

Department of Education

REGION IX. ZAMBOANGA PENINSULA SCHOOLS DIVISION OF DAPITAN CITY

Office of the Schools Division Superintendent

15 May 2023

DIVISION MEMORANDUM

34 . s. 2023 No.

RECONSTITUTION OF COMMITTEE ON ANTI-RED TAPE (CART)

Assistant Schools Division Superintendent To: Chief, Curriculum Implementation Division

Chief, School Governance and Operations Division

Education Program Supervisors Public Schools District Supervisors

Elementary/Secondary Schools Administrators

OSDS Section Heads All Others Concerned

In accordance with Anti-Red Tape Authority (ARTA) Memorandum Circular No. 2020-07 s. 2020 re: Guidelines on the Designation of a Committee on the Anti-Red Tape (CART) in the Agencies Concerned in Compliance with Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2028, and its Implementing Rules and Regulations (IRR), and ARTA Advisory No. 002, s. 2023, this Office hereby reconstitutes the Division Committee on Anti-Red Tape (CART) due to inevitable personnel movement, to wit;

Chairperson

Danny B. Cordova

Schools Division Superintendent

Vice Chairperson

Rosalio B. Conturno, Jr.

OIC - Assistant Schools Division Superintendent

Members

Ella Grace M. Tagupa

Sherlito E. Sagapsapan

CES, CID

CES, SGOD

Geordito T. Olario

Olga P. Miranda Administrative Officer V Accountant III

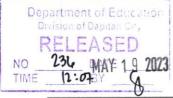
Anthon John S. Soriano

Glenford E. Padao

Planning Officer III

ITO - I

Rosa Belinda P. Gemperoso Administrative Officer V (Budget)











(065) 917-5113

www.depeddapitancity.net









Department of Education

REGION IX. ZAMBOANGA PENINSULA SCHOOLS DIVISION OF DAPITAN CITY

Secretariat:

Head

Cynthia O. Dalman

Administrative Officer IV

Members:

Choseth D. Bantilan

Administrative Aide VI

Meche M. Pacho

Administrative Assistant III

Focal Person

Anthon John S. Soriano

Planning Officer III

Legal Officer - Designate

- The CART shall ensure that their agency shall comply with the requirements of RA No. 11032, its IRR and subsequent issuances by the Authority, as may be applicable. These requirements pertain to the conduct of the following:
 - Conduct of compliance cost analysis, time and motion studies, evaluation 2.1. and improvement of all the agency's services, and reengineering the same;
 - Subject to the Guidelines/National Policy on Regulatory Management 2.2. System to be issued by the Authority:
 - 2.2.1. Notify the Authority of every formulation, modification, and repeal of regulations, ordinances or other related issuances;
 - 2.2.2. Conduct post-implementation assessment and review of existing regulations, ordinances or other related issuances, undertake Regulatory Impact Assessment (RIA);
 - 2.2.3. Prepare a Preliminary Impact Assessment (PIA) whenever there is an intent to formulate, modify, or repeal a regulation and submit to the Authority;
 - 2.2.4. Produce a Regulatory Impact Statement (RIS) upon completion of each RIA and submit to the Authority for review and assessment;
 - 2.2.5. Refer the Authority's policy option recommendations to the appropriate decision-makers within the agency;









(065) 917-5113

www.depeddapitancity.net









Department of Education

REGION IX. ZAMBOANGA PENINSULA SCHOOLS DIVISION OF DAPITAN CITY

- 2.2.6. Submit an inventory and electronic copies of all existing (both ineffect and repealed) regulations and issuances to populate the Philippine Business Regulation Information System (PBRIS).
- Ensure effective knowledge transfer, or information dissemination among office employees on ARTA-related trainings, briefings, or such related matters obtained by office staff within sixty (60) days from the end of the training;
- Register new regulations and issuances to the Official Gazette for 2.4. publication, if applicable, within fifteen (15) days from issuance:
- Set up the most current and updated service standards and indicate in the 2.5. Citizen's Charter in accordance to the prescribed template issued by the Authority, and submit the same to the Authority to populate the Anti-Red Tape Electronic Management Information System (ARTEMIS);
- 2.6. Monitor and periodically review the office or agency's Citizen's Charter, specifically: procedures/steps, time, documentary requirements, and fees;
- Ensure that an updated Citizen's Charter, should there be any change, is 2.7. posted not later than March 31st of each year;
- Ensure the compliance of the agency on the zero-contact policy in accordance with the law;
- Ensure the compliance of the agency's external and internal services with the prescribed processing time as mandated by RA No. 11032 or the agency's mandate under special law;
- Develop and foster a client feedback mechanism and client satisfaction measurement;
- Report to the Authority not later than the last working day of January of each year the results of the Client Satisfaction Survey for each service based on the guidelines to be issued by the Authority;
- Establish and manage a public assistance complaints desk or ARTA Helpdesk to effectively receive complaints, feedback and monitor customer satisfaction via hotline numbers, short message service (SMS), information and communication technology, or other mechanisms where clients may adequately express their complaints, comments, or suggestions. The CART must ensure that complaints forwarded by the Presidential Complaints Center, Civil Service Commission's Contact Center ng Bayan, and Complaints Action Center of the















Department of Education

REGION IX, ZAMBOANGA PENINSULA SCHOOLS DIVISION OF DAPITAN CITY

Authority are acknowledged, received, responded to and/or acted upon within the designated period by the intended recipient within their agency;

2.13. Serve as overall coordinating body for the establishment of an Electronic Business One Stop Shop (e-BOSS) in compliance with the mandate under RA No. 11032, its IRR, and other issuances by the Authority. The CART must facilitate and assist various departments and offices involved during the development and implementation of e-BOSS, including logistical and personnel requirements,

security of the system, development of a communication plan, implementation of contingency measures, and protection of data and information, as applicable;

- 2.14. Coordinate with the agency's communications/public relations office the dissemination of ARTA Information, Education, and Communication materials for public consumption;
- 2.15. Perform such other functions, duties and responsibilities under RA No. 11032 (amending RA No. 9485), its IRR and other issuances issued by the Authority.

Immediate and wide dissemination of this Memorandum is desired.

DANNY E. CORDOVA, Edd, CESO VI

Assistant Schools Division Superintendenty
Officer-In-Charge

Office of the Schools Division Superintendent

OSDS-ADMS-Memo-2023-025



(B)















Department of Education

REGIONAL OFFICE IX, ZAMBOANGA PENINSULA

Office of the Regional Director

May 16, 2023

Department of Education Division of Dapitan City

201 DATE:SA

REGIONAL MEMORANDUM

No. 223 , s. 2023

REMINDER ON THE COMPLIANCE WITH THE REQUIREMENTS
UNDER R.A. 11032

TO: Assistant Regional Director
Schools Division Superintendents
Functional Division Chiefs
CID and SGOD Chiefs
Committee on Anti-Red Tape (CART)
Unit and Section Heads
All others concerned

- 1. This is in reference to Advisory No 002, series of 2023 issued on Aprill 28, 2023, by Secretary Ernesto V. Perez, Director General with the subject "Reminder to comply with the requirements under R.A. 11032 or the ease of doing business and efficient government service delivery act of 2018 and its implementing rules and regulations (IRR)".
- 2. This Memorandum is being issued to reiterate the submission of requirements to the Anti-Red Tape Authority.
- 3. Attention is invited to paragraphs 4, 5 and 6 of the said Advisory for strict compliance.
- 4. For information, guidance, and immediate dissemination.

For the Regional Director:

DR. GREGORIO CYRUS R. ELEJORDE, CESO V

Schools Division Superintendent

Officer in-Charge

Office of the Assistant Regional Director

ORD-ADMIN-Rec-RM-2023-01 RJT/asc 1 7 MAY 2013 1:50 md



Address: President Corazon C. Aquino Regional Government Center, Balintawak, Pagadian City 7016 Website: www.depedro9.info; www.ro9-deped.com

'all: region9@deped.gov.ph

Contact Numbers: Telephone – 945-3329

Globe - 09164336191 Smart - 09472096474

1 | Page





ADVISORY NO. 002 SERIES OF 2023

FOR

ALL GOVERNMENT OFFICES AND AGENCIES IN THE EXECUTIVE DEPARTMENT INCLUDING LOCAL GOVERNMENT UNITS (LGUs), GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS (GOCCs), AND OTHER GOVERNMENT INSTRUMENTALITIES. WHETHER LOCATED IN THE

PHILIPPINES OR ABROAD

SUBJECT

REMINDER TO COMPLY WITH THE REQUIREMENTS UNDER R.A. 11032 OR THE EASE OF DOING BUSINESS AND EFFICIENT GOVERNMENT SERVICE DELIVERY ACT OF 2018 AND ITS

IMPLEMENTING RULES AND REGULATIONS (IRR)

DATE

28 APRIL 2023

Pursuant to Section 17 of Republic Act (RA) No. 11032 or the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018", the Anti-Red Tape Authority (ARTA) is mandated to implement and oversee a national policy on arti-red tape and ease of doing business and monitor and evaluate the compliance of agencies covered under Section 3 of the same Act.

Consistent with this provision and the Implementing Rules and Regulations (IRR) of R.A. 11032, the Authority issued various Memorandum Circulars pertaining to the required compliances relative to its implementation.

In this regard, this advisory is being issued to all covered government agencies and local government units (LGUs) to reiterate the submission of the following requirements to the Authority:

- Citizen's Charter (CC) and Certificate of Compliance (CoC), as stipulated in the ARTA Memorandum Circular No. 2019-002 Series of 2019 or the Guidelines on The Implementation of the Citizen's Charter in Compliance with RA No. 11032, otherwise known as the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018," its IRR, and its Supplemental or ARTA Memorandum Circular No. 2019-002-A Series of 2019;
- 2. Committee on Anti-Red Tape (CART), as stipulated in the ARTA Memorandum Circular No. 2020-07 or the Guidelines on the Designation of a CART in the Agencies Concerned in Compliance with R.A. 11032, otherwise known as the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018" and its IRR:
- Client Satisfaction Measurement Report (CSMR), in accordance with the ARTA Memorandum Circular 2022-05 or the Guidelines on the Implementation of the Harmonized Client Satisfaction Measurement;
- A. Zero Backlog Report, as stipulated in ARTA Memorandum Circular 2022-02 entitled.
 Reiterating the Provisions of the Ease of Doing Business and Efficient Government
 Service Delivery Act of 2018 or R.A. 11032 on Automatic Approval or Automatic



Extension for Pending Applications or Requests of Agencies Beyond the Prescribed Processing Time and for the Submission of Zero Backlog Report

- Initial Whole-of-Government (WOG) Reengineering Plan, Memorandum Circular No. 2021-09, or the Issuance of the Reengineering Manual; and
- 6. Electronic-Business One Stop Shop (E-BOSS), in accordance with the ARTA Memorandum Circular 2021-05, or the Reporting Mechanism on the Compliance to the Automation Requirements of Section 11 (c) of R.A 11032.

For your reference, here is the timeline and manner of submission of each compliance:

Compliance	Timeline of Submission	Frequency of Submission	Manner of Submission
Citizen's Charter (CC) and Certificate of Compliance (CoC)	Without any submission – submit the CC and COC on or before 28 April 2023.	CoC – annual submission CC – at any time that updates and/or revisions are incorporated.	Submit Citizen's Charter (in-text searchable PDF format) and/or the Certificate of Compliance (using the New CoC Template) via
	With revision – submit updated CC and CoC before implementati on of revised services.		
	Without revision – submit only latest CoC every March 31st of every year.		
Committee on Anti-Red Tape (CART)	Submission of the Office Order and the Directory of the Members of the CART Original Deadline: December 2020	One-time submission. Resubmission shall be made in case of changes in the composition of members and the directory	Submit online via https://tinyuri.com/CARTSUBMISSIONS
	Deadline for the grant of		

	the Performance- Based Bonus (PBB): 28 February 2023		
Client Satisfaction Measurement Report (CSMR)	To cover Y2022 – submit on or before 31 January 2023 For Y2023 onwards – submit on or	Annual submission	Submit online via https://tinvurl.gom/CSMRsubmissio.to
	before the last working day of April of the following year.		
Zero Backlog Program	Zero Backlog Program Original Deadline: 29 April 2022	One time submission. Resubmission shall be made in case of revision.	Submit Annex A (Zero Backlog Program) via the link https://tinyurl.com/ZeroBacklogProgram
	Backlog Report or Zero Backlog Certification — submit every March 7 th of the following year	Annual submission	Submit Annex B (Backlog Report) or Annex C (Zero Backlog Certificate) via https://tinyurl.tom/ZeroBacklog/Program
	Extended Deadline for Y2022: 17 April 2023 per ARTA Advisory No. 001 s. 2023		
Initial WOG Reengineering Plan	Original Deadline 31 December 2021	One-time submission	Submit online via https://mysd.com/WOGRee.to.neemoRep.orl
	Extended Deadline: 31 March 2022		

At 4 Str. Propr. NF4 Burling 1/54 Compound

Electronic Business One Stop Shop (eBOSS)	Original Deadline: 14 July 2022	One-time submission	Submit online via https://finyurl.com/2023eBOSSComplignee Report
	Updated eBOSS Compliance Report – Deadline: 12 May 2023		

This Advisory hereby informs that all concerned government agencies and LGUs who have yet to comply with the above-cited requirements are given until **3? May 2023** to comply. ARTA would like to emphasize the provision under Section 8 of R.A. 11032, which holds the heads of the office or agency to be primarily responsible for the implementation of the Act and accountable to the public in rendering fast, efficient, convenient, and reliable service. Agencies are reminded that failure to comply with the above-cited requirements may warrant the filing of administrative case/s, as may be applicable.

Agencies are likewise reminded that compliance with the above-cited requirements form part of the agency's score in the Report Card Survey 2.0.

As for the compliance with the Committee on Anti-Red Tape (CART) in relation to the grant of the Performance-Based Bonus (PBB) for FY 2022, only the submissions made before the deadline on 28 February 2023 will be considered. This is consistent with the deadline provided in the AO 25 IATF Memorandum Circular No. 2022-01 or the 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. 201, S. 2016.

All relevant ARTA issuances may be accessed through our website, www.arta.gov.ph.

For queries and concerns regarding the compliance, you may reach our office through compliance@arta.gov.ph

For information and compliance.

Recommending Approval:

UNDERSECRETARY GERALD G. DIVINAGRACIA

Deputy Director General for Operations

SECRETARY ERNESTO V. PEREZ

Director General

uto u Steffund tifA Building *F4 Compound Vidayan Avenue Brig, Vasia Dilman Guezur Cit.

64-6-104 AVIS 9999 Burs 6000

To Latte gov E

(AGENCY/LGU LETTERHEAD)

CERTIFICATE OF COMPLIANCE

Year:

Pursuant to Republic Act No. 11032: An Act Promoting Ease of Doing Business and Efficient Delivery of Government Services, amending for the purpose Republic Act No. 9485.

	otherwise known as the Anti-Red Tape Act of 2007, and for Other Purposes
Execu repres ensurir	name), Filipino, of legal age, (position of the Head of Agency/Local Chief tive/Head of the Committee on Anti-Red Tape Authority/duly authorized sentative) of the (name of agency/LGU), the person responsible and accountable in the graph of the R.A. 11032 or the Ease of Doing Business and the Government Service Delivery Act of 2018, hereby declare and certify the following
1)	The (Name of agency/LGU) including its (number of Regional Offices/Branches/Service Offices/Campuses, if applicable) has established its most current and updated Citizen's Charter pursuant to Section 6 of R.A. 11032, its Implementing Rules and Regulations, and the relevant ARTA Issuances. Citizen's Charter Handbook Edition: (Year, Edition Number)
	Example: 2021, 1st Edition
2)	The following required forms of posting of the Citizen's Charter are present: Citizen's Charter Information billboard (In the form of interactive information kiosks, electronic billboards, posters, tarpaulins standees, others) Citizen's Charter Handbook (Aligned with Reference B of ARTA Memorandum Circular No. 2019-002) Official website/Online Posting
3)	The Citizen's Charter Information Billboard enumerates the following information: a. External services: b. Checklist of requirements for each type of application or request: c. Name of the person responsible for each step; d. Maximum processing time; e. Fee/s to be paid, if necessary, and f. Procedure for filing complaints and feedback.
4)	The Citizen's Charter Handbook enumerates the following information:

- - a. Mandate, vision, mission, and service pledge of the agency;
 - b. Government services offered (External and Internal Services);
 - i. Comprehensive and uniform checklist of requirements for each type of application or request;
 - ii. Classification of service;
 - iii. Type of transaction; iv. Who may avail;

 - v. Client steps and agency actions to obtain a particular service;
 - vi. Person responsible for each step.

vii. Processing time per step and total;

viii. Fee/s to be paid per step and total, if necessary.

c. Procedure for filing complaints and feedback;

- d. Contact Information of ARTA, Presidential Complaints Center (PCC), and CSC Contact Center ng Bayan in the complaints mechanism; and
- e. List of Offices
- 5) The Citizen's Charter Information Billboard is posted at the main entrance of the office or at the most conspicuous place of all the said service offices.
- 6) The printed Citizen's Charter Handbook is placed at the windows/counters of each frontline offices to complement the information on the services indicated in the Information Billboard.
- 7) The Citizen's Charter Handbook version is uploaded on the website or any online platform available of the agency/LGU through a tab or link specifically for the Citizen's Charter, located at the most visible space or area of the official website or the online platform available.
- The Citizen's Charter is written either in English, Filipino, and/or in the local dialect and published as an information material.
- 9) There is an established Client Satisfaction Measurement per service.

This certification is being issued to attest to the compliance of the agency with the foregoing statements that can be validated by the Authority.

(Full name) (Position) (Name of agency)

Annex "A" Zero Backlog Program

	zoro paorrog i rogia:
Government Agency/Office	ce Logo
Department/Agency	Indicate the name of the agency
Program Title/Name	Name or title of the Zero Backlog Program implemented by the agency
Program Objective	Program Objective
Target Output	The intended output of the program once completed
Date Implemented	The date when the program was implemented
Implementing office	The name of the office implementing the Zero Backlog Program

Program Description
Description of the Program

Of fic e	Na me of serv ice	Classifi cation (Simpl e, Compl ex, Highly Techni cal)	Average Number of applications/r equests/ license/permit /clearances, etc. received per day	Average number of applications / requests/ license/perm it/clearances, etc. processed within the prescribed processing time	Average number of applications/ requests/ license/perm it/clearances, etc. ISSUED within the prescribed time	Intervening Factor s for the gap (i.e., limite d IT infrast ructur e, unavai lable signat ories, etc.)	Plan of Action to addre ss the gap (i.e., Strea milinin g, Digital ization .)
----------------	-------------------------------	--------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------

Implementation Results
Indicate significant improvements since the implementation of the Zero Backlog Program

Name and Signature of Head of Agency/ARTA Focal

Annex "B" s a backlog

Name of Office/Department	partment				
(License, Clearance, Permit, Certification Authorization, and others)	Classification of Service (Simple, Complex, Highly Technical)	Processing time indicated in the Citizens Charter (i.e., days / hours / minutes)	Total number of received applications for the covered period	Total number of pending transactions for the covered period	Remarks
					And the last of the second of
	The state of the s				
and recently extra plant plemet holy and it is not come to the	The second section of the sect	The same of the sa			

Annex "C" Zero Backlog Certification

ZERO BACKLOG CERTIFICATION

Pursuant to Republic Act No. 11032: An Act Promoting Ease of Doing Business and Efficient Delivery of Government Services, amending for the purpose Republic Act No. 9485, otherwise known as the Anti-Red Tape Act of 2008, and for Other Purposes

I, [FULL NAME], Filipino, of legal age, [POSITION OF THE HEAD OF AGENCY], of the [NAME OF AGENCY], the person responsible and accountable in ensuring compliance with Section 1, Rule VI of the IRR of R.A. 11032, the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, hereby declare and certify the following facts:

 The [NAME OF AGENCY], including its [NUMBER OF REGIONAL OFFICES/BRANCHES/SERVICE OFFICES/CAMPUSES] adhere to the responsibility to render fast, efficient, convenient, reliable service

- The government offices enumerated herein does not have unacted upon/pending transaction exceeding the prescribed processing time as indicated on the Citizen's Charter
- All the services/transactions are processed within the prescribed processing time set under R.A. 11032

This certification is being issued to attest to the fact that the agency has no backlog transactions for the covered the period.

IN WITNESS THEREOF, I have hereunto set my hand this [DAY] of [MONTH], [YEAR] in [CITY, PROVINCE], Philippines.

[FULL NAME]
[POSITION OF THE HEAD OF AGENCY]
[NAME OF AGENCY]



ADMINISTRATIVE DIVISION DEPED REGION IX <region9.admin@deped.gov.ph>

Fwd: [ADVISORY] DepEd and Its Attached Agencies - Reminder to Comply with the Requirements under RA 11032 and Its IRR

1 message

DepEd RO-IX ZamPen <region9@deped.gov.ph>

Thu, May 11, 2023 at 11:48 AM
To: ROMEO DALIGDIG <romeo.daligdig@deped.gov.ph>, Admin <region9.admin@deped.gov.ph>, Pilar Layon

We are happy to be of service: has a time roll-deped com/DepEdB O3Fastmank

Department of Education
REGIONAL OFFICE IX

Corazon C. Aguino Regional Government Center, Balintawak, Pagadian City

Facebook Page: https://www.facebook.com/DEPEDREGION9

Website: www.depeam9.info; m9-deped.com

----- Forwarded message -----

From: Compliance Monitoring and Evaluation Office < designation of the second and second

Date: Thu, May 11, 2023 at 9:58 AM

Subject: [ADVISORY] DepEd and Its Attached Agencies - Reminder to Comply with the Requirements under RA

11032 and Its IRR

To: home fordered march < nsent Minned no 1910

Co: Pauline Karol G. Guiyab < Pauline Guiyab@arta.gov.ph>, Joshua A. Crepa < oshuaorega@arta.gov.pt >, Zyra DL. Argañoza < yraarganoza@arta.gov.ph>, Mark Jonald D. Delos Santos < markdelos santos@arta.gov.pr >, Shayne

Marie M. Araullo <shaynemarie araullo@aria.gov.ph>

Dear Sir/Ma'am,

Greetings from the Anti-Red Tape Authority!

The Authority would like to inform your good office about the issued Advisory No. 002 with the subject, Reminder to Comply with the Requirements under RA 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 and its Implementing Rules and Regulations (IRR).

This Advisory hereby informs that all concerned government agencies and local government units (LGUs), who have yet to comply, are given until 31 May 2023 to submit the following requirements:

- Citizen's Charter (CC) and Certificate of Compliance (CoC)
- Committee on Anti-Red Tape (CART)
- · Client Satisfaction Measurement Report (CSMR)
- Zero Backlog Report
- · Initial Whole-of-Government (WOG) Reengineering Plan
- Electronic-Business One Stop Shop (E-BOSS)

Attached herein is the copy of the Advisory for your reference. You may access the pertinent Annexes (editable) thru the link below:

ignest with the lating to informed the energy hermolified not not begind (YSOSIMA) and the manage of members.

sevén invelor del victor

ARTA would like to emphasize the provision under Section 6 of R.A. 11032, which holds the heads of the office or apency to be primarily responsible for the implementation of the Act and accountable to the public in rendering fast, efficient, convenient, and reliable service. Agencies are reminded that tailure to comply with the above-cited requirements may warrant the filing of administrative case/s, as may be applicable.

All relevant ATA issuances and templates may be accessed through our website,

For quenes and concerns regarding the compliance, you may reach our office through

Thank you.

Compliance Monitoring and Evaluation Office ANTI-RED TAPE AUTHORITY

4th & 5th Floor, MFA Building, MFA Compound Visayas Avenue, Brgy. Vasra, Dilliman, Quezon City

ACTIVITIES AND ACTIVI





This communication may contain confidential or privileged information, and is inherided solely for the individual or entity to whom it is originally addressed Any discinance substances to it by others, other then the inherided recipient, is strictly prohibited. The opinions conduction, and statements expressed in the measure of the sender and may not necessarily reflect the views of the Department of Education.

Mavisory No. 002.pdf