara, AS	DARCO level compliance and submission
March 31, 2019	GASS	Submission of FY 2019 APP Non-CSE	GPPB-TSO	Not later than October 1, 2019		RAUL LEONIN, Chief Procurement Division Dir. Primo Lara, AS	DARCO/ Regional/Provincial individual compliance, submission and posting
April 15, 2019	GASS	Submission of 1st Quarter BFARS	DBM thru URS	Not required		DIR. AURIT ANG, FMS DIR. LETECIA CANALES, PS	DARCO level compliance and submission
April 30, 2019	GASS	Submission of COA Financial Reports	Resident COA	Not required		DIR. AURIT ANG, FMS	DARCO/ Regional/Provincial individual compliance and submission
April 30, 2019	Other cross-cutting requirements	Submission of SALN of employees	Ombudsman	Not required		NELIA SORIANO, Chief Personnel Division Dir. Primo Lara, AS	DARCO/ Regional/Provincial individual compliance and submission
July 15, 2019	GASS	Submission of 2nd Quarter BFARS	DBM thru URS	Not required		DIR. AURIT ANG, FMS DIR. LETECIA CANALES, PS	DARCO level compliance and submission
September 30, 2019	GASS	Submission of Indicative FY 2020 Annual Procurement Plan Non-CSE	GPPB-TSO	Not later than September 30, 2019		RAUL LEONIN, Chief Procurement Division	DARCO/ Regional/Provincial individual compliance and submission

DEADLINES	REQUIREMENTS	ACTIVITY	SUBMITTED TO	POSTED IN TRANSPARENCY SEAL WEBSITE	ACCOUNTABLE OFFICER TO ENSURE COMPLIANCE	LEVEL OF COMPLIANCE
October 1, 2019	Other cross-cutting requirements	Establishment and conduct of Agency Review and Compliance Procedure of SALN		Not later than October 1, 2019	NELIA SORIANO, Chief Personnel Division Dir. Primo Lara, AS	DARCO level compliance and submission
October 1, 2019	Good Governance Condition	Maintain/update the agency transparency seal		Not later than October 1, 2019	DIR. LESTER CHAVEZ, PAMRS	DARCO level compliance and UPDATING -- SEE ANNEX 2
October 1, 2019	Other cross-cutting requirements	Posting of agency's system of ranking delivery units		Not later than October 1, 2019	DIR. SUSAN SERRANO, ARCDs	DARCO level compliance and UPDATING IN TRANSPARENCY SEAL BY PAMRS
October 15, 2019	GASS	Submission of 3rd Quarter BFARS	DBM thru URS	Not required	DIR. AURIT ANG, FMS DIR. LETECIA CANALES, PS	DARCO level compliance and submission
October 31, 2019	GASS	Submission of FY 2020 APP-CSE	DBM-PS	Not later than October 31, 2019	RAUL LEONIN, Chief Procurement Division Dir. Primo Lara, AS	DARCO/Regional/Provincial Individual compliance and submission
November 30, 2019	Other cross-cutting requirements	Updating of people's Freedom of Information manual (including new designated list of FOI Receiving Officer/s and its contact details, if any) signed by head of agency		Not later than November 30, 2019	DIR. LESTER CHAVEZ, PAMRS	DARCO level compliance and submission
December 6, 2019	Good Governance Condition	Maintain/update the Citizen's or Service Charter or its equivalent	COMPLIANT WITH ARTA	Not required	DIR. ALIMUDIN, IAD DIR. SUSAN SERRANO, ARCDs	DARCO/Regional/Provincial Individual compliance and submission
		- Submission of Certificate of Compliance	AO25 Secretariat	Not required	DIR. ALIMUDIN, IAD DIR. SUSAN SERRANO, ARCDs	DARCO level compliance and submission
December 31, 2019	Support to Operations	QMS Certification	GQMC through DBM-SPIB	Not later than December 31, 2019	DIR. SUSAN SERRANO, ARCDs	DARCO level compliance and submission
January 15, 2020	GASS	Submission of 4th Quarter BFARS	DBM thru URS	Not required	DIR. AURIT ANG, FMS DIR. LETECIA CANALES, PS	DARCO level compliance and submission



DEADLINES	REQUIREMENTS	ACTIVITY	SUBMITTED TO	POSTED IN TRANSPARENCY SEAL WEBSITE	ACCOUNTABLE OFFICER TO ENSURE COMPLIANCE	LEVEL OF COMPLIANCE
January 31, 2020	Other cross-cutting requirements	The FOI Reports (Agency Information Inventory, 2019 FOI Registry, and 2019 FOI Summary Report)	PCOO	Not later than January 31, 2020	DIR. LESTER CHAVEZ, PAMRS	DARCO/ Regional/Provincial Individual compliance and submission
January 31, 2020	Other cross-cutting requirements	Screenshot of the agency's website homepage containing a visible and functional FOI logo linked to the electronic FOI portal	through email: foi.pcoo@gmail.com	Not later than January 31, 2020	DIR. LESTER CHAVEZ, PAMRS	DARCO level compliance and submission
January 31, 2020	Good Governance Condition	Update the PhilGEPS posting of all invitations to Bids and awarded contracts for transactions above Php 1M from January 1 to December 31, 2019, including Early Procurement of FY 2020 Non-CSE.	PhilGEPS	Not required	RAUL LEONIN, Chief Procurement Division	DARCO/ Regional/Provincial Individual compliance and UPDATING - SEE ANNEX 6
		- Submission of Explanation/Justification Letter for failure to update posting in the PhilGEPS	AO25 Secretariat	Not required	Dir. Primo Lara, AS	DARCO/ Regional/Provincial Individual compliance and submission, if applicable.
January 31, 2020	GASS	Early Procurement of at least 50% of the value of goods and services based on the DAR's budget consistent with the NEP - Update PhilGEPS posting	PhilGEPS	Not required	RAUL LEONIN, Chief Procurement Division Dir. Primo Lara, AS	DARCO/ Regional/Provincial Individual compliance and submission, if applicable.
April 30, 2020	Physical Targets	Submission of Streamlining and Process Improvement of Agency Services Client Satisfaction Survey	Usec Malis- DAR PBB Focal Person	Not required	DIR. SUSAN SERRANO, ARCDS	REGIONAL Submission with provincial breakdown
May 30, 2020	Rating of Delivery Units	Submission of Rating of Regions and DARCO units	Usec Malis- DAR PBB Focal Person	Not required	DIR. SUSAN SERRANO, ARCDS DIR. LETECIA CANALES, PS	REGIONAL Submission with provincial breakdown
August 31, 2020	Physical Targets Rating of Delivery	Submission of Streamlining and Process Improvement of Agency Services Client Satisfaction Survey Rating and Ranking of all DAR delivery units	AO25 Secretariat	Not required	DIR. SUSAN SERRANO, ARCDS DIR. LETECIA CANALES, PS	DEPARTMENT-WIDE



**MEMORANDUM CIRCULAR NO. 06**  
**Series of 2018**

**SUBJECT: GUIDELINES ON RANKING THE BUREAUS/OFFICES/DELIVERY UNITS IN THE AVAILMENT OF THE 2018 PERFORMANCE-BASED BONUS (PBB)<sup>1</sup>**

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### **Section 1. BACKGROUND**

Executive Order No. 201 s. 2016 provides that the existing PBB granted to qualified government personnel shall be enhanced to strengthen its results orientation. The Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems created under Administrative Order (AO) No. 25, s. 2011, herein referred to as the AO 25 IATF, shall prescribe the conditions on the eligibility and procedure for the grant of the enhanced PBB, including the ranking system to recognize differences in levels of performance.

Pursuant thereto, the AO 25 IATF issued Memorandum Circular (MC) No. 2018- 1 to prescribe the guidelines on the grant of the FY 2018 PBB.

### **Section 2. OBJECTIVES AND COVERAGE**

The Memorandum Circular (MC) is issued by the DAR to set rules and procedures in granting the 2018 Performance-Based Bonus for officials and personnel of the DAR central, regional and provincial (including municipal) offices consistent with the guidelines provided under MC 2018-1 issued by the AO 25 Inter-Agency Task Force (IATF) pursuant to Executive Order No. 201 series of 2016.

### **Section 3. COMPOSITION OF THE PERFORMANCE MANAGEMENT GROUP (PMG), WORKING COMMITTEE, TECHNICAL WORKING GROUP (TWG) AND REGIONAL PBB FOCAL PERSON**

3.1 The Performance Management Group (PMG) created under Memorandum Circular No. 07 series of 2013 shall be reconstituted to assist the Secretary and ensure the compliance of the requirements of the AO 25 IATF on granting of the 2018 PBB in the Department. The Performance Management Group shall:

- a. Directly oversee and observe the performance of all offices;
- b. Ensure that the set guidelines is followed thoroughly;
- c. Adopt a communication strategy that engages employees in the process of understanding and meeting the targets and outputs of the Department under the PBB;
- d. Undertake the system of ranking of delivery units;
- e. Ensure that Working Committees are organized to ensure compliance of the PBB requirements within their sectors;
- f. Set-up a Help Desk to respond to queries and comments on the targets and accomplishments of the Department; and
- g. Set-up an appeal mechanism which can respond to and redress PBB-related issues and concerns brought by officials or employees.

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<sup>1</sup> *A requirement for the Department's eligibility of the 2018 Performance-Based Bonus*

**3.2 The PMG shall be composed of the following:**

- Chair:** Undersecretary, Finance, Management and Administration Office (FMAO)  
Designated DAR-PBB Focal Person
- Members:** Undersecretary, Field Operations Office (FOO)  
Undersecretary, Legal Affairs Office (LAO)  
Undersecretary, Support Services Office (SSO)  
Undersecretary, Policy, Planning and Research Office (PPRO)  
Undersecretary, Foreign Assisted and Special Projects Office (FASPO)  
Undersecretary, Special Concerns  
Head Executive Assistant, Office of the Secretary  
Representative, DAR Employees Association (DAREA)

**3.3 To assist the PMG and to ensure compliance with the requirements of the 2018 PBB, Working Committees shall be organized to be headed by the following:**

<b>Committee</b>	<b>Official/Delivery Unit</b>
Streamlining and Process Improvement Committee for <ul style="list-style-type: none"><li>• Office of the Secretary</li><li>• Field Operations Office</li><li>• Support Services Office</li><li>• Legal Affairs Office</li><li>• Finance, Management and Administration Office</li><li>• Policy, Planning and Research Office</li></ul>	Head Executive Assistant Assistant Secretary, FOO Assistant Secretary, SSO Assistant Secretary, LAO Undersecretary, FMAO  Undersecretary, PPRO
STO, GASS, Good Governance and Performance Monitoring Committee	Undersecretary, FMAO
Freedom of Information and Transparency Seal Committee	Director, PAMRS

**The Working Committee shall:**

- Ensure compliance of the requirements of their delivery units;
- Address specific PBB related issues;
- Engage the participation of employees and officials concerned in the implementation of the PBB requirements;
- Spearhead in streamlining and process improvement of critical services;
- Ensure client satisfaction survey is administered, consolidated and reported with corresponding improvement plan to address issues raised by clients based on the client satisfaction survey;
- Report to the Secretary and the PBB Focal Person the status of compliance;
- Recommend solutions to issues/problems arising in complying the PBB requirements to the PMG; and
- Disseminate all good governance information.

3.4 The technical staff of the concerned delivery unit shall serve as the secretariat of the Committee. They shall provide the technical and administrative tasks to their concerned Committee.

3.5 A Technical Working Committee (TWG) shall undertake all the technical and administrative work needed by the PMG and shall meet once a month. The TWG shall be composed of the following:

Chair:	Director, Planning Service (PS)
Co-Chair:	Director, Agrarian Reform Capacity Development Service (ARCDs)
Members:	Director, Administrative Service (AdServ)
	Director, Financial Management Service (FMS)
	Director, Public Assistance and Media Relations Service (PAMRS)
	Director, Management Information Systems Service (MISS)
	Senior Staff, Office of the Secretary
	Senior Staff, Office of the USec-FMAO
	Senior Staff, Office of the USec-FOO
	Senior Staff, Office of the USec-SSO
	Senior Staff, Office of the USec-LAO
	Senior Staff, Office of the USEC-PPRO
	Senior Staff, Office of the Special Concerns Representative, DAREA

3.6 At the Regional Offices, the Assistant Regional Assistant Director for Support to Operations shall be considered as the Regional PBB Focal Person with the technical and administrative assistance of the Regional Chief Administration Office (RCAO). They shall:

- a. ensure that the regional and provincial offices shall comply all the PBB required documents and compliance reports and shall submit the same to the concerned DARCO offices within the prescribed timeline;
- b. attend to meeting/ conferences regarding PBB concerns, and
- c. disseminate all PBB information at the regional, provincial and municipal offices.

#### **Section 4. RATING AND RANKING OF DELIVERY UNITS**

- 4.1 If the DAR will be eligible for the 2018 PBB , the rating and ranking of the delivery units (excluding ARMM) will be done in three groups, namely:
- a. Group I - ranking of 73 DAR Provincial Offices (DARPOs),
  - b. Group II – ranking of the 15 DAR Regional Offices (DARROs), and
  - c. Group III - ranking of the 14 Bureaus/Services/Offices in the DAR-Central Office (DARCO).

The DARCO units are grouped into Bureaus and Services and Executive Offices, to wit:

1. Executive Offices (OSEC Proper, Offices of all USECs and All ASECs)
2. Administrative Service (AdServ)
3. Agrarian Reform Capacity Development Service (ARCDs)
4. Policy and Planning Service (Planning Service and Policy and Research Service) <sup>2/</sup>
5. Financial Management Service (FMS)
6. Management Information Systems Service (MISS)

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<sup>2</sup> Based on approved 2013 Rationalization Plan, the office is Policy and Planning Service

7. Project Management Service (PMS)
8. Legal Service (LS)
9. Bureau of Agrarian Reform Beneficiaries Development (BARBD)
10. Bureau of Agrarian Legal Assistance (BALA)
11. Bureau of Land Tenure Improvement (BLTI)
12. Public Assistance and Media Relations Service (PAMRS)
13. PARC Secretariat
14. DARAB and DARAB Secretariat

- 4.2 The DAR Planning Service (PS) with the assistance of the PMG-TWG shall undertake the rating and ranking of the delivery units. Sources of the official data shall be the following: **PS for the physical accomplishment report of the performance indicators, FMS for the Budget Utilization Rate (BUR), and ARCDs for the compliance to the good governance conditions and streamlining and process improvement of the agency's critical services.**

The rating of each delivery unit in the good governance conditions and streamlining and process improvement of the agency's critical services shall be based on the specific guidelines set by Memorandum Circular No. 2018-1 dated May 28, 2018 issued by the AO 25 Task Force and percentage distribution set by the Department in Annex A of this guidelines.

The guidelines in rating the DARPOs, DARROs and DARCOs particularly on the achievement of the GAA Performance Indicators are outlined below:

- 4.2.1 For the DARPOs, the rating and ranking shall be based on the accomplishments on the following:
- a. 2018 GAA- PBB and non- PBB indicators, Support to Operations (STO) and General Administration and Support Services (GASS which contain the BUR);
  - b. Streamlining and Process Improvement of the Agency's Critical Services; and
  - c. Compliance to the good governance conditions.
- 4.2.2 For the DARROs, the rating and ranking shall be based on the following:
- a. Average rating of all DARPOs which are being supervised by the DARRO;
  - b. Accomplishment of the legal sector (AJDP) at the DARRO;
  - c. Accomplishment of the DARRO 2018 Work and Financial Plan;
  - d. Support to Operations (STO) and General Administration and Support Services Accomplishment (GASS which contain the BUR);
  - e. Streamlining and Process Improvement of the Agency's Critical Services; and
  - f. Compliance to the good governance conditions.
- 4.2.3 For the DARCO units, the rating and ranking shall be based on the following:
- a. Accomplishment of the Office 2018 Work and Financial Plan;
  - b. National Average Rating of the sector (LTSP, AJDP, ARBDSP and Good Governance Conditions) where the office/bureau/service belongs
  - c. Support to Operations (STO) and General Administration and Support Services Accomplishment (GASS which contain the BUR);
  - d. Streamlining and Process Improvement of the Agency's Critical Services; and
  - e. Compliance to the good governance conditions.



#### 4.3 Determining the Rating of the Performance Indicators on Land Tenure Security Program (LTSP)

- 4.3.1 For LTSP performance indicators, the rate of accomplishment versus the targets is the basic consideration in rating each delivery unit.
- 4.3.2 The performance indicators that are considered for ranking with the following weight assignment, are as follows:

##### A. PBB-INDICATORS

- 1. Number of hectares with completed claim folders documentation **20%** (10% for accomplishment rate (accomplishment/target X 100%) and 10% for contribution to the total national accomplishment)
- 2. Number of hectares (gross area) with EP/CLOA registration **45%**
  - i. rate of accomplishment-15%
  - ii. share in the national total accomplishment- 20%
  - iii. degree of difficulty in moving the lands as evidenced as LBP compensable lands — 10%

##### B. NON-PBB INDICATORS/ ADDITIONAL INDICATORS

- 1. Number of hectares in collective CLOA (subdivision survey and documentation)— **15%** (7.5% accomplishment and 7.5% for contribution to the total national accomplishment)
  - 2. No. of hectares under Distributed but not yet documented (DNYD), distributed but not yet paid (DNYP), Final Survey Documentation (FSD) **10%** (5% for accomplishment rate and 5% for contribution to the total national accomplishment)
  - 3. No. of LADIS covered- **5%** (2.5% for accomplishment rate and 2.5% for contribution to the total national accomplishment)
  - 4. No. of ARBs installed out of the uninstalled ARBs- **5%** (2.5% for accomplishment rate and 2.5% for contribution to the total national accomplishment)
- 4.3.3 For provinces with no targets in some indicators but with accomplishments, there shall be reconfiguration of the weight assignment to come up with a total of 100%.
  - 4.3.4 For provinces with no targets in certain indicators, the weight assignment shall be realigned to indicators with targets to come up with a total of 100%.
  - 4.3.5 The ratings shall be based on ranges and scales to be determined based on the highest and lowest accomplishments/rates for the year.
  - 4.3.6 The DARPOs will be ranked accordingly based on their scores.

#### 4.4 Rating of the performance indicators under the Agrarian Justice Delivery Program (AJDP)

4.4.1 The AJDP has two sub-programs, namely: (1) the adjudication of cases delivered by the DAR Adjudication Board (DARAB) at the Central, Regional Agrarian Reform Adjudication Board (RARAD) and Provincial Agrarian Reform Adjudication Board (PARAD); and (2) Agrarian Legal Assistance delivered by the Legal Offices at the DARCO, DARROs and DARPOs. Separate ratings shall be done by each delivery unit.

#### 4.4.2 Sub-program on Agrarian Legal Assistance (ALA)

- a. The basis for the rating is the rate of accomplishment and its share in the national accomplishment. The two major indicators with the corresponding weight assignments are as follows:
  - a.1 Representation for cases – 40%
    - Judicial cases – 100% (rate of accomplishment = 5%; share in the national accomplishment = 5%)
    - Quasi-judicial cases-30% (rate of accomplishment = 15%; share in the national accomplishment = 15%)
  - a.2 Resolution of ALI cases — 60% (rate of accomplishment = 30%; share in the national accomplishment = 30%)
- b. For provinces with no targets in certain indicators but with accomplishments, there shall be reconfiguration of the weight assignment to come up with a total of 100%.
- c. For provinces with no targets in certain indicators, the weight assignment shall be realigned to indicators with targets to come up with a total of 100%.
- d. The ratings shall be based on ranges and scales to be determined based on the highest and lowest accomplishments rates for the year.

#### 4.4.3 Sub-program on Adjudication of Cases

- a. There is only one indicator for the adjudication of cases. The rate of accomplishment based on caseload is 80% and contribution to total national accomplishment is 20%.
- b. For provinces with no targets in certain indicators but with accomplishments, there shall be reconfiguration of the weight assignment to come up with a total of 100%.
- c. For provinces with no targets in certain indicators, the weight assignment shall be realigned to indicators with targets to come up with a total of 100%.
- d. The ratings shall be based on ranges and scales to be determined based on the highest and lowest accomplishments rates for the year.

4.4.4 For AJDP, the provincial offices will be ranked accordingly based on their total scores for ALA and Adjudication of cases.

**4.5 Rating of the performance indicators under the Agrarian Reform Beneficiaries Development and Sustainability Program (ARBDSP)**

**4.5.1** The main consideration in coming up with the ARBDSP rating is the rate of accomplishment based on targets and multiplied by the weight assignment for each indicator.

**4.5.2** The performance indicators considered with weight assignments are as follows:

**A. PBB INDICATORS**

1. No. of ARBs with access to credit and microfinance services **20%**; (rate of accomplishment- 10%; contribution to national accomplishment = 10%)
2. No. of ARBs trained - **20%**; (rate of accomplishment- 10%; contribution to national accomplishment = 10%)
3. No. of ARBOs provided with technical, enterprise and farm productivity support and physical infrastructure - **10%** (rate of accomplishment 5%; contribution to national accomplishment = 5%)

**B. NON-PBB INDICATORS/ ADDITIONAL INDICATORS**

1. No. of new members in organizations — **10%**; (rate of accomplishment - 5%; contribution to national accomplishment= 5%)
2. No. of organizations provided with credit — **10%**; (rate of accomplishment - 5%; contribution to national accomplishment= 5%)
3. No. of organizations covered in ITeMA- **10%**; (rate of accomplishment- 5%; contribution to national accomplishment= 5%)
4. No. of ARBOs covered in partnership programs **10%** (rate of accomplishment- 5%; contribution to national accomplishment= 5%)
5. No. of completed physical infrastructures monitored- **10%**, (rate of accomplishment- 5%; contribution to national accomplishment= 5%)

**4.5.3** For provinces with no targets in certain indicators but with accomplishments, there shall be reconfiguration of the weight assignment to come up with a total of 100%.

**4.5.4** For provinces with no targets in certain indicators, the weight assignment shall be realigned to indicators with targets to come up with a total of 100%.

**4.5.5** The ratings shall be based on ranges and scales to be determined based on the highest and lowest accomplishments/rates for the year.

**4.5.6** The provincial offices will be ranked accordingly based on their scores.

**4.6 Rating and Ranking of the DAR-Provincial Offices (DARPOs)**  
(Please see Annex A for the percentage distribution)

**4.6.1** The DAR-Provincial Offices shall be ranked based on:

- a. Land Tenure Security Program - **8.3%**;

- b. Agrarian Justice Delivery Program - **8.3% (ALA- 60% of 8.3= 4.98% and DARAB- 40% of 8.3 = 3.32%)**
  - c. Agrarian Reform Beneficiaries Development and Sustainability Program – **8.3%;**
  - d. Streamlining and Process Improvement of Critical Services – **25%;** and
  - e. Compliance of the documentary requirements to the Good Governance Conditions and other cross-cutting requirements – **50%;**
- 4.6.2 Based on the forced ranking guidelines issued by AO 25 IATF, 10% of the DARPOs shall be considered as best , 25% as better and 65% as good offices.
- 4.6.3 Out of the 73 DARPOs, there would be 7 best DARPOs, 18 better DARPOs and 48 good DARPOs.
- 4.6.4 Hence, DARPOs ranked 1-7 would be best DARPOs, those ranked no. 8 to 25 shall be better DARPOs and those in rank no. 26 to 73 shall be the good DARPOs.
- 4.7 Rating and Ranking of the DAR-Regional Offices (DARROs)  
(Please see Annex A for the percentage distribution)
- 4.7.1 The rating and ranking of the DARROs shall be based on the following major considerations, namely:
  - a. Average rating of all the DARPOs supervised by the Regional Management – **12.5%;**
  - b. Regional Work and Financial Plan Accomplishment including DARRO AJDP accomplishments– **12.5%;**
  - c. System and Process Improvement of Critical Services – **25% and**
  - d. Compliance to the other STO-GASS Requirements, Good Governance Conditions and other cross cutting requirements-**50%.**
- 4.7.2 Based on the forced ranking guidelines, 10% shall be best DARROs, 25% better and 65% good DARROs. Since there are 15 DARROs, there shall be 1 best DARRO, 4 better DARROs and 10 good DARROs.
- 4.7.3 Hence, the DARRO ranked 1 shall be the best DARRO, those ranked 2 to 5 shall be the better DARROs and those ranked 6 to 15 shall be the good DARROs.
- 4.8 Rating and Ranking of the Bureaus/Services/Offices in DAR-Central Office  
(Please see Annex A for the percentage distribution)
- 4.8.1 To rate and rank the 14 units/clusters of the DAR-Central Office, considerations shall be based on the following:
  - a. Accomplishment of the Office Work and Financial Plan – **12.5%;**
  - b. National Average Rating of the sector (LTSP, AJDP, ARBDSP and Good Governance Conditions) where the office/bureau/service belongs – **12.5%**
  - c. System and Process Improvement of Critical Services – **25% and**

- d. Compliance to the other STO-GASS Requirements, Good Governance Conditions and other cross cutting requirements-50%.

4.8.2 In cluster of offices (e.g. Executive Offices and Policy and Planning Service), the final rating shall be based on the average rating of all offices included in the cluster. It should be noted that if one office in the cluster failed in some criteria, the entire cluster shall be affected. For example, if one office in the cluster failed to submit the accomplishment report, the rating would be 0. If the other office scored 90%, then the average rating =  $(0+95)/2=45\%$

4.8.3 Based on the forced ranking guidelines, 10% would be best office, 25% better and 65% good offices. Since there are 14 DARCO bureaus, services or offices, there would be one (1) best office, four (4) better offices and nine (9) good offices.

4.8.4 Hence, the bureaus/services/offices ranked 1 shall be the best offices, those ranked 2 to 5 shall be the better offices and those ranked 6 to 14 shall be the good offices.

#### 4.9 Final Ranking the DARPOs, DARROs and DARCO Units

The initial forced ranking of DARPOs, DARROs and DARCO units done by PS with the assistance of the PMG-TWG shall be deliberated by the PMG who will come up with final ranking which shall also be submitted to the DAR Secretary for approval. The approved ranking of offices shall be submitted to the AO 25 Task Force based on current guidelines and format and shall also be disseminated to all offices at the provincial, regional and DARCO levels.

### Section 5. DETERMINING ELIGIBILITY OF INDIVIDUALS

Consistent with MC 2018-1 issued by the AO 25 IATF, the following guidelines shall apply:

- 5.1 All officials and employees of eligible delivery units holding regular plantilla positions (permanent, co-terminus, CTI); and contractual and casual personnel having employer-employee relationship with the DAR, and whose compensation are charged to the lump sum appropriation under Personnel Services, or those occupying positions in the Department of Budget and Management -approved contractual staffing pattern of the agencies concerned may be eligible for PBB.
- 5.2 Employees who belong to the First and Second Levels shall receive rating of at least "Satisfactory/" in their IPCR/OPCR for the 1<sup>st</sup> and 2<sup>nd</sup> semesters of 2018.
- 5.3 Third (3<sup>rd</sup>) Level Officials holding or who are designated to Career Executive Service (CES) positions should receive a rating of at least "Satisfactory" under the Career Executive Service Performance Evaluation System (CESPES) for 1<sup>st</sup> and 2<sup>nd</sup> semesters of 2018. DARAB members, RARADs, and PARADs should receive a rating of at least "Satisfactory" under the Adjudicators Performance Evaluation Card (APEC).
- 5.4 Personnel on detail to another government agency (outside of DAR) for at least six (6) months or more shall be included in the ranking of employees in the recipient agency that rated his/her performance. Payment of the PBB shall come from the mother agency.



- 5.5 Re-assigned staff within DAR (provincial, regional or central) covering the entire CY 2018 shall be included in the ranking of staff in his/her current office. For staff who were re-assigned for less than a year, he/she shall be ranked in the office where most of his/her time was spent.
- 5.6 Personnel who transferred from one government agency to another shall be rated and ranked by the agency where he/she served the longest. If the same number of months were served for each agency, he/she shall be included in the recipient agency.
- 5.7 An official or employee who has rendered a minimum of nine (9) months of service in FY 2018 and with a least Satisfactory rating may be eligible to the full grant of the PBB.
- 5.8 An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at least Satisfactory rating shall be eligible to the grant of PBB on a pro-rata basis corresponding to the actual length of service rendered, as follows (Table 3):

Table 3. Length of Service for 2017 and % of PBB Amount

Length of Service	% of PBB Amount
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%

- 5.9 The following are the valid reasons for an employee who may not meet the nine (9)-month actual service requirement to be considered for PBB on a pro-rata basis:
- Being a newly hired employee;
  - Retirement;
  - Resignation;
  - Rehabilitation Leave;
  - Maternity Leave and/or Paternity Leave;
  - Vacation or Sick Leave with or without pay;
  - Scholarship/Study Leave; and
  - Sabbatical Leave.
- 5.10 An employee who is on vacation or sick leave with or without pay for the entire year is not eligible to the grant of the PBB.
- 5.11 Personnel found guilty of administrative and/or criminal cases in FY 2018 by final and executory judgment 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.
- 5.12 Officials and employees who failed to submit the 2017 Statement of Assets, Liabilities and Networth (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 2018 PBB.

- 5.13 Officials and employees who failed to liquidate all cash advances received in FY 2018 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 2018 PBB.
- 5.14 Officials and employees who failed to submit their complete Career Executive Service Performance Evaluation System (CESPES), Adjudicators Performance Evaluation Card (APEC) and Systems for Performance and Management System (SPMS) Forms, respectively shall not be entitled to the FY 2017 PBB.
- 5.15 Heads of Office shall ensure that officials and employees covered by RA No. 6713 submitted their 2017 SALN to the respective SALN repository agencies, liquidated their FY 2018 Cash Advances, and completed the SPMS and CESPES/APEC Forms, as these will be the basis for the release of FY 2018 PBB to individuals.
- 5.16 Officials and employees responsible for the implementation of the prior years' audit recommendations, QMS certification, or posting and dissemination of the department/agency system of ranking performance of delivery units, shall not be entitled to the FY 2018 PBB if the Department/Agency fails to comply with any of these requirements.

#### **Section 6. RATES OF PERFORMANCE-BASED BONUS**

- 6.1 The final rank of officials and employees of DAR shall be done by the Performance Management Group to ensure conformance with MC 2018-1 issued by the AO 25 IATF. The PBB rates of employees shall depend on the ranking of their delivery units (Table 4) where they belong and based on the individual's monthly basic salary.

Table 4. Performance Category and PBB as % of Basic Monthly Salary

<b>PERFORMANCE CATEGORY</b>	<b>PBB AS % OF BASIC MONTHLY SALARY</b>
Best Office/ Delivery Unit (10%)	65%
Better Office/ Delivery Unit (25%)	57.5%
Good Office/ Delivery Unit (65%)	50%

- 6.2 The PBB rates of the third level officials shall be based on the performance category of their office, whether best, better or good offices (e.g. if the DARPO is categorized as best office, the PARO II and PARO I shall get PBB rates equivalent to 65% of their salary).

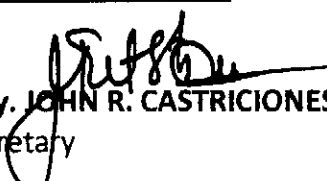
## **Section 7. DISTRIBUTION OF THE PERFORMANCE-BASED BONUS**

The time frame in the distribution of the PBB shall be based on the timeline set by AO 25 IATF. DBM shall release the funds to DAR based on the total amount required, as reflected in the prescribed forms in Memorandum Circular No. 2018-1.

## **Section 8. EFFECTIVITY**

This Memorandum Circular shall take effect immediately and supersedes all other circulars/issuances inconsistent herewith.

OCT 18 2018 Diliman, Quezon City.

  
Atty. JOHN R. CASTRICIONES  
Secretary

Department of Agrarian Reform  
Office of the Secretary



ISU-18-04552

**ANNEX A: 2018 PERFORMANCE-BASED BONUS  
PERCENTAGE DISTRIBUTION OF EACH PBB PARAMETER**

PERFORMANCE TARGETS	DARPO		DARRO		DARCO		REMARKS
2018 GAA PERFORMANCE INDICATORS AND NON-PBB INDICATORS	25%		25%		25%		
SOURCE: PS OFFICIAL REPORT							
	LAND TENURE SECURITY PROGRAM (LTSP)= 8.3%  AGRARIAN JUSTICE DELIVERY PROGRAM (AJDP) = 8.3%          AGRARIAN REFORM BENEFICIARIES DEVELOPMENT AND SUSTAINABILITY PROGRAM (ARBDSP) = 8.3%	Based on the accomplishment report submitted to Planning Service and confirmed by the Sector Heads	12.5%	Average Rating of all DARPOs within the Region	12.5%	National Average Rating of the sector where the office/bureau/service belongs  FOO offices- LTSP Rating; LAO offices/DARAB- AJDP Rating; SSO/FASPO offices- ARBDSP; FMAO, PPRO, Special Concerns Offices and OSEC- Rating of Good Governance Conditions  2018 Work and Financial Plan Accomplishment signed by the Secretary	Accomplishment Reports to be considered shall be January to December 2018; based on the official report prepared by Planning Service
			12.5%	2018 Accomplishment of the Regional Management Plan Accomplishment including DARRO AJDP accomplishments as submitted to Planning Service	12.5%		
STREAMLINING AND PROCESS IMPROVEMENTS	25%	Shall include all DARPO-identified processes in the Citizens Charter and additional ARBDSP critical processes	25%	Shall include all DARRO-identified processes in the Citizens Charter	25%	DARCO units whose processes are not included in the Citizens Charter shall formulate at least one internal process improvement	Shall include all procedures/processes included in the Citizens Charter and additional critical services as agreed during the PBB Orientation on Sept. 18-19, 2018; Based on the guidelines stipulated in MC 2018-1 issued by AO 25 TF
SOURCE: OFFICIAL REPORTS COMPILED BY ARCDs							
GOOD GOVERNANCE CONDITIONS	50%		50%		50%		Based on the guidelines stipulated in MC 2018-1 issued by AO 25 TF
SOURCE: OFFICIAL REPORTS COMPILED BY ARCDs							
Budget Utilization Report (BUR)							Official report shall be based on the official report submitted to DBM
Obligations	5%		5%		3%	All DARCO units shall comply	
Disbursements	6%		6%		4%		
APP-CSE							
2018 APP non CSE	2%		2%		2%	All DARCO units shall comply	
Indicative 2019 APP non CSE	2%		2%		2%		
2019 APP CSE	2%		2%		2%		
Early Procurement of 2019 APP non CSE of a least 50%	2%		2%		2%		
PHILGEPS POSTING							Accountability of Procurement Division-Admin Service
Posting of Bid Invitation above 1M	3%		3%		3%		
Posting and Updating of Opportunities above 1 M	3%		3%		3%		
Posting and Updating of Opportunities below 1 M	1.5%		1.5%		1.5%		

PERFORMANCE TARGETS	DARPO		DARRO		DARCO		REMARKS
<b>Establishment of Agency Review Compliance Procedure (SALN)</b>							
Committee	0.5%		0.5%		0.5%	Accountability of Personnel Div- Admin	
Procedure	0.5%		0.5%		0.5%	All DARCO units shall comply	
Summary Report	1%		1%		1%		
<b>FAR1 (Quarterly)</b>	1.5%		1.5%		3%	Accountability of FMS	
<b>FAR4 (Monthly)</b>	1.5%		1.5%		3%		
<b>COA Financial Reports</b>	2%		2%		2%		
<b>Sustained Compliance with Audit Findings</b>	2%		2%		2%		
<b>Citizen's Charter</b>						Accountability of PAMRS	
Citizen's Charter Posting	1%		1%		1%		
Citizen/Client Satisfaction Report	2.5%		2.5%		2.5%		
Citizen/Client Action Plan	2.5%		2.5%		2.5%		
<b>Agency Procurement Compliance Performance Indicator (APCPI)</b>					1%	Accountability of Admin Service	Department-wide
<b>QMS Certification</b>	2.5%		2.5%		2.5%	Accountability of ARCDs	
<b>Transparency Seal</b>	1%		1%		1%	Accountability of PAMRS	Department-wide;
Directory & Posting of Invitations							DARPOs and DARROs shall submit updated directory of officials and office contact details
Updating							
<b>Freedom of Information (FOI) Requirements</b>							
FOI Manual*					1%	Accountability of PAMRS	
FOI Registry	1%		1%		1%		
FOI Summary Report	1%		1%		1%		
FOI Inventory	1%		1%		1%		
<b>SPMS/CESPEs/APEC</b>	2%		2%		1%	All DARCO units shall comply	
<b>TOTAL</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>		