



Republic of the Philippines  
Department of Environment and Natural Resources  
Visayas Avenue, Diliman, Quezon City  
Tel Nos. 929-6626 to 29; 929-6633 to 35  
929-7041 to 43 ; 929-6252; 929-1669  
Website: <http://www.denr.gov.ph> / Email: [web@denr.gov.ph](mailto:web@denr.gov.ph)

**MEMORANDUM**

**FOR** : **The Regional Executive Directors**  
DENR Regions 1-13, CAR and NCR  
  
**Bureau Directors**  
BMB, LMB, FMB and ERDB

**FROM** : **THE ASSISTANT SECRETARY**  
Finance, Information Systems and Mining Concerns

**SUBJECT** : **JUSTIFICATION FOR SPENDING PERFORMANCE FOR FY 2021**

**DATE** : **11 APR 2022**

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This has reference to the Memorandum Circular No. 2021-1<sup>1/</sup> dated 3 June 2021 pertaining to the guidelines of the grant of the Performance-Based Bonus (PBB) for Fiscal Year 2021.

In line with this, it is required that the agencies must satisfy the criteria and conditions of PBB under the four (4) dimensions of accountability. One of which is the Financial Results (FR) which refer to the actual spending of the agency's budget allotment vis-à-vis the realization of the committed programs, projects and activities based on the FY 2021 GAA. The Disbursement BUR as well is a prevailing common target of all agencies.

To facilitate the justification for spending performance for FY 2021 of the DENR on BUR Obligations and Disbursements, you are required to submit your **Justification of Disbursement over Allotment and Disbursement over Obligation per PPA not later than 11 April 2022**. The Status of Funds as of December 31, 2021 for FY 2021 Current Appropriations is shown in "Annex A".

You may submit the justification through email address at [denrco.conso@gmail.com](mailto:denrco.conso@gmail.com) and [budget@denr.gov.ph](mailto:budget@denr.gov.ph).

Should you have any clarifications on the matter, please contact Ms. Leodina A. Laddaran of the Consolidation Section of the Accounting Division at telephone no. (02)8928-0254 or VOIP no. 1020/1019/1018 and Ms. Lilia P. Saroca of Consolidation and Report Compliance Section of the Budget Division at telephone no. (02)8925-2343.

For strict compliance.

  
ENGR. NONITA S. CAGUIOA

Cc: **Glenn Marcelo C. Noble**  
OIC Director  
Policy and Planning Services

MEMO NO. 2022 - 227

Department of Environment and Natural Resources - Office of the Secretary  
 FY 2021 Current Appropriations  
 Status of Funds as of December 31, 2021

# ANNEX A

OFFICE	ADJUSTED TOTAL ALLOTMENTS				TOTAL OBLIGATION				TOTAL DISBURSEMENT				BUR % (Oblig/ Allot)	BUR % (Disb/ Oblig)
	PS	MOOE	CO	TOTAL	PS	MOOE	CO	TOTAL	PS	MOOE	CO	TOTAL		
<b>GRAND TOTAL</b>	<b>8,466,546,469.78</b>	<b>6,286,994,848.22</b>	<b>4,140,761,915.00</b>	<b>18,894,303,233.00</b>	<b>8,456,562,588.13</b>	<b>5,792,058,370.92</b>	<b>4,022,120,791.96</b>	<b>18,270,741,751.01</b>	<b>8,186,167,510.44</b>	<b>4,988,930,512.65</b>	<b>3,264,541,687.71</b>	<b>16,439,639,710.80</b>	<b>96.70%</b>	<b>89.98%</b>
Central Office	619,136,433.89	1,027,620,511.14	710,135,165.00	2,356,892,110.03	619,117,953.87	833,910,430.06	674,899,000.09	2,127,927,384.02	601,182,711.71	693,121,501.62	628,728,072.92	1,923,032,286.25	90.29%	90.37%
<b>SUB-TOTAL Staff Bureaus</b>	<b>530,556,434.00</b>	<b>740,476,090.91</b>	<b>58,729,070.00</b>	<b>1,329,761,594.91</b>	<b>527,790,512.90</b>	<b>595,409,900.12</b>	<b>45,134,418.81</b>	<b>1,168,334,831.83</b>	<b>509,712,636.36</b>	<b>472,562,277.34</b>	<b>15,452,857.92</b>	<b>997,727,771.62</b>	<b>87.86%</b>	<b>85.40%</b>
Biodiversity Management Bureau (BMB)	88,967,858.00	147,386,239.91	12,660,000.00	249,014,097.91	88,193,621.03	140,149,008.13	12,400,108.18	240,742,737.34	85,571,763.03	106,559,145.67	4,740,844.58	196,871,753.28	96.68%	81.78%
Ecosystem and Research Development Bureau (ERDB)	231,069,202.00	202,158,142.00	4,036,915.00	437,264,259.00	230,375,327.49	193,437,725.86	3,893,009.63	427,706,062.98	223,657,058.62	157,015,835.58	2,929,801.34	383,602,695.54	97.81%	89.69%
Forest Management Bureau(FMB)	119,707,653.00	297,657,389.00	10,582,155.00	427,947,197.00	118,695,656.20	182,425,418.38	5,144,935.00	306,266,009.58	111,454,960.89	131,605,778.50	2,099,634.00	245,160,373.39	71.57%	80.05%
Land Management Bureau (LMB)	90,811,721.00	93,274,320.00	31,450,000.00	215,536,041.00	90,525,908.18	79,397,747.75	23,696,366.00	193,620,021.93	89,028,853.82	77,381,517.59	5,682,578.00	172,092,949.41	89.83%	88.88%
<b>Regional Operations</b>	<b>7,316,853,601.89</b>	<b>4,518,898,246.17</b>	<b>3,371,897,680.00</b>	<b>15,207,649,528.06</b>	<b>7,309,654,121.36</b>	<b>4,362,738,040.74</b>	<b>3,302,087,373.06</b>	<b>14,974,479,535.16</b>	<b>7,075,272,162.37</b>	<b>3,823,246,733.69</b>	<b>2,620,360,756.87</b>	<b>13,518,879,652.93</b>	<b>98.47%</b>	<b>90.28%</b>
<b>LUZON</b>	<b>3,586,320,279.10</b>	<b>2,451,506,647.80</b>	<b>1,448,038,200.00</b>	<b>7,485,865,126.90</b>	<b>3,581,672,848.52</b>	<b>2,322,728,201.40</b>	<b>1,399,782,080.08</b>	<b>7,304,183,130.00</b>	<b>3,459,787,823.78</b>	<b>2,020,187,633.21</b>	<b>1,063,071,658.12</b>	<b>6,543,047,115.11</b>	<b>97.57%</b>	<b>89.58%</b>
National Capital Region	159,035,706.00	347,449,913.00	27,320,000.00	533,805,619.00	159,035,706.00	296,268,588.27	22,848,331.19	478,152,625.46	157,234,706.00	265,520,073.04	17,714,230.99	440,469,010.03	89.57%	92.12%
Region I - Ilocos	369,858,445.62	192,940,175.00	90,639,000.00	653,437,620.62	369,858,445.62	186,486,729.66	90,354,897.54	646,700,072.82	353,440,210.90	155,226,887.33	64,323,279.13	572,990,377.36	98.97%	88.80%
Cordillera Administrative Region (CAR)	523,519,192.19	317,699,663.00	205,300,726.00	1,046,519,581.19	523,519,192.19	316,356,120.87	204,600,806.19	1,044,476,119.25	498,648,671.34	291,664,954.22	134,881,838.69	925,195,464.25	99.80%	88.58%
Region II - Cagayan Valley	566,922,249.00	289,770,190.00	380,657,000.00	1,237,349,439.00	566,922,249.00	284,629,452.42	340,560,488.10	1,192,112,189.52	553,484,476.07	228,752,004.19	226,525,039.22	1,008,761,519.48	96.34%	84.62%
Region III - Central Luzon	549,215,542.00	450,354,901.00	201,526,274.00	1,201,096,717.00	548,293,242.95	420,562,558.16	200,331,713.72	1,169,187,514.83	532,055,428.21	381,717,933.97	147,525,032.89	1,061,298,395.07	97.34%	90.77%
Region IVA - CALABARZON	472,578,595.00	382,721,890.80	148,848,000.00	1,004,148,485.80	472,578,595.00	382,309,493.58	148,841,744.86	1,003,729,833.44	457,962,072.54	319,138,975.77	125,493,353.53	902,594,401.84	99.96%	89.92%
Region IVB - MIMAROPA	519,340,526.91	248,158,902.00	120,613,000.00	888,112,428.91	515,615,395.38	213,704,245.44	119,109,898.48	848,429,539.30	498,277,412.05	176,036,517.81	81,866,713.92	756,180,643.78	95.53%	89.13%
Region V - Bicol	425,850,022.38	222,411,013.00	273,134,200.00	921,395,235.38	425,850,022.38	222,411,013.00	273,134,200.00	921,395,235.38	408,684,846.67	202,130,286.88	264,742,169.75	875,557,303.30	100.00%	95.03%
<b>VISAYAS</b>	<b>1,370,102,073.79</b>	<b>847,356,495.00</b>	<b>875,372,000.00</b>	<b>3,092,830,568.79</b>	<b>1,368,411,695.83</b>	<b>830,892,109.55</b>	<b>854,450,894.12</b>	<b>3,053,754,699.50</b>	<b>1,336,046,000.31</b>	<b>762,245,299.02</b>	<b>655,833,262.67</b>	<b>2,754,124,562.00</b>	<b>98.74%</b>	<b>90.19%</b>
Region VI - Western Visayas	502,543,549.05	341,225,597.00	397,594,000.00	1,241,363,146.05	502,543,549.05	331,870,506.10	377,157,235.74	1,211,571,290.89	483,165,514.17	299,880,484.88	234,372,439.22	1,017,418,438.27	97.60%	83.98%
Region VII - Central Visayas	391,726,885.00	233,690,250.00	108,825,000.00	734,242,135.00	390,036,507.04	229,234,955.45	108,486,431.38	727,757,893.87	379,327,233.61	211,914,779.77	85,558,564.89	676,800,578.27	99.12%	93.00%
Region VIII - Eastern Visayas	475,831,639.74	272,440,648.00	368,953,000.00	1,117,225,287.74	475,831,639.74	269,786,648.00	368,807,227.00	1,114,425,514.74	473,553,252.53	250,450,034.37	335,902,258.56	1,059,905,545.46	99.75%	95.11%
<b>MINDANAO</b>	<b>2,360,431,249.00</b>	<b>1,220,035,103.37</b>	<b>1,048,487,480.00</b>	<b>4,628,953,832.37</b>	<b>2,359,569,577.01</b>	<b>1,209,117,729.79</b>	<b>1,047,854,398.86</b>	<b>4,616,541,705.66</b>	<b>2,279,438,338.28</b>	<b>1,040,813,801.46</b>	<b>901,455,836.08</b>	<b>4,221,707,975.82</b>	<b>99.73%</b>	<b>91.45%</b>
Region IX - Zamboanga Peninsula	496,010,571.00	221,093,079.28	160,793,000.00	877,896,650.28	495,569,240.95	213,040,939.66	160,411,927.69	869,022,108.30	477,200,369.57	187,977,266.52	113,819,705.70	778,997,341.79	98.99%	89.64%
Region X - Northern Mindanao	460,076,433.00	250,802,634.00	164,561,480.00	875,440,547.00	460,076,433.00	248,556,618.85	164,380,020.00	873,013,071.85	446,118,359.70	227,184,809.52	149,375,326.59	822,678,495.81	99.72%	94.23%
Region XI - Davao	440,972,759.00	225,323,823.00	153,388,000.00	819,684,582.00	440,552,417.06	224,962,604.19	153,317,451.17	818,832,472.42	424,584,999.96	181,063,636.63	136,259,724.54	741,908,361.13	99.90%	90.61%
Region XII - SOCCSKSARGEN	441,445,201.00	224,067,582.09	158,388,000.00	823,900,783.09	441,445,201.00	224,067,582.09	158,388,000.00	823,900,783.09	417,217,430.60	196,911,063.12	138,079,159.95	752,207,653.67	100.00%	91.30%
Region XIII - CARAGA	521,926,285.00	298,747,985.00	411,357,000.00	1,232,031,270.00	521,926,285.00	298,489,985.00	411,357,000.00	1,231,773,270.00	514,317,178.45	247,677,025.67	363,921,919.30	1,125,916,123.42	99.98%	91.41%

Disbursement 2021 Justification

8 messages

DENR Central Office Conso <denrco.conso@gmail.com> Mon, Apr 4, 2022 at 10:03 AM
To: Izel Ibardolaza <izel.ibardolaza@bmb.gov.ph>, Christie Lales <christie.lales@bmb.gov.ph>, BMB Accounting <accounting@bmb.gov.ph>, FOREST DENR MANAGEMENT BUREAU <denr\_fmbacctg@yahoo.com>, forest management bureau accounting <fmbacctgdenr@gmail.com>, Ezra Hernandez <ezrairyl1228@gmail.com>, lmb accounting <lmb.accounting@yahoo.com>, erdb accounting <erdbaccounting@yahoo.com>, Finance Division <denrncr\_finance@yahoo.com.ph>, "Atty. Marcos Blas, CPA" <acctgfincar@yahoo.com>, finance division <denr1asfd@gmail.com>, DENRtwo Accounting <denr02acctg@yahoo.com.ph>, Accounting Finance <denr3accounting2014@yahoo.com>, Denr Office Regional <denr\_finance4a@yahoo.com>, Regional lvb Office <denr\_finance4b@yahoo.com>, Accounting Region5 <region5acctg@gmail.com>, accounting 5 region <acctngsectionr5@gmail.com>, Analisa Nieves <analisa0928@gmail.com>, LYNNETTE VILLALOBOS <nnette66@yahoo.com>, Jovy Novabos <novabosjovy@gmail.com>, Accounting RVIII Section DENR <denrviii\_accountingsection@yahoo.com.ph>, Luisito Lledo <denr9.actg@gmail.com>, Accounting Section DENR R10 <r10.acctg10@gmail.com>, DENR R10 ACCOUNTING <ACCOUNTING@r10.denr.gov.ph>, ELSALYN JUCAY <elsalyn\_denr@yahoo.com>, Godfrey Cotingjo <rayyerf@gmail.com>

Sir/Ma'am,

Good Day!

In relation to the spending performance for FY 2021 on BUR Obligations and Disbursements, you are required to submit a Justification of Disbursement over Obligation per PPA. Kindly submit your justification report immediately.

Thank you.

Best regards,

DENR- Central Office

Mail Delivery Subsystem <mailer-daemon@googlemail.com>
To: denrco.conso@gmail.com

Mon, Apr 4, 2022 at 10:04 AM



Address not found

Your message wasn't delivered to ACCOUNTING@r10.denr.gov.ph because the address couldn't be found, or is unable to receive mail.

The response from the remote server was:

550 Unknown user

Final-Recipient: rfc822; ACCOUNTING@r10.denr.gov.ph
Action: failed
Status: 5.0.0
Remote-MTA: dns; 161.49.125.136 (161.49.125.136, the relay for the domain.)
Diagnostic-Code: smtp; 550 Unknown user
Last-Attempt-Date: Sun, 03 Apr 2022 19:04:25 -0700 (PDT)

----- Forwarded message -----

From: DENR Central Office Conso <denrco.conso@gmail.com>
To: Izel Ibardolaza <izel.ibardolaza@bmb.gov.ph>, Christie Lales <christie.lales@bmb.gov.ph>, BMB Accounting <accounting@bmb.gov.ph>, FOREST DENR MANAGEMENT BUREAU <denr\_fmbacctg@yahoo.com>, forest management



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

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**MEMORANDUM CIRCULAR NO. 2021- 1**

June 3, 2021

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

**SUBJECT: GUIDELINES ON THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FISCAL YEAR (FY) 2021 UNDER EXECUTIVE ORDER NO. 80, S. 2012 AND EXECUTIVE ORDER NO. 201, S. 2016**

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**1.0 PURPOSE**

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

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

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

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

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

## 2.0 COVERAGE

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

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

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

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

## 3.0 ELIGIBILITY CRITERIA

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

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

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

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

#### 4.0 FY 2021 PBB TARGETS, ASSESSMENT, AND SCORING SYSTEM

The agency accomplishments for each of the criteria shall be rated using a scale of 1 to 5 (where 5 is the highest). Each criterion has an assigned weight, as shown in Table 1. The maximum score that may be obtained by the agency is 100 points. To be eligible for the FY 2021 PBB, the agency must attain a total score of at least 70 points.

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	20pts	25pts
<b>TOTAL SCORE</b>		<b>MAXIMUM = 100 POINTS</b>				

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

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

- a. For NGAs, GOCCs covered by the DBM, and SUCs, achieve each one of the Congress-approved performance targets under the PIB of the FY 2021 GAA;

- b. For GOCCs covered by RA No. 10149, achieve the physical targets reflected in their approved FY 2021 Performance Scorecard and eligibility requirements specified in a separate guideline to be issued by the GCG;
- c. For LWDs, achieve each one of the physical targets as identified by LWUA in a Joint Memorandum Circular to be issued by LWUA and DBM; and,
- d. For LGUs, achieve the performance targets based on the Guidelines on the Grant of the PBB for LGUs to be issued by the DILG and DBM.

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

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

The Performance Results shall be assessed and scored as follows:

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

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

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

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

The Process Results shall be assessed and scored as follows:

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

**4.3 Financial Results.** For agencies and GOCCs covered by the DBM, attainment of the FY 2021 Disbursement BURs; and for SUCs likewise achieve the FY 2021 Disbursements BUR and the FY 2021 Earmarked Income targets.

Targets under Financial Results reflect final payments made from the agency's annual budget allotment to realize their committed programs and projects based on the valid appropriations for FY 2021. Hence for FY 2021, agencies shall accomplish the following Disbursements BUR:

- a. **Disbursements BUR** is measured by the ratio of total disbursements (cash and non-cash, excluding PS) to the total obligations for MOOE and CO made in 2021; net of goods and services obligated by December 31, 2020, but paid only in 2021. The **total obligations for MOOE and CO** shall refer to those made from the FY 2021 GAA, FY 2020 GAA, and Bayanihan II appropriations due to their extension under RA No. 11519<sup>1</sup> and RA No. 11520<sup>2</sup>. The objective is to measure the disbursements for the obligations for MOOE and CO made in 2021 from all valid appropriations. These shall be net of transfers to the Procurement Service (PS), the Philippine International Trading Corporation (PITC), and implementing agencies and units which have still to be implemented and outputs delivered. Hence:

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

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

<sup>1</sup> An Act Extending the Availability of Appropriations Under Republic Act No. 11494, Otherwise Known as the "Bayanihan to Recover as One Act"  
<sup>2</sup> An Act Extending the Availability of the 2020 Appropriations to December 31, 2021, Amending for the Purpose Section 60 of the General Provisions of Republic Act No. 11468 or the General Appropriations Act of Fiscal Year 2020



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

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

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

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

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

**d.2 Since all earmarked income of the SUCs (e.g., trust funds, internally generated income, and revolving funds) should benefit and improve the SUCs operations; its Disbursements utilization rates will also be reported following the formats in Annexes 5, 5.1, and 5.2: FY 2021 GAA Accomplishments, BUR Form for SUCs, and All Earmarked Income.**

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

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

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

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

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

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

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

The validation shall be complemented with reports and collected data on feedback and complaints from citizens/clients gathered by the OP, PMS, CSC, and PCOO from Hotline #8888 and CCB databases, as well as the FOI portals.

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

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

## 5.0 AGENCY ACCOUNTABILITIES

To sustain the institutionalization of compliance to existing government-mandated laws and standards, agencies and their Performance Management Team (PMT) shall continue to implement, monitor, and enforce compliance with the following requirements within their agencies:

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

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

## **6.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS**

- 6.1 For FY 2021 PBB, the delivery units (DUs) of eligible agencies shall no longer be ranked. However, the unit/s most responsible for deficiencies shall be isolated.
- a. Based on Table 1, to be eligible for the FY 2021 PBB, the agency must attain a total score of at least 70 points. To be able to attain at least 70 points, the agency should achieve a performance rating of 4 in at least three (3) criteria. In such case, while the agency will be eligible, the unit/s most responsible (including its head) for the criteria stated in Section 3.0 with a performance rating of below 4 will be isolated from the grant of the FY 2021 PBB.
  - b. The unit/s most responsible (including its head) for the non-compliance with the Agency Accountabilities provided in Section 5.0 will also be isolated from the grant of the FY 2021 PBB.
- 6.2 Eligible DUs shall be granted FY 2021 PBB at uniform rates across the agency, including its officials and employees. The corresponding rates of the PBB shall be based on the agency's achieved total score as shown in Section 7.0.
- 6.3 Department Secretaries, Heads of OEOs, Chairpersons, and Commissioners of Constitutional Offices, Heads of Attached Agencies, Presidents of SUCs, and non-ex officio Heads of GOCCs covered by the DBM are eligible only if their respective agencies are eligible. If eligible, their PBB rate for FY 2021 shall be equivalent to the rates as stated in Section 7.0 and shall be based on their monthly basic salary (MBS) as of December 31, 2021.
- 6.4 Non-ex officio Board Members of GOCCs covered by the DBM may be eligible to the PBB with the equivalent rates following Section 7.0 and these conditions:
- a. The GOCC has qualified for the grant of the FY 2021 PBB;
  - b. The Board Member has 90% attendance to duly called board meetings and committee meetings as certified by the Board Secretary;
  - c. The Board Member has nine (9) months aggregated service in the position; and
  - d. The GOCC has submitted the appropriate annual Board-approved Corporate Operating Budget to DBM following the Corporate Budget Circular No. 22 dated December 1, 2016.
- 6.5 For SUCs, in case there is a change in leadership within the year, the SUC President who served the longest shall be entitled to the PBB with the equivalent rates following the provisions stated in Section 7.0.
- The PBB rate of the SUC President who served for a shorter period shall be based on the eligibility of the SUC where he/she served the longest.
- 6.6 To be eligible for FY 2021 PBB, employees belonging to the First, Second, and Third Levels should receive a rating of at least "Very Satisfactory" based on the agency's CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the CESB.

- 6.7 Personnel in detail to another government agency for six (6) months or more shall be included in the recipient agency that rated his/her performance. The payment of the PBB shall come from the mother agency.
- 6.8 Personnel who transferred from one government agency to another agency shall be included by the agency where he/she served the longest. If equal months were served for each agency, he/she will be included in the recipient agency.
- 6.9 Officials and employees who transferred from government agencies that are non-participating in the implementation of the PBB shall be rated by the agency where he/she served the longest; the official/employee shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service to the participating implementing agency, as stated in Section 6.11.
- 6.10 An official or employee who has rendered a minimum of nine (9) months of service during the fiscal year and with at least a Very Satisfactory rating may be eligible for the full grant of the PBB.
- 6.11 An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at least a Very Satisfactory rating shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service rendered, as follows:

LENGTH OF SERVICE	% OF PBB
8 months but less than 9 months	90%
7 months but less than 8 months	80%
6 months but less than 7 months	70%
5 months but less than 6 months	60%
4 months but less than 5 months	50%
3 months but less than 4 months	40%

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

- a. Being a newly hired employee;
  - b. Retirement;
  - c. Resignation;
  - d. Rehabilitation Leave;
  - e. Maternity Leave and/or Paternity Leave;
  - f. Vacation or Sick Leave with or without pay;
  - g. Scholarship/Study Leave; and/or
  - h. Sabbatical Leave.
- 6.12 An employee who is on vacation or sick leave, with or without pay, for the entire year is not eligible for the grant of the PBB.
- 6.13 Personnel found guilty of administrative and/or criminal cases by final and executory judgment in FY 2021 shall not be entitled to the PBB. If the penalty meted out is only a reprimand, such penalty shall not cause the disqualification to the PBB.

- 6.14 Officials and employees who failed to submit the 2020 SALN as prescribed in the rules provided under CSC Memorandum Circular No. 3 s. 2015; or those who are responsible for the non-compliance with the establishment and conduct of the review and compliance procedure of SALN, shall not be entitled to the FY 2021 PBB.
- 6.15 Officials and employees who failed to liquidate all cash advances received in FY 2021 within the reglementary period, as prescribed in COA Circular 97-002 dated February 10, 1997, and reiterated in COA Circular 2009-002 dated May 18, 2009, shall not be entitled to the FY 2021 PBB.

## 7.0 RATES OF THE PBB

The total score as stated in Section 4.0 shall be the basis in determining the amount of the PBB an agency is eligible for. The maximum rate of the PBB for agencies that will achieve 100 points shall be 100% of the 65% monthly basic salary (MBS) of an individual as of December 31, 2021. For illustration, see Table 6 below:

<b>TABLE 6: RATES OF THE PBB</b>	
<b>TOTAL SCORE</b>	<b>PBB RATES</b>
100 points	<b>65%</b> (100% of the 65% monthly basic salary)
95 points	<b>61.75%</b> (95% of the 65% monthly basic salary)
90 points	<b>58.5%</b> (90% of the 65% monthly basic salary)
85 points	<b>55.25%</b> (85% of the 65% monthly basic salary)
80 points	<b>52%</b> (80% of the 65% monthly basic salary)
75 points	<b>48.75%</b> (75% of the 65% monthly basic salary)
70 points	<b>45.5%</b> (70% of the 65% monthly basic salary)

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

- 8.1 The quarterly BFARs of the agencies, as uploaded in the DBM URS, shall be submitted in a timely manner, i.e., within thirty (30) days after the end of each quarter, as provided under Item 3.15.2 of National Budget Circular No. 583, pursuant to Section 90, General Provisions of Republic Act No. 11518 (FY 2021 GAA). BFARs will be used to assess and validate Performance Results.
- 8.2 All agencies should submit evidence of accomplishments of Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results (as provided in Section 4.0) on or before **February 28, 2022**. Agencies are encouraged to make an electronic submission (scanned copy of the official submission and editable MS Word or Excel files for use of the AO 25 Secretariat).

- 8.3 Agencies shall ensure that all explanations and justifications for deficiencies are already attached in their submission.
- 8.4 The AO 25 IATF shall conduct spot checks to validate claims and certifications made by the agencies on their submitted/posted reports and/or requirements.
- 8.5 Agencies are encouraged to provide information to the AO 25 Secretariat on compliance with the Agency Accountabilities provided in Section 5.0.

## **9.0 EFFECTS OF NON-COMPLIANCE**

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

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

## **10.0 COMMUNICATION AND CHANGE MANAGEMENT**

- 10.1 Head of Agencies with the support of their PMTs should enhance the implementation of their internal communications strategy on the PBB and fulfill the following:
  - a. Engage their respective employees in understanding the PBB, the performance targets of their respective agencies, as well as the services and outputs that they will need to deliver to meet these targets.
  - b. Disseminate the performance targets and accomplishments of their agencies to their employees through the intranet and other means, as well as publish these on their respective websites for the public's information.
  - c. Set up a Help Desk to respond to queries and comments on the targets and accomplishments of their agencies. The Help Desk may be a facility that is embedded in the respective websites of agencies.
  - d. Set up a Complaints Mechanism to respond to the PBB-related issues and concerns raised by officials and employees of their respective agencies. Such may be incorporated in the functions of their Grievance Committee.
- 10.2 The Head of Agency shall designate a senior official who shall serve as a PBB focal person. The offices responsible for the performance management may be tasked to provide secretariat support to the PMT and to recommend strategies to instill a culture of performance within the agency. The name, position, and contact details (e-mail, landline, facsimile, cellular phone) of PBB focal persons should be submitted to the AO 25 Secretariat.

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

1. AO 25 Secretariat at [ao25secretariat@dap.edu.ph](mailto:ao25secretariat@dap.edu.ph)
2. RBPMS website [www.rbpms.dap.edu.ph](http://www.rbpms.dap.edu.ph)
3. Telephone: (02) 8400-1469, (02) 8400-1490, (02) 8400-1582
4. Facebook: [www.facebook.com/PBBsecretariat](http://www.facebook.com/PBBsecretariat)

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

The Congress, the Judiciary, and Constitutional Commissions are encouraged to follow these guidelines to be eligible for the FY 2021 PBB.

#### 12.0 EFFECTIVITY CLAUSE

This Memorandum Circular shall take effect immediately.

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

  
WENDEL E. AVISADO

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

