December 14, 2023

SCHOOLS DIVISION MEMORANDUM
No. ___444___,   s. 2023

SUBMISSION OF CLIENT SATISFACTION MEASUREMENT (CSM) RESULTS FOR FISCAL YEAR 2023 AS ONE OF THE BASIS FOR THE GRANT OF PERFORMANCE-BASED BONUS

To: Assistant Schools Division Superintendent
Chief Education Supervisors
Public Elementary and Secondary Schoolheads
All Others Concerned

1.   In reference to Unnumbered DepEd Memorandum entitled *Submission of Client Satisfaction Measurement (CSM) for Fiscal Year 2023,* this Office instructs all concerned unit in the Schools Division Office, including all public schools to submit the CSM Result for services declared in DepEd Citizen's Charter not later than **December 27, 2023**.

2.   The CSM Results shall cover feedback received from both online and hardcopies of the CSM forms. SDO Units / concerned personnel that have not yet encoded client feedback from the CSM form hard copies may use the template that can be downloaded through the link https://bit.ly/CSMResultsTemplate.

3.   All concerned must submit one CSM result through the link below:

Unit	Link
SDO - Budget Unit	http://tinyurl.com/FY2023CSM-SDO
SDO - Cash Unit	
SDO - ICT Unit	
SDO – Legal Unit	
SDO – OSDS	
SDO – Personnel Unit	
SDO – Property and Supply Unit	
SDO – Records Unit	
SDO – CID	
SDO – SGOD (Planning and Research Section)	
SDO _ SGOD (School Management, Monitoring and Evaluation)	
All Schools – External Services	https://bit.ly/DepEd2023CSM_ExtSchools
All Schools – Internal Services	https://bit.ly/DepEd2023CSM_IntSchools

4.   The submission of CSM Report is also part of the Agency Accountabilities as stated in MC No. 2023-1 titled *Guidelines on the Grant of the Performance-Based Bonus (PBB) for FY 2023 under Executive Order (EO) No. 80, s. 2012 and EO No. 201, s. 2016.* **Thus, if DepEd is deemed eligible for the grant of the FY 2023 PBB, non-compliance with the submission of the CSM Report will result in the isolation from the grant of the PBB payout.**

5.   Likewise, all offices are reminded to safeguard hard and softcopies of the CSM Forms and upholds integrity in the preparation of CSM Report since 4.8.2 of ARTA MC 2022-05 states that "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."

6.   Additionally, all concerned units shall gather a minimum number of CSM responses based on the ARTA Sample Size Calculator through the link https://tinyurl.com/CSMsamplesize

7.   Enclosed are the following:
- DM-OUHROD-2023-0930 (contains the ARTA-prescribed CSM Form)
- Annex A - External and Internal Services to be Reported for the CSM
- Annex B – Preparation of Consolidated CSM Result

8.   Immediate and wide dissemination of the Memorandum is desired.
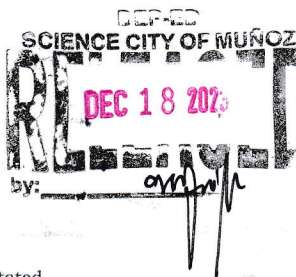
JOHANNA N. GERVACIO PhD, CESO V
Schools Division Superintendent

Encl: As stated
References: MC No. 2019-002, RA 11032, MC No. 2022-05,
DM-OUHROD-2023-0930, EO 80, s. 2012, EO 201, s. 2016
To be indicated in the Perpetual Index
    Under the following subjects:

    CLIENT SATISFACTION MEASUREMENT

REA CSM Report
005/December 14, 2023
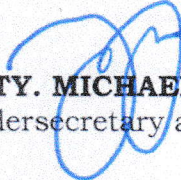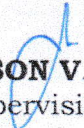
MEMORANDUM

TO   :   **Regional Directors**
                 Schools Divisions Superintendent
                 School Heads
                 All Others Concerned

ATTN   :   **Regional Public Assistance Coordinators**
                 Division Public Assistance Coordinators

FROM   :   **ATTY. MICHAEL WESLEY T. POA**
                 Undersecretary and Chief of Staff

                 JASON V. MERCENE
                 Supervising Administrative Officer
                 Officer-in-Charge, Office of the Director
                 Public Affairs Service

SUBJECT   :   **SUBMISSION OF CLIENT SATISFACTION MEASUREMENT
                 (CSM) RESULTS FOR FISCAL YEAR 2023**

DATE   :   December 11, 2023

**All Regional Offices (ROs), Schools Division Offices (SDOs), and schools are
requested to submit their FY 2023 Client Satisfaction Mechanism (CSM)
Results for services declared in the DepEd Citizen's Charter[1] to the Public
Affairs Service – Public Assistance Action Center (PAS-PAAC) on or before
December 29, 2023.**

This is pursuant to Memorandum Circular (MC) No. 2019-002-A titled
*"Supplemental Guidelines on Anti-Red Tape Authority (ARTA) Memorandum Circular
No. 2019-002 or the Guidelines on the Implementation of the Citizen's Charter in
Compliance with Republic Act 11032, Otherwise Known as the "Ease of Doing*

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[1] DepEd Citizen's Charter: https://www.deped.gov.ph/wp-content/uploads/DepEd-Citizens-Charter-2022.pdf

Business and Efficient Government Service Delivery Act of 2018," and its *Implementing Rules and Regulations* which states that all government agencies shall submit their Client Satisfaction Measurement (CSM) report every year.

Additionally, ARTA Memorandum Circular (MC) No. 2022-05 titled *"Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement"* provides the harmonized CSM tool that will enable government agencies to assess the overall satisfaction and feedback of their clients on the service they availed. The implementation of the CSM Form was further reiterated in DepEd through DM-OUHROD-2023-0930 titled *"Implementation of the Client Satisfaction Measurement (CSM) Form Prescribed by the Anti-Red Tape Authority"* issued on July 12, 2023.

To aid in the preparation of the FY 2023 CSM Results, all concerned are reminded of the following:

a. Results shall be reported for both the external and internal services specified in Annex A of this memorandum. These services declared in the DepEd Citizen's Charter represent the services most common in each governance level.

b. Results shall be culled from the ARTA-prescribed CSM Form, as implemented in DepEd through DM-OUHROD-2023-0930.

However, CSM results obtained from previous feedback forms, e.g. old DepEd CCSS Form, may still be included in the submission. Kindly refer to the provided conversion for reference:

PREVIOUS CSM FORM		ARTA-PRESCRIBED CSM FORM
5-Point Likert Scale		
5	Outstanding	Strongly Agree
4	Very Satisfied	Agree
3	Satisfied	Neither Agree nor Disagree
2	Unsatisfied	Disagree
1	Poor	Strongly Disagree
Service Quality Dimensions		
Considered as N/A since this has no counterpart in the previous feedback form.		SQD0
Responsiveness		SQD1
Reliability		SQD2
Access and Facilities		SQD3
Communication		SQD4

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Costs	SQD5
Integrity	SQD6
Assurance	SQD7
Outcome	SQD8

c. The CSM Results shall cover feedback received from both online and hard copies of the CSM Forms. Offices that have not yet encoded client feedback from the CSM Form hard copies may use the template that can be downloaded through the link: https://bit.ly/CSMResultsTemplate. Note that the template provided shall only be used internally by the RO/SDO/school and shall not be submitted to the PAAC.

d. The Regional Public Assistance Coordinators (RPACs) and Division Public Assistance Coordinators (DPACs) shall be in-charge of gathering and submitting the CSM Results from the concerned units. Thus, each RO and SDO shall submit only **ONE** (1) Consolidated CSM Result (covering all concerned units) to the PAAC. There shall likewise be only one (1) CSM Result per school. Annex B includes the information needed for the report.

e. Only submissions to PAAC through the links provided shall be considered in crafting the DepEd-wide FY 2023 CSM Report.

GOVERNANCE LEVEL	OFFICE	LINK
Regional Office	• Accounting Section • Budget Section • Cash Section • Curriculum and Learning Management Division	https://bit.ly/DepEd2023CSM_RO_A
	• Human Resource and Development Division • Legal Unit • National Educators Academy of the Philippines – Regional Office	https://bit.ly/DepEd2023CSM_RO_B

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	• Policy, Planning and Research Division	
	• Office of the Regional Director • Personnel Section	https://bit.ly/DepEd2023CSM_RO_C
	• Public Affairs Unit • Quality Assurance Division • Records Section	https://bit.ly/DepEd2023CSM_RO_D
Schools Division Office	• Budget Unit • Cash Unit • Information and Communications Technology Unit • Legal Unit	https://bit.ly/DepEd2023CSM_SDO_A
	• Office of the Schools Division Superintendent • Personnel Unit	https://bit.ly/DepEd2023CSM_SDO_B
	• Property and Supply • Records Unit • Curriculum Implementation Division	https://bit.ly/DepEd2023CSM_SDO_C
	• SGOD - Planning and Research Section • SGOD - School Management, Monitoring, and Evaluation Section	https://bit.ly/DepEd2023CSM_SDO_D
Schools (External Services)		https://bit.ly/DepEd2023CSM_ExtSchools
Schools (Internal Services)		https://bit.ly/DepEd2023CSM_IntSchools

f. RPACs, DPACs, and schools shall upload a Memorandum (Annex C) signed by the Regional Director / Schools Division Superintendent / School Head to ensure the truth, accuracy, and completeness of the CSM Results.

g. Email or hard copy submissions shall NOT be recorded by the PAAC. Likewise, any misrepresentation, discrepancy, or duplication in the data or consolidated submission may result in tagging the RO/SDO/school as non-compliant to this requirement.

h. ROs, SDOs, and schools are not allowed to submit their report directly to the ARTA or any oversight agency.

It shall be highlighted that the submission of the CSM Report is also part of the Agency Accountabilities as stated in MC No. 2023-1 titled *"Guidelines on the Grant of the Performance-Based Bonus (PBB) for FY 2023 Under Executive Order (EO) No. 80, s. 2012 and EO No. 201, s. 2016."* **Thus, if DepEd is deemed eligible for the grant of the FY 2023 PBB, non-compliance to the submission of the CSM Report will result in the isolation from the grant of the PBB payout.**

Likewise, all offices are reminded to safeguard the soft and hard copies of the CSM Forms and uphold integrity in the preparation of CSM Report since 4.8.2 of ARTA MC 2022-05 states that "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".

For more information, please contact Ms. Grazielle Anne A. Sarical or Ms. Ariane G. Llegado, PAS-PAAC, through the following:

Email address: depedactioncenter@deped.gov.ph
Phone numbers: 8638-7530, 8633-1942
Viber mobile number: 09672498552

Immediate dissemination of and strict compliance with this issuance is directed.

Enclosures:
Annex A: External Services to be Reported for the CSM
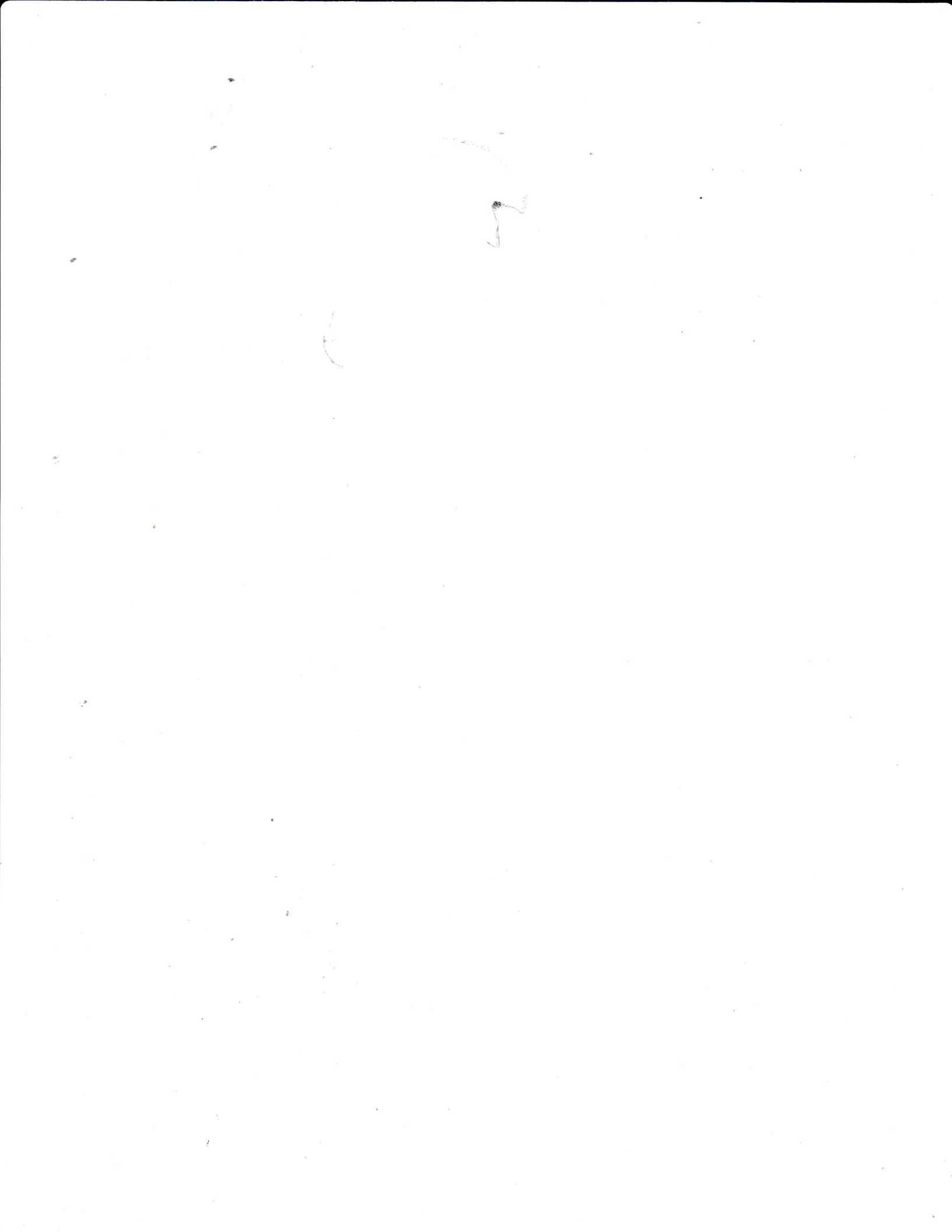Annex B: Preparation of Consolidated CSM Report
Annex C: Transmittal Memo Template
MC No. 2019-002-A
MC No. 2022-05
MC No. 2023-1
DM-OUHROD-2023-0930

MEMORANDUM
DM-OUHROD-2023-0430

TO	:	**UNDERSECRETARIES**
		ASSISTANT SECRETARIES
		BUREAU AND SERVICE DIRECTORS
		REGIONAL DIRECTORS
		SCHOOLS DIVISION SUPERINTENDENTS
		ALL OTHERS CONCERNED
FROM	:	**GLORIA JUMAMIL-MERCADO**
		Undersecretary for Human Resource and Organizational Development and DepEd CART Vice Chairperson
SUBJECT	:	**IMPLEMENTATION OF THE CLIENT SATISFACTION MEASUREMENT (CSM) FORM PRESCRIBED BY THE ANTI-RED TAPE AUTHORITY**
DATE	:	10 July 2023

Section 20 of Republic Act (RA) No. 11032 or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018* mandates government agencies to establish a feedback mechanism and incorporate its results to the annual agency report. Rule IV, Section 3(b) of the Implementing Rules and Regulations of the Law likewise requires that agencies embed feedback mechanism and client satisfaction measurement and report results based on guidelines issued by the Anti-Red Tape Authority (ARTA).

In the past years, the Department of Education (DepEd) was able to comply with the abovementioned requirements through the implementation of a DepEd-wide Citizen/Client Satisfaction Survey (CCSS) Form led by the Bureau of Human Resource and Organizational Development–Organization Effectiveness Division (BHROD-OED) and processing of feedback by the Public Affairs Service - Public Assistance Action Center (PAS-PAAC) and its counterparts in the field offices and schools.

However, the issuance of ARTA Memorandum Circular No. 2022-05 titled *Guidelines on the Harmonized Client Satisfaction Measurement* (Enclosure No. 1) **requires all agencies to convert its feedback mechanism to the ARTA-prescribed Client Satisfaction Measurement (CSM) Form for uniform reporting**. The harmonized CSM is a survey tool that assesses overall satisfaction and perception after a client avails an external (frontline) or internal service.

In this regard, this Memorandum is being issued to **immediately implement the CSM Form at all governance levels in the Department**. The ARTA provided the CSM Form in two formats: printed copy and online.
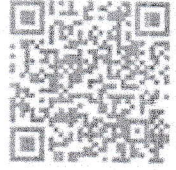
The ARTA CSM Form printed copy (Enclosure No. 2) is print-ready but may be resized before printing. Translation to the local language is highly encouraged; other than that, no other modification is allowed. Enclosure No. 3 contains the Guide to the Dissemination and Use of the DepEd CSM Form.
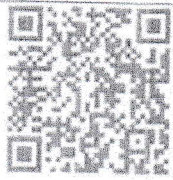
On the other hand, the online CSM Form template from ARTA was converted into an MS Teams Form by the BHROD-OED, with one online form each for schools, Schools Division Offices (SDOs) and Regional Offices (ROs). The Information Technology Officer (ITO) in ROs and SDOs and ICT Coordinator/personnel in-charge in schools shall be responsible for duplicating and sustaining the online Form at their governance level without affecting the content and conditional logic of the CSM Form template. The schools, SDOs, and ROs may use Google Forms, Microsoft Forms, or any other platform for their online CSM.

For units in the Central Office (CO), the link to the online CSM Forms shall be emailed to your respective offices; with each Form expected to be adopted and maintained by each unit.

The action needed and link to the online CSM Form template per governance level is specified in Table 1 below.

Table 1: Client Satisfaction Measurement per DepEd Governance Level

Governance Level	Action Needed	CSM Form (Online) for duplication and implementation
School	ICT Coordinator / admin in-charge 1. collaborate with the ITO on the use and maintenance of the School CSM Form; ensure setting on Form shows "Accept Responses" 2. generate QR code/link for posting in conspicuous places in the school and inclusion in documents, emails, and IEC materials 3. maintain School CSM Form 4. generate School CSM Report/s and forward to concerned office/s 5. submit School CSM results to the Central Office upon request	https://bit.ly/SchoolCSM
Schools Division Office	IT Officer in SDO to 1. duplicate RO CSM Form and save on SDO drive and change setting to "Accept Responses" 2. generate QR code/link for posting in conspicuous places in the SDO and inclusion in documents, emails, and IEC materials 3. maintain SDO CSM Form 4. generate SDO CSM Report/s and forward to concerned office/s 5. submit SDO CSM results to the Central Office upon request 6. disseminate School CSM Form to schools and assist them in the use and maintenance of said Form	https://bit.ly/SDOCSM
Regional Office	IT Officer in RO to 1. duplicate CSM Form and save on RO drive and change setting to "Accept Responses" 2. generate QR code/link for posting in conspicuous places in the RO and	https://bit.ly/ROCSM

	inclusion in documents, emails, and IEC materials 3. maintain RO CSM Form 4. generate RO CSM Report/s and forward to concerned office/s 5. submit RO CSM results to the Central Office upon request 6. collaborate with SDOs in using and maintaining their CSM Form	
Central Office	DepEd CART representative / designated staff per office to 1. generate QR code/link for posting in conspicuous places in the CO and inclusion in documents, emails, and IEC materials 2. maintain CSM Form 3. generate CSM Report/s and forward to concerned office/s 4. submit CSM results to the PAAC upon request	Link and QR code to be emailed separately per CO office. In the meantime, offices may start using the hard copy of the CSM Form.

While the **removal/addition of services and other revisions are not allowed**, all governance levels are enjoined to include a translation to the local language of the template provided. The inclusion or posting of a link/QR code to the online form in email, snail mail, IEC materials are also highly encouraged to ensure wide dissemination of said form.

All schools, SDOs, ROs, and CO units shall gather a minimum number of CSM responses based on the ARTA Sample Size Calculator at https://tinyurl.com/CSMsamplesize. Annual CSM results shall be submitted to the PAS-PAAC (not directly to ARTA) who shall then consolidate the results for the DepEd-wide report in compliance to RA 11032and to the Performance-Based Bonus eligibility requirements. The agency-wide report is due on the last working day of January of every year.

Implementation of this Memorandum is effective immediately.

For more information, please contact the BHROD-OED through email at citizenscharter@deped.gov.ph.

Enclosures: As stated

Annex A: External and Internal Services to be Reported for the CSM

CSM Results shall be reported for both the external and internal services specified in Annex A of this memorandum. These services declared in the DepEd Citizen's Charter represent the services most common in each governance level. Offices shall briefly discuss their response rate results and provide reason/s why certain services were not offered or why certain services had no/low CSM responses, as applicable.

Regional Offices

External Services	Internal Services	RO Unit
N/A	1. Certification as to Availability of Funds 2. Endorsement of Request for Cash Allocation from SDOs	Accounting Section
N/A	3. Disbursement Updating 4. Downloading/ Fund Transfers of SAROs received from Central Office to Schools Division Office and Implementing Units 5. Letter of Acceptance for Downloaded Funds 6. Obligation of Expenditure (Incurrence of Obligation Charged to Approved Budget Allocation per GAARD and Other Budget Laws/Authority) 7. Processing of Budget Utilization Request & Status (BURS)	Budget Section
1. Payment of External and Internal Claims 2. Payment of Obligation	8. Handling of Cash Advances	Cash Section
3. Access to LRMDS Portal 4. Procedure for the Use of LRMDS Computers	N/A	Curriculum and Learning Management Division
N/A	9. Rewards and Recognition	Human Resource and

		Development Division
5. Legal Assistance to Walk-in Clients 6. Request for Correction of Entries in School Record	10. Processing of communication received through the Public Assistance Action Center (PAAC) 11. Request for Certification as to the Pendency or Non-Pendency of an Administrative Case	Legal Unit
7. Recognition of Professional Development Programs / Courses	N/A	National Educators Academy of the Philippines – Regional Office
8. Issuance of Foreign Travel Authority 8.1. Issuance of Foreign Official Travel Authority 8.2. Issuance of Foreign Personal Travel Authority	N/A	Office of the Regional Director
9. Acceptance of Employment Application (Walk-in) 10. Acceptance of Employment Application (Online) 11. Issuance of Certificate of Last Payment	12. Application for Leave 13. Application for Retirement / Survivorship / Disability Benefit 14. Issuance of Certificate for Remittances 15. Issuance of Certificate of Employment and/or Service Record 16. Issuance of Foreign Travel Authority 16.1. Issuance of Foreign Official Travel Authority 16.2. Issuance of Foreign Personal Travel Authority 17. Processing of Equivalent Record Form (ERF) 18. Processing of Study Leave 19. Processing of Terminal Leave Benefits	Personnel Section

	20. Request for Transfer from Another Region 21. Stoppage/Deletion of Deductions in the Payroll (Loans and Insurances)	
12. Generation of School IDs for New Schools and/or Adding or Updating of SHS Program Offering 13. Request for Reversion	N/A	Policy, Planning and Research Division
14. Public assistance (Email) 15. Public assistance (Hotline and Walk-in) 16. Standard Freedom of Information request	N/A	Public Affairs Unit
17. Application for Opening/Additional Offering of SHS Program for Private Schools 18. Application for Tuition and Other School Fees (TOSF), No Increase, and Proposed New Fees of Private Schools 19. Issuance of Special Orders for the Graduation of Private School Learners	22. Application for Establishment, Merging, Conversion, and Naming/ Renaming of Public Schools and Separation of Public Schools	Quality Assurance Division
20. Certification, Authentication, and Verification 21. Issuance of Requested Documents (CTC and Photocopy of Documents) 22. Issuance of Requested Documents (Non-CTC) 23. Receiving of Communication 24. Receiving of Complaint	N/A	Records Section

Republic of the Philippines
Department of Education

Schools Division Offices

External Services	Internal Services	SDO Unit
N/A	1. Processing of ORS 2. Posting/Updating of Disbursement	Budget Unit
N/A	3. Handling of Cash Advances	Cash Unit
N/A	4. User Account Management for Centrally Managed Systems 5. Troubleshooting of ICT Equipment 6. Uploading of Publications	Information and Communications Technology Unit
1. Request for Correction of Entries in School Record	7. Issuance of Certificate of No Pending Case	Legal Unit
N/A	8.1 Issuance of Foreign Official Travel Authority 8.2. Issuance of Foreign Personal Travel Authority	Office of the Schools Division Superintendent
2. Acceptance of Employment Application (Teaching Position) 3. Acceptance of Employment Application (Non-Teaching and Teaching-related Positions - (promotion and entry)	9. Application for ERF (Equivalent Record Form) 10. Application for Leave 11. Application for Retirement 12. Issuance of Certificate of Employment 13. Issuance of Service Record 14. Loan Approval and Verification 15. Processing of Appointment (Original, Reemployment, Reappointment, Promotion and Transfer)	Personnel Unit

	16. Processing of Terminal Leave Benefits 17. Request for Correction of Name and Change of Status	
4. Inspection, Acceptance, and Distribution of Textbooks, Supplies, and Equipment	18. Requisition and Issuance of Supplies 19. Property and Equipment Clearance Signing	Property and Supply
5. Issuance of Requested Documents (Non-CTC) 6. Issuance of Requested Documents (CTC and Photocopy of Documents) 7. Certification, Authentication, Verification (CAV) 8. Receiving and Releasing of Communication and other Documents 9. Receiving of Complaints against Non-Teaching Personnel 10. Receiving of Complaints against Teaching Personnel (Multi-stage Processing)	N/A	Records Unit
11. Accessing Available Learning Resources from LRMDS Portal 12. Borrowing of Learning Materials from Libraries 13. Alternative Learning System (ALS) Enrollment	20. Program Work Flow of Submission of Contextualized Learning Resources 21. Quality Assurance of Supplementary Learning Resource	Curriculum Implementation Division
14. Request for Basic Education Data (from external stakeholders)	22. Request for Basic Education Data (Internal Stakeholder) 23. Request for Data for EBEIS/LIS/NAT and Performance Indicators	SGOD - Planning and Research Section

15. Issuance of Government Permit, Renewal, Recognition of Private Schools 16. Issuance of Special Orders for the Graduation of Private School Learners 17. Application for SHS Additional Track/Strand 18. Application for Summer Permit for Private Schools 19. Application for No Increase in Tuition Fee 20. Application for Increase in Tuition Fee	N/A	SGOD - School Management, Monitoring, and Evaluation Section

Republic of the Philippines

Department of Education

Schools

External Services	Internal Services
1. Acceptance of Employment Application for Teacher I Position (Walk-in)	1. Issuance of Special Order for Service Credits and Certification of Compensatory Time Credits
2. Acceptance of Employment Application for Teacher I Position (Online)	2. Laboratory and School Inventory
3. Borrowing of Learning Materials from the School Library/Learning Resource Center	3. School Learning and Development
4. Distribution of Printed Self-Learning Modules in Distance Learning Modality	
5. Enrollment (Walk-in)	
6. Enrollment (Online)	
7. Issuance of Requested Documents in Certified True Copy (CTC) and Photocopy (Walk-in)	
8. Issuance of Requested Documents in Certified True Copy (CTC) and Photocopy (Online)	
9. Issuance of School Clearance for different purposes	
10. Issuance of School Forms, Certifications, and other School Permanent Records	
11. Public assistance (walk-in/phone call)	
12. Public assistance (email/social media)	
13. Receiving and releasing of communications and other documents	
14. Reservation Process for the Use of School Facilities	
15. Request for Personnel Records for Teaching/Non-Teaching Personnel	

Annex B: Preparation of Consolidated CSM Report

The CSM Report shall be culled from the following sources:
- ARTA-prescribed CSM Form, as implemented in DepEd through DM-OUHROD-2023-0930
- Old feedback forms, e.g. DepEd CCSS Form, provided the results are converted from the old to the new Likert Scale and SQD.

A. **Total number of clients who completed the survey for FY 2023**

Report the total number of surveyed clients with complete transactions. A transaction is considered complete when the final step of the service availed of is accomplished.

Additionally, all concerned units shall gather a minimum number of CSM responses based on the ARTA Sample Size Calculator: https://tinyurl.com/CSMsamplesize.

Offices shall briefly discuss their response rate results and provide reason/s why certain services were not offered or why certain services have no/low responses, as applicable.

B. **Total number of transactions for FY 2023**

Report the total number of transactions per service declared in the DepEd Citizen's Charter applicable to the governance unit.

Kindly note that the number of transactions shall be greater than the number of surveyed clients or survey responses.

C. **Result count of SQD questions for FY 2023**

Report the breakdown of the eight (8) SQD questions by <u>result count</u>. Kindly provide a brief analysis of the results.

D. **Demographic profile**

Report the breakdown of the client demographic based on the following:

a. Age
   i. 19 or lower
   ii. 20-34
   iii. 35-49
   iv. 50-64

v. 65 or higher
vi. Did not specify

b. Sex
   i. Male
   ii. Female
   iii. Did not specify

c. Customer Type
   i. Citizen
   ii. Business
   iii. Government

d. Region of residence

Kindly provide a brief analysis of the results.

E. Count of Citizen's Charter Responses
Report the breakdown of responses on the Citizen's Charter questions by <u>result count</u>. Kindly provide a brief analysis of the results.

a. Citizen's Charter Awareness
b. Citizen's Charter Visibility
c. Citizen's Charter Helpfulness

F. Major or most common identified feedback/concern from clients
Report the summary of feedback from clients by identifying the most frequent feedback or concerns received for FY 2023.