



OFFICE MEMORANDUM NO. 20-2023

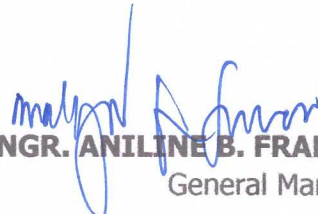
DATE: September 21, 2023
TO: All CWD Officers and Employees
RE: **SYSTEM OF RANKING OF DELIVERY UNITS AND INDIVIDUALS FOR THE GRANT OF PERFORMANCE-BASED BONUS FY 2023**

In accordance with Administrative Order No. 25, Inter-Agency Task Force (IATF) Memorandum Circular No. 2023-1 and LWUA-DBM Joint Memorandum Circular No. 2021-1 dated August 22, 2023 and October 19, 2021, respectively, this memo shall disseminate the System of Ranking of Delivery Units and Individuals for the Grant of Performance-Based Bonus (PBB) FY 2023 (see attached file).

This memorandum shall be amended or revised if upon the issuance of the LWUA-DBM Joint Memorandum Circular for the grant of PBB 2023 at a later time, there are some changes to be reflected or adopted.

For more details or inquiries, please look for Mr. Joemar G. Cunanan and /or Mr. Carlo Jay C. Manansala at Admin/Finance Office, 2nd floor, CWD Office, B8 L8 Joy St., Cityland Subd., Brgy. Mabuhay, Carmona, Cavite or call at (046) 430-0832 loc 109/110.

For your information, guidance and compliance.


ENGR. ANILINE B. FRANCIA
General Manager

Conformed on behalf of all employees:

For Admin & Finance Division:


JOEMAR G. CUNANAN
Admin & Finance Division Manager

For Engineering Division:


ENGR. MA NIEVES MAÑABO
Engineering Division Manager

For Commercial Division:


ENGR. ROCELISA MAULANIN
Commercial Division Manager



SYSTEM OF RANKING DELIVERY UNITS AND INDIVIDUALS FOR THE GRANT OF PERFORMANCE-BASED BONUS FY 2023

1.0 PURPOSE

1.1 This Memorandum is being issued to prescribe the criteria and conditions on the grant of the PBB for FY 2023 performance, to be given in FY 2024. The overarching goal of the PBB is to strengthen the effectiveness of the incentive system to help Carmona Water District achieve the mission-critical objectives and expected outcomes of the government. For the FY 2023 cycle, the PBB criteria and conditions were hence refined in order to:

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

In line with this, the FY 2023PBB shall measure and evaluate the performance of the Carmona Water District with emphasis on the public satisfaction on the realization of performance targets, quality of service delivery, efficiency in the use of resources, and strengthen agency stewardship. The FY 2023 PBB criteria and conditions shall be categorized according to four (4) dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/ Client Satisfaction Results.** Given the progress achieved in the Good Governance Conditions (GGCs) these shall no longer be included in the criteria to assess the overall eligibility of the agency for FY 2023**PBB**. However, since the observance of these conditions shall still be used to determine the eligibility of delivery units and individuals monitoring their compliance shall now be the primary responsibility of the Heads of the Agencies.

This Memorandum also specifies the modifications in the PBB assessment process to make the PBB Scoring System clear and explicit. The scoring systems aims to simplify and make the final eligibility assessment more transparent and enable CWD to undertake self-assessment vis-a-vis the criteria and conditions to ascertain if we could qualify for the grant of the FY 2023 PBB. However, the AO25 Inter-Agency Task Force (AO25 IATF) shall determine the final eligibility of CWD.



2.0 COVERAGE

Personnel of Carmona Water District holding regular, contractual, and casual positions are covered by this Memorandum. Excluded from the coverage herein are individuals engaged without employer-employee relationship and funded from non-Personnel Services budget.

3.0 ELIGIBILITY CRITERIA

3.1 To be eligible for the grant of the FY 2023 PBB, Carmona Water District must first satisfy the following eligibility requirements:

3.1.1 Compliance with the following Philippine National Standards for Drinking Water (PNSDW) requirements;

- a. Monthly summary of daily residual chlorine test results;
- b. Water quality reports must have twelve (12) months of compliance with microbiological test results; and
- c. Compliance with physical-chemical tests results of the CWD's source/s;

3.1.2 Current in Debt Services Status

3.1.3 LWUA-approved Water Rates;

3.1.4 Compliance with ISO-certification or its equivalent for LWDs under Categories A and B, or Commercial Practice System for LWDs under Categories C and D;

3.1.5 On-time submission of the following documents prior to the evaluation of its eligibility to FY 2023PBB:

- a. Monthly Data Sheet and Financial Statements (January to December 2023);
- b. Approved LWD FY 2023 Budget;
- c. Updated Business Plan covering FY 2023; and
- d. FY 2023 Annual Report.

Each agency must also satisfy the criteria and conditions under the four dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results** and attain a total score of at least 70 points based on the PBB Scoring System as will be discussed in detail in Section 4.0. The FY 2023 PBB of Carmona Water District shall be guided by following these conditions:



3.2 Performance Results

3.2.1 In the context of the FY 2023 PBB, the **Performance Results** refers to the accomplishment of the CWD targets under the Major Final Outputs.

- a. Major Final Output (MFO)- are the goods of services that CWD is mandated to provide to its external clients through the implementation of programs, activities, and projects. It may be a single outputs targeted at the same organizational/sectoral outcome and capable of being summarized by a common performance indicator.
- b. Performance Indicator (PI)- a characteristic of performance (quality, quantity, timeliness, or cost) that is to be measured and will illustrate the standard by which the CWD is expected to deliver its MFO, Performance Indicators should be verifiable, observable, credible, and sustainable
- c. Performance Target (PT)- predetermined numerical target level of performance (quality, quantity, timeliness and cost of an output) against which actual performance can be compared.
- d. Delivery Units (DU) – departments and divisions of CWD responsible for the achievement of the MFO and are committed to the performance targets that are tracked through a reporting system within the year and verified by the LWUA.
- e. Potability – the quality of water that renders its safe and fit for human consumption. CWDs performance concerning this indicator (residual chlorine) shall mean compliance to th PNSWD and all issuances and guidelines issued by the Department of Health and LWUA.
- f. Adequacy and Reliability of Service- performance of CWDs rated in accordance with the 24/7 availability of supply and the capacity to meet the present and future water demand.
- g. Access and Coverage – performance of CWDs in pursuing the goal of providing water access and service to the greater percentage of the population within their respective service areas.
- h. Coronavirus Disease 2019 (COVID 19) Pandemic Response Measure – performance of CWDs in undertaking resiliency programs such as wash hand facilities, water delivery services, public information drives, sanitation and hygiene activities, disinfection



initiatives, issuance of health protocols, and other resiliency programs to mitigate COVID-19.

3.3 Process Results

3.3.4 Refer to the achievements in ease of transact on with the CWDs as a result of streamlining, standardization, i.e, through ISO-certified QMS or its equivalent for LWDs under Categories A and B, and Commercial Practices System (CPS) for LWDs under Categories C and D.

3.4 Financial Results

3.4.1 Refer to financial viability and sustainability of CWDs as indicated by the liquidity ratio, which determines the capacity to meet short-term obligations (current ratio), positive net income balance, and collection performance (collection efficiency).

3.5 Citizen/Client Satisfaction Results

3.5.1 These results refer to the achievements of CWDs in satisfying the quality expectations of the transacting public.

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

4.0 FY 2023 PBB TARGETS, ASSESSMENT, AND SCORING SYSTEM

4.1 The CWD accomplishments for each criterion shall be rated using this scoring system. Each criterion has an assigned point, as shown in the table No. 01. The total maximum score that the CWD must attain a total score equivalent to at least 70 percent (70%) of each criterion, except for the Process Results, and an overall total score of at least 70 points.

Table No. 01

CRITERIA	MAX PTS	CONDITION
A. Performance Results	70	Actual points must be at least 49
B. Process Results	7	Compliance would automatically render 7 points; non-compliance would result in non-eligibility to FY 2023 PBB
C. Financial Results	10	Actual points must be at least 7



D. Client/ Citizen Satisfaction Results	13	At least 70% of the complaints must be acted upon, with the following equivalent points: At least 70% = 7 At least 75% = 8 At least 81% = 9 At least 86% = 10 At least 91% = 11 At least 94% = 12 At least 97% = 13
TOTAL	100	Overall Total Score must be at least 70 points

In such a case, while the CWD will be eligible, the unit/s most responsible for the criterion/MFOs with a performance below 70% will be isolated from the grant of the FY 2023PBB.

4.2 Performance Results. The targets under Performance Results will enable CWD to concentrate its efforts and available resources on its mandate and core functions and ensure delivery of high quality and high impact activities.

The Performance Results shall be assessed and scored as follows:

CRITERIA	MAX PTS	CONDITION
Performance Results		Actual points must be at least 49
Major Final Outputs (MFOs)		
a. Access to Potable Water	12	
b. Reliability of Service (24/7 supply)	6	
c. Adequacy	6	
d. COVID-19 Response Measures	5	
e. Non Revenue Water	12	
f. Potability (Chlorine Residual)	5	
g. Adequacy & Reliability of Service (Response time to restore service)	5	
h. Staff Productivity Index	4	
i. Water Quality Reports (Bacteriological/ Physical & Chemical)	15	



4.3 Process Results. The target under Process Results is the greater ease of transaction of frontline services covering all government-to-citizens (G2C), government-to-businesses (G2B), government-to-government (G2G), transactions. This may be achieved through streamlining, especially of frontline services; standardization of frontline processes.

For CWD, the target is to assure the quality-of-service delivery through ISO-certified QMS or its equivalent certification of frontline services. The ISO-certified QMS for Categories A and B LWDs or its equivalent certification for the frontline services Commercial Practices System certification for Categories C and D LWDs will be used.

Compliance with the criterion would automatically render seven (7) points for the Process Results. However, failure to do so would result in the ineligibility of the LWDs to the FY 2023PBB.

CRITERIA	CONDITION
Process Results	Compliance would render 7 points; non-compliance would result in eligibility to FY 2023 PBB
ISO certified QMS for LWDs under Categories A and B	
Commercial Practices System Certified for LWDs under Categories C and D	

4.4 Financial Results

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

CRITERIA	MAX PTS	CONDITION
Financial Results		Actual points must be at least 7
Collection efforts and financial performance		
a. Collection Efficiency	3	
b. Current Ratio	4	
c. Positive Net Balance in the Ave. Net Income for twelve (12) months	3	

4.5 Citizen/ Client Satisfaction Results.



4.5.1 Achieve the Citizen/Client Satisfaction through acting on requests/ complaints received directly by the CWD (in-house) and resolution of reported complaints from **Hotline #8888, Contact Center ng Bayan (CCB),** and the **Presidential Complaint Center (PCC).** The CWD shall ensure resolution of all complaints and grievances on government services procedures, acts of red tape, corruption, and/or other interferences to public service delivery by any government agency, individuals, or instrumentalities reported to Hotline #8888, CCB, and PCC. To provide evidence on this, the CWD shall submit a report summarizing the complaints they have received and those received by Hotline #8888, CCB, and CCB, and PCC in FY 2023, as well as the status of the same, i.e., if resolved or pending.

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

CRITERIA	MAX PTS	CONDITION
Citizen/ Clients Satisfaction Results: Major Final Outputs (MFOs) <ul style="list-style-type: none">a. Hotline #8888b. Contact Center ng Bayan (CCB)c. Presidential Complaint Center (PCC)d. Direct requests/ complaints to the water district (in-house)	13	At least 70% of the complaints must be acted upon, with the following equivalent points: At least 70% = 7 At least 75% = 8 At least 81% = 9 At least 86% = 10 At least 91% = 11 At least 94% = 12 At least 97% = 13

5.0 AGENCY ACCOUNTABILITIES

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

Requirement	Details	Validating Agency	Deadline
APP Non-CSE 2023	Excel and PDF format, Posting Certification	GPPB-TSO	03/31/2023
APP CSE 2024	Submission exclusively through the PS-DBM Virtual Store under the Modernized PhilGEPS	PS-DBM	08/31/2023



REPUBLIC OF THE PHILIPPINES
CARMONA WATER DISTRICT
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Form A, A-1 Targets	Performance Results as prescribed by LWUA	LWUA, AO25	09/30/2023
Indicative APP 2024	Posting of indicative APP to website	DBM-OCIO	09/30/2023
System of Ranking	Posting of System of Ranking	DBM-OCIO	10/01/2023
SALN	Agency's Policy on the Establishment of Conduct of the Agency Review and Compliance of SALN FY 2023	CSC, DBM-OCIO	10/01/2023
Transparency Seal	Maintain/Update the TS	DBM-OCIO	10/01/2023
Report on Ageing of CA	As of 11/15/2023	COA	11/30/2023
National Competition Policy	Only the identified covered agencies as per Annex 5.1, Certification	phCC	11/30/2023
Sustained Compliance with audit	Fully implement the 30% of the PYA Recommendations excluding PPE-related items	COA	12/31/2023
ISO Certification	Provision to contract that CB will accommodate requests from GQMC, copy of contract, Authorization and Consent Form (p 3-4, Annex 3)	GQMC, LWUA, AO25	12/31/2023
Freedom of Information	Submit the ff: FOI Manual, One-page FOI, Updated FOI Reports, Onboarding to the eFOI portal, FOI Feedback Report, pending FOI requests	PCOO	01/31/2024
PhilGEPS posting	Update all procurement requirements for transactions above 1M FY 2023	PS-PhilGEPS	01/31/2024
ARTA	Modified Form A, Designation of CART, all requirements as stated under ARTA MC No. 2020-007	ARTA	02/29/2024
Budget Preparation Form B	Budget Preparation Form B, Operating Budgeting Utilization and other applicable financial accountability reports	COA, DBM, LWUA, AO25	01/31/2024
Report on Digitalization	Digital transformation of external and internal services. Agencies may submit based on their preferred	LWUA, AO25	02/29/2024



	format for the report on digitalization		
Form A, A-1 Accomplishments	Online submission to AO25 thru Government Executive Information System (p. 14, 8.2-8.5)	LWUA, AO25	02/29/2024
Citizen/Client Satisfaction	Report summarizing hotline #8888 and CCB complaints and status if resolved or pending, Administered Client Satisfaction Measurement (ACSM). ACSM must be aligned with the ARTA MC No. 2022-05	LWUA, ARTA	02/29/2024
Business Plan 2023	Updated business plan as attachment to Form A, A-1	LWUA	02/29/2024
Annual report 2023	Updated Annual Report as attachment to Form A, A-1	LWUA	02/29/2024

While the conditions mentioned above are no longer required in determining the overall PBB eligibility of CWD except submission of Form A, A-1, compliance with these conditions shall be used as basis in determining the eligibility of responsible units and individuals. CWD should submit these legal requirements directly to the oversight agencies.

6.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

6.1 For FY 2023 PBB, the delivery of units (DU) of eligible LWDs shall no longer be ranked. However, the unit/s most responsible for deficiencies shall be isolated.

Based on Table No. 01, to be eligible for the FY 2023 PBB at uniform rates across CWD must attain a total score of at least **70 points**.

The unit/s most responsible (including its Head) for the non-compliance with the Agency Accountabilities provided in Section 5.0 will also be isolated from the grant of the FY 2023 PBB.

6.2 Eligible DUs shall be granted FY 2023 PBB at uniform rates across CWD, including its official and employees. The corresponding rates of the PBB shall be based on the CWD's achieved total score, as shown in Section 7.0.

6.3 LWD General Manager are eligible only if their respective LWDs are eligible. If Eligible, their PBB rate for FY 2023 shall be equivalent to the rates stated in the Section 8.0 and shall be based on their basic monthly salary (MBS) as of December 31, 2023.



6.4 CWD Board Members may be eligible to the PBB subject to the following conditions:

- a. The water district has qualified for the grant of the FY 2023PBB;
- b. The Board Member has 90% attendance to duly called board meetings and committee meetings as certified by the Board Secretary;
- c. The Board Member has eleven (11) months aggregated services in the position
- d. The water district has submitted the appropriate annual Board-approved Corporate Operating Budget to LWUA; and
- e. Submission of Board Member's FY 2023 accomplishments (policies or resolutions
- f. Made that will help address the operations as well as the guidelines of CWD).

6.5 To be eligible for FY 2023 PBB, employees belonging to the First, Second, and Third Levels should received a rating of at least "Very Satisfactory" based on the agency's CSC-approved Strategic Performance Management System (SPMS).

6.6 Personnel in detail in another government agency for six (6) months or more shall be included in the recipient agency that rated his/her performance. The payment of the PBB shall come from the mother agency.

6.7 Personnel who transferred from one government agency to another agency shall be included in the recipient agency where he/she will be included in the recipient agency.

6.8 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. If equal months were served for each agency, he/she will be included in the recipient agency.

6.9 An official or employee who has rendered a minimum of nine (9) months of service during the fiscal year and with at least a Very Satisfactory rating may be eligible for the full grant of the PBB.

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

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



4 months but less than 5 months	50%
3 months but less than 4 months	40%

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

- a. Being a newly hired employee;
- b. Retirement;
- c. Resignation;
- d. Rehabilitation Leave;
- e. Maternity Leave and/or Paternity Leave;
- f. Vacation or Sick Leave with or without pay;
- g. Scholarship/ Study Leave; and/or
- h. Sabbatica Leave

6.11 An employee who is on vacation or sick leave, with or without pay, for the entire year is not eligible for the grant of PBB.

6.12 Personnel found guilty of administrative and/or criminal cases by final and executory judgement in FY 2023 shall not be entitled to the PBB. However, if the penalty meted out is only a reprimand, such as penalty shall not cause the disqualification to the PBB.

6.13 Officials and employees who failed to submit the 2020 SALN as prescribed in the rules provided in the CSC Memorandum Circular No. 3 s. 2015; or those 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 2023PBB.

6.14 Officials and employees who failed to liquidate all the cash advances received in FY 2023 within the reglementary period, as prescribed in COA Circular 2009-002 dated May 18, 2009, shall not be entitled to the FY 2023PBB.

7.0 RATES OF THE PBB

7.1 The total score as stated in Section 4.0 shall be the basis in determining the amount of the PBB the CWD is eligible for. The maximum rate of the PBB for LWDs that will achieve 100 points shall be 100% of the 65% monthly basic salary (MBS) of an individual as of December 31, 2023. For illustration, see table below:

RATES OF THE PBB	
TOTAL SCORE	PBB RATES



100 points	65% (100% of the 65% monthly basic salary)
95 points	61.75% (95% of the 65% monthly basic salary)
90 points	58.5% (90% of the 65% monthly basic salary)
85 points	55.25% (85% of the 65% monthly basic salary)
80 points	52% (80% of the 65% monthly basic salary)
75points	48.75% (75% of the 65% monthly basic salary)
70 points	45.5% (70% of the 65% monthly basic salary)

8.0 TIMELINES AND SUBMISSION/POSTING OF REPORTS AND REQUIREMENTS

8.1 CWD should submit Form A and A1 as evidence of accomplishments of Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results (as provided in Section 4.0) on or before **March 31, 2023**.

8.2 The AO25 IATF shall conduct spot checks to validate claims and certifications made by the LWDs on their submitted/posted reports and/or requirements.

8.3 LWDs are encourage to provide information to the AO25 Secretariat on compliance with the LWD Agency Accountabilities provided in Section 5.0.

CWD ADDITIONAL PROVISIONS

Below shall serve as a guide to establish the accountability of the responsible units and individuals and to be the basis for isolating the same from receiving the PBB in case of deficiencies:

Requirement	Deadline	Responsible Unit / Individual
APP Non-CSE 2023	03/31/2023	Bids and Awards Committee
APP CSE 2024	08/31/2023	Carlo Jay Manansala – Admin & Finance Division
Indicative APP 2024	09/30/2023	Bids and Awards Committee
System of Ranking	10/01/2023	Joemar Cunanan – Admin & Finance Division
SALN	10/01/2023	Carlo Jay Manansala – Admin & Finance



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		Division
Transparency Seal	10/01/2023	Joemar Cunanan – Admin & Finance Division
Report on Ageing of CA	11/30/2023	Joemar Cunanan – Admin & Finance Division
National Competition Policy	11/30/2023	Carlo Jay Manansala – Admin & Finance Division
Sustained Compliance with audit	12/31/2023	Individual/s responsible for the resolution/compliance of particular audit findings
ISO Certification	12/31/2023	Ma. Nieves Mañabo, Carlo Jay Manansala
Freedom of Information	01/31/2024	RocelisaMaulanin, Carlo Jay Manansala
PhilGEPS posting	01/31/2024	Bids and Awards Committee
ARTA	02/29/2024	RocelisaMaulanin, Carlo Jay Manansala
Budget Preparation Form B	01/31/2024	Philip Angelo Cardaño – Admin & Finance Division
Report on Digitalization	02/29/2024	Division head of a particular process (both internal and external) that requires digitalization initiatives
Citizen/Client Satisfaction	02/29/2024	Luisa May Laura – Commercial Division
Business Plan 2023	02/29/2024	Division heads
Annual report 2023	02/29/2024	Division heads

To ascertain that the above conditions have been complied on the deadline specified, proof of submission shall be securely maintained for confirmation.

Recommending Approval:


JOEMAR G. CUNANAN
Administrative & Finance Division Manager
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Approved by:


ENGR. ANILINE B. FRANCIA
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