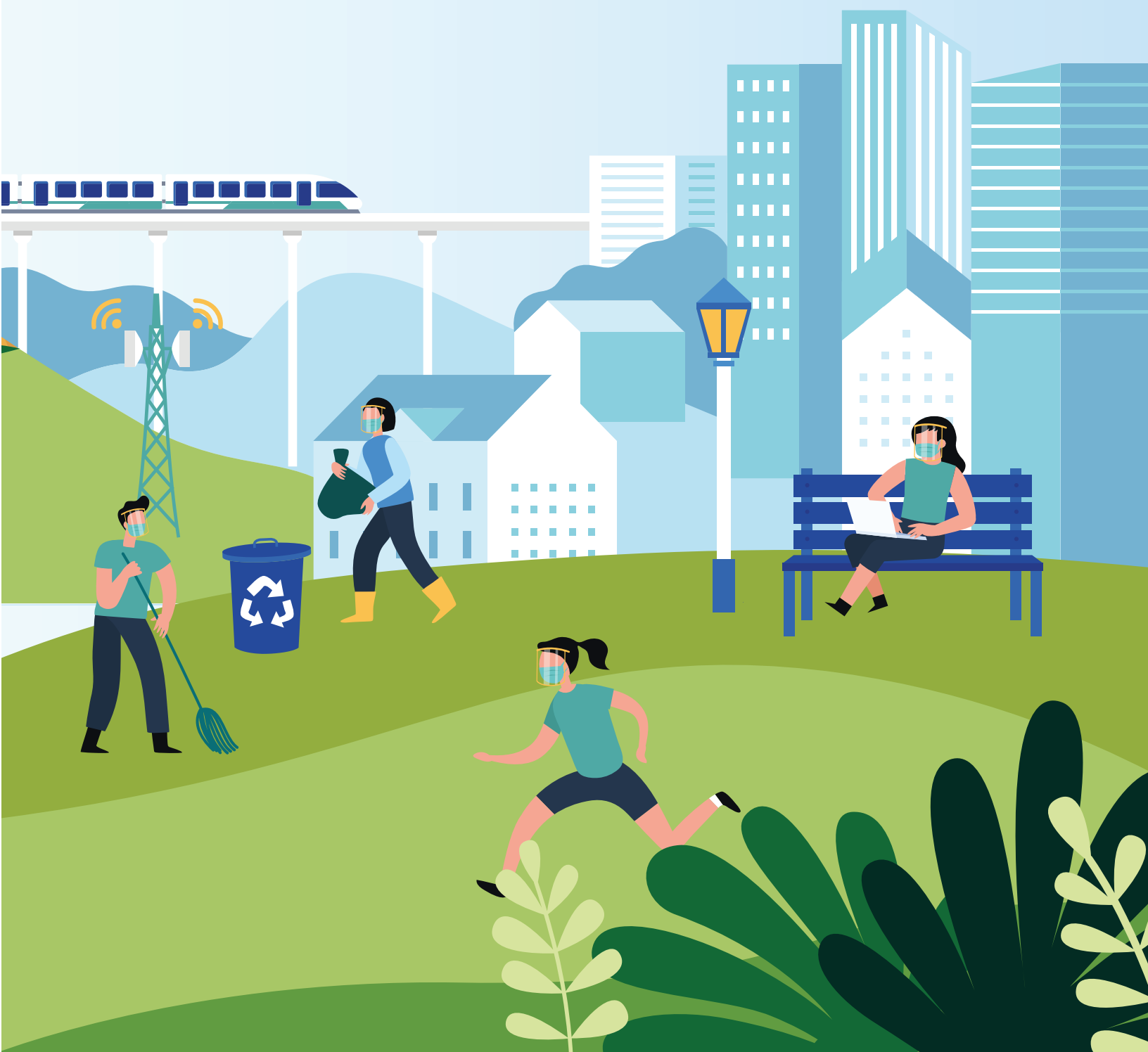




ANNUAL REPORT

# NEDA 2020: Building Back a Better and Stronger Economy Beyond the COVID-19 Pandemic





ANNUAL REPORT

**NEDA 2020: Building Back a Better  
and Stronger Economy Beyond the  
COVID-19 Pandemic**

# 2020 Annual Report Team

---

## Editors

Nerrisa T. Esguerra  
Frances Fatima M. Cabana  
Maria Charina I. Quiwa

## Design and Layout Artists

Raissa P. Angeles  
Dorothea Mair C. Napay  
Leslie P. Lim

## Coordinators / Writers

Judith L. Cornista  
Patricia Mae A. Ching  
Julliano Fernando A. Guiang

## Support Staff

Jose Emmanuel K. Gutierrez  
Antonio F. Mojana  
Leody P. Barcelon

Special thanks to all NEDA Staffs, the Office of the Secretary, Regional Offices, and Attached Agencies for their invaluable inputs and contributions to the 2020 NEDA Annual Report.



# TABLE OF CONTENTS

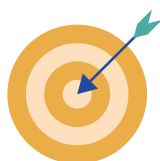
<b>1</b>	<b>About NEDA</b>
<b>2</b>	<b>NEDA Board</b>
<b>3</b>	<b>Organizational Structure</b>
<b>5</b>	<b>Secretary's Message</b>
<b>7</b>	<b>The COVID-19 Pandemic and its Impact on the Philippine Economy</b>
<b>12</b>	<b>NEDA in 2020</b>
<b>14</b>	<b>NEDA: 85 Years of Commitment to National Development</b>
<b>17</b>	<b>Socioeconomic Policy and Planning Program</b>
<b>29</b>	<b>National Investment Programming</b>
<b>37</b>	<b>National Development Monitoring and Evaluation Program</b>
<b>41</b>	<b>Organizational Development</b>
<b>47</b>	<b>Strategic Linkages</b>
<b>52</b>	<b>NEDA Attached Agencies</b>
<b>56</b>	<b>Consolidated Statement of Financial Position</b>
<b>57</b>	<b>Consolidated Statement of Financial Performance</b>
<b>58</b>	<b>Directory of Officials</b>





## ABOUT NEDA

The National Economic and Development Authority (NEDA) is the government's socioeconomic planning body, highly regarded in macroeconomic forecasting, policy research, and analysis; an acknowledged institution in providing high-level policy advice, developing consensus, and setting the agenda for inclusive development.



### VISION

NEDA envisions a country where public and private sectors perform their respective roles efficiently, such that people have equal access to opportunities, resulting in inclusive development and zero poverty.



### MISSION

NEDA's mission is to formulate continuing, coordinated, and fully-integrated socioeconomic policies, plans, and programs to enable and empower every Filipino to enjoy a *matatag, maginhawa, at panatag na buhay*.



### CORE VALUES

NEDA's core values are Integrity, Professionalism, and Excellence.

# NEDA BOARD

(as of June 15, 2021)

On October 20, 2017, President Rodrigo Roa Duterte issued Administrative Order No. 8, s. 2017, reconstituting the NEDA Board. The Secretary of the Department of Human Settlements and Urban Development was added as a NEDA Board member pursuant to Republic Act No. 11201, which was signed into law on February 14, 2019. The present NEDA Board is composed of the following:

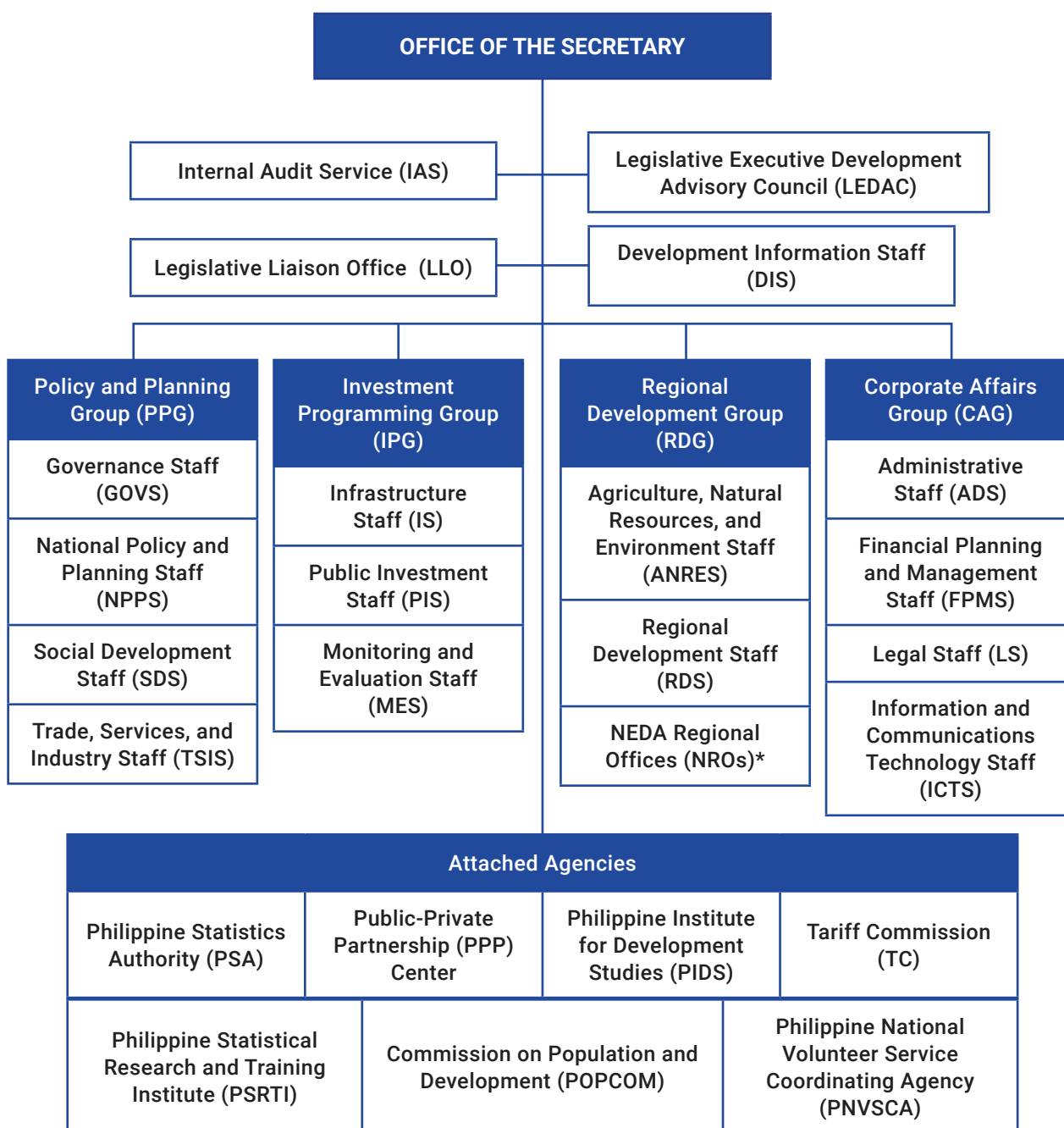
## EXECUTIVE COMMITTEE

CHAIRPERSON			
<b>Rodrigo R. Duterte</b> President of the Philippines			
VICE CHAIRPERSON			
<b>Karl Kendrick T. Chua</b> Socioeconomic Planning Secretary			
MEMBERS			
<b>Salvador C. Medialdea</b> <i>Executive Secretary</i> Office of the President	<b>Karlo Alexei B. Nograles</b> <i>Cabinet Secretary</i> Office of the President	<b>Wendel E. Avisado</b> <i>Secretary</i> Department of Budget and Management	<b>Alfonso G. Cusi</b> <i>Secretary</i> Department of Energy
<b>Carlos G. Dominguez</b> <i>Secretary</i> Department of Finance	<b>Eduardo D. Del Rosario</b> <i>Secretary</i> Department of Human Settlements and Urban Development	<b>Mark A. Villar</b> <i>Secretary</i> Department of Public Works and Highways	<b>Ramon M. Lopez</b> <i>Secretary</i> Department of Trade and Industry
<b>Arthur P. Tugade</b> <i>Secretary</i> Department of Transportation	<b>Emmanuel F. Piñol</b> <i>Chairperson</i> Mindanao Development Authority	<b>Francisco G. Dakila, Jr.</b> <i>Deputy Governor</i> Bangko Sentral ng Pilipinas	

## CABINET-LEVEL INTER-AGENCY COMMITTEES

1. Development Budget Coordination Committee (DBCC)
2. Committee on Infrastructure (INFRACOM)
3. Investment Coordination Committee (ICC)
4. Social Development Committee (SDC)
5. Committee on Tariff and Related Matters (CTRM)
6. Regional Development Committee (RDCOM)
7. National Land Use Committee (NLUC)

# ORGANIZATIONAL STRUCTURE



\*CORDILLERA ADMINISTRATIVE REGION (CAR), NRO I | ILOCOS, NRO II | CAGAYAN VALLEY, NRO III | CENTRAL LUZON, NRO IV-A | CALABARZON, NRO IV-B | MIMAROPA, NRO V | BICOL, NRO VI | WESTERN VISAYAS, NRO VII | CENTRAL VISAYAS, NRO VIII | EASTERN VISAYAS, NRO IX | ZAMBOANGA PENINSULA, NRO X | NORTHERN MINDANAO, NRO XI | DAVAO, NRO XII | SOCCSKSARGEN, AND NRO CARAGA



## SECRETARY'S MESSAGE



We entered 2020 with prospects of becoming an upper middle-income country two years ahead of our 2022 target. Earlier in 2018, we achieved a record low poverty rate of 16.7 percent of the population, lifting some six million Filipinos out of poverty four years ahead of our target.

President Duterte's policy of fiscal prudence and his push for tax reforms enabled us to achieve the highest revenue-to-GDP ratio of 16.1 percent, and the lowest debt-to-GDP ratio of 39.6 percent in 2019. We earned an unprecedented upgrade in our credit rating, which allowed us to access funds for our priority programs at concessional rates and favorable terms. These enabled us to sustainably fund the Build, Build, Build infrastructure program and provide more and better social services to the people. As a result, both the unemployment and underemployment rates also fell to historic low levels. In other words, we had realized better economic and social outcomes for the Filipino people.

However, COVID-19 disrupted our growth momentum. To address this unprecedented crisis, the government made the difficult decision of imposing community quarantines to save lives from COVID-19 and buy time to improve our health system capacity. This was not without any consequence. Like any policy decision that comes with trade-offs, this came at a huge cost to the economy and the people.

To this day, COVID-19 continuously tests our resilience, our economic foundation, our healthcare system, and even our personal grit. As encapsulated by the theme of this year's annual report, "**NEDA 2020: Building back a better and stronger economy beyond the COVID-19 pandemic**", we face the dual challenge of addressing the immediate health and economic crisis while restoring our long-term development trajectory.

Fortunately, our early progress in reducing poverty and attaining most of the 0-10 point socioeconomic agenda in the first half of the administration has prepared the country and placed it on a more solid path to recovery. The halving of the unemployment and hunger rates from record highs as we gradually relaxed the quarantine in the second semester of 2020 shows that our economic potential remains. With the productive sectors of the economy strengthened by our fiscal and economic reforms and our infrastructure program, we have seen that our economy is strong enough to recover if we enable it to do so.

Throughout this unprecedented crisis, the government's priority has been the total health and welfare of the people. To this end, NEDA has advocated for the safe reopening of the economy and a risk-based approach to the community quarantines. This is in order to contain the spread of the virus while allowing the people to address their need for food, income, and health treatments. All of these efforts will allow us to prevent long-term economic scarring and productivity losses and recover to pre-pandemic levels by 2022.

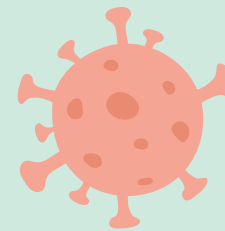
Along with the economic recovery program, my priorities as Socioeconomic Planning Secretary, as directed by the President, include accelerating the Build, Build, Build infrastructure program and the National ID system.

Looking forward, I also aim to improve the NEDA organization, so that we can give the next administration a better foundation for sustainable development, with stronger focus on responsive infrastructure, innovation, regional equity, and climate change.

While these are very tall orders, I am confident that we can achieve these together through sincere public service and strong collaboration. We assure the Filipino people we will not waste this crisis. Like before, we will turn this crisis into an opportunity to recover strongly, and build a more inclusive society towards achieving our *AmBisyon Natin 2040*.

  
Secretary Kari Kendrick T. Chua





# THE COVID-19 PANDEMIC AND ITS IMPACT ON THE PHILIPPINE ECONOMY

On March 9, 2020, President Rodrigo R. Duterte issued Proclamation 922 declaring a public health emergency throughout the country. This was after the Department of Health (DOH) confirmed on March 7, 2020 the first recorded transmission of the coronavirus disease 2019 (COVID-19) in the country. The President signed Proclamation 929 on March 16, 2020 declaring a state of calamity throughout the country due to the spike of COVID-19 cases. This led to the government's decision to implement community quarantines to contain the spread of the virus and strengthen the healthcare system. However, this came at a huge cost to the economy and the people.

## The Impact of COVID-19 on the Economy

The Philippines had been enjoying strong economic performance and was considered one of the fastest-growing economies in Asia. The country's gross domestic product (GDP) was growing at an average rate of 6.4 percent from 2009 to 2019. This was until the COVID-19 pandemic brought the country's economy into recession, breaking almost three decades of uninterrupted growth. The pandemic disrupted the country's growth momentum, as the economy contracted by 9.6 percent in 2020.

Strict community quarantines were imposed in most parts of the country, which restricted movement and led to a PHP809 billion drop in household spending, or an average of around PHP2.2 billion per day. This amounted to a total income loss in 2020 of PHP1.04 trillion for the country or an average of around PHP23 thousand per worker. However, this average concealed the wide differences across sectors and jobs. Some workers were hit harder as others lost their jobs completely. Services, both public and private, were greatly affected by this unprecedented crisis.

## Mitigating the Impact of the Pandemic

Despite the difficulties brought about by the COVID-19 pandemic, NEDA pushed for policies, plans, and programs to ensure that the country would remain on track with the targets laid out in the Philippine Development Plan 2017-2022.

The *Bayanihan* to Heal as One or *Bayanihan* 1 (Republic Act [RA] 11469) and *Bayanihan* to Recover as One or *Bayanihan* 2 (RA 11494) served as the Philippines' economic rescue plan to mitigate the impact of the pandemic. Together, they formed the pillar of the government's economic rescue efforts and expanded the powers of the President to respond to the crisis. *Bayanihan* 1 was passed in late March 2020. *Bayanihan* 2, which granted the President additional authority to realign funds in order to stimulate the economy while strengthening the health sector and government's pandemic responses, was signed into law in September 2020.

The government mounted a multi-sectoral response to COVID-19 through the Interagency Task Force for the Management of Emerging Infectious Diseases (IATF-EID) chaired by DOH. NEDA was designated to lead the Task Group (TG) on Recovery, restructured as the Recovery Cluster under the National Action Plan (NAP) Phase III, and the Technical Working Group for





Anticipatory and Forward Planning (IATF-TWG-AFP) under the IATF-EID to craft strategies on forward economic planning, including restoring business confidence, among others.

Through the IATF, the NAP on COVID-19 was created to contain the spread of the virus and mitigate its socioeconomic impact. The first phase of the plan was implemented from March to June 2020 wherein the government carried out strict community quarantine measures focusing on the prevention and containment of COVID-19 while mitigating the effects on the country's economy. The second phase remained anchored on the prevent-detect-isolate-treat-reintegrate (PDITR) strategy and aimed to create a balance between protecting the overall health of the people and reviving the economy. The third phase, which started from the last quarter of 2020 and lasted until the first quarter of 2021, sought to continue the policies issued under the first two phases of the plan to ensure the public's health while reviving the country's economy.

## Paving the Path for Recovery and Resilience

### COVID-19 Measures, Reports, and Surveys

#### *Addressing the Social and Economic Impact of the COVID-19 Pandemic*

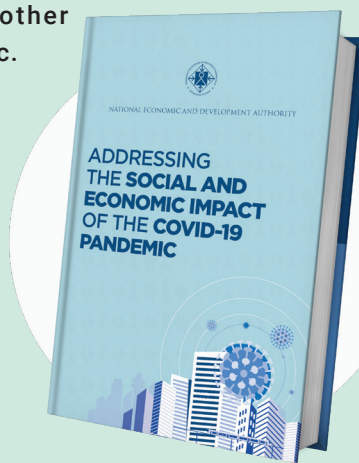
The NEDA, as the country's socioeconomic planning agency, played an active and critical role in addressing the challenges posed by the COVID-19 pandemic towards building back a better and stronger economy. In March 2020, the agency released a report assessing and addressing the social and economic impact of the COVID-19 pandemic with a three-phased program of interventions.

Phase 1 was divided into three parts. Phase 1a consisted of interventions for early detection and testing, effective quarantine systems and management

and treatment of cases; Phase 1b consisted of public health measures such as ban on travel and crowded gatherings, school closures, flexible work arrangements, limits on business operations, and work suspension; and Phase 1c called for the short-term augmentation of health facilities and human resources for health.

Phase 2 was the rebuilding of consumer and business confidence, and Phase 3 was the resumption to a new normal state of economic activity that is more prepared for another possible pandemic.

All of these key interventions formed part of the government's plan to mitigate the impact of the pandemic in the country.




#### *Recommending Actions through the 'We Recover as One' (WRAO) Report*

NEDA, as the lead of the IATF-TWG for AFP, released the "We Recover as One" report. The 76-page document presented a whole-of-government and whole-of-nation approach to respond to the uncertainties brought about by the pandemic through: (a) providing the right information, (b) addressing losses experienced during ECQ, and (c) preparing for the "new normal".

The report contained proposed priority policies, strategies, and legislative actions largely based on the analysis of the results of the collaborative effort not only of the members of the TWG for AFP but all those who participated in online surveys, consultations, and meetings. The goal was to convey the message of solidarity and ultimately, bring back the locus of control to us—individuals, communities, and the society.






The report was used by various government agencies as a guide for priority programs to be implemented in 2020 and full year 2021, and for the updating of Philippine Development Plan targets and strategies.

As input to the WRAO, NEDA conducted the Consumer and Employee Survey to gauge the changes in consumer perception and to determine the general confidence of the people in opening up the economy. The Regional Business Survey was also conducted through the NROs to assess the impact of COVID-19 and the enhanced community quarantine (ECQ) on selected businesses as well as to determine the needed assistance of the people.



#### *Formulating Action Plan for Economic Recovery Through Recharge PH*

The TG on Recovery, also spearheaded by NEDA, formulated an immediate action plan for economic recovery called the Recharge PH. The action plan aimed to fast-track the implementation of programs under the 2020 General Appropriations Act (GAA) to help the Philippine economy recover while engaging all sectors of society to prevent the spread and mitigate the ill effects of the COVID-19 pandemic. It was implemented within 2020 and would continue to be rolled out in 2021. The report became the basis of the government's NAP Phase 3 or the overall strategy in dealing with the COVID-19 outbreak and its aftermath. The report was built on the work of the IATF-TWG-AFP, which produced the 'We Recover as One' report.




#### *Developing Economic Measures through the Philippine Program for Recovery with Equity and Solidarity (PH-PROGRESO)*

Since the pandemic started, NEDA had been working closely with other government agencies in developing measures to improve the health sector and enable the economy to recover and adapt to the new and better normal. The agency collaborated with the Department of Finance (DOF), the Department of Budget and Management (DBM), and the Congress on the Philippine Program for Recovery with Equity and Solidarity (PH-PROGRESO). The program detailed the bounce-back plan for the country's economy to improve business confidence, raise consumer demand, and increase liquidity for firms. The plan prioritized the healthcare sector, the entire food supply chain, and projects under the government's Build, Build, Build Program, all of which were geared towards job creation.

#### *NEDA Study on Culture for COVID-19 Response and Recovery*

The NEDA Study on Philippine Culture was completed in January 2020. Results from the study suggested that achieving AmBisyon Natin 2040 required the implementation of a national values formation program that would inculcate values such as flexibility and adaptability, lifelong learning attitude, and critical and out-of-the-box thinking to promote innovation. In the immediate term, insights from the study were applied to examine how the country's cultural characteristics could affect the successful implementation of COVID-19 related policies, programs, activities, and projects. The results of the study were presented to the TG on Recovery, sTG on Risk Communications, and sTG on Social Recovery of the National Task Force (NTF) against COVID-19.





### Consumer and Employee Survey

NEDA conducted the Consumer and Employee Survey in April which served as input to the WRAO document. A follow-through survey was conducted in December to gauge the changes in consumer perception and to determine the general confidence of people in opening up the economy. The survey included questions on employment and livelihood, education, transportation, and other socioeconomic indicators.

### Regional Business Survey

Apart from the Business Survey conducted in April 2020, the agency, through its regional offices (RO), conducted the Regional Business Survey to assess the impact of COVID-19 and the ECQ on selected businesses and determine the assistance people need. It focused on the business conditions (i.e., sales, employment, wage payments, operations), financial conditions (i.e., funding issues, financial assistance sought), policy intervention needs, and perceived activities to be undertaken when businesses reopen under the new normal.

## Providing Policy and Technical Advice

NEDA also provided policy and technical advice to help the country build back better and have a stronger economy beyond the COVID-19 pandemic through the following: Report on the Social and Economic Impact of COVID-19 and Policy Recommendations; analyses and estimation of gross domestic


product (GDP) growth, employment, and poverty, taking into account the impact of COVID-19 and corresponding response measures; Senate Bills (SBs) on Pandemic and All Hazards Preparedness Act; and the National Digital Transformation Act, among others.

## Towards Recovery and Resilience

The Congress' approval of the 2021 GAA in December 2020 would help pave the country's path towards recovery and resilience by strengthening support for measures that address the COVID-19 pandemic, boost infrastructure development, generate job opportunities, and assist communities in adapting to the post-pandemic life.

In view of the pandemic, the Philippine Government had to reassess and reprioritize the list of infrastructure flagship projects to be more responsive to the challenges brought by the pandemic. The revised list included 104 projects worth around PHP4.1 trillion under the sectors of health, information and communications technology, power and energy, transport and mobility, urban development, and water resources.

Moreover, key interventions were pursued to increase and improve the health systems capacity, improve the communication strategy, accelerate vaccine deployment for the vulnerable sectors, and ensure that all sectors are equipped with the skills to transition to the new normal.



## Updating of the Philippine Development Plan 2017-2022

Building on various inter-agency outputs to address the impact of the COVID-19 pandemic, NEDA led the updating of the country's economic blueprint or the Philippine Development Plan 2017-2022. The Updated Philippine Development Plan incorporates the government's recovery and resiliency plan to adapt to a new normal. The Plan gives priority to programs that build the resilience of individuals, families, businesses, government, and society. These are on health system improvement, food security, learning continuity, digital transformation, and regional development. The Plan was a result of national, regional, and public consultations with stakeholders to lay down the foundation for inclusive growth, a resilient society, and a globally competitive knowledge economy that remains responsive to shifting priorities in transitioning to the new normal. The NROs have also updated their respective Regional Development Plans (RDPs) to address the pandemic.



# NEDA in 2020

## Major Accomplishments



**773**

Policy papers, technical reports, impact analyses and recommendations prepared, reviewed, and submitted

**USD21.6 billion**

Total amount of active official development assistance (as of December 31, 2019) under the 2019 ODA Portfolio Review

**PHP4.1 trillion**

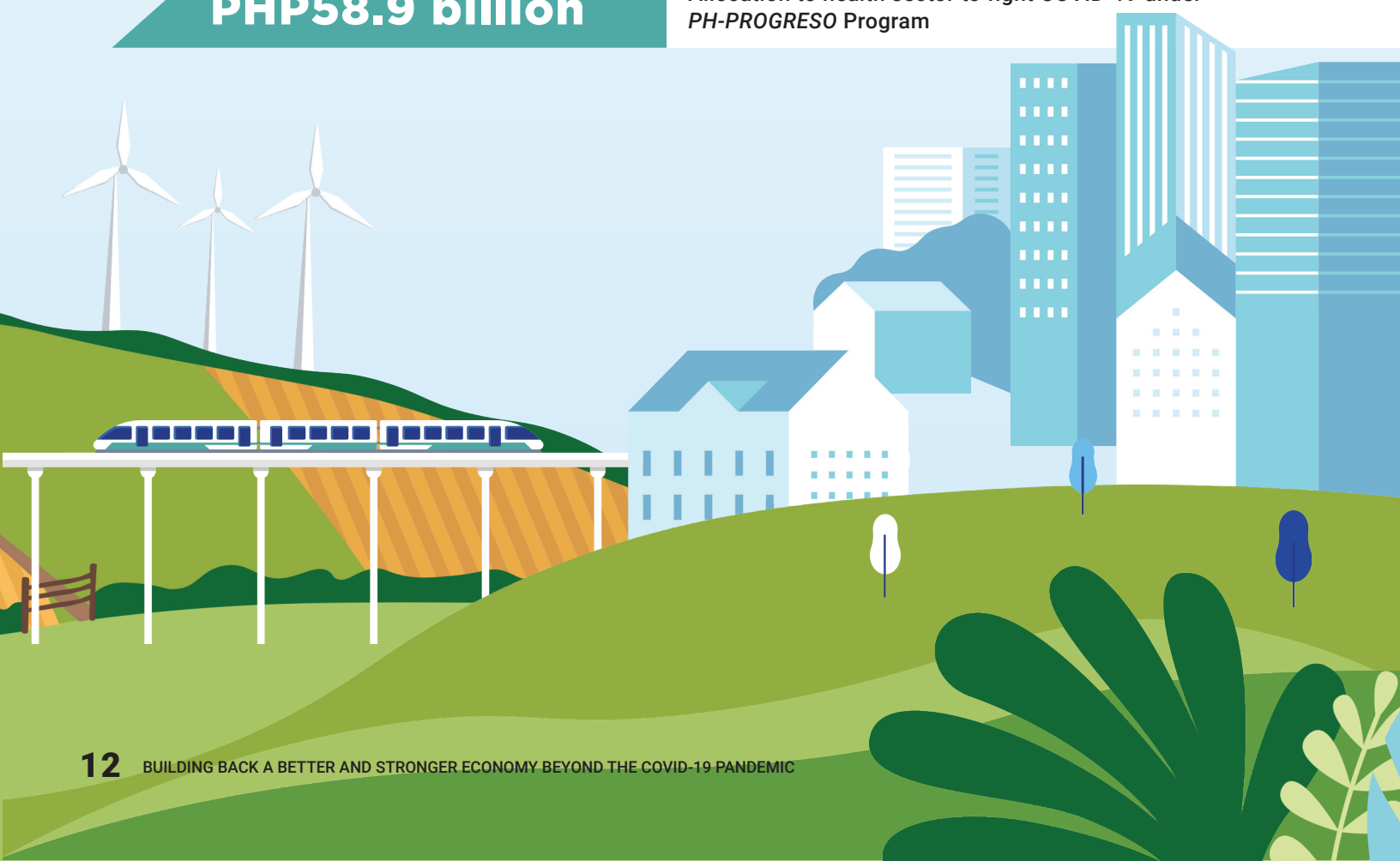
Total investment requirement of 104 infrastructure flagship projects

**PHP506.1 billion**

Allocation to help the vulnerable sectors cope with COVID-19 crisis under *PH-PROGRESO* Program

**PHP58.9 billion**

Allocation to health sector to fight COVID-19 under *PH-PROGRESO* Program





The year 2020 brought enormous challenges for the country and around the world. The COVID-19 pandemic caused an unprecedented health crisis on a global scale that endangered lives and crippled the economy.

The government made the difficult decision of imposing community quarantines in response to the situation to put a premium on saving lives and protecting communities from the virus, while beefing up our healthcare capacity.

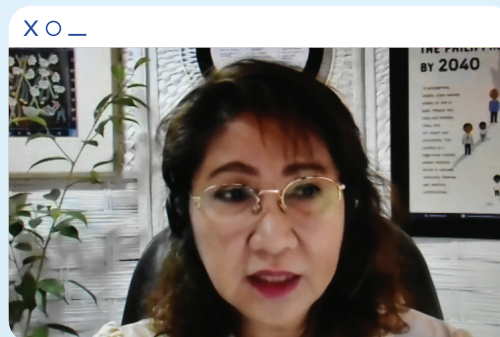
Prior to the pandemic, the country was on track to becoming an upper middle income economy in 2020. Between 2015 and 2018, poverty fell from 23.5 percent to 16.7 percent of the population, lifting six million Filipinos from poverty four years ahead of our 2022 target.

However, the COVID-19 crisis, the eruption of Taal Volcano, and the massive flooding in several regions in the country due to typhoons Ofel, Nika, Pepito, Quinta, Rolly, and Ulysses, among others, have brought into stark reality the need for the country to build resilience and build back better. Dealing with the country's economic health by proactively managing the risks and striking a better balance between protecting the people from both COVID-19 and non-COVID-19 challenges was our best recourse to move forward. Turning this crisis into an opportunity for stronger recovery and building a better normal is crucial in achieving the country's long-term vision of a *matatag, maginhawa, at panatag na buhay para sa lahat*.

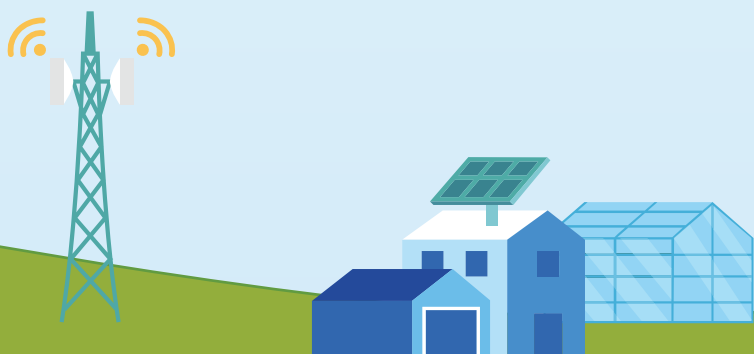
Despite the risks, the agency rose to the challenge by providing more proactive and efficient services through its three major programs: (a) socioeconomic policy and planning; (b) national investment programming; and (c) national development monitoring and evaluation. The agency and its attached agencies also continued to work on organizational development and build strategic linkages for effective leadership management and innovation.



*Secretary Karl Kendrick T. Chua presents the Q3 2020 Performance of the Philippine Economy in November 2020.*



*Undersecretary Rosemarie G. Edillon discusses the results of the surveys on the impact of COVID-19 pandemic to households during the #AskNEDA Media Briefing in July 2020.*





## NEDA: 85 YEARS OF COMMITMENT TO NATIONAL DEVELOPMENT



In 2020, the National Economic and Development Authority celebrated its 85th founding anniversary with the theme: “85 Years of Commitment to National Development”. The current structure of NEDA can be traced to several predecessor agencies, starting with the National Economic Council (NEC). The NEC was created through Commonwealth Act No. 2 in 1935 as the focal point of development planning of the government. After several reconstitution and renaming of the body, Presidential Decree No. 1 was issued in 1972, creating the National Economic Development Authority as the Philippine government’s central planning body. This decree merged the NEC, the Presidential Economic Staff (formerly Program Implementation Agency), and other ad hoc bodies.

Today, being the country’s highest socioeconomic development planning and policy coordinating body, NEDA remains steadfast in its commitment to national development, guided by its principle of placing the Filipino people at the center of its plans even after facing decades of changes and challenges. NEDA’s 85th year marked a significant shift from the traditional face-to-face conduct of activities, meetings, processes, and celebrations to virtual and digital.

### ***“Kwentong NEDA” Trivia and Virtual Quiz Bee***

The 85th anniversary virtual celebration kicked off with a series of social media trivia posts about NEDA, dubbed as “Kwentong NEDA,” and the first-ever virtual NEDA Quiz Bee conducted by the NEDA Central Office (NCO), which was participated in by NCO staffs, NRO personnel, and colleagues from the NEDA attached agencies.

### ***Heartwarming Messages from Former NEDA Secretaries***

The NEDA Community was fortunate to hear heartwarming and motivational messages from several former NEDA Secretaries as they joined the celebration and reminisced their time as head of the agency through online interviews.

Then NEC Chairman and former NEDA Secretary Gerardo P. Sicat discussed the role of NEDA in creating and implementing development plans. He also urged NEDAns to remain steadfast amid challenges that come along the way.

Former Prime Minister Cesar EA Virata, who also served as Secretary of the agency in the early 80s, emphasized the significant role of NEDA in the continued development of the Philippines. He pointed out the necessity for NEDA executives and staffs to have good analytical skills and a broad outlook to be able to determine what the country needs.

Solita Collas-Monsod—the first and only woman to have served as head of NEDA and who led the country’s economic reconstruction in 1987—spoke of the sacred role of NEDA in ensuring that taxpayers’ money was always well spent on government programs and projects.





Meanwhile, former NEDA Secretary Jesus P. Estanislao relived how NEDA served as a bridge for the Philippines, taking on the role as a founding member of the Asia-Pacific Economic Cooperation in 1989. He urged NEDA to further amplify regional development in the time of COVID-19 and to take the lead in tackling the effects and challenges of climate change as part of development plans.

Former NEDA Secretary Cielito F. Habito focused on NEDA being a vanguard of development in the Philippines. He emphasized the role of the agency in crafting strategies to tackle new challenges of the future.

Former Secretary Dante B. Canlas zeroed in on NEDA's capacity to coordinate and harmonize competing socioeconomic policies, which he experienced in 2001. He also shared how NEDA has transformed into one of the most respected agencies of the government. He said that the continuous challenge of the agency is to maintain this status for the years ahead.

Former Secretary Romulo L. Neri tackled NEDA's role in economic recovery amid the pandemic. He also talked about pushing for legislative reforms that could break down barriers to economic investments.

*Former NEDA Secretaries share their heartwarming messages to NEDAns during the 85th Anniversary celebration.*

Former NEDA Secretary and now Senator Ralph G. Recto shared his insights on how the agency could harness the potential of the country's young population. He also suggested devising plans on maximizing human capital. Also, in the context of the pandemic, he mentioned that the agency has a role in ensuring the health and safety of Filipinos.

Former NEDA Secretary Arsenio M. Balisacan expressed gratitude to NEDA as he continued to collaborate with the institution in his current role, as Chairman of the Philippine Competition Commission, through policies and shared goals that matter the most for the nation's path to economic recovery.

Finally, former Secretary Ernesto M. Pernia shared his vision and aspirations for NEDA as an institution. "I see NEDA as independent, objective, and creative, yet interactive with other agencies of the government," he said. He also envisioned NEDA to be adept with the national and subnational foresight planning. In the immediate term, he emphasized the agency's role in leading the way to the country's recovery from the impact of the COVID-19 pandemic.



### Salute to Outstanding NEDAns

The milestones of NEDA throughout the years were fruits of the collective action and hard work of the NEDA community. Thus, the celebration included a series of videos featuring several NEDAns who were awardees in the 2020 Recognition, Awards, and Incentives System (NEDA-RAISE) on the categories of Advocacy, Community Service, and *Malasakit*. Some of them were asked to share their stories of exemplary achievements and inspire fellow NEDAns through “Kwentong NEDAn.”

Certainly, NEDA still has a lot of work to do in this crucial crossroad of Philippine development. Amid this crisis, the agency has remained resolute in performing its mandate – making sure that the marginalized and vulnerable groups are at the heart of the government’s plans and programs.

In collaboration with stakeholders in the public and private sector, the agency’s accomplishments through the years are a testimony to the commitment and hard work of NEDA officials and employees as well as its attached agencies. Through these collective efforts in overcoming several challenges brought about by the pandemic, our development goals and long-term aspirations are not impossible to achieve.

*“We will strive hard to ensure that we do not let this crisis go to waste. The challenges are massive, but we are determined to build back a better future for our people and our children. We look with optimism to the future as we do our work so that, together, we can reach our AmBisyon Natin 2040 vision of a matatag, maginhawa, at panatag na buhay para sa lahat.”*

- Socioeconomic Planning Secretary

Karl Kendrick T. Chua

(#AskNEDA Year-End Press Briefing, December 2020)



Secretary Karl Kendrick T. Chua leads the NEDA Loyalty Awards Ceremony on September 23, 2020.

*Building back a better and stronger economy  
beyond the COVID-19 pandemic through*

## SOCIOECONOMIC POLICY AND PLANNING PROGRAM

In 2020, NEDA led and pushed for key reforms, policies, and programs to ensure that the Philippines would remain on track in attaining the targets outlined in the Philippine Development Plan 2017-2022, which integrates the government's zero to ten-point socioeconomic agenda and is geared towards the achievement of our long-term vision of a *matatag, maginhawa, at panatag na buhay para sa lahat*. The agency also provided policy advisory services and assistance to the President, the Cabinet, Congress, various inter-agency committees, and other government entities and instrumentalities, on socioeconomic development matters. These include short-term policy reviews and studies to provide critical analyses of development issues and policy alternatives to decision-makers. Moreover, it provided technical and secretariat support services to the NEDA Board and its committees, and other inter-agency bodies, among others.



Secretary Karl Kendrick T. Chua discusses the results of the Labor Force Survey and its policy implications during a Press Conference of Philippine Economic Managers on Employment in September 2020.



# UPDATED PHILIPPINE DEVELOPMENT PLAN 2017 - 2022



*Secretary Karl Kendrick T. Chua chairs the Plan Steering Committee meeting of the Updated Philippine Development Plan 2017-2022.*

As the country's socioeconomic development planning and policy coordinating body, NEDA steered the recalibration of the Philippine Development Plan 2017-2022. The Plan was revisited to identify adaptive strategies, policies, targets, programs, and projects to lead the country to a more resilient post-pandemic recovery.

The Plan was updated to take into account the impact of COVID-19 and make it more responsive to the issues brought about by the pandemic towards a healthy and resilient Philippines. NEDA, in consultation with various development stakeholders, coordinated the formulation, updating, and promotion of spatial development framework plans at the national and regional levels; post-disaster recovery,

rehabilitation, and reconstruction plans; and master plans/roadmaps. The rest of the Plan provides guidance for the remaining period to ensure that we remain on track towards *AmBisyon Natin* 2040.

Five major programs were aligned to build the resilience of individuals, families, businesses, government, and society: (1) healthcare system improvement, (2) food security, (3) learning continuity, (4) digital transformation, and (5) regional development. The Plan also gave deliberate attention to the special circumstances of overseas Filipinos and their families, given that they were among the groups most affected by COVID-19. Strategies were outlined in the Plan to provide overseas Filipinos opportunities to actively participate in the development processes and eventually, reintegrate into the country.



The Plan was approved by the Plan Steering Committee on November 20, 2020, and was submitted for NEDA Board approval on December 28, 2020.

NEDA, as the secretariat of the subcommittee on the SDGs, led the formulation of the Philippine Development Plan 2017-2022 as the initial main implementation plan of the 2030 Agenda for Sustainable Development. Meanwhile, NROs as secretariat to the Regional Development Councils (RDCs), worked to localize SDG-related initiatives under the plan.

## Regional Development Plans (RDP) 2017-2022

The NROs also updated their respective RDPs for 2017-2022 – the accompanying documents for the updated Philippine Development Plan. NROs reviewed and assessed their region's accomplishments and shortfalls midway through the plan's implementation period. Policies and strategies of relevant chapters in each of the RDPs were reviewed and updated in view of the emerging effects of the COVID-19 pandemic and the imposition of community quarantines in certain areas of the country.

## Regional Recovery Programs (RRPs) for COVID-19

NEDA, through its ROs, led the formulation of the Regional Recovery Programs for COVID-19. These contained strategies and the list of programs, projects, and activities (PPA) to enable the regions to mitigate the impact of COVID-19 and to adapt to the new normal. The RRP are accompanying documents to their respective Updated RDP 2017–2022.

The NROs also provided advisory services and inputs to the task forces created specifically for COVID-19-related responses, to ensure proper implementation of containment strategies and warrant seamless mobility of people, goods, and services in areas with COVID-19 cases.

## Balik Probinsya, Bagong Pag-Asa (BP2) Program Implementation Action Plan

The NROs coordinated the preparation of their respective regional *Balik Probinsya, Bagong Pag-asa* (BP2) Program Implementation Action Plans. The Action Plan would guide the regions in planning, implementing, and monitoring programs and projects to achieve the program's objectives on countryside development and to improve the quality of life in rural areas. The development framework is aligned with *AmBisyon Natin 2040* which espouses the collective vision of the Filipino people of a *matatag, maginhawa, at panatag na buhay para sa lahat*. Its framework is designed to provide better opportunities for growth in the countryside through support and incentives on transportation, family, livelihood, housing, subsistence, and education, among others, thereby decongesting the National Capital Region.

Initiatives undertaken by NROs include the creation of the BP2 Regional Committees under the RDC; the conduct of online surveys to assess the availability of resources of LGUs to accommodate the requirements of BP2 applicants; gathering of data; action planning; presentation, endorsement and approval of the Regional BP2 Action Plan; monitoring and submission of bi-annual BP2 accomplishments and activities to the National BP2 Council; and organization of the BP2 Information Communication team to develop and implement a BP2 Program communication strategy. These efforts were aligned with the Philippine Development Plan strategies aiming to expand and increase access to economic opportunities and reduce the vulnerability of individuals.



## National Priority Plan (NPP) for 2020

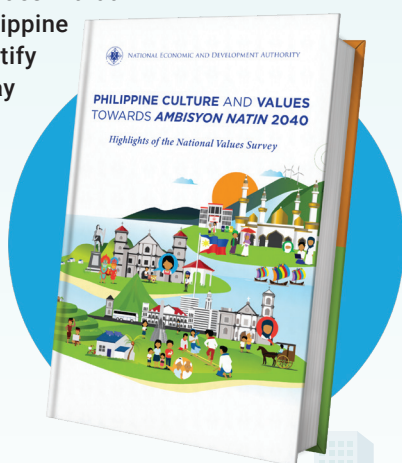
The agency prepared and issued the NPP for 2020, as mandated in the National Internal Revenue Code. The NPP contained a list of the government's PPAs in the areas of education, health, youth and sports development, human settlements, science and culture, and other PPAs for economic development. Priority PPAs in 2020 focused on Malnutrition Reduction Program (MRP), Science and Technology Academic Research Based Openly Operated Kiosk (STARBOOKS), DOSTv or official weather, science and technology Television Program, Science for the People, Access to Resources and Innovations in Science Education (ARISE): 21st Century Model Classroom, Adopt-A-School Program, and Philippine Rural Development Project (PRDP).

## Provincial Products Account (PPA) Scoping Study

The PPA Scoping Study, a research project under NEDA's 2018 Research, Exploration and Development (R&D) Fund, was completed. Designed to determine data readiness and gaps in coming up with PPAs, the study aimed to: (1) accurately document and compile methodologies of provinces with existing PPAs, (2) guide future NEDA R&D studies on future PPA estimation, and (3) establish the requirements to enable the Philippine Statistics Authority (PSA) to institutionalize PPA estimation. The study covered 16 pilot provinces and one highly urbanized city in the Philippines. These provinces include Benguet, Pangasinan, Isabela, Bulacan, Batangas, Oriental Mindoro, Camarines Norte, Iloilo, Cebu, Biliran, Zamboanga del Sur, Basilan, Bukidnon, Davao del Norte, Saranggani and Agusan del Sur. The R&D Project Steering Committee chaired by NEDA on September 1, 2020, approved the final report.

## The National Values Study and Result

A primer was produced reflecting the results of the National Values Study commissioned by NEDA. The survey aimed to understand the cultural values that characterize Philippine society and identify which values may be cultivated as a society to realize *AmBisyon Natin 2040*.



## Research and Development (R&D) Initiatives

Research conducted in support of evidence-based policy formulation that contributes to the attainment of Philippine Development Plan targets and promotion of R&D in the regions included the following:

- Rural Labor Migration (RLM) Project-Phase 2: Development of a Rural Labor Market Model for Accounting Agriculture Employment in the Philippines;
- NEDA-BTI Study: An Assessment of Reform Directions for the Philippine Sugar Industry;
- NRO Cagayan Valley's "Assessment of Impact of Climate to Water Resources using Water Evaluation and Planning (WEAP) Model", and "Performance Assessment of Irrigation Schemes (CIS, NIS, PIS)";
- NRO Central Luzon's "Tourism Agglomeration in Central Luzon: Characterization and Assessment of Impact on Local Development", "Formulation of

an Integrated Infrastructure and Investment Development Plan for the Investment Corridors in Central Luzon”, and the Pampanga Mass Transit Study;

- NRO CALABARZON’S final report on the “Tagaytay City Urban Carrying Capacity Project”;
- NRO Northern Mindanao’s kick-off activities for the “Assessment on the Informal Economy (IE) of Cagayan de Oro City” and “Competitiveness Analysis of Northern Mindanao as a Potential Location for the Establishment of an Integrated Steel Mill (ISM) in the Philippines”; and
- NRO Davao’s Approval of the Draft Final Report on the Establishment of a Walkable Davao City.

## Policy and Technical Advice

To guide decision-making for socioeconomic policy and programs, NEDA provided vital, objective, and independent assessments of public policies, technical analyses, and related secretariat support to help the country build back better and have a stronger economy beyond the COVID-19 pandemic.

In 2020, more than 773 policy papers and recommendations were prepared, reviewed, and submitted to a diverse set of external stakeholders at the national and regional levels such as the Office of the President, Senate of the Philippines, House of Representatives, inter-agency bodies, and other government agencies.

### MACROECONOMY AND FINANCE

- Report on the Social and Economic Impact of COVID-19 and Policy Recommendations
- Analysis and Estimation of Gross Domestic Product (GDP) Growth and Employment and Poverty Taking into Account the Impact of COVID-19 and Corresponding Response Measures
- Inputs to IATF’s Study on the Philippines’ Vulnerability to Imported COVID-19 Cases
- Analysis and Estimate of the Impact of *Bayanihan II*
- Analysis and Estimate of the Impact of Corporate Income Tax and Incentives Rationalization Act (CITIRA) and the Corporate Recovery and Tax Incentives (CREATE) on GDP, Household Income, Employment and Poverty
- Analysis of the Economic Impact of the Philippine Offshore and Gaming Operators (POGOs)
- Estimate of the Impact of Reduction in Infrastructure Disbursement Program and BBB Reprioritization
- NEDA Position on various Congressional Bills:
  - Various Economic Stimulus Bills (ARISE, PAG-ASA, Phil Economic Stimulus Act), Financial Institution Strategic Transfer (FIST) Act, SBs 1594 and 1596, House Bill (HB) 6816, and Special Purpose Vehicle (SPV) Act of 2020 (SB 1652)
  - Creation of a Separate Department for Overseas Filipinos
  - Real Property Valuation Act or Package 3 of CTRP
  - Migrant Workers Act or RA 8042/ RA 10022
- HB 6162: An Act Reorganizing and Converting the Insurance Commission into a Collegial Body
- SB 270: An Act Exempting the Sale of Real Property in the Exercise of the State’s Power of Eminent Domain from the Payment of Capital Gains and Documentary Stamp Taxes

## REGIONAL DEVELOPMENT

- Implementing Guidelines for Executive Order (EO) 114, s. 2020, Balik Probinsya, Bagong Pag-asa (BP2) Program
- Various HBs on the National Land Use Act (NALUA)
- Draft Joint Memorandum Circular on Unified COVID-19 Response Technologies
- HB 6725 or the “*Buhay Probinsya Law*”
- EO 114, s. 2020 “Institutionalizing the *Balik Probinsya, Bagong Pag-asa* Program as a Pillar of Balanced Regional Development”
- Implementing Rules and Regulations (revised version) of RA 11292, Seal of Good Local Governance Act
- Draft EO on Full Devolution of Certain Functions of the National Government to Local governments, creation of the devolution committee and for other purposes
- Boracay Island Development Authority (BIDA) Bills
- HB 5405 entitled “Anti-Drug Abuse Councils Law (ADAC) of 2019”
- Updated Draft National Disaster Risk Reduction and Management Plan (NDRRMP) 2020-2030
- Draft Assessment Toolkit for the Local Disaster Risk Reduction and Management Office and Council
- HBs on the construction of a multipurpose gym in all municipalities and cities to serve as evacuation centers during times of calamities and other related HBs (5995, 6033, 6074, 6170, 7004, 7164, 7305, 7315, 7324, 7506, 7867)
- EO on Land Use Policy

## SOCIAL DEVELOPMENT

- Draft Hanoi Plan of Action on Strengthening ASEAN Economic Cooperation and Supply Chain Connectivity in Response to the COVID-19 Pandemic
- SB 1573 or the “Pandemic and All-Hazards Preparedness Act”
- HB 6623 or “The New Normal for the Workplace and Public Spaces Act of 2020”
- SB 1470 entitled “National Digital Transformation Act”
- SBs 206 (Solo Parents Welfare Act) and 392, and HB 3985 (Barangay Health Workers Act of 2019)
- SB 1334 (Committee Report No. 45) “Prevention of Adolescent Pregnancy Act of 2020”
- Senate Resolution No. 302 on the Role of public and private institutions in Philippine Education System
- House Resolution No. 59 on the involvement of Civil Society Organizations (CSOs) in the 4Ps implementation and oversight, and HB 5147 creating the National Commission for the Urban Poor (NCUP)
- Substitute Bill of HBs 2810, 3081, and 5826 on the Establishment of Resource Development and Crisis Assistance Centers for Women and Children
- Philippine Position on Patenting of the COVID-19 Vaccine
- Proposed bills on the Magna Carta for the Workers in the Informal Economy



- House measures on elderly home care facilities (HB 485, 3295, 339, 5448, 1688)
- UNICEF's Final Report on the Impact of the COVID-19 Crisis on Households in the National Capital Region of the Philippines
- Guidelines on the Implementation of the National Dietary Supplementation Program in the Philippine Plan of Action for Nutrition (PPAN) 2017-2022
- Policy notes on the Longitudinal Cohort Study on the Filipino Child

## AGRICULTURE

- Substitute Bill on the establishment of a Coconut Farmers and Industry Trust Fund
- HB 6721 and its substitute, the "Agriculture Information Systems (AIS) Act"
- HBs on the Proposed Creation of the Department of Fisheries and Aquatic Resources (HBs 07, 122, 1542, 2827, 3010, 3240, 3471, 4350, 4480, 6185, 6226, and 6433)
- HBs on Strengthening the Sugarcane Industry and Amending the Sugarcane Industry Development Act
- HB 1976: Farmers and Fisherfolk and MSMEs Engaged in Agriculture and Fisheries Quick Credit Act of 2019
- HBs 2649, 3858, and 7627: An Act Strengthening the Philippine Crop Insurance Corporation (PCIC), Repealing for the Purpose Presidential Decree No. 1467
- EO on Accelerating the Implementation of Rainwater Harvesting Facilities to Improve Agricultural Productivity

- HB 3599: Expanded Organic Agriculture
- HBs 5196 and 2675: Providing social protection for farmers and fisherfolk
- HBs 914, 1335, 1368, 2617, 2658, 3375 and 4108: Corn Industry Development
- HBs 2978, 2979, 1728, 2407, 2408, 3234, 4623, 4883, 5413, 5530, and 6342: Revising RA10654 and establishing marine hatcheries, aquatic research and breeding stations, and aquaculture centers in various local government units
- HBs 1495, 1771, 3253, 4082, 5585, 5344, and 6429: Establishing a Program for Cacao and Creating Cacao Research and Development Centers

## GOVERNANCE

- HB 3748: "Establishing the Mindanao Institute of Good Governance"
- HBs 5906 and 6243, Amending RA 10667 Philippine Competition Act
- Draft Substitute Bill for the Bureau of Immigration Modernization Act
- SBs 1207 and 1332 on Unified Penology
- HBs 95, 134, 160, 258, 640, 865, 1023, 1041, 1359, 2167, 2211, 2870, 4369, 4474, 5818, and 6294 Prohibiting Discrimination on the Basis of Sexual Orientation, Gender Identity, and Gender Expression (SOGIE)
- HB 1959 – Lobbying Accountability Act
- HB 7002 and 6822 – amending the Labor Code by creating one additional division in the National Labor Relations Commission, increasing the number of Commissioners from 14 to 17

- SB 244 – Rightsizing the National Government to Improve Public Service Delivery
- Draft Substitute Bill – Providing Enhanced Protection, Security, and Benefits for Media Workers
- Draft Substitute Bill on the Protection of Freelancers
- HB 6297 – New Public Assembly Act
- HBs 4692, 6476, 8101, and the Substitute Bill Seeking to Promote and Develop the Philippine Creative Industries
- Draft IRR of the Good Manners and Right Conduct (GMRC) and Values Education Act
- Technical assistance in Meetings with National Commission for Culture and the Arts (NCCA), Department of Education (DepEd) and Civil Service Commission (CSC) for the National Values Formation Program
- Climate Change-Responsive Integrated River Basin Master Plan for the Agusan River Basin 2020-2035
- Climate Change-Responsive Integrated River Basin Management and Development Master Plan for the Cluster 1 River Basin (Amburayan, Baroro, and Bauang Principal River Basins)
- Revised Draft Regional Plan of Action (RPOA) and Monitoring and Evaluation Framework of the Coral Triangle Initiative for Coral Reefs, Fisheries, and Food Security
- Concept Note on Building ASEAN-China Partnership on Blue Economy
- Draft Consolidated Bill on Hazardous and Radioactive Wastes Management Act
- HBs seeking to ban importation of wastes (HBs 34, 1335, 2967, 3422, 3461 and 7309)
- HBs 144 and 8029: Mandatory Environmental Insurance Coverage
- HB 4052: An Act Providing for the preservation, reforestation, afforestation and sustainable development of mangrove forests in the Philippines, Providing Penalties on Violation and for Other Purposes

## ENVIRONMENT AND NATURAL RESOURCES

- Consolidated legislative measures on Single-use Plastic Products/ Materials
- HB 3180: An Act Commissioning a Research on Climate Change Drinking Water Adaptation
- National Action Plan on Marine Litter (NPOA-ML)
- Manuals on Carbon Accounting, Verification, and Certification System (CAVCS) for Forest Carbon Projects in the Philippines
- Mining Industry Coordinating Council (MICC) Mining Review-Phase 2
- HBs on Integrated Coastal Management (HBs 3136, 3315, and 5353) and National Coastal Greenbelt Program (HBs 539, 1554, and 5543)
- HB 1686: An Act Establishing the National Council for the Preservation of Mangrove Forests
- HB 6526: An Act Establishing a Green Public Procurement for All Departments, Bureaus, Offices, and Agencies of the Government

- HBs 107 and 4518: An Act Establishing Marine Protected Areas in All Coastal Municipalities and Cities
- HB 3460: An Act Establishing a National Wetland Policy, Providing Mechanism for its Institutionalization and Appropriate Funds
- HB 2184: An Act to Promote a Low-Carbon Economy, Establishing for this Purpose the Emission Cap-and-Trade System in the Industry Sector to Reduce Greenhouse Gas Emissions and Protect the Climate
- HR 724 and 761: Resolutions Declaring Climate and Environment Emergency
- Draft Management Plan of the Philippine Rise Marine Resource Reserve
- Economy-Wide Analysis and Emissions Scenario Building for the Philippines' Nationally Determined Contributions (NDC)
- SB 1022: An Act Providing for the Delineation of Specific Forest Limits of the Public Domain and for Other Purposes

## INFRASTRUCTURE

- Draft Executive Branch Version (EBV) of the Proposed Public-Private Partnership (PPP) Act
- Various HBs to address prevalent issues and challenges in the implementation of PPP Projects of the Government
- Various Measures Proposing to Repeal or Amend the National Building Code of the Philippines (NBCP)
- SB 1211: An Act Amending RA 7160, otherwise known as the "Local

Government Code of 1991" by Expanding the Scope of Local Government Units' Powers Over Local Public Transportation Systems and for Other Purpose

- SB 94: An Act Providing for a Value for Money Procurement, Amending for this Purpose RA 9184, otherwise known as the Government Procurement Reform Act (GPRA)
- SB 1102: An Act Institutionalizing the Filipino First Policy in the Government Procurement System, Amending for the Purpose RA No. 9184, otherwise known as the "GPRA Proposed Guidelines for the Electronic Bidding Facility of the modernized Philippine Government Electronic Procurement System (mPhilGEPS)"
- Draft Circular on the Guidelines in the Preparation of Simplified Philippine Bidding Documents (PBDs) for Goods and Infrastructure Projects
- Proposed amendments to the legal frameworks for Public-Private Partnership (PPP)
- Administrative Order (AO) 24 s. 2020 "Mandating all National Government Agencies, Government-Owned and -Controlled Corporations, State Universities and Colleges to Strictly Implement Water Conservation Measures"
- Study on the Implementation of the Casecan Multi-Purpose Irrigation and Power Project (CMIPP)



## TRADE INDUSTRY AND INNOVATION

- SB 1347: Amending the Charter of the Philippine International Trading Corporation (PITC) to give it more authority in carrying out the proposed stockpiling of strategic medical supplies
- United Nations Development Programme (UNDP) and Makati Business Club (MBC) study on Blockchain
- HB 1025: An Act Establishing the Science for Change Program
- Draft Manifesto on Major Pillars of the Digital Innovation Ecosystem
- Various House and Senate Bills on Philippine Economic Stimulus Act
- Draft IRR of RA No. 11363 or the Philippine Space Act
- SB on Retail Trade Liberalization Act (RTLA)
- Draft ASEAN-Japan Economic Resilience Plan
- HB 1911: An Act Amending Sections 38, 39 and 40 of RA No. 4566, otherwise known as the “Contractors’ License Law”
- APEC Strategy for Strengthening Quality Growth Final Assessment first draft report
- HB 1833: An Act to Strengthen the Competitiveness of the Philippine Motor Vehicle Manufacturing Industry

## National Competition Policy (NCP) of the Philippines

In 2020, NEDA, together with the Philippine Competition Commission, played an important role in promoting market competition through the issuance of Joint Memorandum Circular No. 01-2020 on the National Competition Policy (NCP). The NCP complements the Philippine Competition Act as it steers government regulations and administrative procedures to level the economic playing field. Its issuance on July 30, 2020 was considered a timely response to the economic consequences of the COVID-19 pandemic, which resulted in a severe economic contraction.

It highlights three key elements, which guide the government in the design of interventions aimed at restoring market efficiency and ensuring economic recovery in the new normal post-pandemic: (1) pro-competitive policies and government interventions; (2) competitive neutrality; and (3) enforcement of competition-related laws and issuances.



## Reports on Socioeconomic Indicators

NEDA prepared 44 technical reports in 2020 on the current socioeconomic situation and near-term outlooks. For each quarter of the year, reports were prepared and submitted to the President on national income accounts and the labor force survey. For each month, reports were also prepared on consumer price index, merchandise trade (imports and exports), and the manufacturing sector's performance based on the results of the Monthly Integrated Survey of Selected Industries (MISSI). Other reports on urgent and emerging issues were also provided as NEDA deemed necessary. These reports were instrumental in keeping track of the country's economic performance in relation to development targets, taking into consideration the pandemic, building on gains to deepen reforms, and addressing the risks before they escalate.

## Technical and Secretariat Support

NEDA also continued to provide technical and secretariat support to the NEDA Board and its Committees, the 15 Regional Development Councils (RDCs) and their various sectoral committees, and other inter-agency committees at the national and regional levels.

As vice-chair of both the National Disaster Risk Reduction and Management Council (NDRRMC) and Regional Disaster Risk Reduction and Management Council (RDRRMC), the agency continued to provide guidance during disasters using the Rehabilitation and Recovery Planning (RRP) Guide. Said guide was used in the creation of government pre-and post-disaster recovery procedures and plans at the national and local levels.

NEDA prepared the RRP for areas affected by various calamities to improve the environmental, economic, and social conditions of the affected communities while achieving remarkable resilience.

In November 2020, NEDA prepared the RDC-approved Cagayan Valley Flood Mitigation and Rehabilitation Program (CVFMTP) to mitigate the impact of flooding brought by Typhoon Ulysses and to sustainably manage the resources in the river basin.

NEDA also spearheaded the formulation of the Davao Del Sur Rehabilitation and Recovery Plan for the recovery phase of the 2019 series of earthquake incidents in the province.

Moreover, the agency facilitated the formulation of the RRP in response to the Taal Volcano eruption. The eruption caused displacement of people in the Taal Volcano island and disruption of socioeconomic activities in the 12 municipalities and three cities in the provinces of Batangas and Cavite. Investment programs and guidelines were prepared to facilitate the inclusion of RRP in the proposed annual budgets of the agencies and LGUs.

## Duty Exemption Request

The agency processed 13 requests for duty exemption under the last clause of the last paragraph of Section 105 of the Tariff and Customs Code of the Philippines, as amended, now Section 800 of RA 10863 or the Customs Modernization and Tariff Act (CMTA). NEDA also processed 42 certifications of local non-availability under Presidential Decree No. 1362. The agency also acted on five requests for duty exemption under the last clause of the last paragraph of Section 105 of the Tariff and Customs Code of the Philippines, as amended, now Section 800 of RA No. 10863 or the CMTA relating to importation of contraceptives, in accordance with the Citizen's Charter.

## **Boracay Action Plan (BAP) Completion Report**

To assist the Boracay Inter-agency Task Force (BIATF) in the preparation of its Terminal or Completion Report, NEDA drafted the BAP outline with templates to guide the agencies and the LGUs, as well as the private sector, in the preparation of their inputs to the Completion Report. Technical support was also provided in the conduct of workshops and focus group discussions to generate inputs from stakeholders.

In 2018, NEDA through the NRO in Western Visayas and the NEDA Central Office, was tasked by the BIATF to coordinate the preparation of the BAP to guide the rehabilitation and recovery of one of the country's major tourist attractions - the Boracay Island.

## **Philippine Action Plan for Sustainable Consumption and Production (PAP4SCP)**

NEDA led the formulation of the PAP4SCP to serve as a guiding framework to influence and steer sustainable practices and behavior across different sectors of society. The action plan offers an opportunity for the country to build back greener from the pandemic by pursuing innovative and resource-efficient technologies and fostering sustainable livelihood and green jobs that contribute to preserving and restoring the quality of the environment.

### **Formulation of Master Plans, Roadmaps, and Relevant Studies for the Infrastructure Sector**

NEDA led the preparation of the Philippine Water Supply and Sanitation Master Plan (PWSSMP) Key Reform Agenda Action (KRA) Plan. This plan contains strategies and policy reforms, as well as the priority programs and projects—short, medium, and long-term—needed to achieve WSS-related targets in the Philippine Development Plan 2017-2022 and the SDGs.

The National Irrigation Master Plan (NIMP) was also crafted to provide national guidelines for irrigation development in the country from 2020 until 2030. The document was an updated and enhanced version of the master plan for 2017-2026 crafted by the National Irrigation Authority (NIA).

The Manila Bay Sustainable Development Master Plan (MBSDMP), on the other hand, was formulated to provide a comprehensive and institutional framework for the sustainable development of the entire Manila Bay area. This plan shall guide decision-makers in approving programs, activities, and projects such as coastal protection works, solid waste and water resources management, transport, and reclamation activities to be undertaken within the bay area. In addition, studies on the following were spearheaded by the agency: (a) Tourism Infrastructure Development Plans in Top Tourist Destinations in the Philippines Based on their Carrying Capacities; (b) Infrastructure and Master Development Plan for Investment Corridors in Central Luzon; (c) Tourism Infrastructure Development Plans for Transforming Communities Towards Resilient, Inclusive and Sustainable Tourism (TouRIST) Program; (d) the Philippine Transportation System Master Plan (PTSMP); and (e) Master Plan on the Sustainable Urban Infrastructure Development.

## NATIONAL INVESTMENT PROGRAMMING

The agency ensured that development plans were translated into concrete public investments that are responsive to development objectives given the various effects of the pandemic to the country. Major programs and projects were reviewed by the agency to support the country's planned development strategies and achieve results.

NEDA coordinated with the Department of Budget and Management (DBM) and Department of Finance (DOF) to ensure that key programs and projects are funded, either through the national budget, PPPs, or official development assistance (ODA). It also provided technical and secretariat support services to the ICC and the INFRACOM.

### Updated List of Infrastructure Flagship Projects (IFPs)

The NEDA Board INFRACOM approved the revised list of IFPs on July 24, 2020. This updated list was confirmed ad referendum by the NEDA Board on August 19, 2020. The reprioritization of the infrastructure program was done to include projects that are responsive to the challenges brought about by the COVID-19 pandemic.

The list included 104 projects worth around PHP4.1 trillion. These were projects with high impact on the economy and job-generation potential. The project prioritization considered the implementation capacity of line agencies, as well as the private sector's interest and level of risk that it is willing to take.

AREA	NUMBER OF PROJECTS	AMOUNT
Transportation and mobility	70 projects	PHP3.77 trillion
Urban development and redevelopment (including disaster risk mitigation in response to the pandemic)	9 projects	PHP123 billion
Information and communications technology	10 projects	PHP112 billion
Water resources sector	12 projects	PHP96.3 billion
Power and energy	2 projects	PHP20.046 billion
Health	1 project	PHP500 million
<b>TOTAL</b>	<b>104 Projects</b>	<b>PHP4.1 trillion</b>



Moreover, technical and secretariat support were provided by the agency to the ICC, INFRACOM, among others, at the national and regional levels. NEDA appraised around 238 proposals that include the following:

- COVID-19 Emergency Social Protection Project Proposal (ESPP)
- Asian Development Bank's (ADB) Contingent Disaster Financing (CDF) or the Disaster Resilience Improvement Program
- ADB Program Loan: COVID-19 Active Response and Expenditure Support (CARES)
- Philippine Rural Development Project (PRDP)
- Panglao-Tagbilaran City Offshore Bridge Connector (PTCOBC) Project
- Teacher Effectiveness and Competencies Enhancement Project (TEACEP)
- Development of Flood Forecasting and Early Warning System for the Greater Metro Manila and Surrounding Provinces of Laguna Lake Complex for Disaster Mitigation
- SDG Fund Proposal - Accelerating Climate Action Investments in the Philippines (ACCLAIM-PH)
- Sustainable Coastal Protection through Biodiversity Conservation in Coastal Ecosystems Affected by Typhoons in the Philippines (ProCOAST)
- Civil Service Modernization Project
- Philippines-Israel Solar-Powered Fertigation (SPF) Project
- Bureau of Internal Revenue (BIR) Information and Communication Technology Modernization Strategy and Data Center Project
- Fisheries, Coastal Resources and Livelihood (FishCORAL) Project
- Dure Farm Tourism in Luzon





## 2017-2022 Public Investment Program (PIP), Three-Year Rolling Infrastructure Program (TRIP), and Regional Development Investment Program (RDIP)

The NEDA submitted to the DBM the Updated 2017-2022 PIP and TRIP as input to the FY 2021 budget preparation on March 31, 2020. It also provided DBM with a view access to the PIP Online (PIPOL) System.

The PIP contains the list of priority programs and projects responsive to the Philippine Development Plan and Results Matrices (RMs), to be implemented by the national government agencies, government-owned and controlled corporations (GOCCs), government financial institutions (GFIs), and other national government offices within the medium term. It links the Plan with the budget by ensuring that programs and projects contribute to the achievement of the Philippine Development Plan goals and may be financed using national government funds, in partnership with the private sector, or through ODA.

NEDA also regularly provided status reports on the Strategic Core Investment Programs and Projects (CIPs) and the updated list of NEDA Board-approved projects.

The TRIP meanwhile, intends to further synchronize and streamline infrastructure planning, programming, and budgeting processes in government and ensure that respective agencies' budget ceilings are allocated to priority infrastructure programs and projects (PAPs). It will aid in the monitoring and programming to attain the government's commitment to increase public spending on infrastructure.

The NROs led the preparation and updating of their respective RDIPs that were approved by the RDCs.

### Program and Project Appraisal

To ensure alignment of PAPs with the Philippine Development Plan, the agency through the NEDA Board-ICC approved a total of 20 projects amounting to PHP832,056.23 million, of which 18 were new projects and two were ongoing. Of the 18 new projects, three were returned for re-approval of the changes in cost and scope, namely, the EDSA Greenways Project, COVID-19 Emergency Response Project, and the Health System Enhancement to Address and Limit (HEAL) COVID-19 Project. Two ongoing projects were re-evaluated by the ICC for changes in cost, scope, and loan validity period. Of these 20 projects processed by the ICC, 19 were funded through ODA, and one was locally funded.



*North-South Commuter Railway Project Balagtas Station of the North-South Commuter Railway Project, Phase 1 (Malolos-Tutuban)*



*Mindoro West Coast Road Improvement Project*

## Projects approved by the NEDA Board - Investment Coordination Committee in 2020

No.	Project Title	Proponent Agency	Total Project Cost (IN MILLION PESOS)	Funding Source
New Projects*				
1	EDSA Greenways Project with request for increase in cost amounting to PHP208.82 million	DOTr	8,793.45	ODA-ADB
2	Mass Rapid Transit (MRT) 4 Project	DOTr	57,069.75	ODA-ADB
3	Maritime Safety Enhancement Program (MSEP)	DOTr	6,247.63	ODA-Korea
4	Bataan-Cavite Interlink Bridge (BCIB) Project	DPWH	175,656.25	ODA-ADB
5	Cebu-Mactan Bridge (4th Bridge) and Coastal Road Construction	DPWH	76,412.55	ODA-Japan
6	Davao City Coastal Bypass Road including Bucana Bridge Project	DPWH	28,264.59	LFP
7	Capas-Botolan Road Project	DPWH	5,898.93	ODA-Korea
8	Panay-Guimaras-Negros Island Bridges Project	DPWH	189,526.05	ODA-Korea
9	COVID-19 Emergency Response Project with change in project scope, reallocation of cost, and additional financing of the project amounting to USD500 million	DOH	30,540.00	ODA-WB
10	Support to Parcelization of Lands for Individual Titling (SPLIT) Project	DAR	24,625.00	ODA-WB
11 - 13	Development Objective Assistance Agreement (DOAg) for: a. Economic Growth and Democratic Governance with Equity (EGDGE) b. Improved Basic Education Outcomes (IBEO) c. Enhanced Ecosystem and Community Resilience (EECR)	DOF DepEd NEDA	31,183.80	ODA-United States
14	Philippine Customs Modernization Project	DOF-BOC	5,449.49	ODA-WB
15	Health System Enhancement to Address and Limit (HEAL) COVID-19 Project with change in project scope, reallocation of cost, and additional financing of the project amounting to USD300 million.	DOH	41,934.75	ODA-ADB/AIIB

16	Beneficiary FIRST! (Fast, Innovative, and Responsive Service Transformation) or COVID-19 Emergency Social Protection Project (ESPP)	DSWD	1,004.00	ODA-WB
17	Integrated Natural Resources and Environmental Management Project (INREMP) International Fund for Agricultural Fund (IFAD) Financing Reallocation	NIA	386.71	ODA-IFAD
18	Additional Financing for Kalahi CIDSS National Community Driven Development Project (KC-NCDDP) (formerly known as Community-Based Response to COVID-19 Project)	DSWD	27,584.00	ODA-WB
SUBTOTAL			710,576.95	
Ongoing Projects with Changes Approved in 2020				
19	Request for three-year extension of loan validity of the Capacity Enhancement of Mass Transit Systems in Metro Manila Project	DOTr	64,915.43 (LRT Line 1 South Extension Project) 9,759.31 (LRT Line 2 East Extension Project) [Note: ODA-Japan: 19,784.08]	ODA-Japan/PPP (LRT Line 1 South Extension Project)  ODA-Japan (LRT Line 2 East Extension Project)
20	Request for change in scope and increase in cost amounting to PHP20,955.53 of the Davao City Bypass Construction Project	DPWH	46,804.54	ODA-Japan
SUBTOTAL			121,479.28	
TOTAL			832,056.23	

*\*Including requests for changes in cost and scope*

As core secretariat to the ICC, NEDA coordinated the conduct of 11 ICC-Technical Board meetings and one ICC-Cabinet Committee meeting, wherein 62 agenda items were discussed. Moreover, the agency facilitated the approval of projects funded by the development partners that aimed to augment the Philippine Government's COVID-19 pandemic response and to provide financing for vaccine supplies. These projects included the Beneficiary FIRST (Fast, Innovative, and Responsive Service Transformation) or COVID-19 Emergency Social Protection Project (ESPP), the Health System Enhancement to Address and Limit (HEAL) COVID-19 Project, and the COVID-19 Emergency Response Project.

## Budget Proposal Review

As part of the preparation of the national budget, the NROs, as Secretariat to the RDCs, spearheaded 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 government's budget for fiscal year (FY) 2021. The budget review is conducted annually to ensure that PPAs proposed by the RLAs and SUCs are consistent with the development thrusts and priorities of the current administration and the RDIP approved by the RDCs. The RDC-recommended budgets were subsequently submitted by the RLAs to their central offices for possible inclusion in their agency budget proposals. Pursuant to NBM 136, the FY 2021 Budget Proposals were reviewed and reprioritized towards containing the spread and mitigating the effects of the COVID-19 virus.

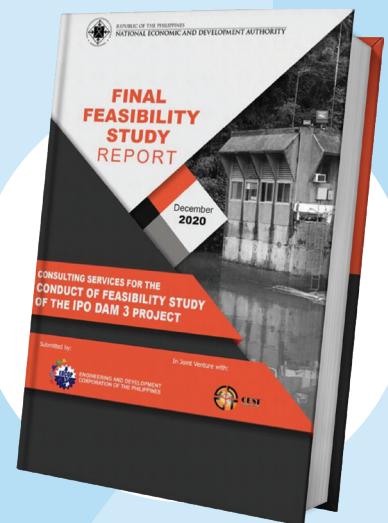
## Project Development and Other Related Studies (PDRS)

The PDRS Fund administered by the agency was utilized for the conduct (or updating) of feasibility studies, pre-feasibility studies, formulation of sector master plans, and other related pre-investment studies for priority infrastructure projects.

The studies completed by NEDA in 2020 were the National Broadband Plan, Pasig River Ferry System Project, Expansion and Improvement of General Santos Fish Port Complex, North Philippine Dry Port Container Rail Transport Service, Feasibility Studies/ Concept Designs for Bulk Water Supply Projects in Selected Provinces, and Hybridization of Existing Diesel Power Plants (DPPs) with Renewable Energy (RE) and Battery, as well as urban infrastructure masterplans for Baguio City-La-Trinidad-Itogon-Sablan-Tuba-Tublay (BLISTT), Butuan City, Calapan City, Metro Iloilo and Metro Bacolod, Metro Ormoc, and Metropolitan Tuguegarao.

## Ongoing Feasibility Studies and Urban Masterplans in 2020

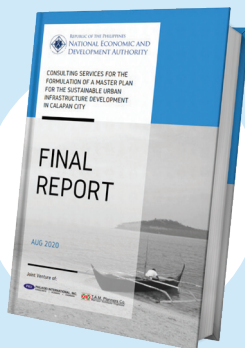
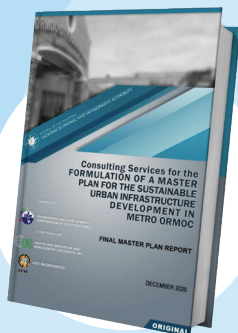
- Sanitation Concept Designs (CD) for Non-Mandamus Water Districts (F/S for 30 water districts)
- Reduction and Control of non-revenue water (NRW) in Selected Small and Medium Sized Water Districts
- Concept Designs for Surface Water Development in Select Rivers in the Philippines (F/S for 12 rivers)
- Revival of Tarlac-San Jose Spur Line and Balagtas-Cabanatuan Spur Line
- Concept Designs for Water Supply and Sanitation for Non-Operational Water Districts (F/S for 30 water districts)
- Pampanga Mass Transit System
- Ipo Dam 3 Project
- Zamboanga City Impounding Dam Project (ZCIDP)
- Buldon River Irrigation Project (BRIP)
- Master Plans for the Sustainable Urban Infrastructure Development in General Santos City, Pagadian City, Metro Cagayan De Oro, Vigan City, Olongapo and its immediate environs.



## Value-Engineering/Value Analysis (VE/VA)

VE/VA studies were undertaken by NEDA in 2020 to ensure that infrastructure projects were appropriately designed, similar to what had been done in the previous years. The studies resulted in strategies that would optimize resources and investments in infrastructure.

In 2020, VE/VA studies being conducted were on the M'lang Airport Development and Masbate Airport Development Projects. The existing M'lang (Central Mindanao) Airport is located in the municipality of M'lang, North Cotabato in SOCCSKARGEN while the Masbate Airport (officially known as Moises R. Espinosa Airport) is located in Masbate City in the province of Masbate. Both studies aimed at determining the best value alternatives for these airports, taking into account the various components of the projects and their basic, secondary and incidental functions as well as the primary objectives.



## International Development Cooperation

NEDA provided inputs and conducted consultations with development partners in 2020 to effectively align ODA with the Philippine Development Plan and harmonize policies related to financing national government PAPs. These include the (a) ADB Country Operations Business Plan 2021-2023 for the Philippines; (b) Philippines-Australia Plan of Action 2020-2022; (c) Government of Australia's COVID-19 Development Response Plan for the Philippines; (d) Draft Annual Work Program for 2021 of the Association of Southeast Asian Nations (ASEAN) Korea Center; (e) Philippines-Korea Free Trade Agreement's Chapter on Economic and Technical Cooperation; and (f) Global Green Growth Institute Country Planning Framework 2021-2025.

For project-specific agreements, the agency reviewed and signed with the Japan International Cooperation Agency the Grant Agreement for the Project for Human Resource Development Scholarship covering the 19th batch of fellows to be dispatched in 2021.

NEDA provided inputs as well as coordinated and participated in sub-committee and inter-agency committee meetings in relation to the preparation of the Philippines' positions in bilateral, regional, and multilateral fora wherein Certificates of Concurrence (COCs) were issued.

NEDA likewise reviewed the diplomatic notes and related documents for the COVID-19 Crisis Response Emergency Support Loan, Post-Disaster Stand-by Loan, Phase II and Non-Project Grant Aid for the Economic and Social Development Programme for the Department of Health to be provided by the Japanese Government.





*Building back a better and stronger economy  
beyond the COVID-19 pandemic through*

## NATIONAL DEVELOPMENT MONITORING AND EVALUATION PROGRAM

NEDA provided monitoring and evaluation services to measure the development impact of programs and projects in 2020. It monitored and evaluated implementation of socioeconomic development plans, programs and projects and prepared reports on the country's progress on the Sustainable Development Goals (SDGs).

The agency also facilitated the resolution of bottlenecks related to project implementation and provided secretariat support to the National Project Steering Committee and Regional Project Monitoring Committees (RPMC).

As part of NEDA's oversight role, it coordinated and prepared major monitoring and evaluation documents related to the accompanying documents of the Philippine Development Plan such as the Results Matrices, (RMs), Official Development Assistance (ODA) Portfolio Review Report, and the Regional Development Reports (RDRs), among others.

### Regional Development Reports (RDRs)

The NROs prepared the 2019 RDRs. The reports served as tool for monitoring and evaluation of the implementation of programs and projects under the Regional Development Plans. The NROs also issued other regular socioeconomic reports such as the Annual Regional Economic Situationer and Quarterly Regional Economic Situationers.

### Regional Project Monitoring and Evaluation System (RPMES) Reports

The NROs also prepared the quarterly RPMES reports on the progress of government's implemented programs and projects at the regional level, inclusive of programs and projects undertaken by national government agencies (NGAs), GOCCs, LGUs, SUCs and the provincial cities, and municipal government units.

In addition, other NROs started to monitor respective COVID-19 Pandemic: We Recover as One - Regional Recovery Program (RRP) 2020-2022.

## Field Monitoring Visit Reports

NEDA conducted field visits to monitor and validate the status of the implementation of programs and projects reported in the RPMES. Among the projects visited despite limitations brought by the COVID-19 pandemic were the following:

- Jalaur Multipurpose Project Stage II in Western Visayas;
- Health Facilities Enhancement Program (HFEP), Regional Drug Treatment and Rehabilitation Center (DTRC) in Zamboanga Peninsula;
- Zamboanga Sibugay Medical Center;
- Improving Growth Corridor for Mindanao Road Sector Project;
- Water Testing Laboratory of the Mindanao Central Sanitarium;
- Central Mindanao Airport;
- Malitubog-Maridagao Irrigation Project Stage 2 in SOCCSKSARGEN;
- Chico River Pump Irrigation Project;
- Davao City Coastal Bypass Road;
- Camalaniugan and Ganano Bridge Projects;
- Angat Afterbay Regulator Dam Project;
- Pampanga COVID-19 Isolation Facilities Project;
- Panguil Bay Bridge Project;
- Coastal Road Project in Cagayan de Oro City;
- Bukidnon Airport Development Project;
- Talakag Irrigation Project in Bukidnon;
- Balo-i Flood Control Project in Lanao del Norte; and
- Other national roads or inter, intra, and bypass roads including bridges and Yolanda recovery projects.

Proper health protocols were observed during the site visits.



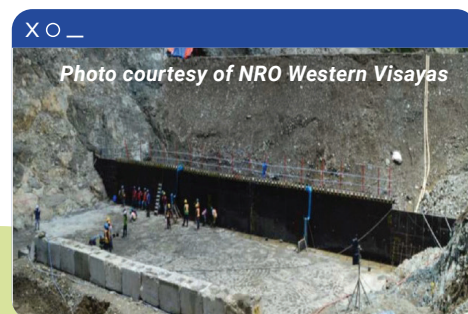
*Photo courtesy of NRO Caraga*

*Construction/Maintenance of Flood Mitigation Structures and Drainage System-Construction/Improvement of Flood Control Riverbank Protection along Kitcharao Lapucon Provincial Road, Agusan del Norte*



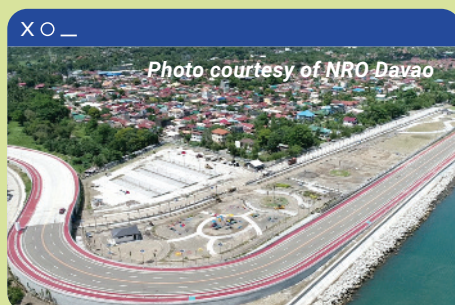
*Photo courtesy of NRO Northern Mindanao*

*Approach road, Tangub side, Panguil Bay Bridge Project, Tangub City, Misamis Occidental*



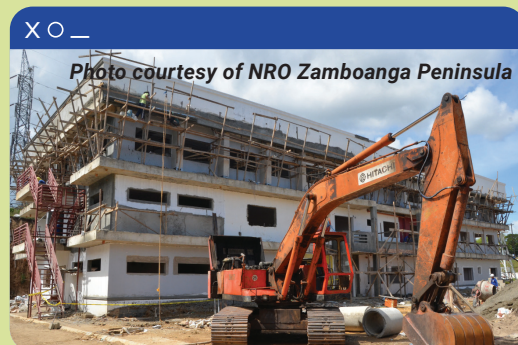
*Photo courtesy of NRO Western Visayas*

*Jalaur River Multi-Purpose Project Stage II (JRMP II), National Irrigation Administration's (NIA) flagship project in Western Visayas*



*Photo courtesy of NRO Davao*

*Construction of Bago Aplaya Esplanade along Davao City Coastal Road, Davao City*



*Photo courtesy of NRO Zamboanga Peninsula*

*Regional Drug Treatment and Rehabilitation Center, Zamboanga*



## Evaluation Studies

Impact Evaluation studies were conducted by the agency in 2020 for various infrastructure projects. Ongoing studies include impact evaluation of the Light Rail Transit Line 2, the Rural Roads Network Development Project, Subic-Clark-Tarlac Expressway (SCTEX) Project, and the Technical Education and Skills Development.

Ex-post evaluation studies were conducted on the Laguindingan Airport Development Project, Laguindingan Airport Air Navigation System and Support Facilities Supply Project, and the Agno River Integrated Irrigation Project.

Evaluation of programs and projects for flood control, roads, livestock program, labor and employment, and infrastructure support for agrarian reform in different regions were also conducted by the NROs.

## Results Matrices (RMs)

Adjustments were made for the RM targets in 2021 until the end of the Philippine Development Plan period, to consider the ill effects of the pandemic. A consultative process led by NEDA was conducted and involved other sector agencies and research institutions, among others. The RMs contained indicative statements and targets to be achieved to track the gains attained. It also served as a tool in monitoring and evaluating the progress of the Philippine Development Plan and RDPs.

## *Payapa at Masaganang Pamayanan (PAMANA)* Program Evaluation

NEDA conducted an evaluation study on the PAMANA Program commissioned to the Innovations for Poverty Action (IPA) Philippines through the NEDA-UNDP Strategic M&E Fund. The study aimed to assess PAMANA's impact on peacebuilding and development, enhance existing processes and facilitate succeeding assessments, identify implementation gaps and challenges, and provide recommendations on future PAMANA programs and other initiatives on peacebuilding.

The report had undergone peer review for further enhancement and was formally accepted by NEDA in December 2020. A management response process would be conducted to determine which of the recommendations in the report could be addressed by the concerned implementing agencies, given the pandemic.

## Project Facilitation

NEDA conducted monitoring and evaluation, as well as regular meetings at the national, regional, and sub-regional levels including five Project Implementation Review (PIR) meetings with the Department of Transportation and four PIR meetings with the Project/Program Management Offices or PMOs under the Department of Public Works and Highways.

## Official Development Assistance (ODA) Portfolio Review and Regular ODA Monitoring and Evaluation (M&E)

Pursuant to RA 8182, NEDA submitted the 2019 ODA Portfolio Review Report to Congress on June 30, 2020. The agency facilitated the review of implementation of ODA-funded projects in consultation with implementing and oversight agencies, development partners, and representatives from civil society organizations and the academe. The purpose of the review was to address implementation bottlenecks, including cost over-runs of ODA-assisted programs and projects.

Periodic reports on assessment of the performance of the ODA portfolio of projects were also prepared. These included quarterly reports on loan, cost over-runs, alert mechanism, as well as semestral reports on ODA grants.

The total ODA portfolio as of December 31, 2019 amounted to USD21.62 billion, consisting of 84 loans worth USD19.98 billion or 92 percent of the total portfolio, and 268 grants worth USD1.64 billion or 8 percent of the total portfolio. Similar to calendar year (CY) 2018, the infrastructure development sector accounted for the largest share of the active ODA portfolio with 58 percent (USD12.54 billion), followed by the social reform and community development sector with 18 percent (USD3.81 billion), governance and institutions development sector with 15 percent (USD3.38 billion), agriculture, agrarian reform, and natural resources sector with 8 percent (USD1.68 billion); and industry, trade, and tourism sector with the remaining 1 percent (USD0.20billion).

## Monitoring and Evaluation (M&E) Fund

The Fund was included in NEDA's budget to emphasize government's strong commitment to results and its continuing support for evidence-based policymaking. It was also intended to finance various initiatives on M&E to measure development interventions' successes and gain lessons from plan and program/project implementation.

Studies financed under the M&E Fund included the ex-post evaluation of the following projects: (a) Agrarian Reform Communities Project Phase II (ARCP II); (b) Angat Water Utilization and Aqueduct Improvement Project Phase II (AWUAIP II); and (c) Agno River Integrated Irrigation Project (ARIIP).

## Strategic M&E Project

NEDA, in partnership with the United Nations Development Programme (UNDP), implemented the Strategic M&E Project with the following components: (1) Management of the NEDA M&E Fund-Commissioning of Evaluation Studies; (2) Evaluation Capacity Assessment and Learning; (3) Advisory Services-Evaluation Guidelines, Portal Development, and Stakeholders Outreach; (4) Project Management; and (5) Program and Project Management System Development, with Matching Algorithm and Scoping Studies.

The project intended to accelerate the implementation of the PAPs outlined in the Philippine Development Plan 2017-2022. National evaluation guidelines were developed through these projects, to provide initial standards for conducting evaluation work in government. An online national evaluation portal was also launched in a forum of M&E stakeholders in government and private sectors to promote transparency and accountability by providing a platform for disseminating M&E studies, references, network building, and public engagement.

## M&E Information Campaign

As part of NEDA's information campaign, NEDA provided documents containing M&E information to policymakers and other stakeholders. A total of 74 requests were received and processed in 2020. Said requests were provided to the Senate of the Philippines, House of Representatives, Presidential Management Staff, Bangko Sentral ng Pilipinas, World Bank, United Nations Development Programme, Embassies of Japan and Korea, among others.



# ORGANIZATIONAL DEVELOPMENT

For NEDA to facilitate the country's long-term vision of a *matatag, maginhawa, at panatag na buhay para sa lahat*, the agency exercised leadership, managed effectively, and promoted innovation inside the organization. NEDA also implemented health and safety measures in the workplace.

NEDA pursued organizational development to improve productivity and optimized strategic linkages to attain organizational effectiveness.

## Improved Database Management and Data Sharing

NEDA continued to improve its database management and the sharing of data and information among offices for evidence-based program/project appraisal and high-level policy advice to the NEDA Board and its Committees, Cabinet and the Congress. The Public Investment Program Online (PIPOL) System for partner agencies was enhanced to allow for continuous real-time access to the system with improved data sharing and to fast-track validation exercises. This system facilitated the call for the Three-Year Rolling Infrastructure Program (TRIP) and updating of the Public Investment Programs (PIPs).

The agency also uploaded on the NEDA website the project information spreadsheets allotted to PIPOL System, ICC, IFPs, among others, in order to provide transparency and information on regular updates on NEDA's major outputs.

To facilitate the sharing of GIS-based spatial data among agencies, the Regional Geographic Information Network (RGIN) Geoportal was further improved with more user-friendly interface for data sharing and creation of interactive maps.

The Programs and Projects Information Database (PPID) was also developed. The newly developed information system is an online database system that integrates the existing ICC Project Appraisal

Monitor (IPAM), Matrix of NEDA Board-approved projects, and ODA and PPP Project Pipelines. These are being utilized and maintained by NEDA.

In addition, the Regional Project Monitoring and Evaluation System (RPMES) was also created as a tool to integrate data entries and updates on projects and programs to produce and generate faster, more accurate, and real-time reports to meet the demands of the agency and the public. RPMES allowed for easier and faster submission of RPMES forms gathered from implementing agencies and the provinces and cities in every region.

Moreover, NROs developed and enhanced the generation of project monitoring and evaluation reports based on RPMES guidelines. These include the web-based *ProyekTanglaw* of NRO MIMAROPA, in partnership with NCO Information and Communications Technology Staff, and Innovative Platform for Programs/Projects/Activities (PPAs) Location Assessment, Monitoring, and Budgeting for Development Planning Governance (IPA-LAMDAG) of NRO Zamboanga Peninsula, which aimed to reduce processing time for gathering reports as well as to strengthen/tighten development planning, investment programming, and project monitoring linkages in the regions. IPA-LAMDAG system is an innovation of NRO Northern Mindanao and is being considered for adoption by other NROs in Mindanao.



## Enhanced Staff Capacities

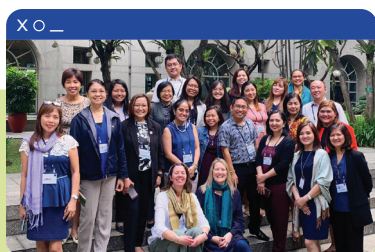
Capacity-building programs were conducted by the agency for its personnel and officials to equip them with and/or strengthen their skills, knowledge, and competencies needed to achieve the agency's goals in providing better public service.

The NCO conducted trainings and workshops on geographic information system or GIS mapping and hydraulic modelling using HEC-HMS and HEC-River Analysis System (HEC-RAS) including design of water supply system using EPANET. These aimed to strengthen the capacity of NCO personnel in water supply-demand analysis, design of sanitary and sewer structure, and water supply pipe network.

A program on Investment Prioritization, Investment Portfolio Management and Policy Development training was also conducted by the organization, as well as the training workshop on Monitoring and Evaluation for Results (M&E4R) Program to provide NEDAns with the foundation on the concepts and principles in M&E, design, and implementation, particularly of public sector programs and projects.

Twenty-seven personnel from the agency attended the Foundation Level Course Training for the Public-Private Partnership (PPP) certification to gain standard knowledge of the its process and terminology and pass the PPP professional accreditation. The training targeted individuals working with a basic level of PPP implementation and with little prior experience on PPPs.

Moreover, 11 NEDA personnel, together with representatives from attached agencies, completed a certificate course on Knowledge Management (KM) sponsored by the Asian Development Bank (ADB) and conducted by IMA International.



*Participants and facilitators take a break from a week-long training course on knowledge management for a photo opportunity at the ADB headquarters.*

## Strengthened Human Resource System through the Implementation of the NEDA Human Resource Development Plan

In 2020, NEDA implemented the 2018-2020 NEDA Human Resource Development Plan and conducted capacity-building programs for its personnel and officials to equip them and/or strengthen their skills, knowledge, and competencies in achieving the agency's goals and providing better public service. One of these trainings was on audit practice and knowledge elements participated in by NEDA's internal auditors to effectively carry out their responsibilities in helping the management improve governance, risk management, and internal control in the organization.

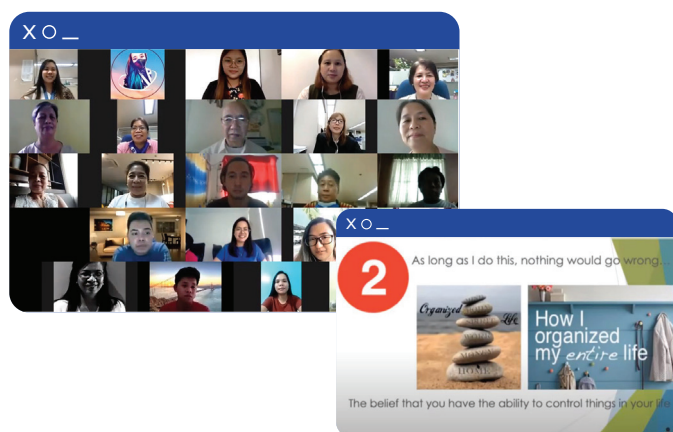
The agency also developed and conducted training programs for continuous capacity building of NEDA personnel amid the COVID-19 pandemic. A total of 343 NEDA employees from the NCO and NROs attended in-house and individual virtual training programs in various learning intervention categories - general, technical, and leadership. Trainings include Mindfulness in the Organization, Online Training on Agency Procurement Compliance and Performance Indicators, Regression Analysis, and the yearly conduct of the Human Resource Forum and Gender and Development Conference. Most of the courses availed individually were on leadership development and technical training programs relevant to overcoming the challenges and hindrances caused by the pandemic.

As part of the continuous health and safety awareness program for NEDA officials and employees, the agency conducted the following series of webinars:

- Mental Wellness: Managing Stress through Self-care**
- Urban Gardening: Guide to *Plantitos* and *Plantitas* of NEDA**



- c. Guide for NEDAns toward a Fulfilling Retirement
- d. NEDA's inclusion of PWDs, Fostering Psychological Safety and Open Communication
- e. Pag-IBIG Fund Program and Benefits
- f. Breastfeeding: Policy and Guidelines
- g. Filipino Values and Culture in Time of Pandemic



*NEDAns participate in the Webinar on Mental Health Wellness: Managing Stress through Self-Care on August 28, 2020.*

## Sustained Improvement of Existing Quality Management Systems (QMS) of the NCO and NROs

The NCO successfully maintained its ISO 9001:2015 Certification surpassing its 2nd Surveillance Audit on August 26, 2020, with zero nonconformity. The certification covers the Appraisal of Program/Project Proposals and Facilitation of the ICC Action and the concomitant support processes at the NCO. Similarly, the NROs continued and maintained their compliance with ISO 9001:2015 and QMS certifications. These affirm that NEDA's processes meet international standards.

To continuously improve the implementation of the Strategic Performance Management System (SPMS) in the organization, the NEDA Performance Management Team conducted workshops to harmonize the performance targets and measures and rationalize the work distribution of all NEDA offices and units.

The NEDA also commenced its restructuring exercise spearheaded by the NEDA Change Management Team to determine the right organizational structure and human resource complement that will allow NEDA to more efficiently and effectively perform its mandate while taking into consideration the new legislated functions, as well as emerging and anticipated needs and stakeholder demands. The NEDA also aims for the harmonization of the restructuring plan with other agency plans: Infrastructure and Facilities and Improvement Plan, Technology and ICT Improvement Plan, and Knowledge Management (KM) Strategy.

The agency conducted the 5th Internal Quality Audit Report on the ICC Secretariat Appraisal and Facilitation of ICC Action required by ISO 9001:2015. The internal quality audit served as a substantial basis and information to monitor the agency's compliance with QMS, the Philippine National Standard, and ISO Standards, as well as to recommend further improvement of the QMS and its quality policy and objectives.

In 2020, the Commission on Audit (COA) issued an unqualified audit opinion to NEDA on fairness and presentation of its financial statements for 2019, as stated in the Consolidated Annual Audit Report (CAAR).

This is the second year that the NEDA received such favorable audit opinion (the first one was in 2018). An unqualified opinion is a type of audit report that provides reasonable assurance that the audited financial statements of an agency are considered clean and presumed to be free from misstatements.

The agency updated the NEDA Competency Framework, NEDA Functional Dictionary and Competency-based Job Description (CBJD) of the remaining NCO technical positions to ensure that the best-qualified candidates are hired in the organization and placed in appropriate positions. The updating was started in 2019 and was concluded in June 2020, completing the development of CBJDs of NCO personnel.



With the continual improvement of the agency's office processes and systems, the Civil Service Commission conferred awards to NCO and NROs under its Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). It is a mechanism that empowers government agencies by developing human resource management competencies, systems, and practices toward HR excellence.

## **Enhanced Information and Communications Technology (ICT) Infrastructure**

The agency further improved its ICT infrastructure and initiatives to ensure efficiency in the delivery of its services and for seamless communication among its personnel considering the physical and virtual blended setup made necessary by the pandemic. Several ICT equipment deemed essential for the new normal set-up were procured through the implementation of locally funded projects, such as laptop computers, QR code scanners, subscriptions to videoconferencing applications, and other hardware and supplies to boost the productivity of personnel and increase the security of the agency's network.

To support NEDAns working from home, NEDA, through the ICTS, configured its existing integrated monitoring tool with Anti-virus and Anti-malware Solution of KASEYA. This allowed for remote ICT technical support to its personnel.

## **Improved Organizational Efficiency by Undertaking Systems Analysis, Compliance Cost Analysis, Time and Motion Studies, Process Streamlining Consistent with RA 11032**

Improvements in the NCO and NROs systems were implemented for better operating procedures, employee relations, ease of doing business, and greater customer satisfaction. Pursuant to Section 6 of RA 11032 or the Ease of Doing Business (EODB) law, the NEDA submitted the second edition of its Citizen's Charter, along with its Certificate of Compliance and Compliance Report on Administrative Order 23, to the Anti-Red Tape Authority (ARTA) on July 23, 2020. The NEDA Committee on Anti-Red Tape (CART) was created under the provisions of RA 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, and ARTA Memorandum Circular No. 2020-7.

The agency also collaborated with the Department of Finance (DOF) for the conduct of Vulnerability Assessment (VA) or systematic review of security vulnerabilities for the agency's major information systems such as its website and the NEDA Central Support Office – Information System (NCSO-IS). The activity was conducted on a quarterly basis in 2020 and will be conducted on a bi-annual basis in 2021 to align with NEDA's Data Privacy Policy.

The NEDA Office Circular 04-2020: Internal Guidelines on the Implementation of Sustainable and Climate-Smart Practices (SCSP) was issued in 2020 in support of the objectives of the NEDA Climate Change Strategy. It aimed to guide NEDA personnel on sustainable and climate-smart practices in the workplace with the end goal of reducing the agency's energy and water consumption, maximizing resource efficiency, cutting down waste generation, and improving waste management.

NEDA supported the Zero Waste Month and Earth Hour campaigns through information, education, and communication or IEC activities to spread awareness and encourage involvement to said campaigns.



## Completed the Formulation and Updating of the NEDA Public Service Continuity Plan and the NEDA Contingency Plan

To ensure the continuous delivery of the agency's quality public services during an emergency or disaster, the NEDA-Public Service Continuity Plan (PSCP) and the NEDA Contingency Plan (CP) were formulated and updated. The PSCP is the agency's planning tool to prepare for and respond to disasters or emergencies and to immediately restore services to induce faster recovery. The updating of the Plan was necessary to include additional measures that will enable NEDA to effectively function and provide uninterrupted services under the new normal brought about by the COVID-19 pandemic.

On the other hand, the NEDA CP aims to prevent or lessen the impact of large-scale disasters by identifying and establishing response clusters, strategies, and measures to attend to the safety of everyone in the office during worst-case disasters.

These two documents ensure that NEDA, as an institution, is able to perform its mandated key services in times of emergencies, while at the same time addressing the needs and welfare of the agency's personnel. The formulation of these Plans honors NEDA's commitment to its mandate and the NEDA family.

## Established the Knowledge Management Division

NEDA pursued the institutionalization of Knowledge Management (KM). The DBM approved the creation of the KM Division under the Development Information Staff in May 2020. The Asian Development Bank (ADB) and NEDA also formalized the strengthening of NEDA's KM programs and intensifying its KM capacities through a memorandum of understanding (MOU) that was virtually signed on December 9, 2020.

## GENERAL ADMINISTRATIVE SUPPORT AND SERVICES

NEDA understands that human resource is the most important asset of an organization. This is why it ensured that the safety and health of its personnel came first in the face of a pandemic while also ensuring continuity of operations. The following measures and protocols were implemented and observed in the workplace:

- a. Improvement of personnel workspaces
- b. Regular disinfection of office premises
- c. Preparations for the retrofitting and renovation of NEDA-sa-Pasig building
- d. Ongoing construction of NEDA multipurpose building
- e. Implementation of alternative working arrangements
- f. Accomplishment of pertinent documents prior to physical reporting such as COVID-19 health screening form, transport request form, among others
- g. Provision of transportation services
- h. Provision of healthcare consultations (physical and virtual)
- i. Provision of supplies of alcohol, face masks, and personal cutlery set

X O \_



Safety measures implemented at the NEDA Central Office

X O \_



X O \_



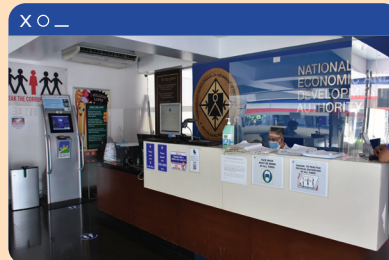
X O \_



X O \_



X O \_



X O \_



X O \_



# STRATEGIC LINKAGES

In 2020, NEDA continued to build strong partnerships with different stakeholders nationwide to achieve sound and economic development management.

Building strong partnerships with various stakeholders is an effective way for coordinating and collaborating on government programs and projects to achieve inclusive growth towards a *matatag, maginhawa, at panatag na buhay para sa lahat*. Strategic linkages were forged with national and regional partners including implementing agencies, LGUs, private sector, and the academe.

## **Coordination of Programs with National and Local Institutions**

The agency participated in activities and meetings of different inter-agency bodies under various sectors such as governance and institutional development, social, economic, and infrastructure. Some programs and initiatives undertaken by NEDA to promote national and local partnerships include: involvement in inter-agency committee meetings, conduct of the Regional Budget Consultative Forum with members of the Regional Development Council (RDC), Economic and Financial Literacy Week (EFLW) Virtual Forum in partnership with different stakeholders, PPP trainings for NROs PPP Knowledge Corner focal persons, and the 1st Organizational Meeting of the sub-committee on SDGs, among others.

NROs, in partnership with the National Commission for Culture and the Arts (NCCA), conducted the “A Culture that Heals: The NCCA-RDC Webinar on Filipino Values and Culture in the Time of Pandemic.” The webinar highlighted the crucial roles of Filipino values and culture in helping communities recover from the social, mental, and economic effects of the COVID-19 pandemic. It also aimed to assist the regions in continuing its cultural activities even during public health crises to deliver results for the cultural component of their COVID-19 Rehabilitation and Recovery Programs (CRRPs).

## **Collaboration of NCO and NROs with Stakeholders in Addressing Logistics Challenges Amid the COVID-19 Situation**

NEDA, in partnership with the Regulatory Support Program for National Development of the UP Public Administration Research and Extension Services Foundation, developed the Supply Chain Analytics (SCAn) dashboard and the Reporter Application to urgently address supply chain disruptions which delayed the government’s response to the COVID-19 crisis. The SCAn dashboard and Reporter Application also aimed to address the worsening inequality across regions due to inefficient logistics.

## **Provision of Technical Support and Participation to various COVID-19 Initiatives**

Situation reports on how to manage the crisis in the regions were prepared by the NROs. Moreover, NROs participated in the creation and implementation of several notable initiatives to combat the COVID-19 pandemic:

- **NRO CAR** provided technical support in the CAR Real-time COVID-19 Surveillance and Community Mapping activity of the region and assisted in crafting harmonized LGU COVID-19 mitigation guidelines as technical secretariat to the inter-local cooperation of Baguio City and the municipalities of La Trinidad, Itogon, Sablan, Tuba, and Tublay (BLISTT).

- **NRO Ilocos** created the “We Heal as One” Dashboard in its website to show the latest information and updates on the government’s efforts to fight COVID-19. It contains a summary of the information, guidelines, resolutions, interventions, and the COVID-19 cases in the region.
- **NRO Cagayan Valley** activated the Economy Cluster of the Regional COVID-19 Task Force, steered the formulation of the Regional Recovery Program. It also conducted volunteerism activities to provide food packs, improvised face shields, and other forms of assistance to frontliners, individuals, and families affected by the pandemic.
- **NRO Central Luzon** converted parts of its Annex building for staff that needed temporary facilities; implemented health and safety measures in the workplace to ensure service continuity; and conducted a webinar on the STAYSAFE.ph contact tracing application.
- **NRO CALABARZON** facilitated the preparation of the Regional Action Plan Phase I and II focusing on socioeconomic recovery wherein projects and activities were identified to immediately address the losses brought about by the pandemic.
- **NRO MIMAROPA** spearheaded the formulation of the MIMAROPA Recovery Action Plan Phase III which was anchored on the Prevent-Detect-Isolate-Treat-Reintegrate (PDITR) strategy. This contained priority strategies, programs, and projects relative to managing health risks and learning to live with the virus, with corresponding targets from October 2020 to March 2021.
- **NRO Bicol** installed sanitation facilities within office premises, provided personal protective equipment (PPE) to all staff and employees, implemented alternative work schedules and arranged the work area to ensure adequate physical distancing, conducted meetings with virtual communication facilities in lieu of face-to-face meetings, and processed transactions electronically instead of using hard copies.
- **NRO Western Visayas** drafted a policy paper on agency interventions against COVID-19, as designated head of the Economy Cluster of the Regional Task Force (RTF) on COVID-19. The agency also participated in virtual and physical conferences of the RTF.
- **NRO Central Visayas** conducted *PEERtalks* sessions, an online platform involving the exchange of knowledge, experiences, information, skills, expertise, and lessons by peers and practitioners on a variety of topics including COVID-19 matters.
- **NRO Eastern Visayas** provided support, through policy formulation and coordination, to the RTF for COVID-19 and the Regional Interagency Task Force on Emerging Infectious Diseases (RIATF) VIII as RIATF-Economic Cluster chair and RIATF-Health Cluster member. To support frontliners, the Organization of NEDA Employees (ONE) VIII facilitated the distribution of PPE to hospitals in the region donated by the Philippine KOICA Fellows Association, Inc.
- **NRO Zamboanga Peninsula** upgraded its Annex Building and drivers’ quarter to be used as isolation and quarantine rooms and provided transportation support daily to staff residing within Pagadian City and weekly to other staff residing outside of Zamboanga del Sur.
- **NRO Northern Mindanao** responded to concerns on the economy and impact of the COVID-19 pandemic as head of the Northern Mindanao or NorMin Task Force (NMTF) for the COVID-19 Economy Task Group (ETG). The ETG was responsible for ensuring supply allocation and price control/freeze if needed, activating and monitoring business continuity plans, providing social welfare benefits to affected workers, and providing recommendations to protect economic interest.
- **NRO Davao** provided support to the RTF for COVID-19 and to the RIATF XI by participating in the deliberation on the imposition of quarantine measures and contributing to the enhancement of the Davao QR code which was used to facilitate COVID-19 contact tracing in the city.



- **NRO SOCCSKSARGEN** formulated policies on addressing the COVID-19 crisis through the Regional Task Force on COVID-19 - Economy Response Cluster (RTF-ERC) meetings. The RTF-ERC in the region was organized to immediately respond to the impact of the COVID-19 pandemic.
- **NRO Caraga** facilitated the creation of the RTF for COVID-19 One Caraga Shield (RTF-COCS) through Joint Resolution No. 1, Series of 2020 of the Caraga RDC, Regional Peace and Order Council (RPOC), and Regional Disaster Risk Reduction and Management Council (RDRRMC), to ensure holistic and coordinated region-wide approach to controlling and monitoring the threat of COVID-19.
- Assistance provided by NRO CAR in the creation of the Regional Population Executive Board (RPEB) as an RDC Support Committee;
- TA provided by NRO Ilocos to the Project Monitors and Evaluators Association (PMEA) such as in the conduct of webinar trainings on (1) How to Conduct Virtual Project Validation, (2) SAP Assessment Study, and (3) Demographic Dividends, as well as the conduct of annual RPMES Conference for updates on the online RPMES and other innovations for improvements as part of M&E efforts in the region;
- TA provided by NRO Cagayan on the formulation of the draft Comprehensive Land Use Plan (CLUP) of LGU of Santiago City and review of the Comprehensive Development Plans (CDP);

#### ***Provision of Technical Support for Policy Research, M&E, and Programs/Projects***

NROs provided technical assistance (TA) in the proposal to create an SDG Committee as a support committee to Regional Development Councils. Special committees were also created/constituted in NROs in Cagayan Valley, Central Luzon, Bicol, Eastern Visayas, Zamboanga Peninsula, Northern Mindanao, Davao, SOCCSKSARGEN, and Caraga. NROs also provided support to the Regional Task Force to End Local Communist Armed Conflict (RTF-ELCAC) in their respective regions.

Moreover, NEDA provided inputs to the UN Module on International Migration. The module contains questions about government policies, programs, and strategies relating to international migration. The responses were needed for global monitoring of SDG indicators on policies to facilitate orderly, safe, regular, and responsible migration and mobility of people, as well as in assessing migration policy responses to COVID-19 pandemic.

Other TA activities conducted were the following:

- Technical support of NRO CAR to the Cordillera Consortium for Agriculture, and Aquatic Resources Research and Development (CorCAARD) field validation for Ugnay Awards and preparation of CorCAARD's Annual Report;
- TA provided by NRO CALABARZON to the Local Project Monitoring Committees (LPMCs) through capability building activities such as M&E trainings and coaching on RPMES;
- TA provided by NRO Caraga to the City Government of Butuan in support of the ongoing preparation of the city's CDP and CLUP; advisory and technical services to the Regional Tripartite Wages and Productivity Board to promote productivity improvement schemes particularly among micro, small, and medium enterprises (MSMEs); and advisory services to the SUCs to ensure alignment of fiscal and physical accomplishments with the Region's development priorities;

- TA provided by NRO Eastern Visayas in the conduct of Online GIS Training Course to the technical staff of the Provincial Planning and Development Office in the region to update the Samar Provincial Development and Physical Framework Plan;
- Hosting and facilitation of the first virtual edition of the 11th RDC – Private Sector Representatives (PSRs) National Convention by NRO Eastern Visayas aimed at strengthening the linkages between the national government and the private sector;
- TA provided by NRO Davao to the Metropolitan Davao Development Coordinating Committee (MDDCC) that facilitated the creation of the Metro Davao Development Authority (MDDA) through HBs 7181 and 7579;
- NEDA's spearheading of the maiden event of the *Ugnayang Bayan* series entitled "Economic, Social and Cultural Rights as Anchor of Human Progress: An Assessment of Targets in the Implementation of the International Covenant on Social, Economic, and Cultural Rights (ICESCR)", in partnership with the Presidential Human Rights Committee Secretariat (PHRCS). The *Ugnayang Bayan* looked into a broad range of policies, programs, and projects undertaken in adherence to the state's human rights obligations as defined in the core international human rights treaties signed in the last 46 years;
- Project review by NRO Zamboanga Peninsula or ZamPen on Department of Education's proposal on Teacher's Effectiveness and Competencies Enhancement Project and Department of Agriculture's Fisheries, Coastal Resources, and Livelihood (FishCORAL) project;
- Advisory services and TA provided by NRO ZamPen to the Regional Tripartite Wages and Productivity Board (RTWPB); and
- Endorsement and coordination of the provision of ER 1-94 Funds for COVID-19 mitigation to DOE for the funding of 27 LGU projects.

### ***Strengthening the Evaluation of Major Programs and Projects***

Proposed Amendments to the 2013 NEDA Joint Venture (JV) Guidelines between government and private entities were pursued to eliminate ambiguities in its implementation and foster heightened adherence to principles of competition and transparency in processing and approval of JV undertakings.

The economy-wide Analysis and Emission Scenario Building for the Formulation of the Philippines' Nationally Determined Contribution (NDC) or the NEDA Economy-wide Model, a sub-project under the UNDP NDC Support Program for the Philippines (NSPP), was undertaken. The project aims to develop a long-term economic model that would inform and guide the preparation of the country's first NDC and ensure that the NDC is consistent with the country's long-term development targets as espoused in *AmBisyon Natin 2040*.

### ***Strengthening Knowledge Management (KM) Capabilities and Capacities***

A memorandum of understanding (MOU) between NEDA and ADB was forged to provide strategic support in strengthening NEDA's KM capabilities and capacities. The MOU also outlined the Joint Work Program between the two agencies for 2020 and 2021 in four areas of cooperation: (a) conduct of knowledge assessment; (b) capacity building activities; (c) development of a KM strategy; and (d) establishment of the KM Division under NEDA's Development Information Staff (DIS).



## Intensifying NEDA's Communication and Stakeholder Engagement

Guided by the NEDA Communication and Stakeholder Engagement framework, the agency continued to intensify its communication and stakeholder engagement using various IEC materials such as videos, media releases, infographics, social media cards, which were disseminated through multimedia platforms as well as in briefings, conferences, and events. These aimed to raise the public's understanding of current economic issues and generate support for NEDA's advocacy in achieving inclusive growth.

### 2020 Major Activities

- Quarterly National Income Accounts Press Conference
- RechargePH report and other COVID-19 related reports
- #AskNEDA Media Briefings on the Economic Development and Digital Readiness in the Economic Recovery Plan; Philippine Identification System (PhilSys); *Balik Probinsya Bagong Pagasa Program*; and the IRR on Philippine Innovation Act, among others
- Press Conference of Economic Managers on Labor and Employment
- *AmBisyon Natin 2040* related activities
- Multi-Stakeholders Press Briefings
- Economic and Financial Literacy Week (EFLW)
- *Tunog ng Progreso* Online Show (2 episodes on Digitalization and Digital Economy)
- Full Communication and Advocacy (ComAd) Committee Meeting

NROs, as secretariat to the RDCs, also published regional newsletters highlighting major accomplishments, programs and projects concerning regional developments. The NCO and NROs also engaged stakeholders to ensure that NEDA's views are communicated through knowledge sharing, provision of timely information, education and communication materials for the Philippine Development Plan, *AmBisyon Natin 2040*, and other related

development plans and programs through briefings or video conferencing for national, local and foreign government delegates, development partners and government agencies and officials including students.

### *NEDA Social Media Managers Network*

To improve NEDA's brand image and increase awareness on advocacies led by the agency, the DIS held the initial meeting with social media managers of NCO and NROs. This initiative aimed to establish seamless coordination among the 47 social media focals, main and alternate, using all social media platforms of the agency. Major outputs will include the rebranding of Facebook accounts and the creation of other social media accounts necessary for the implementation of social media initiatives laid out in NEDA's Integrated Communication Plan.

### *Tunog ng Progreso Online*

*Tunog ng Progreso* Online, an in-house production, is an initiative of DIS to promote economic and financial literacy and the country's vision and development goals and strategies, including information campaigns for the Philippine Development Plan and *AmBisyon Natin 2040*. It is the latest iteration of the show based on the similarly-titled song created out of the country's GDP data. It is aimed at making the most of digital platforms that have the potential to reach a much broader audience at a minimal cost.

In the first and second episodes, Socioeconomic Planning Secretary Karl Kendrick T. Chua discussed the importance of digitalization and the digital economy especially in this time of the pandemic.



Secretary Karl Kendrick T. Chua, with *Tunog Ng Progreso* Online program host DIS Dir. Nerrisa T. Esguerra, tackles Digitalization and Digital Economy.

# NEDA ATTACHED AGENCIES

The attached agencies of the NEDA provide significant contributions in the fields of statistics, research, population and development, public-private partnerships, and tariff matters.

## Philippine Statistics Authority (PSA)

The PSA, as the lead implementing agency of the Philippine Identification System (PhilSys) Act, accelerated the safe and secure registration of low-income individuals to the national ID system. The national ID allows Filipinos, especially the poor, to open bank accounts which significantly improves financial inclusion and reduces leakages in subsidy programs.

As the government's primary statistical agency, PSA provided timely and accurate statistics that served as valuable inputs in the formulation of national development plans and programs, in the conduct of research, and in making vital business decisions of both the government and the private sectors. As the central repository of documents on the civil status of individuals, it has continued to process requests for certificates of birth and death, marriage and no marriage, and certifications on decided petitions.

The agency was able to provide immediate, significant, and accurate statistical figures on the mortality of people in the country at the height of the COVID-19 pandemic case monitoring. A data sharing agreement between the Department of Health and PSA was also forged to validate the COVID-19 cases nationwide. It also fast-tracked and released important and applicable statistics concerning the impact of COVID-19 in the country.

Innovations were also implemented on data gathering for the 2020 Census of Population and Housing. These were through computer-assisted paper interview (CAPI) mobile applications, paper-assisted telephone interview, computer-assisted web-based interview (CAWI) technique, and the traditional paper and pen to lessen face-to-face interview and ensure observance of health and safety protocols.

## Philippine Institute for Development Studies (PIDS)

As the Philippine government's primary socioeconomic think tank, PIDS completed 60 research studies on the following: agriculture, natural resources, and environmental management; human development, labor markets, and poverty; institutions, law, and economics; macroeconomics, finance, and growth; public economics and governance; regional, urban, and rural development; science, technology, and innovation; trade and industry; and international economy.

Twenty-three of the 60 completed studies were evaluations of the implementation of the following policies and programs: irrigation; early childcare and development; indigenous peoples; education; social protection particularly for *Pantawid Pamilyang Pilipino* Program or 4Ps beneficiaries; healthcare; performance-based bonus (PBB) scheme; and local government planning, budgeting, service delivery, disaster risk reduction and management, and solid waste management.

PIDS completed seven COVID-19 related studies. These were on the projected disease transmission, health system requirements, and macroeconomic impacts of COVID-19; estimate of the impact of COVID-19 to poverty and income distribution; experiences of beneficiaries of 4Ps receiving Social Amelioration Program or SAP; various social safety nets implemented by national and local government agencies to help individuals, families, and enterprises cope with economic effects of COVID-19; analysis of President Rodrigo Duterte's 2021 budget in terms of how the pandemic has shaped government's distribution of financial resources; long-standing structural and governance issues that were

hampering COVID-19 response of the Philippines; and update of the UN Common Country Assessment (CCA).

A total of 244 new publications were added to the Socioeconomic Research Portal for the Philippines (SERP-P) database in 2020, bringing the total of publicly accessible socioeconomic materials to 7,093. The SERP-P is an online knowledge portal of socioeconomic studies produced by PIDS and its partner institutions.

## Philippine National Volunteer Services Coordinating Agency (PNVSCA)

PNVSCA continued to take the lead in advocating volunteerism for nation-building and international cooperation. It continued to coordinate the deployment of international volunteers to local partner organizations and communities as mandated in RA 9418, to act as a clearinghouse for matters relating to International Volunteer Services (IVS).

Because of the COVID-19 outbreak, the target international volunteer deployment was unmet. Instead, PNVSCA focused its efforts on promoting local volunteer service efforts. The agency was able to conduct on-site monitoring of seven volunteer-assisted projects in La Trinidad and Baguio. However, other scheduled project visits were cancelled because of the pandemic. Monitoring was instead conducted through online platforms.

To monitor volunteerism-related involvements of LGUs, PNVSCA prepared a tracking/monitoring sheet. The Regional Volunteerism Focal Persons Link (RVFPL) was also created to enhance coordination and strengthen partnership with regional bodies. This enables PNVSCA to cascade its advocacies down to the grassroots.

Using volunteerism as its main strategy, the *Balikbayanihan* campaign was launched with the Atikha Overseas Workers and Communities Initiative as a partner, to serve as a venue for collaboration

among national and local government, overseas Filipino workers (OFWs) organizations, non-government organizations, civil society organizations, development agencies and private organizations in the provision of integrated services to repatriated OFWs affected by the COVID-19 pandemic.

## Philippine Statistical Research and Training Institute (PSRTI)

With its core mandate of conducting non-degree training programs that aimed to upgrade the quality of the statistical workforce in support of the needs of the statistical system, PSRTI conducted 44 training courses, 20 of which were regular training courses (RTCs) and 10 were customized training courses (CTCs) on SDGs 2 and 14.

The training courses and seminars covered 121 training days, 924 training hours, and benefitted 2,222 training participants. These significantly contributed to statistical capacity building and heightened awareness on the importance of statistics in designing policy and decision-making endeavors.

Meanwhile, the PSRTI Research Program was updated to consider the current and emerging needs of the Philippine Statistical System. It followed the agenda derived from the Philippine Statistical Development Plan and UN-prescribed SDGs.

## Tariff Commission (TC)

As the principal and independent authority on tariff and trade remedy measures, TC prepared two related EOs on tariff modification in 2020. One was EO 113, which temporarily modified the rates of import duty of crude petroleum oil and refined petroleum oil products under Section 1611 of RA 10863 which means an additional import duty of 10 percent on crude petroleum oil and refined petroleum products.



The proceeds collected were used to address and respond to the country's COVID-19 situation. The other was EO extending the effectivity of EO 113.

The highlight of the TC's accomplishments was its continued administration of the ASEAN Harmonized Tariff Nomenclature (AHTN) 2017 and Philippine Tariff Finder (PTF). The Tariff Commission also issued and implemented the Online Procedure for Applications for Advance Rulings on Tariff Classification and Tariff Classification Dispute Rulings and was able to process and issue 320 advance rulings on tariff classification and six dispute rulings. Moreover, the agency rolled out and implemented a web-based application called the Tariff Classification Information System - Online Application System (TCIS-OAS) that allows online filing of applications for advance ruling on tariff classification.

The Commission provided the Board of Investments AHTN 2017 Code of Essential Goods to be included in the Annex and Supplemental Annex to Joint Memorandum Circular 2020-02 providing the Guidelines in the Operations and Incentives of Covered Enterprises Engaged in the Manufacture, Importation, and Distribution of Certain Products, and for Other Purposes, pursuant to RA. 11469, otherwise known as "*Bayanihan* to Heal as One Act."

## Public-Private Partnership (PPP) Center

In 2020, the country's public-private partnership (PPP) program remained bullish as it expanded its pipeline with 14 new PPP projects. In support of national investment programming, the Center developed minimum criteria for the endorsement of PPP projects, tools for assessing unsolicited proposals in accordance to the Amended Build-Operate-Transfer (BOT) Law and its Implementing Rules and Regulations, and template for parameters, terms, and conditions (PTC) to ensure that implementing agencies are fully guided on the ICC-approved PTCs. It also crafted a framework to enable LGUs to assess their PPP codes.

For its Local PPP Strategy, the Center entered into a Memorandum of Agreement with six LGUs nationwide. Moreover, the Project Development and Monitoring Facility (PDMF) Committee for Local Projects approved three projects for support and transaction advisory services under the PDMF, namely: Ormoc City Bulk Water Supply Project; Bislig Bulk Water Supply Project; and Iloilo City Integrated Solid Waste Management Facility Project. Other PPP projects approved for PDMF support are the NEDA sa Makati Property Redevelopment, Kennon Road Rehabilitation/Improvement and Operation and Maintenance Project, Mariveles Wellness Center, and Bicol Medical Center – Medical Arts Building and Upgrading of Health Services.

To enable and empower various implementing agencies and other stakeholders to undertake viable PPP projects, the Center conducted 15 capacity-building activities in 2020 that included briefings on PPP concepts and processes, joint venture arrangements, unsolicited PPP projects, and workshops on PPP projects concept note development. Most of these training activities were implemented through the online capacity building program of the Center which was launched amidst the pandemic.

Lastly, the PPP Center also strengthened its monitoring of awarded projects, particularly 52 ongoing PPP projects, to help protect the National Government from higher risk of contingent liabilities.

## Commission on Population and Development (POPCOM)

As the overall coordinating, monitoring, and policy-making body of the population program in the country, the POPCOM continued to implement its three programs in 2020. These are the Responsible Parenthood and Family Planning (RPFP), Adolescent Health and Development (AHD), and Population and Development (POPDEV) Integration.



For the RFPF program, POPCOM was able to accomplish 97 percent of its target. RFPF information was provided to 1,159,767 couples with 188,091 referred/served among 241,875 identified unmet needs from January-December 2020. To cope with the COVID-19 situation in the country, the agency established the Helpline and conceptualized and disseminated the demographic vulnerability tool (DVT). The Helpline supports the public or community health centers and health service providers of continuous supply of family planning (FP) services. It also responds to calls concerning COVID-19 and gender-based violence (GBV). The DVT, on the other hand, assists LGUs in planning, implementing, and monitoring COVID-19 pandemic response at the community level.

Meanwhile, the AHD program was able to reach and provide information to 343,098 adolescents through face-to-face interaction and online social media

platforms. The program aims to reduce adolescent pregnancies through responsible sexuality and effective life skills among young people and it advocates and supports the implementation of Comprehensive Sexuality Education (CSE) in schools and communities through interactive communication strategies such as the Youth for Youth Initiative (U4U) and SHAPE module.

The POPDEV integration program, on the other hand, was able to provide 1,044 technical assistance to LGUs, partner agencies, and other government instrumentalities. The program aims to integrate population dynamics and variables in development initiatives such as policy, plan, and program formulation. Technical assistance was also provided by the agency on the establishment of demographic and socioeconomic data as input to policy and planning development.



*Secretary Karl Kendrick T. Chua presents the agency's accomplishments during the FY2021 Senate Budget Hearing in September 2020.*



# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

For the year ended December 31, 2020\*  
(In Philippine Peso)

## Assets

### Current Assets

Cash and Cash Equivalent	53,440,572.42	
Receivables	355,782,279.28	
Inventories	13,445,195.88	
Other Current Assets	18,340,632.26	
		441,008,679.84

### Non-Current Assets

Investments	233,120.00	
Property, Plant, and Equipment	1,319,183,609.21	
Intangible Assets	3,129,033.44	
Development-In-Progress	9,245,343.51	
Other Non-Current Assets	2,759,167.89	
		1,334,550,274.05

### Total Assets

**1,775,558,953.89**

## Liabilities

### Current Liabilities

Financial Liabilities	34,746,437.15	
Inter-Agency Payables	6,053,602.80	
Intra-Agency Payables	157,343.00	
Trust Liabilities	20,797,513.07	
Other Payables	1,878,485.48	
Provisions	352,265.91	
		63,985,647.41

### Non-Current Liabilities

Trust Liabilities	135,994,381.45	
Other Payables	4,886,380.60	
		140,880,762.05

### Total Liabilities

**204,866,409.46**

## Net Assets/Equity

Accumulated Surplus/(Deficit)		<b>1,570,692,544.43</b>
-------------------------------	--	-------------------------

## Total Liabilities and Net Assets

**1,775,558,953.89**

Note: The accompanying Consolidated Financial Statements of NEDA for the year ended December 31, 2020 were unaudited and will be replaced upon issuance of FY 2020 Consolidated Annual Audit Report by the Commission on Audit (COA).



# CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

For the year ended December 31, 2020\*  
(In Philippine Peso)

## Revenue

Service and Business Income	138,800.15	
Shares, Grants, and Donations	3,225,706.00	
Miscellaneous Income	181,488.83	
Total Revenue		<u>3,545,994.98</u>

## Less: Current Operating Expenses

Personal Services	968,084,657.36	
Maintenance and Other Operating Expenses	775,120,899.45	
Financial Expenses	2,910.00	
Non-Cash Expenses	83,854,055.35	
Total Expenses		<u>1,827,062,522.16</u>

Surplus (Deficit) from Current Operations (1,823,516,527.18)

Net Financial Assistance/Subsidy 1,794,391,761.52

## Other Non-Operating Income

Sale of Assets	5,070.70	
Gain and Reversal	43,826.50	
Total Other Non-Operating Income		<u>48,897.20</u>

## Losses

Loss on Sales of Property, Plant and Equipment	(103,173.99)	
Other Losses	(145,470.42)	
Total Losses		<u>(248,644.41)</u>

Surplus (Deficit) for the period (29,324,512.87)

Note: The accompanying Consolidated Financial Statements of NEDA for the year ended December 31, 2020 were unaudited and will be replaced upon issuance of FY 2020 Consolidated Annual Audit Report by the Commission on Audit (COA).

# DIRECTORY OF OFFICIALS

(as of June 15, 2021)

## OFFICE OF THE SECRETARY

**Karl Kendrick T. Chua**

*Socioeconomic Planning Secretary*

(+632) 8631.3716 / 8631.3723 / 631.0945 local 600

Fax: (+632) 8631.3747

Email: OSEC@neda.gov.ph

## INTERNAL AUDIT SERVICE

**Roweena M. Dalusong**

*Director IV*

(+632) 8631.3725

Fax: (+632) 8631.3747

Email: RMDalusong@neda.gov.ph

## DEVELOPMENT INFORMATION STAFF

**Nerrisa T. Esguerra, CESO III**

*Director IV*

(+632) 8631.3744 / 8631.3757

Fax: (+632) 8631.3282

Email: NTEsguerra@neda.gov.ph

## LEGISLATIVE EXECUTIVE DEVELOPMENT ADVISORY COUNCIL

**Mae Grace June C. Nillama**

*Head Executive Assistant and Supervising Officer*

Email: MCNillama@neda.gov.ph

## LEGISLATIVE LIAISON OFFICE

**Christina B. Mortega**

*Supervising Officer*

(+632) 8631.3705

Email: CBMortega@neda.gov.ph

## CORPORATE AFFAIRS GROUP

### OFFICE OF THE UNDERSECRETARY

**Jose Miguel R. de la Rosa, CESO IV**

*Undersecretary*

(+632) 8631.3719

Fax: (+632) 8633.6011

Email: JRdelaRosa@neda.gov.ph

### OFFICE OF THE ASSISTANT SECRETARY

**Ma. Monica P. Pagunsan, CESO III**

*Officer-in-Charge (OIC)-Assistant Secretary*

(+632) 8633.6010

Email: MPPagunsan@neda.gov.ph

## FINANCIAL, PLANNING, AND MANAGEMENT STAFF

**Ma. Monica P. Pagunsan, CESO III**

*Director IV*

(+632) 8631.3717

Fax: (+632) 8633.6014

Email: MPPagunsan@neda.gov.ph

## ADMINISTRATIVE STAFF

**Danilo D. Barrameda**

*Director IV*

(+632) 8631.8225

Fax: (+632) 8631.3706

Email: DDBarrameda@neda.gov.ph

## LEGAL STAFF

**Flora Sherry M. Basquñez**

*OIC-Director*

(+632) 8631.3718

Fax: (+632) 8631.3718

Email: FMBasquinez@neda.gov.ph

## INFORMATION AND COMMUNICATIONS TECHNOLOGY STAFF

**Florante G. Igtiben**

*Director IV*

(+632) 8631.3729

Fax: (+632) 8635.4794

Email: FGltiben@neda.gov.ph

## POLICY AND PLANNING GROUP

### OFFICE OF THE UNDERSECRETARY

**Rosemarie G. Edillon, CESO I**

*Undersecretary*

(+632) 8631.2184

Fax: (+632) 8631.3702

Email: RGEdillon@neda.gov.ph

### OFFICE OF THE ASSISTANT SECRETARY

**Carlos Bernardo O. Abad Santos, CESO III**

*Assistant Secretary*

(+632) 8635.4829

Email: COAbadsantos@neda.gov.ph

### NATIONAL POLICY AND PLANNING STAFF

**Reynaldo R. Cancio, CESE**

*Director IV*

(+632) 8631.3712

Fax: (+632) 8631.3283

Email: RRCancio@neda.gov.ph

### SOCIAL DEVELOPMENT STAFF

**Girlie Grace J. Casimiro-Igtiben**

*OIC-Director IV*

(+632) 8631.3758 / 8631.0945

Fax: (+632) 8631.5435

Email: GJCasimiro@neda.gov.ph

### GOVERNANCE STAFF

**Thelma C. Manuel, CESO III**

*Director IV*

(+632) 8631.3733

Fax: (+632) 8631.3746

Email: TCManuel@neda.gov.ph

### TRADE, SERVICES, AND INDUSTRY STAFF

**Bien A. Ganapin**

*Director IV*

(+632) 8633.6013

Fax: (+632) 8631.3734

Email: BAGanapin@neda.gov.ph

## INVESTMENT PROGRAMMING GROUP

### OFFICE OF THE UNDERSECRETARY

**Jonathan L. Uy**

*OIC-Undersecretary*

(+632) 8631.2192

Fax: (+632) 8631.2192

Email: JLUy@neda.gov.ph

### OFFICE OF THE ASSISTANT SECRETARY

**Roderick M. Planta**

*Assistant Secretary*

(+632) 8631.3724 / 8631.2164

Fax: 8631.2188

Email: RMPlanta@neda.gov.ph

## INFRASTRUCTURE STAFF

**Kathleen P. Mangune**  
*Director IV*  
(+632) 9631.3724  
Fax: (+632) 8631.2188  
Email: KPMangune@neda.gov.ph

## PUBLIC INVESTMENT STAFF

**Hazel Iris S. Baliatan**  
*Director IV*  
(+632) 8631.3748  
Email: HSBaliatan@neda.gov.ph

## MONITORING AND EVALUATION STAFF

**Violeta S. Corpus, CESO IV**  
*Director IV*  
(+632) 8631.3707 / 8631.3755  
Fax: (+632) 8631.3753  
Email: VSCorpus@neda.gov.ph

## REGIONAL DEVELOPMENT GROUP

### OFFICE OF THE UNDERSECRETARY

**Mercedita A. Sombilla**  
*Undersecretary*  
(+632) 8631.2196  
Fax: (+632) 8633.6016  
Email: MASombilla@neda.gov.ph

### OFFICE OF THE ASSISTANT SECRETARY

**Greg L. Pineda**  
*Assistant Secretary*  
(+632) 8631.3708  
Email: GLPineda@neda.gov.ph

## REGIONAL DEVELOPMENT STAFF

**Remedios S. Endencia**  
*Director IV*  
(+632) 8631.3743  
Email: RSEndencia@neda.gov.ph

## AGRICULTURE, NATURAL RESOURCES, AND ENVIRONMENT STAFF

**Nieva T. Natural**  
*Director IV*  
(+632) 8631.3714  
Fax: (+632) 8631.3745  
Email: NTNatural@neda.gov.ph

## NEDA REGIONAL OFFICES

### CORDILLERA ADMINISTRATIVE REGION (CAR)

**Susan A. Sumbeling**  
*Regional Director*  
(+6374) 443.3232  
Email: SASumbeling@neda.gov.ph

### REGION I | ILOCOS

**Nestor G. Rillon, CESO IV**  
*Regional Director*  
(+6372) 888.5501 / 888.2708  
Email: NGRillon@neda.gov.ph

## REGION II | CAGAYAN VALLEY

**Dionisio C. Ledres Jr., CESE**  
*Regional Director*  
(+6378) 304.1243  
Email: DCLedres@neda.gov.ph

## REGION III | CENTRAL LUZON

**Gina T. Gacusan**  
*OIC-Regional Director*  
(+6345) 963.5993  
Fax: (+6345) 455.4110  
Email: GTGacusan@neda.gov.ph

## REGION IV-A | CALABARZON

**Luis G. Banua**  
*Regional Director*  
(+6349) 502.0229  
Fax: (+6349) 502.0289  
Email: LGBanua@neda.gov.ph

## REGION IV-B | MIMAROPA

**Agustin C. Mendoza**  
*OIC-Regional Director*  
(+6343) 288.1115  
Fax: (+6343) 288.6124  
Email: ACMendoza@neda.gov.ph

## REGION V | BICOL

**Agnes E. Tolentino, CESO III**  
*Regional Director*  
(+6352) 482.0505, (+63) 917.509.8721,  
(+63) 998.576.8173  
Fax: (+6352) 482.0504  
Email: AETolentino@neda.gov.ph

## REGION VI | WESTERN VISAYAS

**Meylene C. Rosales**  
*OIC-Regional Director*  
(+6333) 337.6840  
Fax: (+6333) 335.1070 loc. 805  
Email: MCRosales@neda.gov.ph

## REGION VII | CENTRAL VISAYAS

**Efren B. Carreon, CESO III**  
*Regional Director*  
(+6332) 265.5250  
Email: EBCarreon@neda.gov.ph

## REGION VIII | EASTERN VISAYAS

**Bonifacio G. Uy, CESO IV**  
*Regional Director*  
(+6353) 323.3092  
Fax: (+6353) 832.2140  
Email: BGUy@neda.gov.ph

## REGION IX | ZAMBOANGA PENINSULA

**Phlorita A. Ridao, CESO IV**  
*Regional Director*  
(+6362) 945.0049  
Email: PARidao@neda.gov.ph

## REGION X | NORTHERN MINDANAO

**Mylah Faye Aurora B. Cariño, CESO III**  
*Regional Director*  
(+63) 995.291.5710, (+6388) 856.1920  
Email: MBCarino@neda.gov.ph

## REGION XI | DAVAO

**Ma. Lourdes D. Lim, CESO II**  
*Regional Director*  
(+6382) 296.0160 to 64  
Fax: (+6382) 296.0163  
Email: MDLim@neda.gov.ph

## REGION XII | SOCCSKSARGEN

**Teresita Socorro C. Ramos, CESO III**  
*Regional Director*  
(+6383) 228.6211  
Fax: (+6383) 228.9203  
Email: TCRamos@neda.gov.ph

## CARAGA REGION

### **Priscilla R. Sonido, CESO IV**

*Regional Director*

(+6385) 342.5774

Fax: (+6385) 815.0308

Email: PRSonido@neda.gov.ph

## NEDA ATTACHED AGENCIES

### COMMISSION ON POPULATION AND DEVELOPMENT

#### **Juan Antonio A. Perez III, MD**

*Undersecretary | Executive Director*

(+632) 8531.5122

juan.perez@popcom.gov.ph

www.popcom.gov.ph

### TARIFF COMMISSION

#### **Marilou P. Mendoza**

*Chairperson*

(+632) 8926.7283

mpmendoza@mail.tariffcommission.gov.ph

www.tariffcommission.gov.ph

### PHILIPPINE STATISTICAL RESEARCH AND TRAINING INSTITUTE

#### **Josefina C. Venegas-Almeda, PhD**

*Executive Director III*

(+632) 8288.4948

josefina.almeda@psrti.gov.ph

www.psrti.gov.ph

### PUBLIC-PRIVATE PARTNERSHIP CENTER

#### **Ferdinand A. Pecson**

*Undersecretary | Executive Director*

(+632) 8709.4146 local 2003

fapacson@ppp.gov.ph

www.ppp.gov.ph

### PHILIPPINE STATISTICS AUTHORITY

#### **Claire Dennis S. Mapa, PhD**

*Undersecretary | National Statistician and*

*Civil Registrar General*

(+632) 8461.0500 local 810 and 802

d.mapa@psa.gov.ph

www.psa.gov.ph

### PHILIPPINE INSTITUTE FOR DEVELOPMENT STUDIES

#### **Celia M. Reyes, PhD**

*President*

(+632) 8877.4031

creyes@mail.pids.gov.ph

www.pids.gov.ph

### PHILIPPINE NATIONAL VOLUNTEER SERVICES COORDINATING AGENCY

#### **Donald James D. Gawe**

*Executive Director*

(+632) 8927.6847

dgawe@pnvsca.gov.ph

www.pnvsca.gov.ph





## ANNUAL REPORT

NEDA 2020: Building Back a Better  
and Stronger Economy Beyond the  
COVID-19 Pandemic

**National Economic and Development Authority**

No. 12 Escrivá Drive, Ortigas Center,

Pasig City, Philippines, 1605

Trunkline: +632 8631 0945 to 56

Email: [devinfo@neda.gov.ph](mailto:devinfo@neda.gov.ph)

Website: [www.neda.gov.ph](http://www.neda.gov.ph)

f t NEDAhq



CERTIFICATE NUMBER AJA18-0150

ISO 9001:2015 certified

Certificate No: AJA18-0150