



**MEMORANDUM CIRCULAR NO. 2022-04
SERIES OF 2022**

FOR : ALL GOVERNMENT OFFICES AND AGENCIES IN THE EXECUTIVE DEPARTMENT INCLUDING LOCAL GOVERNMENT UNITS (LGUs), GOVERNMENT-OWNED-OR-CONTROLLED CORPORATIONS (GOCCs), STATE UNIVERSITIES AND COLLEGES (SUCs), WATER DISTRICTS (WD), AND OTHER GOVERNMENT INSTRUMENTALITIES

SUBJECT : Guidelines on the Implementation of the Report Card Survey (RCS) 2.0

DATE : 20 September 2022

1. BACKGROUND AND LEGAL BASIS

- 1.1. The enactment of Republic Act No. 11032 otherwise known as the “*Ease of Doing Business and Efficient Government Service Delivery Act of 2018*” (R.A. 11032) mandates the Anti-Red Tape Authority (Authority) to promote integrity, accountability, proper management of public affairs and public property as well as to establish effective practices, aimed at efficient turnaround of delivery of government services and the prevention of graft and corruption in the government.
- 1.2. Section 20 of R.A. 11032 provides that all offices and agencies providing government services shall be subjected to a Report Card Survey (RCS) which shall be used to obtain feedback on how provisions of the Act are being followed and how the agencies are performing in relation to the same. Pursuant to Section 20 of R.A. 11032, the RCS shall be initiated by the Authority, in coordination with the Civil Service Commission (CSC), and the Philippine Statistics Authority (PSA).
- 1.3. Section 2, Rule XII of the Implementing Rules and Regulations (IRR) of R.A. 11032 provides that the RCS shall be a holistic tool that shall measure effectiveness of the Citizen’s Charters in reducing regulatory burdens and the impact of the human resource systems and programs in delivering efficient government service.
- 1.4. Further, Section 20 of R.A. 11032 mandates agencies to establish a feedback mechanism, where the results thereof shall be incorporated in their annual report. This is further supported by Rule IV, Section 3(b) of the IRR which provides that all agencies shall embed feedback mechanisms and client satisfaction measurements (CSM) 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 issued by the Authority.

- 1.5. Pursuant to this mandate, the Authority redesigned the previous RCS implemented by the CSC to align it with the new requirements under the law, its IRR, and other issuances of the Authority.
- 1.6. The results and findings of the RCS and CSM shall provide government agencies evidence-based understanding of the root causes of delays and problems in their services as well as the feedback from their clients in their service delivery. It can help the government agencies in their conduct of streamlining and reengineering of systems and procedures. It shall also be the basis of the grant of incentives and awards program to be initiated by Authority.

2. PURPOSE

This Memorandum Circular is being issued to provide the implementing policies and procedures in the nationwide administration of the RCS. This shall set the standardized methods for measuring compliance with the provisions of R.A. 11032 and the overall performance of government agencies.

3. COVERAGE

- 3.1. All government agencies covered under Section 3 of R.A. 11032 that provide government services, including local government units (LGUs), government-owned or controlled corporations (GOCCs) and other government instrumentalities shall be subjected to the conduct of the RCS.
- 3.2. Government services to be measured include both business-related and non-business related transactions. This include external services reflected in the Citizen's Charter involving applications for any privilege, right, reward, license, clearance, permit or authorization, concession or for any modification, renewal or extension of the enumerated applications or requests, as well as internal services corresponding to back-end support services.

4. DEFINITION OF TERMS

- 4.1. Agency – refers to any of the various units of the Government, including a department, bureau, office, instrumentality, or government-owned and controlled corporations (GOCCs), or a local government or a distinct unit therein. This includes any department, bureau, office, commission, authority or officer of the National Government authorized by law or executive order to make rules, issue licenses, and grant rights or privileges; research institutions with respect to licensing functions; government corporations with respect to functions regulating private rights, privileges, occupations or business;
- 4.2. Authority – refers to the Anti-Red Tape Authority
- 4.3. Citizen's Charter – refers to an official document, a service standard, or a pledge, that communicates, in simple terms, information on the services provided by the government to its citizens pursuant to Section 6 of R.A. 11032. It describes in detail the comprehensive and uniform checklist of requirements for each type of application or request, procedure to obtain a particular service; person/s responsible for each step; maximum time to conclude the process; document/s to be presented by the applicant or

requesting party, if necessary; amount of fess, if necessary; and procedure for filing complaints;

- 4.4. Client-Respondent – refers to the client who availed of any of the government services covered herein and who are subjected for interview under this survey;
- 4.5. Fixer – refers to any individual, whether or not officially involved in the operation of a service office, who has access to people working therein and whether or not in collusion with them, facilitates the speedy completion of transactions for financial gain or any other advantage or consideration;
- 4.6. Fixing – refers to the act that involves undue facilitation of transactions for pecuniary gain or any other advantage or consideration;
- 4.7. Government Service – refers to the process or transaction between applicants or requesting parties and government offices or agencies involving applications for any privilege, right, reward, license, clearance, permit or authorization, concession, or for any modification, renewal or extension of the enumerated applications or requests which are acted upon in the ordinary course of business of the agency or office concerned;
- 4.8. Red Tape – refers to any regulation, rule, or administrative procedure or system that is ineffective or detrimental in achieving its intended objectives and, as a result, produces slow, suboptimal, and undesirable social outcomes;
- 4.9. Report Card Survey – refers to an evaluation tool that provides a quantitative measure of actual government service user perceptions on the quality, efficiency, and adequacy of difference government services, as well as a critical evaluation of the office or employee. It is an instrument that also solicits user feedback on the performance of government services, for the purpose of exacting public accountability, and when necessary proposing change. It shall also be used to measure management support in institutionalizing agency service delivery reforms.

5. ROLES OF AGENCIES

- 5.1. **Anti-Red Tape Authority (ARTA).** The Authority shall take the lead in the conduct of the Survey, which includes the pre-survey preparation, conduct of RCS, and review of Report Card, feedback on the results to government agencies.
- 5.2. **Civil Service Commission (CSC).** The CSC, through its Anti-Red Tape Unit in its central and regional offices, shall provide assistance in the conduct of RCS. It shall receive, analyze, and utilize RCS results from the Authority, and recommend enhancements on service delivery improvement in the civil service pursuant to Rule XI, Section 1 (b) and (d) of the IRR of R.A. 11032.
- 5.3. **Philippine Statistics Authority (PSA).** The PSA shall assist and approve the survey materials to be used in the Survey.

6. REPORT CARD SURVEY 2.0



- 6.1. The Report Card Survey (RCS) 2.0 is a holistic tool that will measure the effectiveness of the Citizen's Charter in reducing regulatory burdens and the impact of the human resource systems and programs in the delivery of efficient government services.
- 6.2. The RCS shall obtain feedback on the compliance of government agencies with the provisions of the R.A. 11032 and its IRR as well as the overall performance of the agency.
- 6.3. The RCS shall focus on measuring the quality, efficiency and adequacy of government services through the evaluation of the streamlining initiatives of government agencies.
- 6.4. The results and findings of the RCS shall also form part of the Monitoring and Evaluation Plan of all covered government agencies. The results and findings from the RCS will provide agencies evidence-based understanding of the root causes of delays and problems in their services. This will help them in reengineering their processes to improve their internal and external services.

7. GENERAL GUIDELINES

7.1. Objectives

The objectives of the RCS are as follows:

- 7.1.1. To obtain feedback on how provisions in the Citizen's Charter and the provisions of R.A. 11032 are being followed and how the agency is performing;
- 7.1.2. To obtain information and/or estimates of hidden costs incurred by applicants or requesting parties to access government service which may include, but are not limited to, bribes and payment to fixers; and
- 7.1.3. To provide for the basis of the grant of awards, recognition and/or incentives for excellent delivery of services in all government services.

7.2. Methods of Measurement

The RCS shall use the following tools of measurement:

7.2.1. Compliance Matrix

- 7.2.1.1. The Authority shall consolidate into a compliance matrix the requirements mandated under R.A. 11032, its IRR, and issuances of the Authority that are mandated to be complied with by covered government agencies such as, but not limited to, an updated Citizen's Charter and Certificate of Compliance, Client Satisfaction Measurement Report, Zero-Backlog Program, Initial Reengineering Plan, institutionalized agency Committee on Anti-Red Tape (CART), and other

Agencies shall submit their most current and updated Citizen's Charter, together with the Certificate of Compliance (CoC). The duly accomplished and signed CoC shall be submitted to the Authority using the new template².

7.3.1.1.2. Designation of a Committee on Anti-Red Tape

Each agency shall designate a Committee on Anti-Red Tape (CART) in compliance with Section 5 of R.A. 11032 and the ARTA Memorandum Circular No. 2020-07³. The CART shall be an inter-office task force that will perform the functions provided under ARTA MC 2020-07. The Agency may also designate a sub-CART in their respective regional/filed offices, attached agencies, bureaus, as may be necessary.

An Office Order designating the composition of a CART shall be issued by the agency and the same shall be submitted to the Authority.

7.3.1.1.3. Conduct of Reengineering of Systems and Procedures

Pursuant to Section 5 of R.A. 11032, all covered government agencies covered by the Act are mandated to regularly undergo evaluation and improvement of their transaction systems and procedures and reengineer the same if deemed necessary to reduce bureaucratic red tape and processing time. The reengineering process also entails an interagency review and harmonization of permitting and licensing laws, policies, regulations, and issuances to eliminate redundant and undue regulatory burdens to the transacting public.

ARTA Memorandum Circular No. 2021-09 provides that the Authority enjoins all government agencies to adopt the Whole-of Government (WOG) Reengineering Manual as a tool in the reengineering of government services. Further, agencies,

² Annex A of the ARTA MC 2021-10

³ Guidelines on the Designation of a Committee on Anti-Red Tape (CART) in the Agencies concerned in Compliance with R.A. 11032, Otherwise known as the "Ease Of Doing Business And Efficient Government Service Delivery Act of 2018" and its Implementing Rules and Regulations (IRR).

through their respective CART shall submit to the Authority an initial Reengineering Report to determine the current status of the implementation of the Reengineering of Systems and Procedures.

7.3.1.1.4. Establishment of the Zero-Backlog Program

Section 1, Rule VI of the IRR of R.A. 11032 mandates the all government to implement a Zero Backlog Program to address current and/or future pending transactions. Pursuant to ARTA Memorandum Circular No. 2022-02, agencies are required to submit their Zero Back Log Program ⁴ to the Authority. Further, all government agencies are directed to submit a Backlog Report⁵ of pending transactions on or before March 7 of every year. The coverage period in reporting is from March 8th of the current year until March 6th of the following year. Otherwise, agencies are required to submit a Zero Backlog Certification⁶ in case there are no pending transaction for reporting to the Authority.

7.3.1.1.5. Compliance with the Client Satisfaction Measurement Report

Each agency shall embed a feedback mechanism and client satisfaction measurement in their process improvement efforts as provided under Sec. 20 of R.A. 11032 and Section 3 (b), Rule IV of the IRR. In compliance with ARTA MC 2019-002, results of the client satisfaction measurement and the interpretation of data shall be reported to the Authority.

Pending the issuance of the Guidelines on the Harmonized Client Satisfaction Measurement (CSM), the agencies shall submit their report on or before the last working day of January of every year.

⁴ Template is attached as Annex A of the ARTA MC 2022-02

⁵ Template is attached as Annex B of the ARTA MC 2022-02

⁶ Template is attached as Annex C of the ARTA MC 2022-02

Section 8, Rule VII of the IRR of R.A. 11032 requires that all employees transacting with the public should be provided with an official identification card, which shall be visibly worn during office hours. All employees transacting with the public, or providing service to the public, shall visibly wear "easy to read" identification cards during office hours. Nameplates on uniforms or displayed at the counter or window are considered as identification but must also be visible and easy to read.

7.3.1.1.9. Existence of Public Assistance Complaints Desk (PACD)

Section 9, Rule VII of the IRR of R.A. 11032, each agency shall establish a public assistance or complaints desk. It should be properly labeled as "Public Assistance and Complaints Desk", where an officer or employee knowledgeable on external services shall at all-time be available for consultation and advice. The desk shall be attended to even during break time.

7.3.1.1.10. Observance of No Noon Break Policy and No Cut-Off System

Agencies shall ensure that clients who arrive within their premises within the official working hours, including noon break, shall be attended to.

For external service providers, at least one (1) counter, at the minimum, should be left open to provide services to clients during breaks. This counter should be able to carry out all the steps or procedures necessary to complete the process. For the PACD, it should be attended to by personnel at all times.

Failure to observe the No Noon Break Policy or observance of a Cut-Off system may constitute a violation of Section 21(f) of R.A. 11032 for failure to attend to applicants or requesting parties who are within the premises of the office or agency concerned prior to the end of official working hours and during lunch break.

7.3.1.1.11. Observance of Anti-Fixing Campaign



Section 12 of R.A. 11032 states that "The Report Card Survey shall also be used to obtain information and/or estimates of hidden costs incurred by applicants or requesting parties to access governments services which may include, but is not limited to, bribes and payment to fixers."

Agencies are encouraged to display posters/materials relating to the Anti-Fixing Campaign of the Authority or other government agencies in the most conspicuous place in their office premises.

7.3.2. Overall Survey Results

- 7.3.2.1. In measuring the overall satisfaction of the clients of the agencies, the Authority will use the results of the survey and the CSM as provided in Section 7.3.3.
- 7.3.2.2. To measure the satisfaction of clients with the services provided, the RCS will utilize three (3) tools: the Survey Questionnaire (SQ), the Inspection Checklist (IC), and the Client Satisfaction Measurement (CSM).
- 7.3.2.3. The SQ evaluates multiple aspects of the agency by having enumerators ask clients-respondents that have completed/are close to completing a transaction and are aware of the Citizen's Charter. It evaluates four (4) aspects: 1) service delivery, (2) access and facilities, (2) communications, and (4) payments and processes.
- 7.3.2.4. The IC will be used by an inspector who will avail of a service incognito. It evaluates two (2) aspects: (1) Service Delivery, Payment, and Processes, and (2) Access, Facilities, and Communications.
- 7.3.2.5. The Overall Survey Results shall comprise the 60% of the total score of the agency's RCS.

7.3.3. Agency Awards and Recognition

- 7.3.3.1. The RCS shall also consider the performance of the agency based on the existing awards, recognition, or accreditation from other monitoring agencies or private sector that demonstrates an agency's ability to deliver high quality and efficient service to the transacting public.
- 7.3.3.2. Agencies that will be subjected to RCS are required to accomplish the recognition form for the declaration of any regional/national, and/or international awards and accreditations from external agencies regarding the agency's streamlining of processes/quality of service

delivery. The Template for the Report on Recognition/ Awards/ Accreditation is attached herein as Annex B.

7.3.3.3. The Awards and/or Recognition will merit bonus points on top of the agency's total RCS score.

7.4. Conduct of the RCS 2.0

7.4.1. The Authority will inform all covered government agencies to comply with the requirements based on the deadlines set by the Authority.

7.4.2. Agencies will be clustered per sector and region and subjected to a scheduled cycle of survey. However, the Authority is not precluded to include an agency in a cycle as it may deem necessary.

7.4.2.1. For the pilot implementation, 50 government agencies are identified to be subjected to the RCS.

7.4.3. The Authority shall inform target agencies through a letter on their inclusion in the cycle and the commencement of the RCS.

7.4.4. For on-site CSM, agencies must ensure to make the tool available in all transacting sections/offices/divisions where clients are to be requested to answer them.

7.4.5. Agencies shall process their data on the results of the CSM to arrive at an overall quantitative and qualitative score. This shall be submitted to the Authority for the inclusion in the RCS.

7.4.6. The Authority may collaborate with other government agencies or engage the services of a third-party provider for the actual conduct of the onsite SQ and IC.

7.4.7. Every RCS cycle will last for three (3) years. Agencies will be subjected to the onsite SQ and IC once during each three-year period. Meanwhile, agencies will conduct the CSM every year starting 2023 and will be required to submit a CSM report to the Authority.

7.5. Scores and Rating

7.5.1. The Authority will consolidate and process the scores garnered by the agencies in the various methods of measurements used.

7.5.2. The weight distribution are as follows: 1) Institutionalization of R.A. 11032 Mandates (40%), and 2) Overall Survey Results (60%), and additional bonus points for the Agency Awards and Recognition.

7.5.3. The descriptive and numerical ratings are as follows:

Numerical Rating	Descriptive Rating
95 to 100	Excellent
90 to 94.99	Very Satisfactory

85 to 89.99	Satisfactory
80 to 84.99	Compliant
75 to 79.99	Needs Improvement
70 to 74.99	Requires Thorough Review of R.A. 11032 requirements

7.6. Report Card Survey Results

- 7.6.1. Each agency subjected to the RCS shall be provided with feedback on the RCS results prior to its publication.
- 7.6.2. The results will be published in a newspaper of general circulation and on various social media platforms of the Authority.
- 7.6.3. The results and findings of the RCS can be utilized by the agencies in improving their service delivery, particularly in the conduct of the reengineering of their systems and procedures as mandated under Section 5 of R.A. 11032.
- 7.6.4. The results of the RCS may be used as a basis for policy recommendations in improving government services and may form part of the Monitoring and Evaluation Plan and Annual Reports of the agencies.

8. ARTA AWARDS PROGRAM

- 8.1. The results of the RCS will be used by the Authority as basis for the grant of awards, recognition and/or incentives for excellent delivery of services in all government agencies.
- 8.2. The Awards Program may consist of public recognition and/or monetary incentives, subject to availability of funds.
- 8.3. Eligibility Criteria/ Qualifications
 - 8.3.1. After tabulating all scores and ratings of all agencies and discussing the results of the RCS to the respective offices, the Authority will proceed with identifying the agencies that are entitled to rewards and incentives.
 - 8.3.2. Agencies that will garner a score of 85 or higher will be given a Certificate of Recognition.
 - 8.3.3. Agencies that will garner a score of 90 or higher will be given a Plaque of Recognition. Top scoring agency/ies will receive a Plaque of Recognition and monetary incentives.
 - 8.3.4. The Authority may convene a panel of assessors to validate and deliberate the list of agencies that are eligible for top awards.
 - 8.3.5. The agencies that will garner a score of 90 or higher shall be publicly recognized through an awarding ceremony. The names of the agencies eligible for awards shall likewise be published in a

newspaper of general circulation, ARTA official website, and social media platforms.

8.4. Period of Implementation

The Awards Program shall be conducted every after RCS cycle as discussed in Section 7.4.7.

8.5. Accountability

8.5.1. The monetary reward shall be utilized by the agency in equipment and/or services that will help the agency in further improving their government services.

8.5.2. Award recipients eligible for monetary reward shall be required to submit narrative reports within six (6) months from the receipt of the cash incentives indicating the utilization of the monetary reward. This shall be submitted through email at compliance@arta.gov.ph.

9. AMENDMENT TO GUIDELINES

The Guidelines outlined in this memorandum circular are subject to change as may be deemed necessary by the Authority through the issuance of amended Guidelines.

10. EFFECTIVITY

This Guidelines shall take effect immediately upon publication in the Official Gazette or in a newspaper of general circulation and registration with the University of the Philippines-Office of the National Administrative Register (UP-ONAR).

Approved by:



DDG ERNESTO V. PEREZ
Officer-in-Charge

Annex A: Compliances of Agencies

Requirement	Timeline of Submission	Manner of Submission
Citizen's Charter (CC) and Certificate of Compliance (CoC) (ARTA M.C. 2019-002/2019-02-A series of 2019 and ARTA M.C. 2021-10 (New CoC Template))	For agencies/LGUs with no updated CC submit only the CoC every March 31 st of every year. For agencies/LGUs with updated or revisions in their CC, submit the CC with the updated CoC before the implementation of the updated version.	Submit the soft copy of the Citizen's Charter (in-text searchable PDF format) with the Certificate of Compliance (using the new Template) via email at compliance@arta.gov.ph
Client Satisfaction Measurement Report (ARTA M.C. 2019-002 series of 2019)	For year 2022, on or before January 31, 2023 For year 2023 onwards, on or before last working day of April of the following year.	Submit via the link https://tinyurl.com/CSMRsubmissions
Committee on Anti-Red Tape (CART) (ARTA M.C. 2020-07 series of 2020)	Initial deadline: December 2020 Deadline for the grant of the Performance-Based Bonus (PBB): February 28, 2023	Submit via the link https://tinyurl.com/CARTSUBMISSIONS
Zero Backlog Program (ARTA M.C. 2022-02 series of 2022)	Zero Backlog Program Initial Deadline: April 29, 2022	Submit Annex A via the link https://tinyurl.com/ZeroBacklogProgram
	Backlog Report or Zero Backlog Certification Every March 7 of every year	Submit Annex B (Backlog Report) or Annex C (Zero Backlog Certificate) via the link https://tinyurl.com/ZeroBacklogProgram
Reengineering Plan (ARTA M.C. 2021-09 series of 2021)	Initial Deadline: December 31, 2021	Submit via https://tinyurl.com/WOGReengineeringReport
Electronic-Business One Stop Shop (ARTA M.C. 2021-05 series of 2021)	Initial Deadline: July 14, 2021	Submit via the link https://forms.gle/6vLxz8n3EQCAWFXZ9



Annex B. Template for the Report on Recognition/Awards/Accreditation

Name of the Agency	:	_____
Head of the Agency	:	_____
Date Accomplished:	:	_____
Name of the Respondent	:	_____

During the past year, has the agency received any regional/national and/or international awards and accreditations from external agencies regarding this agency's streamlining of processes/quality of service delivery? (if yes, please accomplish the corresponding tables below)

- Yes, the agency has received regional award/accreditation from an external agency regarding streamlining or processes/quality of service delivery
- Yes, the agency has received national award/accreditation from external agencies regarding streamlining or processes/quality of service delivery
- Yes, the agency has received international award/accreditation from an external agency regarding streamlining or processes/quality of service delivery
- Yes, the agency has received a combination of regional/national and international awards/accreditations from external agencies regarding streamlining or processes/quality of service delivery
- No, the agency has not received any award/accreditation

Regional Awards/Accreditations (you may attach a separate sheet if necessary)

Award / Accreditation	Description of Award / Accreditation	External Agency that gave Award / Accreditation	Date of Award / Accreditation (valid until)

National Awards/Accreditations (you may attach a separate sheet if necessary)

Award / Accreditation	Description of Award / Accreditation	External Agency that gave Award / Accreditation	Date of Award / Accreditation (valid until)

International Awards/Accreditations (you may attach a separate sheet if necessary)

Award / Accreditation	Description of Award / Accreditation	External Agency that gave Award / Accreditation	Date of Award / Accreditation (valid until)

I hereby certify that the answers and information in this form above are true and correct to the best of my knowledge and the agency's knowledge. I understand that any false statements in this form may be liable to any penalty the Authority or other agency may impose.

Name

Position

Date

