	<b>INTER-COUNTRY ADOPTION BOARD (ICAB)</b>  <b>GUIDELINES ON THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FISCAL YEAR (FY) 2020</b>	Issue Date	07/10/2020
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ADMINISTRATIVE ORDER  
 No. **07-004--**  
 Series of 2020

## 1. PURPOSE

This Guidelines<sup>1</sup> is being issued to prescribe the criteria and conditions on the grant of the PBB for FY 2020 performance to be given in FY 202. Essentially, the same criteria and conditions for FY 2019 PBB are being issued for FY 2020 PBB to support the Administration's focus on the streamlining of government services, with the implementation of Republic Act (RA) No. 11032 known as the *Ease of Doing Business (EODB) and Efficient Government Delivery Service Act of 2018*, in promoting integrity, transparency, accountability, proper management of public affairs and public property, as well as to establish effective practices, aimed at the efficient turnaround of the delivery of government services and the prevention of graft and corruption in government.

## 2. COVERAGE

- 2.1 Pursuant to the Department of Budget and Management (DBM) Memorandum Circular (MC) No. 2020-1, this Guidelines covers all ICAB offices/units.
- 2.2 All ICAB personnel holding regular/permanent positions are covered by this Guidelines. Excluded from the coverage herein are individuals engaged without employer-employee relationship and funded from non-Personnel Services (PS) budget.


## 3. ELIGIBILITY CRITERIA

The Inter-Country Adoption Board (ICAB) must satisfy the following conditions to be eligible for the grant of PBB.

- 3.1 **Good Governance Conditions (GGCs).** Satisfy 100% of GGCs for FY 2020 as provided in Section 4.0. For FY 2020, the extent of validation of the achievement of a number of GGCs that agencies should meet shall depend on their historical compliance and performance in previous PBB cycles.

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<sup>1</sup> Guidelines on the Grant of the Performance-Based Bonus for Fiscal Year 2020 dated June 2, 2020.

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3.2 **Performance Targets of ICAB.** Achieve each one of the Physical Targets, Support to Operations (STO), and General Administration and Support Services (GASS) requirements for FY 2020. *The details of the requirements are indicated in Section 5.0 hereof.*

3.2.1 streamlining requirements of government services

3.2.2 higher citizen/client satisfaction compared to baseline data

3.2.3 fiscal discipline

3.3 **Performance Rating System to be Used for Personnel in the First and Second Levels, and those occupying Career Executive Service (CES) positions.** The rating of the performance of the first and second level officials and employees including managerial and director positions, shall be consistent with the CSC-approved Strategic Performance Management System (SPMS)<sup>2</sup>.

#### 4. GOOD GOVERNANCE CONDITIONS (GGCS)

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


a. Maintain/Update the ICAB Transparency Seal (TS). The TS should be accessible by clicking the TS logo on the home page. Status of compliance shall be posted on both the DAP website through <https://www.dap.edu.ph/rbpms> and DBM website at [www.dbm.gov.ph/index.php/new-update/transparency-seaicompliance](http://www.dbm.gov.ph/index.php/new-update/transparency-seaicompliance) on or before **October 1, 2020**.

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

b. **Update the PhilGEPS posting of all invitations to bids and awarded contracts** pursuant to the Government Procurement Reform Act (RA No. 9184) for transactions above Php1 million from January 1 to December 31, 2020, including Early Procurement of FY 2021 Non-Common Use Supplies and Equipment (Non-CSE) items on or before **January 29, 2021**.

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<sup>2</sup> Revised ICAB Strategic Performance Management System (SPMS) Series of 2020.

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- c. **Set-up Most Current and Updated Citizen's Service Charter**, reflecting ICAB's improved and streamlined/re-engineered system and procedure for all its government services to citizens, businesses, and government agencies, pursuant to Section 6 of RA No. 11032 and the President's directive to reduce the processing time of all public transactions with government and ensure accessible and convenient delivery of services to the public.

ICAB shall submit its Certificate of Compliance (CoC) to the Anti-Red Tape Authority (ARTA) at [compliance@arta.gov.ph](mailto:compliance@arta.gov.ph) and copy furnish the AO25 Secretariat at [ao25secretariat@dap.edu.ph](mailto:ao25secretariat@dap.edu.ph) on or before **December 4, 2020**.

The CoC based on the format prescribed by the ARTA as stated under the ARTA Memorandum Circular No. 2019-002 s. 2019, shall be the basis of the validation. The Authority shall conduct a validation of the Citizen's Service Charter starting in January 2021.

## 5. FY 2020 PHYSICAL TARGETS


- 5.1 ICAB shall satisfy the following FY 2020 performance targets supporting the Administration's focus on the streamlining of government services and seamless public service delivery:

Achievement of the streamlining and process improvement of the agency's critical services including digitization, development of online systems, and/or contactless transactions.


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

1. In the government's efforts to further streamline processes and fully maximize our digital capabilities, ICAB should undertake digitization, develop online systems, and/or transform its critical services from manual to contactless transactions, for faster and more efficient public service delivery. Digitization initiatives may vary depending on the particular requirements of the critical services, i.e., online applications, payments, permitting, learning, and development platforms.

2. To promote the periodic measurement of ICAB's performance in delivering said services, ICAB shall determine and report the following streamlining criteria and improvements from reported accomplishments in FY 2019 using *Form A-Department/Agency Performance Report*.

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- a. **Number of Steps.** The total number of steps that a particular citizen/client will undergo to ensure the receipt of the complete service from the government. ICAB shall report in detail the steps necessary to complete the service including front-end and back-end.
- b. **Turnaround Time (TaT).** The sum of the waiting time and processing time or the total amount of time taken to complete/deliver a service. TaT starts from the moment the transacting client enters the queue or fills out the form, and the waiting time incurred until the service has been completed/delivered.
- c. **Number of Signatures.** The total number of signatures and initials from the employees and officers of the department/agency necessary to complete each service.
- d. **Number of Required Documents.** The total number of required documents that must be provided by the transacting client to the government.
- e. **Transaction Costs.** The costs incurred by the transacting client in the course of availing of government service. These costs are categorized as follows:
  - e.1 **Primary Transaction Costs/Fees.** These are fees declared in ICAB's Citizen's/Service Charter to be paid by the transacting client for availing a government service, *e.g., application fees, registration fees, and permit fees.*
  - e.2 **Other Transaction Costs.** Other costs or fees incurred by the transacting client to obtain supporting information from another agency to secure the necessary primary information. These costs also include the other expenses shouldered by the transacting client until the service has been completed by the government, *i.e. birth certificates to secure passports, barangay clearance to secure a business permit, required photos, printing costs, photocopying costs, transportation expenses of the transacting client, etc.*

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

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

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

ICAB shall submit supporting documents, such as flow charts, legal bases and additional documents to show actual improvements, and as proof of streamlining accomplishments. In the event that ICAB is unable to achieve the targets set, ICAB shall provide justifications, explanations, and supporting documents using the remarks. The acceptance of explanation shall be subject to the review and recommendation of the validating agency.

5.3 **Citizen/Client Satisfaction Survey.** ICAB should embed feedback mechanisms and citizen/client satisfaction measurement in their process improvement efforts. Using the FY 2019 and 2020 improvement action plans that ICAB reported during the FY 2018 PBB discussions, for each service, ICAB shall report the results of each action plan and the FY 2020 Citizen/Client Satisfaction Survey (CCSS) for each service.

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To further incentivize excellence in providing quality and efficient public service among government offices, ICAB shall report **one (1) best practice in service quality or productivity** conducted in FY 2020 including its results. The showcase of best practices would not only recognize efforts of ICAB in improving its services but would also contribute in assisting other agencies to develop similar initiatives that could be implemented, replicated, and/or enhanced.

**5.4 Support to Operations (STO) Targets**

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

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

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


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

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

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

Hence:

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


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

Hence:

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

- b. **Sustained Compliance with Audit Findings.** Fully implement 30% of the prior years' audit recommendations as shown in the Report on Status of Implementation of Prior Years' Recommendations. These recommendations will exclude the Property, Plant, and Equipment (PPE)-related items of the Annual Audit Report (AAR). Audit findings closed since FY 2018 should also not recur. The objective is to improve ICAB's internal control processes, enhance operational effectiveness, and eliminate, resolve and remedy most, if not all, of ICAB audit findings the end of 2021.
- c. **Submission of Annual Procurement Plan (APP-non CSE)** approved by the Head of Procuring Entity (HoPE) to the Government Procurement Policy Board (GPPB) in the format prescribed under GPPB Circular No. 07-2015.
- FY 2020 APP-non CSE** should have been submitted to the GPPB-TSO until **March 31, 2020**, but only for purposes of PBB compliance. The same should be posted on ICAB TS page no later than one month after the issuance of the DBM Circular.
- d. **Submission of FY 2021 Annual Procurement Plan-Common-Use Supplies and Equipment (FY 2021 APP-CSE)** to the DBM-Procurement Service on or before **December 15, 2020**.

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- e. **Undertaking of Early Procurement for at least 50% of the total value of eligible Procurement Projects<sup>3</sup> included in the proposed budget of ICAB in the National Expenditure Program (NEP).** ICAB shall conduct the undertaking of Early Procurement Activities (EPA) for at least **50% of the total value of eligible Procurement Projects** as outlined in its Indicative FY 2021 APP-Non CSE consistent with the FY 2021 NEP.

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

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

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

ICAB HoPE shall submit to the GPPB a **Certification under Oath** on the compliance with EPA requirement **within one (1) month after the approval of the GAA.**


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

- f. **Submission of results of FY 2019 Agency Procurement Compliance and Performance Indicators (APCPI) System**, per GPPB Resolution No. 39-2017, complete with the following forms: (1) APCPI – Self-Assessment Form; (2) APCPI – Consolidated Procurement Monitoring Report; (3) APCPI – Procurement Capacity Development Action Plan; and the Questionnaire on or before **June 30, 2020<sup>4</sup>**.

<sup>3</sup> As defined in Item 1.3 of GPPB Circular No. 6-2019, a **Procurement Project** shall refer to a specific or identified procurement covering goods, infrastructure project or consulting services, which shall be described, detailed, and scheduled in the Project Procurement Management Plan.

<sup>4</sup> As per GPPB Resolution No. 04-2020



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

- a. **Establishment and Conduct of Agency Review and Compliance of SALN.** Under Section 10 of the Code of Conduct and Ethical Standards for Public Officials and Employees (RA No. 6713) and CSC Resolution Nos. 13000455 and 1500088, ICAB shall establish a SALN Review and Compliance Committee to determine whether said statements have been submitted on time, are complete, and are in proper form.


ICAB Executive Director should ensure that officials and employees covered by RA No. 6713 submitted their 2019 SALN to the respective SALN repository agencies, as prescribed in the rules provided under CSC Memorandum Circular No. 3, s. 2015. ICAB Review and Compliance Procedure of SALN used by ICAB SALN Review and Compliance Committee should be cascaded to all employees. The scanned copy of the same shall be uploaded in the ICAB TS website not later than **October 1, 2020**.

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

- b. **Comply with the Freedom of Information (FOI) Program** pursuant to Executive Order No. 2, s. 2016, ICAB should comply with the following FOI requirements within the set deadline:

1. The Updated People's FOI manual (including the new designated list of FOI Receiving Office/rs and its contact details, if any) duly signed by the ICAB Executive Director and uploaded in the agency TS page on or before **January 29, 2021**;
2. The FOI Reports (ICAB Information Inventory, 2020 FOI Registry, and 2020 FOI Summary Report) uploaded in the agency TS page on or before **January 29, 2021**;
3. A screenshot of ICAB website's home page containing a visible and functional FOI logo linked to the electronic FOI portal ([www.foi.gov.ph](http://www.foi.gov.ph)) submitted through email: [foi.pcc@gmail.com](mailto:foi.pcc@gmail.com) on or before **January 29, 2021**; and

ICAB should submit the accomplished FOI Reports strictly in **one (1) Excel format (.xls)**. Submissions not compliant to the file format and templates will not be considered.


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

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

## 6. ELIGIBILITY OF INDIVIDUALS

- 6.1 Department Secretaries, Heads of OEOs, Chairpersons, and Commissioners of Constitutional Offices, Heads of Attached Agencies, Presidents of SUCs, and non-ex officio Heads of GOCCs covered by DBM are eligible only if their respective departments/agencies/institutions are eligible. If eligible, their maximum PBB rate for FY 2020 shall be equivalent to 65% of their monthly basic salary as of December 31, 2020. They should not be included in the Form 1.0 – Report on Ranking of Delivery Units.
- 6.2 Employees belonging to the First, Second, and Third Levels should receive a rating of at least “Satisfactory” based on the agency’s CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the CESB.
- 6.3 Personnel in detail to another government agency for six (6) months or more shall be included in the ranking of employees in the recipient agency that rated his/her performance. The payment of the PBB shall come from the mother agency.
- 6.4 Personnel who transferred from one government agency to another agency shall be rated and ranked by the agency where he/she served the longest. If equal months were served for each agency, he/she will be included in the recipient agency.
- 6.5 Officials and employees who transferred from government agencies that are non-participating in the implementation of the PBB shall be rated by the agency where he/she served the longest; the official/employee shall be eligible for the grant of PBB on a pro-rata basis corresponding to the actual length of service to the participating implementing agency.


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- 6.6 An official or employee who has rendered a minimum of nine (9) months of service during the fiscal year and with at least a Satisfactory rating may be eligible for the full grant of the PBB.
- 6.7 An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at least Satisfactory rating shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service rendered, as follows:

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

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

- a. Being a newly hired employee
  - b. Retirement
  - c. Resignation
  - d. Rehabilitation Leave
  - e. Maternity Leave and/or Paternity Leave
  - f. Vacation or Sick Leave with or without pay
  - g. Scholarship/Study Leave
  - h. Sabbatical Leave
- 6.8 An employee who is on vacation or sick leave, with or without pay, for the entire year is not eligible for the grant of the PBB.
- 6.9 Personnel found guilty of administrative and/or criminal cases by final and executory judgment in FY 2020 shall not be entitled to the PBB. If the penalty meted out is only a reprimand, such penalty shall not cause the disqualification to the PBB.
- 6.10 Officials and employees who failed to submit the 2019 SALN as prescribed in the rules provided under CSC Memorandum Circular No. 3, s. 2015; or those who are responsible for the non-compliance with the establishment and conduct of the review and compliance procedure of SALN, shall not be entitled to the FY 2020 PBB.

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- 6.11 Officials and employees who failed to liquidate all cash advances received in FY 2020 within the reglementary period, as prescribed in COA Circular 97-002 dated February 10, 1997, and reiterated in COA Circular 2009-002 dated May 18, 2009, shall not be entitled to the FY 2020 PBB.
- 6.12 Officials and employees who failed to submit their complete SPMS Forms shall not be entitled to the FY 2020 PBB.
- 6.13 Agency heads should ensure that officials and employees covered by RA No. 6713 submitted their 2019 SALN to the respective SALN repository agencies, liquidated their FY 2020 Cash Advances, or completed the SPMS Forms, as these will be the basis for the release of FY 2020 PBB to individuals.
- 6.14 Officials and employees responsible for the implementation of the prior years' audit recommendations, QMS certification, or posting and dissemination of the department/agency system of ranking performance of delivery units, shall not be entitled to the FY 2020 PBB if the Department/Agency fails to comply with any of these requirements.


## 7. RANKING OF DELIVERY UNITS

- 7.1 Departments/agencies and their corresponding offices/delivery units that meet the criteria and conditions in Section 4 are eligible for the FY 2020 PBB. Bureaus, offices or delivery units eligible to the PBB shall be forced ranked according to the following categories:

<b>Ranking</b>	<b>Performance Category</b>
Top 10%	Best Delivery Units
Next 25%	Better Delivery Units
Next 65%	Good Delivery Units

The declarations of responsible bureaus/offices/delivery units in the completion of each critical service or other key processes shall be the basis for equitable performance ranking of delivery units.

- 7.2 A delivery unit is the subdivision of the department/agency performing substantive line functions, technical services, or administrative support. To facilitate the ranking of delivery units, agencies may group or cluster the delivery units based on similarities of tasks and responsibilities, and rank the units within each group or cluster.
- 7.3 Only the personnel belonging to eligible delivery units are qualified for the PBB.

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7.4 To recognize the high performance of government employees to the achievement of agency targets and requirements for the grant of the FY 2020 PBB, ICAB shall list the names of employees who belong in the Best Delivery Units.

7.5 To heighten transparency among delivery units and employees, ICAB shall cascade to its employees the guidelines/mechanics in ranking delivery units for the grant of the FY 2020 PBB. ICAB shall prepare the **System of Agency Ranking of Delivery Units for FY 2020 PBB**. The duly completed and signed agency guidelines in ranking delivery units shall be posted on ICAB TS website on or before **October 1, 2020**.

## 8. RATES OF THE PBB

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

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

## 9. TIMELINES AND SUBMISSION/POSTING OF REPORTS AND REQUIREMENTS

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

9.2 Submission of ICAB's physical accomplishments and other requirements will be until **February 26, 2021**. It shall ensure that all explanations and justifications are already attached in their submission.

9.3 The COA Audit Team Leaders shall verify/monitor compliance of their respective agencies with the audit recommendations shown in the Status of Implementation of Prior Years' Audit Recommendations in the Annual Audit Report/Management Letter and submit a report thereon, to the concerned Supervising Auditor (SA). The SA will then prepare a summary report for submission to the concerned Cluster Director. Based on the reports submitted by the SAs, the Cluster Director shall submit to the IATF