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GUIDELINES ON THE ELIGIBILITY OF INDIVIDUALS FOR THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FISCAL YEAR 2023 (Based on IATF Memorandum Circular 2023-1 dated August 22, 2023)

I. PURPOSE

Plaridel Water District (PLAWD) hereby adopts Memorandum Circular No. 2023-1 dated August 22, 2023 of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems prescribing the guidelines on the grant of Performance-Based Bonus (PBB) for Fiscal Year (FY) 2023 under Executive Order No. 80, S. 2012 and Executive Order No. 201, S. 2016.

The overarching goal of the PBB is to strengthen the effectiveness of the incentives system to help agencies achieve the mission-critical objectives and expected outcomes of the government.

The FY 2023 PBB shall measure and evaluate the performance of agencies with emphasis on the public's satisfaction on the realization of the agencies' performance targets, quality of service delivery, efficiency in the use of resources, and strengthened agency stewardship.

II. COVERAGE

The FY 2023 PBB covers the personnel of PLAWD holding regular, contractual, and casual positions. Excluded are individual engaged without employer-employee relationship and funded from non-personnel services budget.

III. ELIGIBILITY CRITERIA

To be eligible for the grant of the FY 2023 PBB, each agency must satisfy the criteria and conditions under the four (4) dimensions of accountability: Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results and attain a total score of at least 70 points, and achieve at least a rating of 4 for at least three (3) criteria based on the PBB Scoring System as will be discussed in detail in Section 4.0.

The Performance Results refer to the accomplishment of the Congress-approved performance targets under the Performance-Informed Budgeting (PIB) of the FY 2023 General Appropriations Act (GAA). The Process Results refer to the achievements in ease of doing business/ease of transaction with the agency as a result of streamlining, standardization e.g., through the ISO-certified QMS or its equivalent, digitization, systems and procedures reengineering, and other related improvements. The Financial Results refer to the actual spending of the agency's budget allotment vis-a-vis the realization of the committed programs and projects based on the FY 2023 GAA. The Citizen/Client Satisfaction Results refer to the achievements in satisfying the quality expectations of the transacting public/client.

For FY 2023 PBB, the Agency Accountability requirements as discussed in Section 5.0 are retained and shall be used as the basis in determining the eligibility of responsible units and individuals.

IV. FY 2023 PBB TARGETS, ASSESSMENT, AND SCORING SYSTEM

The PLAWD accomplishments for each of the criteria shall be rated using scale of 1 to 5 (where 5 is the highest). Each criterion has an assigned weight, as shown in Table 1. The maximum score that may be obtained is 100 points. To be eligible for the FY 2023 PBB, PLAWD must attain a total score of at least 70 points, and achieve at least a rating of 4 for at least three (3) criteria.

CRITERIA AND CONDITIONS	WEIGHT	PERFORMANCE RATING				
		1	2	3	4	5
Performance Results	5	5pts	10pts	15pts	20pts	25pts
Process Results	5	5pts	10pts	15pts	20pts	25pts
Financial Results	5	5pts	10pts	15pts	20pts	25pts
Citizen/Client Satisfaction Results	5	5pts	10pts	15pts	20pts	25pts

As can be gleaned in Table 1, a performance rating of 4 in all criteria will yield a total score of 80 points for the agency. In case the agency fails to meet a rating of 4 in at least three (3) criteria, the unit most responsible (including its head) for the criteria with a performance rating of below 4 will be isolated from the grant of the FY 2023 PBB.

Performance Results

The targets under Performance Results enable agencies to intensify transparency in public spending, concentrate their efforts and available resources on their mandates and core functions, as well as ensure the timely delivery of high-quality high-impact activities.

PLAWD must achieve each one of the physical targets as identified by LWUA through separate guidelines.

PLAWD performance in the achievement of targets shall be closely monitored through the use of the Unified Reporting System (URS) and or/ Integrated Public Financial Management System (IFMIS) – generated Budget and Financial Accountability Reports (BFARs), which should be submitted in a timely manner; i.e., within thirty (30) days after the end of each quarter, as provided under Item 3.19.2 of DBM National Budget Circular No. 587, pursuant to Section 99, General Provisions of Republic Act No. 11936 (FY 2023 GAA), to indicate the progress towards the accomplishment of broader sectoral and societal outcomes targeted by the agency for improving the lives of Filipinos.

BFARs will be used to monitor and validate agency accomplishments. For deficiencies or non-attainment of FY 2023 targets, justifications must be submitted together with the prescribed BFAR forms to the Commission on Audit (COA), the DBM, and the Bureau of Treasury (BTr), as applicable through the DBM URS, thirty (30) days after the end of the 4th quarter of FY 2023.

The requirements under Performance Results shall be assessed and scored as follows:

TABLE 2: RATING SCALE FOR PERFORMANCE RESULTS				
1	2	3	4	5
Met below 50% of performance indicators of the Congress-approved performance targets for FY 2023.	Met 50% to less than 70% of performance indicators of the Congress-approved performance targets for FY 2023.	Met 70% to less than 80% of performance indicators of the Congress-approved performance targets for FY 2023.	Met 80% to less than 100% of performance indicators of the Congress-approved performance targets for FY 2023.	Met each one or 100% the Congress-approved performance targets for FY 2023 (all performance indicators)

Process Results

The target under Process Results is the greater ease of transaction of core services based on mandated functions (external) covering government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions, and the administrative and supporting services (internal) within the agency.

Further ease of transaction of critical external and internal services may be achieved through more rigorous approaches such as reengineering, streamlining, digitalization and other technological applications, and other types of process innovations implemented in the agencies including their Regional, Satellite, and Extension Offices.

For FY 2023, the target will be substantive improvements in ease of doing business/ease of transaction with respect to two (2) critical services consisting of one (1) core service (external) based on the mandated function of the agency and one (1) support/administrative service (internal) as declared in the agency's/SUC's updated Citizen's Charter and in line with the Anti-Red Tape Authority (ARTA)'s Whole-of-Government (WOG) Reengineering Manual.

In the process of improving the services of agencies and in promoting the WOG approach in the bureaucracy, the ARTA enjoins all government agencies to adopt the WOG Reengineering Manual as a tool in the reengineering of government services which focuses on the reengineering of systems and procedures. It aims to support government agencies towards a new way of service delivery, giving better services for citizens through improvements in government agencies working in a more integrated, WOG approach.

As defined in ARTA MC 2019-002-A, the services may be categorized based on the following:

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.
2. Internal services - refer to government services applied for or requested by internal clients or individuals who are within the respective government agency or office, such as, but not limited to, its personnel or employees, whether regular or contractual. Internal services include services such as, but are not limited to, backend/support

services to regulatory functions related to permitting, licensing, and issuance of a privilege, right, reward, clearance, authorizing, or concession.

In selecting the critical services to be prioritized by the agency (and which will be validated later by the ARTA for purposes of determining eligibility for the PBB), the following factors shall be considered. The selected critical service is:

- a. A core service which is a process needed to achieve the overall mission and objectives of the public sector organization. These services may refer to those that are aligned with the agency’s mandate and main functions.
- b. The most complained service with the greatest number of complaints received by the agency and other complaints-handling agencies.
- c. The service/s with the greatest number of pending transactions or backlogs that went beyond its prescribed processing time as declared in the agency’s Citizen’s Charter.
- d. A service that generates income/revenue for the government.
- e. A service attributable to the PREXC/Programs of agencies.
- f. A service that involves inter-agency action to complete the transaction.

The agencies and SUCs may use the concepts and tools indicated in the WOG Reengineering Manual in their reengineering efforts and may refer to the submitted initial Reengineering Plan to ARTA as the basis in prioritizing areas for improvement. The results of the implemented reengineering plan shall be reported through Annex 2: Modified Form A which also contains a guide in accomplishing said form. Agencies and SUCs must report objectively verifiable evidence of achievements in ease of doing business/ease of transaction using Annex 2.

The requirements under Process Results shall be assessed and scored as follows:

TABLE 3: RATING SCALE FOR PROCESS RESULTS				
1	2	3	4	5
No substantial improvement in ease of transaction in both external core and internal services	Achieved substantial improvements to ease transactions in internal service	Achieved substantial improvements to ease transactions in external service only	Achieved substantial improvements to ease transaction in external but non-priority core service and internal service	Achieved substantial improvements to ease transaction in priority core service (external) and internal service

Agencies are required to submit a report on the digitalization initiatives or digital transformation of external and internal services through the following:

- a. development of electronic or online and/or paperless application systems, payment systems, new service delivery channels, and contactless transactions;
- b. utilization of disruptive and emerging technologies in system development and integration (e.g., blockchain, application programming interface, robotic process automation, cloud services, etc.);
- c. enabling data linkages and interoperability capacities among information systems;

- d. creating capacities for data management and analytics;
- e. modernization of existing systems and applications; and
- f. other process improvements using information technology.

The report should highlight the tangible results of digitalization in terms of ease of doing business or ease of transaction from the point of view of the transacting public client, such as but not limited to reduced waiting and processing times; reduced wastes in the process; lowered costs; real-time generation of reports for informed decision-making; expanded coverage; improved client satisfaction rating and similar outcomes.

The complete report on digitalization is also considered as an Agency Accountability as stated in Section 5.0.

Financial Results

For agencies and GOCCs covered by the DBM, attainment of the FY 2023 Disbursement BUR; and for SUCs likewise achieve the FY 2023 Disbursements BUR and the FY 2023 Earmarked Income Targets.

Targets under Financial Results reflect final payments made from the agency's annual budget allotment to realize their committed programs and projects based the valid appropriations for FY 2023. Hence for FY 2023, agencies shall accomplish the following Disbursements BUR:

Disbursements BUR - is measured by the ratio of total disbursements (cash and non-cash, excluding Personnel Services) to the total obligations for Maintenance and Other Operating Expenses (MOOE) and Capital Outlays (CO) made in 2023, net of goods and services obligated by December 31, 2022, but paid only in 2023. The total obligations for MOOE and CO shall refer to those made from the current appropriations under the FY 2023 GAA and the continuing appropriations under FY 2022, respectively. The objective is to measure the disbursements for the obligations for MOOE and CO made in 2023 from all valid appropriations. Transfers to other agencies shall not be considered as disbursements until such time such transferred funds have been actually utilized for payment, inspection and acceptance of goods delivered and services rendered. Hence:

Disbursements BUR = Total Actual Disbursement/Total Actual Obligations (both net of Personnel Services)

Same as the Performance Results, the agencies must ensure the submission of the quarterly BFARs through the DBM-URS, in a timely manner within thirty (30) days after the end of each quarter. The submitted FY 2023 Financial Accountability Reports (FAR) No.1 Statement of Appropriations, Allotments, Obligations, Disbursements, and Balances (SAAODB) shall be the basis in determining the FY 2023 BUR accomplishment of agencies.

The requirements under the Financial Results shall be assessed and scored as follows:

TABLE 4: RATING SCALE FOR FINANCIAL RESULTS				
1	2	3	4	5
Below 40% Disbursements BUR	40%-55% Disbursements BUR	55%-70% Disbursements BUR	70%-85% Disbursements BUR	85%-100% Disbursements BUR

Citizen/Client Satisfaction Results

For NGAs, GOCCs covered by the DBM, and SUCs, resolve all reported complaints from Hotline #8888 and Contact Center ng Bayan (CCB); and for LWDs and GOCCs covered by RA No. 10149, accomplish and submit reports on Client Satisfaction or feedback mechanism as prescribed by LWUA and GGC.

Resolution and compliance to reported complaints from Hotline #8888 and Contact Center ng Bayan (CCB). Agencies shall ensure the resolution of all complaints and grievances reported to Hotline #8888 and CCB, and their compliance to the 72-hour prescribed period to take actions on complaints as provided in EO No. 6, s. 2016.

Reported complaints and grievances shall cover government service and procedures of the agencies, acts of red tape, corruption, and/or other interferences to public service delivery by any government agency, individuals, or instrumentalities.

To provide evidence on this, agencies may submit a report summarizing the Hotline #8888 and CCB complaints received in FY 2023 and their status if resolved or pending. The validation shall be complemented with reports and collected data on feedback and complaints from citizens/clients gathered by the Office of the President, Presidential Management Staff, Civil Service Commission, and Presidential Communications Operations Office from Hotline #8888 and CCB databases, as well as the Freedom of Information (FOI) portals.

To determine the resolution and compliance rates to Hotline #8888 and CCB complaints, agencies may refer to item IV of Annex 5 or with the definitions provided in Section 2.4.2c of MC No. 2021-2.

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

TABLE 5: RATING SCALE FOR CITIZEN/CLIENT SATISFACTION RESULTS				
1	2	3	4	5
0% resolution and compliance rate to #8888/CCB complaints	At least 1% resolution and compliance rate to #8888/CCB complaints	At least 50% resolution and compliance rate to #8888/CCB complaints	At least 75% resolution and compliance rate if there are more than 250 tickets to #8888/CCB complaints	100% resolution and compliance to #8888/CCB complaints
			At least 80% resolution and compliance rate for 250 or less tickets to #8888/CCB complaints	

V. PLAWD ACCOUNTABILITIES

To sustain the institutionalization of compliance to existing government-mandated laws and standards, agencies and their Performance Management Team (PMT) shall continue to implement, monitor, and enforce compliance with the following requirements within their agencies. See Annex 6: FY2022 Agency Accountability Timelines

TABLE 6. AGENCY ACCOUNTABILITIES	
Existing Agency Accountabilities	<ul style="list-style-type: none"> a. Updating of Transparency Seal b. Compliance to Audit Findings and Liquidation of Cash Advances c. Compliance with the Freedom of Information (FOI) Program d. Establishment and Conduct of the Agency Review and Compliance of Statement of Assets, Liabilities, and Net Worth (SALN) e. PhilGEPS posting of all invitations to bids and awarded contracts – Notices of Award/Bid Results, Actual Approved/Awarded Contracts, and Notices to Proceed/Purchase Orders for public bidding transactions above one million (P1,000,000) (Annex 7) f. FY 2023 Non-Common Use Supplies and Equipment (APP-non CSE) g. Posting of Indicative FY 2024 APP-non CSE h. FY 2024 Annual Procurement Plan-Common Use Supplies and Equipment (APP-CSE) (Annex 8) i. Results of FY 2022 Agency Procurement Compliance and Performance Indicators (APCPI) System j. Undertaking of Early Procurement Activities covering FY 2024 Procurement Projects k. Designation of the Agency’s Committee on Anti-Red Tape (CART) l. Compliance with the National Competition Policy (NCP) (Annex 5 to 5.4)

<p>New Agency Accountabilities beginning FY 2023 PBB</p>	<p>m. For departments/agencies, SUCs, and GOCCs (DBM), continuing ISO-QMS certification or equivalent certification of at least one (1) critical frontline service or core process. (Annex 3) n. Administered Client Satisfaction Measurement (CSM) o. Report on the digitalization initiatives or digital transformation of external and internal services</p>
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While the above-mentioned conditions are no longer required in determining the overall PBB eligibility of agencies, compliance with these conditions shall be used as the basis in determining the eligibility of responsible units and individuals. Agencies should submit these legal requirements directly to the validating agencies.

VI. ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

Similar to FY 2022 PBB, the delivery units (DUs) of eligible agencies shall no longer be ranked for FY 2023 PBB. However, the unit/s most responsible for deficiencies shall be isolated.

6.1 Based on Table 1, to be eligible for the FY 2023 PBB, the agency must attain a total score of at least 70 points and achieve at least a rating of 4 for at least three (3) in the four (4) accountability dimensions. To be able to attain at least 70 points, the agency should achieve a performance rating of 4 in at least three (3) criteria. In case the agency fails to meet a rating of 4 in at least three (3) criteria, the unit/s most responsible (including its head) for the criteria stated in Section 3.0 with a performance rating of below 4 will be isolated from the grant of the FY 2023 PBB.

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

To be eligible for FY 2023 PBB, employees belonging to the First, Second, and Third Levels should receive a rating of at least "Very Satisfactory" based on the agency's CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the Career Executive Service Board (CESB).

Department Secretaries, Heads of OEOs, Chairpersons, Commissioners of Constitutional Offices, Heads of Attached Agencies, Presidents of SUCs, and non-ex officio Heads of GOCCs covered by the DBM are eligible only if their respective agencies are eligible. If eligible, their PBB shall be equivalent to the rates stated in Section 7.0.

Non-ex officio Board Members of GOCCs covered by the DBM may be eligible to the PBB with the equivalent rates following Section 7.0 and these conditions:

- a. The PLAWD has qualified for the grant of FY 2023 PBB;
- b. The Board Member has 90% attendance to duly called board meeting and committee meetings as certified by the Board Secretary;

- c. The Board Member has nine (9) months aggregated service in the position; and
- d. The PLAWD has submitted the appropriate annual Board-approved Corporate Operating Budget to DBM following the Corporate Budget Circular Mo. 22 dated December 1, 2016.

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

Personnel who transferred from one government agency to another agency shall be included by the agency where he/she served the longest. If equal months were served for each agency, he/she will be included in the recipient agency.

Officials and employees who transferred from government agencies that are non-participating in the implementation of the PBB shall be rated by the agency where he/she served the longest; the official/employee shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service to the participating implementing agency.

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

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

TABLE 7: LENGTH OF SERVICE AND PERCENTAGE OF PBB	
LENGTH OF SERVICE	% OF PBB
8 months but less than 9 months	90%
7 months but less than 8 months	80%
6 months but less than 7 months	70%
5 months but less than 6 months	60%
4 months but less than 5 months	50%
3 months but less than 4 months	40%

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

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

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

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

Officials and employees who failed to submit 2022 SALN as prescribed in the rules provided under CSC Memorandum Circular No. 3 s. 2015; or those who are responsible for the non-compliance with the establishment and conduct of the review and compliance procedure of SALN, shall not be entitled to the FY 2023 PBB.

Officials and employees who failed to liquidate all cash advances received FY 2023 within the reglementary period, as prescribed in COA Circular 97-002 dated February 10, 1997, and reiterated in COA Circular 2009-002 dated May 18, 2009, shall not be entitled to the FY 2023 PBB.

VII. RATES OF PBB

7.1 The total score as stated in Section 4.0 shall be the basis in determining the amount of the PBB an agency is eligible for. The maximum rate of the PBB for agencies that will achieve 100 points shall be 100% of the 65% MBS of an individual as of December 31, 2023. For illustration, see Table 8 below:

TABLE 8: RATES OF THE PBB	
TOTAL SCORE	PBB RATES
100 points	65% (100% of the 65% monthly basic salary)
95 points	61.75% (95% of the 65% monthly basic salary)
90 points	58.5% (90% of the 65% monthly basic salary)
85 points	55.25% (85% of the 65% monthly basic salary)
80 points	52% (80% of the 65% monthly basic salary)
75 points	48.75% (75% of the 65% monthly basic salary)
70 points	45.5% (70% of the 65% monthly basic salary)

7.2 Should the agency be assessed eligible to the grant of the PBB, the rates of incentives will be reduced by 5% if it failed to submit the complete PBB requirements on time.

VIII. TIMELINES AND SUBMISSION/POSTING OF REPORTS AND REQUIREMENTS

- a. The quarterly BFARs of the agencies which will be used to assess and validate Performance Results shall be submitted through the DBM URS in a timely manner, i.e., within thirty (30) days after the end of each quarter, as provided under Item 3.19.2 of National Budget Circular No. 587 pursuant to Section 99, General Provisions of Republic Act No. 11639 (FY 2023 GAA). BFARs will be used to assess and validate Performance Results. Non-compliance thereto must be supported with relevant justification.
- b. PLAWD should submit evidence of accomplishments of Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results (as provided in Section 4.0) on or before February 29, 2024, through an electronic submission (scanned or digital copy of the official submission and editable MS Word or Excel files for use of the AO25 Secretariat). Late submission of complete PBB requirements of agencies that are assessed to be eligible to the grant of the FY 2023 PBB, shall be subject to a penalty (5% reduction in the rates on incentives) as indicated in Section 7.2.

As part of the AO25 efforts in digitalizing and streamlining the assessment processes, beginning FY 2023 PBB, the submission of accomplishment reports shall be fully online through the Government Executive Information System (GEIS) platform. The GEIS serves as the main source of performance information for agencies including both the historical and current status of eligibility to the PBB and compliance with government standards. Further details on the use of the GEIS shall be disseminated to the agencies through a separate communication.

- c. PLAWD shall ensure that all explanations and justifications for deficiencies are already attached in their online submission.
- d. The AO25 IATF shall conduct spot checks to validate claims and certifications made by the agencies on their submitted/posted reports and/or requirements.
- e. PLAWD is encouraged to provide information to the AO25 Secretariat on compliance with the Agency Accountabilities provided in Section 5.0.
- f. PLAWD shall be responsible for the review and updating of its respective Personnel Services Itemization and Plantilla of Personnel (PSIPOP) under the DBM'S Government Manpower Information System (GMIS). Under National Budget Circular (NBC) No. 549, agencies shall review the PSIPOP and update the Plantilla of Personnel (POP) portion thereof, and upload the same to the GMIS database every last week of the month. The PSIPOP shall serve as the primary source of data in determining the total FY 2023 PBB requirement of the agency, to be complemented by a simplified Annex 9: Report on Ranking of Offices/Delivery Units.

For agencies with non-permanent positions or excluded from the coverage of the GMIS, a modified Form 1.0 shall be submitted to the DBM for review and evaluation.

IX. EFFECTS OF NON-COMPLIANCE

PLAWD, which, after due process by the oversight agency has been determined to have committed a prohibited act, shall be disqualified from the PBB in the succeeding year of its implementation.

Moreover, the CSC or Ombudsman shall file the appropriate administrative case for misrepresentation in the submitted/posted reports and requirements for the PBB, a commission of fraud in the payment of the PBB, and violation of the provisions of this Circular.

X. COMMUNICATION AND CHANGE MANAGEMENT

Head of Agencies with the support of their PMTs should enhance the implementation of their internal communications strategy on the PBB and fulfill the following:

- a. Engage their respective employees in understanding the PBB, the performance targets of their respective agencies, as well as the services and outputs that they will need to deliver to meet these targets.
- b. Disseminate the performance targets and accomplishments of their agencies to their employees through the intranet and other means, as well as publish these on their respective websites for the public's information.
- c. Set up a Help Desk to respond to queries and comments on the targets and accomplishments of their agencies. The Help Desk may be a facility that is embedded in the respective websites of agencies.
- d. Set up a Complaints Mechanism to respond to the PBB-related issues and concerns raised by officials and employees of their respective agencies. Such may be incorporated in the functions of their Grievance Committee.


The Head of Agency shall designate a senior official who shall serve as a PBB focal person. The offices responsible for the performance management may be tasked to provide secretariat support to the PMT and to recommend strategies to instill a culture of performance within the agency. The name, position, and contact details (e-mail, landline, facsimile, cellular phone) of PBB focal persons should be submitted to the AO25 Secretariat.

PLAWD should strengthen its communications strategy and ensure transparency and accountability in the implementation of the PBB.

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