



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

January 30, 2023

**CONRADO M. ESTRELLA III**

Secretary  
Department of Agrarian Reform  
Elliptical Road, Diliman, Quezon City

ATTENTION: Atty. Lucius Jun-Jun G. Malsi  
PBB Focal Person

Dear Secretary Estrella:

We are pleased to inform you that the Department of Agrarian Reform (DAR) is **eligible** for the grant of the FY 2021 Performance-Based Bonus (PBB), as the agency obtained **85 points** for the PBB Criteria and Conditions as provided in Section 4.0 of the AO25 Inter-Agency Task Force Memorandum Circular No. 2021-1. The FY 2021 Final Eligibility Assessment is attached for your reference.

Since the agency achieved a performance rating of below 4 in one (1) out of four (4) PBB Criteria and Conditions and was found non-compliant in three (3) of the Agency Accountabilities under Section 5.0, the unit/s most responsible (including its head) for the non-compliances will be isolated from the grant of the FY 2021 PBB. Further, to be eligible for FY 2021 PBB, employees belonging to the First, Second, and Third Levels should receive a rating of at least "Very Satisfactory" based on the agency's Strategic Performance Management System approved by the Civil Service Commission, or the requirement prescribed by the Career Executive Service Board.

To complete the PBB process, may we remind your office to publish the **FY 2021 Agency Scorecard** on your website or official publication. The agency is given thirty (30) working days to submit **Annex 2 (Form 1.0: Report on Ranking of Offices/Delivery Units)** for the processing and release of your agency's FY 2021 PBB.

Again, we commend the DAR management and staff, and we hope for your continued participation and support of the PBB implementation. Thank you very much.

Sincerely yours,

**ACHILLES GERARD C. BRAVO**  
Assistant Secretary, DBM and  
Chair, AO25 IATF TWG



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Technical Secretariat and Resource Institution



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# **FY 2021 PERFORMANCE-BASED BONUS FINAL ELIGIBILITY ASSESSMENT**

## **DEPARTMENT OF AGRARIAN REFORM**



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**FY 2021 PERFORMANCE-BASED BONUS ELIGIBILITY CRITERIA AND CONDITIONS**  
per the AO 25 Memorandum Circular (MC) No. 2021-1 and 2021-2

To be eligible for the FY 2021 PBB, the agency must attain a total score of at least 70 points.

TABLE 1: FY 2021 PBB SCORING SYSTEM						
CRITERIA AND CONDITIONS	WEIGHT	PERFORMANCE RATING				
		1	2	3	4	5
Performance Results	5	5pts	10pts	15pts	20pts	25pts
Process Results	5	5pts	10pts	15pts	20pts	25pts
Financial Results	5	5pts	10pts	15pts	20pts	25pts
Citizen/Client Satisfaction Results	5	5pts	10pts	15pts	20 pts	25pts
<b>TOTAL SCORE</b>		<b>MAXIMUM = 100 POINTS</b>				

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

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

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

TABLE 5: RATING SCALE FOR CITIZEN/CLIENT SATISFACTION RESULTS				
1	2	3	4	5
No submission/Did not conduct CCSS	Low satisfaction rate with unresolved #8888/CCB complaints	Average to high satisfaction rate with unresolved #8888/CCB complaints	Average satisfaction rate with 100% #8888/CCB complaints resolved	High satisfaction rate with 100% #8888/CCB complaints resolved

## FINAL ELIGIBILITY ASSESSMENT FOR FY 2021 PERFORMANCE-BASED BONUS

### DEPARTMENT OF AGRARIAN REFORM

**Overall Assessment:** The Department of Agrarian Reform (DAR) achieved **85 points** and is **eligible** for the grant of FY 2021 PBB.

#### A. Physical Accomplishments

Criteria	Score	Points	Remarks
<b>1. Performance Results</b>  Achieved 83.33% (10 out of 12) of the Congress-approved performance targets for FY 2021; deficiencies were due to <b>uncontrollable factors</b>	4	20	<p>The DAR did not meet the target for two (2) indicators:</p> <ol style="list-style-type: none"> <li>1. Number of hectares with claimfolder (CF) documentation complete; and</li> <li>2. Number of hectares with Emancipation Patents/Certification of Land Ownership Award (EP/CLOA) registered.</li> </ol> <p>The DAR explained that the non-attainment of the targets was due to the delays in partner agency operations and Joint-Field Investigations (JFI) due to the COVID-19 pandemic; technical problems such as the absence of copies of titles in the Land Registration Authority's (LRA) Philippine Land Registration and Information System (PHILARIS) and Register of Deeds (ROD); and non-compliance of landowners with the submission of required documents.</p> <p>The Department of Budget and Management-Budget and Management Bureau (DBM-BMB)-E considered the non-attainment of the targets to be due to <b>uncontrollable factors</b>, based on its Agency Performance Review (APR) report dated April 1, 2022.</p> <p>The DAR is advised to revisit its physical targets for the past three (3) years to avoid overstatement or understatement. The agency should also represent a balance between challenging and current levels of the Departments/Agency's performance given the budgetary support provided by the national government, particularly on its major programs.</p> <p>The agency is also encouraged to institute more effective corrective measures to address the recurring issues, especially for the unmet targets under the DAR's main mandate, as well as the related circumstances brought about by the COVID-19 pandemic.</p>
<b>2. Process Results</b>  Achieved ease of transaction in 76.27% (45 out of 59) of its frontline services.	3	15	<p>The DAR achieved ease of transaction by retaining the ISO 9001:2015 certification covering forty-five (45) processes. Based on the documents uploaded in the DAR Transparency Seal, the DAR retained its ISO for its central office, eleven (11) regional offices, and thirty-two (32) provincial offices. The DAR is recognized for its efforts to maintain service standardization.</p>



A. Physical Accomplishments			
Criteria	Score	Points	Remarks
			<b><u>DAR Central and Regional Offices with ISO 9001:2015 certification</u></b> <ol style="list-style-type: none"> <li>1. Central Office</li> <li>2. Regional Office I</li> <li>3. Regional Office III</li> <li>4. Regional Office CALABARZON</li> <li>5. Regional Office MIMAROPA</li> <li>6. Regional Office V</li> <li>7. Regional Office VI</li> <li>8. Regional Office VII</li> <li>9. Regional Office VIII</li> <li>10. Regional Office IX</li> <li>11. Regional Office XI</li> <li>12. Regional Office XII</li> </ol> <b><u>DAR Provincial Offices with ISO 9001:2015 certification</u></b> <ol style="list-style-type: none"> <li>1. Provincial Office – Ilocos Norte</li> <li>2. Provincial Office – Ilocos Sur</li> <li>3. Provincial Office – La Union</li> <li>4. Provincial Office – Pangasinan</li> <li>5. Provincial Office – Abra</li> <li>6. Provincial Office – Benguet</li> <li>7. Provincial Office – Aurora</li> <li>8. Provincial Office – Bataan/Zambales</li> <li>9. Provincial Office – Bulacan</li> <li>10. Provincial Office – Nueva Ecija</li> <li>11. Provincial Office – Pampanga</li> <li>12. Provincial Office – Tarlac</li> <li>13. Provincial Office – Batangas</li> <li>14. Provincial Office – Cavite</li> <li>15. Provincial Office – Laguna</li> <li>16. Provincial Office – Quezon I</li> <li>17. Provincial Office – Quezon II</li> <li>18. Provincial Office – Rizal</li> <li>19. Provincial Office – Romblon</li> <li>20. Provincial Office – Marinduque</li> <li>21. Provincial Office – Oriental Mindoro</li> <li>22. Provincial Office – Occidental Mindoro</li> <li>23. Provincial Office – Palawan</li> <li>24. Provincial Office – Albay</li> <li>25. Provincial Office – Camarines Norte</li> <li>26. Provincial Office – Sorsogon</li> <li>27. Provincial Office – Bohol</li> <li>28. Provincial Office – Antique</li> <li>29. Provincial Office – North Cotabato</li> <li>30. Provincial Office – South Cotabato</li> <li>31. Provincial Office – Sarangani</li> </ol>

<b>A. Physical Accomplishments</b>			
<b>Criteria</b>	<b>Score</b>	<b>Points</b>	<b>Remarks</b>
			<p>32. Provincial Office – Sultan Kudarat</p> <p>The DAR only reported the updating of its Citizens Charter Handbook for four (4) of its frontline services and did not report any improvements in ten (10) frontline services.</p> <p>The DAR is encouraged to implement efforts to streamline and standardize its services and to digitize or transform its frontline services from manual to contactless transactions for faster and more efficient public service delivery.</p>
<p><b>3. Financial Results</b></p> <p>Achieved 94.57% Disbursement BUR</p>	5	25	<p>The actual accomplishment of the DAR for Disbursement Budget Utilization Rate (BUR) was 94.57% based on the DBM-BMB-E APR report dated April 1, 2022.</p> <p>The DAR is advised to undertake catch-up plan measures to recoup the underperformance of the foreign-assisted projects and to sustain the application of the Common Fund System to optimize the use of the available cash allocations, provided that mandatory items are fully funded. The agency is also advised to tighten the linkage between strategic and operational planning and budgeting and the promotion of better designated, well-prepared, and “shovel-ready” programs and projects.</p>
<p><b>4. Citizen/Client Satisfaction Results</b></p> <p>Achieved a 4.74 satisfaction rate; 100% resolution of #8888 complaints and 100% resolution of complaints received from the CCB platform.</p>	5	25	<p>The DAR achieved a 100% (492 out of 492) resolution rate of complaints received through the #8888 platform for the period of January 1, 2021 to December 31, 2021 based on the Office of the President (OP) report dated December 21, 2022.</p> <p>The DAR also achieved a 100% (8 out of 8) resolution rate of complaints received through the Contact Center ng Bayan (CCB) platform for the period of January 1, 2021 to December 31, 2021 based on the Civil Service Commission (CSC) report dated February 24, 2022.</p> <p>In addition, the DAR reported an overall satisfaction rate of 4.74 for its declared frontline services for FY 2021. The DAR observed the procedures for conducting the Citizen/Client Satisfaction Survey (CCSS) under Annex 4 of the AO 25 MC 2021-1.</p>
<b>Total</b>	<b>17</b>	<b>85</b>	

<b>B. Agency Accountabilities</b>	<b>Compliance Status</b>
• Transparency Seal	Compliant
• Freedom of Information	Compliant
• Updating of Citizen's Charter	Compliant
• Compliance to Audit Findings	Compliant
• Posting of Agency Review and Compliance Procedure (ARCP) of SALN	Compliant



<b>B. Agency Accountabilities</b>	<b>Compliance Status</b>
• PhilGEPS Posting	Non-compliant
• Submission of FY 2022 Annual Procurement Plan-Common Use Supplies and Equipment (APP-CSE)	Compliant
• Submission of FY 2021 Non-Common Use Supplies and Equipment (APP non-CSE)	Non-compliant
• Posting of Indicative FY 2022 APP non-CSE	Compliant
• Submission of FY 2020 Agency Procurement Compliance and Performance Indicators (APCPI)	Compliant
• Undertaking of Early Procurement Activities (EPA) covering FY 2022 Procurement Projects	Non-compliant

### **C. Eligibility of Delivery Units and Individuals/Rates**

To be eligible for the FY 2021 PBB, the agency must attain a total score of at least 70 points. To be able to attain at least 70 points, the agency should achieve a performance rating of 4 in at least three (3) criteria. In such a case, while the agency will be eligible, the unit/s most responsible (including its head) for the criteria stated in Section 3.0 of MC 2021-1 with a performance rating of below 4 will be isolated from the grant of the FY 2021 PBB.

The unit/s most responsible (including its head) for the non-compliance with the Agency Accountabilities provided in Section 5.0 of MC 2021-1 will also be isolated from the grant of the FY 2021 PBB.

To be eligible for FY 2021 PBB, employees belonging to the First, Second, and Third Levels should receive a rating of at least "Very Satisfactory" based on the agency's CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the CESB.

For additional information, please refer to Section 6.0 (Eligibility of Delivery Units and Individuals) and Section 7.0 (Rates of the PBB) of MC 2021-01.