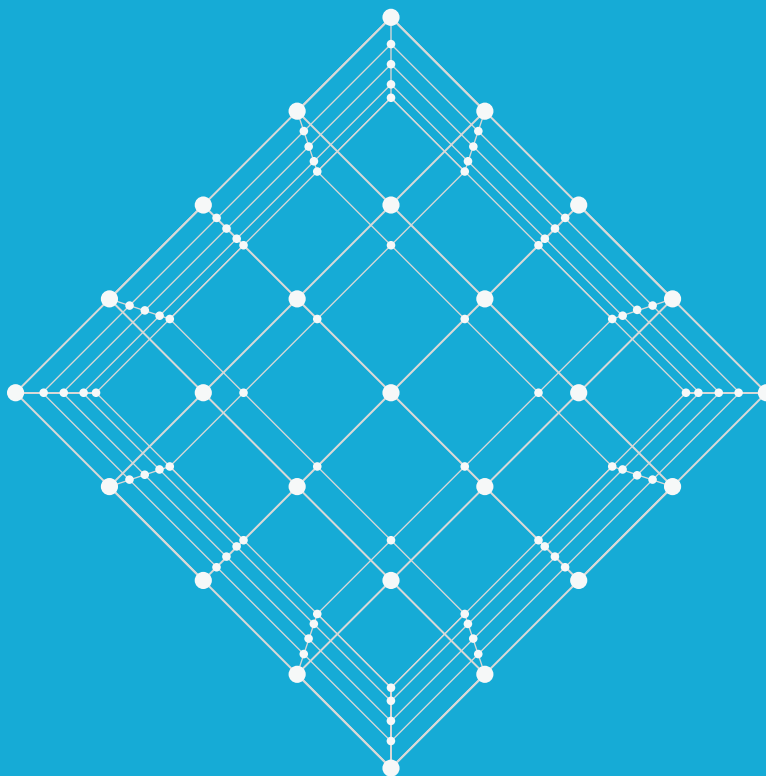




REPUBLIC OF THE PHILIPPINES

NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY



GREATER SOLIDARITY AND BETTER RESULTS

**ANNUAL REPORT 2014**



## **About the cover**

The main visual element is a rhombus similar to the one found in NEDA's logo; with the nodes/dots representing people, and lines/wires representing their interconnections. From top to bottom, every node and line ensure the rhombus can withstand any external force, and the possibility of connecting with other rhombuses is limitless.

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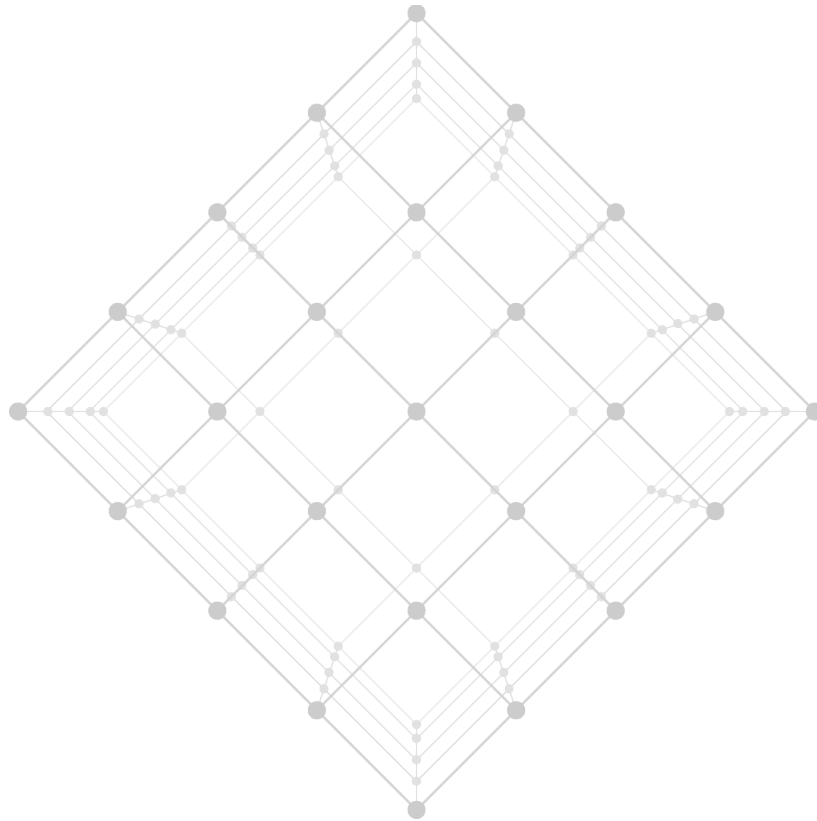
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GREATER SOLIDARITY AND BETTER RESULTS

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# ANNUAL REPORT 2014





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# Secretary's Message



## **NEDA in 2014: Greater solidarity and better results**

Despite the challenges that the country faced in 2014, I am pleased to note that the National Economic and Development Authority made significant achievements in the year, through our mandate and strong resolve to sustain economic gains and meet development targets. The challenges we faced required us to be steadfast as we informed the choice, design, and implementation of policies and programs by our partners in government and the private sector. Allow me to take stock of what we have achieved and how we have contributed to the country's economic performance in the past year.

NEDA provided sound technical advice, vetted policy issues, and provided critical information to the Office of the President and other peers in government. Its attached agency, the Philippine Statistics Authority, periodically released needed statistical reports and data, including socioeconomic indicators, on time despite the recent re-organization and merger of key statistical agencies. Together with the Economic Development Cluster and relevant government units, NEDA also worked with the House of Representatives and Senate to formulate and improve key economic laws.

To ensure that government efforts for development are coordinated, NEDA led other government agencies in updating the *Philippine Development Plan 2011-2016*. The updated Plan preserved the overall direction of the original PDP 2011-2016 while sharpening strategies for sustaining growth and accelerating employment creation and poverty reduction. NEDA also assisted the Office of the Presidential Adviser on the Peace Process and the Bangsamoro Development Agency in coming up with the Bangsamoro Development Plan.

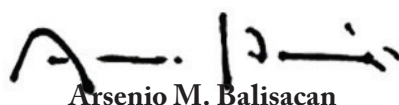
In keeping with NEDA's mandate to program investments for the country, the NEDA Board headed by President Aquino has approved Php 1.079 trillion worth of programs and projects since the start of his administration up to December 2014. Of this total amount, about Php628 billion will be implemented through public-private partnership. The NEDA Secretariat and the PPP Center evaluated these approved projects to help ensure that public funds would be allocated where they are needed the most.

To check whether ongoing programs and projects are achieving intended outcomes and identify ways to improve these, the NEDA-attached Philippine Institute for Development Studies conducted impact assessment studies, which help provide solid basis for implementing or redesigning programs and policies.

To strengthen mitigation measures while ensuring that efforts remain consistent with the PDP, NEDA followed up 2013's *Reconstruction Assistance on Yolanda (RAY): Build Back Better* with *RAY: Implementation for Results in 2014*. These two documents provided the framework for the Comprehensive Reconstruction and Rehabilitation Plan, which the government used for interventions in areas affected by super typhoon Yolanda.

In 2015, NEDA shall continue to steer the Philippine economy through systematic, solid, and integrated economic and development management, mindful that its efforts are essential in helping the government and its partners reach the PDP targets in the next 24 months. The country's hosting of the Asia Pacific Economic Cooperation (APEC), with NEDA serving as co-chair in the APEC Senior Officials' Meeting, is another opportunity for NEDA to influence decisions concerning structural reforms within the country and the Asia-Pacific region.

Every year, we always raise the bar higher in NEDA. With 2014 being a successful year for the organization in achieving greater solidarity and better results, 2015 will be a new opportunity for us to help steer the Philippine economy and solidify economic and structural reforms.



Arsenio M. Balisacan  
Socioeconomic Planning Secretary  
and NEDA Director-General

# About NEDA

The National Economic and Development Authority (NEDA) is the Philippine Government's socioeconomic planning body.

NEDA is composed of the NEDA Board and the NEDA Secretariat. The Board is chaired by the President of the Republic with the Socioeconomic Planning Secretary as Vice-Chair. Members of the NEDA Board include several Cabinet Secretaries, the Central Bank Governor, Autonomous Region in Muslim Mindanao and Union of Local Authorities of the Philippines.

The Secretariat, meanwhile, is the research and technical arm of the Board, with the Socioeconomic Planning Secretary as its Director-General. It provides technical staff support and assistance, including the conduct of studies and formulation of policy measures and other recommendations on the various aspects of development planning, investment programming, and policy formulation, as well as coordination, evaluation and monitoring of plan implementation.

The current functions of NEDA are stated in the Article XII, Section 9 of the 1987 Constitution which states:

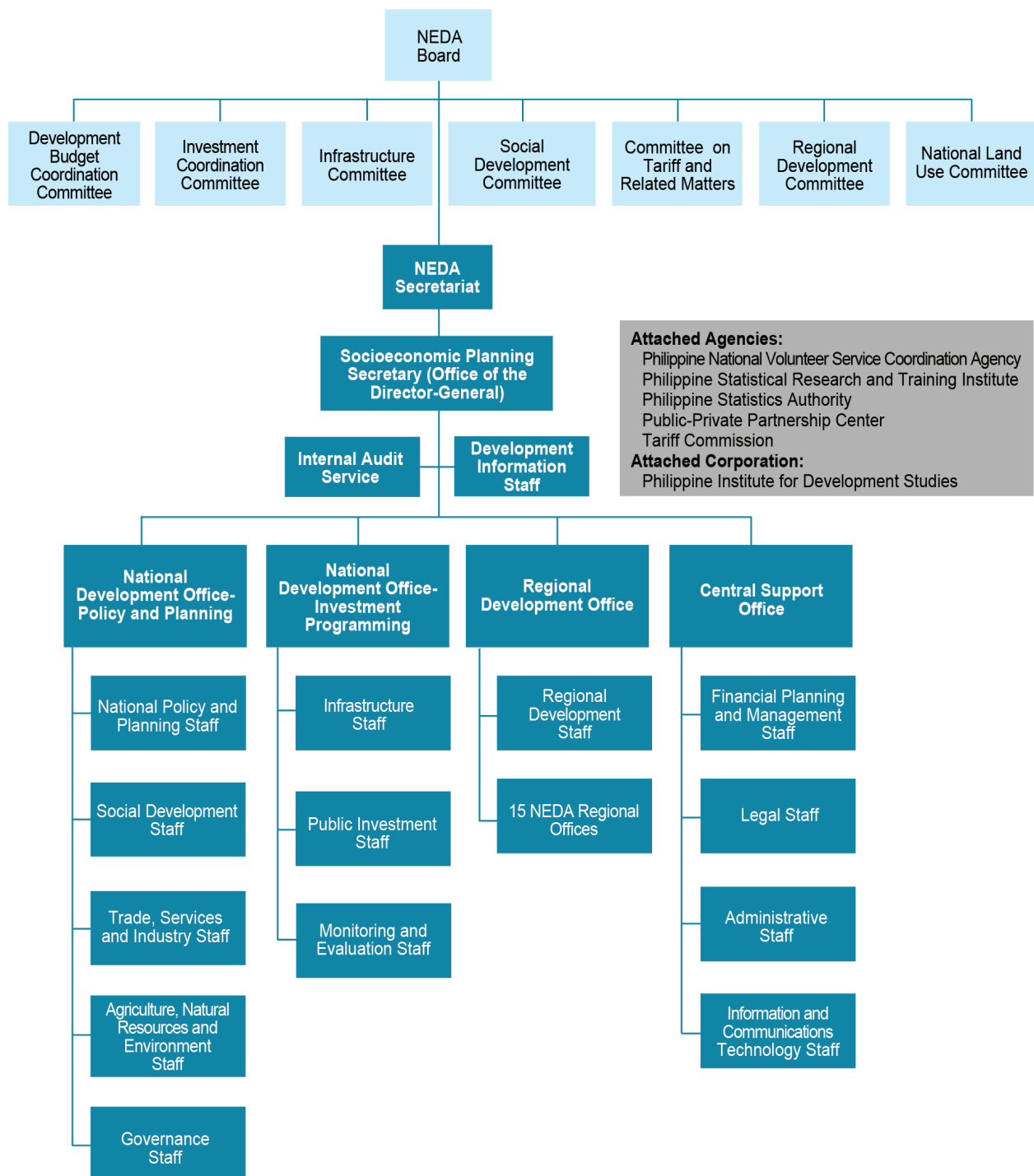
*“The Congress may establish an independent economic and planning agency headed by the President, which shall, after consultations with the appropriate public agencies, various private sectors, and local government units, recommend to Congress, and implement continuing integrated and coordinated programs and policies for national development.*

*“Until the Congress provides otherwise, the National Economic and Development Authority shall function as the independent planning agency of the government.”*

Meanwhile, the Reorganization Act of NEDA, as promulgated in Executive Order No. 230 (s. 1987), Sections 3 and 5 states:

*“The Authority shall be composed of two separate and distinct entities: the Board and the Secretariat...”*

*“The powers and functions of the Authority reside in the NEDA Board. The Authority shall primarily be responsible for formulating continuing, coordinated and fully integrated social and economic policies, plans and programs...”*



*Organizational structure of the National Economic and Development Authority*

# Outcome A:

## Sound economic and development management effected

The country's goal in the medium term is to achieve inclusive growth, a development process that engages every Filipino so no one is left behind.

To facilitate inclusive growth, NEDA and its attached agencies provide six major services that contribute to sound economic and development management:

- Development planning, by assessing the socioeconomic situation of an area or sector and formulating appropriate development strategies to achieve desired results;
- Investment programming, by reviewing major programs and projects for national government funding to support the planned development strategies;
- Monitoring and evaluation, by determining whether plans, major programs and projects are on track and effective in bringing about intended results;
- Policy and technical advice, by providing rigorous independent and objective assessments of public policies;
- Statistical products and civil registration services, by generating and disseminating relevant and accessible statistics for evidence-based decision making and recording vital information on every Filipino as a means of protecting his or her civil rights; and
- Capacity development services, by equipping stakeholders with tools, knowledge and skills needed for socioeconomic development.



## Development planning

### Philippine Development Plan (PDP) 2011-2016 Midterm Update

NEDA finalized and released in 2014 the Philippine Development Plan (PDP) 2011-2016 Midterm Update. This was accompanied by the revalidated Results Matrices (RM), which serve as a tool to monitor and evaluate the progress of implementation of the Plan.

### Regional Development Plans (RDPs) 2011-2016 Midterm Update

With the Regional Development Plans (RDPs) for 2011-2016 updated in 2013, the NEDA Regional Offices (NROs) implemented advocacy campaigns for their respective updated RDPs by conducting roadshows and press briefings with regional stakeholders. Validation workshops were also conducted by the NROs to present and validate the complementing RMs during sectoral meetings.

### Spatial Strategy Development Framework Plans (SSDFPs)

The NROs drafted three major Area Spatial Development Framework (ASDF) Plans for Luzon,

Visayas and Mindanao. The plans provide a geographic slice of the National Physical Framework Plan and adopt the core strategies of concentration, connectivity, and vulnerability reduction of the National Spatial Strategy. The Luzon, Visayas and Mindanao ASDFs will guide the different regions in formulating their respective regional spatial development frameworks.

### Bangsamoro Development Plan

With the signing of the Comprehensive Agreement on the Bangsamoro, NEDA provided technical assistance to the Bangsamoro Development Agency in refining the growth targets for the Bangsamoro Development Plan (BDP). Furthermore, in coordination with concerned agencies, NEDA assisted in preparing the BDP's accompanying investment program. NEDA also took part in the preparations for the Special Philippines Development Forum on Bangsamoro held in Davao City in November 2014 as a member of the technical working group.



*From left: Interim Deputy National Statistician Romeo Recide, National Statistician Lisa Grace Bersales, Socioeconomic Planning Secretary Arsenio Balisacan, and Assistant Director-General Rosemarie Edillon at the press conference on the 3rd Quarter 2014 Report on the Philippine Economy.*

## NEDA inputs to sector and area plans

### NEDA provided substantial inputs to the following sectoral plans:

- Philippine Transport Infrastructure Roadmap;
- Roadmap for Transport Infrastructure Development for Metro Manila and its Surrounding Areas (Regions III and IV-A);
- Roadmap to Decongest Manila and Divert Container Traffic to Batangas and Subic Ports;
- Proposed General Policies and Specific Guidelines on and Proposed Framework for Prioritization of Economic Activities and the Proposed 2014 Investment Priorities Plan;
- Central Luzon Tourism Development Plan;
- Integrated River Basin Management and Development Plan for the Marikina River Basin;
- Strategic Action Plan (SAP) for the Rehabilitation and Recovery of CALABARZON Areas Affected by Typhoon Glenda (Rammasun);
- ALMASOR Area Development Plan for the Albay-Masbate-Sorsogon area;
- Triple C Area Development Plan for the Camarines Sur-Camarines Norte-Catanduanes area;
- SULHOG Eastern Visayas Yolanda Rehabilitation Plan, which serves as a regional counterpart of the national government's Rehabilitation Assistance on Yolanda (RAY); and
- The publication of the Diwalwal Mineral Reservation Area Development Plan (DMRADP).

### Post-2015 Agenda

Being the implementing partner of the Accelerating Progress on the Millennium Development Goals (AP-MDGs) Project funded by the United Nations Development Programme (UNDP), NEDA was tasked to lead the process of forging a national consensus on the completion of MDGs and the Post-2015 Development Agenda. This project aims to increase capacities of concerned government agencies and other stakeholders in mainstreaming MDGs in development plans and policies, as well as implement, finance and monitor programs, especially on poverty reduction.

### Natural capital accounting

Through the World Bank-assisted Philippine Wealth Accounting and Valuation of Ecosystem Services (Phil-WAVES) project, NEDA is coordinating inter-agency work on the development of national mineral accounts, as well as ecosystems accounts for Laguna Lake and Southern Palawan. The project aims to eventually incorporate natural capital into national accounts in order to better support policy decisions towards sustainable development.

### Regular reports on socioeconomic indicators

The NEDA Secretariat also regularly submits to the President, memoranda and technical reports on the latest results of the surveys/estimates of social and macroeconomic indicators released by the Philippine Statistics Authority (PSA). The reports inform the President on the current socioeconomic situation, provide near-term outlook and recommend appropriate policy actions. These include the following:

- Monthly reports on inflation;
- Monthly reports on merchandise exports;
- Monthly reports on merchandise imports;
- Monthly reports on the industry sector;
- Quarterly reports on employment;
- Quarterly reports on the performance of the economy; and
- First semester report on poverty.

These reports are instrumental in keeping track of the country's economic performance vis-à-vis development targets, building on gains to deepen reforms, and addressing risks before they escalate into problems or crises that are hard to manage.



## Investment programming

### Revalidated Public Investment Program (PIP)

The Revalidated Public Investment Program (PIP) 2011-2016 was published in 2014. With this, NEDA regularly provided status reports on the Strategic Core Investment Programs and Projects (CIPs), as well as on the updated list of NEDA Board-approved projects.

### Updated Regional Development Investment Programs (RDIPs)

At the regional level, the Updated Regional Development Investment Programs (RDIPs) 2011-2016 were presented to their respective Regional Development Councils (RDCs) for final approval. The NEDA Regional Offices (NROs) then prepared the Annual Investment Programs (AIPs) based on the approved RDIPs.

### Comprehensive and Integrated Infrastructure Program (CIIP)

With the revalidation of the PIP, NEDA updated and presented to the NEDA Board Committee on Infrastructure (INFRACOM)-Technical Board, the consolidated list of infrastructure projects in the Comprehensive and Integrated Infrastructure Programs (CIIP). The Updated CIIP (2013-2016 and beyond), which includes all ongoing and proposed public infrastructure projects, and aims to provide a picture of public infrastructure investments to be used as basis for infrastructure planning, programming, budgeting, monitoring and policy development. It covers projects that will be implemented through purely private investment, public private partnership (PPP), or purely public investment.



*President Benigno S. Aquino chairs the National Economic and Development Authority Board Meeting at the Malacañan Palace. The meeting was attended by cabinet secretaries and government agency officials. Photo by the Malacañang Photo Bureau*

### Three-Year Rolling Infrastructure Program (TRIP)

The INFRACOM approved the reinstitution of the Three-Year Rolling Infrastructure Program (TRIP) in the National Expenditure Program (NEP) process. The TRIP aims to further synchronize and streamline the government's infrastructure planning, programming and budgeting processes and ensure that the respective agencies' budget ceilings are allocated for priority infrastructure programs and projects that are responsive to the outcomes of the Philippine Development Plan (PDP) and targets under the Results Matrices (RM).

It will also aid in monitoring and investment programming towards attaining the government's commitment to increase public spending on infrastructure to 5.1 percent of gross domestic product by 2016.

### Program and project appraisal

Another regular function of NEDA is the appraisal of programs and projects to ensure alignment with the PDP. In 2014 alone, the NEDA Board

confirmed the approval of 32 infrastructure projects (Php528.486 billion), of which 22 are new projects and 10 were re-evaluated/re-approved due to change in project details, i.e., cost and scope. Apart from government-funded infrastructure projects and those implemented through public-private partnership (PPP), NEDA also appraised and reviewed UNDP-assisted/managed projects, as well as health and nutrition programs for the 2015 National Priority Plan. NEDA likewise conducted feasibility studies for various infrastructure projects under the NEDA-administered feasibility study fund.

### Value engineering/value analysis

Anchored on a conscious effort to increase efficiency in infrastructure spending, value engineering/value analysis (VE/VA) studies were undertaken in 2014 to help ensure that infrastructure projects are appropriately designed, and to help minimize cost overruns, implementation delays, and changes in scope of work. VE/VA studies were conducted for the Cebu Bus Rapid Transit (BRT) project; and on the Study on Rail Gauge (Standard vs. Narrow) and Train Type (Diesel vs. Electric).

## Programs and projects approved by the NEDA Board

**In 2014, the NEDA Board approved and confirmed the following nine (9) public-private partnership (PPP) projects:**

- LRT Line 2 Operations and Maintenance (O&M) Project (Php16.52 billion);
- Laguindingan Airport Development, Operations and Maintenance Project (Php14.615 billion);
- New Bohol Airport Development and Operations/Maintenance Project (Php2.335 billion);
- Puerto Princesa Airport Development, and Operations and Maintenance Project (Php5.228 billion);
- Davao Sasa Port Modernization Project (Php18.99 billion);
- Iloilo, Bacolod, and Davao Airport Development, Operations and Maintenance Projects (Php91.23 billion);
- Laguna Lakeshore Expressway – Dike Project (Php122.811 billion);
- New Centennial Water Source – Kaliwa Dam Project (Php18.724 billion); and
- Regional Prison Facilities through Public-Private Partnership Project (Php50.184 billion).

The NEDA Board also approved the award to the lone bidder of the LRT Line 1 South Extension Project (Php64.915 billion, originally confirmed in 2012), the amendments to the project structure on the Development of the Integrated Transport System (ITS) Terminals at Food Terminal, Incorporated (FTI) and the Philippine Reclamation Authority (PRA) (Php7.747 billion, originally confirmed in 2013), as well as the MWSS's request to extend the invitation to pre-qualify and bid for the Bulacan Bulk Water Supply Project (Php24.435 billion, originally confirmed in 2013).

## Programs and projects approved by the NEDA Board (contd.)

Aside from PPP projects, the following five (5) new locally-funded projects and seven (7) new ODA-funded projects were also approved by the NEDA Board in 2014:

### Locally-funded Projects

- Modernization of the Dr. Jose Fabella Memorial Hospital (PhP2.00 billion);
- Sen. Gil Puyat Avenue/Makati Avenue-Paseo de Roxas Vehicles Underpass Project (PhP1.272 billion);
- Laoag City Bypass Link Road Project (PhP1.189 billion);
- Busuanga Airport Development Project (PhP4.106 billion); and
- Malinao Dam Improvement Project (PhP0.653 billion).

### Official Development Assistance (ODA) Projects

- Convergence on Value Chain Enhancement for Rural Growth and Empowerment (Project CONVERGE) (PhP2.284 billion\*);
- Fisheries Coastal Resources, and Livelihood (FishCORAL) Project (PhP1.856 billion);
- Flood Risk Management Project for Cagayan de Oro River (PhP8.549 billion);
- Metro Manila Interchange Construction Project, Phase VI (PhP4.007 billion);
- Cebu Bus Rapid Transit (BRT) Project (PhP10.617 billion);
- Water District Development Sector Project (PhP2.692 billion); and
- Angat Water Transmission Improvement Project (PhP5.777 billion).

### The NEDA Board also confirmed or noted the proposed changes for the projects earlier confirmed by the Board, as follows:

- Casecan Multi-Purpose Irrigation and Power Project-Irrigation Component, Phase II (change in funding source and reduction in cost from PhP7.054 billion to PhP7.605 billion);
- Umayam River Irrigation Project (change in funding source and reduction in cost from PhP1.560 billion to PhP1.402 billion);
- DPWH Bridge Construction Acceleration Project for Calamity-Stricken Areas Phase II (increase in cost by PhP170.92 million);
- Proposed Restructuring of the Bridge Construction and Replacement Project (noted the ICC's approval of the change in covered bridges);
- National Roads Bridge Replacement Project (increase in cost by PhP1.244 billion);
- KALAH-I-CIDDS National Community-Driven Development Project (confirmed by referendum the ICC approval of the proposed project changes on coverage, cost, and implementation period);
- Laguindingan Airport Development Project-Air Navigational Facilities/Equipment Component (confirmed ICC notation of project changes);
- Land Transportation Office Infrastructure and Information System (confirmed renewal of validity of ICC approval);
- Maritime Safety Capability Improvement Project of the Philippine Coast Guard (confirmed the ICC approval of project amendments);
- Increase in Cost for Pinatubo Hazard Urgent Mitigation Project, Phase III (confirmed ICC approval of the increase in cost from PhP5.286 billion to PhP5.749 billion); and
- Restoration of Damaged Bridges along the Bohol Circumferential Road through the Mega Bridges for Urban and Rural Development (MBURD), Tulay ng Pangulo Para sa Kaunlarang Pang-Agraryo (TPKP), and Road Upgrading and Preservation Project (RUPP) (confirmed ICC approval of change in covered bridges to cover earthquake- and typhoon-damaged bridges in Bohol and additional scope and loan reallocation for RUPP).

\*The NEDA Board, during its 29 November 2012 meeting, approved Component A first, with the proviso that it will be funded through the 2013 General Appropriations Act, and DAR to submit to the NEDA Board the result for the Board's consideration and approval of the other project components.



## Monitoring and evaluation

### 2014 Socioeconomic Report (SER)

The SER is an annual assessment of the Philippine Development Plan (PDP) implementation. Being the first assessment document after the release of the PDP Midterm Update, the formulation process of the 2014 SER has been enhanced to make the document more relevant, useful and effective, particularly in implementing the programs and strategies set in 2015 and in drafting the country's 2016 Budget Priorities Framework.

### PDP 2011-2016 Results Matrices

NEDA finalized and released in 2014 the revalidated Results Matrices (RM), which serve as a tool to monitor and evaluate the progress of the

Philippine Development Plan (PDP) 2011-2016 Midterm Update.

### 2014 Regional Development Reports (RDRs)

In parallel with the SER formulation, the NEDA Regional Offices (NROs) prepared their respective 2014 Regional Development Reports. The NROs also issued other regular socioeconomic reports, such as the Annual Regional Economic Situationer (ARES) and Quarterly Regional Economic Situationers (QRES).

### 2013 ODA Portfolio Review and regular ODA M&E

As mandated by law, NEDA submitted to Congress the 2013 Official Development



*NEDA Region 10 staff conduct a monitoring visit at the Laguindingan Airport ANSFF Supply Project site.*

## NEDA's institutional M&E systems and partnerships

In 2014, the following institutional M&E systems and partnerships involving NEDA were implemented:

**4th M&E Network Forum—M&E in Emergencies: Ensuring Accountability to Affected Population.** It was attended by members of M&E Network Philippines, as well as other stakeholders. International and local technical experts discussed topics such as vulnerability analysis and humanitarian performance monitoring, innovations in humanitarian performance monitoring and communication with affected population, and learning from evaluations in emergencies.

**Philippines' Country Paper on Collaborative Partner-Donor Evaluation in coordination with OECD EvalNet.** The Evaluation Network (EvalNet) of the Organisation for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) and several volunteer countries agreed to support an international joint study on partner-donor evaluation work that aims to understand the capacity building potential of collaborative evaluation work, draw new lessons about capacity development strategies, pave the way for future partner-donor collaboration on evaluation work, and prepare the ground for the elaboration of a best practice document on collaborative partner-donor evaluation work.

**Joint Analytic Work (JAW) with Additional Development Partners.** This exercise among NEDA, Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), and World Bank (WB)—with additional development partners from United Nations Development Programme (UNDP), United States Agency for International Development (USAID), and the Department of Foreign Affairs and Trade (DFAT) of Australia—undertakes the assessment of recommended options to address key cross-cutting and recurrent implementation issues in the ODA portfolio.

**Policy Window for Impact Evaluation with DFAT-Australia.** The Philippine Policy Window provides grants to government agencies or non-government organizations from the Australian Government for the conduct of impact studies of government policies and programs.

Assistance (ODA) Portfolio Review in June 2014. The report, which includes 23 Agency Folders, covers 77 loans (US\$9.09 billion) and 503 grants (US\$2.97 billion).

As part of its regular monitoring and evaluation (M&E) function, NEDA prepared periodic ODA portfolio performance reports on loans, grants, cost overruns, alert mechanisms, project profiles and regional matrices. These are used to present status of the portfolio and to flag specific programs or projects that may require urgent action.

NEDA also monitored the level of ODA resources allocated for gender-responsive programs using the Harmonized Gender and Development (GAD) Guidelines for project development, implementation and M&E. NEDA conducted missions/monitoring visits to assess ODA projects and GAD programs, including:

- Rural micro-enterprise promotion program;
- Second Cordillera highland agricultural resource management project;
- Rapid food production enhancement project;
- Local Governance Support Program for Local Economic Development (LGSP-LED); and
- Pasig-Marikina River Channel improvement project phases II and III.

### M&E of locally-funded programs and projects

NEDA prepared the final list of Locally-funded Programs and Projects (LFPs) to aid the concerned implementing agencies in determining which government-funded programs and projects are for priority monitoring. The list includes projects from the Strategic Core Investment Programs and Projects (CIPs), projects approved by the NEDA Board and the interagency Investment Coordination Committee (ICC), and programs and projects approved by the President. The report focused on the magnitude of LFPs in the country, their distribution, physical performance, and outputs.



NEDA conducted an independent assessment on the effectiveness of the Sustainable Livelihood Program (SLP) in sustaining the gains of the Pantawid Pamilya program. It identified challenges, successes and lessons learned in implementing the SLP in Pantawid Pamilya areas in Ilocos Norte, Quezon City, Iloilo City and Surigao del Sur.

### **Zero-based budgeting (ZBB) studies for 2014 budget preparation**

The Philippine Institute for Development Studies (PIDS), as the government's think tank attached to NEDA, completed the following zero-based budgeting (ZBB) studies for the 2014 budget preparation:

- Study on strategic government interventions of employment generation: DTI and various departments (DOLE, DA, DAR, DSWD, DOTC and DPWH); and
- Extension of study on SUC mandates and program duplication.

### **Monitoring compliance with international commitments**

NEDA regularly monitored and tracked the progress of the country's compliance with the following international human development commitments, such as:

- Millennium Declaration (MDGs);
- Cairo Programme of Action;
- Copenhagen Declaration and Programme of Action;
- Beijing Platform of Action; and
- Istanbul Declaration on Human Settlement and HABITAT Agenda

### **Post-disaster monitoring and needs assessment**

In 2014, NEDA published the "Reconstruction Assistance on Yolanda (RAY): Implementation for Results," the second document prepared by NEDA to provide the M&E framework and roadmap to meet immediate, short- and medium-term post-disaster reconstruction and rehabilitation needs in areas affected by typhoon Yolanda. It specifically presented existing M&E institutional arrangements, proposed mechanisms with the Office of the Presidential Assistant for Rehabilitation and Recovery (OPARR), M&E approach and methodology, and possible support and technical assistance requirements. The NEDA Regional Offices also prepared regional rehabilitation and recovery plans for areas affected by Tropical Depression Agaton and Typhoon Glenda.

### **Project facilitation**

NEDA continued in 2014 to conduct regular meetings to facilitate project implementation, monitoring and evaluation at the national, regional, and sub-regional levels. These include quarterly Project Implementation Officers (PIO) meetings and quarterly National Project Monitoring Committee (NPMC) meetings.



*DDG Tungpalan and Monitoring and Evaluation Director Roderick Planta at a Project Implementation Officers' Meeting.*

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## Policy and technical advice

A core function of NEDA is to provide government with policy and technical advice supported by rigorous, evidence-based research. In 2014, more than 1,100 policy papers and recommendations were prepared, reviewed and submitted to a diverse set of external stakeholders at the national and regional levels.

### National laws and executive policies

NEDA provided inputs and comments on proposed policies related to trade and investment, education, health, housing and urban development, and social protection. NEDA's inputs were sought in the process of issuing the following Republic Acts (RAs), Congressional Joint Resolutions (JR), implementing rules and regulations (IRR), and Memorandum Orders (MO):

- RA 10641, allowing the full entry of foreign banks in the Philippines, amending for the purpose RA 7721;
- RA 10647, strengthening the Ladderized Interface between Technical-Vocational Education and Training and Higher Education;
- JR 02, declaring 27 July 2014 as special non-working holiday to commemorate the founding anniversary of Iglesia ni Cristo;
- IRR of RA 10644, promoting job generation and inclusive growth through the development of micro, small and medium enterprises; and
- MO 74, approving the 2014 Investment Priorities Plan.

The Philippine Statistical Research and Training Institute (PSRTI) implemented a study, in collaboration with the Housing and Urban Development Coordinating Council, on rental regulation and renters as basis for the extension and eventual revision of RA 9635 or the Rent Control Act.

### Master plans and roadmaps

In 2014, the NEDA Board confirmed the INFRACOM approval of the Master Development Plan for the Clark Green City (CGC); and the Roadmap for Transport Infrastructure Development for Metro Manila and Its Surrounding Areas (Regions III and IV-A). NEDA also provided technical support and secretariat services to INFRACOM and the Inter-Agency Technical Committee on Transport Planning (IATCTP), particularly in the review of 17 infrastructure and transportation policies, master plans, and roadmaps.

### Analysis of local policies

NEDA also provides analyses on local regulations and ordinances with national macroeconomic effects. For example, NEDA prepared the Stakeholders' Analysis on the Truck Ban Policy in the City of Manila (City Ordinance No. 8336), which provided the Cabinet-level discussions an objective analysis of the effects of the truck ban on key stakeholders. NEDA also provided inputs on the Regional Development Council (RDC) 5 Resolution No. 30 s. 2014, which endorsed a technical paper on National Investment Programming System (NIPS) for adoption and implementation.

### Country policy statements in international conferences

NEDA provided inputs to, as well as coordinated and participated in sub-committee and inter-agency committee meetings in relation to the preparation of, the Philippine Report on Habitat III, or the UN Conference on Housing and Sustainable Urban Development to take place in Quito, Ecuador in October 2016. Habitat III will be one of the first UN global summits after the adoption of the Post-2015 Development Agenda.

In 2014, NEDA also participated in and provided inputs to country statements and reports for the following

- 2nd Meeting of the High-level Political Forum (HLPF), an intergovernmental forum tasked by the Rio+20 Conference in 2012 to provide political leadership, guidance and recommendations on sustainable development;
- 12th Meeting of the Conference of the Parties to the Convention on Biological Diversity;
- 1st Country Report for the Extractive Industries Transparency Initiative (EITI).
- Meeting on the Post-agreement Implementation: Building Capacities for Peace of the Bangsamoro Stakeholders. The Consolidation for Peace for Mindanao (CoP6), Hiroshima, Japan.
- UN Thematic Debate on Water, Sanitation and Sustainable Energy in Post -2015 Development Agenda;
- New World Bank Group (WBG) Approach to Country Engagement, Revised Draft World Bank Group (WBG) Country Partnership Strategy (CPS) for the Philippines 2015 — 2018;
- 4th Biennial High-Level Meeting of the Development Cooperation Forum (DCF);
- Draft Memorandum of Cooperation (MoC) for the US-PHL Infrastructure Collaboration Platform; and
- Draft Outcome Document: The Second United Nations Conference on Landlocked Developing Countries (LLDC) on 3-5 November 2014 (Vienna, Austria).

### Think tank policy analyses

The Philippine Institute for Development Studies (PIDS), as the government's think tank, provided high-level policy analyses on various socioeconomic issues through the following studies for decision makers and the public:



*NEDA DDG Emmanuel Esguerra, PIDS President Gilberto Llanto, and PIDS visiting senior research fellow Vicente Paqueo at the PIDS Seminar Forum on Addressing the Jobs Challenge toward Inclusive Growth.*



## Policy and technical advice by NEDA Regional Offices

**Social services:** Inputs and comments on House Bill (HB) 341 on the Health and Nutrition Program of the Department of Education; HB 3925 on the rights and well-being of barangay health workers; HB 4412 and Senate Bill (SB) 2292 on the proposed “Regional State University System” that would integrate five state universities and colleges in Davao region.

**Fiscal incentives:** Study paper on rationalizing the financial benefit and system of distribution to communities hosting hydro-electric power plants.

**Environment:** Inputs and comments on Republic Act (RA) 9003 or the Ecological Solid Waste Management Act and its IRR; SB 100 on Integrated Coastal Management Preservation; SBs 142, 769, 1308 and 171 on Reforestation, Afforestation and Sustainable Development of Mangrove Forests; SB 143 on Coastal Environment Program; SB 2179 on National Coastal Greenbelt Program; SB 2237 on National Mangrove Reforestation Program; HB 4988 on Delineation of Specific Forest Limits of the Public Domain.

**Governance:** Comments and recommendations on the Joint DILG-DTI-NEDA Memorandum Order on Local Economic Development and Competitiveness Indicators; position paper on HB 4764 creating the Lake Mainit Development Authority; to put in place a mechanism that will institutionalize data gathering process at the local level; and HB 2909 on the creation of Provincial Offshore Natural Resources Economic Development Authority.

**Mindanao development:** Comments on the Bangsamoro Basic Law (BBL); and policy recommendations on Senate Resolution No. 298 on the impact of development programs in conflict affected areas in Mindanao.

**Legislative agenda:** For members of the House of Representatives in Western Visayas for the sponsorship of legislative bills that include the creation of the Regional Allocable Fund (RAF), amendments of the Revised Guidelines on Free and Prior Informed Consent and Related Processes of 2012, and other provisions of the Indigenous Peoples Rights Act of 1997 and its IRR.

- Assessment of Strategic Government Interventions of Employment Generation: DTI and Various Departments
- Assessment of SUC Mandates and Program Duplication
- Rapid Appraisal of the State of Competition in the Rice Value Chain;
- Rapid Appraisal of the National Irrigation Program;
- Poverty Assessment: Focus on Child Poverty;
- ASEAN SME Policy Index: SME Policy Assessment;
- Ex-Ante Assessment of a Possible PH-EU Preferential Trade Agreement;
- Health Systems Research Management in the Department of Health;
- Research Project APEC 2015;
- Development of a Comprehensive Industry Plan and Sectoral Roadmaps; and
- A Review of Labor Laws and Its Effects on the Philippine Economy.

### Gender and development

NEDA issued the *Harmonized Gender and Development Guidelines*, a standardized tool for development partners and government agencies in assessing the extent to which gender needs

are addressed in the planning, implementation, monitoring, and evaluation process. NEDA also provided comments and took a position on the *Beijing Platform for Action*, an agenda for women’s empowerment that aims to accelerate the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women and to remove all obstacles to women’s active participation.

### Tariff policy services

The NEDA-attached Tariff Commission issued 438 tariff classification rulings to provide trade assistance and facilitation to domestic industries. It also issued five reports containing recommendations on applications for tariff modification to promote international competitiveness, encourage economic efficiency, and improve consumer welfare. TC likewise investigated two trade remedy measure cases including the imposition of anti-dumping duties against wheat flour imported from Turkey. Finally, the Commission updated its online tariff finder system and continued to provide it free of charge to the public.

## Volunteer coordination and policy services

The Philippine National Volunteer Service Coordinating Agency (PNVSCA) facilitated the deployment of 587 local and foreign volunteers to development programs and projects, especially those in areas with high poverty incidence.

The Agency also updated the 2011-2016 Foreign Volunteer Deployment Framework (FVDF), by aligning its programs to strategies in the Philippine Development Plan (PDP) Midterm Update. The FVDF provides a model and menu of interventions to guide local partner institutions in identifying and assessing sectoral needs of their respective communities and target groups requiring volunteer assistance.

To promote and enhance professionalism, facilitation and recognition of volunteer service organizations in the country, the PNVSCA crafted an efficient and responsive system of registration for volunteer organizations with the help of its Multi-Sectoral Advisory Body (MSAB). This system also aims to standardize volunteer management process to raise the bar of efficacy and productivity of volunteer service organizations.

The PNVSCA also prepared the Status Report on the Volunteer Act of 2007, which highlighted the roles of both public and private sector in implementing various provisions of the law. The report discussed volunteerism as a cross-cutting strategy in the PDP 2011-2016, particularly in integrating volunteerism in regional development plans.

## Statistical policies

The Philippine Statistics Authority (PSA) issued 36 Board Resolutions in the areas of budget for statistical activities of the Philippine Statistical System, establishment of committees on statistics, master sample, national census month, and road map for data revolution, among others. The PSA Board, which has the NEDA Director General as the Chairperson, also approved two methodologies, namely: 1) generation of the 2010 Census of Population and Housing-based national population projection, and 2) generation of labor productivity statistics. In addition, the PSA Board also issued eight (8) memorandum orders creating various interagency committees on statistics.



*National Statistician Lisa Grace Bersales (left) and Sec. Arsenio Balisacan (right) with the 6th National Statistics Month Media Awardees.*

## Statistical and civil registration products and services

### Statistical products and services

The Philippine Statistics Authority (PSA) regularly compiles and disseminates key economic, environment and social statistics to provide information as basis for economic analysis and policy formulation. Among the major statistical releases of the PSA in 2014 were the Gross Domestic Product; Gross Regional Domestic Product; Poverty statistics; Foreign Trade statistics; Labor Force and Employment statistics; Consumer Price Index and Inflation; Crops, Livestock and Poultry statistics, among others.

In October 2014, the 25th National Statistics Month was organized by the PSA to instill awareness and appreciation of the importance of statistics among the different sectors of society and to elicit public support in upgrading the quality and standards of statistics in the country. The following month, the PSA held the 23rd Philippine Statistics Quiz in line with the objectives to elicit public awareness and support for the Philippine Statistical System.

The Philippine Statistical Research Training Institute (PSRTI) implemented the following statistical research projects:

- *Preparatory activities for the conduct of supplementary census modules on Agriculture, Aquaculture and Fisheries* (in collaboration with the now defunct Bureau of Agricultural Statistics), which aims to undertake the preparatory activities in implementing the supplementary census modules on livestock and poultry, crops and cropping pattern, aquaculture, fisheries; and

- *Generation of a Residential Real Estate Property Price Index (RREPI) for the Philippines: Initial Steps* (in collaboration with Bangko Sentral ng Pilipinas), which aims to develop a sustainable system for the periodic compilation of a RREPI that can support the need for an accurate and reliable measure of the residential property price movements in key cities of Metro Manila and selected urban areas.

Quarterly situation and outlook reports for broiler and swine projects were also implemented by the PSRTI, in collaboration with the Department of Agriculture and PSA, to address concerns on the accuracy and reliability of data on the meat and poultry supply-demand situation and outlook, in line with the government policies on food security.

### Civil registration products and services

A total of 13,810,357 applications for birth, marriage and death certificates, certificate of no marriage record (CENOMAR), and petitions decided were processed and released by the PSA through its Census Serbilis Centers, Helpline Plus, e-Census and other channels. The following are some of PSA's performance indicators related to civil registration services:

- 96 percent of 12,089,262 digitized copies of birth certificates released within 2 hours;
- 98 percent of 1,375,090 digitized CENOMAR released within 4 working days;
- 95 percent of 346,038 non-digitized CENOMAR released within 10 working days;
- 85 percent of 435,207 annotated documents on court decrees, legal instruments, RA 9048/10172 supplemental report released within 10 working days; and
- 97 percent of 137,081 petitions decided for administrative amendments of civil registry entries per RA 9048/10172 released within 1 month from the date of filing.

## Capacity development services

NEDA develops external stakeholders' capacities to provide services related to development planning and policy formulation, investment programming, monitoring and evaluation (M&E), and statistics. The following are some key accomplishments in capacity development.

### Development planning and policy formulation

In 2014, NEDA partnered with the United Nations Development Programme (UNDP), Commission on Human Rights (CHR) and Asian Development Bank (ADB) for the conduct of trainings on Human Rights-Based Approach to Planning and Regulatory Impact Assessment.

At the local level, the NEDA Regional Offices (NROs) provided the following capacity development activities for local stakeholders:

- Training-Workshop on the Preparation of Regional Physical Framework Planning
- Training on the Fundamentals of Land Use Planning;
- BLISTT (Baguio, La Trinidad, Itogon, Sablan, Tuba, and Tublay) Executive Course on Inter-local Cooperation and Strategic Planning;
- Workshop on crafting local Tourism Development Plans;
- Workshop on the crafting of the Surigao del Sur State University Medium-Term Development Plan;
- Integrating Conflict Sensitivity, Gender and Development Concerns in the Regional Physical Framework Planning Process;
- Training Workshop on the Integrated Ecosystem Management (IEM) in Sub-National Physical Planning Processes with Training on Map Generation;
- Capacity building on disaster risk reduction-climate change adaptation (DRR/CCA) for different stakeholders; and

- Workshops on Mainstreaming DRR-CCA in Provincial Development and Physical Framework Plans.

PIDS also conducted training courses on impact evaluation for NEDA (central and regional offices) and DBM technical staff in January, August, and November 2014. This training series is part of the capacity building component of PIDS' flagship project for 2014, Impact Evaluation of Government Programs and Projects and Capacity Building of Oversight Agencies on Impact Evaluation.

### Investment programming

The PPP Center conducted at least 36 batches of capacity building activities nationwide on various aspects of PPP project development and processes. These were participated in by the technical staffs and project officers from local government units (LGUs), national government agencies (NGAs), state universities and colleges (SUCs), and other PPP partners.

NEDA also conducted a series of training workshops for a total of 211 NEDA personnel on PPP legal framework and financial analysis, as well as investment appraisal under the PPP capacity building project. Through technical assistance from Japan International Cooperation Agency (JICA) on PPP Technical Cooperation Project, the PPP Center formed nine institutional partnerships to conduct capacity development on PPP project formulation for the Center and five other government agencies.

Several training workshops were also conducted in cooperation with World Bank's Water and Sanitation Program (WB-WSP) and the United States Agency for International Development



(USAID)-Be Secure. One is the PPP Business Case Development for Local Water Supply and Sanitation Facilities, wherein 14 LGUs and water districts structured their various water supply and sanitation facility projects for PPP implementation.

The NROs also provided capacity building activities on project proposal preparation to LGUs and other stakeholders. These include the following:

- Training on project proposal preparation with emphasis on NEDA-Investment Coordination Committee (ICC) Guidelines;
- Project development trainings for local planners and development officers and SUCs;
- Coaching on harmonized local planning and mentoring on project proposal development for the province of Aklan;
- Project proposal preparation training-workshop to avail of the DOLE Integrated Livelihood and Emergency Employment Program (DILEEP), and for the province of Antique; and
- Series of half-day short trainings for implementing agencies and LGUs on enhancing project transparency through geo-referencing.

### Monitoring and evaluation

In November 2014, a two-day workshop on mixed methods for M&E was held during the 4th M&E Network Forum. It apprised participants on mixed methods for M&E and aimed to promote organizational capacity in mainstreaming M&E methods in results-based management. It also served as a springboard for greater appreciation of the objectives of the main forum, which highlighted the importance of M&E in emergencies, improving results-based management, and ensuring accountability to affected population.

Capacity building activities on project monitoring were also organized by the NROs, such as the following:

- Orientation and training sessions on Regional Project M&E System (RPMES) for provincial monitoring committees and local project monitoring committees;
- Orientation on Results M&E for the members of the Regional Project Monitoring Committee; and
- Training on Applied Geo-tagging Technology as a Project Monitoring Tool, and on Geographic Information System for Beginners.

### Statistical capacity building program

In 2014, the Philippine Statistical Research and Training Institute (PSRTI) conducted 62 training courses intended to provide participants with practical knowledge, skills and experience in various aspects of statistical work. These regular and customized courses covered the areas of data collection and processing, database management, data analysis and statistical modelling, statistical report writing, and statistical presentation. Customized training courses were conducted in collaboration with different agencies, including NEDA, the Department of Trade and Industry, the Department of Agriculture, Philippine Postal Corporation, Technical Education and Skills Development Authority (TESDA), Philippine Science High School, SUCs, the Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (PCAARRD), and the Department of Health.

# Outcome B: Leadership, Management and Innovation

Exercising leadership, managing effectively, and promoting innovation inside the organization are imperatives for NEDA and its attached agencies to facilitate the country's attainment of inclusive growth.

Two strategies are being pursued to achieve these outcomes:

- Pursue organizational development to improve productivity; and
- Optimize strategic linkages to attain organizational effectiveness.

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## Organizational development

### Systems improvement

In 2014, NEDA's systems improvement in the Central Office was guided by a series of internal audit reports on the grant and utilization of cash advances; reconciliation of property, plant, and equipment (PPE) accounts; and PPE tracking and management system.

At the regional level, several NEDA Regional Offices (NROs) continued their compliance with ISO 9001:2008 certifications (re-certification for NRO I and continued certification programs for NRO II and NRO VII) and Quality Management System (QMS) certification (NRO VII). Relatedly, NRO III and MIMAROPA updated their Manual of Operations; NRO V enhanced its Plan Implementation Monitoring System (PIMS); and NRO XI developed its systems on Knowledge Center Management and Regional Development Council(RDC) Resolution Tracking.

NEDA redesigned the agency's website in compliance with Administrative Order No. 39, which mandates government agencies to migrate to the Government Web Hosting Service (GWHS)

and to develop websites based on a standard template. For internal communication, NEDA likewise implemented the "NEDA TextBlast," a short message service (SMS) system to ensure all important and critical messages reach NEDA employees at the right time through SMS.

In parallel, NROs also improved electronic and online systems within the organization. NRO I initiated the management of the Electronic Physico-Socio Economic Profile database system (EPSEP), developed the electronic Project Tracking and improved the online Regional Project Monitoring and Evaluation System (RPMES), finance and administrative e-systems. Meanwhile, electronic RDC-10 Results Matrix M&E System (RMMES) Project was established by NRO X, while the NRO-LAN PABX was developed by NRO CAR for faster service and better communication system at reduced cost of operation. In NRO II, the Central Document Repository (CDR) was continuously maintained, along with the Geographic Information System (GIS)-Data Base Management System (DBMS).



*Participants at the training course on the Unified Accounts Code Structure (UACS).*

## Capacity building

Through the Human Resources Development Division, the following training courses were conducted for a total of more than 700 NEDA staffers in the Central Office and NROs:

- Training on Policy Analysis;
- Project Development Training;
- Training on Financial Analysis under Public-Private Partnership Capacity Building Project (PPP-CBP);
- Training on Basic and Advanced MS Excel 2010;
- Briefing on the Strategic Performance Management System;
- Training on Coaching and Mentoring;
- Hands-on training on Virtual Store;
- Seminar on Government Procurement Law, and Preparing Annual Procurement Plan;
- Learning Session on the Revised Chart of Accounts for National Government Agencies;
- Training on Disaster Preparedness and Basic Emergency Response; and
- Orientation Program for New NEDAns.

About 88 Public Financial Management (PFM) core team members from the NEDA attended the training on the Unified Accounts Code Structure (UACS), which is a government-wide harmonized budgetary, treasury and accounting code classification framework and the heart of the Government Integrated Financial Management Information System (GIFMIS).

NEDA personnel also participated in different capability building activities on leadership, management, impact evaluation, M&E, social protection, new analytical tools and techniques for drafting of successor plan, functional and technical competencies, and other relevant laws (RA 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees, RA 7877 or Anti-Sexual Harassment Act of 1995, etc.).

To build capability in core areas, NRO staffers participated in the following trainings and seminars:

- Basic economics course;
- Basic research methodologies;
- Importance of statistics in development planning;
- Project development and project M&E;
- Geographic information system;
- Organizational effectiveness;
- PPP training workshop on financial analysis;
- Technical report writing, photojournalism, design and production of print communication materials; and
- Speakers' training for regional directors.

## Upgrading of physical assets

NEDA Central Office continued its building improvements, which started in 2013, to improve its facilities. Meanwhile, a new office building was completed for NRO III, while those of NRO IX, NRO XII, and NRO XIII are under construction. Building improvements and renovations were implemented in NRO CAR, NRO 1, NRO II, NRO VII, NRO VIII, and NRO XI, while NRO MIMAROPA transferred to a new office space.

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## Strategic linkages

NEDA in 2014 continued to build strong partnerships with different stakeholders nationwide in its goal of effecting sound economic and development management. Some key strategic linkages include the following regional and national partners:

- League of Local Planning and Development Coordinators Incorporated (LLPDCPI), to strengthen local planning capacities and promote synchronized planning and budgeting process in the regions;
- Atikha Overseas Workers and Communities Initiatives Inc., Commission on Filipino Overseas (CFO), Union of Local Authorities of the Philippines (ULAP), and Local Government Academy (LGA), for the establishment of a project on Strengthening, Upscaling and Mainstreaming International Migration and Development in CALABARZON;
- United Nations Development Programme (UNDP), Swiss Agency for Development and Cooperation (SDC), Commission on Filipinos Overseas (CFO), LLPDC, Signpost Philippines and the provinces of Western Visayas, for the implementation of Migration and Development Initiative-Western Visayas Project;
- Coalitions for Change program, supported by the Australian Government and The Asia Foundation Philippines, and the provinces of Central Visayas for the implementation of the Coordinating Roads and Infrastructure Investment for Development (CRID+) Project;
- Cebu Chamber of Commerce and Industry (CCCI), for the conduct of industry workshop in preparation for the ASEAN Economic Community Integration by 2015;
- Activities and meetings in Eastern Visayas related to Yolanda rehabilitation organized by the Presidential Assistant for Rehabilitation and Recovery (PARR), Oscar M. Lopez (OML) Center, Catholic Bishops Conference of the Philippines (CBCP), Caritas Foundation, Akbayan Citizen's Action Party, and Asian Development Bank (ADB);
- Department of Social Welfare and Development (DSWD) Region XI, for the provision of access by local government units to the "Listahanan" database (the management information system of the National Household Targeting System for Poverty Reduction) through the Regional Development Council; Department of Science and Technology (DOST) Region X, for the development of the Electronic RDC-10 Results Matrix Monitoring and Evaluation System;



## Strategic linkages with media

Apart from the regular press releases and briefings, NEDA beefed up its external communication in 2014 by introducing innovative approaches in engaging the media as an important partner in raising the public's understanding of current socioeconomic issues.

From July to August, NEDA co-produced a five-episode television talk show with the ABS-CBN News Channel (ANC) titled "ANC Presents: Development in Focus." Anchored by Coco Alcuz and featuring NEDA and government officials and other stakeholders, the show's episodes focused on significant points of the Philippine Development Plan (PDP) 2011-2016 Midterm Update and were shown in time for the President's State of the Nation Address.

During the 52nd Philippine Economic Society Annual Meeting on November 14, NEDA sponsored two panel sessions and invited two respected journalists to each moderate the session. Marites Dañguilan-Vitug, Editor at Large of Rappler, handled the session titled *Investing in Bangsamoro for the Development of Mindanao*, while BusinessWorld and Interaksyon.com Editor-in-Chief Roby Alampay facilitated the session on the *Political Economy of Post-disaster Recovery and Reconstruction*. These sessions were among the most attended during the said annual meeting.

Nine reporters covering the NEDA beat immersed themselves in a project site learning visit in Ilocos Region from November 18 to 21. The activities included visits, briefings, and courtesy calls at the San Roque Multi-Purpose Project, the Agno River Integrated Irrigation Program, the Pangasinan Provincial Capitol in Lingayen, NEDA Regional Office (NRO) I in San Fernando City, La Union, and the Poro Point Freeport Area. The reporters represented BusinessWorld, Business Mirror, Philippine Daily Inquirer, Manila Times, Manila Standard Today, Malaya Business Insight, and the People's Television-4. Through the series of seminars and project visits, in-depth stories were published in mainstream media about the highlighted projects. The visit to NRO I allowed them to have a forum on regional priorities and concerns relative to the achievement of the Updated 2011-2016 PDP targets.

- Department of Environment and Natural Resources (DENR) Region X, for establishing the CRISP Lite Project to facilitate faster exchange and synchronization of geospatial data; and
- NRO-CAR with the Regional Development Council-CAR, conduct of a forum on the Revitalization of the League of Local Planners to gather municipal and provincial planning and development officers and tackle pressing socio-economic and development issues and concerns of the region.
- The PPP Center, through ADB, received information technology equipment, such as network devices, computers and servers for the Knowledge Management portal IT systems project. The Center also entered into a twinning agreement with the Infrastructure New South Wales, which focuses on knowledge sharing in different aspects of PPP.

To tap the rich teaching tradition and geographical reach of higher learning institutions, the PPP Center also signed agreements with academic institutions and groups, such as the University of the Philippines (UP) Planades of UP Diliman, De La Salle University Jesse M. Robredo Institute of Governance, Ateneo de Zamboanga Center for Local Governance, UP Los Banos College of Public Affairs and Development, and Ateneo de Naga Center for Local Governance.

Through the Socio-Economic Research Portal for the Philippines (SERP-P) Project, the Philippine Institute for Development Studies (PIDS) finalized and signed memoranda of agreement with 27 institutions for the think tank agency to be their repository of research information. Active members who regularly contribute to the SERP-P, an online database of completed, ongoing and pipeline research on socioeconomic development



*From right: PNVSCA Executive Director Joselito De Vera, DDG Margarita Songco, Sec. Balisacan, House Speaker Feliciano Belmonte Jr, Outstanding Volunteer Awardee Datu Lamberto Delfin, Rep. Benjamin Asilo, and NVM Honorary Chair Efren G. Peñaflorida*

and policies, include the National Tax Research Center; Southeast Asian Minister of Education, Organization, Innovation and Technology (SEAMEO-INNOTECH); Asian Institute of Management Policy Center; UP School of Urban and Regional Planning, and the Congressional Policy and Budget Research Department.

The PNVSCA partnered with other institutions to enhance its advocacy on volunteerism, notably for the celebration of the National Volunteer Month (NVM) in December and the conduct of the

Search for Outstanding Volunteers (SOV). The Agency also signed a memorandum of agreement with the Philippine Coalition on Volunteerism, Inc. (PhilCV), which is a consortium of seven volunteer organizations, to promote wider and active participation of the citizenry in volunteering activities and recognize the role of volunteers and volunteer organizations in national and local development.

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#### **NEDA Regional Office VIII – Eastern Visayas**

Government Center, Candahug, Palo, Leyte  
<http://nro8.neda.gov.ph/>

##### **Bonifacio G. Uy, Regional Director**

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#### **NEDA Regional Office IX – Zamboanga Peninsula**

Zamboanga del Sur Provincial Gov't. Center, Dao, Pagadian City  
<http://nro9.neda.gov.ph/>

##### **Teresista Socorro C. Ramos, Regional Director**

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#### **NEDA Regional Office X – Northern Mindanao**

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##### **Leon M. Dacanay, Jr., Regional Director**

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#### **NEDA Regional Office XI – Davao**

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##### **Ma. Lourdes D. Lim, Regional Director**

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#### **NEDA Regional Office XII – SOCCSKSARGEN**

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##### **Arturo G. Valero, Regional Director**

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#### **NEDA Regional Office XIII – Caraga**

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##### **Mylah Faye Aurora B. Cariño, Regional Director**

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## CENTRAL SUPPORT OFFICE

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### Administrative Staff

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### Financial, Planning and Management Staff

**Joseph Melvin B. Basas, Director IV**  
Tel: 631-3717 | Fax: 631-3706  
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## ATTACHED AGENCIES

### Philippine National Volunteer Service Coordinating Agency

NEDA Complex (Opposite Channel 7), EDSA, Quezon City  
www.pnvsca.gov.ph/  
**Joselito C. de Vera, Executive Director**  
Telefax: 435-7999  
jcdevera@pnvsca.gov.ph

### Philippine Statistical Research and Training Institute

J&S Bldg., 104 Kalayaan Avenue, Diliman, Quezon City  
**Zita Villa Juan-Albacea, Executive Director**  
Tel: 433-1745 | Fax: 433-1745  
zvjalbacea@yahoo.com

### Philippine Statistics Authority

3rd Floor, PSA-CVEA Building, East Avenue, Quezon City  
www.psa.gov.ph  
**Lisa Grace S. Bersales, National Statistician and Civil  
Registrar General**  
Tel: 462-6600 loc. 804 and 805 | Fax: 462-6600 loc. 822  
lsbersales@gmail.com

## ATTACHED CORPORATION

### Philippine Institute for Development Studies

NEDA sa Makati Bldg., 106 Amorsolo St. Legaspi Village,  
Makati City  
www.pids.gov.ph  
**Gilberto M. Llanto, President**  
Tel: 810-6261 / 893-9585 to 90 | Fax: 816-1091  
gllanto@mail.pids.gov.ph

### Information and Communications Technology Staff

**Kenneth V. Tanate, Concurrent Director**  
Tel: 631-3729 | Fax: 635-4794

### Legal Staff

**Jocelyn P. Reyes, Director IV**  
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jpreyes@neda.gov.ph

### Public-Private Partnership Center

8th Floor, One Cyberpod Centris Eton Centris, EDSA,  
Quezon City  
www.ppp.gov.ph  
**Cosette V. Canilao, Executive Director**  
Tel: 929-4968 / 8592 | Fax: 929-4968  
cvcamilao@ppp.gov.ph

### Tariff Commission

5th Philippine Heart Center Building, East Avenue,  
Quezon City  
www.tariffcommission.gov.ph/  
**Edgardo B. Abon, Chairman**  
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info@tariffcommission.gov.ph

# 2014 FINANCIAL REPORTS\*

## Statement of Financial Performance

For the Year Ended December 31, 2014

(In Philippine Pesos)

### Revenue

Service Income	636,080.79
Business Income	119,726.50
Grants and Donations	5,876,960.66
<b>Total Revenue</b>	<b>6,632,767.95</b>

### Less:

#### Current Operating Expenses

Personal Services	570,556,501.48
Maintenance and Other Operating Expenses	240,463,709.97
Financial Expenses	500.00
Non-Cash Expenses	37,997,754.24
<b>Total Current Operating Expenses</b>	<b>849,018,465.69</b>

### Surplus (Deficit) from Current Operations

**(842,385,697.74)**

Net Financial Assistance/Subsidy	1,006,091,190.38
Other Non-Operating Income	121,665.00
Gains	33,725.43
Losses	141,208.09

### Surplus (Deficit) for the period

**163,719,674.98**

*\*Covers the NEDA Central Office, NEDA Regional Offices, and Regional Development Councils. Attached agencies have their own respective budgets and financial reports.*

## Statement of Financial Position

As of December 31, 2014

(In Philippine Pesos)

### Assets

#### Current Assets

Cash and Cash Equivalents	79,818,211.69
Receivables	110,755,479.63
Inventories	10,789,459.00
Other Current Assets	15,450,183.87

<b>Total Current Assets</b>	<b>216,813,334.19</b>
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#### Non-current Assets

Investments	233,120.00
Property, Plant and Equipment (PPE)	1,137,340,807.54
Intangible Assets	2,446,015.49
Other Non-Current Assets	50,329,129.47

Total Non-Current Assets	1,190,349,072.50
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<b>Total Assets</b>	<b>1,407,162,406.68</b>
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### Liabilities

#### Current Liabilities

Financial Liabilities	131,918,634.38
Inter-Agency Payables	20,547,298.07
Intra-Agency Payables	14,731,948.67

<b>Total Current Liabilities</b>	<b>167,197,881.11</b>
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#### Non-current liabilities

Financial Liabilities	10,018,793.11
Trust Liabilities	13,269,675.55
Deferred Credits/Unearned Income	2,443,360.16
Other Payables	10,687,703.29

<b>Total Non-Current Liabilities</b>	<b>36,419,532.11</b>
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<b>Total Liabilities</b>	<b>203,617,413.22</b>
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### Net Assets/Equity

Accumulated Surpluses/(Deficits)	1,203,544,993.46
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<b>Total Net Assets/Equity</b>	<b>1,203,544,993.46</b>
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<b>Total Liabilities and Net assets</b>	<b>1,407,162,406.68</b>
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