



Republic of the Philippines  
**National Economic and Development Authority**

A decorative wavy line in white and light blue, flowing from left to right, positioned above the year "2013".

# 2013

## ANNUAL REPORT

RESTRUCTURING NEDA,  
TRANSFORMING THE PHILIPPINE ECONOMY

## **ABOUT THE COVER**

Minimalist visual elements of waves or curved lines suggest motion and progress, representing NEDA's continued efforts to advance the gains of inclusive development.

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## **NEDA ANNUAL REPORT 2013**

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NATIONAL ECONOMIC AND  
DEVELOPMENT AUTHORITY

2013

**ANNUAL REPORT**

# SECRETARY'S MESSAGE



In 2013, we witnessed a faster growth of the Philippine economy in terms of its gross domestic product, the second fastest in Asia, next to China. Simultaneously, the National Economic and Development Authority (NEDA) was restructured following the approval of the agency's rationalization plan on June 18, 2013.

What makes the country's growth more significant is that it showed emerging signs of rebalancing, where all three major economic sectors were able to contribute substantially to overall economic output. Progress has been noted in the faster growth in industry, particularly manufacturing and construction, while we continue to capitalize on the strengths of services and the growing contributions of agriculture. Sustaining this type of growth that spurs the creation of more jobs and equalizes development opportunities is expected to move the economy towards inclusive growth and bring down poverty.

The transformation of NEDA and its attached agencies, particularly its internal organizational structures and staffing pattern, seeks to strengthen the agency's capability to take on greater leadership roles in policy analysis and coordination, planning, programming, monitoring and evaluation.

The reforms in NEDA have been accompanied by the introduction of a new planning tool to guide the agency in attaining specific targets up to 2015. NEDA's performance will thus be measured in terms of two general outcomes: effecting sound economic and development management; and strengthening its capacity for leadership, management and innovation.

This Annual Report thus reports on the accomplishments of NEDA according to the target outcomes set by the new planning tool. It must be pointed out that these accomplishments could not have been possible without the shared commitment and cooperation of the agency's offices and staffs to ensure that development is inclusive and sustained.

A handwritten signature in black ink, appearing to read 'A. Balisacan'.

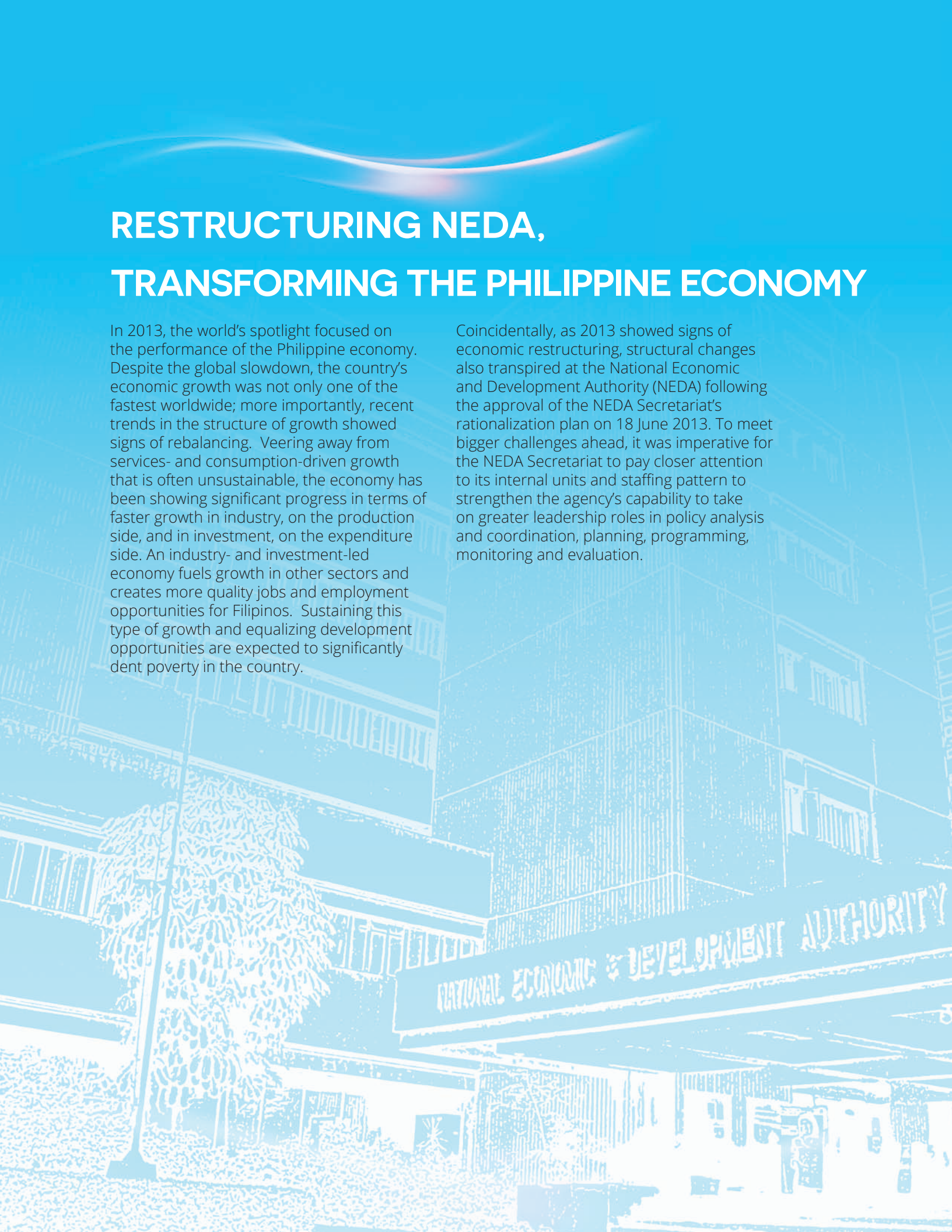
**Arsenio M. Balisacan**

Socioeconomic Planning Secretary  
and NEDA Director-General

# RESTRUCTURING NEDA, TRANSFORMING THE PHILIPPINE ECONOMY

In 2013, the world's spotlight focused on the performance of the Philippine economy. Despite the global slowdown, the country's economic growth was not only one of the fastest worldwide; more importantly, recent trends in the structure of growth showed signs of rebalancing. Veering away from services- and consumption-driven growth that is often unsustainable, the economy has been showing significant progress in terms of faster growth in industry, on the production side, and in investment, on the expenditure side. An industry- and investment-led economy fuels growth in other sectors and creates more quality jobs and employment opportunities for Filipinos. Sustaining this type of growth and equalizing development opportunities are expected to significantly dent poverty in the country.

Coincidentally, as 2013 showed signs of economic restructuring, structural changes also transpired at the National Economic and Development Authority (NEDA) following the approval of the NEDA Secretariat's rationalization plan on 18 June 2013. To meet bigger challenges ahead, it was imperative for the NEDA Secretariat to pay closer attention to its internal units and staffing pattern to strengthen the agency's capability to take on greater leadership roles in policy analysis and coordination, planning, programming, monitoring and evaluation.



*“More than  
chronicling the  
successes of the  
Philippine economy  
through updated  
data and analyses,  
NEDA is the leader in  
economic planning  
and development for  
the entire country.”  
President Benigno S. Aquino III*

NEDA-attached statistical agencies also went through a similar transformation with the passage of the Philippine Statistical Act of 2013. The law strengthened the Philippine Statistical System to be responsive to current socioeconomic developments. It consolidated related agencies into a single Philippine Statistics Authority (PSA) and established a Philippine Statistical Research and Training Institute (PSRTI), with their respective governing boards headed by the NEDA Director-General (DG).

NEDA is no stranger to reorganization. In fact, the agency was brought to life by a similar rationalization process 40 years ago. The 1972 Integrated Reorganization Plan (IRP) recommended the merging of the National Economic Council, Presidential Economic Staff, and other ad hoc bodies to form the NEDA technical staff. Presidential Decree (PD) No. 1 in the same year approved the IRP, but NEDA was further formally acknowledged in January 1973 through the 1973 Constitution and succeeding PD No. 107.<sup>1</sup> By 1987 under President Corazon C. Aquino, NEDA was again reorganized structurally and functionally. Through Executive Order (EO) No. 230, NEDA at present consists of two separate and distinct entities: the NEDA Board, a cabinet-level body chaired by the President; and the NEDA Secretariat, headed by a DG and composed of several technical staffs. (Unless otherwise stated, NEDA will refer to the NEDA Secretariat in the succeeding parts of this report.)

“More than chronicling the successes of the Philippine economy through updated data and analyses, NEDA is the leader in economic planning and development for the entire country,” said President Benigno S. Aquino III during NEDA’s 40th anniversary celebration on 29 January 2013.

A few days after his speech, President Aquino tasked NEDA to facilitate the updating of the Philippine Development Plan (PDP) 2011-2016—an essential document that embodies the nation’s vision and strategic directions. Together with the PDP updating was the revalidation of two equally important documents: the Public Investment Program (PIP), a list of priority programs and projects supporting the country’s development objectives and outcomes; and the Results Matrices (RM), a tool in tracking the outcomes of the national vision.

The updating and revalidation exercises involved extensive multistakeholder consultations at the local and national levels from March to December 2013. They took into account noteworthy developments since the start of the Aquino administration that re-drew the country’s sociopolitical and economic baselines.

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<sup>1</sup> NEDA, according to both the 1972 IRP and PD No. 1 (s. 1972), refers to the “National Economic Development Authority” (without the word “and”). It was only the 1973 Constitution and PD No. 107 (s. 1973) that started using the present name of NEDA with the word “and.”



When typhoon Yolanda ravaged the central part of the Philippines on November 8, 2013, NEDA led a team of experts from government agencies and development partners in producing the Reconstruction Assistance on Yolanda (RAY). Assembled within six weeks after the disaster, the RAY set a new standard in post-disaster needs assessment and planning for recovery and reconstruction in affected areas.

As the country's economic and environmental parameters shifted in 2013, NEDA proactively responded by shifting its approach as well. During this period, a new planning tool was introduced that committed agencies to attain specific outcome targets up to 2015. Under this tool, NEDA's performance will be measured in terms of two general outcomes. The first—sound economic and development management effected—results from NEDA's major final outputs, while the second—leadership, management and innovation—reflects the agency's capacity for carrying out its mandate as the country's principal agency for development planning. NEDA and its attached agencies identified eight strategies for attaining these outcomes.

This 2013 Annual Report is organized according to the outcomes and strategies of the new planning tool, as follows:

### **OUTCOME A: SOUND ECONOMIC AND DEVELOPMENT MANAGEMENT EFFECTED**

- **Strategy 1:** Steer processes for socioeconomic and physical planning across agencies at national and sub-national levels towards inclusive growth
- **Strategy 2:** Facilitate investment programming across agencies at national and sub-national levels, and direct/align resources for public and private investment toward priority development areas to ensure inclusive growth
- **Strategy 3:** Provide useful M&E services to measure development progress and welfare impact to allow for timely interventions/decisions

- **Strategy 4:** Provide sound policy advice and technical support to members of the Executive and Legislative branches
- **Strategy 5:** Provide statistical products and services within the prescribed service level
- **Strategy 6:** Provide and maintain civil registry services within the prescribed level

### **OUTCOME B: LEADERSHIP, MANAGEMENT AND INNOVATION**

- **Strategy 7:** Pursue organizational development through capacity building, systems improvement and physical assets upgrading to improve productivity
- **Strategy 8:** Optimize strategic linkages to attain organizational effectiveness

This Annual Report covers primarily accomplishments of the NEDA Secretariat including its regional offices, as well as NEDA attached agencies, namely, the National Statistics Office and the National Statistical Coordination Board (NSCB) that are now merged into the Philippine Statistics Authority (PSA), the Philippine Statistical Research and Training Institute (PSRTI) formerly known as the Statistical Research and Training Center (SRTC), the Philippine Institute for Development Studies (PIDS), the Tariff Commission, Philippine National Volunteer Service Coordinating Agency (PNVSCA), and the Public-Private Partnership (PPP) Center.

The report is constrained from detailing the activities of each Staff, Regional Office or attached agency that, in one way or another, contribute to the above outcomes and strategies. But, at the very least, it provides a snapshot of how NEDA streamlined itself in 2013, in consonance with the changing economic landscape in the backdrop, while remaining true to its mandate as the Philippines' premiere institution for development planning, investment programming and policy advice.

# 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 result in 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;
- **Policy and technical advice**, by providing rigorous, independent and objective assessments of public policies;
- **Statistical products and capacity development services**, by generating and disseminating statistics for evidence-based decision making and equipping stakeholders with tools, knowledge and skills; and
- **Civil registration services**, by recording vital events of every Filipino as a means of protecting his or her civil rights.

The six strategies presented in the subsequent pages correspond to the above major services.





## STRATEGY 1: STEER PROCESSES FOR SOCIOECONOMIC AND PHYSICAL PLANNING ACROSS AGENCIES AT NATIONAL AND SUB-NATIONAL LEVELS TOWARDS INCLUSIVE GROWTH



*President Benigno S. Aquino III presides over the National Economic and Development Authority (NEDA) Board Meeting at Malacañan Palace. With the President is Socioeconomic Planning Secretary and NEDA Director General Arsenio Balisacan. (Photo by: Benhur Arcayan / Malacañang Photo Bureau).*

NEDA worked to ensure timely delivery of comprehensive and accurate development plans, economic reports and technical analyses on pressing development issues. Such outputs guided national and local development planners—within and outside of government—in coming up with different sector and area-based plans, for development to be inclusive in benefiting every Filipino.

### DEVELOPMENT PLANS

As the administration's term entered its second half in 2013, NEDA was tasked to update the Philippine Development Plan (PDP).<sup>2</sup> Taking into account the gains of the past three years and challenges ahead, the PDP 2011-2016 Midterm Update was a product of extensive consultation spanning more than nine months with different stakeholders at the regional and national levels. Compared with the original Plan, the PDP Midterm Update emphasizes the implementation of spatially and sectorally

focused strategies to attain inclusive growth.

As part of the updating of the National Physical Framework Plan (NPFP), a study on the National Spatial Strategy (NSS) was completed and subjected to a series of workshops. The NSS identifies a network of centers and their roles and functions, and proposes strategies on concentration, vulnerability reduction and connectivity.

The NSS also serves as an input to NEDA's formulation of the Philippine Transport Infrastructure Development Framework Plan. The framework plan integrates into a single document various policy initiatives, strategies and actions on transport infrastructure. To further complement the plan, the Transport Infrastructure Development Roadmap was formulated for Metro Manila and its Surrounding Areas, particularly in Regions III and IVA.

<sup>2</sup> Memorandum Circular No. 43, s. 04 February 2013.



Following the presentation of the draft Philippine Eco-efficient Water Infrastructure (EEWIN) Roadmap to the NEDA Board-Committee on Infrastructure (INFRACOM) in February 2013, the Committee directed all concerned water-related agencies to mainstream the eco-efficient approach, which ensures “more value with less impact on the environment” in their proposed/identified programs, projects and activities. NEDA, on the other hand, was tasked by the INFRACOM to disseminate EEWIN key principles and standards for reference of said agencies.

### SOCIOECONOMIC REPORTS

Several national socioeconomic reports are regularly produced by NEDA and its attached agencies to guide stakeholders in evidence-based policy making and development planning (see Strategy 5). At the regional level, NEDA Regional Offices (NROs) prepared Quarterly Regional Economic Reports and updated Regional Socioeconomic Profiles for 2013.

The Philippines will be releasing its 5th progress report on the Millennium Development Goals (MDGs) in 2014. NEDA already started drafting the report in 2013. It includes trends and inequality analysis for MDG, challenges and bottlenecks encountered, as well as immediate actions to fast track

progress and achieve the targets. The draft was presented and validated with concerned agencies and interagency committees.

Another special interagency report that is spearheaded by NEDA is the Philippine Report on the Implementation of the International Covenant on Economic, Social and Cultural Rights (ICESCR), which is submitted every five years to the United Nations (UN). The report covers the 2009-2013 status of the Concluding Observations by the UN Committee on ICESCR in 2008.

### TECHNICAL AND IMPACT ANALYSES

NEDA, together with concerned government agencies and with assistance from development partners, spearheaded the preparation of the Reconstruction Assistance on Yolanda (RAY). In just five weeks after typhoon Yolanda ravaged the country, the RAY was published as the government's strategic plan to guide rehabilitation efforts in areas affected by the disaster. NEDA led the RAY preparation given its function as vice-chair for Disaster Rehabilitation and Recovery of the National Disaster Risk Reduction and Management Council (NDRRMC).

NEDA provided a wide range of analyses on the latest socioeconomic developments within and outside the Philippines that impact on the country's attainment of inclusive growth. Technical analyses on the impact of the country's investment rating upgrades, US government partial shutdown and US quantitative easing, natural and man-made disasters, among others, were submitted to the President and requesting government agencies. Infrastructure-related studies, such as the determination of unit cost for transport infrastructure sector (road transport) and investment requirements for improved water supply coverage in the Philippines, were also conducted by NEDA.

On international trade, NEDA performed significant roles in the Inter-Agency Committee on Trade in Services (IAC-TS) by providing inputs related to the Philippine-Japan Economic Partnership Agreement (PJEPA), ASEAN Framework Agreement on Services (AFAS) 9, and other free trade agreements.

## REGIONAL INITIATIVES ON STRATEGY 1

In 2013, NEDA Regional Offices (NROs) led the updating of their respective Regional Development Plans (RDPs). Key features of the Updated RDPs, which underwent multistakeholder consultation and approval by their respective Regional Development Councils (RDCs), were integrated into the Updated PDP. Also, the NROs spearhead the publication of the annual Regional Development Reports (RDRs) of the RDCs. The RDRs present the socioeconomic developments in the region in relation to the annual development objectives and targets as set forth in the RDPs.

The different NROs also led in the formulation of the following area-based and sector plans:

- **Rehabilitation and Recovery Plans** for areas affected by typhoons Yolanda, Labuyo, Maring and Santi, and the Bohol earthquake, which served as bases for intervention by national, local and international organizations in providing relief, rehabilitation and recovery assistance in said areas.
- **Rehabilitation and Recovery of Zamboanga City**, which is a post-conflict needs assessment plan that evaluated the impact of the September armed conflict.
- **SOCCSKSARGEN (South Cotabato, Cotabato, Sultan Kudarat, Sarangani, General Santos City) Regional Contingency Plan for Flooding 2013-2014**, which provides recommendations for convergence actions and pre-flood disaster preparations by government and non-government organizations.
- **CRISP (Climate Change and Risk Information System for Planning) in Cagayan Valley and Northern Mindanao**, which aims to enhance climate change and disaster risk assessments through a systematic sharing of geospatial information for planning and decision-making.
- **Disaster-risk reduction (DRR) and climate change adaptation-enhanced Regional Physical Framework Plan 2013-2040 of Northern Mindanao**, a long-term plan which aims to significantly contribute to DRR efforts and help make communities in the region more resilient to natural hazards.
- **Diwalwal Mineral Reservation Area Development Plan 2012-2032**, which lays down strategies, policy actions, and priority investments to ensure sustainable development of the 8,100 hectare mineral reservation area.
- **BLISTT (Baguio City, La Trinidad, Itogon, Sablan, Tuba and Tublay) Ecotourism Strategic Framework**, which recommends the creation of ecotourism clusters covering the BLISTT area to enhance tourist experience and attract more visitors.
- **Regional Investment and Tourism Guidebook in Cagayan Valley Region**, which aimed to promote the investment opportunities and tourist spots in the region.
- **Eastern Visayas Development Roadmaps on Agribusiness, Tourism and Information and Communications Technology (ICT)**, wherein the Agribusiness Roadmap covered priority commodities like palay, coconut, sugarcane, abaca, banana, mussel, bangus, and seaweeds.
- **Information and Communications Technology (ICT) Plan in Ilocos Region**, which was adopted by the RDC and served as a reference for prospective ICT investors in the region.
- **MIMAROPA (Mindoro, Marinduque, Romblon and Palawan) Intermodal Transport Development Plan (MTIDP) 2013-2028**, which seeks to fast track the delivery of modern, cost-effective and socially inclusive infrastructure up to the year 2028.

## STRATEGY 2: FACILITATE INVESTMENT PROGRAMMING AND DIRECT/ALIGN RESOURCES FOR PUBLIC AND PRIVATE INVESTMENT TOWARD PRIORITY DEVELOPMENT AREAS



*The Ternate-Nasugbu Road is part of the CALABARZON Ecotourism Circuit, that will help boost tourism development in the area. The project has been identified by NEDA as one of the major infrastructure investments in the region.*

To execute development plans (see Strategy 1), adequate funding needs to be channeled to government agencies for them to implement programs and projects (PAPs). Given the government's limited resources, Strategy 2 entails that NEDA lead the entire bureaucracy in formulating public investment programs and reviewing proposed major PAPs to achieve inclusive growth. Under this strategy, the priorities and refinements in the PDP 2011-2016 Midterm Update have been translated into the guidelines of the Department of Budget and Management for its budget call for the succeeding year. Similarly, local and international development partners have aligned their investment strategies and development assistance according to the country's strategies, thus directing resources in areas and sectors where they are needed.

### INVESTMENT PROGRAMS

With the midterm updating of the PDP, NEDA was likewise tasked to revalidate the Public Investment Program (PIP) for 2011-2016. The Revalidated PIP highlights strategic core investment PAPs, or CIPs, that substantially

contribute to the goals in the Updated PDP. As in the Updated PDP, the revalidation process underwent consultation with government institutions and the RDCs to ensure synergy of inputs across sectors and regions.

Apart from the PIP, the Results Matrices (RM) were also revalidated by different agencies led by NEDA. The 2011-2016 Revalidated RM details the outcome indicators and means of verifying the progress of attaining the Updated PDP goals. The Revalidated RM is primarily a monitoring and evaluation tool (see Strategy 3). But it is also an instrument for aligning the different agencies' budgets towards attaining inclusive growth. In 2013, workshops were conducted to link each agency's Organization Performance Indicator Framework (OPIF) with the RM.

NEDA also updated the Comprehensive and Integrated Infrastructure Program (CIIP). Unlike the PIP, the CIIP lists only infrastructure priority projects. It includes those undertaken purely by the private sector but coordinated by government implementing agencies, as well as infrastructure facilities for privatization. The CIIP serves as reference in ensuring that infrastructure investments are aligned with the PDP.



Every PAP proposed for implementation is evaluated by NEDA in terms of financial, economic, technical, social and environmental dimensions. In 2013, the NEDA Board-Investment Coordination Committee (ICC) raised the floor cost of proposals that will undergo its review and approval, from PhP500 million to PhP1 billion. During the year, 41 PAPs were reviewed by the ICC.

## **PUBLIC-PRIVATE PARTNERSHIP**

Public-private partnership (PPP) is one of the government's flagship programs allowing the private sector to invest in public projects. In 2013, the PPP portfolio went up to 48 projects with an estimated total cost of at least PhP533.42 billion. Of these, 22 were supported by the PPP Center in terms of project preparation and transaction advice through the Project Development and Monitoring Facility (PDMF).

As of 2013, the NEDA Board approved and confirmed 14 PPP projects, of which the following five were successfully awarded to winning private sector partners:

- Daang Hari- SLEX Link Road Project;
- School Infrastructure Project Phase I;
- NAIA Expressway Project;
- PPP for School Infrastructure Project Phase II; and
- Modernization of the Philippine Orthopedic Center.

## **OFFICIAL DEVELOPMENT ASSISTANCE**

NEDA conducted consultations with development partners to effectively align official development assistance (ODA) with the PDP and harmonize policies related to financing national government PAPs. Some of these consultations involved the following development partners and technical cooperation:

- Asian Development Bank (ADB): Country Operations Business Plan 2014–2016;
- Canada's Department of Foreign Affairs, Trade and Development: Implications on the merger of Canada International Development Agency (CIDA) and Canada's Department of Foreign Affairs and International Trade (DFAIT);
- European Union (EU): Multi-Annual Indicative Programme (MIP) 2014-2020;
- French Agency for Development (AFD): Country Partnership Strategy for the Philippines 2014-2016;
- Japan International Cooperation Agency (JICA): 2014 Japanese Yen Loan Package, Technical Cooperation and JFY2015 Grant Aid;
- South Korean Government: Economic Development Cooperation Fund (EDCF);
- Spanish Agency for International Development Cooperation (AECID): Philippines-Spain Strategic Partnership Framework for Development Cooperation;
- United Nations (UN): UN Development Assistance Framework (UNDAF) 2012-2018;
- United States Agency for International Development (USAID): Post-2012 Portfolio Implementation Review; and
- World Bank's (WB) Country Program Strategy (CPS) for 2014-2016 and Lending Program.

## **REGIONAL INITIATIVES ON STRATEGY 2**

In 2013, NEDA Regional Offices (NROs) led the revalidation of their respective Regional Development Investment Programs (RDIP) and completion of the Annual Investment Programs for 2014.

The NROs also regularly appraise regional programs and projects for subsequent endorsement to the NEDA Board-Investment Coordination Committee.

As part of the preparation of the national budget, the NROs spearhead the review of budget proposals of regional line agencies (RLAs), state universities and colleges (SUCs), and other government entities, for possible inclusion in the national agency budgets for the following fiscal year.



### STRATEGY 3: PROVIDE USEFUL M&E SERVICES FOR KEY PROGRAMS/PROJECTS TO MEASURE DEVELOPMENT PROGRESS AND WELFARE IMPACT TO ALLOW FOR TIMELY INTERVENTIONS/DECISIONS



*NEDA Deputy Director-General Rolando G. Tungpalan addresses participants at the 3rd M&E Network Forum.*

NEDA's rationalization in 2013 institutionalized the monitoring and evaluation (M&E) of government programs and projects (PAPs) as one of the agency's major functions. While the scope of NEDA M&E used to be limited to only PAPs funded through official development assistance (ODA), it now also covers those deemed strategic in attaining inclusive growth. Under Strategy 3, NEDA has helped the government in determining timely and strategic interventions through the development of M&E frameworks, tools and reports.

#### **M&E OF GOVERNMENT PROGRAMS AND SERVICES**

NEDA led the revalidation of the Results Matrices (RM) together with the updating of the Philippine Development Plan (PDP) and the revalidation of the Public Investment Program (PIP), as discussed in Strategies 1 and 2. The Revalidated RM is the main M&E framework of the PDP and PIP that

fleshes out specific target indicators to be used in tracking the progress in achieving inclusive growth. With several new outcome indicators, the RM also revalidated the corresponding means of verifying said indicators and the agencies responsible for monitoring the annual progress.

NEDA is also involved in the regular monitoring of ongoing PAPs, including the Pantawid Pamilyang Pilipino Program, the local-level implementation of the Philippine Plan of Action for Nutrition (PPAN), as well as the different region-specific PAPs. The agency also reviewed and evaluated the price escalation request for infrastructure PAPs, including the Northrail-Southrail Linkage Project Phase I.

NEDA is the designated repository of important government contracts involving the procurement of at least PhP300 million worth of goods or services. Through its Contract Review Committee (CRC), NEDA reviewed 11 contracts in 2013.

Through the Philippines–Climate Public Expenditures and Institutional Review (PH-CPEIR), NEDA prepared the Climate Expenditure Report that assessed the efficiency and effectiveness of allocation of climate change programs/initiatives in the national budget. The Report provided recommendations to improve the country's public finance management system, strengthen its institutional capacity to formulate and implement coherent policies to address climate change risks and facilitate the mainstreaming and implementation of the National Climate Change Action Plan.

Related to the evaluation of budget allocation, the Philippine Institute for Development Studies (PIDS), the government's think tank attached to NEDA, completed evaluation studies of the following programs and services in 2013 in preparation for the succeeding years' zero-based budgeting (ZBB), which is the Aquino administration's budget reform program:

- Cadastral Survey Program of the Department of Environment and Natural Resources (DENR);
- Programs offered by state universities and colleges (SUCs);
- Resettlement program of the National Housing Authority (NHA);
- Reforestation program of the DENR;
- Sitio and Household Electrification Programs of the National Electrification Administration (NEA) and the Department of Energy;
- Agricultural production support services of the Department of Agriculture (DA);
- Philippine Foreign Service Posts of the Department of Foreign Affairs (DFA) and various departments;
- Quick response funds (QRF) related to national disaster risk reduction management; and
- Purchase or lease of motor vehicles for government.



*Deputy Director-General Emmanuel F. Esguerra (left) with Agrarian Reform Secretary Virgilio delos Reyes (right) at the NB-CabCom Meeting on the Integrated Coconut Industry and Poverty Reduction Roadmap*

## M&E OF ODA-FINANCED PROJECTS

NEDA is mandated to conduct an annual review of the status of all ODA-financed projects.<sup>3</sup> In June 2013, NEDA submitted to Congress the 2012 ODA Portfolio Review. The report covered 170 PAPs, with grant and loan commitments worth PhP190.6 billion. Apart from this, NEDA prepared regular ODA portfolio performance reports on loans, grants, cost overruns, alert mechanisms, project profiles and regional matrices.

NEDA is also mandated to monitor the level of ODA resources allocated for gender-responsive PAPs.<sup>4</sup> The ODA-Gender and Development (GAD) report is based on information gathered from development partners using the "Harmonized Gender and Development Guidelines for Project Development, Implementation, M&E." The report is annexed in the ODA Portfolio Review.

To assess and recommend options that address crosscutting and recurrent implementation issues in the ODA portfolio, NEDA continued to conduct Joint Analytic Work (JAW) exercises in 2013 with key development partners like the Asian Development Bank (ADB), Japan International Cooperation Agency (JICA) and World Bank (WB).

<sup>3</sup> Pursuant to Republic Act (RA) No. 8182 (ODA Act of 1996).

<sup>4</sup> Pursuant to RA No. 7192 (Women in Development and Nation-Building Act) and RA No. 9710 (Magna Carta of Women).

## INSTITUTIONAL M&E SYSTEMS AND PARTNERSHIP

The following M&E systems and frameworks were established by NEDA in 2013 to aid the management of PAPs:

- **Ex-post Evaluation Manual**, a product of multistakeholder consultation that aims to guide users in evaluating completed projects consistent with international standards and Philippine results-based monitoring instruments.
- **Development Effectiveness Initiative: Global Partnership Monitoring Framework (GPMF)**, a framework that tracks the progress of commitments made by country signatories to the Busan Partnership for Effective Development Commitments. NEDA serves as the GPMF Philippine-secretariat and undertook the baseline survey to generate country-level information of ten key indicators.
- **Programs and Projects Information Exchange System (PPIES)**, an interactive web-based query system that integrates three existing project monitoring systems in NEDA. The

PPIES Roadmap envisions further systems improvement, including the incorporation of geospatial data, as well as vertical and horizontal integration of M&E systems across regions.

NEDA was instrumental in preparing a draft M&E Roadmap that bridges the gap among various M&E initiatives of the Office of the President (OP), Department of Budget and Management (DBM) and other implementing agencies. The Roadmap will ultimately enhance the M&E of PDP and PAPs, as well as strengthen the government's capacity to conduct results-based M&E.

With the establishment of the M&E Network Philippines in 2011, NEDA spearheaded two Network Forums in November 2013. The three-day National and International M&E Network Forum was held at the ADB Headquarters with the theme *"A Framework for Developing an Effective M&E System in the Public Sector: Key Considerations from International Experience."* The two-day Regional M&E Network Forum was held in Cebu City with the theme *"Establishing an Effective M&E System for Development Results."*

## REGIONAL INITIATIVES ON STRATEGY 3

With the updating of the Regional Development Plans (RDPs), NEDA Regional Offices (NROs) also revalidated their respective RDP's Results Matrices (RM) in 2013. The NROs established interagency groups that will regularly conduct project site visits, stakeholder meetings and problem-solving sessions.

Other M&E initiatives done at the regional level include the following:

**Recognition of outstanding project implementers/monitors in Ilocos and Davao Regions and Local Project Monitoring Committees (LPMCs) in Bicol Region and Northern Mindanao;**

**Study on the perception of Pantawid Pamilyang Pilipino Program (4Ps) beneficiaries in Caraga (Region XIII),** which, together with different regional line agencies and state universities and colleges, assessed the 4Ps implementation from the point of view of beneficiaries in the five provinces of the region; and

**Adoption of geotagging technology for project monitoring in Caraga (Region XIII) and the field assessment and geotagging activities for the Multimedia Access and Geographic Information Center for Tourists (MAGIC-TOUR) in MIMAROPA (Mindoro, Marinduque, Romblon, Palawan).**

## STRATEGY 4: PROVIDE SOUND POLICY ADVICE AND TECHNICAL SUPPORT TO MEMBERS OF THE EXECUTIVE AND LEGISLATIVE BRANCHES



*From left: Bangko Sentral ng Pilipinas Governor Amado M. Tetangco Jr., Budget Secretary Florencio B. Abad, and Sec. Arsenio M. Balisacan at the Senate Hearing on the 2014 budget.*

Implementing this strategy requires NEDA and its attached agencies to provide technical inputs on and impact analyses of specific policy proposals of socioeconomic nature. For evidence-based policy advice, the Philippine Statistics Authority (PSA) issues guidelines on statistical matters. The Tariff Commission (TC) and the Philippine National Volunteer Service Coordinating Agency (PNVSCA) provide policy services on tariff and volunteer assistance, respectively. All these have supported the country's aim of enhancing its competitiveness, productivity and social development, towards attaining inclusive growth in the medium term.

### TECHNICAL/IMPACT ANALYSES ON PROPOSED LEGISLATION AND POLICIES

NEDA provided technical inputs to the following Republic Acts (RAs) and Executive Orders (EOs) signed by the President in 2013, as well as implementing rules and regulations (IRR):

- RA No. 10532, institutionalizing the Philippine National Health Research System;
- RA No. 10533 and its IRR, or the Enhanced Basic Education Act of 2013 (K to 12 Law);
- RA No. 10606, amending the National Health Insurance Act of 1995;
- RA No. 10625 and its IRR, or the Philippine Statistical Act of 2013;
- RA No. 10633, or the General Appropriations Act (GAA) for Fiscal Year 2014;
- EO No. 136, amending certain sections of EO No. 8 (s. 2010) on the Public-Private Partnership (PPP) Center;
- EO No. 146, delegating to the NEDA Board the power to approve reclamation projects;
- EO No. 147, creating the Philippine Extractive Industries Transparency Initiative (PH-EITI);
- IRR of EO No. 78 (s. 2012), mandating the inclusion of provisions on the use of Alternative Dispute Resolution Mechanisms in all contracts involving PPP and build-operate-transfer projects, joint venture agreements between the Government and private entities and those entered into by LGUs; and



- IRR of RA No. 10354 (s. 2012), or the Responsible Parenthood and Reproductive Health Act.

As the government's highest socioeconomic policymaking body, the NEDA Board has seven interagency committees, all chaired or co-chaired by the NEDA Director-General. Apart from the above laws, several policies also went through these interagency committees, including the revised guidelines for joint ventures between government and private entities, Philippine commitments under the Philippines-Japan Economic Partnership Agreement, and the Human Development and Poverty Reduction Cluster 2014-2016 Roadmap.

The 2013 Global Go Think Tank Report cited the Philippine Institute for Development Studies (PIDS) as among the best social policy and international development think tanks in the world. The PIDS completed at least 28 policy research studies in 2013 that delved on Philippine economic agreements with Japan, Taiwan and ASEAN countries; trade liberalization; national expenditure program; scholarship and social assistance; water financing schemes; agro-industrial roadmap; and energy access in the ASEAN region.

## **STATISTICAL POLICIES, FRAMEWORKS, METHODOLOGIES AND STANDARDS**

The "Philippine Statistical Act of 2013" reorganized the Philippine Statistical System (PSS) and created two new institutions: the PSA and Philippine Statistical and Research Training Institute (PSRTI). The PSA is the primary coordinating body on the PSS and is composed of four previous statistical agencies: the National Statistical Coordination Board (NSCB), National Statistics Office (NSO), Bureau of Labor and Employment Statistics (BLES, previously under the Department of Labor and Employment) and Bureau of Agricultural Statistics (BAS, previously under the Department of Agriculture). On the other hand, the functions of the Statistical Research and Training Center (SRTC) are absorbed by the PSRTI. Both the PSA and PSRTI are attached to NEDA, with their respective governing boards headed by the NEDA Director-General.

Prior to the above law, the NSCB acted as the highest policymaking and coordinating body on

statistical matters. In 2013, it maintained eight government statistical classification systems, as well as reviewed and cleared 19 statistical surveys sponsored and/or conducted by government agencies. The NSCB likewise issued nine resolutions and 19 memorandum orders that guide government agencies in the collection, management and dissemination of statistics.

## **TARIFF POLICY SERVICES**

The NEDA-attached Tariff Commission (TC) is a collegial body that investigates issues on the administration and effects of the tariff laws, and undertakes a thorough study of the Philippine Tariff System. In 2013, the TC issued 245 tariff classifications rulings, five tariff modification reports and investigated two trade remedy cases.

The TC also launched in 2013 the Philippine Tariff Finder (PTF), a free online facility that houses existing tariff schedules of the Philippines and permits tariff searching by keyword or by ASEAN Harmonized Tariff Nomenclature (AHTN) 2012 product code, thus promoting the Philippines as an attractive destination for foreign investors. As the first of its kind in Southeast Asia, President Benigno S. Aquino III mentioned this innovative tool in his speech during the 23rd ASEAN Summit in Brunei Darussalam in 2013.

## **VOLUNTEER COORDINATION AND POLICY SERVICES**

The policy framework for foreign volunteer assistance in disaster-risk reduction and management (DRRM) was approved by the PNVSCA Multi-Sectoral Advisory Body (MSAB). The framework guides institutions in directing volunteer interventions to disaster-stricken areas that need volunteers' expertise to yield optimum benefits for the communities. Its implementation was timely in light of the recent disasters that hit the Philippines in 2013.

The PNVSCA continued to regularly mobilize volunteers throughout the country by approving 245 requests for volunteer assistance and assigning more than 600 local and foreign volunteers to 434 local partner institutions in 68 provinces. The agency has also monitored 603 volunteer-assisted projects.



## REGIONAL INITIATIVES ON STRATEGY 4

NEDA Regional Offices (NROs) regularly provided policy advice and technical support to local government units (LGUs) and regional line agencies through consultative meetings, reviews and commentaries. The NROs also provide technical inputs through the special committees formed by their respective Regional Development Councils (RDCs) and other interagency technical working groups.

The following initiatives on strategy 4 were also done at the regional level:

**Fora, convention and symposium on volunteerism in Cagayan Valley, Central Luzon, Cordillera Administrative and Davao Regions**, which aimed to improve the appreciation of RDC members on the status of volunteerism and provide recommendations on effectively localizing and implementing the Volunteer Act of 2007 (RA No. 9418);

**Integrated and holistic master plan for the solid waste problem of Central Luzon**, which includes the 2012-2027 Master Plan for Central Luzon and related studies, pre-feasibility study for the establishment of 10-hectare sanitary landfill and ancillary facilities in Cabanatuan City, and initial environment examination for a central materials recovery facility;

**Regional ecotourism summit in MIMAROPA (Mindoro-Marinduque-Romblon-Palawan)**, which discussed relevant environmental laws and policies, lessons from good practices of known ecotourism destinations in the country and information on various ecotourism initiatives in the region;

**Paper on standardizing financial reports among State Universities and Colleges (SUCs)**, with NROs VI (Western Visayas), XI (Davao Region) and Cordillera Administrative Region being part of the Commission on Higher Education (CHED)-technical working group that reviews existing financial reporting of SUCs and will propose standardized report forms to be prescribed to all SUCs nationwide;

**Study on the mining issues in Zamboanga Peninsula**, which seeks to explore the issues affecting the mining sector with the view of making it a more active contributor to regional development. The report contained recommendations on the issues and was forwarded to the Department of Environment and Natural Resources—Mines and Geosciences Bureau for their consideration;

**Continuing technical support and policy advice to the Davao Region State University System (DRSUS)-Special Planning Committee**, which is tasked to coordinate pre-amalgamation activities for the integration of State and Local Universities and Colleges in the region, resulting in the re-filing of the DRSUS Bill in Congress. The DRSUS is the pioneering initiative for a Regional University System, one of the reforms in the Philippine Higher Education Roadmap; and

**Establishment of the Regional Research Committee (RRC) in CALABARZON and the conduct of the utilization forum for the implementation of the Davao Regional Development Research Agenda (DRDRA) 2011-2016.** The RRC was tasked to formulate the RDRA in CALABARZON. On the other hand, the utilization forum promoted the DRDRA, assessed the extent of utilization of the DRDRA by research stakeholders, and generates inputs for the DRDRA updating and enhancement. RDRA provides directions on the development research priorities of said regions based on and in support to their respective Region Development Plan's implementation.

## STRATEGY 5: PROVIDE STATISTICAL PRODUCTS AND SERVICES WITHIN THE PRESCRIBED SERVICE LEVEL



The Philippine Statistics Authority releases timely statistical data to help ensure that decision makers are properly informed and guided.

To advocate the use of statistics for evidence-based decision making, NEDA and other attached agencies also conduct trainings for stakeholders in development planning, projection evaluation, and public-private partnership (PPP), while the Philippine Statistical Research and Training Institute (PSRTI) conducts studies and capability building activities on the Philippine Statistical System (PSS).

### STATISTICAL PRODUCTS AND SERVICES

Before the creation of the PSA, the National Statistics Office (NSO) was responsible for gathering and disseminating general-purpose statistics, while the National Statistical Coordination Board (NSCB) served as the highest policy-making and coordinating body on statistical matters.

The NSCB released 12 sets of official statistics on gross domestic product, gross regional domestic product and expenditure, 2012 consolidated/income and outlay accounts, human development index, national health accounts, tourism satellite accounts, poverty statistics, and Input-Output table.

Apart from the regular release of reports (i.e., labor force survey, consumer price index, monthly integrated survey of selected industries, producer price survey, construction statistics from approved building permits, quarterly survey of Philippine business and industry, foreign trade statistics, and commodity flow of statistics), the NSO in 2013 released the following:

- 2012 Household Survey on Domestic Visitors (HSDV);
- 2012 Family Income and Expenditures Survey (FIES);
- 2012 Survey on Overseas Filipinos (SOF);
- 2012 Updating of the List of Establishments (ULE);
- 2011 Annual Poverty Indicators Survey (APIS) with Report on Social Protection Module based on the 2010 APIS;
- 2011 Family Health Survey (FHS);
- 2011 Household Energy Consumption Survey (HECS);
- 2010 Census of Population and Housing (CPH);
- 2010 Annual Survey of Philippine Business and Industry (ASPBI); and
- 2010 Survey of Energy Consumption of Establishments (SECE).
- The agency also completed the data collection for the following reports to be released after 2013:
- 2013 Annual Poverty Indicators Survey (APIS);
- 2013 Functional Literacy, Education and Mass Media Survey (FLEMMS);
- 2013 National Demographic and Health Survey (NDHS);
- 2012 Census of Agriculture and Fisheries; and
- 2012 Census of Philippine Business and Industry (CPBI).

Through technical assistance from the World Bank, NEDA and PSA started implementing in 2013 the Philippines Wealth Accounting and Valuation of Ecosystem Services (Phil-WAVES). Among the objectives of Phil-WAVES are to develop macroeconomic indicators to measure sustainability of economic development and develop national accounts for prioritized natural resources (e.g., minerals) to analyze their contribution to inclusive growth. The program is ongoing and implemented with the Department of Environment and Natural Resources, Laguna Lake Development Authority, and Palawan Council for Sustainable Development.

Furthermore, the NSO finalized the Registry System for Basic Sectors in Agriculture (RSBSA) Batch 2, in collaboration with the Departments of Budget and Management (DBM), Agriculture (DA) and Agrarian Reform (DAR). The RSBSA gathers information on all farmers, farm laborers, and fishermen nationwide to aid in the proper identification of beneficiaries.

Meanwhile, the PSRTI, formerly the Statistical Research and Training Center, completed 12 research studies on the PSS in 2013. These studies were either published in a recognized journal or adapted to practical application.

## CAPACITY BUILDING FOR STAKEHOLDERS

About 230 provincial planners from 80 provinces were trained by NEDA on mainstreaming disaster risk reduction and climate change adaptation in provincial physical

framework plans through a technical assistance program from the United Nations Development Programme (UNDP), Australian Agency for International Development (AusAID), and New Zealand Aid Programme (NZAP).

In 2013, the PSRTI conducted 46 training courses benefitting more than 900 participants. Of these trainings, 22 were customized for local and international clients, such as the Royal Government of Bhutan and the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). These courses covered skills development in data collection and processing, database management, data analysis and statistical modeling, report writing and statistical or data presentation/ dissemination.

Another NEDA-attached agency, the PPP Center, provided focused capacity building interventions on PPP to more than 300 LGUs, national and regional line agencies, state universities and colleges, government-owned and -controlled corporations, and the private sector.

## REGIONAL INITIATIVES ON STRATEGY 5

NEDA Regional Offices (NROs) initiated the following in 2013 to develop the capacities of local government units (LGUs) and other stakeholders:

- 2nd Annual Regional Planners Convention in Region II (Cagayan Valley) and the 2nd Annual Regional Forum for Local Planners in Region VIII (Eastern Visayas)**, which brought together planners from regional line agencies and local governments to promote greater coordination and collaboration in development planning, investment programming, among others;
- Integrated Area Development Plan for Coastal Municipalities of Isabela Province**, which is a localized translation of the North Luzon Coastal Tourism Development Plan (NLCDP).
- Technical assistance in the preparation of the Regional Tourism Action Plans (Central Luzon) and LGU Tourism Master Plans (Caraga)**, wherein regional tourism stakeholders and LGUs received technical assistance from the NROs and the Department of Tourism in the preparation of said plans;
- Guidebook for LGUs on Funding Facilities in Central Visayas**, which provides the Regional Development Council (RDC)-VII and LGUs with data from funding institutions, both public and private;
- Technical assistance in the implementation of the GIZ-Conflict Sensitive Resource and Asset Management (COSERAM) Program in Caraga Region**, wherein the NRO provided substantial inputs in the implementation of five cluster activities, namely (a) peaceful and sustainable ridge to reef approach; (b) harmonized conflict sensitive planning; (c) co-management in conflict-prone areas; (d) supporting IP related rights and regulations affecting the use of natural resources; and (e) Indigenous Practices for Biodiversity (IP4Bio) Conservation Project; Legal Study of Land Rights and Tenorial Instruments in Caraga Region; and
- Conduct of Basic Quantum GIS Training in Caraga Region**, wherein the NRO, in cooperation with GIZ, invited experts from the University of the Philippines Diliman to train 65 staffers from regional line agencies and LGUs were trained on Quantum GIS, as part of the Regional Geographic Information System Network (RGISN).

## STRATEGY 6: PROVIDE AND MAINTAIN CIVIL REGISTRY SERVICES WITHIN THE PRESCRIBED SERVICE LEVEL



*National Statistics Office Director III Maribeth C. Pilimpinas (far right) and Director II Annabelle C. Langbayan (second from right) are sworn in by NEDA Sec. Arsenio M. Balisacan (center) and NSO Administrator Carmelita N. Ericta (far left).*

The Philippine Statistics Authority (PSA)-NSO provides services to the public related to civil records, thus helping ensure that every Filipino's civil rights are protected. Capacity building for stakeholders was also provided.

### CIVIL REGISTRATION SERVICES

In 2013, more than 12.8 million applications for certificates of birth, marriage, no marriage (CENOMAR), and death were received, processed and released by the NSO, translating to PhP751,160,967 worth of contribution to the revenues of the national government.

In terms of performance within prescribed service level, 95 percent of digitized copies of birth certificates were released within two hours upon receipt of request; 97 percent of

digitized CENOMAR within four working days; 85 percent of non-digitized CENOMAR within 15 working days; and 95 percent of civil registry documents with approved petitions for corrections or change within 10 days.

### CAPACITY BUILDING FOR STAKEHOLDERS

On August 6-8, 2013, the NSO conducted the 8th National Convention of Solemnizing Officers (NCSO) in Davao City. It gathered more than 1,600 solemnizing officers (i.e., priests, pastors and imams, from various sects and denominations), judges, civil registrars and staff and other stakeholders to share and learn experiences on the solemnization of marriages and the implementation of marriage laws, rules and procedures.



## OUTCOME B: LEADERSHIP, MANAGEMENT AND INNOVATION

NEDA's approved rationalization plan allows for shifts toward more flexible organizational arrangements for effecting sound economic and development management (see Outcome A). Exerting leadership, exercising management and promoting innovation inside the organization are imperatives for the institution 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.





## STRATEGY 7: PURSUE ORGANIZATIONAL DEVELOPMENT THROUGH CAPACITY BUILDING, SYSTEMS IMPROVEMENTS AND PHYSICAL ASSETS UPGRADING TO IMPROVE PRODUCTIVITY



This strategy aims to improve the organizational productivity of NEDA and its agencies. Three strategic actions are being implemented: improving systems related to their mandates; building capacities of NEDA staffers in core areas, including leadership and management; and upgrading physical assets.

### SYSTEMS IMPROVEMENT

The approval of the NEDA Rationalization Plan (NRP) on 18 June 2013 further enhanced existing systems and developed new ones in the agency, in line with NEDA's shift from simply providing technical assistance to strategic direction-setting for the country's socioeconomic development. Some offices were divided, abolished, renamed, consolidated and/or transferred, while new divisions were created. Among the highlights of the NRP include the following:

- Elevation of the Development Administration Division into a full-blown Governance Staff (GovS) with two divisions to enable NEDA to put greater focus on emerging governance concerns that are critical to achieve socioeconomic development;
- Creation of an Internal Audit Service (IAS) directly under the Office of the Director-General;
- Creation of a Value/Risk Analysis and Infrastructure Regulation Division under the Infrastructure Staff (IS);
- Creation of the Policy Coordination Division under the National Policy and Planning Staff (NPPS) and the Development Research Division, which is now under the Development Information Staff (DIS);
- Renaming of the Management Staff (MS) into the

Financial, Planning and Management Staff (FPMS), which merged the accounting, budgeting, corporate planning and management systems functions;

- Reconfiguration of the Administrative Staff (AdS) to focus on human resources development and management, asset management and general services; and
- Shifting of divisions of NEDA Regional Offices (NROs) from sectoral to functional (i.e., policy formulation and planning; project development, investment programming and budgeting; project monitoring and evaluation; and development research.

### CAPACITY BUILDING

In 2013, approximately 400 NEDA personnel participated in various capability building activities on topics like economic and statistical analysis, development economics and regional/urban planning, impact evaluation, participatory gender audit, public-private partnership (PPP), internal audit and control systems, website development, information technology and relevant regulations.

Several staffers from NEDA and attached agencies were also sent for training programs

conducted by government agencies and multilateral development partners. One training is the Public Management and Development Program (PMDP), which is the national government's career executive service development program conducted by the Development Academy of the Philippines. By the end of 2013, more than 20 personnel from NEDA, National Statistics Office, Tariff Commission, and Philippine Institute for Development Studies completed the three batches of senior executives' and middle managers' classes.

During the Earth Day Celebration in 2013, a seminar-workshop on Greenhouse Gas (GHG) Accounting 101 was conducted for NEDA in collaboration with the Climate Change Commission (CCC) and the Climate Change and Clean Energy (CEnergy) Project. One of the outputs of the activity, which aimed to familiarize NEDA with the scientific concepts and principles of GHG accounting, was the estimation of NEDA's carbon emission using the agency's actual data on fuel usage and electricity consumption for 2012. The activity discussed strategies to reduce and manage carbon emissions of NEDA operations.

NEDA also invested in building its capability to conduct value engineering/value analysis (VE/VA), which aims to minimize the probability of incurring cost overruns from the proposed infrastructure PAPs. In 2013, experts were involved in the VE/VA of the proposed Cebu Bus Rapid Transit (BRT) and other infrastructure projects on a short-term basis.

The Canadian International Development Agency (CIDA) provided an additional grant amounting to \$3 million to fund PPP Center's capacity building and institutional strengthening initiatives for the PPP program.

## **UPGRADING OF PHYSICAL ASSETS**

In support of attaining its major final outputs, NEDA developed in-house information systems and applications. For example, during the formulation of the Reconstruction Assistance on Yolanda (see Strategy 1), web-based databases and exchange platforms were developed for the multistakeholder team composed of NEDA, government agencies and multilateral development partners. NEDA likewise invested in providing information and communications technology (ICT) resources and infrastructure to its different Offices and Staffs by upgrading the local area network (LAN) and internet VPN bandwidth, construction of new NEDA Data Center, and installation of active directory (AD) services.

## **REGIONAL INITIATIVES ON STRATEGY 7**

The following were some of the achievements and implemented activities that improved organizational systems, built capacities of personnel and upgraded physical assets of the different NEDA Regional Offices (NROs):

Reconfirmation of NRO II (Ilocos) and NRO II (Cagayan Valley) Quality Management System (QMS) as ISO 9001:2008 certified by Certification International Philippines (CIP), as well as application for ISO accreditation by NRO V (Bicol);

Establishment of QMS in NRO-Cordillera Administrative Region (CAR) and NRO XI (Davao Region). For NRO-CAR, final documents were completed and a contract with TUV Rhineland as the third-party evaluator/certificator was signed. NRO XI formulated the "Quality Manual and Operations Manual," which contains the documentation of the general procedures, guidelines and work instructions and quality control for each of the outputs of the NRO, and the "NRO XI QMS Journey," a guide in addressing the requirements of ISO 9001:2000 standards;

Pre-construction activities for NRO-CAR building; renovation/reconstruction of NROs II (Cagayan Valley), VI (Western Visayas) and VIII (Eastern Visayas) buildings; and construction of NRO I (Ilocos Region) staff house, NRO III (Central Luzon) office building, and NRO X (Northern Mindanao) quarters for Regional and Assistant Regional Directors.

## STRATEGY 8: OPTIMIZE STRATEGIC LINKAGES TO ATTAIN ORGANIZATIONAL EFFECTIVENESS



*NEDA Deputy Director-General Margarita R. Songco (center left) at the launch of the Philippine Council for Sustainable Development-Committee on the Conservation and Management of Resources for Development (PCSD-CCMRD) Business Plan. With DDG Songco (from left to right) are: Usec. Analiza R. Teh, Undersecretary of DENR and STREEM's National Project Manager, Assistant Secretary Michelle Angelica Go of DENR-Planning, Assistant Secretary Rommel Abesamis of DENR-FASPO, and former Country Director Toshihiro Tanaka of UNDP.*

As a coordinating agency, NEDA recognizes that its organizational effectiveness will be determined by the extent and quality of strategic linkages with different stakeholders. For this strategy, the agency revisits institutional arrangements and forges new strategic partnerships.

### REVISIT INSTITUTIONAL ARRANGEMENTS

NEDA celebrated its 40th anniversary in January 2013 with the theme “NEDA at 40 and Beyond: Lead. Engage. Transform.” It was an opportunity to look back since the agency took the role of leading the Philippine government in development planning, investment programming, monitoring and evaluation, and policy coordination. The celebration was graced by no less than President Benigno S. Aquino III.

Another activity on NEDA's 40th anniversary gathered former NEDA Directors-General (DGs) during a special interaction and appreciation Night held on February 26, 2013. The milestone event became a venue

for 10 of 13 former NEDA DGs since 1973 to re-examine their respective tenure and share insights for the future of NEDA.

### FORGE NEW PARTNERSHIPS

In 2013, NEDA and its attached agencies signed memoranda of understanding (MOU) or agreement (MOA) with different private institutions. Among the partnerships formalized are the following:

- MOU between the Public-Private Partnership (PPP) Center and Cities Development Initiative in Asia (CDIA), on providing technical assistance to selected cities and municipalities pursuing local PPP projects;
- MOA between the Philippine Institute for Development Studies and 24 institutions, on the Socio-Economic Research Portal for the Philippines (SERP-P) Project, an online electronic database of completed, ongoing and pipeline research studies that links socioeconomic studies implemented by various research institutions.

Further, the PPP Center, Canadian International Development Agency (CIDA), Australian Agency for International Development (AusAID), and Asian Development Bank (ADB) amended technical assistance agreements in support of the PPP Program. Particularly, the PPP program

received an additional grant of US\$3 million from CIDA, while the PPP Center's Project Development Monitoring Fund (PDMF) obtained increased support from AusAID amounting to US\$3 million (from US\$15 million to US\$18 million).

## REGIONAL INITIATIVES ON STRATEGY 8

Regional initiatives under strategy 8 include networking with local officials and other stakeholders, not only in line with the agency's mandates but also in attaining organizational effectiveness.

In 2013, the NROs, as secretariat of the Regional Development Councils (RDCs), led the processes of electing RDC private sector representatives and nominating RDC Chairs and Co-chairs for the President's consideration. Likewise, the different RDC Sectoral Committees were reorganized with the election of their respective Chairs and Co-chairs.

Highlighting the crucial role of the RDCs in attaining the NROs' mandates and organizational effectiveness, NEDA developed a roadmap for strengthening the RDC mechanism as the highest socioeconomic planning and policy formulation body in the region. The roadmap underscores the RDC's need for a more proactive role in the identification, development and review or evaluation of programs and projects for implementation by national government agencies through regular annual appropriations.

The following initiatives for strategy 8 were also undertaken by the different NROs:

Memorandum of Understanding (MOU) between the North Luzon NROs and the Philippine Chamber of Commerce, Inc. (PCCI) on the adoption of the North Luzon Integration Framework as basis for deliberately and proactively inducing private sector investments in the area's competitive industries, as well as the convening of the North Luzon Development Forum to be attended by key RDC, PCCI and local government officials from four regions in Northern Luzon;

Memorandum of Agreement (MOA) between NRO-Cordillera Administrative Region and the University of the Philippines–Public Administration Research and Extension Services Foundation, Inc.; Kalinga State College; and other institutions in the management of the region's social preparation into an Autonomous Region;

Partnership between NRO VII (Central Visayas) and the Cebu Chamber of Commerce and Industry in conducting two major activities: (a) Forum on ASEAN Economic Community 2015 with the theme "Impact on Central Visayas' Manufacturing, Businesses and Agriculture Sectors"; and (b) Preparation of a Roadmap Towards ASEAN Economic Community 2015 and Beyond;

Partnership between NRO XI (Davao Region) and the Association of Regional Executives of National Agencies in Region XI (ARENA XI) in providing services at the local level through the ARENA XI Serbisyo Caravan. NRO XI developed the survey instrument for profiling poor and marginalized communities targeted for convergent delivery of government services in Davao Region; and

Mobilization of Php1.7-million worth of assistance from the GIZ German Development Cooperation of the Republic of Germany for NRO XIII (Caraga) for equipment and capacity building activities to enhance the Regional Geographic Information System Network members' capacities in development collaboration and coordination through data sharing and integration.



# NEDA IN 2014: GREATER SOLIDARITY AND BETTER RESULTS

The process of transformation, whether organizational or economic, is never easy and simple. Complications arise when systems deviate from the “normal” status quo. As the cover of this Annual Report suggests, the path towards development, which entails institutional and policy changes, is never just a straight line. Thus, NEDA needs to work even harder to ensure these achievements do not go to waste.

Amid extraordinary challenges to the government as a whole brought about by disasters and by issues that serve as tests of government’s commitment to good governance, NEDA has managed to maintain its credibility as the Philippine government’s socioeconomic planning agency. A major lesson learned is that the government bureaucracy needs to have some flexibility and willingness to do things differently in order to adapt to constantly changing environments and respond to unanticipated needs.

As the Philippine Development Plan (PDP) 2011-2016 Midterm Update states, “Transforming the economy requires transforming institutions at the same time. Institutions need to transform themselves to meet the demands of a more complex economy and a better informed, more sophisticated citizenry.” Meeting this challenge is not easy but, as NEDA and its attached agencies have demonstrated, it is certainly possible.

In its 41st year, NEDA will strive for greater solidarity and better results. As the restructuring phase is far from over, the agency adopts the theme “Greater solidarity and better results” for 2014 in continuing to consolidate the gains achieved in the past year. Greater solidarity connotes an institution that is more stable yet flexible in adapting to changes in the socioeconomic milieu. These, in turn, will yield better results not only for NEDA but for the entire country, for every Filipino who is the end goal of inclusive growth.





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### NRO II-CAGAYAN VALLEY

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### NRO IV-A-CALABARZON

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### NRO IV-B-MIMAROPA

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### NRO V-BICOL REGION

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### NRO VI-WESTERN VISAYAS

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### NRO XIII-CARAGA REGION

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### LEGAL STAFF

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## ATTACHED AGENCIES

### PHILIPPINE INSTITUTE FOR DEVELOPMENT STUDIES

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### PHILIPPINE NATIONAL VOLUNTEER SERVICE COORDINATION AGENCY

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### PHILIPPINE STATISTICAL RESEARCH AND TRAINING INSTITUTE

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### PUBLIC-PRIVATE PARTNERSHIP CENTER

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### TARIFF COMMISSION

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Chairman  
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\* The PSA is composed of the major statistical agencies including the National Statistics Office, the National Statistical Coordination Board, the Bureau of Agricultural Statistics, and the Bureau of Labor and Employment Statistics.

**NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY**  
**CONSOLIDATED STATEMENT OF INCOME AND EXPENSES**  
**FOR THE YEAR-ENDED DECEMBER 31, 2013**

**INCOME**

Net Subsidy Income from National Government		1,161,678,179.31
Add: Subsidy from Central Office	26,733,262.07	
Subsidy from Regional Office	669,630.30	
Subsidy from Other Funds	1,233,038.02	
Income from Grants and Donations	3,863,701.77	
Interest Income	12,781.60	
Gain/(Loss) on Sale of Disposed Assets	(3,557.57)	
Other Fines and Penalties	7,660.64	
Miscellaneous Income	199,990.59	32,716,507.42
<b>Total Income</b>		<b>1,194,394,686.73</b>

**LESS EXPENSES**

Salaries and Wages-Regular	354,362,087.49
Salaries and Wages-Casual	147,739.09
Salaries and Wages-Contractual	2,979,748.06
Salaries and Wages-Emergency	29,418.16
Personnel Economic Relief Allowance (PERA)	23,610,354.25
Representation Allowance (RA)	12,515,990.27
Transportation Allowance (TA)	9,896,305.82
Clothing/Uniform Allowance	4,950,000.00
Subsistence and Quarters' Allowance	30,000.00
Productivity Incentive Allowance	3,694,115.02
Honoraria	7,677,736.58
Other Bonuses and Allowance	29,448,480.93
Longevity Pay	50,000.00
Overtime and Night Pay	1,429,778.87
Cash Gift	4,948,375.00
Year-End Bonus	29,900,185.04
Life and Retirement Insurance Contributions	42,204,024.77
Pag-IBIG Contributions	1,175,118.18
PhilHealth Contributions	3,303,925.52
ECC Contributions	1,175,087.21
Retirement Benefits-Civilian	24,304,699.20
Terminal Leave Benefits	42,503,520.47
Other Personnel Benefits	94,897,387.44
Travelling Expense-Local	18,103,361.63
Travelling Expense-Foreign	3,455,490.20
Training Expenses	10,820,930.97
Scholarship Expenses	5,806.55
Office Supplies Expense	13,671,868.41
Accountable Forms Expense	75,665.31
Drugs and Medicine Expense	1,837.75
Medical, Dental and Laboratory Supplies Expense	59,046.85
Gasoline, Oil and Lubricants Expense	8,417,562.93
Other Supplies Expense	2,396,721.19
Water	1,957,922.65
Electricity	22,086,347.30
Cooking Gas Expense	1,595.00
Postage and Deliveries	907,459.80
Telephone Expenses- Landline	4,884,994.56
Telephone Expenses- Mobile	2,436,629.51
Internet Expenses	4,745,442.90
Cable, Satellite, Telegraph and Radio Expenses	202,243.78
Membership Dues and Contribution to Organizations	169,071.54
Advertising Expenses	588,190.50



Printing and Binding Expenses	4,770,353.15	
Rent Expense	9,455,164.75	
Representation Expenses	26,242,784.13	
Transportation and Delivery Expenses	22,547.25	
Subscription Expenses	1,181,252.56	
Legal Services	30,384.36	
Auditing Services	628,095.45	
Consultancy Services	8,378,901.99	
General Services	1,458,319.15	
Janitorial Services	9,990,407.61	
Security Services	12,318,983.30	
Other Professional Services	4,480,557.63	
Repairs and Maintenance-Office Building	2,099,464.66	
Repairs and Maintenance- Leasehold Improv., Bldg.	894,097.20	
Repairs and Maintenance- Other Leasehold Improvement	8,501.90	
Repairs and Maintenance- Office Equipment	435,985.32	
Repairs and Maintenance- Furniture and Fixture	262,786.24	
Repairs and Maintenance- IT Equipment & Software	764,329.08	
Repairs and Maintenance- Comm. Equipment	8,837.00	
Repairs and Maintenance- Motor Vehicles	5,182,348.90	
Repairs and Maintenance- Other Property Plant and Equipment	734,395.18	
Repairs and Maintenance- Parks, Plazas and Monuments	4,957.00	
Subsidy to Regional Offices/Staff Bureaus	28,481,581.74	
Subsidy to Other Funds	86,728.02	
Donations	344,581.04	
Extraordinary Expense	2,053,428.73	
Miscellaneous Expense	2,219,673.48	
Taxes, Duties and Licenses	377,941.06	
Fidelity Bond Premium	355,280.75	
Insurance Expense	1,707,398.77	
Depreciation-Land Improvement	72,662.64	
Depreciation-Office Building	3,282,680.65	
Depreciation-Other Structure	89,316.36	
Depreciation-Leasehold Improvements, Land	12,008.36	
Depreciation-Leasehold Improvements, Building	233,491.77	
Depreciation-Office Equipment	2,906,351.57	
Depreciation- Furnitures and Fixtures	709,987.28	
Depreciation- IT Equipment	16,261,147.93	
Depreciation-Library Books	65,254.15	
Depreciation- Communication Equipment	292,959.81	
Depreciation-Firefighting Equipt. & Accessories	33,654.27	
Depreciation-Medical, Dental and Laboratory Equipment	13,611.08	
Depreciation- Military and Police Equipment	1,161.00	
Depreciation-Sports Equipment	3,987.00	
Depreciation- Technical and Scientific Equipment	9,108.00	
Depreciation-Other Machineries and Equipment	151,336.20	
Depreciation-Motor Vehicles	4,915,095.55	
Depreciation- Other Property, Plant and Equipt.	151,706.44	
Obsolescence-IT Software	3,867,389.90	
Loss on Guaranty	4,796.26	
Other Maintenance and Operating Expenses	10,605,126.21	
Bank Charges	8,425.00	
<b>Total Expenses</b>		<b>958,893,591.53</b>
<b>NET INCOME OVER EXPENSES</b>		<b>235,501,095.20</b>

*Note: NEDA Region VIII not included.*

**NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY**  
**CONSOLIDATED BALANCE SHEET**  
**AS OF DECEMBER 31, 2013**

<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
<b>Cash</b>			
Cash Collecting Officer	640,588.48		
Petty Cash Fund	1,190,989.16		
Payroll Fund	974,842.39		
Cash National Treasury - MDS	19,618,996.05		
Cash in Bank Local Currency - Current Account	42,660,026.31	65,085,442.39	
<b>Receivables</b>			
Accounts Receivable	17,068.87		
Due from Officers and Employees	20,843.96		
Due from NGAs	55,555,598.34		
Due from GOCCs	28,005,287.74		
Due from LGUs	16,780,866.98		
Due from NGOs	593,500.00		
Due from Regional Offices/Staff Bureaus	788,449.69		
Due from Other Funds	328,669.41		
Advances to Officers and Employees	4,212,671.28		
Receivables - Disallowances and Charges	1,271,163.68		
Other Receivables	1,740,158.25	109,314,278.20	
<b>Inventories</b>			
Office Supplies Inventory	7,850,393.55		
Accountable Forms with Face Value Inventory	4,894.01		
Other Supplies Inventory	1,627,246.24		
Spare Parts Inventory	66,402.40		
Construction Materials Inventory	13,430.00	9,562,366.20	
<b>Prepaid Expenses</b>			
Prepaid Rent	159,200.00		
Prepaid Insurance	684,891.58		
Advances to Contractors	6,784,296.55		
Other Prepaid Expenses	254,736.36	7,883,124.49	
<b>Other Current Assets</b>			
Guaranty Deposits		1,001,705.12	
<b>Total Current Assets</b>			<b>192,846,916.40</b>
<b>LONG-TERM INVESTMENTS</b>			
Investment in Stocks		44,680.00	
Other Investments and Marketable Securities		188,440.00	
<b>Total Long-Term Investments</b>			<b>233,120.00</b>
<b>PROPERTY, PLANT AND EQUIPMENT</b>			
Land		624,858,876.74	
Land Improvements	2,116,150.89		
Less Accumulated Depreciation	696,098.02	1,420,052.87	
Office Buildings	150,939,368.65		
Less Accumulated Depreciation	35,912,989.97	115,026,378.68	
Other Structures	1,304,234.08		
Less Accumulated Depreciation	593,767.00	710,467.08	
Leasehold Improvement - Land	266,852.56		
Less Accumulated Depreciation	208,145.00	58,707.56	
Leasehold Improvement - Building	5,730,124.46		
Less Accumulated Depreciation	3,266,765.20	2,463,359.26	
Leasehold Improvement - Others	139,891.00		
Less Accumulated Depreciation	125,901.90	13,989.10	
Office Equipment	43,162,572.50		

Less Accumulated Depreciation	28,045,017.49	15,117,555.01	
Furniture and Fixture	19,611,560.71		
Less Accumulated Depreciation	13,635,146.47	5,976,414.24	
IT Equipt. And Software	215,937,071.55		
Less Accumulated Depreciation	131,215,089.99	84,721,981.56	
Library Books	931,375.00		
Less Accumulated Depreciation	528,298.94	403,076.06	
Communication Equipment	7,127,401.49		
Less Accumulated Depreciation	4,679,171.09	2,448,230.40	
Firefighting Equipment and Accessories	420,181.00		
Less Accumulated Depreciation	303,317.14	116,863.86	
Medical, Dental & Laboratory Equipment	341,187.18		
Less Accumulated Depreciation	287,829.43	53,357.75	
Military and Police Equipment	12,901.00		
Less Accumulated Depreciation	4,063.14	8,837.86	
Sports Equipment	86,405.00		
Less Accumulated Depreciation	77,764.50	8,640.50	
Technical and Scientific Equipment	105,300.00		
Less Accumulated Depreciation	73,302.00	31,998.00	
Other Machineries and Equipment	2,978,735.65		
Less Accumulated Depreciation	811,635.55	2,167,100.10	
Motor Vehicles	91,059,045.63		
Less Accumulated Depreciation	39,590,513.46	51,468,532.17	
Other Property, Plant and Equipment	13,320,174.42		
Less Accumulated Depreciation	7,836,683.02	5,483,491.40	
Construction in Progress - Agency Assets		103,790,877.57	
<b>Total Fixed Assets</b>			<b>1,016,348,787.77</b>
<b>OTHER ASSETS</b>			
Other Assets		43,841,235.12	
<b>Total Other Assets</b>			<b>43,841,235.12</b>
<b>TOTAL ASSETS</b>			<b>1,253,270,059.29</b>
<b>LIABILITIES AND EQUITY</b>			
<b>CURRENT LIABILITIES</b>			
Accounts Payable		82,503,897.30	
Due to Officers and Employees		5,178,288.31	
Due to National Treasury		794,092.25	
Due to BIR		7,285,943.38	
Due to GSIS		2,163,489.45	
Due to Pag-IBIG		751,297.57	
Due to PhilHealth		448,659.40	
Due to NGAs		1,398,110.23	
Due to LGUs		4,284,047.98	
Due to GOCCs		(72,983.55)	
Due to Central Office		2,952,585.50	
Due to Regional Offices/Staff Bureaus		11,819,015.25	
Due to Other Funds		6,482,412.95	
Guaranty Deposit Payable		143,110.43	
Performance/Bidders/Bail/Bonds Payable		2,164,255.47	
Other Payables		18,914,241.44	
Other Deferred Credits		75,831.15	
Other Long-Term Liabilities		175,090.95	
<b>Total Liabilities</b>			<b>147,461,385.46</b>
<b>EQUITY</b>			
Government Equity		1,105,808,673.83	
<b>Total Equity</b>			<b>1,105,808,673.83</b>
<b>TOTAL LIABILITIES AND EQUITY</b>			<b>1,253,270,059.29</b>

Note: NEDA Region VIII not included.

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