



Inter-Agency Task Force on the Harmonization of National Government Performance,
Monitoring, Information and Reporting Systems

Guidelines on the Grant of Performance-Based Bonus (PBB) for FY 2017

1st Quarterly Seminar and Meeting

Philippine Association of Budget Administration, Inc.

6 April 2017, Crown Legacy Hotel, Baguio City

Government Oversight Partners:



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Technical Secretariat
and Resource Institution

RBPMS: An integrated tool for government performance management, monitoring, and measurement

Performance of individuals and delivery units

→ Agency Performance

→ Sectoral Outcomes

→ Societal Goals

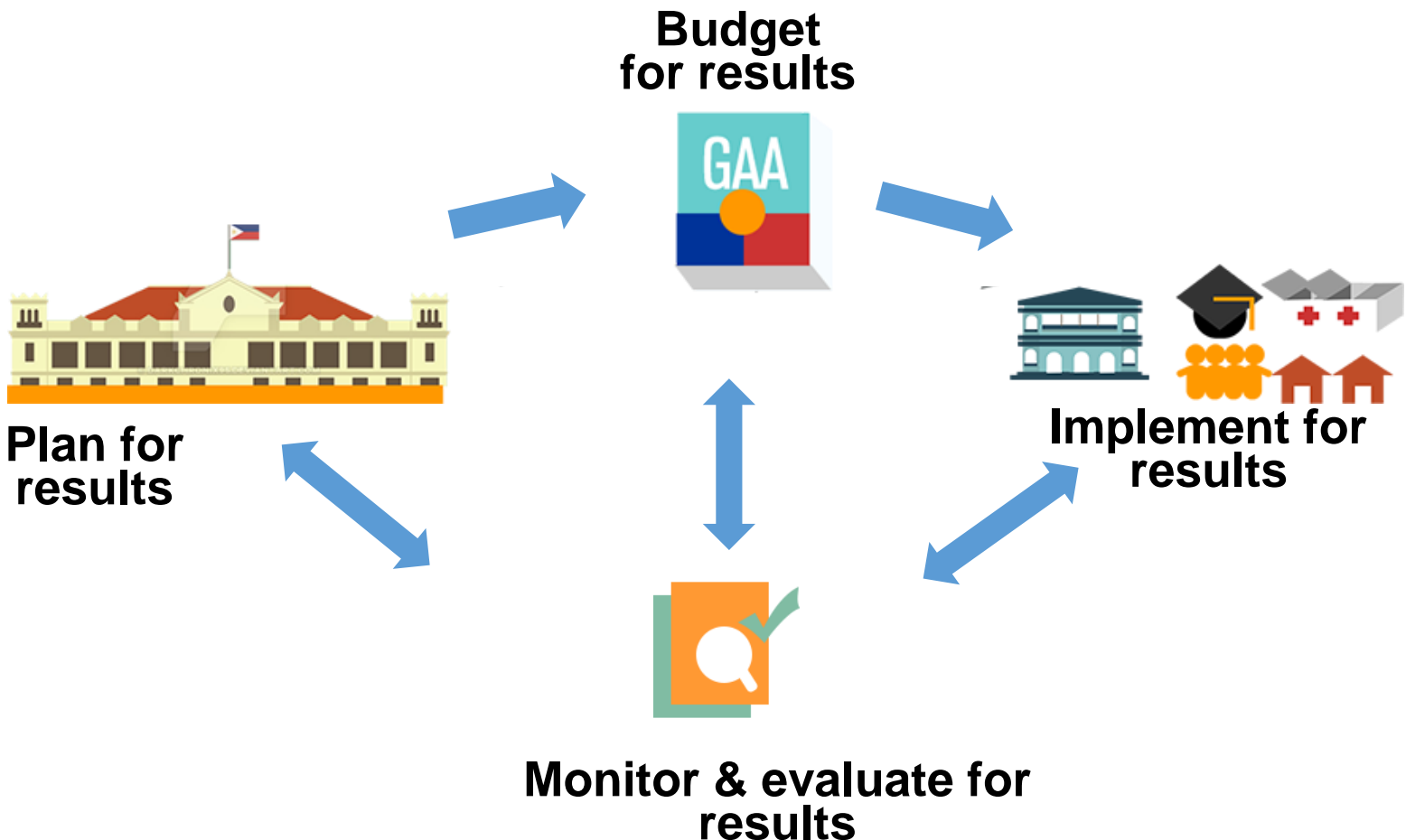


- SPMS
- CESPES
- IPCR
- DPCR
- MARC I – MFO
Accountability Report Card
- MARC II –
Management Accountability Report Card
- OPCR
- PpARC –
Priority Program Accountability Report Card
- STR - SONA
Technical Report
- SER - Socio Economic Report

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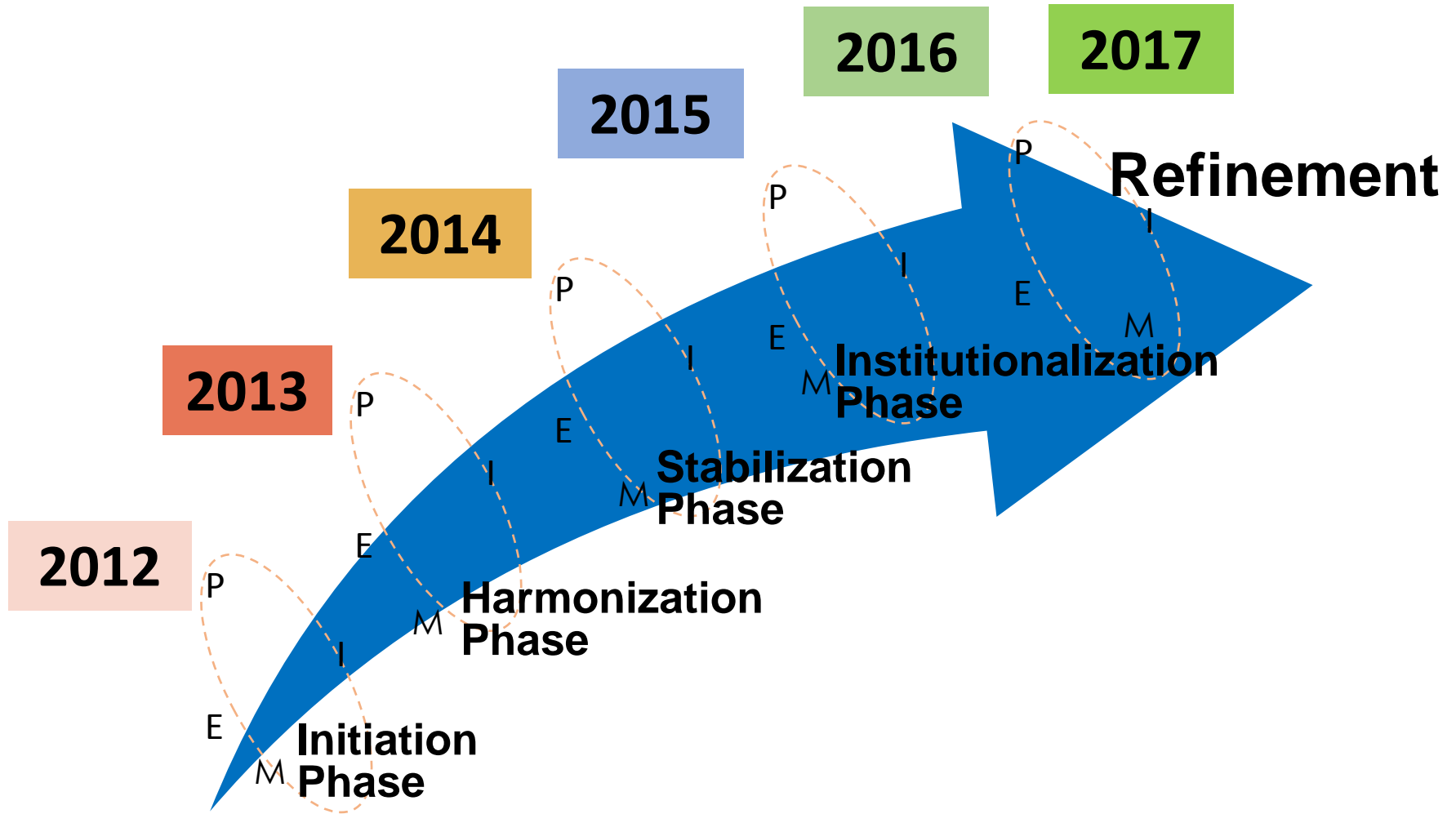
RBPMS tightens the whole-of-government approach to be more responsive to the public.



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Phases of RBPMS Implementation



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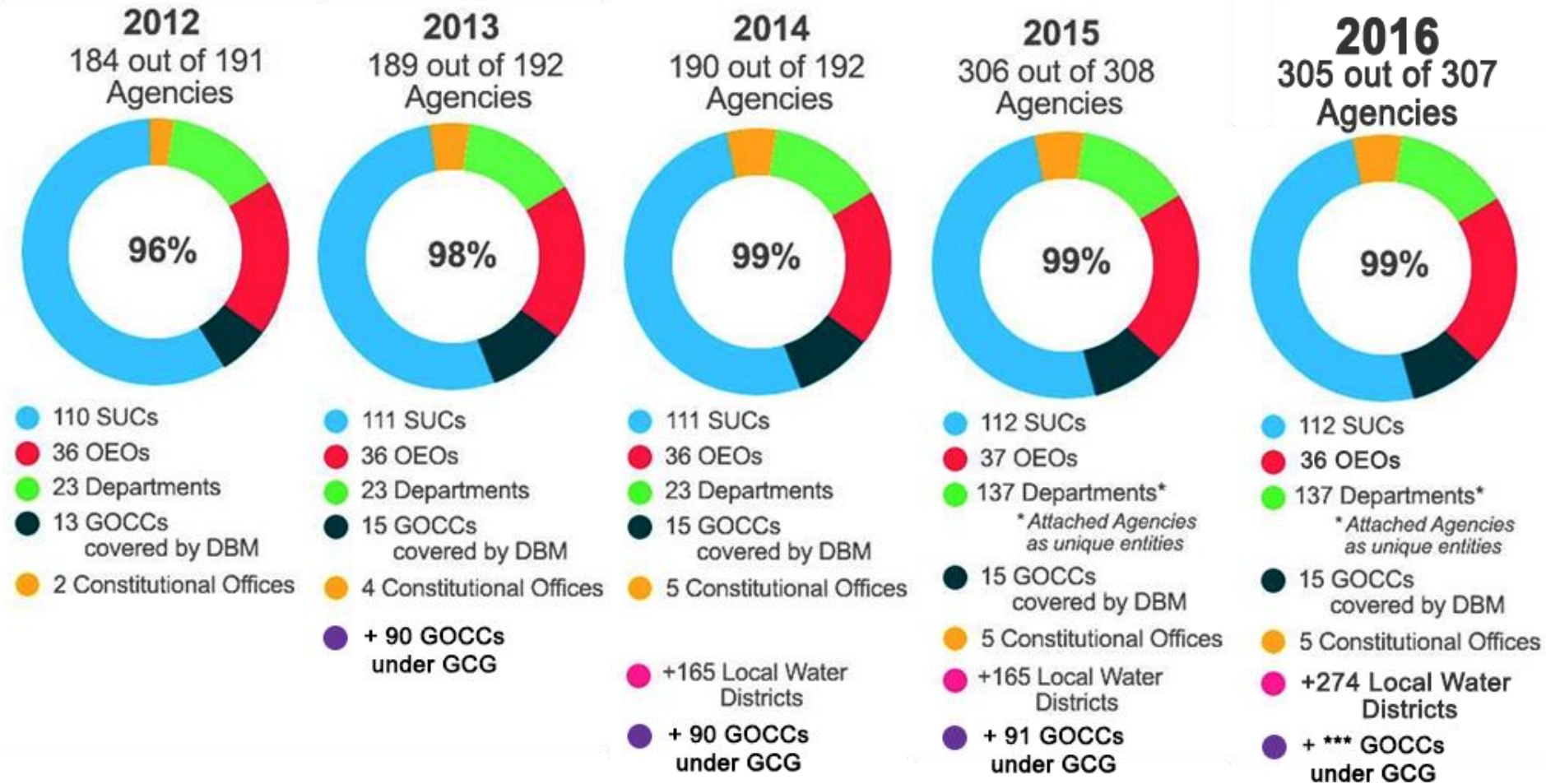
Key Gains from RBPMS and PBIS Implementation



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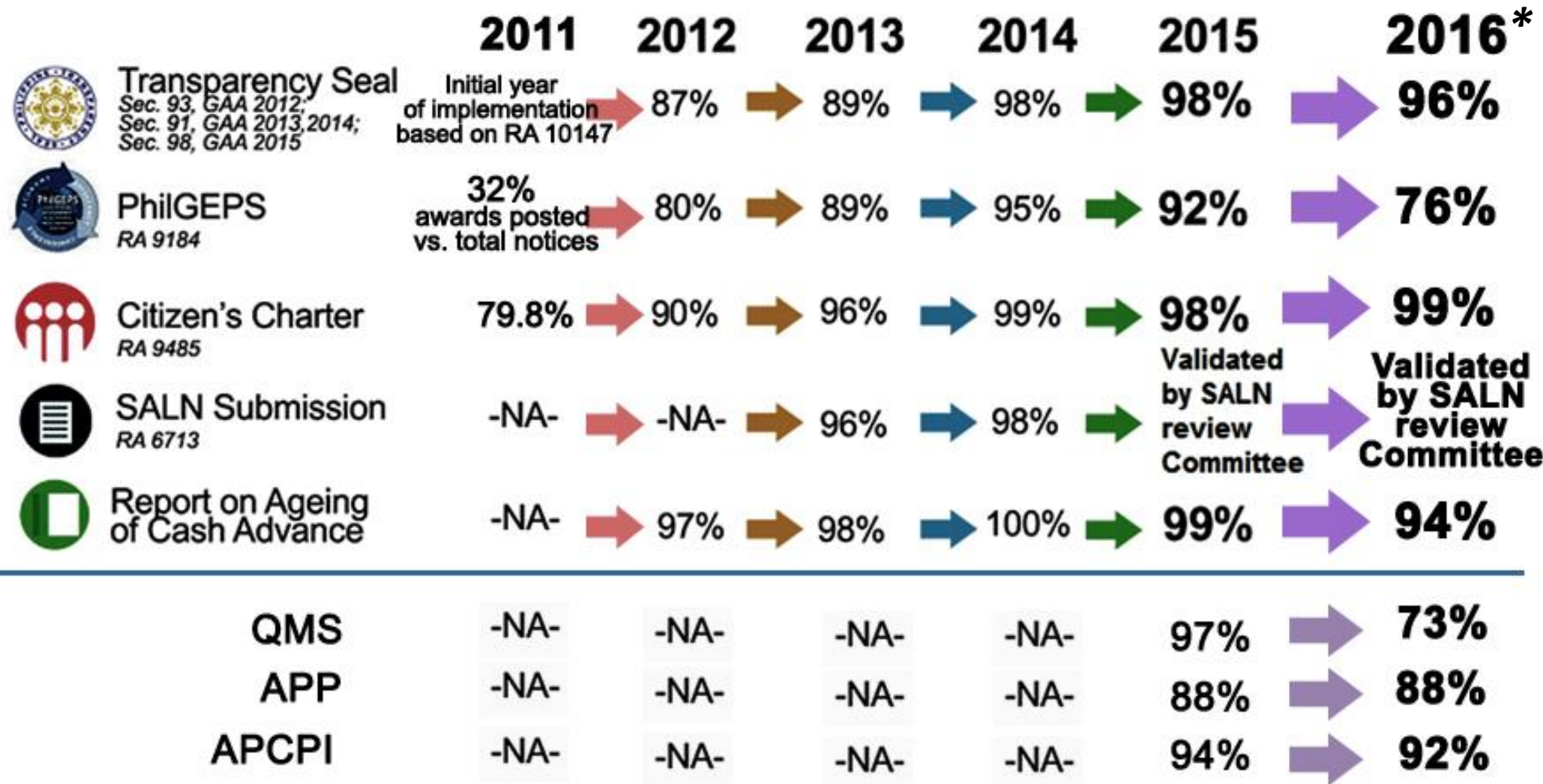
High Participation of Agencies



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Increased Compliance to Governance Standards



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 as of March 24, 2017



Improvements in quality of performance indicators (1/3)

- **Emphasizing quality over quantity** = focusing on the impact of the service
- **Cascading of performance targets to delivery units** = understanding roles and strategy
- **Posting of agency performance scorecards** = accountability and transparency
- **Linking the bonus to agency and individual performance** = fostering teamwork and meritocracy

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Improvements in quality of performance indicators (2/3)

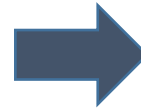
Sample Improvement in PIs

Example: Department of Labor and Employment

Before

MFO 1: EMPLOYMENT FACILITATION AND MANPOWER DEVELOPMENT SERVICES

1. Jobseekers assisted
2. Workers/ apprentices trained/ assessed/ certified/ licensed
3. Workers placed



After

MFO 1: EMPLOYMENT FACILITATION AND MANPOWER DEVELOPMENT SERVICES

1. Number of individuals reached through timely Labor Market Information
2. Number of workers/ apprentices trained/ assessed/ certified/ licensed
3. Number of qualified jobseekers referred for placement

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Improvements in quality of performance indicators (3/3)

Sample Improvement in PIs

Example: Department of Foreign Affairs

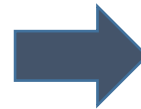
Before

MFO 1: Foreign Policy Formulation, Coordination and Implementation Through Political Economic, Cultural and Public Diplomacy

1. Percentage of policy recommendations submitted on deadline set

MFO 2: Legal, Consular and Other Related Assistance Services

2. Number of Assistance to Overseas Filipinos



After

MFO 1: Foreign Policy Services

1. Percentage of policies that are reviewed and updated in the last three years

MFO 2: Diplomatic and Consular Services

2. Percentage of request for assistance responded to within the prescribed period

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Improvements in agency management practices

Sample Best Practices of an Agency



DENR Best Practices and Impacts of PBB:

- Annual issuance of DENR Internal Guidelines for PBB.
- Created Performance Management Group (PMG), sub-committees and designated Focal Persons per *qualifying indicator* *
 - Qualifying indicators are requirements covered in the PBB.
- Clustered units and *ranking indicators* **
 - Ranking indicators are requirements beyond of those covered in the PBB.
- Harmonized PBIS-PBB and SPMS.
- Strengthened IEC to ensure transparency & accountability.
- Systematized system of submission of Cash Advances.

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Source: Presentation of Asec. Corazon C. Davis
FY 2016 PBB Guidelines for Departments, 05 July 2016



PBB is improving performance



Study on Pay and Performance in the Philippine Civil Service

In measuring the effectiveness of PBB to public sector employees, respondents answered:

Agency indicators and targets are clearer and better with PBB.

Internal processes in agencies improved through the help of PBB.

70% agreed that PBB is a good idea.

PBB promotes team work.

But ...

One area of concern is that some staff in the lower performance categories view the PBB individual rating process as not transparent

Source: "Republic of the Philippines- Improving Bureaucratic Performance: Assessment of the Performance-Based Bonus Scheme" (World Bank, DBM & AO25 IATF)

Survey period: September 2013-March 2014

Respondents: Almost 4,500 employees and officials from 7 national departments



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Transparency on Agency Performance



Department	Transparency Seal	Compliant
PHIL		
CEB		
Public		
Budg		
Repc		
COA		
Agency		
Arts		
AFC		
Posting		
Posting		

Agency	Actual	Target	Score
PHIL	2,224	2,225	99%
CEB	100%	100%	100%
Public	200%	93%	163%
Budg	94%	13%	653%
Repc	9%	9%	100%
COA	74%	70%	106%
Agency	94%	92%	102%
Arts	43%	36%	119%
AFC	50%	50%	100%
Posting	51%	53%	96%
Posting	20%	23%	87%

- Online Monitoring System of Agency Compliance and Performance Scorecards

<http://www.dap.edu.ph/rbpms/agency-performance/>

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Enabled the government to build the foundations of a performance culture in the public sector

"Now we have an easier process of monitoring programs because of it is more rational and employees are more goal oriented"

"Now we have an accurate reporting and evaluation system"

"Employees are aware of their performance"

"OPIF provided clear objectives and measurable performance targets which operating units try to accomplish"

"Performance now has a sense of accountability"

"Now there is closer coordination between delivery units"

"PBB reminded us of our responsibility to the public"



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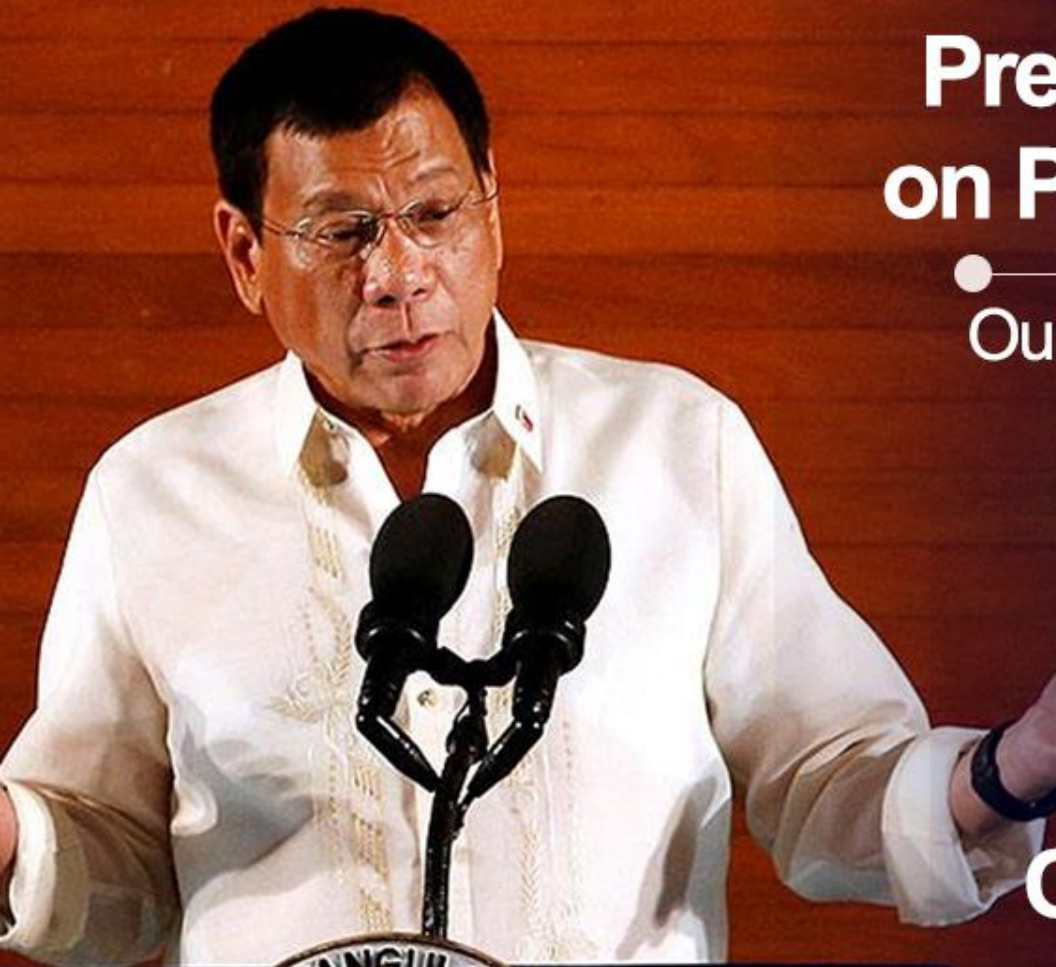
President's Statement on Public Accountability

Our people, through their taxes, provide the lifeblood of the government. They are the reason for government's very existence.

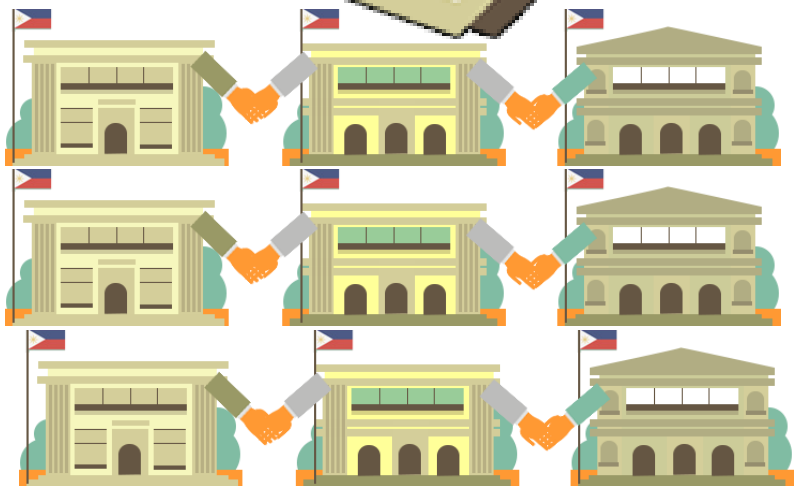
**Our people expect
no less from us.**

*Message of President Rodrigo Roa Duterte
on the National Budget for Fiscal Year 2017*

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PBIS 2.0: People-Centered PBIS



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PBIS 2.0: People-Centered PBIS

Goal: Restore the confidence of the Filipino people in the capacity of the public servants to make people's lives better, safer and healthier



✓ Mobilize a **more responsive government**



✓ **Streamline government operations** and make expedient transactions with the public

✓ Enforce a **more transparent bureaucracy**



New Features of FY 2017 PBB



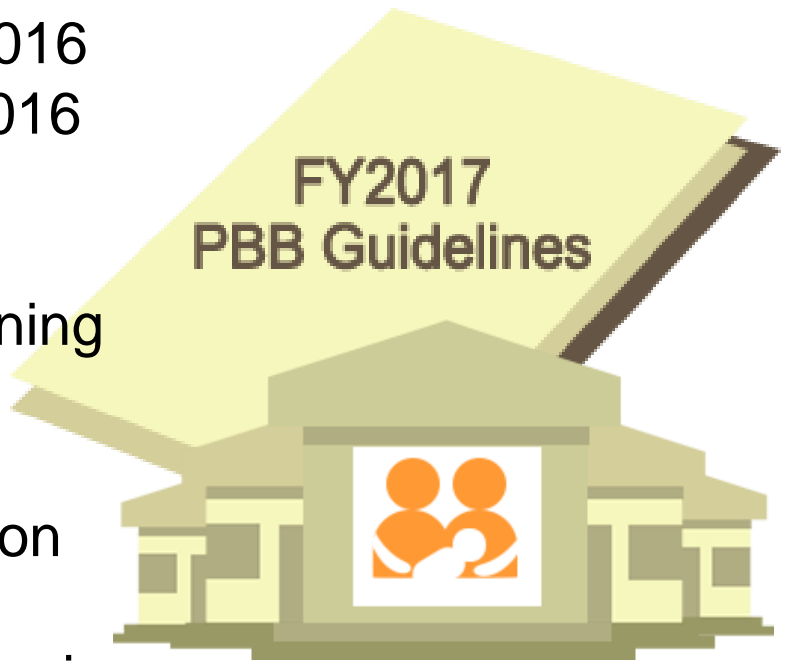
Harmonized implementation of the PBB with Executive Order No. 1 s. 2016 and Executive Order No. 2 s. 2016



Enhanced good governance conditions aligned with streamlining of public service transactions and empowering citizens with access to government information



Stronger internal control in agencies with addressing audit recommendations targeted to improve the agency processes



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Eligibility Criteria

- ✓ Satisfy 100% of the 2017 Good Governance Conditions.
- ✓ Achieve agency FY 2017 GAA MFO performance targets.
 - For GOCCs under DBM without budgetary support, achieve the targets reflected under DBM Form No. 700
- ✓ Achieve targets for STO and GASS.
- ✓ Use CSC-approved SPMS in rating First and Second Level employees and officials including officials holding managerial and Director positions but are not presidential appointees.
- ✓ Use CESPES in rating of CES officials and incumbents of CES positions.



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Good Governance Conditions (2/4)



✓ **Comply with President's directive to improve all frontline services and cut down processing time.**

(CSC Memorandum Circular No. 14 s. 2016)

- **Maintain / Update the Citizen's or Service Charter** or its equivalent reflecting enhanced service standards for all frontline services to citizens, business and government agencies.

If the agency is found to be Non-Compliant with ARTA, agency should submit a Certificate of Compliance directly to the CSC Regional/Field Office.

- **Agencies with frontline service should submit their Certificate of Compliance with ARTA and their Self-assessment and reporting of improvements.** Validation shall be through actual audits.

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Good Governance Conditions (3/4)

FOI ✓ **Develop the agency's FOI Manual.**

(Executive Order No. 2 s.2016)

- For purposes of FY 2017 PBB, the FOI Manual should be **uploaded in the agency Transparency Seal on or before October 1, 2017.**

- ❖ **Non-compliance** with any good governance conditions will render **the entire agency ineligible for the PBB**
- ❖ **Assessment of agency compliance** with good governance conditions **shall be conducted starting October 1, 2017.**

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Performance Targets for FY 2017 PBB (1/5)



✓ All MFO indicators and targets in the FY 2017 PIB approved by the Congress



✓ Support to Operations (STO) Targets:

- **Certification/Continuing Certification of agency QMS for at least one core process.** The certification must be issued by any international certifying body accredited by the International Accreditation Forum (IAF) members.
- If not yet certified, establish an ISO-aligned documentation for at least one core process, to include with the following:
 - **Approved Quality Manual and approved Procedures and Work Instructions Manual, including Forms.**
 - **Evidence of ISO 9001-aligned QMS implementation:**
 1. Certification of the Head of Agency on the conduct of IQA
 2. Minutes of the FY 2017 Management Review
- **Second STO target is identified in accordance with the priority of Agency Head**

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Performance Targets for FY 2017 PBB (2/5)

GASS ✓ **Common GASS Targets:**

- Budget Utilization Rate (BUR)
- Public Financial Management reporting requirements of the COA and DBM
- Quarterly Submission of BFARs online using the DBM Unified Reporting System 30 days after end of each quarter
- Full compliance with at least 30% of prior years COA audit recommendations
- Adoption and use of the FY 2016 Agency Procurement Compliance and Performance Indicators (APCPI) System.
- FY 2017 Annual Procurement Plan (APP-non CSE)
- FY 2018 Annual Procurement Plan (APP-CSE)

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Performance Targets for FY 2017 PBB (3/5)

GASS ✓ Common GASS Targets:

➤ Budget Utilization Rate (BUR):

- **Obligations BUR** – obligations against all allotments still effective in FY 2017, both continuing and current year from all appropriation sources, including those released under the GAA as the allotment order policy, for maintenance and other operating expenses (MOOE) and capital outlays (CO) in FY 2017; and
- **Disbursement BUR** – ratio of total disbursement (cash and non-cash, excluding personnel services) to total obligations for MOOE and CO in FY 2017

➤ Budget Utilization Rate (BUR) for GOCCs:

- **Obligations BUR** – Total Obligations / DBM Approved Corporate Operating Budget (both net of Personnel Services); and
- **Disbursement BUR** – Total Actual Disbursement / Total Actual obligations (both net of Personnel Services)



Performance Targets for FY 2017 PBB (4/5)

GASS ✓ Common GASS Targets:

- **Budget Utilization Rate (BUR) for SUCs:**
 - **Obligations and Disbursement BUR** shall be the same as those for departments/agencies
 - Because all earmarked income (e.g. trust funds, internally generated income, and revolving funds) should benefit and improve the SUCs operations, **its Obligations and Disbursements utilization rates will be reported.**

- **Agencies should ensure the obligation of programs, activities and projects funded under FY 2017 GAA not later than December 31, 2017.** Failure to do so will affect future budget levels of the respective agencies.
(Item III.A of the FY 2017 President's Veto Message)

- **Disbursement BUR of agencies should be raised.**



Performance Targets for FY 2017 PBB (5/5)

GASS ✓ **Common GASS Targets:**

- To improve the agency’s internal control processes, **agencies shall have fully complied with at least 30% of the prior years’ audit recommendations**, as shown in the Report on Status of Implementation of Prior Years’ Recommendations of the Annual Audit Report (AAR).

- In case an agency is assessed to have deficiencies in meeting its performance targets, the Department Secretary or Head of Agency may request for re-evaluation of their compliance status and submit the justifications. Justifiable reasons are factors that are considered outside the control of the agency.



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Eligibility of Individuals (1/4)



- ✓ Officials and employees of eligible agencies, regular plantilla, contractual and casual personnel having an employer-employee relationship.
- ✓ Salaries are charged to the lump sum appropriation under PS, or occupying positions in the DBM-approved contractual staffing pattern.
- ✓ Receive at least a “Satisfactory” rating based on CSC approved SPMS. Third Level officials should receive at least “Satisfactory” rating under CESPES.
- ✓ Personnel on detail to another government agency for six (6) months or more shall be included in the ranking of the recipient agency. Payment of PBB shall come from the mother agency.

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Eligibility of Individuals (2/3)



- ✓ Personnel who transferred from G2G shall be rated by the agency where he/she served the longest. If equal months were served, he/she will be included in the recipient agency.
- ✓ Minimum of nine (9) months government service during FY 2017 and with at least “Satisfactory” rating will be eligible to the **full PBB grant**.
- ✓ Minimum of three (3) but less than nine (9) months and with at least “Satisfactory” rating shall be prorated corresponding to the length of service.

Length of Service	% of PBB Rate
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%

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Eligibility of Individuals (3/3)



✓ Valid reasons for not meeting the 9-month service requirement

- Being a newly hired employee
- Retirement
- Resignation
- Rehabilitation Leave
- Maternity Leave and/or Paternity Leave
- Vacation or Sick Leave with or without pay
- Scholarship / Study Leave
- Sabbatical Leave



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Eligibility of Head of Agency



- ✓ Department Secretaries, Heads of Other Executive Offices, 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 PBB rate for FY 2017 shall be equivalent to 65% of their monthly basic salary.



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Individuals Not Entitled to the PBB (1/2)

- Employee on vacation or sick leave, with or without pay, for an entire year.
- Personnel guilty of administrative and/or criminal cases by final and executory judgment in FY 2017. *If penalty meted out is only a reprimand, such penalty shall not cause disqualification.*
- Officials and employees who failed to submit their 2016 SALN.
- Officials and employees who failed to liquidate Cash Advance received in FY 2017, within the reglementary period.
- Officials and employees who failed to submit their complete SPMS Forms.

Agency Heads should ensure officials and employees covered by RA 6713 submitted their 2016 SALN to respective SALN repository agencies, liquidated the FY 2017 Cash Advances, and complete SPMS Forms. These will be the bases for the release of FY 2017 PBB to individuals.



Individuals Not Entitled to the PBB (2/2)

- Officials and employees responsible for submitting COA Annual Financial Reports and Statements, shall not be entitled to the FY 2017 PBB if the department/agency fails to comply with the said reporting requirements.
- Head of Procuring Entity (HOPE), Chairman and Secretariat of the Bids and Awards Committee (BAC) shall not be entitled to the FY 2017 PBB of the department/agency fails to submit any of the following:
 - FY 2017 APP-nonCSE to the GPPB
 - FY 2018 APP-CSE to the DBM Procurement Service
 - Results of FY 2016 APCPI System
- Officials and employees responsible for the Non-Compliance of any of the following:
 - Prior years' audit recommendation
 - QMS requirement
 - Posting and dissemination of the agency system of ranking delivery units



Ranking of Delivery Units and Rates of FY 2017 PBB

Bureaus/Office/Delivery Units		PBB as % of Monthly Basic Salary
Ranking	Performance Category	
10%	Best	65%
25%	Better	57.5%
65%	Good	50%

✓ Refer to MC-2017-01 *Annex 1- Master List of Departments/Agencies and Prescribed Delivery Units in departments/agencies*, in identifying delivery units.

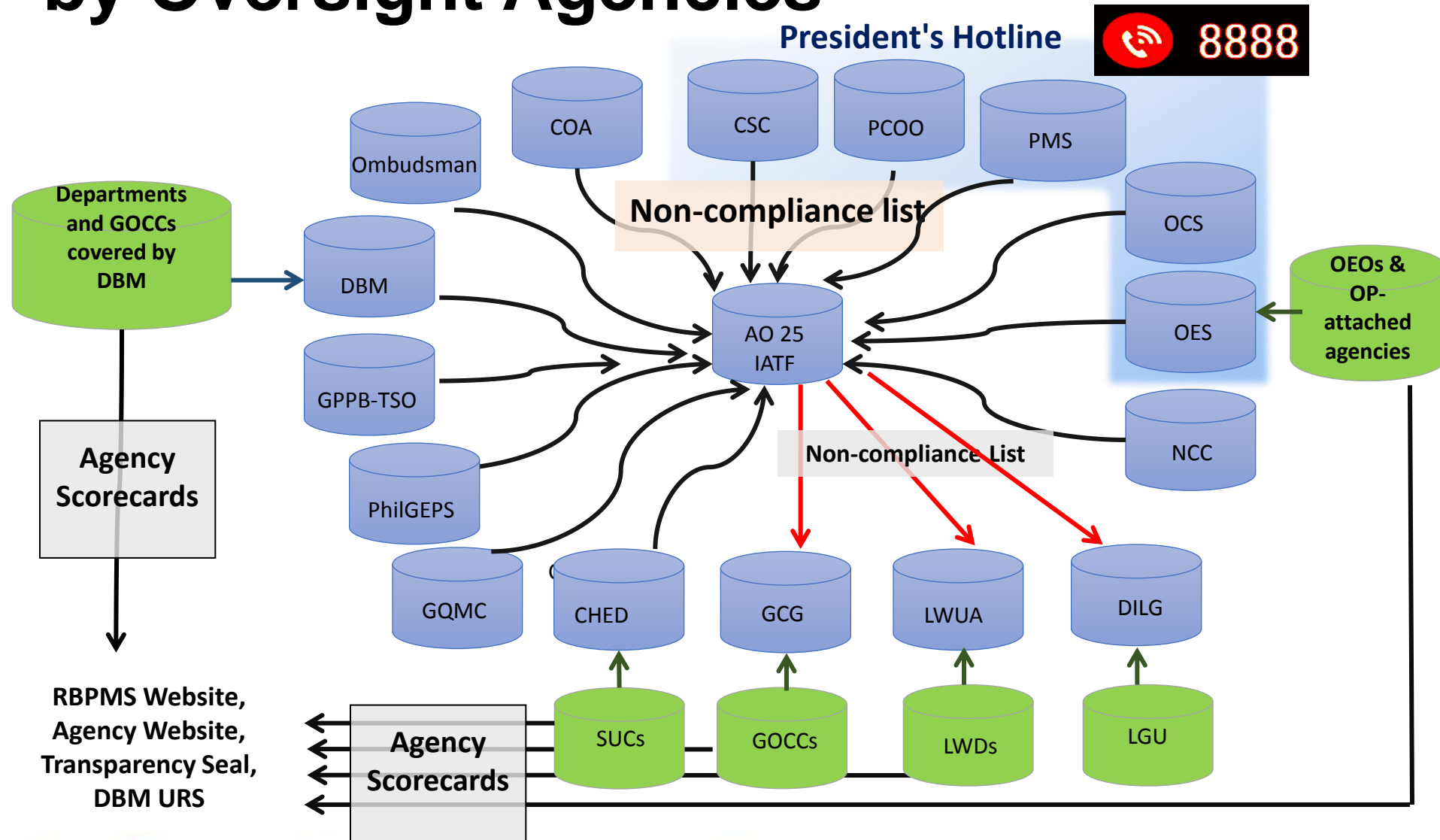


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Integrated Performance Assessment by Oversight Agencies

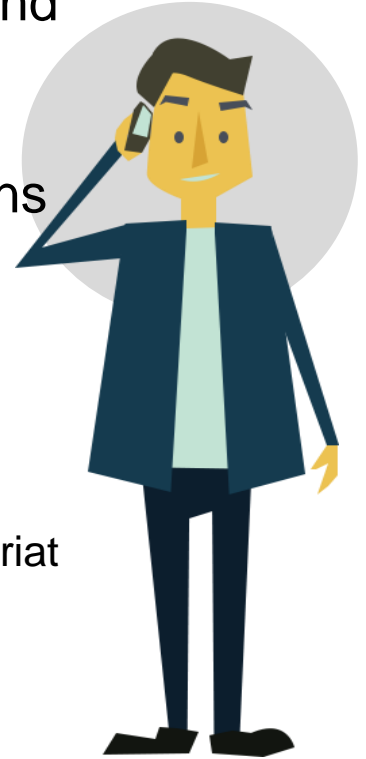
President's Hotline



Information and Communication



The Department Secretary / Head of Agency should designate senior officials as PBB Focal Person and PBB spokesperson and confirm with the IATF the name, position and contact details.

Departments / Agencies should strengthen their communications strategy and ensure transparency and accountability in the implementation of the PBB.



IATF Communication Channels

 <http://www.dap.edu.ph/rbpms>  facebook.com/PBBSecretariat

 ao25secretariat@dap.edu.ph  twitter.com/PBBSecretariat

 0920-498-9121 / (02) 631-2139
(02) 400-1469 / (02) 400-1582
(02) 400-1490  <http://www.dap.edu.ph/rbpms/policies-issuances>

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Questions???

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NC list of GG Conditions and GASS Requirements for FY 2016 PBB (as of January 30, 2017)

	DEPTs (137)	COs (5)	OEOs (36)	SUCs (112)	GOCCs – DBM (15)	TOTAL (305)
Transparency Seal	4	0	1	13	1	19
PhilGEPS Posting (as of Jan. 30, 2017)	43	4	2	25	3	77
Citizens Charter (ARTA)	3	1	0	2	0	6
Financial Statements (deadline April 30, 2016)	1	0	0	1	0	2
Ageing Cash Advance	5	2	0	3	3	13
APP Submission (updated as of Jan. 27, 2017)	24	2	3	12	0	41
APCPI Submission (updated as of Jan. 27, 2017)	6	0	3	12	3	24
ISO QMS Requirement (as of Feb. 07, 2017)	27	0	11	59	4	101
System of Rating and Ranking (as of Jan. 30, 2017)	13	0	3	17	2	35

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