



95091

Republic of the Philippines  
**Department of Education**  
Region XI  
**SCHOOLS DIVISION OF DIGOS CITY**  
Digos City

**Office of the Schools Division Superintendent**

**DIVISION MEMORANDUM**

No. 719 s. 2022

To: Chief Education Program Supervisors  
Public Schools District Supervisors  
Education Program Supervisors  
Unit Heads / Section Chiefs  
Elementary, Secondary and Special School Principals  
All Others Concerned

Subject: **SUBMISSION OF CITIZEN/CLIENT SATISFACTION SURVEY (CCSS)  
RESULTS FOR FISCAL YEAR 2022**

Date: December 13, 2022

1. Republic Act (RA) No. 11032 or the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018" requires all government agencies to establish a feedback mechanism to ensure the continuous enhancement of service delivery, while Rule IV, Section 3 of its Implementing Rules and Regulations states that the results of the client satisfaction survey shall be reported to the Anti-Red Tape Authority (ARTA).
2. Additionally, ARTA Memorandum Circular (MC) No.2019-002-A titled *Supplemental Guidelines on 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 Business and Efficient Government Service Delivery Act of 2018,"* and its Implementing Rules and Regulations also specifies that the Citizen/Client Satisfaction Survey (CCSS) Report shall be **submitted per agency by the last working day of January of each year.**
3. The CCSS Report from each School and Schools Division Offices shall be submitted to the Public Affairs Service (PAS) – Public Assistance Action Center (PAAC) **on or before December 29, 2022**, through the links provided below.

| GOVERNANCE LEVEL        | OFFICE                                                                                                                                     | LINK                                                                                    |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Schools Division Office | <ul style="list-style-type: none"><li>• Legal Unit</li><li>• Personnel Unit</li><li>• Property and Supply</li><li>• Records Unit</li></ul> | <a href="https://bit.ly/DepEd2022CCSS_S_SDO_A">https://bit.ly/DepEd2022CCSS_S_SDO_A</a> |

| GOVERNANCE LEVEL        | OFFICE                                                                                                                                                                                                                                                                         | LINK                                                                                      |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Schools Division Office | <ul style="list-style-type: none"> <li>Curriculum Implementation Division</li> <li>School Governance and Operation Division- Planning and Research Section</li> <li>School Governance and Operation Division – School Management, Monitoring and Evaluation Section</li> </ul> | <a href="https://bit.ly/DepEd2022CCS_S_SDO_B">https://bit.ly/DepEd2022CCS_S_SDO_B</a>     |
|                         | <ul style="list-style-type: none"> <li>Budget Unit</li> <li>Cash Unit</li> <li>Information and Communications Unit</li> </ul>                                                                                                                                                  | <a href="https://bit.ly/DepEd2022CCS_S_SDO_C">https://bit.ly/DepEd2022CCS_S_SDO_C</a>     |
| Schools                 |                                                                                                                                                                                                                                                                                | <a href="https://bit.ly/DepEd2022CCS_S_Schools">https://bit.ly/DepEd2022CCS_S_Schools</a> |

4. In order for the respondents or concerned offices to accomplish the designated Google Form, below are the needed data and information regarding the Citizen/Client Satisfaction Survey:

- a. **Total Number of Client visit for FY 2022** *(Report the total number of client/customer(s) visits (including returns) the client underwent in completing the entire service)*
- b. **Total volume of Transactions for FY 2022** *(Report the overall volume of completed transactions of declared services delivered by the agency within FY 2022)*
- c. **Number of Survey Respondents** *(Report the number of clients who availed the service that are able to accomplish the survey form and are considered in the computation of the average satisfaction rating for FY 2022.)*
- d. **Citizen/Client satisfaction rating-received per service quality dimension for FY 2022.**

*Indicate the computed client satisfaction rating received for FY 2022. Below are the required service quality dimensions:*

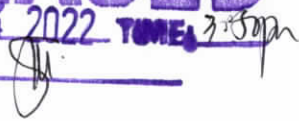
|                                                                           |                                                                                                                               |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Responsiveness</li> </ul>          | The willingness to help, assist, and provide prompt service to citizens/clients                                               |
| <ul style="list-style-type: none"> <li>Reliability</li> </ul>             | The provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate. |
| <ul style="list-style-type: none"> <li>Access &amp; Facilities</li> </ul> | The convenience of location, ample amenities for comfortable transactions, use of clear signages, and modes of technology.    |

|                 |                                                                                                                                                                                                                                        |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • Communication | The act of keeping citizens and clients informed in a language they can easily understand, as well as listening to their feedback.                                                                                                     |
| • 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. |
| • Integrity     | The assurance that there is honesty, justice, fairness, and truest in each service while dealing with the citizens/clients.                                                                                                            |
| • Assurance     | The capability of frontline staff to perform their duties, product and service knowledge, understanding citizen/client needs, helpfulness, and good work relationships.                                                                |
| • Outcome       | The extent of achieving outcomes or realizing the intended benefits of government services.                                                                                                                                            |

- e. **Major most common identified feedback/concern from clients** *(Report the summary of the feedback received by identifying the most frequent feedback or concerns or the major concerns received for FY 2022.)*
5. Note that failure to submit the said report may lead to isolation from the grant of FY 2022 Performance-Based-Bonus (PBB) if DepEd shall qualify for the said bonus.
6. For immediate compliance of all concerned.



**CRISTY C. EPE**  
Schools Division Superintendent

DepEd Schools Division of Digos City  
RECORDS SECTION  
**RELEASED**  
22-9509/  
DATE: DEC 14 2022 TIME: 3:50pm  
BY: 

Encl/s.: NONE

Reference/s: DepEd Memorandum dated December 5, 2022

To be indicated in the Perpetual Index

Under the following subjects:

CUSTOMER SATISFACTION SURVEY

CMNM/December 13, 2022



Republic of the Philippines  
Department of Education

DepEd Schools Division Office - Marikina City

OFFICE OF THE DIVISION SUPERINTENDENT

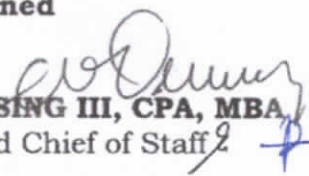
DATE: 12 DEC 2022

TIME: 12:28

989/

MEMORANDUM

TO : Undersecretaries  
Assistant Secretaries  
Bureau and Service Directors  
Regional Directors  
Schools Divisions Superintendent  
School Heads  
All Others Concerned

FROM :   
EPIMACO V. DENING III, CPA, MBA  
Undersecretary and Chief of Staff

SUBJECT : **SUBMISSION OF CITIZEN/CLIENT SATISFACTION SURVEY (CCSS) RESULTS FOR FISCAL YEAR 2022**

DATE : December 5, 2022

Republic Act (RA) No. 11032 or the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018" requires all government agencies to establish a feedback mechanism to ensure the continuous enhancement of service delivery, while Rule IV, Section 3 of its Implementing Rules and Regulations states that the results of the client satisfaction survey shall be reported to the Anti-Red Tape Authority (ARTA).

Additionally, ARTA Memorandum Circular (MC) No. 2019-002-A titled *Supplemental Guidelines on 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 Business and Efficient Government Service Delivery Act of 2018," and its Implementing Rules and Regulations* also specifies that the Citizen/Client Satisfaction Survey (CCSS) Report shall be **submitted per agency by the last working day of January of each year.**

**Note that failure to submit the said report may lead to isolation from the grant of FY 2022 Performance-Based Bonus (PBB) if DepEd shall qualify for the said bonus.**

In this regard, concerned office/s per DepEd governance level are requested to **collect and consolidate the client feedback and satisfaction results** for services declared in the DepEd Citizen's Charter 2021<sup>1</sup>, and report the following information:

<sup>1</sup> DepEd Citizen's Charter 2021: <https://www.deped.gov.ph/wp-content/uploads/2021/12/DepEd-Citizens-Charter-2021-as-of-December-1-2021.pdf>

**A. Total number of client visits for FY 2022**

Report the total number of visits (including returns) that clients made to complete a transaction.

**B. Total volume of transactions for FY 2022**

Report the overall volume of completed transactions for services declared in the DepEd Citizen's Charter 2021 applicable to the governance unit.

**C. Number of survey respondents**

Report the number of clients per service declared in the DepEd Citizen's Charter 2021 who accomplished the survey form and will be considered in the computation of the average satisfaction rating for FY 2022.

**D. Citizen/client satisfaction rating - received per service quality dimension for FY 2022**

Indicate the computed client satisfaction rating received for FY 2022 for the following service quality dimensions based on DM-PHROD-2021-0165 titled *Implementation of the Standardized Citizen/Client Satisfaction Survey (CCSS) Form in the Department of Education* and MC No. 2022-01:

- a. Responsiveness – the willingness to help, assist, and provide prompt service to citizens/clients
- b. Reliability (Quality) – the provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate.
- c. Access & 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 truest in each service while dealing with the citizens/clients.
- g. Assurance – the capability of frontline staff to perform their duties, product and service knowledge, understanding citizen/client needs, helpfulness, and good work relationships.
- h. Outcome – the extent of achieving outcomes or realizing the intended benefits of government services.

Concerned offices from all governance levels are reminded to follow the 5-point Likert scale in measuring the satisfaction rating, as prescribed in MC No. 2022-1. All are also enjoined to continue using the DepEd CCSS Form template<sup>2</sup> issued under DM-PHROD-2021-0165 to collect data on client satisfaction.

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<sup>2</sup> DepEd CCSS Form template: <https://bit.ly/DepEdCCSSMaterials>

**E. Major or most common identified feedback/concern from clients**

Report the summary of the feedback received by identifying the most frequent feedback or concerns received or the major concerns received for FY 2022.

The CCSS Report from each school, Schools Division Office (SDO), Regional Office (RO), and unit in the Central Office shall be submitted to the Public Affairs Service (PAS) - Public Assistance Action Center (PAAC) **on or before December 29, 2022**, through the links provided below.

| GOVERNANCE LEVEL | OFFICE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | LINK                                                                              |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Central Office   | <ul style="list-style-type: none"><li>• Accounting Division</li><li>• Budget Division</li><li>• Bureau of Education Assessment – Education Assessment Division</li><li>• Bureau of Education Assessment – Education Research Division</li><li>• Bureau of Curriculum Development</li><li>• Bureau of Human Resource and Organizational Development - Organization Effectiveness Division</li><li>• Cash Division</li><li>• Employee Accounts Management Division</li><li>• Education Facilities Division</li><li>• Information and Communications Technology Service – EdTech Unit</li><li>• Information and Communications Technology Service – Solutions Development Division</li><li>• Information and Communications Technology Service – User Support Division</li></ul> | <a href="https://bit.ly/DepEd2022CCSS_CO_A">https://bit.ly/DepEd2022CCSS_CO_A</a> |
|                  | <ul style="list-style-type: none"><li>• Information and Communications Technology Service – EdTech Unit -User Support Division</li><li>• Legal Service</li><li>• Office of the Secretary</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <a href="https://bit.ly/DepEd2022CCSS_CO_B">https://bit.ly/DepEd2022CCSS_CO_B</a> |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                       |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                            | <ul style="list-style-type: none"> <li>• Office of the Assistant Secretary for Alternative Learning System Task Force</li> <li>• Personnel Division</li> <li>• Procurement Management Service</li> <li>• Professional Development Division</li> <li>• Public Affairs Service - Public Assistance Action Center</li> <li>• Public Affairs Service – Publications Division</li> <li>• Quality Assurance Division - National Educators Academy of the Philippines</li> <li>• Records Division</li> </ul> |                                                                                       |
| Regional Office            | <ul style="list-style-type: none"> <li>• Cash Section</li> <li>• Curriculum and Learning Management Division</li> <li>• Legal Unit</li> </ul>                                                                                                                                                                                                                                                                                                                                                         | <a href="https://bit.ly/DepEd2022CCS_S_RO_A">https://bit.ly/DepEd2022CCS_S_RO_A</a>   |
|                            | <ul style="list-style-type: none"> <li>• National Educators Academy of the Philippines – Regional Office</li> <li>• Personnel Section</li> <li>• Policy, Planning and Research Division</li> </ul>                                                                                                                                                                                                                                                                                                    | <a href="https://bit.ly/DepEd2022CCS_S_RO_B">https://bit.ly/DepEd2022CCS_S_RO_B</a>   |
|                            | <ul style="list-style-type: none"> <li>• Public Affairs Unit</li> <li>• Quality Assurance Division</li> <li>• Records Section</li> </ul>                                                                                                                                                                                                                                                                                                                                                              | <a href="https://bit.ly/DepEd2022CCS_S_RO_C">https://bit.ly/DepEd2022CCS_S_RO_C</a>   |
|                            | <ul style="list-style-type: none"> <li>• Accounting Section</li> <li>• Budget Section</li> <li>• Human Resource and Development Division</li> </ul>                                                                                                                                                                                                                                                                                                                                                   | <a href="https://bit.ly/DepEd2022CCS_S_RO_D">https://bit.ly/DepEd2022CCS_S_RO_D</a>   |
| Schools<br>Division Office | <ul style="list-style-type: none"> <li>• Legal Unit</li> <li>• Personnel Unit</li> <li>• Property and Supply</li> <li>• Records Unit</li> </ul>                                                                                                                                                                                                                                                                                                                                                       | <a href="https://bit.ly/DepEd2022CCS_S_SDO_A">https://bit.ly/DepEd2022CCS_S_SDO_A</a> |
|                            | <ul style="list-style-type: none"> <li>• Curriculum Implementation Division</li> <li>• School Governance and Operation Division - Planning and Research Section</li> <li>• School Governance and Operation Division - School Management,</li> </ul>                                                                                                                                                                                                                                                   | <a href="https://bit.ly/DepEd2022CCS_S_SDO_B">https://bit.ly/DepEd2022CCS_S_SDO_B</a> |

|                |                                                                                                                                          |                                                                                             |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
|                | Monitoring and Evaluation Section                                                                                                        |                                                                                             |
|                | <ul style="list-style-type: none"> <li>Budget Unit</li> <li>Cash Unit</li> <li>Information and Communications Technology Unit</li> </ul> | <a href="https://bit.ly/DepEd2022CCSS_S_SDO_C">https://bit.ly/DepEd2022CCSS_S_SDO_C</a>     |
| <b>Schools</b> |                                                                                                                                          | <a href="https://bit.ly/DepEd2022CCSS_S_Schools">https://bit.ly/DepEd2022CCSS_S_Schools</a> |

Only submissions made through the links shall be considered in crafting the DepEd-wide CCSS Report for FY 2022.

Additionally, the agency-wide CCSS Result to be submitted by PAS-PAAC to ARTA is an eligibility requirement for the grant of the PBB, as specified in IATF AO25 MC No. 2022-01 entitled “Guidelines on the Grant of the Performance-Based Bonus (PBB) for Fiscal Year 2022 Under Executive Order (EO) No. 80, s. 2012 and EO No. 2021, s. 2016”. Satisfaction rate, along with the complaint resolution and compliance rate, form the criteria for the Citizen/Client Satisfaction Results criteria:

| TABLE 5: RATING SCALE FOR CITIZEN/CLIENT SATISFACTION RESULTS |                                                                                                                          |                                                                                                                       |                                                                                                                          |                                                                                                             |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 1                                                             | 2                                                                                                                        | 3                                                                                                                     | 4                                                                                                                        | 5                                                                                                           |
| No submission/<br>Did not conduct<br>CCSS                     | Average<br>satisfaction rate<br>with unresolved<br>complaints and<br>at least 30%<br>compliance rate to<br>#8888 and CCB | More than<br>average rate with<br>unresolved<br>complaints and<br>at least 50%<br>compliance rate to<br>#8888 and CCB | High satisfaction<br>rate with 100%<br>complaints<br>resolved and<br>at least 80%<br>compliance rate to<br>#8888 and CCB | High<br>satisfaction rate<br>with 100%<br>complaints<br>resolved and<br>compliance rate to<br>#8888 and CCB |

Thus, it shall be reiterated that all governance levels shall resolve concerns referred by the 8888 Citizens’ Complaints Center and the Civil Service Commission – Contact Center ng Bayan (CSC-CCB) within the 72 hours prescribed by Law. The ROs and SDOs are enjoined to utilize their respective Public Assistance Coordinators (PACs) in ensuring the resolution of concerns and submission of reports to the PAAC. A separate issuance/email concerns shall be issued by the PAAC to remind ROs and SDOs of pending concerns.

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](mailto: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.

Attachments:  
DM-PHROD-2021-0165  
MC No. 2022-01



Republika ng Pilipinas

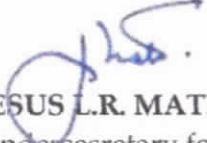
## Department of Education

OFFICE OF THE UNDERSECRETARY

PLANNING, HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

MEMORANDUM  
DM-PHROD-2021-0165

TO : Undersecretaries  
Assistant Secretaries  
Regional Directors  
Schools Division Superintendents  
Public Elementary and Secondary School Heads  
All Others Concerned

FROM :   
JESUS L.R. MATEO  
Undersecretary for Planning, and Human Resource and  
Organizational Development

SUBJECT : *Implementation of the Standardized Citizen/Client Satisfaction  
Survey (CCSS) Form in the Department of Education*

DATE : 04 March 2021

To ensure continuous government improvement towards seamless public delivery, all government agencies are required to submit a report on the result of their client satisfaction survey every fiscal year (FY). Such requirement is anchored in **Republic Act (RA) No. 11032** or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018* and **Memorandum Circular (MC) No. 2019-002** dated August 13, 2019, entitled, *Guidelines on the Implementation of the Citizen's Charter in Compliance to RA 11032*. In addition, streamlining of activities and the establishment of a harmonized client/citizen satisfaction survey is an **eligibility criterion for the grant of the Performance-Based Bonus (PBB)** specified in **MC No. 2020-1** issued by the Inter-Agency Task Force (AO25 IATF) on the Harmonization of the National Government Performance Monitoring, Information and Reporting System.

Fortunately, units in the Department of Education (DepEd) have been in collaboration to achieve favorable ratings on client satisfaction (CSAT) since 2019. This is in cognizance of the importance of client feedback in the assessment of the quality of our service delivery. Data collected from surveys recognized the areas with satisfactory service delivery and identified those needing improvement and intervention.

This year, to further improve the Department's efforts in gathering feedback on our services, the Bureau of Human Resource and Organizational Development - Organization

Effectiveness Division (BHROD-OED) shall implement the use of a **Standardized DepEd Citizen/Client Satisfaction Survey (CCSS) Form**.

In view of this, all DepEd units with services declared in the 2020 Citizen’s Charter are requested to use the following templates and references **effective immediately**:

| DOCUMENT                                                                            | LINK                                         |
|-------------------------------------------------------------------------------------|----------------------------------------------|
| 1. CCSS Form (Annex A)                                                              | bit.ly/DepEdCCSSMaterials                    |
| 2. Quick Guide in Conducting the CCSS (Annex B)                                     |                                              |
| 3. Sample online CCSS Form - Google Form used in the DepEd Central Office (Annex C) | bit.ly/DepEdCOFeedback                       |
| 4. List of services included in the DepEd Citizen's Charter 2020 (1st Edition)      | www.deped.gov.ph/about-deped/citizenscharter |

The prescribed survey form may be modified, given that all these conditions are adhered to:

1. Survey forms should state the privacy notice (verbatim), in observance of the Data Privacy Act of 2012.

*“The personal information included in this document shall only be used for the purposes of administering the survey. Any personal information included herein may not be used for other purposes aside from those stated above.”*

2. The client satisfaction rating matrix should include the parameters below.

- A. 5-point Likert scale with 5 as the highest satisfaction rating and 1 as the lowest;
- B. Rating criteria (as defined in MC 2020-1).

| Service Quality Dimension | Description                                                                                                                        |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Responsiveness            | willingness to help, assist, and provide prompt service to clients and/or businesses                                               |
| Reliability               | provision of what was needed and what was promised, in accordance with the policy and standards, with zero to a minimal error rate |
| Access & Facilities       | convenience of location, ample amenities for a comfortable transaction, and the use of clear signage and modes of technology       |
| Communication             | act of keeping citizens and businesses informed in a language they can easily understand, as well as listening to their feedback   |

|           |                                                                                                                                                                                                               |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Costs     | satisfaction with the timeliness of the billing, billing process/es, preferred methods of payment period, value for money, acceptable range of costs, and qualitative information on the cost of each service |
| Integrity | assurance that there is honesty, justice, fairness, and trust in each service while dealing with the clients and businesses                                                                                   |
| Assurance | capability of frontline staff/s to perform their duties, product and service knowledge, understanding client needs, helpfulness, and good work relationships                                                  |
| Outcome   | rate in terms of achieving outcomes or realizing the intended benefits of government services                                                                                                                 |

*\*Note that DepEd units are only allowed to remove a criterion if it is not applicable to the service/s being provided.*

- Survey forms should be available/translated in the language widely-used in the locale of the survey.

BHROD-OED conveys its gratitude to all DepEd units for the ardent support to CSAT - related activities and requirements. This office requests the same, if not intensified, cooperation on the adoption of the standardized CCSS Form. Further, an issuance regarding the institutionalization of a CSAT mechanism in the Department will be released separately.

For inquiries and/or clarifications, please contact **Ms. Rose Albo** or **Mr. Kean Alicante** of BHROD-OED at [bhrod.oed@deped.gov.ph](mailto:bhrod.oed@deped.gov.ph), using the subject line: (Name of office)-CCSS.

For your appropriate and immediate action.

[BHROD-OED/SAIbo]