



Republic of the Philippines  
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS  
**CENTRAL OFFICE**  
Manila

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10.17.2022

October 17, 2022

**DEPARTMENT MEMORANDUM** )

**CIRCULAR NO.**  
**Series of 2022**

52

10/17/2022

**FOR/TO : UNDERSECRETARIES**  
**ASSISTANT SECRETARIES**  
**REGIONAL DIRECTORS**  
**BUREAU DIRECTORS**  
**SERVICE DIRECTORS**  
**HEADS OF UPMOs**  
**DISTRICT ENGINEERS**  
**HEADS OF ATTACHED AGENCIES**  
**OTHERS CONCERNED**  
This Department

For information and guidance, attached is a copy of ARTA Memorandum Circular No. 2022-05 dated September 20, 2022, entitled "**GUIDELINES ON THE IMPLEMENTATION OF THE HARMONIZED CLIENT SATISFACTION MEASUREMENT**".

A copy of the said Memorandum Circular may also be downloaded from the DPWH Website: <http://dpwhweb>. If an office does not have an access to this website, a hard copy may be obtained from the Records Management Division (RMD), HRAS, upon request.

For dissemination to all concerned.

**MARICHU A. PALAFOX, CESO II**  
Assistant Secretary for Support Services

Encl: ARTA MC No. 2022-05 dated September 20, 2022

cc: Office of the Secretary

1.3 VTL/JGT



**MEMORANDUM CIRCULAR NO. 2022 - 05**  
**SERIES OF 2022**

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

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

**DATE:** 20 September 2022

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**1. LEGAL BASES**

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

**2. PURPOSE**

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



- 2.2. Considering the diverse function of government offices, it has been difficult to measure and compare the service performance of government agencies. Furthermore, client satisfaction surveys have been conducted through different methodologies and have been submitted to different government bodies. As a result, there is a need to develop a client satisfaction survey that is applicable to every government agency and is reported in a uniform manner.
- 2.3. The Anti Red Tape Authority (Authority) developed the harmonized CSM for agencies as an after-service availment survey that will assess the overall satisfaction and perception of clients on the government service they availed. This will provide relevant feedback to the agency on the quality of service they are providing. The output and results of the CSM shall be incorporated in the agency's Report Card Survey (RCS) under the Overall Survey Results.
- 2.4. This Memorandum Circular is issued to provide all government agencies covered by R.A. No. 11032 with instructions and guidance on the use of a harmonized CSM tool. Other agencies not covered by R.A. 11032 have the option to use the said tool.

### 3. COVERAGE

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

### 4. GENERAL GUIDELINES

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

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

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

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



4.1.2. For year 2023, government agencies may have the option to cover only their external services. However, beginning year 2024 both internal and external services will be covered.

4.2. Agencies that already have an implemented client feedback mechanism may have the option to replace it with the harmonized CSM tool or supplement/integrate the harmonized CSM tool within their existing tool.

#### 4.3. **Methodology of the Client Satisfaction Measurement (CSM)**

4.3.1. **Identification of Eligible Respondents.** Government agencies shall administer the CSM to **ALL clients with completed transaction**. Clients who completed multiple transactions shall have the opportunity to accomplish the CSM for each availed service. A transaction is considered complete when the final step of the service availed of per the Citizen's Charter of the government agency is accomplished.

4.3.2. **Frequency and Period of the Survey.** The CSM shall be conducted after each completed transaction. It shall be administered between January – December of each year.

4.3.3. **Number of Respondents.** Government agencies shall determine the minimum number of responses per service based on the calculator found in the link below. Government agencies shall continue to conduct the CSM, even when the minimum has been reached.

<https://tinyurl.com/CSMsamplesize>

4.3.4. **Data Gathering.** Government agencies are encouraged to implement the CSM using various data gathering methods, to the greatest extent feasible, to maximize response rates.

4.3.4.1. **On-site Conduct.** The on-site conduct of the CSM may be done through a paper survey questionnaire. Agencies may have the option to utilize electronic platforms in providing questionnaires to the respondents. For persons with disabilities (PWDs) and senior citizens that need assistance, the Public Assistance and Complaints Desk (PACD) officer or a designated officer shall help the respondents in answering the CSM.

4.3.4.2. **Remote Conduct.** Agencies may administer the CSM to remote respondents through electronic mail, the agency's website, social media, QR Code, or other similar modes.



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

#### 4.4. Content of the CSM Questionnaire

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

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

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

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

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

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

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

#### 4.5. Rating Scale and Scoring System of the CSM

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

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



- 4.5.2. **Scoring Per Question.** The **percentage of respondents that rated ‘Agree’ and ‘Strongly Agree’** shall be used to get each SQD’s score. A question that was answered with two (2) or more check marks shall be considered as invalid.
- 4.5.3. **Overall Scoring.** The **percentage of respondents that rated ‘Agree’ and ‘Strongly Agree’** for all eight (8) SQDs shall be used to compute the Overall Score. Agencies shall strive to achieve an overall percentage of 80% or higher, or a rating of “Satisfactory” or higher. Interpretation of the results shall be as follows:

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

#### 4.6. Drafting the CSM Report

- 4.6.1. Government agencies are required to submit a CSM report following the template/outline provided in Annex B – Client Satisfaction Measurement Report of this Memorandum Circular. This will amend Section 6.7.3. of ARTA M.C. No. 2019-002 which previously required the submission of the report using the agency's existing CSM.
- 4.6.1.1. A copy of the revised version of the CSM questionnaire shall be attached to the CSM Report as Annex.
- 4.6.2. Government agencies with regional/field/satellite offices may have the option to submit either unified or separate CSM Reports. However, disaggregated reports of the regional/field/satellite offices are still required to be submitted to the Authority.

#### 4.7. Submission and Publishing of the CSM Report

- 4.7.1. **All agencies** shall submit their CSM reports implementing these guidelines on the last working day of April 2024.
- 4.7.2. Agencies and offices shall submit soft copies (in text-readable PDF format) of the CSM report through this link: <https://tinyurl.com/CSMRsubmissions>.

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

#### 4.8. Verification

4.8.1. All covered government agencies shall submit their CSM Report duly approved and signed by the Head of the Committee on Anti-Red Tape (CART) to attest that the report is accurate and compliant with these Guidelines.

4.8.2. The ARTA reserves the right to request proof of the survey results, including the answered paper surveys and the excel file of the aggregated data.

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

#### 4.9. Updated Timeline of Submission

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

## 5. TRANSITORY PROVISION

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

## 6. AMENDMENT TO THE GUIDELINES

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

## 7. REPEALING CLAUSE

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

## 8. SEPARABILITY CLAUSE

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

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## Annex A

# Client Satisfaction Measurement Questionnaire

Control No: \_\_\_\_\_

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

**HELP US SERVE YOU BETTER!**

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

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

Region of residence: \_\_\_\_\_ Service Availed: \_\_\_\_\_

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

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

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






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

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

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

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

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

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

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

\_\_\_\_\_

\_\_\_\_\_

Email address (optional): \_\_\_\_\_

**THANK YOU!**

(Online Version)

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

**HELP US SERVE YOU BETTER!**

ANTI-RED TAPE AUTHORITY  
CLIENT SATISFACTION MEASUREMENT FORM  
PSA Approval No.: ARTA-2242-3  
Expires on 31 July 2023

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

Age: \_\_\_\_\_ Sex: \_\_\_\_\_ Region: \_\_\_\_\_

Agency visited: \_\_\_\_\_

Service availed: \_\_\_\_\_

Customer type (Citizen, Business, or Government?): \_\_\_\_\_

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

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

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

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






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

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

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

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

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

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

Remarks (optional):

\_\_\_\_\_

## **Annex B**

# **Client Satisfaction Measurement (CSM) Report Outline**

## Harmonized CSM Report Outline:

### I. Title Page

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

### II. Table of Contents

### III. Overview

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

### IV. Scope and Methodology

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

### V. Results

- Response rates (per service)**
  - Number of clients surveyed per service**
  - Number of clients surveyed per customer type**
- Total number of transacting clients during the period (per service)**
- Client Demographic**



**ARTA**  
ANTI-RED TAPE AUTHORITY  
OFFICE OF THE PRESIDENT



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

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

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

## **VII. Continuous Agency Improvement Plan for the following year**

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

## **VIII. Index**

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





# Client Satisfaction Measurement Sample Report

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

COVER PAGE

(This header is not included in actual template)

INSERT AGENCY LOGO HERE

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

AGENCY NAME

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

Harmonized CSM Report

Font Size: Should at least be 20

2023 (1<sup>st</sup> Edition)

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

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



Harmonized CSM Report

Font Size: Should at least be 20

2023 (1<sup>st</sup> Edition)

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

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

INSERT AGENCY  
LOGO HERE

## AGENCY PROFILE

(This header is not included in actual template)

Alignment: Top Rightmost Corner  
Height: 1 Inch  
Resolution: High Resolution

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

## I. Overview:

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

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

## II. Scope:

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

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

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

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

The services ARTA surveyed are the following:

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

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

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

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

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

Services that had no clients in 2022 are the following:

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

### III. Methodology:

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

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

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

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

### IV. Results of the harmonized CSM for FY 2022:

#### A. Count of CC and SQD results

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

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

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

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

CC3. No, I was not able to read	748	66%
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Meanwhile, most respondents were 'Very Satisfied' with ARTA in terms of the 8 service quality dimensions, recording a score range of 4.55-4.72.

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

Service Quality Dimensions	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Responses	Rating
Responsiveness	1	12	58	815	1930	2816	4.72
Reliability	5	9	50	1052	1700	2816	4.64
Access and Facilities	2	16	71	938	1789	2816	4.67
Communication	1	18	54	1296	1447	2816	4.55
Costs	1	21	44	971	1779	2816	4.67
Integrity	3	15	38	833	1927	2816	4.72
Assurance	2	17	65	1141	1591	2816	4.60
Outcome	4	14	59	1053	1686	2816	4.64
<b>Overall</b>	19	122	439	8099	13849	22528	4.65

#### B. Average score per service

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

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

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

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

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

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

## VI. Continuous Agency Improvement Plan for FY 2023: