



LBP LEASING AND FINANCE CORPORATION
(A LANDBANK Subsidiary)

15th Floor SycipLaw Centre Bldg, #105 Paseo de Roxas St. 1226 Makati City
Telephone Number 8818-2200/ Fax Number 819-6176

**INVITATION TO QUOTE FOR THE PROCUREMENT OF SERVICES TO CONDUCT LLFC's CY 2026
CLIENT SATISFACTION MEASUREMENT (CSM)**
(LLFC-CAP-26-018)

REQUEST FOR QUOTATION (Small Value Procurement)

LBP Leasing and Finance Corporation (LLFC) through its Bids and Awards Committee (BAC) will undertake a Small Value Procurement in accordance with Section 35.9 of the Implementing Rules and Regulations of the Republic Act No. 12009.

Name of the Project	Procurement of Services to Conduct LLFC's CY 2026 Client Satisfaction Measurement (CSM) (LLFC-CAP-26-018)
Approved Budget of the Contract (ABC)	Four Hundred Fifty Thousand Pesos (PhP450,000.00)
<u>BACKGROUND</u>	
LBP Leasing and Finance Corporation (LLFC), the client, is seeking to hire an independent Research Firm, to conduct LLFC's CY 2026 Client Satisfaction Measurement survey on clients and business partners to assess the overall satisfaction and perception of clients on the services they availed from LLFC.	
<u>OBJECTIVES OF THE SURVEY</u>	
The goals of the survey are to: 1. Determine the level of satisfaction in terms of the client's delivery of services to its stakeholders; 2. Assess the general impact of the client's programs and projects to its stakeholders; and 3. Ascertain the opportunities for improvement.	
<u>SCOPE OF WORK AND METHODOLOGY</u>	
The scope of work and methodology for the study will be based on the attached Terms of Reference (TOR).	
Project Completion	Not later than February 28, 2027

1. Please accomplish the following:
 - a.) Price Quotation Form (Annex "A") together with the supplier's official proposal/quotation
 - b.) Statement of Compliance under Schedule of Requirements and Technical Specifications (Annex "B")
 - c.) Original and notarized Omnibus Sworn Statement (Annex "C")
 - d.) Original and notarized Secretary's Certificate for proof of authorization

Submit in a sealed envelope to LBP Leasing and Finance Corporation office located at 15th Floor, SyCip Law Centre Bldg, #105 Paseo de Roxas St., Makati City **on or before September 22, 2026 5:00PM** together with the **Certified True Copies** of the following **Eligibility documents**:

- a.) Valid and current year Mayor's Permit or proof of application
- b.) Valid and current PhilGEPS Registration Number
- c.) DTI/SEC Registration (for Partnership/Corporation)
- d.) Latest Tax Clearance per E.O. 398, series of 2005
- e.) BIR Certificate of Registration (Form 2303)
- f.) Latest Income/Business Tax Return for two quarters

2. All quotations must include all applicable taxes and shall be valid for a period of thirty (30) calendar days from the deadline of submission of quotations. Quotations received in excess of the approved budget shall be automatically rejected.
3. Liquidated damages equivalent to one tenth (1/10) of the one percent (1%) of the value of Purchase Order not completed within the prescribed completion period shall be imposed per day to day of delay. LLFC may rescind the agreement once the cumulative amount of liquidated damages reaches ten percent (10%) of the amount of purchase order, without prejudice to other courses of action and remedies open to it.
4. The project shall be awarded to the proponent determined to have submitted the complete and lowest quotation including compliance to the Schedule of Requirements and Eligibility documents.
5. The prospective bidder shall be a Filipino citizen/sole proprietorship/partnership/Corporation duly organized under the laws of the Philippines.
6. LLFC reserves the right to reject any or all quotations at any time prior to award of the project without thereby incurring any liability to the affected proponents and to waive any minor defects therein to accept the quotation as may be considered more advantageous to the Government.
7. Terms of payment shall be within thirty (30) calendar days from date of acceptance. The procurement of LLFC is subject to a final VAT withholding of five percent (5%) in addition to the applicable withholding tax.

For further information, please visit LBP Leasing and Finance Corporation office or contact the BAC Secretariat Ms. Jose Emmanuel I. Guerrero at telephone number 8818-2200 loc. 231 or send e-mail to procurement@lbpleasing.com

Date of issue: 17 September 2026

(Sgd.)

ATTY. ED VINCENT A. ALBANO III

CHAIRPERSON

BIDS AND AWARDS COMMITTEE

Price Quotation Form

Date:

ATTY. ED VINCENT A. ALBANO III

Chairperson, Bids and Awards Committee
LBP Leasing and Finance Corporation (LLFC)
15th Flr., Sycip Law Center, #105 Paseo de Roxas St.,
Makati City

Dear **Atty. Albano**:

After having carefully read and accepted the terms and conditions in the Request for Quotation (RFQ), hereunder is our quotation/s for the item/s as follows:

Description/ Specifications:	Qty.	Unit Price (P)	Total Price (P)
(In details)			
Amount in Words: _____ _____			
Warranty			

The above-quoted prices are inclusive of all costs and applicable taxes. Delivery to **LBP Leasing and Finance Corporation** shall not be later than February 28, 2027.

Very truly yours,

Printed Name over Signature of Authorized Representative

Name of Company

Contact No./s

***Please submit all the required eligibility documents together with the Annexes "A, B and C"**

Schedule of Requirements and Eligibility Requirements

Bidders must state “**Comply**” in the column “Statement of Compliance” against each of the individual parameters.

Requirements	Statement of Compliance
One (1) Lot Client Satisfaction Measurement CY2026 compliant with the Terms of Reference	
The Final Report must be submitted not later than February 28, 2027.	
The selected firm must be a professional market research center or firm with a track record of at least five (5) years of relevant studies.	
Eligibility Requirements (Certified True Copies only) :	
1. Valid and Current Year Mayor’s Permit	
2. Valid and Current PhilGEPS Registration Number	
3. DTI / SEC Registration (for Partnership / Corporations)	
4. Latest Tax Clearance per E.O. 398, series of 2005	
5. BIR Certificate of Registration (Form 2303)	
6. Latest Income/Business Tax Return for two quarters	
7. Original and notarized Omnibus Sworn Statement (Annex “C”)	
8. Original and notarized Secretary’s Certificate for proof of authorization	

I hereby certify to comply and deliver all the above Schedule of Requirements.

**Name of Company
/Bidder**

**Signature over Printed Name of
Authorized Representative**

Date

Omnibus Sworn Statement Form

[Note: The duly accomplished form shall be submitted with the Bid]

REPUBLIC OF THE PHILIPPINES)
CITY/MUNICIPALITY OF _____) S.S.

OMNIBUS SWORN STATEMENT

I, *[Name of Affiant]*, of legal age, *[Civil Status]*, *[Nationality]*, and with residence at *[Address of Affiant]*, after having been duly sworn in accordance with law, do hereby depose and state that:

1. *Select one, delete the others:*

- *If sole proprietorship:* I am the sole proprietor or authorized representative of *[Name of Bidder]* with office address at *[Address of Bidder]*;
- *If partnership, corporation, cooperative, or joint venture:* I am the duly authorized and designated representative of *[Name of Bidder]* with office address at *[Address of Bidder]*;
- *If individual consultant not registered under a sole proprietorship, in case of Consulting Services:* I am the individual consultant or authorized representative of *[Name of Bidder]* with office address at *[Address of Bidder]*;

2. *Select one, delete the others:*

- *If sole proprietorship:* As the owner and sole proprietor or authorized representative of *[Name of Bidder]*, I have full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract for *[Project Title]* of the *[Name of the Procuring Entity]* *[insert "as supported by the attached duly notarized Special Power of Attorney" for authorized representative]*;
- *If partnership, corporation, cooperative, or joint venture:* I am granted full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract for *[Project Title]* of the *[Name of the Procuring Entity]*, as supported by the attached duly notarized Special Power of Attorney, Board/Partnership Resolution, or Secretary's Certificate, whichever is applicable;
- *If individual consultant not registered under a sole proprietorship, in case of Consulting Services:* As the individual consultant or authorized representative of *[Name of Bidder]*, I have full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract for *[Project Title]* of the *[Name of the Procuring Entity]*, as supported by the attached duly notarized Special Power of Attorney *for authorized representative*;

3. *[Name of Bidder]* is not "blacklisted" or barred from bidding by the Government of the Philippines or any of its agencies, offices, corporations, or Local Government Units, foreign government/foreign or international financing institution whose blacklisting

rules have been recognized by the Government Procurement Policy Board; by itself or by relation, membership, association, affiliation, or controlling interest with another blacklisted person or entity;

4. Each of the documents submitted in satisfaction of the bidding requirements is an authentic copy of the original, complete, and all statements and information provided therein are true and correct;
5. *[Name of Bidder]* is authorizing the Head of the Procuring Entity or its duly authorized representative(s) to verify all the documents submitted;
6. *Select one, delete the others:*
 - *If sole proprietorship* : The *[Name of Bidder]* and its spouse are not related by consanguinity or affinity up to the third civil degree to the Head of the Procuring Entity, Procurement Agent (if engaged), or the End-User or Implementing Unit, project consultants, head of the Project Management Office, or the members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat;
 - *If partnership* : The partnership itself and the partners of *[Name of Bidder]* are not related by consanguinity or affinity up to the third civil degree to the Head of the Procuring Entity, Procurement Agent (if engaged), or the End-User or Implementing Unit, project consultants, head of the Project Management Office, or the members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat;
 - *If cooperative*: The cooperative itself and members of the board of directors, general manager, or chief executive officer of *[Name of Bidder]* are not related by consanguinity or affinity up to the third civil degree to the Head of the Procuring Entity, Procurement Agent (if engaged), or the End-User or Implementing Unit, project consultants, head of the Project Management Office, or the members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat;
 - *If corporation, or joint venture*: The corporation or joint venture itself, and officers, directors, controlling stockholders and beneficial owners of *[Name of Bidder]* are not related by consanguinity or affinity up to the third civil degree to the Head of the Procuring Entity, Procurement Agent (if engaged), End-User or Implementing Unit, project consultants, head of the Project Management Office, or the members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat;
 - *If individual consultant not registered under a sole proprietorship, in case of Consulting Services*: The individual consultant and its spouse are not related by consanguinity or affinity up to the third civil degree to the Head of the Procuring Entity, Procurement Agent (if engaged), End-User or Implementing Unit, project consultants, head of the Project Management Office, or the members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat;
7. It is understood that failure to faithfully disclose its relationship with the Head of the Procuring Entity, members of the BAC, the TWG, and the BAC Secretariat, the head of the PMO or the end-user unit or implementing unit, and the project consultants of the Procuring Entity, or of the procurement agent by consanguinity or affinity up to the third civil degree, as well as its submission of beneficial

ownership information containing false entries shall be subject to blacklisting under Section 100 of the Implementing Rules and Regulations (IRR) of Republic Act (RA) No. 12009, without prejudice to criminal and civil liabilities under applicable laws, including their accessory penalties, if any.

Select one, delete the rest:

- *In case of corporations: [Name of Bidder] declares its beneficial ownership information consistent with its updated General Information Sheet or Beneficial Ownership Declaration Form or any other document duly submitted to the SEC and has maintained a valid and updated file therein in compliance with Sections 20.2.9.1, 81, and 82 of the IRR of RA No. 12009.*
 - *In case of Foreign Bidders: [Name of Bidder] submitted an appropriate equivalent document in English issued by the country of the bidder concerned in accordance with Section 20.2.9.2 of the IRR of RA No. 12009.*
8. *[Name of Bidder] complies with existing labor laws and standards; and*
9. *[Name of Bidder] is aware of and has undertaken the following responsibilities as a Bidder:*
- a) *Carefully examine all of the Bidding Documents;*
 - b) *Acknowledge all conditions, local or otherwise, affecting the implementation of the Contract;*
 - c) *Made an estimate of the facilities available and needed for the contract to be bid, if any; and*
 - d) *Inquire or secure Supplemental Bid Bulletin(s) issued for the [Project Title].*
10. *[Name of Bidder] did not give or pay directly or indirectly, any commission, amount, fee, or any form of consideration, pecuniary or otherwise, to any person or official, personnel or representative of the government in relation to any procurement project or activity.*
11. *In case advance payment was made or given to [Name of Bidder], failure to perform or deliver any of the obligations and undertakings in the contract shall be sufficient grounds to constitute criminal liability under existing laws.*

IN WITNESS WHEREOF, I have hereunto set my hand this ___ day of ___, 20___ at _____, Philippines.

Duly authorized to sign the Bid for and behalf of:

[Insert Bidder's Name]

[Affiant's Signature over Printed Name]

[Position/Designation]

[Date]

JURAT

SUBSCRIBED AND SWORN to before me this _____ day of *[month]* *[year]* at *[place of execution]*, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiant/s exhibited to me his/her *[insert type of government identification card used]*, with his/her photograph and signature appearing thereon, with no. _____.

WITNESS MY HAND AND SEAL this ____ day of *[month]* *[year]*.

NAME OF NOTARY PUBLIC

Notarial Commission No. _____

Notary Public for _____ until _____

Roll of Attorneys No. _____

PTR No. __, *[date issued]*, *[place issued]*

IBP No. __, *[date issued]*, *[place issued]*

Doc. No. _____

Page No. _____

Book No. _____

Series of _____.

LBP LEASING AND FINANCE CORPORATION
TERMS OF REFERENCE
CLIENT SATISFACTION MEASUREMENT SURVEY FOR CY 2026

PROJECT NAME	:	LLFC Client Satisfaction Measurement for CY 2026
APPROVED BUDGET FOR THE CONTRACT	:	P 450,000.00 (VAT inclusive)

I. RATIONALE

Pursuant to Anti Red Tape Authority (ARTA) Memorandum Circular (MC) No. 2022-05 dated 20 September 2022 (the Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement); as amended by ARTA MC No. 2023-05, dated 8 June 2023, which requires the conduct of Client Satisfaction Measurement (CSM) through the collection of client satisfaction feedback involving all clients with completed transaction/s, for all services rendered by the government agencies including GOCCs.

The Governance Commission for Government-owned or Controlled Corporations (GCGJ and ARTA issued Joint Memorandum Circular (JMC) No. 1, series of 2023, that provides supplemental guidance to GOCCs regarding compliance with GCG MC No. 2023-01 (Performance Evaluation System for the GOCC Sector) and ARTA MC No. 2022-05. It also aimed to reduce the cost and burden of compliance of GOCCs with the CSM and Client Satisfaction Survey (CSS) requirements.

In June 2026, ARTA issued Memorandum Circular No. 2026-0004 (Revised Memorandum on Campaign Against Fixers and Client Satisfaction Measurement (CSM), thereby amending MC No. 2023-03. It encourages the transacting clients to provide feedback on the service they avail to reinforce transparency and accountability by ensuring that citizens are informed and inspired to participate in the survey.

The CSM serves as one of the monitoring tools to measure how GOCCs relate with their customers as that it provides tangible and verifiable data on how they deliver their services.

In compliance with the abovementioned, there is a need to engage the services of an independent third party provider, capable of administering, generating, interpreting and reporting the Client Satisfaction Survey/Measurement results for CY 2026, both for internal and external services, considering that these tasks are of such magnitude and scope as would require a high level of technical and professional expertise coming from institution with relevant education and experience.

LBP Leasing and Finance Corporation (LLFC), the client, is seeking to hire an independent Research Firm, to conduct LLFC's **CY 2026 Client Satisfaction Measurement survey on internal and external services** to assess the overall

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CLIENT SATISFACTION MEASUREMENT SURVEY FOR CY 2026

satisfaction and perception of LLFC employees, clients and business partners on the services they availed from LLFC.

II. SCOPE OF WORK AND METHODOLOGY

The independent Research Firm shall strictly adhere to the guidelines and requirements under all applicable laws, rules and regulations, and all related issuances of the ARTA and the GCG. It shall conduct/administer the survey and prepare the CSM report in accordance with the following issuances, which shall form part of this Terms of Reference:

- a. ARTA Memorandum Circular No. 2022-05 re: Guidelines on the Implementation of Harmonized Client Satisfaction Measurement (Annex A)
- b. ARTA Memorandum Circular No. 2023-05 re: Amendment to ARTA Memorandum Circular No. 2022-05 or The Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement (Annex B)
- c. GCG and ARTA Joint Memorandum Circular No. 1, series of 2023, re: Supplemental Guidelines to the ARTA Memorandum Circular No. 2022-05 or the Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement Specific for GOCCs covered by R.A. No. 10149 taking into consideration the additional requirements of the GCG on the CSM Report (Annex C)
- d. ARTA Advisory No. 2026-007 Reiteration on the Deadline of Submission of the Compliances Under RA 11032
- e. ARTA MC No. 2026-0004 (Revised Memorandum on Campaign Against Fixers and Client Satisfaction Measurement (CSM), thereby amending MC No. 2023-03.

The Research Firm shall administer the Client Satisfaction Measurement for all **INTERNAL AND EXTERNAL** business processes/services pursuant to the LLFC Citizens Charter;

The Research Firm shall administer the CSM to all LLFC employees, clients, and business partners with completed transactions. The LLFC employees, clients, and business partners who have completed multiple transactions shall have the opportunity to accomplish the CSM for each availed service. A transaction is considered complete when the final step of the service was availed of per the LLFC Citizen's Charter;

The CSM shall be conducted after each completed transaction and it shall be administered between **January-December 2026**;

The Research Firm shall determine the minimum number of responses per internal and external services based on the Citizen 's Charter using the calculator on this link: [https:// tinyurl. com/ CSM sample size](https://tinyurl.com/CSM_samplesize). However, it shall continue to conduct the CSM , even If the minimum has been reached;

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CLIENT SATISFACTION MEASUREMENT SURVEY FOR CY 2026

The Research Firm shall administer the CSM through the following data gathering methods:

- a. On Site Conduct - may be done through a paper survey questionnaire or electronic platforms in providing questionnaire to respondents;
- b. Remote Conduct - to remote respondents through telephone interview or digital means such as electronic mail, website, social media, QR Code, or other similar modes.

The Research Firm in consultation with the client shall be in charge of the manner and time interval of the collection of paper and/or electronic survey questionnaires.

The Research Firm shall use the CSM Questionnaire prescribed in Annex "D:" (Client Satisfaction Measurement Questionnaire) of ARTA MC No. 2023-05 dated 8 June 2023 which may be in English or Tagalog version.

The Research Firm shall generate the CSM report using the CSM Report template prescribed in ARTA Advisory No. 2026-007 "Annex A – Important Reminders for the Submission of the Harmonized Client Satisfaction Measurement Report. **The Report shall include the disaggregated SQD Results of Internal and External Services.**

For the Citizen's Charter-related questions, the CSM Report shall include the scores for **CC awareness**, **CC visibility**, and **CC helpfulness**. The scores can be calculated as follows:

CC awareness score: Sum of the results from CC 1.1 to CC 1.3 questions

CC visibility score: Result of the CC 2.1 question

CC helpfulness score: Result of the CC 3.1 question

The Research Firm shall use the Five (5) Point Likert Scale to measure the Service Quality Dimensions (SQDs) or may utilize the smileys/emoticons corresponding to the scale for better visualization to prevent confusion on the corresponding rating:

Scale	Rating
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree

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CLIENT SATISFACTION MEASUREMENT SURVEY FOR CY 2026

5	Strongly Agree
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The percentage of respondents that rated "Agree" and "Strongly Agree" shall be used to get each SQD's score. A question that was answered with two (2) or more check marks shall be considered invalid.

The percentage of respondents that rated "Agree" and " Strongly Agree" for all eight (8) SQDs shall be used to compute the Overall Score. The interpretation of the results shall be as follows:

<u>Percentage</u>	<u>Rating</u>
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0%- 94.9%	Very Satisfactory
95.0% - 100%	Outstanding

The Research Firm shall conduct data gathering for all completed transactions of LLFC stakeholders from January 1 to December 31, 2025. The Research Firm shall backtrack the respondents with completed transactions availed.

The Research Firm shall provide the **final CSM Report** on **February 28, 2027** covering January 1 to December 31, 2026 respondents.

III. FINAL REPORT

- a. The Research Firm shall submit a CSM Report and **shall strictly** follow the template/outline provided in ARTA Advisory No. 2026-007 "Annex A – Important Reminders for the Submission of the Harmonized Client Satisfaction Measurement Report and ARTA Memorandum Circular No. 2023-05 re: Amendment to ARTA Memorandum Circular No. 2022-05 or The Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement (Annex B). The CSM Report shall be duly approved *and* signed by the LLFC President and CEO or the Head of the Committee on Anti Red Tape (CART) to attest that the report is accurate and compliant with the Guidelines.

The Research Firm shall provide the requested proof of the survey results, including the answered paper surveys and the excel file of the aggregated data.

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CLIENT SATISFACTION MEASUREMENT SURVEY FOR CY 2026**

The Inspection Checklist program of the Report Card Survey will validate if the CSM is properly Implemented.

IV. PROCUREMENT

The bidder shall be engaged from the time of the issuance of the Notice of Award. The contract can be terminated earlier as deemed necessary by LLFC.

V. FIRM QUALIFICATIONS

The selected firm must be a professional market research center or firm with a track record of at least five (5) years of relevant studies. The selected contractor's team will need to demonstrate their experience both in quantitative and qualitative research techniques, particularly as applied to LLFC stakeholders.

The Research Firm must submit a proposal along with the following documents in a sealed envelope:

- a.) Valid and current year Mayor's Permit
- b.) Valid and current PhilGEPS Registration Number
- c.) DTI/SEC Registration (for Partnership/Corporation)

VI. CONTRACT PAYMENT SCHEME

The payment of the contract price will be made upon the client's acceptance of the final report deliverable.

VII. DATA PRIVACY ACT

The service provider is subject to compliance with the requirement of the Data Privacy Act. LLFC will provide the contact and the transaction list to be used in the conduct of survey. The Research Firm, its researchers and all their partners should sign a Non-Disclosure and Confidentiality Agreement before the commencement of the project.



MEMORANDUM CIRCULAR NO. 2022 - 05
SERIES OF 2022

"ANNEX A)

FOR: ALL GOVERNMENT AGENCIES AND OFFICES COVERED BY
REPUBLIC ACT NO. 11032 INCLUDING LOCAL
GOVERNMENT UNITS (LGUs), GOVERNMENT-OWNED OR -
CONTROLLED CORPORATIONS (GOCCs), LOCAL WATER
DISTRICTS, STATE UNIVERSITIES AND COLLEGES (SUCs),
AND OTHER GOVERNMENT INSTRUMENTALITIES

SUBJECT: GUIDELINES ON THE IMPLEMENTATION OF THE
HARMONIZED CLIENT SATISFACTION MEASUREMENT

DATE: 20 September 2022

1. LEGAL BASES

- 1.1 Pursuant to Section 20 of the Republic Act (RA) No. 11032 (RA No. 11032) or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*, which amended and renumbered Section 10 of R.A. No. 9485 or the *Anti-Red Tape Act of 2007* to Section 20, a feedback mechanism shall be established in all government agencies covered under Section 3 of R.A. No. 11032.
- 1.2 Section 3 (b), Rule IV of the Implementing Rules and Regulations (IRR) of R.A. 11032 also states that "All agencies shall embed feedback mechanisms and client satisfaction measurement in their process improvement efforts. The agency shall report to the Authority the results of the Client Satisfaction Survey for each service based on the guidelines to be issued by the Authority."
- 1.3 ARTA Memorandum Circular (MC) No. 2019-002 provides that the Client Satisfaction Measurement (CSM) report of all government agencies shall be submitted to the Authority on or before the last working day of January of every year.

2. PURPOSE

- 2.1. Promoting the adoption of a harmonized and standardized framework in measuring client satisfaction across all levels of the government will ensure continuous improvement and enhancement of service promise towards a more meaningful client-centered Citizen's Charter.

2.2. Considering the diverse function of government offices, it has been difficult to measure and compare the service performance of government agencies. Furthermore, client satisfaction surveys have been conducted through different methodologies and have been submitted to different government bodies. As a result, there is a need to develop a client satisfaction survey that is applicable to every government agency and is reported in a uniform manner.

2.3. The Anti Red Tape Authority (Authority) developed the harmonized CSM for agencies as an after-service availment survey that will assess the overall satisfaction and perception of clients on the government service they availed. This will provide relevant feedback to the agency on the quality of service they are providing. The output and results of the CSM shall be incorporated in the agency's Report Card Survey (RCS) under the Overall Survey Results.

2.4. This Memorandum Circular is issued to provide all government agencies covered by R.A. No. 11032 with instructions and guidance on the use of a harmonized CSM tool. Other agencies not covered by R.A. 11032 have the option to use the said tool.

3. COVERAGE

These Guidelines shall be adopted by all government agencies and offices covered under Section 3 of R.A. No. 11032 including Local Government Units (LGUs), Government-Owned or -Controlled Corporations (GOCCs), Local Water Districts, State Universities and Colleges (SUCs), and other Government Instrumentalities.

4. GENERAL GUIDELINES

4.1. As mandated by Section 3 (b), Rule IV of the IRR of R.A. 11032, client satisfaction feedback shall be gathered for **all services offered** by the government agency. This shall include both External and Internal Services.

4.1.1. As defined in Section 3.1.2.3 of ARTA M.C. No. 2019-002-A:

4.1.1.1. **External Services** refer to government services applied for or requested by external citizens or clients or those who do not form part or belong to the government agency or office providing the service.

4.1.1.2. **Internal Services** refer to government services applied for or requested by citizens or clients who are within the respective government agency or office, such as, but not limited to, its personnel or employees, whether regular or contractual.

- 4.1.2. For year 2023, government agencies may have the option to cover only their external services. However, beginning year 2024 both internal and external services will be covered.
- 4.2. Agencies that already have an implemented client feedback mechanism may have the option to replace it with the harmonized CSM tool or supplement/integrate the harmonized CSM tool within their existing tool.
- 4.3. **Methodology of the Client Satisfaction Measurement (CSM)**
- 4.3.1. **Identification of Eligible Respondents.** Government agencies shall administer the CSM to **ALL clients with completed transaction**. Clients who completed multiple transactions shall have the opportunity to accomplish the CSM for each availed service. A transaction is considered complete when the final step of the service availed of per the Citizen's Charter of the government agency is accomplished.
- 4.3.2. **Frequency and Period of the Survey.** The CSM shall be conducted after each completed transaction. It shall be administered between January – December of each year.
- 4.3.3. **Number of Respondents.** Government agencies shall determine the minimum number of responses per service based on the calculator found in the link below. Government agencies shall continue to conduct the CSM, even when the minimum has been reached.

<https://tinyurl.com/CSMsamplesize>

- 4.3.4. **Data Gathering.** Government agencies are encouraged to implement the CSM using various data gathering methods, to the greatest extent feasible, to maximize response rates.
- 4.3.4.1. **On-site Conduct.** The on-site conduct of the CSM may be done through a paper survey questionnaire. Agencies may have the option to utilize electronic platforms in providing questionnaires to the respondents. For persons with disabilities (PWDs) and senior citizens that need assistance, the Public Assistance and Complaints Desk (PACD) officer or a designated officer shall help the respondents in answering the CSM.
- 4.3.4.2. **Remote Conduct.** Agencies may administer the CSM to remote respondents through electronic mail, the agency's website, social media, QR Code, or other similar modes.

- 4.3.5. **Collection Mechanism.** The manner and time interval of the collection of paper survey questionnaires shall be at the discretion of the agencies and offices. It shall be brief to maximize the responses and shall maintain the confidentiality of clients. If convenient, agencies are encouraged to utilize their PACD for the collection mechanism.

4.4. Content of the CSM Questionnaire

- 4.4.1. **CSM Questions.** All government agencies are mandated to use the CSM questions prescribed by the Authority as stated in Annex A – Client Satisfaction Measurement Questionnaire of this Memorandum Circular. The CSM includes three (3) questions related to the Citizen's Charter, one (1) question related to the client's overall satisfaction with the service availed of, and eight (8) questions related to the following Service Quality Dimensions (SQD):

- a.) **Responsiveness** – the willingness to help, assist, and provide prompt service to citizens/clients.
- b.) **Reliability** – the provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate.
- c.) **Access and Facilities** – the convenience of location, ample amenities for comfortable transactions, use of clear signages and modes of technology.
- d.) **Communication** – the act of keeping citizens and clients informed in a language they can easily understand, as well as listening to their feedback.
- e.) **Costs** – the satisfaction with timeliness of the billing, billing process/es, preferred methods of payment, reasonable payment period, value for money, the acceptable range of costs, and qualitative information on the cost of each service.
- f.) **Integrity** – the assurance that there is honesty, justice, fairness, and trust in each service while dealing with the citizens/clients.
- g.) **Assurance** – the capability of frontline staff to perform their duties, product and service knowledge, understand citizen/client needs, helpfulness, and good work relationships.
- h.) **Outcome** – the extent of achieving outcomes or realizing the intended benefits of government services.

4.4.1.1. The CSM questions prescribed by the Authority are fixed and may not be altered, modified, or deleted.

4.4.1.2. Agencies have the option to add service-specific questions to the CSM, provided the revised version will not exceed five (5) minutes for the client to accomplish. The results of the additional questions shall not be included in the computation of the overall score.

4.4.1.3. Aside from the English and Filipino versions of the CSM survey, government agencies shall provide a version translated to the local dialect for easier understanding, provided that the revised version will still be able to capture the SQDs as stated above.

4.4.2. **Demographic Questions.** The demographic questions prescribed by the Authority shall be used for the CSM. Agencies and offices may further add relevant demographic questions to the survey, provided that the revised version will not exceed five (5) minutes for the client to accomplish.

4.4.3. **Open-ended Question.** The CSM shall have an open-ended question at the end of the form where the client has the option to provide additional remarks or feedback not covered/captured by previous questions.

4.5. Rating Scale and Scoring System of the CSM

4.5.1. **Rating Scale.** The CSM shall use a **Five (5) Point Likert Scale** to measure the SQDs. Agencies may utilize smileys/emoticons corresponding to the scale for better visualization to prevent confusion on the corresponding rating.

Scale	Rating
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

4.5.2. **Scoring Per Question.** The percentage of respondents that rated 'Agree' and 'Strongly Agree' shall be used to get each SQD's score. A question that was answered with two (2) or more check marks shall be considered as invalid.

4.5.3. **Overall Scoring.** The percentage of respondents that rated 'Agree' and 'Strongly Agree' for all eight (8) SQDs shall be used to compute the Overall Score. Agencies shall strive to achieve an overall percentage of 80% or higher, or a rating of "Satisfactory" or higher. Interpretation of the results shall be as follows:

Percentage	Rating
Below 60.0%	Poor
60.0%-79.9%	Fair
80.0%-94.9%	Satisfactory
95.0%-100%	Outstanding

4.6. Drafting the CSM Report

4.6.1. Government agencies are required to submit a CSM report following the template/outline provided in Annex B – Client Satisfaction Measurement Report of this Memorandum Circular. This will amend Section 6.7.3. of ARTA M.C. No. 2019-002 which previously required the submission of the report using the agency's existing CSM.

4.6.1.1. A copy of the revised version of the CSM questionnaire shall be attached to the CSM Report as Annex.

4.6.2. Government agencies with regional/field/satellite offices may have the option to submit either unified or separate CSM Reports. However, disaggregated reports of the regional/field/satellite offices are still required to be submitted to the Authority.

4.7. Submission and Publishing of the CSM Report

4.7.1. **All agencies** shall submit their CSM reports implementing these guidelines on the last working day of April 2024.

4.7.2. Agencies and offices shall submit soft copies (in text-readable PDF format) of the CSM report through this link: <https://tinyurl.com/CSMRsubmissions>.

- 4.7.3. The CSM report shall be uploaded on the official website of the government agency or be made available to the transacting public upon request.

4.8. Verification

- 4.8.1. All covered government agencies shall submit their CSM Report duly approved and signed by the Head of the Committee on Anti-Red Tape (CART) to attest that the report is accurate and compliant with these Guidelines.
- 4.8.2. The ARTA reserves the right to request proof of the survey results, including the answered paper surveys and the excel file of the aggregated data.
- 4.8.3. The Inspection Checklist program of the Report Card Survey will validate if the CSM is properly implemented.

4.9. Updated Timeline of Submission

The CSM Report covering the previous year shall be submitted on or before the last working day of April the following year.

5. TRANSITORY PROVISION

All covered government agencies shall start implementing these guidelines beginning January 2023.

6. AMENDMENT TO THE GUIDELINES

The guidelines outlined in this Memorandum Circular are subject to change as deemed necessary by the Authority.

7. REPEALING CLAUSE

Provisions of previous issuances of the Authority that are inconsistent with this Memorandum Circular are hereby reversed, set aside, or declared ineffective.

8. SEPARABILITY CLAUSE

If any provisions or part of this Circular is held unconstitutional or invalid, it shall not affect the validity of the remaining provisions of this Circular.

9. EFFECTIVITY

This Circular shall take effect immediately upon publication and registration with the University of the Philippines – Office of the National Administrative Register (UP-ONAR).

10. REFERENCES

The following additional documents are available online at the official website of the ARTA at www.arta.gov.ph:

Annex A. Client Satisfaction Measurement Questionnaire

Annex B. Client Satisfaction Measurement Report Outline and Sample Report

APPROVED BY:



DDG ERNESTO V. PEREZ
Officer-in-Charge

Annex A

Client Satisfaction Measurement Questionnaire

Control No: _____

AMT-REDI LIFE AGENCY
 CLUST CARE ACTION HEADQUARTERS FORM
 PSA Approval No. AMT-1141-1
 Expires on 31 July 2021

(Insert agency logo here) (Insert agency name here)

HELP US SERVE YOU BETTER!

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you always have the option to not answer this form.

Client type: ☐ Citizen ☐ Business ☐ Government (Employee or another agency)Date: _____ Sex: ☐ Male ☐ Female Age: _____

Region of residence: _____ Service Availed: _____

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.

CC1 Which of the following best describes your awareness of a CC?

- ☐ 1. I know what a CC is and I saw this office's CC.
☐ 2. I know what a CC is but I did NOT see this office's CC.
☐ 3. I learned of the CC only when I saw this office's CC.
☐ 4. I do not know what a CC is and I did not see one in this office. (Answer 'N/A' on CC2 and CC3)

CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?

- ☐ 1. Easy to see ☐ 4. Not visible at all
☐ 2. Somewhat easy to see ☐ 5. N/A
☐ 3. Difficult to see

CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?

- ☐ 1. Helped very much ☐ 3. Did not help
☐ 2. Somewhat helped ☐ 4. N/A

INSTRUCTIONS:For SQD 0-8, please put a **check mark (✓)** on the column that best corresponds to your answer.

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree	N/A Not Applicable
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office or its website.						
SQD5. I paid a reasonable amount of fees for my transaction.						
SQD6. I feel the office was fair to everyone, or "walang palakasan", during my transaction.						
SQD7. I was treated courteously by the staff, and (if asked for help) the staff was helpful.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

Email address (optional): _____

THANK YOU!

(Online Version)

(Insert agency logo here) (Insert agency name here)

HELP US SERVE YOU BETTER!

USP-2021-00000000
CLIENT SATISFACTION MEASUREMENT FORM
PSA Approved No. APT-2021-00000000
Expires on 31 July 2023

This short Client Satisfaction Measurement (CSM) survey aims to track the customer experience of government offices. Your answers will enable this office to provide a better service.

Age: _____ Sex: _____ Region: _____

Agency visited: _____

Service availed: _____

Customer type (Citizen, Business, or Government?): _____

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions.

CC1 Do you know about the Citizen's Charter (document of an agency's services and reqs.)?

- ☐ 1. Yes, aware before my transaction with this office
☐ 2. Yes, but aware only when I saw the CC of this office
☐ 3. No, not aware of the CC (Skip questions CC2 and CC3)

CC2 If Yes to the previous question, did you see this office's Citizen's Charter?

- ☐ 1. Yes, the CC was easy to find
☐ 2. Yes, but the CC was hard to find
☐ 3. No, I did not see this office's CC (Skip question CC3)

CC3 If Yes to the previous question, did you use the Citizen's Charter as a guide for the service/s you availed?

- ☐ 1. Yes, I was able to use the CC
☐ 2. No, I was not able to use the CC because _____

INSTRUCTIONS: For SQD 1-8, please encircle the number that corresponds to your answer:

Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
SQD1. I spent an acceptable amount of time to complete my transaction (<i>Responsiveness</i>)	1	2	3	4	5
SQD2. The office accurately informed and followed the transaction's requirements and steps (<i>Reliability</i>)	1	2	3	4	5
SQD3. My online transaction (including steps and payment) was simple and convenient (<i>Access and Facilities</i>)	1	2	3	4	5
SQD4. I easily found information about my transaction from the office or its website (<i>Communication</i>)	1	2	3	4	5
SQD5. I paid an acceptable amount of fees for my transaction (<i>Costs</i>)	1	2	3	4	5
SQD6. I am confident my online transaction was secure (<i>Integrity</i>)	1	2	3	4	5
SQD7. The office's online support was available, or (if asked questions) online support was quick to respond (<i>Assurance</i>)	1	2	3	4	5
SQD8. I got what I needed from the government office (<i>Outcome</i>)	1	2	3	4	5

Remarks (optional):

Annex B

Client Satisfaction Measurement (CSM) Report Outline

Harmonized CSM Report Outline:

I. Title Page

- This section shall contain the Agency's official logo and official name. The page shall also include the label "Client Satisfaction Measurement Report", the year covered by the report, and the report's edition (Ex. 2nd Edition).

II. Table of Contents

III. Overview

- The content of the Overview section shall be at the discretion of the agency. It may include a brief description of the agency and the CSM mandate.

IV. Scope and Methodology

- a. Period covered
- b. Geographic and Office coverage
- c. List of services surveyed
- d. Sampling
 - i. Applied confidence level and margin of error
 - ii. Mode of survey implementation (Ex. Paper questionnaire in the office)
- The Scope section of the CSM Report shall include the period the survey was conducted and the geographical coverage of the survey.
- In addition, the section shall include a table of the agency's services, the number of clients that completed the survey, and the total number of transactions during the year (surveyed + unsurveyed clients).
- The agency shall create a separate table for services that had no clients during the period.
- The sampling calculator is attached in the CSM Guidelines document.
- e. Feedback and Collection Mechanism
- f. Scoring system
 - i. Table of the scale and its equivalent number
- g. How numerical results will be interpreted
 - The Methodology section of the CSM Report shall discuss all the physical and digital methods used by the agency to implement the CSM survey.
 - Additionally, the section shall provide a table of the 5-point Likert scale and the survey's scoring system.

V. Results

- a. Response rates (per service)
 - i. Number of clients surveyed per service
 - ii. Number of clients surveyed per customer type
- b. Total number of transacting clients during the period (per service)
- c. Client Demographic



- d. Citizen's Charter results**
- e. Service Quality Dimension results**
- f. Free responses**

- *The response rate is integral to the survey so it shall be explicitly stated in the CSM report. It shall be followed by a discussion of why the agency thinks the response rate is high, low, or as expected.*
- *Furthermore, the agency shall provide reasons for why services have 0 responses, if any.*
- *A breakdown of the client demographic shall be provided. The agency may provide an analysis based on how it may or may not be representative of its population.*
- *Then, a breakdown of the Citizen's Charter questions and Service Quality Dimension questions by result count shall be provided. The agency shall provide an analysis of the results.*
- *Afterward, a breakdown of each services' scores shall be provided. The agency shall also provide an analysis of these results.*

VI. Results of the Agency Action Plan reported in the previous year

VII. Continuous Agency Improvement Plan for the following year

- *Sections VI and VII shall contain the action steps, the responsible unit/person, and a timeline. Agencies are also encouraged to incorporate CSM findings to the Improvement Plan.*
- *Section VI shall not apply for the first year of CSM implementation*

VIII. Index

- A. Clear image of physical CSM survey used**
- B. Detailed list of regional and satellite offices covered**
- C. CSM results of each regional and satellite office**
 - i. Response rates of each office**
 - ii. Demographic of each office**
 - iii. Citizen's Charter results of each office**
 - iv. SQD results of each office**



ARTA
ANTI-RED TAPE AUTHORITY
OFFICE OF THE PRESIDENT



Client Satisfaction Measurement Sample Report



SWARTER INITIATIVE: BETTER PHILIPPINES

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

COVER PAGE

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INSERT AGENCY LOGO HERE

Size: Official Dimensions
of the Official Logo
Resolution: High
resolution

AGENCY NAME

Font Style: Official Font Style of the
Government Agency Name
Font Size: Should at least be 20

Harmonized CSM Report

Font Size: Should at least be 20

2023 (1st Edition)

Text: Year (No. of Edition)
Font Size: Should at least be 16

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE



Harmonized CSM Report

Font Size: Should at least be 20

2023 (1st Edition)

Text: Year (No. of Edition)
Font Size: Should at least be 16

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

INSERT AGENCY
LOGO HERE

AGENCY PROFILE

(This header is not included in actual template)

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Height: 1 Inch
Resolution: High Resolution

From this page onwards, the official logo of the government agency shall be printed at the top rightmost corner of the header of every page

I. Overview:

The Anti-Red Tape Authority (ARTA) is a national government agency created under R.A. 11032 to monitor and ensure compliance with the national policy on transparency and ease of doing business in the Philippines.

As stated in the ARTA Memorandum Circular (M.C.) No. 2022-02, government agencies shall provide the harmonized CSM survey to clients who have completed a transaction. Per 6.7.3 of ARTA M.C. No. 2019-002, the client satisfaction measurement detailing the scope and period covered by the measurement, the methodology used, the results of the measurement, and the interpretation of the data shall be reported to the Authority.

II. Scope:

ARTA conducted surveys throughout the year from Jan. 2022 to Dec. 2022.

ARTA surveyed every client that visited the main and regional offices, as well as those that contacted ARTA through email.

The survey used the standard harmonized CSM questionnaire. It asked clients demographical questions, three (3) Citizen's Charter questions, and eight (8) questions related to the following Service Quality Dimensions:

1. Responsiveness
2. Reliability
3. Access and Facilities
4. Communication
5. Costs
6. Integrity
7. Assurance
8. Outcome

The services ARTA surveyed are the following:

External Services	Responses	Total Transactions
Submission of Comments on Proposed Major Regulations (Online)	258	431
Submission of Comments on Proposed Major Regulations (Walk-In)	204	512
Request for Data related to Business Regulations (Online)	59	78
Request for Data related to Business Regulations (Walk-In)	8	16
Request for Doing Business Data/Information	21	33

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

Request for Regulatory Impact Assessment (RIA) Training	32	32
Response to E-mail Clarification/Inquiry (Compliance-Related)	167	488
Filing of Non-ARTA Related Complaints	24	24
Filing of Complaints (Email)	271	849
Filing of Complaints (Physical Letter)	19	40
Filing of Complaints (Walk-in)	29	36
Request for Legal Opinion	71	101
Request for Comment (BRO)	42	100
Request for Issuance of Compliance Order (CMEQ)	22	26
Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions	49	75
Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions (with Standard Disposition of Complaints)	33	39
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions	15	34
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions (with Standard Disposition of Complaints)	11	22
Standard procedure for the disposition of complaints endorsed to ARTA-IELO	16	20
Request for Briefing	56	81
Request for Statements/Advisories	73	153
Hiring of Plantilla Personnel for Successful Applications	36	49
Hiring of Plantilla Personnel for Failed Applications	108	327
Internal Services		
Request for Evaluation of Citizen's Charter	38	73
Request for ARTA Collaterals	15	21
Processing of Payroll	446	2436
Request for Certification of Availability of Funds	43	80
Disbursements	68	95
Cash Advance from Petty Cash Fund	26	37
Request for Expenses from Petty Cash Fund	33	51
Purchase Request for Goods (Items, Supplies, and Materials) through public bidding	9	17
Purchase Request for Goods (Items, Supplies, and Materials) through shopping	13	20
General Services for Building and Maintenance Request (Simple Repairs)	19	29
General Services for Building and Maintenance Request (Complex Request/ Requiring AMP)	0	8
Documentation and Assigning of Serial Number for Office Orders, Memorandum Circulars, and Other Official Issuances	0	5
Receiving of Incoming Documents	38	38
Request for Certified True Copy of Department Orders, Administrative Orders, and Other ARTA Issuances	17	17
Receiving of Inventory Items	23	23
Request and Issuance of Inventory Items	18	18
Request for ICT Technical Support	16	16
Request for Employee Records	38	38
Application for Leave	332	332
TOTAL	2816	6920

In aggregate, 2,816 people were able to answer the survey, among a population of 6,920. This resulted in a 41% response rate for 2022.

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

Services that had no clients in 2022 are the following:

Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions (with Disposition of Complaints via virtual proceedings)
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions (with Disposition of Complaints via virtual proceedings)

III. Methodology:

For physical clients, surveys were handed out and collected by ARTA personnel immediately at the end of the transaction. Surveys and survey boxes were also available near the office's exit.

For online clients, emails containing the CSM portal link were sent one (1) week after the last correspondence.

The 8 SQD questions were scored using a 5-point Likert Scale. The simple average of the questions was used to get the Overall score. The interpretation of the results are as follows:

Scale	Average	Rating
1	1.00-1.49	Very Unsatisfied
2	1.50-2.49	Unsatisfied
3	2.50-3.49	Neither Unsatisfied nor Satisfied
4	3.50-4.49	Satisfied
5	4.50-5.00	Very Satisfied

IV. Results of the harmonized CSM for FY 2022:

A. Count of CC and SQD results

While the majority of respondents know the existence of a Citizen's Charter (CC), 49% of clients were still unaware of the CC.

Meanwhile, among those that knew the CC, 77% were able to see ARTA's CC. However, only 34% of clients were able to use it as a guide for their service.

External Services	Responses	Percentage
CC1. Yes, aware before my transaction here	944	33%
CC1. Yes, but aware only when I saw the CC of this office	521	18%
CC1. No, not aware	1370	49%
CC2. Yes, I saw the Citizen's Charter	1135	77%
CC2. No, I did not see the Citizen's Charter	330	23%
CC3. Yes, I was able to read	387	34%

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

CC3. No, I was not able to read	748	66%
---------------------------------	-----	-----

Meanwhile, most respondents were 'Very Satisfied' with ARTA in terms of the 8 service quality dimensions, recording a score range of 4.55-4.72.

The data below shows the breakdown of the results per service quality dimension.

Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Responses	Rating
Responsiveness	1	12	58	815	1930	2816	4.72
Reliability	5	9	50	1052	1700	2816	4.64
Access and Facilities	2	16	71	938	1769	2816	4.67
Communication	1	18	54	1296	1447	2816	4.55
Costs	1	21	44	971	1779	2816	4.67
Integrity	3	15	38	833	1927	2816	4.72
Assurance	2	17	65	1141	1591	2816	4.60
Outcome	4	14	59	1053	1686	2816	4.64
Overall	19	122	439	8099	13849	22528	4.65

B. Average score per service

Looking at the scores per service, respondents were either 'Satisfied' or 'Very Satisfied' with their transactions, recording a score range of 4.00-4.97. No service garnered a score of 3.99 or lower.

As a result, ARTA recorded an Overall score of 4.65, which translates to 'Very Satisfied'.

The data below shows the Overall rating of each service surveyed.

External Services	Overall Rating
Submission of Comments on Proposed Major Regulations (Online)	4.67
Submission of Comments on Proposed Major Regulations (Walk-In)	4.80
Request for Data related to Business Regulations (Online)	4.41
Request for Data related to Business Regulations (Walk-In)	4.07
Request for Doing Business Data/Information	4.97
Request for Regulatory Impact Assessment (RIA) Training	4.38
Response to E-mail Clarification/Inquiry (Compliance-Related)	4.83
Filing of Non-ARTA Related Complaints	4.04
Filing of Complaints (Email)	4.12
Filing of Complaints (Physical Letter)	4.11
Filing of Complaints (Walk-in)	4.65
Request for Legal Opinion	4.71
Request for Comment (BRO)	4.85
Request for Issuance of Compliance Order (CMEO)	4.74

DISCLAIMER: ALL NUMBERS IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions	4.27
Request for Issuance of Order of Automatic Approval/Extension for Complex Transactions (with Standard Disposition of Complaints)	4.33
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions	4.49
Request for Issuance of Order of Automatic Approval/Extension for Highly Technical Transactions (with Standard Disposition of Complaints)	4.15
Standard procedure for the disposition of complaints endorsed to ARTA-IELO	4.00
Request for Briefing	4.61
Request for Statements/Advisories	4.82
Hiring of Plantilla Personnel for Successful Applications	4.07
Hiring of Plantilla Personnel for Failed Applications	4.10
External Service Overall	4.60
Internal Services	
Request for Evaluation of Citizen's Charter	4.13
Request for ARTA Collaterals	4.12
Processing of Payroll	4.76
Request for Certification of Availability of Funds	4.87
Disbursements	4.39
Cash Advance from Petty Cash Fund	4.21
Request for Expenses from Petty Cash Fund	4.48
Purchase Request for Goods (Items, Supplies, and Materials) through public bidding	4.67
Purchase Request for Goods (Items, Supplies, and Materials) through shopping	4.62
General Services for Building and Maintenance Request (Simple Repairs)	4.95
General Services for Building and Maintenance Request (Complex Request/ Requiring AMP)	4.64
Documentation and Assigning of Serial Number for Office Orders, Memorandum Circulars, and Other Official Issuances	4.04
Receiving of Incoming Documents	4.41
Request for Certified True Copy of Department Orders, Administrative Orders, and Other ARTA Issuances	4.73
Receiving of Inventory Items	4.81
Request and Issuance of Inventory Items	4.66
Request for ICT Technical Support	4.54
Request for Employee Records	4.16
Application for Leave	4.78
Internal Service Overall	4.70
Overall	4.65

V. Results of the Agency Action Plan reported in FY 2021:

VI. Continuous Agency Improvement Plan for FY 2023:



MEMORANDUM CIRCULAR NO. 2023-05
SERIES OF 2023

"ANNEX B"

FOR: ALL GOVERNMENT AGENCIES AND OFFICES COVERED BY REPUBLIC ACT NO. 11032 INCLUDING LOCAL GOVERNMENT UNITS (LGUs), GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS (GOCCs), LOCAL WATER DISTRICTS, STATE UNIVERSITIES AND COLLEGES (SUCs), AND OTHER GOVERNMENT INSTRUMENTALITIES

SUBJECT: AMENDMENT TO ARTA MEMORANDUM CIRCULAR NO. 2022-005 OR THE GUIDELINES ON THE IMPLEMENTATION OF THE HARMONIZED CLIENT SATISFACTION MEASUREMENT

DATE: 08 June 2023

1. BACKGROUND

- 1.1 On 20 September 2022, the Anti-Red Tape Authority (ARTA) issued Memorandum Circular (M.C.) No. 2022-005 or the *"Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement"*.
- 1.2 The ARTA M.C. No. 2022-05 and its attached references provide the guidelines for all covered government agencies relative to the implementation of the Harmonized Client Satisfaction Measurement (CSM).
- 1.3 This Amendment to the Guidelines is being issued to amend Sections 3.1, 3.2, and 3.3, specifically on the revision of the CSM Survey Questions and Report Guidelines, interpretation of the rating that will be obtained by the agencies, and the localization of the survey questionnaire used.

2. PURPOSE

- 2.1. The issuance of this Amended Guidelines shall allow agencies to revise the CSM Questions under certain conditions and shall revise the provision on the "Overall Scoring" of the scores that will be obtained by the agencies.
- 2.2. Further, this Amended Guidelines shall likewise update the survey questionnaire and the sample CSM Report as guide to the agencies.
- 2.3. Lastly, alongside with the issuance of this Amended Guidelines is the Tagalog Version of the Survey questionnaires for use during the conduct of the survey of concerned agencies.

3. AMENDMENT TO THE GUIDELINES

The succeeding paragraphs are hereby amended to read as follows:

3.1. As to the revision of the CSM Questions

- 4.4.1.1. The CSM questions prescribed by the Authority may be altered or modified, provided the revised questions still aim to capture the Service Quality Dimensions (SQDs) and the Citizen's Charter awareness.

0.2500

4.5.3. **Overall Scoring.** The percentage of respondents that rated 'Agree' and 'Strongly Agree' for all eight (8) SQDs shall be used to compute the Overall Score. Agencies shall strive to achieve an overall percentage of 80% or higher, or a rating of "Satisfactory" or higher. Interpretations of the results shall be as follows:

PERCENTAGE	RATING
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0% - 94.9%	Very Satisfactory
95.0% - 100%	Outstanding

3.3. As to the References

The following updated documents shall serve as references of all the covered agencies in the implementation of their CSM:

- a. Annex A – Client Satisfaction Measurement Questionnaire
 - i. English Version
 - ii. Tagalog Version
- b. Annex B – CSM Outline Report

4. SEPARABILITY CLAUSE

Any part or provisions of this MC shall be held unconstitutional or invalid, the other parts or provisions not affected thereby shall continue to be in full force and effect.

5. REPEALING CLAUSE

All issuances, circulars, orders, or memoranda, part or parts of which are inconsistent with any provisions of this MC are hereby repealed and modified accordingly.

6. EFFECTIVITY

This Circular shall take effect immediately and upon publication and registration with the University of the Philippines – Office of the National Administrative Register (UP-ONAR).

RECOMMENDED BY:

UNDERSECRETARY GERALD G. DIVINAGRACIA
Deputy Director General for Operations

APPROVED BY:

SECRETARY ERNESTO V. PEREZ
Director General

Control No: _____

(On-Site Version)

(Insert agency logo here) (Insert agency name here)

HELP US SERVE YOU BETTER!

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you *always* have the option to not answer this form.

Client type: ☐ Citizen ☐ Business ☐ Government (Employee or another agency)Date: _____ Sex: ☐ Male ☐ Female Age: _____

Region of residence: _____ Service Aailed: _____

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.

CC1 Which of the following best describes your awareness of a CC?

- ☐ 1. I know what a CC is and I saw this office's CC.
☐ 2. I know what a CC is but I did NOT see this office's CC.
☐ 3. I learned of the CC only when I saw this office's CC.
☐ 4. I do not know what a CC is and I did not see one in this office. (Answer 'N/A' on CC2 and CC3)

CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?

- ☐ 1. Easy to see ☐ 4. Not visible at all
☐ 2. Somewhat easy to see ☐ 5. N/A
☐ 3. Difficult to see

CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?

- ☐ 1. Helped very much ☐ 3. Did not help
☐ 2. Somewhat helped ☐ 4. N/A

INSTRUCTIONS:

For SQD 0-8, please put a check mark (✓) on the column that best corresponds to your answer.

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree	N/A Not Applicable
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office or its website.						
SQD5. I paid a reasonable amount of fees for my transaction. (If service was free, mark the 'N/A' column)						
SQD6. I feel the office was fair to everyone, or "walang pafakasan", during my transaction.						
SQD7. I was treated courteously by the staff, and (if asked for help) the staff was helpful.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

Email address (optional): _____

THANK YOU!

Control No: _____

(Online Version)

(Insert agency logo here) (Insert agency name here)
HELP US SERVE YOU BETTER!

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you always have the option not to answer this form.

Client type: ☐ Citizen ☐ Business ☐ Government (Employee or another agency)

Date: _____ Sex: ☐ Male ☐ Female Age: _____

Region of residence: _____ Service Aailed: _____

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.

CC1 Which of the following best describes your awareness of a CC?

- ☐ 1. I know what a CC is and I saw this office's CC.
☐ 2. I know what a CC is but I did NOT see this office's CC.
☐ 3. I learned of the CC only when I saw this office's CC.
☐ 4. I do not know what a CC is and I did not see one in this office. (Answer 'N/A' on CC2 and CC3)

CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?

- ☐ 1. Easy to see ☐ 4. Not visible at all
☐ 2. Somewhat easy to see ☐ 5. N/A
☐ 3. Difficult to see

CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?

- ☐ 1. Helped very much ☐ 3. Did not help
☐ 2. Somewhat helped ☐ 4. N/A

INSTRUCTIONS: For SQD 0-8, please put a check mark (✓) on the column that best corresponds to your answer.

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree	N/A Not Applicable
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office's website.						
SQD5. I paid a reasonable amount of fees for my transaction. (If service was free, mark the 'N/A' column)						
SQD6. I am confident my online transaction was secure.						
SQD7. The office's online support was available, and (if asked questions) online support was quick to respond.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

Email address (optional): _____

THANK YOU!

Control No: _____

(Bersyon para sa On-site Sarbey)

(ilagay ang logo at pangalan ng ahensya dito)

TULUNGAN MO KAMI MAS MAPABUTI ANG AMING MGA PROSESO AT SERBISYO!

Ang Client Satisfaction Measurement (CSM) ay naglalayong masubaybayan ang karanasan ng taumbayan hinggil sa kanilang pakikitransaksyon sa mga tanggapan ng gobyerno. Makatutulong ang inyong kasagutan ukol sa inyong naging karanasan sa kakatapos lamang na transaksyon, upang mas mapabuti at lalong mapahusay ang aming serbisyo publiko. Ang personal na impormasyon na iyong ibabahagi ay marianatiling kumpidensyal. Maaari ring pilin na hindi sagutan ang sarbey na ito.

Uri ng Kliyente: ☐ Mamamayan ☐ Negosyo ☐ Gobyerno (Empleyado o Ahensya)

Pelso: _____ Kasarian: ☐ Lalaki ☐ Babae Edad: _____

Rehiyon: _____ Uri ng transaksyon o serbisyo: _____

PANUTO: Lagyan ng tsek (✓) ang iyong sagot sa mga sumusunod na katanungan tungkol sa Citizen's Charter (CC). Ito ay isang opisyal na dokumento na naglalaman ng mga serbisyo sa isang ahensya/opisina ng gobyerno, makikita rito ang mga kinakailangan na dokumento, kaukulang bayarin, at pangkabuuang oras ng pagproseso.

CC1 Alin sa mga sumusunod ang naglalarawan sa iyong kaalaman sa CC?

- ☐ 1. Alam ko ang CC at nakita ko ito sa napuntahang opisina
☐ 2. Alam ko ang CC pero hindi ko ito nakita sa napuntahang opisina
☐ 3. Nalaman ko ang CC nang makita ko ito sa napuntahang opisina
☐ 4. Hindi ko alam kung ano ang CC at wala akong nakita sa napuntahang opisina (Lagyan ng tsek ang 'N/A' sa CC2 at CC3 kapag ito ang iyong sagot)

CC2 Kung alam ang CC (Nag-tsek sa opsyon 1-3 sa CC1), masasabi mo ba na ang CC nang napuntahang opisina ay...

- ☐ 1. Madaling makita ☐ 4. Hindi makita
☐ 2. Medyo madaling makita ☐ 5. N/A
☐ 3. Mahirap makita

CC3 Kung alam ang CC (nag-tsek sa opsyon 1-3 sa CC1), gaano nakatulong ang CC sa transaksyon mo?

- ☐ 1. Sobrang nakatulong ☐ 3. Hindi nakatulong
☐ 2. Nakatulong naman ☐ 4. N/A

PANUTO:

Para sa SQD 0-8, lagyan ng tsek (✓) ang hanay na pinakaangkop sa iyong sagot.

	 Lubos na hindi sumasan gayon	 Hindi sumasang ayon	 Walang kinikilingan	 Sumasan gayon	 Labis na sumasa ngayon	N/A Not Applicable
SQD0. Nasiyahan ako sa serbisyo na aking natanggap sa napuntahan na tanggapan.						
SQD1. Makatwiran ang oras na aking ginugol para sa pagproseso ng aking transaksyon.						
SQD2. Ang opisina ay sumusunod sa mga kinakailangang dokumento at mga hakbang batay sa impormasyong ibinigay.						
SQD3. Ang mga hakbang sa pagproseso, kasama na ang pagbayad ay madali at simple lamang.						
SQD4. Mabilis at madali akong nakahanap ng impormasyon tungkol sa aking transaksyon mula sa opisina o sa website nito.						

Control No: _____

SQD5. Nagbayad ako ng makatwirang halaga para sa aking transaksyon. (Kung ang serbisyo ay ibinigay ng libre, maglagay ng isek sa hanay ng N/A.)						
SQD6. Pakiramdam ko ay patas ang opisina sa lahat, o "walang palakasan", sa aking transaksyon.						
SQD7. Magalang akong trinato ng mga tauhan, at (kung sakali ako ay humingi ng tulong) alam ko na sila ay handang tumulong sa akin.						
SQD8. Nakuha ko ang kinakailangan ko mula sa tanggapan ng gobyerno, kung tinanggihan man, ito ay sapat na ipinaliwanag sa akin.						

Mga suhestiyon kung paano pa mapapabuti pa ang aming mga serbisyo (opsiyonal):

Email address (opsiyonal): _____

MARAMING SALAMAT!

Control No: _____

(Bersyon para sa Online Sarbey)

(ilagay ang logo at pangalan ng ahensya dito)

TULUNGAN MO KAMI MAS MAPABUTI ANG AMING MGA PROSESO AT SERBISYO!

Ang Client Satisfaction Measurement (CSM) ay naglalayong masubaybayan ang karanasan ng taumbayan hinggil sa kanilang pakikitransaksyon sa mga tanggapan ng gobyerno. Makatutulong ang inyong kasagutan ukol sa inyong naging karanasan sa kakatapos lamang na transaksyon, upang mas mapabuti at lalong mapahusay ang aming serbisyo publiko. Ang personal na impormasyon na iyong ibabahagi ay mananatiling kumpidensyal. Maaari ring pillin na hindi sagutan ang sarbey na ito.

Uri ng Kilyente: ☐ Mamamayan ☐ Negoayo ☐ Gobyerno (Empleyado o Ahensya)

Petsa: _____ Kasarian: ☐ Lalaki ☐ Babae Edad: _____

Rehiyon: _____ Uri ng transaksyon o serbisyo: _____

PANUTO: Lagyan ng tsek (✓) ang iyong sagot sa mga sumusunod na katanungan tungkol sa Citizen's Charter (CC). Ito ay isang opisyal na dokumento na naglalaman ng mga serbisyo sa isang ahensya/opisina ng gobyerno, makikita rito ang mga kinakailangan na dokumento, kaukulang bayarin, at pangkabuuang oras ng pagproseso.

CC1 Alin sa mga sumusunod ang naglalarawan sa iyong kaalaman sa CC?

- ☐ 1. Alam ko ang CC at nakita ko ito sa napuntahang opisina
☐ 2. Alam ko ang CC pero hindi ko ito nakita sa napuntahang opisina
☐ 3. Nalaman ko ang CC nang makita ko ito sa napuntahang opisina
☐ 4. Hindi ko alam kung ano ang CC at wala akong nakita sa napuntahang opisina (Lagyan ng tsek ang 'N/A' sa CC2 at CC3 kapag ito ang iyong sagot)

CC2 Kung alam ang CC (Nag-tsek sa opsyon 1-3 sa CC1), masasabi mo ba na ang CC nang napuntahang opisina ay...

- ☐ 1. Madaling makita ☐ 4. Hindi makita
☐ 2. Medyo madaling makita ☐ 5. N/A
☐ 3. Mahirap makita

CC3 Kung alam ang CC (nag-tsek sa opsyon 1-3 sa CC1), gaano nakatulong ang CC sa transaksyon mo?

- ☐ 1. Sobrang nakatulong ☐ 3. Hindi nakatulong
☐ 2. Nakatulong naman ☐ 4. N/A

PANUTO:

Para sa SQD 0-8, lagyan ng tsek (✓) ang hanay na pinakaangkop sa iyong sagot.

	 Lubos na hindi sumasan- gayon	 Hindi sumasang- ayon	 Walang kinikilingan	 Sumasan- gayon	 Labis na sumasa- ngayon	N/A Not Applicable
SQD0. Nasiyahan ako sa serbisyo na aking natanggap sa napuntahan na tanggapan.						
SQD1. Makatwiran ang oras na aking ginugod para sa pagproseso ng aking transaksyon.						
SQD2. Ang opisina ay sumusunod sa mga kinakailangang dokumento at mga hakbang batay sa impormasyong ibinigay.						
SQD3. Ang mga hakbang sa pagproseso, kasama na ang pagbayad ay madali at simple lamang.						
SQD4. Mabilis at madali akong nakahanap ng impormasyon tungkol sa aking transaksyon mula sa opisina o sa website nito.						

Control No: _____

SQD5. Nagbayad ako ng makatwirang halaga para sa aking transaksyon. (Kung ang serbisyo ay ibinigay ng libre, maglagay ng tsek sa hanay ng N/A.)						
SQD6. Pakiramdam ko ay patas ang opisina sa lahat, o "walang palakasan", sa aking transaksyon.						
SQD7. Magalang akong trinato ng mga tauhan, at (kung sakali ako ay humingi ng tulong) alam ko na sila ay handang tumulong sa akin.						
SQD8. Nakuha ko ang kinakailangan ko mula sa tanggapan ng gobyerno, kung tinanggihan man, ito ay sapat na ipinaliwanag sa akin.						

Mga suhestiyon kung paano pa mapapabuti pa ang aming mga serbisyo (opsyonal):

Email address (opsyonal): _____

MARAMING SALAMAT!

DISCLAIMER: THE DATA IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

Annex B

Client Satisfaction Measurement (CSM) Report Outline

DISCLAIMER: THE DATA IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

Harmonized CSM Report Outline:

I. Title Page

- *This section shall contain the Agency's official logo and official name. The page shall also include:*
 - o *the label "Client Satisfaction Measurement Report",*
 - o *whether the report is consolidated by the Central, the Regional, or the Satellite Office. (Ex. Regional Office – Western Visayas)*
- *the year covered by the report, and the report's edition [Ex. 2023 (1st Edition)].*

II. Table of Contents

III. Overview

- *The content of the Overview section shall be at the discretion of the agency. Agencies are highly encouraged to include a summary of results. It may include a brief description of the agency and the CSM mandate.*

IV. Scope

- a. **Period covered**
- b. **Geographic and Office coverage**
- c. **List of services surveyed, responses, and total number of transacting clients**
- d. **Sampling**

- i. **Applied confidence level and margin of error**
- ii. **Discussion of response rates**

- *The Scope section of the CSM Report shall include the period on when the survey was conducted and the geographical coverage of the survey.*
- *In addition, the section shall include a table of the agency's services, the number of clients that completed the survey, and the total number of transactions during the year (surveyed + unsurveyed clients).*
- *The response rate is integral to the survey so it shall be explicitly stated in the CSM report. It shall be followed by a discussion on why the agency thinks the response rate is high, low, or as expected.*
- *Furthermore, the agency shall also provide reasons on why services have low responses, if any. The agency shall create a separate table for services that have no clients during the period, if any.*
- *The sampling calculator is attached in the CSM Guidelines document.*

V. Methodology

- a. **Mode of Survey Implementation**
- b. **Feedback and Collection Mechanism**
- c. **Scoring system**
 - i. **Table of the scale and its equivalent number**
- d. **How numerical results will be interpreted**

- *The Methodology section of the CSM Report shall discuss all the physical and digital methods used by the agency to implement the CSM survey.*
- *Additionally, the section shall provide a table of the 5-point Likert scale and the survey's scoring system.*

DISCLAIMER: THE DATA IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

VI. Data and Interpretation

- a. Client Demographic
- b. Citizen's Charter results
- c. Service Quality Dimension results
- d. Free responses

- *A breakdown of the client demographic shall be provided. The agency may provide an analysis based on how it may or may not be representative of its population.*
- *Then, a breakdown of the Citizen's Charter questions and Service Quality Dimension questions by result count shall be provided. The agency shall provide an analysis of the results.*
- *Afterward, a breakdown of each services' scores shall be provided. The agency shall also provide an analysis of these results.*

VII. Results of the Agency Action Plan reported in the previous year

VIII. Continuous Agency Improvement Plan for the following year

- *Sections VII and VIII shall contain the action steps, the responsible unit/person, and a timeline. Agencies are also encouraged to incorporate CSM findings to the Improvement Plan.*
- *Section VI shall not apply for the first year of CSM implementation*

IX. Index

- A. Clear images of CSM survey used
- B. List including central, regional, and satellite offices covered (if consolidated)
- C. CSM results of each central, regional, and satellite office (if consolidated)
 - I. Response rates of each office
 - ii. Citizen's Charter results of each office
 - iii. SQD results of each office

DISCLAIMER: THE DATA IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT
REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

[Insert Agency Logo]

(Insert Agency Name)

Client Satisfaction Measurement Report

Consolidated

YEAR (XX Edition)

DISCLAIMER: THE DATA IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

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I. Overview:

[The content of the Overview section shall be at the discretion of the agency. Agencies are highly encouraged to include a summary of results. It may include a brief description of the agency and the CSM mandate.]

	Score
CC Awareness:	40.00%
CC Visibility:	30.00%
CC Helpfulness:	44.00%
Response Rate:	40.69%
Overall Score:	97.39%

II. Scope:

[The Scope section of the CSM Report shall include the period the survey was conducted and the geographical coverage of the survey.]

In addition, the section shall include a table of the agency's services, the number of clients that completed the survey, and the total number of transactions during the year (surveyed + unsurveyed clients).

The response rate is integral to the survey so it shall be explicitly stated in the CSM report. It shall be followed by a discussion on why the agency thinks the response rate is high, low, or as expected.

Furthermore, the agency shall provide reasons on why services have low responses, if any. The agency shall create a separate table for services that had no clients during the period, if any.]

The services [Agency Name] surveyed were the following:

External Services	Responses	Total Transactions
External Service 1 (replace with service name as stated in the Citizen's Charter)	258	431
External Service 2	204	512
External Service 3	59	78
External Service 4	8	16
External Service 5	21	33
External Service 6	32	32
External Service 7	157	488
External Service 8	24	24
External Service 9	271	849
External Service 10	19	40
External Service 11	29	36
External Service 12	71	101
External Service 13	42	100
External Service 14	22	26
External Service 15	49	75
External Service 16	33	39
External Service 17	15	34
External Service 18	11	22
External Service 19	16	20
External Service 20	56	81
External Service Total	1407	3037
Internal Services		
Internal Service 1 (replace with service name as stated in the Citizen's Charter)	38	73
Internal Service 2	15	21
Internal Service 3	446	2436
Internal Service 4	43	80
Internal Service 5	68	95
Internal Service 6	26	37
Internal Service 7	33	51
Internal Service 8	9	17
Internal Service 9	13	20
Internal Service 10	19	29
Internal Service 11	0	8
Internal Service 12	0	5
Internal Service 13	38	38
Internal Service 14	17	17
Internal Service 15	23	23
Internal Service 16	18	18
Internal Service 17	16	16
Internal Service 18	38	38
Internal Service 19	332	332
Internal Service Total	1192	3354
OVERALL TOTAL	2599	6391

The following services had no clients in CY [year covered]

1. Zero-Client Service 1
2. Zero-Client Service 2

III. Methodology:

[The Methodology section of the CSM Report shall discuss all the physical and digital methods used by the agency to implement the CSM survey.

Additionally, the section shall provide a table of the 5-point Likert scale and the survey's scoring system.]

Scale	Rating
5	Strongly Agree
4	Agree
3	Neither Agree nor Disagree
2	Disagree
1	Strongly Disagree

The Overall score for the 8 SQDs were computed based on the following formula:

$$\text{Overall Score} = \frac{\text{Number of 'Strongly Agree' answers} + \text{Number of 'Agree' answers}}{\text{Total Number of Respondents} - \text{Number of 'N/A' answers}}$$

The interpretation of the results are as follows:

Percentage	Rating
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0% - 94.9%	Very Satisfactory
95.0% - 100%	Outstanding

IV. Data and Interpretation

[A breakdown of the client demographic shall be provided. The agency may provide an analysis based on how it may or may not be representative of its population.

Then, a breakdown of the Citizen's Charter questions and Service Quality Dimension questions by result count shall be provided. The agency shall provide an analysis of the results.

Afterward, a breakdown of each services' scores shall be provided. The agency shall also provide an analysis of these results.]

A. Demographic Profile

[Insert discussion]

D1. Age and D2. Sex	External	Internal	Overall
1. 19 or lower	1%	0%	1%
2. 20-34	22%	64%	40%
3. 35-49	40%	23%	32%
4. 50-64	23%	6%	16%
5. 65 or higher	7%	2%	5%
6. Did not specify	7%	5%	6%
1. Male	38%	14%	28%
2. Female	58%	86%	70%
3. Did not specify	4%	0%	2%

[Insert discussion]

D3. Region	External	Internal	Overall
1. Region I	4%	6%	5%
2. Region II	2%	4%	3%
3. Region III	13%	9%	11%
4. Region IV-A	14%	7%	11%
5. MIMAROPA	2%	9%	5%
6. Region V	6%	6%	6%
7. Region VI	9%	4%	7%
8. Region VII	8%	6%	7%
9. Region VIII	5%	3%	4%
10. Region IX	5%	8%	6%
11. Region X	4%	6%	5%
12. Region XII	4%	4%	4%
13. Region XIII	2%	4%	3%
14. NCR	11%	15%	13%
15. CAR	3%	1%	2%
16. BARMM	5%	2%	4%
17. Did not specify	3%	6%	4%

[Insert discussion]

Customer Type	External	Internal	Overall
D4. Citizen	15%	1%	9%
D4. Business	9%	1%	6%
D4. Government	71%	98%	82%
D4. Did not specify	5%	0%	3%

[Insert analysis of demographic results]

B. Count of CC and SQD results

[Insert discussion and analysis of CC results]

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office's CC.	283	10%
2. I know what a CC is but I did not see this office's CC.	521	19%

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3. I learned of the CC only when I saw this office's CC.	304	11%
4. I do not know what a CC is and I did not see this office's CC.	1708	60%
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	330	30%
2. Somewhat easy to see	257	23%
3. Difficult to see	141	13%
4. Not visible at all	380	34%
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	489	44%
2. Somewhat helped	367	33%
3. Did not help	252	23%

[Insert discussion and analysis of SQD0 results]

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
SQD0	13108	7922	1044	367	87	0	22528	93.35%

[Insert discussion and analysis of SQD1-8 results]

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total responses	Overall
Responsiveness	1930	815	58	12	1	0	2816	97.48%
Reliability	1700	1052	50	9	5	0	2816	97.73%
Access and Facilities	1789	938	71	16	2	0	2816	96.84%
Communication	1447	1296	54	18	1	0	2816	97.41%
Costs	0	0	0	0	0	2816	2816	N/A
Integrity	1927	833	38	15	3	0	2816	98.01%
Assurance	1591	1141	65	17	2	0	2816	97.02%
Outcome	1686	1053	59	14	4	0	2816	97.27%
Overall	12070	7128	395	101	18	2816	22528	97.39%

C. Overall score per service

[Insert discussion of scores per service]

External Services		Overall Rating
External Service 1 (replace with service name as stated in the Citizen's Charter)		97.6%
External Service 2		96.0%
External Service 3		90.0%
External Service 4		81.4%
External Service 5		99.4%
External Service 6		87.6%
External Service 7		96.6%
External Service 8		80.8%
External Service 9		96.0%
External Service 10		87.0%
External Service 11		93.0%
External Service 12		94.2%
External Service 13		97.0%
External Service 14		94.8%
External Service 15		85.4%
External Service 16		86.6%
External Service 17		89.8%
External Service 18		83.0%
External Service 19		80.0%
External Service 20		92.2%
External Service Total		93.4%
Internal Services		
Internal Service 1 (replace with service name as stated in the Citizen's Charter)		82.6%
Internal Service 2		82.4%
Internal Service 3		90.0%
Internal Service 4		97.4%
Internal Service 5		95.4%
Internal Service 6		84.2%
Internal Service 7		89.6%
Internal Service 8		93.4%
Internal Service 9		92.4%
Internal Service 10		99.0%
Internal Service 11		92.8%
Internal Service 12		80.8%
Internal Service 13		88.2%
Internal Service 14		94.6%
Internal Service 15		96.2%
Internal Service 19		95.6%
Internal Service Total		90.2%
OVERALL TOTAL		97.4%

[Insert analysis]

V. Results of the Agency Action Plan reported for FY 2022:

VI. Continuous Agency Improvement Plan for FY 2024:

ANNEX A. Survey Questionnaire/s Used

Control No. _____

(On-Site Version)

(Insert agency logo here) (Insert agency name here)
HELP US SERVE YOU BETTER!

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you always have the option to not answer this form.

Client type: ☐ Citizen ☐ Business ☐ Government (Employee or another agency)

Date: _____ Sex: ☐ Male ☐ Female Age: _____

Region of residence: _____ Service Availed: _____

SETUP: TAP: AUTHORITY
CLIENT SATISFACTION
MEASUREMENT FORM
PSA Manual No. SGT-01-002
Revision 12 July 2017

INSTRUCTIONS: Check mark () your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees and processing times among others.

CC1 Which of the following best describes your awareness of a CC?

☐ 1. I know what a CC is and I saw this office's CC

☐ 2. I know what a CC is but I did NOT see this office's CC

☐ 3. I learned of the CC only when I saw the office's CC

☐ 4. I do not know what a CC is and I did not see one in the office. (Answer "N/A" on CC2 and CC3)

CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?

☐ 1. Easy to see ☐ 4. Not visible at all

☐ 2. Somewhat easy to see ☐ 5. N/A

☐ 3. Difficult to see

CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?

☐ 1. Helped very much ☐ 3. Did not help

☐ 2. Somewhat helped ☐ 4. N/A

INSTRUCTIONS:
For SQD 0-8, please put a check mark () in the column that best corresponds to your answer.

						N/A Not Applicable
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office or its website.						
SQD5. I paid a reasonable amount of fees for my transaction.						
SQD6. I feel the office was fair to everyone, or "walang pabalasan", during my transaction.						
SQD7. I was treated courteously by the staff, and (if asked for help) the staff was helpful.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

Email address (optional): _____

THANK YOU!

DISCLAIMER: THE DATA IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

ANNEX B. List of Regional and Satellite Offices (If Consolidated Report)

Office	Responses	Total Population
Central Office	x	y
Regional Office 1	x	y
Regional Office CAR	x	y
Regional Office 2	x	y
Regional Office 3	x	y
Regional Office NCR	x	y

ANNEX C. CSM Results Per Office (If Consolidated Report)

1. Central Office

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office's CC.	x	yy.yy%
2. I know what a CC is but I did not see this office's CC.	x	yy.yy%
3. I learned of the CC only when I saw this office's CC.	x	yy.yy%
4. I do not know what a CC is and I did not see this office's CC.	x	yy.yy%
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	x	yy.yy%
2. Somewhat easy to see	x	yy.yy%
3. Difficult to see	x	yy.yy%
4. Not visible at all	x	yy.yy%
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	x	yy.yy%
2. Somewhat helped	x	yy.yy%
3. Did not help	x	yy.yy%

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	X	X	X	X	X	X	X	yy.yy%
Reliability	X	X	X	X	X	X	X	yy.yy%
Access and Facilities	X	X	X	X	X	X	X	yy.yy%
Communication	X	X	X	X	X	X	X	yy.yy%
Costs	X	X	X	X	X	X	X	yy.yy%
Integrity	X	X	X	X	X	X	X	yy.yy%
Assurance	X	X	X	X	X	X	X	yy.yy%
Outcome	X	X	X	X	X	X	X	yy.yy%
Overall	X	X	X	X	X	X	X	yy.yy%

External Services	Responses	Total Transactions
External Service 1 (replace with service name as stated in the Citizen's Charter)	x	y
External Service 2	x	y
External Service 3	x	y
External Service Total	x	y
Internal Services		
Internal Service 1 (replace with service name as stated in the Citizen's Charter)	x	y
Internal Service 2	x	y
Internal Service 3	x	y
Internal Service Total	x	y
OVERALL TOTAL	x	y

2. Regional Office 1

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office's CC.	x	yy.yy%
2. I know what a CC is but I did not see this office's CC.	x	yy.yy%
3. I learned of the CC only when I saw this office's CC.	x	yy.yy%
4. I do not know what a CC is and I did not see this office's CC.	x	yy.yy%
CC2. If aware of CC, would you say that the CC of this office was...?		

DISCLAIMER: THE DATA IN THIS SAMPLE HAVE BEEN RANDOMIZED AND ARE NOT REPRESENTATIVE OF THE AGENCY'S ACTUAL PERFORMANCE

1. Easy to see	x	yy.yy%
2. Somewhat easy to see	x	yy.yy%
3. Difficult to see	x	yy.yy%
4. Not visible at all	x	yy.yy%
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	x	yy.yy%
2. Somewhat helped	x	yy.yy%
3. Did not help	x	yy.yy%

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	X	X	X	X	X	X	X	yy.yy%
Reliability	X	X	X	X	X	X	X	yy.yy%
Access and Facilities	X	X	X	X	X	X	X	yy.yy%
Communication	X	X	X	X	X	X	X	yy.yy%
Costs	X	X	X	X	X	X	X	yy.yy%
Integrity	X	X	X	X	X	X	X	yy.yy%
Assurance	X	X	X	X	X	X	X	yy.yy%
Outcome	X	X	X	X	X	X	X	yy.yy%
Overall	X	X	X	X	X	X	X	yy.yy%

External Services	Responses	Total Transactions
External Service 1 (replace with service name as stated in the Citizen's Charter)	x	y
External Service 2	x	y
External Service 3	x	y
External Service Total	x	y
Internal Services		
Internal Service 1 (replace with service name as stated in the Citizen's Charter)	x	y
Internal Service 2	x	y
Internal Service 3	x	y
Internal Service Total	x	y
OVERALL TOTAL	x	y

3. Regional Office CAR

4. Regional Office 2

5. Regional Office 3

6. Regional Office NCR



ARTA
ANTI-RED TAPE AUTHORITY
OFFICE OF THE PRESIDENT



"ANNEX C"

**JOINT MEMORANDUM CIRCULAR NO. 1
SERIES OF 2023**

**FOR: ALL GOVERNMENT-OWNED OR -CONTROLLED
CORPORATIONS (GOCCs) COVERED BY REPUBLIC ACT NO.
10149**

**SUBJECT: SUPPLEMENTAL GUIDELINES TO THE ARTA MEMORANDUM
CIRCULAR NO. 2022-05 OR THE GUIDELINES ON THE
IMPLEMENTATION OF THE HARMONIZED CLIENT
SATISFACTION MEASUREMENT SPECIFIC FOR GOCCS
COVERED BY REPUBLIC ACT NO. 10149**

DATE: 12 April 2023

1. LEGAL BASES

- 1.1. Pursuant to Section 20 of the Republic Act (R.A.) No. 11032¹ or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*, which amended and renumbered Section 10 of R.A. No. 9485² or the *Anti-Red Tape Act of 2007* to Section 20, a feedback mechanism shall be established in all government agencies covered under Section 3 of R.A. No. 11032.
- 1.2. Section 3(b), Rule IV of the Implementing Rules and Regulations (IRR) of R.A. No. 11032 also states that "[a]ll agencies shall embed feedback mechanisms and client satisfaction measurement in their process improvement efforts. The agency shall report to the [Anti-Red Tape Authority (ARTA)] the results of the Client Satisfaction Survey for each service based on the guidelines issued by the Authority".
- 1.3. Consistent with Section 3(b), Rule IV of the IRR of R.A. 11032, the Anti-Red Tape Authority (ARTA) issued the ARTA Memorandum Circular (MC) No. 2022-05 or the Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement.
- 1.4. R.A. No. 10149,³ otherwise known as the *GOCC Governance Act of 2011*, created the Governance Commission for GOCCs (GCG) as the central policy-making and regulatory body mandated to safeguard the State's ownership

¹ AN ACT PROMOTING EASE OF DOING BUSINESS AND EFFICIENT DELIVERY OF GOVERNMENT SERVICES, AMENDING FOR THE PURPOSE REPUBLIC ACT NO. 9485, OTHERWISE KNOWN AS THE ANTI-RED TAPE ACT OF 2007 AND FOR OTHER PURPOSES, approved 28 May 2018.

² AN ACT TO IMPROVE EFFICIENCY IN THE DELIVERY OF GOVERNMENT SERVICE TO THE PUBLIC BY REDUCING BUREAUCRATIC RED TAPE, PREVENTING GRAFT AND CORRUPTION, AND PROVIDING PENALTIES THEREFOR, approved 02 June 2007.

³ AN ACT TO PROMOTE FINANCIAL VIABILITY AND FISCAL DISCIPLINE IN GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS AND TO STRENGTHEN THE ROLE OF THE STATE IN ITS GOVERNANCE AND MANAGEMENT TO MAKE THEM MORE RESPONSIVE TO THE NEEDS OF PUBLIC INTEREST AND FOR OTHER PURPOSES, approved 06 June 2011.

rights and ensure that the operations of GOCCs are transparent and responsive to the needs of the public.

1.5. In the exercise of its mandate, the GCG adopted GCG MC No. 2012-07⁴ or the *Code of Corporate Governance for GOCCs*. Under Section 37 of the GCG M.C. No. 2012-07, GOCC Governing Boards are required to:

- a. Ensure integrity and honesty in dealings with customers and operate a highly effective and efficient organization, focused on meeting customer objectives with the aim of providing services which give fair value and consistent quality, reliability, and safety in return for the price paid for the same; and
- b. Operate policies of continuous improvement, of both processes and the skills of the staff, to take best advantage of advances in all aspects of society in order to ensure that it continues to add value to its customers' businesses.

1.6. Under R.A. No. 10149, the Performance Evaluation System (PES) established by the GCG sets the process of appraising the accomplishment of the GOCCs in a given fiscal year based on the set performance criteria. One of the measures in determining the rating in the PES is the overall satisfaction of the clients for the services availed in a GOCC.

2. PURPOSE

2.1. This Joint Memorandum Circular (JMC) is being issued to provide supplemental guidance to GOCCs regarding compliance to GCG Memorandum Circular 2023-01⁵ and ARTA M.C. No. 2022-05.

2.2. Likewise, this JMC aims to reduce the cost and burden of compliance of GOCCs with the Client Satisfaction Measurement (CSM) and Client Satisfaction Survey (CSS) requirements.

3. COVERAGE

3.1. The supplemental guidelines shall be adopted by all GOCCs covered by R.A. No. 10149.

4. GENERAL GUIDELINES

4.1. All GOCCs shall conduct their respective CSS as required by the GCG-approved Performance Scorecard. The CSS methodology shall be in accordance with the prescribed Guidelines of the ARTA M.C. No. 2022-05.

4.2. GOCCs may have the option to engage the services of a third-party provider or in-house services for the conduct of the survey.

⁴ CODE OF CORPORATE GOVERNANCE FOR GOCCs, approved 28 November 2012.

⁵ PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR DATED 19 JANUARY 2023.

- 4.3. GOCCs shall follow the survey methodology prescribed by ARTA MC No. 2022-05.
- 4.4. GOCCs shall submit their respective CSM report to the Authority not later than April 15 of each year.
- 4.5. The CSM Reports submitted by the GOCCs shall be validated by the Authority based on the Guidelines set by ARTA M.C. No. 2022-05. Results of the validation shall be submitted by ARTA to GCG not later than May 31 of the following year.
- 4.6. The validated CSM Report of the Authority shall be used by GCG for the CSS measure in the GOCC's Performance Scorecard.
- 4.7. The percentage⁶ of respondents that rated 'Agree' (4) and 'Strongly Agree' (5) for Service Quality Dimension 0: *"I am satisfied with the service that I availed"* shall be used for the CSS measure in the GOCC's Performance Scorecard.
- 4.8. The total number of clients who availed of the external services will be the basis of computing the rating.
- 4.9. Respondents in satellite offices and other offices smaller than a branch will be counted under the branch covering these smaller offices.

5. AGENCY ROLES AND RESPONSIBILITIES

5.1. GOVERNMENT-OWNED AND CONTROLLED CORPORATIONS (GOCCs) COVERED BY R.A. NO. 10149

- 5.1.1. GOCCs shall endeavor to conduct the CSS for all its external and internal services either through a third-party service provider or an in-house survey.

- 5.1.2. All GOCCs shall submit the Final Report in accordance with the ARTA-prescribed template/outline pursuant to ARTA M.C. No. 2022-05. The following data/information shall be generated and reflected in the CSM Report, in addition to the existing ARTA-prescribed template/outline.

- 5.1.2.1. Number of responses: sub-total for external services and sub-total for internal services;

- 5.1.2.2. Number of transactions: sub-total for external services and sub-total for internal services; and

⁶ Total number of respondents that rated 'Agree' (4) and 'Strongly Agree' (5) for the SQD0 over the total number of respondents.

- 5.1.2.3. The percentage of respondents that rated 'Agree' and 'Strongly Agree' for each SQD: with breakdown for external services and internal services.
- 5.1.3. All covered GOCCs shall submit their CSM Report duly approved and signed by the Head of the Committee on Anti-Red Tape (CART) to attest that the report is accurate and compliant with the applicable guidelines.

5.2. GOVERNANCE COMMISSION OF GOCCs (GCG)

- 5.2.1. The GCG may perform random data collection quality control procedures, i.e., spot-checking and back-checking as they deem necessary. The GCG reserves the right to request proof of the survey results, including the sample questionnaires and the Excel file of the aggregated data.
- 5.2.2. The GCG shall use the ARTA-verified rating as the validated rating for the CSS measure in the GOCC's Performance Scorecard. The GCG may consider the following grounds for Zero Rating:
 - 5.2.2.1. Non-compliance with the ARTA-prescribed methodology and questionnaire
 - 5.2.2.2. Adverse findings during the conduct of spot-checking and/or back-checking
 - 5.2.2.3. Late submission of CSM Report

5.3. ANTI-RED TAPE AUTHORITY (ARTA)

- 5.3.1. The ARTA shall receive CSM reports from GOCCs as submitted and shall record the date of submission.
 - 5.3.2. The ARTA shall check that the CSM report submitted by the GOCC is duly signed by the Head of the Committee on Anti-Red Tape.
 - 5.3.3. The ARTA shall provide the GCG with the verified CSM rating of GOCCs on or before May 31 of the following year.
 - 5.3.4. The ARTA may perform random data collection quality control procedures, i.e., spot-checking and back-checking. The ARTA reserves the right to request proof of the survey results, including the sample questionnaires and the Excel file of the aggregated data.
- 

6. TIMELINE OF SUBMISSION

- 6.1. The CSM Report shall be submitted to ARTA on or before 15 April of the following year.
- 6.2. Thereafter, the ARTA shall provide the results of the validated reports to GCG on or before May 31 of the following year.

7. REPEALING CLAUSE

Provisions of previous issuances of the ARTA and the GCG that are inconsistent with this Joint Memorandum Circular are hereby reversed, set aside, or declared ineffective.

8. SEPARABILITY CLAUSE

If any provisions or part of this Joint Memorandum Circular is held unconstitutional or invalid, it shall not affect the validity of the remaining provisions of this Circular.

Should there be any inconsistency or ambiguity between the provisions of ARTA MC No. 2022-05 and this Joint Memorandum Circular in relation to the Client Satisfaction Measurement, the former shall prevail over the latter.

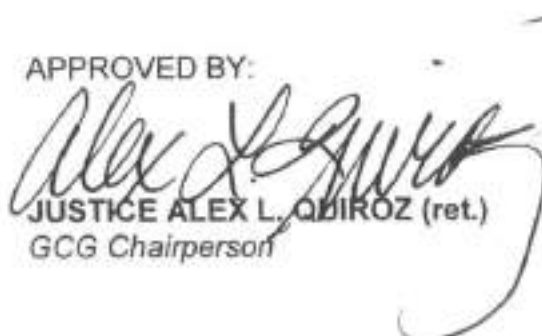
9. TRANSITORY PROVISION

All covered GOCCs shall strictly comply with this Joint Memorandum Circular beginning survey year 2023.

10. EFFECTIVITY

This Joint Memorandum Circular shall take effect immediately upon publication and registration with the University of the Philippines – Office of the National Administrative Register (UP-ONAR).

APPROVED BY:



JUSTICE ALEX L. QUIROZ (ret.)
GCG Chairperson



SECRETARY ERNESTO V. PEREZ
Director General, Anti-Red Tape Authority



ADVISORY NO. 2026-007
SERIES OF 2026

FOR : ALL GOVERNMENT OFFICES AND AGENCIES IN THE EXECUTIVE DEPARTMENT, INCLUDING LOCAL GOVERNMENT UNITS (LGUs), GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS (GOCCs), AND OTHER GOVERNMENT INSTRUMENTALITIES, WHETHER LOCATED IN THE PHILIPPINES OR ABROAD

SUBJECT : REITERATION ON THE DEADLINE OF SUBMISSION OF THE COMPLIANCES UNDER R.A. 11032, OR THE EASE OF DOING BUSINESS AND EFFICIENT GOVERNMENT SERVICE DELIVERY ACT OF 2018, AND ITS IMPLEMENTING RULES AND REGULATIONS (IRR)

DATE : 19 JANUARY 2026

The Anti-Red Tape Authority (ARTA) is mandated under Section 17 of the Republic Act No. 11032, or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*, to implement and oversee a national policy on anti-red tape and to monitor and evaluate the compliance of agencies covered by the Act. In the pursuit of this mandate, ARTA hereby reiterates the **prescribed manner and schedule of submission for agencies' compliance requirements for calendar year 2026**.

This Advisory is being issued to reiterate that the same submission mechanism adopted in the previous year shall continue to apply, particularly on the use of the **Unified Submission Form** (bit.ly/ARTACompliances) for the uploading and official submission of all ARTA compliance requirements¹, in accordance with the procedures and timelines previously prescribed.

NO	COMPLIANCE REQUIREMENT	TIMELINE OF SUBMISSION	GUIDELINES
1	Citizen's Charter (CC) and Certificate of Compliance (CoC)	Every 31 st of March	<i>If with revisions/ updates in the CC of the agency:</i> <u>Required submission/s:</u> 1. Updated Citizen's Charter aligned with the prescribed manner of writing and; 2. Certificate of Compliance for FY 2026 <i>If without revisions in the CC of the agency:</i> <u>Required submission/s:</u> 1. Certificate of Compliance for FY 2026

¹ Except for the electronic Business One Stop Shop (eBOSS), which has a separate submission link

			<i>(Certifying that the agency's previously submitted CC to ARTA remains its most current and updated CC for FY 2026)</i> For first time submission <u>Required submission/s:</u> 1. Most current Citizen's Charter aligned with the prescribed manner of writing and; 2. Certificate of Compliance for FY 2026
1.1	Citizen's Charter	Every 31 st of March	1. The Year and Edition indicated in the Citizen's Charter must accurately reflect the issuance date and any revisions made within the calendar year. 2. All covered agencies shall be required to provide the following reference details prior to the uploading of documents in the Unified Submission Form: - List of Offices Covered - Year and Edition - CC referred to in the COC (for COC submissions) 3. Submissions must be in text-searchable PDF format 4. For agencies with regional/ provincial/ field offices: Only unified or consolidated Citizen's Charters approved by the Head of Agency shall be submitted through the Central Office.
1.2	Certificate of Compliance (CoC)	Every 31 st of March	1. All covered agencies are required to submit their Certificate of Compliance (CoC) annually to ensure sustained compliance. 2. All covered agencies are required to use the prescribed CoC template in accomplishing and submitting their CoC. 3. The FY 2026 CoC shall be submitted within the prescribed deadline for year 2026.
2	Committee on Anti-Red Tape (CART)	One-time submission	1. Agencies shall submit a unified Office Order or equivalent issuance designating CART members and focal persons. Any submission from bureaus,

		<i>"The deadline for the submission of the Committee on Anti-Red Tape (CART) requirements was set on 15 January 2024. Agencies that have not yet submitted their CART compliances are hereby directed to submit the same. Please be advised, however, that the actual date of submission shall be duly recorded and shall form part of the Authority's official records"</i>	regional offices, and field/satellite offices of their respective designated focal persons shall not be considered as compliance for CART. - The Office Order shall indicate only the positions of designated members - The Office Order should be signed by the Head of Agency and submitted in PDF Form, while the Directory should be submitted in Excel format - The names, positions, and contact details of members shall be provided in a separate CART Directory - Agency shall upload submissions in text-searchable PDF format and shall provide the following reference details prior to uploading them to the submission form: - List of Offices Covered in the Office Order - Year of Issuance
3	Client Satisfaction Measurement Report (CSMR)	- Every 15th of April for GOCCs - Last working day of April for all other government agencies covered by the law (i.e. April 30, 2026)	- Agencies may submit either unified/consolidated or non-unified reports consistent with the existing guidelines - Reports must cover all internal and external services reflected in the Citizen's Charter - Agencies shall upload CSMR in text-searchable PDF format and shall provide the following details: - Type of submission (whether Unified/Consolidated or Non-Unified/Consolidated) - Year covered by the report - Reference Citizen's Charter - Sample Size Calculator containing all services - List of Services and CSM Results per Office - Sample Harmonized CSM Tool Used

			Please refer to Annex A attached hereto, which reiterates key points on the Harmonized CSMR submission.
4	Zero Backlog Program (ZBP)	a. Annex A – One-time Submission <i>*The deadline for the submission of the ZBP Annex A requirements was set on 29 April 2022. Agencies that have not yet submitted their Annex A compliance are hereby directed to submit the same. Please be advised, however, that the actual date of submission shall be duly recorded and shall form part of the Authority's official records</i>	1. Agencies that have already submitted Annex A of the Zero Backlog Program are no longer required to resubmit. Resubmission shall only be done by the agency should there be any changes or revisions made in the initially submitted document. 2. In submitting, agencies must indicate whether the program is Unified or Not Unified: 3. Agencies must upload the document in text-searchable PDF Format and shall provide the following before uploading their submission: • Type of submission (Unified or not Unified) • Indicate whether the submission is Annex B or Annex C • Year covered
		b. Annexes B and C - March 07, 2026	1. Agency shall indicate whether the report is Unified or Not Unified. 2. Submission shall cover January 01 to December 31 of the previous year. 3. The report must list all pending transactions using the Inventory of, but not limited to Licenses, Permits, Certifications, Authorizations, and Clearances tagged as a backlog (Annex B). 4. The agency shall use the processing time indicated in the Citizen's Charter as reference in identifying pending transactions. • Should there be no pending transactions, the Agency Head must issue and submit the Zero Backlog Certificate (Annex C) to the Authority

5	Three-Signatory Rule	One-time submission <i>Initial deadline: 29 October 2025</i> <i>Extended deadline: 28 November 2025</i>	1. The Inter-Office Memoranda must be consolidated and submitted by their respective Committees on Anti-Red Tape (CART). Any amendment to the existing inter-office memorandum shall submitted to ARTA thirty (30) working days following its approval, consistent with the Guidelines. 2. Prior to uploading the document, agency must indicate the type of submission (whether Original or Amendment)
6	Electronic Business One Stop Shop (eBOSS) Compliance Checklist Report <i>(for LGUs: Cities and Municipalities only)</i>	One-time submission	<i>For Cities/ Municipalities with prior submissions</i> The reporting of updates shall be done every time there are updates and until the city/municipality has achieved a fully automated status in their eBOSS compliance. Submission link: https://bit.ly/eBOSS2026 <i>For Cities/ Municipalities without prior submission/s</i> LGUs are still required to submit their eBOSS Checklist Report to determine their current level of compliance with Section 11(c) of Republic Act No. 11032.

Agencies are hereby reminded that, pursuant to **Section 8 of Republic Act No. 11032**, the **Head of the Office or Agency shall be primarily responsible for the implementation of the Act** and shall be held accountable to the public in ensuring the delivery of fast, efficient, convenient, and reliable services. Accordingly, the Head of Agency shall exercise due diligence in ensuring the **timely, accurate, and complete submission** of all compliance requirements to the Authority, in accordance with the prescribed manner and schedule.

For guidance on detailed requirements, formats, and procedural instructions per compliance, agencies are advised to **refer to the relevant ARTA Memorandum Circulars and the previous Advisory** covering the manner of submission through the Unified Submission Form. A summary of the compliance requirements is provided in **Annex B**.

For queries and concerns regarding the compliance, you may reach our office through compliance@arta.gov.ph.

For information and compliance.

Recommending Approval:



UNDERSECRETARY LEA GRACE B. SALCEDO
Deputy Director General for Operations

Approved:



SECRETARY ERNESTO V. PEREZ
Director General

 CLF/DSL/AHP

ANNEX A: Important Reminders for the Submission of the Harmonized Client Satisfaction Measurement Report

I. Submission of CSM Reports

A. Submission Deadlines

1. Government-Owned or -Controlled Corporations (GOCCs) under the purview of the Governance Commission for GOCCs (GCG) must submit the CSM Reports **on or before 15 April 2026**; and
2. All other agencies must submit their CSM Reports **on or before 30 April 2026**. For agencies with unified submission, a list of the covered Regional/Branch/Field/Satellite/Campus should be provided.

B. Coverage

The report shall cover the CSM results from **January to December** of every year. This shall cover **ALL services (internal and external) in the Citizen's Charter**.

C. Certification of Accuracy and Compliance

Pursuant to Section 4.8.1 of ARTA MC No. 2022-05, the CSM Report must be signed by any of the following: (a) Head of Agency, (b) CART Chairperson, or (c) an authorized representative. The signature may be affixed either in a transmittal letter or on the front page of the CSM Report. Should the signature be included in a transmittal letter, the agency is reminded to ensure that the transmittal letter will be part of the uploaded submission.

D. Format and Supplementary Documents

1. CSM Reports must be submitted in text-searchable PDF format. Agencies are advised to refrain from printing and rescanning signed reports; and
2. Upload the required supplementary documents alongside the CSM Report in the designated submission portal. These documents are:
 - Copy of the CSM tool used; and
 - Services covered by the CSM and CSM Results per office (if unified submission).The templates can be accessed through this link: <https://tinyurl.com/CSMServices>

Please note that the Citizens Charter and COC that are attached in the CSM submission, should there be any, will only be used as reference in the evaluation of CSM and not as official submission of CC and COC.

E. Mode of Submission

CSM Reports must be submitted through the new Unified Submission Form; bit.ly/ARTACompliances. Submissions via physical delivery or email will not be accepted as official.

II. Reporting the CSM Results and Data Interpretation

To ensure clarity and consistency in reporting the results of the CSM and interpreting the data, agencies are required to include the following information:

A. PROVIDE BREAKDOWN OF RESPONSES AND TRANSACTIONS PER SERVICE

Table 1. Sample Distribution of Responses and Transactions by Service

External Services		Responses	Total Transactions
External Service 1 (replace with service name as stated in the Citizen's Charter)		260	431
External Service 2		204	512
External Service 3		55	76
External Service 4		8	16
External Service 5		21	33
External Service 6		32	32
External Service 7		167	488
External Service 8		24	24
External Service 9		271	849
External Service 10		19	40
External Service Total		1061	2053
Internal Services		Responses	Total Transactions
Internal Service 1 (replace with service name as stated in the Citizen's Charter)		18	73
Internal Service 2		15	21
Internal Service 3		445	2439
Internal Service 4		43	50
Internal Service 5		66	95
Internal Service 6		26	37
Internal Service 7		33	51
Internal Service 8		9	17
Internal Service 9		12	30
Internal Service 10		19	20
Internal Service Total		710	2850
OVERALL TOTAL		1771	4912

Agencies must report the number of clients who participated in the CSM survey versus the total transactions for each specific service. Agencies should calculate the sample size using the prescribed calculator available at: <https://tinyurl.com/CSMRsamplesize>.

Additionally, all external and internal services must be listed in the same manner as they appear in the Table of Contents of the agency's Citizen's Charter. **Ensure that services are tagged (internal or external) properly.**

B. COMPUTE THE CITIZEN'S CHARTER QUESTION RESULTS

Table 2. Sample Tabulation of Responses and Percentages for Each Citizen's Charter-Related Question

Citizen's Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office's CC.	283	10%
2. I know what a CC is but I did not see this office's CC.	521	19%
3. I learned of the CC only when I saw this office's CC.	304	11%
4. I do not know what a CC is and I did not see this office's CC.	1708	60%
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	330	30%
2. Somewhat easy to see	257	23%
3. Difficult to see	141	13%
4. Not visible at all	380	34%
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	489	44%
2. Somewhat helped	367	33%
3. Did not help	252	23%

Figure 1. Guide Computation for the CC-Related Questions

Citizen's Charter Answers		Responses	Percentage	
CC1. Which of the following describes your awareness of the CC?				
1. I know what a CC is and I saw this office's CC.		283	10%	CC Awareness
2. I know what a CC is but I did not see this office's CC.		521	19%	
3. I learned of the CC only when I saw this office's CC.		384	11%	
4. I do not know what a CC is and I did not see this office's CC.		1700	60%	
CC2. If aware of CC, would you say that the CC of this office was...?				
1. Easy to see		330	30%	CC Visibility
2. Somewhat easy to see		257	23%	
3. Difficult to see		141	13%	
4. Not visible at all		300	34%	
CC3. If aware of CC, how much did the CC help you in your transaction?				
1. Helped very much		489	64%	CC Helpfulness
2. Somewhat helped		367	31%	
3. Did not help		252	23%	

To compute for the results of the CC-related questions:

- **CC awareness score:** The sum of the results of CC 1.1 to CC 1.3 questions.
- **CC visibility score:** The results of CC 2.1 question.
- **CC helpfulness score:** The results of CC 3.1 question.

C. PROVIDE SEPARATE SERVICE QUALITY DIMENSION (SQD) RESULTS FOR INTERNAL AND EXTERNAL SERVICES

Table 3. Sample Tabulation of Service Quality Dimension (SQD) Results for External Services

External Services

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
SQD0	13108	7922	1044	367	87	0	22528	93.35%

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	1930	815	58	12	1	0	2816	97.48%
Reliability	1700	1052	50	9	5	0	2816	97.73%
Access and Facilities	1789	938	71	16	2	0	2816	96.84%
Communication	1447	1296	54	18	1	0	2816	97.41%
Costs	0	0	0	0	0	2816	2816	N/A
Integrity	1927	833	38	15	3	0	2816	98.01%
Assurance	1591	1141	65	17	2	0	2816	97.02%
Outcome	1686	1053	59	14	4	0	2816	97.27%
Overall	12070	7128	395	101	18	2816	22528	97.39%

Table 4. Sample Tabulation of SQD Results for Internal Services

Internal Services/

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
SQD0	13108	7922	1044	367	87	0	22528	93.35%

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	1930	815	58	12	1	0	2816	97.48%
Reliability	1700	1052	50	9	5	0	2816	97.73%
Access and Facilities	1789	938	71	16	2	0	2816	96.84%
Communication	1447	1296	54	18	1	0	2816	97.41%
Costs	0	0	0	0	0	2816	2816	N/A
Integrity	1927	833	38	15	3	0	2816	98.01%
Assurance	1591	1141	65	17	2	0	2816	97.02%
Outcome	1686	1053	59	14	4	0	2816	97.27%
Overall	12070	7128	395	101	18	2816	22528	97.39%

Agencies are required to report Service Quality Dimension (SQD) results separately for internal and external services.

Table 5. Sample Tabulation of the Overall Rating for Internal and External Services

External Services		Overall Rating
External Service 1 (replace with service name as stated in the Citizen's Charter)		100%
External Service 2		100%
External Service 3		100%
External Service 4		100%
External Service 5		100%
External Service 6		100%
External Service 7		100%
External Service 8		100%
External Service 9		100%
External Service 10		100%
External Service Total		100%
Internal Services		
Internal Service 1 (replace with service name as stated in the Citizen's Charter)		100%
Internal Service 2		100%
Internal Service 3		100%
Internal Service 4		100%
Internal Service 5		100%
Internal Service 6		100%
Internal Service 7		100%
Internal Service 8		100%
Internal Service 9		100%
Internal Service 10		100%
Internal Service Total		100%
OVERALL TOTAL		100%

For each service, agencies must also report the overall SQD rating using the standardized formula provided below. Ensure that all computations for the rating shall use the prescribed formula.

Figure 2. Formula for the SQD Results

$$\text{Overall Score} = \frac{\text{Number of 'Strongly Agree' answers} + \text{Number of 'Agree' answers}}{\text{Total Number of Respondents} - \text{Number of 'N/A' answers}} \times 100$$

D. DISCUSS THE RESULT OF OPEN-ENDED QUESTION

Ensure that comments and suggestions provided by clients in the open-ended question is discussed in the report.

E. DISCUSS THE CONTINUOUS AGENCY IMPROVEMENT PLAN FOR THE FOLLOWING YEAR

Based on the CSM results, agencies should create a Continuous Agency Improvement Plan to enhance service delivery. This will guide agencies in meeting client needs more effectively.

The plan should outline:

- Specific areas for improvement.
- Elements to sustain based on client feedback

F. ATTACH THE CSM TOOL

Agencies should include a clean and clear copy of the CSM tool used during CY 2025.

ANNEX B: Matrix of ARTA Compliance Requirements for Year 2026

No.	Compliance Requirement	Deadline	Mode of Submission	Reference / Legal Basis
1	Citizen's Charter (CC) and Certificate of Compliance (CoC)	Every 31 st of March	Unified Submission Form; bit.ly/ARTACompliances	ARTA Memorandum Circular 2019-002 and its References ARTA Memorandum Circular 2021-10 Annex A
2	Committee on Anti-Red Tape (CART)	One-time submission	Unified Submission Form; bit.ly/ARTACompliances	ARTA Memorandum Circular 2023-08 ARTA Memorandum Circular 2024-01
3	Client Satisfaction Measurement Report (CSMR)	a. Every 15 th of April for GOCCs b. Last working day of April for all other government agencies covered by the law	Unified Submission Form; bit.ly/ARTACompliances	ARTA Memorandum Circular 2022-05 ARTA Memorandum Circular 2023-05
64	Zero Backlog Program (ZBP)	a. Annex A: One-time Submission	Unified Submission Form; bit.ly/ARTACompliances	ARTA Memorandum Circular 2022-02
		b. Annexes B and C: March 07, 2026	Unified Submission Form; bit.ly/ARTACompliances	ARTA Memorandum Circular 2022-02 Annex-B - Inventory-of-Backlogs ARTA-Memorandum Circular 2022-02 Annex-C Zero-Backlog-Certification
5	Three-Signatory Rule	One-time submission	Unified Submission Form; bit.ly/ARTACompliances	ARTA Memorandum Circular No. 2024-05 ARTA Advisory No. 2025-015
6	Electronic Business One Stop Shop (for LGUs: Cities and Municipalities only)	One-time submission	https://bit.ly/eBOSS2026	ARTA Memorandum Circular No. 2021-02 ARTA Memorandum Circular No. 2021-05 ARTA Advisory No. 2024-20

All relevant ARTA issuances may be accessed through our website: <https://arta.gov.ph/documents/>

MEMORANDUM CIRCULAR NO. 2026- 0004
Series of 2026

TO : ALL HEADS OF NATIONAL GOVERNMENT AGENCIES (NGAs), INCLUDING ATTACHED AGENCIES, BUREAUS, OFFICES, GOVERNMENT-OWNED AND/OR – CONTROLLED CORPORATIONS (GOCCs), AND OTHER GOVERNMENT INSTRUMENTALITIES

SUBJECT : REVISED MEMORANDUM ON CAMPAIGN AGAINST FIXERS AND CLIENT SATISFACTION MEASUREMENT (CSM), THEREBY AMENDING MEMORANDUM CIRCULAR 2023-03

DATE : June 22, 2026

1. BACKGROUND

- 1.1. Republic Act (RA) No. 11032 otherwise known as the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018" was enacted on May 28, 2018 and its Implementing Rules and Regulations" was subsequently promulgated on August 4, 2019.
- 1.2. It is the policy of the State to promote integrity, accountability, proper management of public affairs and public property as well as to establish effective practices, aimed at efficient turnaround of the delivery of government services and the prevention of graft and corruption in the government. Towards this end, the State shall maintain honesty and responsibility among its public officials and employees, and shall take appropriate measures to promote transparency in each agency with regard to the manner of transacting with the public, which shall encompass a program for the adoption of simplified requirements and procedures that will reduce red tape and expedite business and nonbusiness-related transactions in government.
- 1.3. The Anti-Red Tape Authority (ARTA) was established and empowered to implement and oversee a national policy on anti-red tape and ease of doing business and to monitor and evaluate compliance of agencies covered under Sec 3 of RA 11032, and issue notice of warning to erring and/or noncomplying government employees or officials.
- 1.4. RA 11032 defined "fixer" as any individual, whether or not officially involved in the operation of a government office or agency, who has access to people working therein, and whether or not in collusion with them, facilitates speedy completion of transactions for pecuniary gain or any other advantage or consideration.
- 1.5. Fixing and/or collusion with fixers in consideration of economic and/or other gain or advantage has been defined as one of the punishable acts under Section 21 of the same Act.
- 1.6. A Report Card Survey (RCS) pursuant to Section 20 of RA 11032 is implemented by the ARTA and will cover all offices and agencies providing government services. This shall be used to obtain feedback on how provisions in the Citizen's Charter and the provisions of the Act are being followed and

SMARTER INITIATIVES. BETTER PHILIPPINES.

how the agency is performing. The RCS shall also be used to obtain information and/or estimates of hidden costs by applicants or requesting parties to access government services which may include, but is not limited to, bribes and payment to fixers.

2. COVERAGE

This Memorandum Circular adopts the coverage specified under Section 3 of RA 11032 and Rule II, Section 1, of its Implementing Rules and Regulations.

3. GENERAL GUIDELINES

3.1. To ensure the wide dissemination of the abovementioned provisions, and pursuant to Section 8 of RA 11032 which holds the head of the office or agency primarily responsible for the implementation of the law, and shall further be held accountable to the public in rendering fast, efficient, convenient, and reliable service, all government offices are hereby enjoined to **conduct a massive information campaign against fixers and fixing and accomplishment of CSM by posting, among other modes of information dissemination, the pertinent provisions against fixers and the act of fixing, taking into account the penalties involved, at the agency's website and at the most conspicuous places of their office.**

3.1.1. The agencies shall adopt the ARTA provided campaign materials attached as Annex A.

3.1.2. The Information, Education, and Communication (IEC) materials may be displayed through the use of posters, tarpaulins, or through the use of digital modalities.

3.2. To ensure compliance among all agencies covered herein, the Authority through its Compliance Monitoring and Evaluation Office (CMEO) shall include in their inspection and spot-checking monitoring tools the presence of the said materials in the most conspicuous space of each government agency.

3.3. Checking the presence of Anti-Fixing Campaign materials shall also be included in the conduct of the RCS 2.0. Specifically, the Survey Questionnaire and Inspection Checklist currently include the following questions:

- Are measures against fixers visible and used by the office?
- Did anyone approach you and offer to facilitate transactions in exchange for money or any other payment or consideration?

3.4. To encourage the transacting clients to provide feedback on the service they availed from the government agencies, **the posting of the official Harmonized CSM poster on premises where forms of the CSM can be availed, filled out, and submitted shall be mandatory.** This reinforces transparency and accountability by ensuring that citizens are informed and

inspired to participate in the survey. **Agencies must prominently display the Bawal ang Red Tape and CSM Posters in their offices, customer service areas, and main building facades. The CSM poster should not be modified, except for the incorporation of the Agency Logo, Agency Name and QR Code bearing the Agency's CSM online portal, if applicable.**

3.5. All clients and government employees should also be encouraged to report acts of fixing to the Authority using any of the following complaint channels:

- **Website:** www.arta.gov.ph
- **Email:** complaints@arta.gov.ph
- **Facebook/Messenger:** [artagovph](https://www.facebook.com/artagovph)
- **Twitter/Instagram:** [artagovph](https://www.instagram.com/artagovph)
- **Walk-in complaint:** 4th floor, Building I, UP Ayaland Technohub, Commonwealth Avenue, Diliman, Quezon City or Bagong Pilipinas eGovPH Serbisyo Hub, Makabagong San Juan National Government Center in San Juan City
- **Electronic Complaint Management System and Talk to TALA (Transparency, Accountability, and Law in Action)** - <https://ecms.arta.gov.ph/> or through eGOVph Super App
- **Hotline:** 1-2782 (ARTA)

4. FEEDBACK

All inquiries and concerns should be coursed to ARTA via email at info@arta.gov.ph.

5. EFFECTIVITY

This Circular supersedes MC 2023-03 and shall take effect immediately.

6. REFERENCES

- 6.1.1. All agencies may access the Anti-Fixing Campaign materials of ARTA through the following link: <https://arta.gov.ph/bawal-ang-red-tape/>. Design specifications can be found in Annex A.
- 6.1.2. All agencies accessing the link will be requested to fill in a form that shall aid ARTA in tracking which agencies have downloaded the campaign materials.

For information and guidance,


SECRETARY ERNESTO V. PEREZ
Director General

ANNEX A

Bawal ang Red-Tape Poster



Specifications

Size: A1 - 23.4 x 33.1 inches

Color: Full-colored

CSM Poster



Specifications

Size: A2 – 16.54 x 23.39 inches

Color: Full-colored