

ANNUAL REPORT 2021



# Beyond the Pandemic

Charting the Path

Towards Full Economic Recovery and Growth





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Charting the Path

Towards Full Economic Recovery and Growth

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# About NEDA

The National Economic and Development Authority (NEDA) is the country's premier socioeconomic planning body, highly regarded as the authority in macroeconomic forecasting, policy analysis and research. It provides high-level advice to policymakers in Congress and the Executive Branch.

Its key responsibilities include:

1. Coordination of the formulation of policies, plans, and programs to efficiently set the broad parameters for national and sub-national (area-wide, regional, and local development);
2. Review, evaluation, and monitoring of infrastructure projects identified under the Comprehensive and Integrated Infrastructure Program consistent with the government's thrust of increasing investment spending for the growing demand on quality infrastructure facilities; and
3. Undertaking short-term policy reviews to provide critical analyses of development issues and policy alternatives to decision-makers.



## 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.



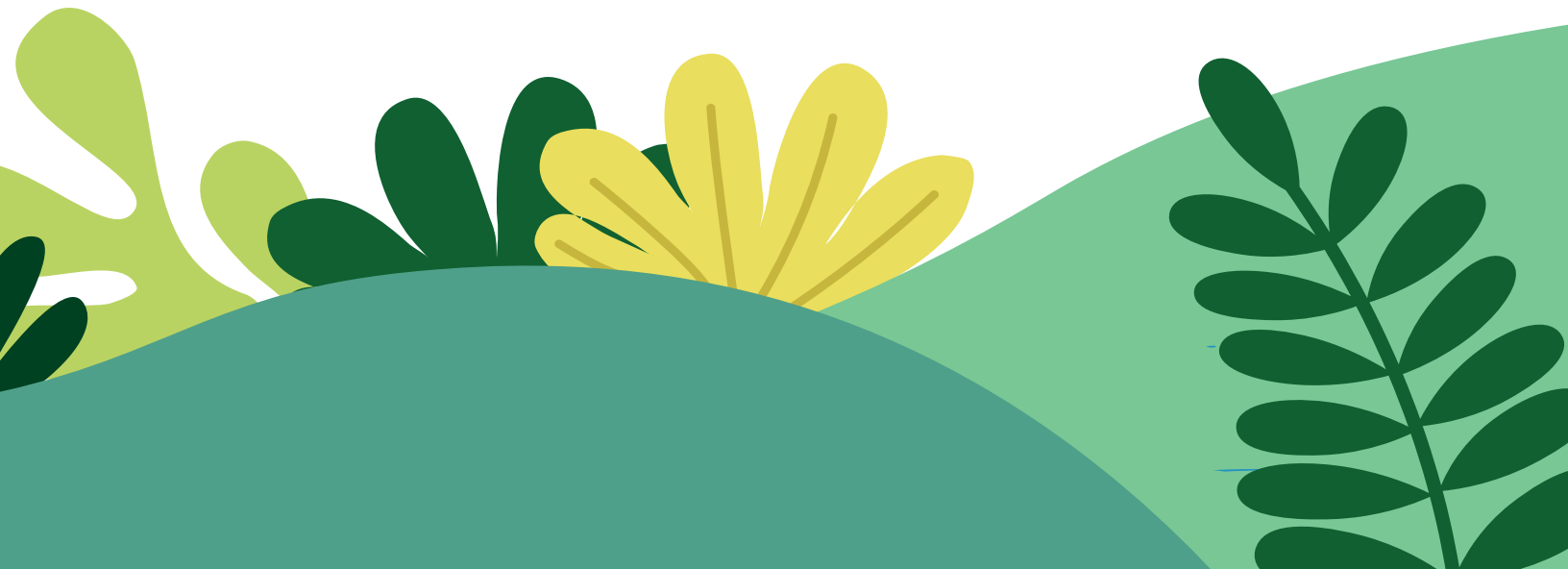
## MISSION

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 March 9, 2022)*

Under Executive Order No. 230, series of 1987 (Reorganizing the National Economic and Development Authority), the President may revise the membership of the NEDA Board whenever the same is deemed necessary for the effective performance of the Board's functions through an administrative order or memorandum order. Pursuant to said EO and to streamline the decision-making process in the bureaucracy, including the NEDA Board and the Investment Coordination Committee (ICC), the President issued AO 8, s. 2017, reconstituting the NEDA Board, reactivating and reorganizing the NEDA Board Executive Committee (ExCom), and reconstituting the ICC.

As stated in the said AO, the NEDA Board ExCom shall have the following powers and functions:

- ◇ Provide policy direction and resolve policy issues involving a few agencies or a specific socioeconomic sector, without the necessity of convening the entire NEDA Board, and in accordance with existing laws, rules, and regulations;
- ◇ Approve development plans and programs consistent with the policies set by the President of the Philippines; and
- ◇ Confirm ICC-approved projects classified as extremely urgent by the ICC.

## NEDA BOARD STRUCTURE

The NEDA Board ExCom is composed of the President as the Chairperson, the Secretary of Socioeconomic Planning as Vice-Chairperson, and the following as members: the Executive Secretary, the Cabinet Secretary, the Secretary of Finance, and the Secretary of Budget and Management.

Pursuant to RA No. 11201, the Secretary of the Department of Human Settlements and Urban Development was added as a member of the NEDA Board. Further, Section 34, Article VII of RA 11054 (Organic Law for the Bangsamoro Autonomous Region in Muslim Mindanao) provides that the Bangsamoro Chief Minister shall be ex-officio member of the NEDA Board on matters concerning the Bangsamoro Autonomous Region.

As such, the NEDA Board is now composed of the following:

## EXECUTIVE COMMITTEE

### CHAIRPERSON

**Rodrigo R. Duterte**  
President of the Philippines

### VICE CHAIRPERSON

**Karl Kendrick T. Chua**  
Socioeconomic Planning Secretary

### MEMBERS

**Salvador C. Medialdea**  
*Executive Secretary*  
Office of the President

**Melvin A. Matibag**  
*Acting Cabinet Secretary*  
Office of the President

**Tina Rose Marie L. Canda**  
*Officer-In-Charge Secretary*  
Department of Budget  
and Management

**Alfonso G. Cusi**  
*Secretary*  
Department of Energy

**Carlos G. Dominguez**  
*Secretary*  
Department of Finance

**Eduardo D. Del Rosario**  
*Secretary*  
Department of Human  
Settlements and  
Urban Development

**Roger G. Mercado**  
*Acting Secretary*  
Department of Public Works  
and Highways

**Ramon M. Lopez**  
*Secretary*  
Department of Trade  
and Industry

**Arthur P. Tugade**  
*Secretary*  
Department of Transportation

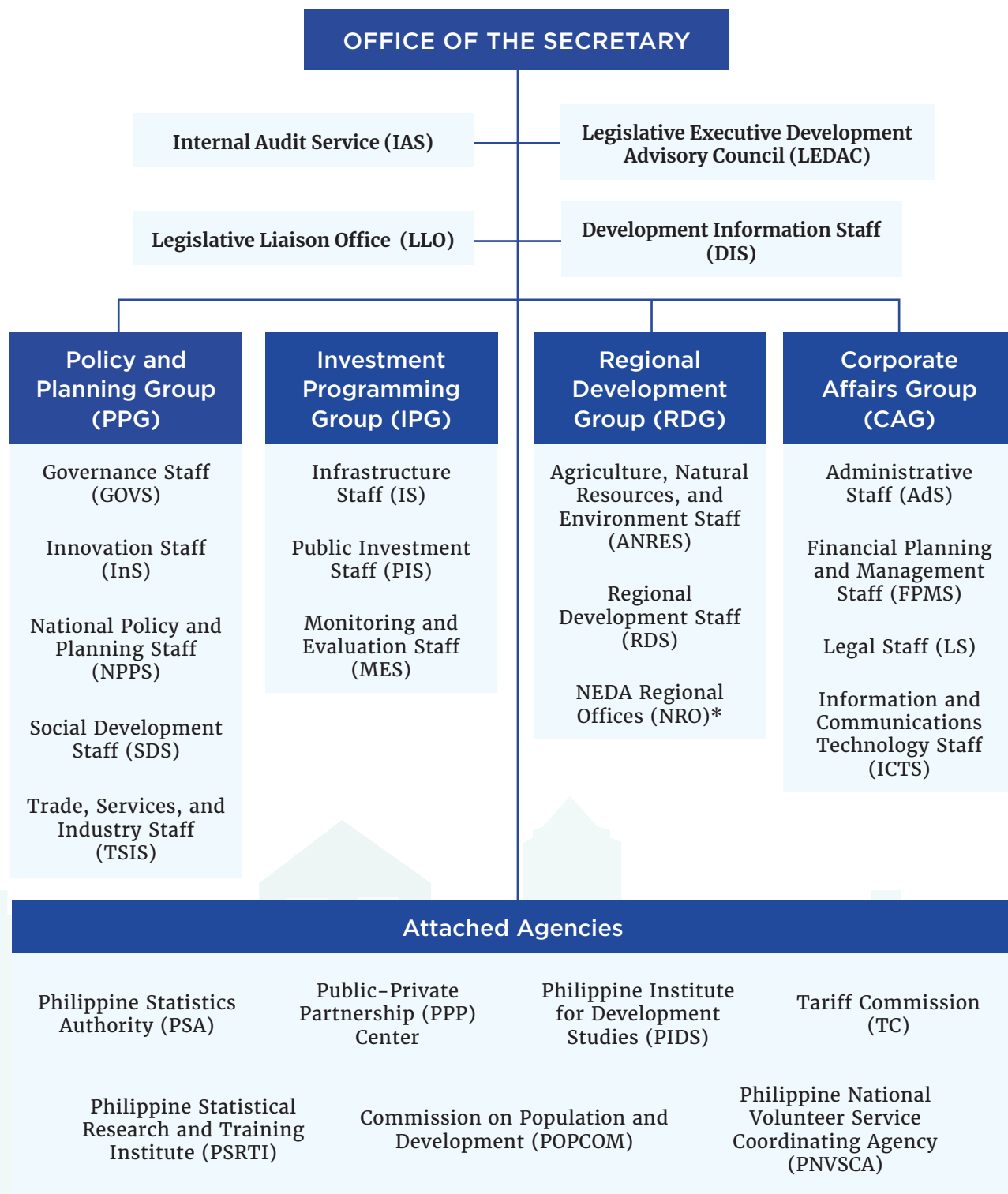
**Maria Belen S. Acosta**  
*Chairperson*  
Mindanao Development Authority

**Francisco G. Dakila, Jr.**  
*Deputy Governor*  
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

*Our strong 2021 performance shows that we are on the correct path to a resilient recovery.*

Despite the COVID-19 risks we faced, we were able to safely reopen the economy and restore employment opportunities as we accelerated our vaccination program. In the last quarter of 2021, we proactively calibrated our strategies to better balance COVID and non-COVID needs by shifting to the alert level system with granular lockdowns.

As a result, the Philippine economy grew by 5.7 percent in 2021, exceeding targets and expectations. By the end of the year, we had also exceeded the pre-pandemic employment level by 3.7 million.

We have now set the stage for growth to accelerate in 2022 and beyond. As captured by the theme of the annual report, "Beyond the Pandemic: Charting the Path Towards Full Economic Growth and Recovery," the country now needs to look beyond the pandemic and prepare for the emerging challenges ahead.



To lay the foundations for more inclusive growth, NEDA has proposed four key priorities for the next planning period: smart infrastructure, innovation, regional equity, and climate change adaptation and mitigation.

There is still much work that needs to be done, but I am confident that the bold policy reforms we instituted over the past six years will drive our economy forward with vigor. Let us continue working together to take our country to the next level of development.

**Secretary Karl Kendrick T. Chua**

# **Preparing the Economy for Full Recovery and Growth**



# PREPARING THE ECONOMY FOR FULL RECOVERY AND GROWTH

In 2020, the Philippine economy contracted by 9.5 percent, with employment dropping by 2.6 million or 6.2 percent, due to the COVID-19 pandemic.

Despite the rise of the new, more contagious COVID-19 variants, the economy started to pick up in 2021, with real gross domestic product (GDP) growing by 5.7 percent and exceeding the government's target of 5.0 to 5.5 percent. Employment also increased by 4.6 million or 11.7 percent during the period. This indicated that the economy was on its way to recovery, a result of a better balance between addressing COVID-19 and the need to restore jobs and income. The policies on the imposition of community quarantine restrictions in 2021 had taken a more risk-based approach, allowing more businesses to operate. NEDA, as the premier planning agency of the government, played a crucial role in laying down the groundwork and foundation for the recovery of the economy and the nation from the negative impacts of the pandemic. NEDA also created the roadmap that would ease the burden of the Filipinos.

## THE NATIONAL ACTION PLAN AGAINST COVID-19

The National Action Plan (NAP) was formulated to strike a balance between the management of COVID-19, and the safe reopening of the economy. The NAP provided the guidelines and strategies to contain and prevent the spread of COVID-19. The plan had three components—vaccination, response, and recovery. Its goals were: 1) prevention, detection, isolation, treatment, reintegration, and vaccination (PDITR+V); 2) facilitation of an enabling environment for increased social and economic activity; 3) implementation of the catch-up plan; and 4) building the resilience of enterprises and government.

The first phase of the NAP focused on the prevention, containment, and elimination of COVID-19 while mitigating the impacts of the pandemic on social, economic, and security sectors. The second phase was geared towards

refining the “prevent, detect, isolate, treat and recover” (PDITR) strategy. It aimed to strike a balance between strengthening the health of the people and reviving the economy. The third phase was about managing risks while sustaining the gains from the previous phases and achieving an equilibrium between health and safety and economic recovery. The main goal of the fourth phase was about managing COVID-19 towards a healthier and more resilient Philippines.

For the fourth phase of the NAP, NEDA introduced a scorecard laying out the government's objectives to help the public better understand its goals of strengthening the healthcare system and safely reopening the economy.



The scorecard, with scores ranging from zero to three, would be used to evaluate the country's performance in three areas: 1) infection management; 2) vaccine roll-out; and 3) socioeconomic recovery. The NAP was approved by the National Task Force against COVID-19 and confirmed by the Inter-Agency Task Force for the Management of Emerging Infectious Diseases (IATF-MEID).

## ENSURING STABLE SUPPLY AND AFFORDABLE FOOD PRICES

NEDA supported several policy interventions to ensure stable and affordable food prices during the implementation of the enhanced community quarantine (ECQ) in Metro Manila and other areas of the country with stricter restrictions due to the COVID-19 Delta variant.

EO 134, s. 2021<sup>1</sup> lowered the most favored nation (MFN) tariff on imported pork for one year starting May 18, 2021, to augment local production and help stabilize prices amid the spread of the African Swine Fever (ASF) in the country.

This measure complemented EO 133, s. 2021<sup>2</sup> on increased minimum access volume (MAV) of pork imports effective July 12, 2021. For MAV Year 2021, MAV for pork imports increased from 54,210 to 254,210 metric tons (MT).

NEDA also endorsed EO 135<sup>3</sup>, which reduced the MFN tariff of rice to 35 percent for a period of one year from June 2021. The policy intends to diversify and expand our sources of rice imports outside of ASEAN countries.

## POLICY AGENDA TO HASTEN RECOVERY

NEDA, as a member of the Economic Development Cluster (EDC), recommended the adoption of a policy agenda aimed at accelerating and sustaining economic recovery from the COVID-19 pandemic. The agenda called for a whole-of-government approach to align the country's healthcare capacity with further reopening the economy, and resume face-to-face learning, among others.

NEDA proposed a 10-point policy agenda to accelerate the country's recovery from the pandemic and prepare the country for future pandemics. NEDA highlighted the need to shift from a pandemic to an endemic paradigm to empower Filipinos to learn how to live with the virus.

The policy agenda covers the following areas:

1. Metrics
2. Vaccination
3. Healthcare capacity
4. Economy and mobility
5. Schooling
6. Domestic travel
7. International travel
8. Digital transformation
9. Pandemic flexibility bill
10. Medium-term preparation for pandemic resilience

<sup>1</sup> Further modifying the rates of import duty on fresh, chilled, or frozen meat swine under Section 1611 or RA 10863, otherwise known as the "Customs Modernization and Tariff Act", repealing EO 128, s. 2021 for the purpose.

<sup>2</sup> EO 133, s. 2021. Increasing the Minimum Access Volume for Pork Meat under RA 8178 or the "Agricultural Tariffication Act," as amended.

<sup>3</sup> EO 135, s. 2021. Temporarily modifying the rates of import duty on rice under section 1611 of RA 10863, otherwise known as the "Customs Modernization and Tariff Act."

The agenda was formalized through the issuance of EO 166, s. 2022: Adopting the Ten-Point Policy Agenda to Accelerate and Sustain Economic Recovery from the COVID-19 Pandemic and Directing a Whole-of-Government Approach to Align All Economic and Recovery Programs and Measures of the National Government. NEDA also provided technical assistance in the formulation of the 8-point Employment Recovery Agenda of the National Employment Recovery Strategy (NERS).

### Post-pandemic planning

From the gradual lifting of quarantine restrictions to ensuring stable prices of commodities, NEDA also geared up for post-pandemic planning. In the last months of the Duterte administration, NEDA focused on four areas that will contribute to the attainment of the country's vision by 2040. These key areas will also serve as the next administration's guide in strengthening the foundations in pursuit of the vision where no one is living in extreme poverty.

The four areas are:

- ◇ Smart infrastructure
- ◇ Innovation
- ◇ Climate change
- ◇ Regional equity

# Major Programs



*Facing the challenges of managing the risks and recovering from the impact of the COVID-19 pandemic, NEDA continued to take a proactive approach in ensuring the quality and efficient delivery of its mandate through the implementation of various activities under its three major programs: a) socioeconomic policy and planning; b) national investment programming; and c) national development monitoring and evaluation. To deliver its services, NEDA also continued to improve its organizational processes, policies, and human and physical resources, as well as establish strategic linkages with various stakeholders.*

## SOCIOECONOMIC POLICY AND PLANNING

NEDA continually led and pushed for key reforms, policies, and programs to ensure that the targets and outcomes in the Philippine Development Plan (PDP) 2017–2022 are on track. The Agency continued to provide policy advisory services and assistance to the President, the Cabinet, the legislature, and various government entities and instrumentalities on socioeconomic development matters. These included short-term policy reviews and studies to provide critical analyses of development issues and policy alternatives to decision-makers. It also provided technical and secretariat support services to the NEDA Board and its various committees and inter-agency bodies.



## POLICY AND TECHNICAL ADVICE

In 2021, NEDA prepared, reviewed, and submitted numerous policy papers, technical reports, impact analyses, and recommendations. These documents provided guidance to policymakers and stakeholders from the national and regional levels such as the Office of the President (OP), the Senate of the Philippines, House of Representatives, inter-agency bodies, and other government agencies.

### Agriculture

- ◇ Senate Bill No. 1396 / House Bill No. 8136 or the Consolidated Bill on the Coco Levy Fund
- ◇ NEDA's Computation on the Basis and Impact of the Minimum Access Volume (MAV) Expansion and Tariff Reduction for Pork Importation
- ◇ The Rural Agricultural and Fisheries Financing Enhancement Systems Act
- ◇ Draft HB entitled "An Act to Strengthen the Export and Import Trade of Fisheries, Amending Section 61 of RA 8550 otherwise known as 'The Philippine Fisheries Code of 1998'"
- ◇ Draft of the National Guidelines in the Establishment and Operations of Fisheries Refugia for Captured Fisheries Management Philippines
- ◇ HB 9950/SB 1927 or the "Cash Assistance for Filipino Farmers Act"
- ◇ Livestock Development and Competitiveness Bill
- ◇ HB 9133 or the "Agricultural Land Protection Act"
- ◇ House Resolution No. 226: Directing an Investigation on the Proliferation of Conversion of Irrigated and Irrigable Land into Non-agricultural Purpose

- ◇ Draft EO transferring the National Irrigation Administration from the OP to the Department of Agriculture

### Environment and Natural Resources

- ◇ Water Resource Management Roadmap
- ◇ Proposed Statistical Framework for Ecotourism
- ◇ HBs 1434, 2779, and 3567 on Adopting Environmental Assessment System Philippines Partnership on Country Environmental and Social Framework Assessment (CESFA)
- ◇ SBs 695 and 1101 on Local Government Unit (LGU) Waste Management
- ◇ Draft Resolution on the Global Consultation on Circular Economy, "Accelerating the implementation of the 2030 Agenda for SD and Climate Action through Circular Economy"
- ◇ HB 9780 or "An Act Enhancing the Capability of the Philippines in Dealing with Climate Change"
- ◇ Nationally Determined Contributions (NDC) Primer
- ◇ US Agency for International Development (USAID): Draft Climate Change Strategy





- ◇ United Nations Industrial Development Organization's (UNIDO) Draft Document on Climate Change
- ◇ Draft Consolidated Bill on Marine Pollution from Ships
- ◇ Department of Fisheries and Aquatic Resources Substitute Bill
- ◇ Integrated Coastal Management Substitute Bill and National Coastal Greenbelt Consolidated Bill

## Governance

- ◇ SB 411 or the "Creative Industries Charter"
- ◇ Joint Program Document for the United Nations (UN) Joint Program on Human Rights
- ◇ Anti-Red Tape Authority (ARTA) Guidelines on Whole-of-Government Reengineering Program
- ◇ House of Representatives Substitute bill on the Music Development Council of the Philippines
- ◇ Malaysia's Non-paper for Asia Pacific Economic Cooperation (APEC) on Harmonizing Access for Vaccinated Travelers
- ◇ HBs 5906 and 6243 Amending the Philippine Competition Act (Draft Joint Statement of Association of Southeast Asian Nations (ASEAN) on Accelerating Actions to Achieve the Sustainable Development Goals (SDG)
- ◇ Comments and inputs to the Proposed Amendment of Presidential Decree (PD) 1616 or the Implementing Rules and Regulations (IRR) of the Intramuros Administration Act
- ◇ HB 01580 or the "Traditional Arts in Mindanao and Sulu Act"

## Infrastructure

- ◇ Draft Government Procurement Policy Board (GPPB) Resolutions and Circulars on AO 34 s., 2020 and Guidelines on Community Participation in Procurement
- ◇ Unified Contact Tracing System for the COVID-19 Pandemic
- ◇ Substitute HBs and SBs on the Proposed Creation of the Department of Water Resources (DWR) and Water Regulatory Commission (WRC)
- ◇ HB 8746 or "An Act Amending RA 8479 or the Downstream Oil Industry Deregulation Act"
- ◇ Philippine Construction Industry Road Map 2020-2030
- ◇ SBs 389 and 4995 concerning the Creation/Establishment of the Lake Lanao Development Authority
- ◇ Draft Substitute Bill institutionalizing the Use of Bicycle as an Alternative Mode of Transportation
- ◇ HB 8075 or "An Act Institutionalizing a 10-Year Master Plan for Flood Management, Increasing Penalties for Violations of Environmental Laws, Appropriating Funds Therefor, and for Other Purposes"
- ◇ HBs 129 and 4995 or "An Act Mandating the National Government to Allocate Funds for Potable Water Access and the Construction of Water Systems in All Barangays, and for Other Purposes"
- ◇ Draft Substitute Bill for HB 8151 or "An Act Adopting a 3-Year National Infrastructure Program"
- ◇ HB 9948 or "The National Water Act"
- ◇ SB 1007 or "An Act to Reconstruct and Rehabilitate the Existing 479-kilometer PNR lines from San Fernando, La Union to Legazpi City, Albay, Providing Funds from

the Annual Value-Added Tax Collections, Amending for the Purpose the National Internal Revenue Code of 1997, As Amended”

- ◇ HB 9486: An Act Providing a 30-Year National Transportation Infrastructure Program
- ◇ Draft Substitute Bill Proposing the “Magna Carta for Commuters”
- ◇ SB 2122 or “An Act Adopting a 30-Year National Infrastructure Masterplan”

## Macroeconomy and Finance

- ◇ National Employment Recovery Strategy (NERS)
- ◇ Consolidated Enrolled Financial Institutions Strategic Transfer (FIST) Bills (SB 1849 / HB 6816) and its Implementing Rules and Regulations
- ◇ HB 7749 or “Government Financial Institutions Unified Initiatives to Distressed Enterprises for Economic Recovery (GUIDE) Act”
- ◇ RA 11590 or An Act Taxing Philippine Offshore Gaming Operations, amending for the Purpose Sections 22, 26, 27, 28, 106, 108, and Adding New Sections 125-A and 288(G) of the National Internal Revenue Code of 1997, As Amended, and For Other Purposes
- ◇ RA 11569 or An Act Extending the Estate Tax Amnesty and For Other Purposes, Amending Section 6 of RA 11213, otherwise known as the “Tax Amnesty Act”
- ◇ HB 1764 or the Use of Digital Payments Act of 2020
- ◇ Final Draft of the Substitute Bill on HB 7452, otherwise known as “Rural Financial Inclusion and Literacy Act”
- ◇ Sustainability Finance Framework of the Republic of the Philippines

## Regional Development

- ◇ Local Government Unit Guide on Recovery and Rehabilitation from COVID-19
- ◇ SB 2042 or An Act Expediting the Purchase and Administration of Vaccines for the Protection Against the Coronavirus Disease 2019 by Exempting Local Government Units from Compliance with the Procurement Requirements under RA 9184, otherwise known as the “Government Procurement Reform Act,” and other related laws
- ◇ Draft Memorandum Circular on the Conduct of Assessment for the 2021 Seal of Good Local Governance
- ◇ Guidelines on the Preparation of Devolution Transition Plans of Local Governments in Support of Full Devolution
- ◇ Bills Creating Economic Zones: SB 1788 (Ilocos Norte Special Economic Zone and Freeport Act); SB 1957 (Sarangani Special Economic Zone and Freeport Act); and HB 7576 (Surigao del Sur Special Economic Zone and Freeport Act)
- ◇ Sendai Framework for Disaster Risk Reduction Monitoring for Target F Indicators
- ◇ Updating of the DILG-NEDA-DBM-DOF Joint Memorandum Circular (JMC) No. 1, s. 2016: Updated Guidelines on the Harmonization of Local Planning, Investment Programming, Resource Mobilization, Budgeting, Expenditure Management, and Performance Monitoring and Coordination in Fiscal Oversight
- ◇ Development Budget Coordination Committee (DBCC) Resolution Prescribing the Design and Guidelines for the Implementation of the Growth Equity Fund



## Social Development

- ◇ SBs to Create the Philippine Center for Disease Control (CDC)
- ◇ SB 2381 or “Vaccination Passport Program Act”
- ◇ Substitute HB on Establishing the Virology Science and Technology Institute of the Philippines
- ◇ Substitute Bill on the Philippine Health Security and Medical Reserve Corps
- ◇ SB 2234 or the Department of Migrant Workers
- ◇ SBs 1380 and 8221 or Barangay Skilled Workers Registry Act; SB 2185 Registry of Professionals and Skilled Workers Act
- ◇ HB 7028 to Institutionalize a National Unemployment Insurance Program
- ◇ HB 5701 or “Creating the Unemployment Labor Assurance Mutual (ULAM) Fund Act”
- ◇ HB 3625 on the Ethnic Origin Act of 2019
- ◇ HBs 1261, 1926, 2014, 2094, 5747, and 7106 on Establishing Trabaho Centers in Public High Schools
- ◇ HB 4802 on the Two-Year Probationary Period for Workers in the Private Sector
- ◇ Substitute Bill to HB 7619 Bank Account Portability
- ◇ Proposed Wage Subsidy for Workers in the Private Sector Affected by the COVID-19 Pandemic
- ◇ RA 11106 on the Filipino Sign Language Act Implementing Rules and Regulations
- ◇ SB 1834 on the Philippine Digital Workforce Competitiveness Act
- ◇ SB 2393 on the Rental Housing Subsidy Act of 2021
- ◇ House Resolution 380, 1605, and 1679 on Demolitions
- ◇ National Human Settlements Board Resolution 2021-01 and 2021-02 National Housing and Urban Development Sector Plan and Private Sector Representation in the NHSB
- ◇ National Human Resources for Health Master Plan (NHRHMP) 2020-2040
- ◇ Social Protection Statistical Framework
- ◇ Basic Education Development Plan (BEDP) 2030
- ◇ Philippines’ APEC Economic Report and Case Studies: Structural Reform and the Future of Work

## Trade and Industry

- ◇ Smart Manufacturing Framework
- ◇ HB 1833 or the “Competitiveness of PH Motor Vehicle Industry” Act
- ◇ Action Plan to Further Reopen Social and Economic Establishments
- ◇ EOs 133, 134, and 135 to Augment Local Production and Help Stabilize Prices
- ◇ 2022 Philippine Institute of Development Studies (PIDS) Innovation Survey
- ◇ Public Service Act Position Papers on Studies Supporting the Argument that Telecommunications and Common Carriers are No Longer Natural Monopolies
- ◇ Enrolled Bill on the Amendments to the Foreign Investment Act

NEDA also played a vital role in the approval of the following laws/policies:


- ◇ Passage of the Retail Trade Liberalization Act (RA 11595) on December 10, 2021
- ◇ Signing of EO 127, s. 2021 or Expanding the Provision of Internet Services through Inclusive Access to Satellite Services signed by the President on March 11, 2021. Under the EO, enfranchised telco entities duly authorized by the National Telecommunications Commission (NTC), and value-added service (VAS) providers and internet service providers (ISP) duly registered with the NTC shall be allowed direct access to all satellite systems, whether fixed or mobile, international or domestic, to build and operate broadband facilities to offer internet services. Broadcast service providers may also be allowed to directly access satellite systems subject to NTC rules, regulations, and authorizations.
- ◇ On duty exemption certificates issued by NEDA, a total of 65 certifications were processed and issued in relation to local non-availability under Presidential Decree No. 1362. The agency also processed eight 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). This also included affirmative action on four requests for duty exemption relating to importation of contraceptives, in accordance with the NEDA's Citizen's Charter.

## ACCELERATING THE IMPLEMENTATION OF THE PHILIPPINE INNOVATION ACT

RA 11293, otherwise known as the Philippine Innovation Act, established the National Innovation Council (NIC) to develop the country's innovation goals, priorities, and long-term national strategy. To support the NIC, the Act directed the establishment of a secretariat within NEDA.

In June 2021, an Interim Innovation Staff (InS) was created by NEDA to provide secretariat, managerial, and technical services to the NIC. The interim office has since then performed its mandate to remove barriers to innovation and coordinate innovation policies that will accelerate the innovation capacity of the Philippines.

The National Innovation Agenda and Strategy Document (NIASD) articulated the country's vision, long-term goals, and strategies towards improving innovation governance in the country. In June 2021, the NIC Secretariat led the collaborative drafting and formulation of the National Innovation Agenda Document 2022–2032. Anchored on the country's long-term development goal or *AmBisyon Natin 2040*, the framework identifies four outcome goals, key priority areas, and enablers that will facilitate a strong, connected, and collaborative innovation ecosystem.



In November 2021, the proposed Organizational and Staffing Pattern (OSSP) for the creation of the InS in NEDA was approved by the Department of Budget and Management (DBM). The InS shall provide technical and administrative secretariat services to the NIC.

Additionally, the NIC established its Executive Technical Board (ETB) to serve as the executive coordinating body that will review guidelines, policies, and items at the technical level before elevating this to the council for approval. The ETB is composed of Undersecretaries or its equivalent from the 18 member agencies of the NIC.

Through the guidance of the NIC and the NIC-ETB, the InS, as the NIC Secretariat, drafted the Memorandum Circular for the Criteria and Selection Process of the NIC Executive Members in September 2021. This is in accordance with Section 6 of the Act, which identifies seven Executive members from

the ranks of business, entrepreneurs, academe, and the scientific community to be part of the NIC. The draft guidelines will provide the process evaluation criteria, and composition of the committee for facilitating the selection process of the seven NIC executive members.

Under the special provision of the General Appropriations Act (GAA) of 2021, PHP200 million was allocated for innovation grants to be administered by NEDA. To implement this, the InS conducted scoping study and key informant interviews with government agencies and innovation stakeholders to form the implementing guidelines for innovation grants and determine the best practices and challenges in grant fund administration.

## NATIONAL COMPETITION POLICY

NEDA played a key role in promoting market competition by facilitating the issuance of AO 44, s. 2021: Directing the Adoption and Implementation of the National Competition Policy (NCP) on October 20, 2021.

AO 44 supports and targets a whole-of-government effort in the implementation of the NCP. Embodied in Joint Memorandum Circular (JMC) No. 01-2020 issued by NEDA and the Philippine Competition Commission, the NCP complements the Philippine Competition Act as it steers government regulations and administrative procedures to level the economic playing field. It highlights three key elements, namely: 1) pro-competitive policies and government interventions; 2) competitive neutrality; and 3) enforcement of competition-related laws and issuances, which will guide the government in the design of interventions aimed at restoring market efficiency and ensuring economic recovery in the new normal post-pandemic.

AO 44 likewise directs the integration of the NCP in good governance and criteria for the grant of performance-based bonus to government personnel and in the conferment of the Seal of Good Local Governance to local governments, respectively.

## NATIONAL PRIORITY PLAN FOR 2021

NEDA prepared and issued the National Priority Plan (NPP) for 2021, as mandated in the National Internal Revenue Code. The NPP contains a list of government's priority programs, activities, and projects (PAP) in the areas of education, health, youth and sports development, human settlements, science and

culture, and economic development. For 2021, the following are the PAPs included in the NPP: 1) Malnutrition Reduction Program (MRP); 2) Science and Technology Academic and Research-Based-Openly Operated Kiosk (STARBOOKS); 3) DOST: Science for the People; and 4) Adopt-A-School Program.

In July 2021, the following PAPs were included as an addendum to the NPP: 1) Philippine Rural Development Project; 2) Sugar Regulatory Administration (SRA)-Sugarcane Farm Mechanization; 3) SRA-Water Management/Irrigation Support for Sugarcane Farms; and 4) Soil Rejuvenation and Fertilization of Sugarcane Farms with Low Productivity.

## POLICY RESEARCH AND DEVELOPMENT

Research and development (R&D) plays an important role in the formulation of policies. This is to ensure that policies are evidence-based and will contribute to the attainment of the targets and goals in the medium-term plan. In 2021, NEDA sector staffs and regional offices concerned conducted the following initiatives:

1. NRO CALABARZON: Tagaytay City Urban Carrying Capacity (UCC) Study
2. Infrastructure Staff's Final Report on the Review and Updating of the Study on the Fluctuation Factors (Ks) and Parametric Formula under the Revised Contract Price Escalation Guidelines
3. Agriculture, Natural Resources and Environment Staff's (ANRES) Domestic Benchmarking of the Philippine Livestock, Dairy and Poultry Industries
4. ANRES' International Benchmarking of the Philippine Livestock, Dairy and Poultry industries

5. National Policy and Planning Staff's Re-estimating NEDA Economic Model using 2018-rebased series: The Conduct of Updating the Current Quarter Model (CQM), a macro forecasting tool used by NEDA in making current quarter projections of the country's gross domestic product (GDP)

NEDA also prepared the following in-house policy papers to improve prospects for economic recovery and establish the foundation for the next administration:

1. Study on the Removal of Non-Tariff Barriers on Agricultural/Food Commodities (Phase 1)
2. Study on the Risk-Based Estimation of Vulnerable Families in the Philippines
3. Assessment of Health Service Delivery and Outcomes vis-à-vis Public Health Expenditure in the Philippines
4. Study on Factors Affecting Learning Outcomes of Filipino Students

The study aims to determine the reasons why education outcomes in the country remain low despite past investments in the sector. Findings of the study revealed that passive student attitude, parental involvement, shortage of high-quality teachers, and inadequate school facilities are the factors for low student performance. Key recommendations include: 1) innovate early learning programs; 2) improve teacher education; 3) assess teacher quality and workload; and 4) build capacities of school leaders.

5. Evaluation of Filipinos' Access to Social Protection (SP) Programs to Manage Income Shocks

The study aims to assess the accessibility of social protection initiatives for income security, identify the factors that affect participation in SP Programs, and provide

policy recommendations to improve access of Filipinos to SP Programs. Findings of the study revealed the following:

- a. Social protection systems can respond to all types of risks, but access is inequitable
- b. Individuals who may fail to access social protection programs for income security include:
  - » those who are unaware of the programs
  - » those not in the database
  - » persons with disabilities
  - » those in geographically isolated and disadvantaged areas (GIDAS)
  - » individuals who face high opportunity costs of participation
  - » specific to social insurance – poor and rural households and informal and irregular workers
- c. Government programs are among the top coping mechanisms for income shocks due to natural and human induced disasters, death and disability of primary income earner, and hospital expenses; but not for economic shocks. Key recommendations include:
  - a) rationalizing and modernizing the SP system; b) developing social insurance products with lower price points and more flexible payment structure and method; and
  - c) finalizing and implementing a communication plan for SP towards improving mindsets and resilience to income shocks

6. Assessment of Health Outcomes and Public Expenditures in the Philippines

The study aims to determine the reasons why improvements in health outcomes in the country remain low despite investments in the sector in the



past. Findings of the study revealed the following:

- a. The country lags in health outcomes among neighboring Southeast Asian Countries
- b. Government health spending has been increasing but remains inadequate
- c. National public health expenditure outpaces local health expenditure

Moreover, based on the examination of priority health services and initiatives across different countries, the study found the need to prioritize health spending on the following:

- a. Expanded coverage, benefits packages and complementation of health services provided by the government (through Philippine Health Insurance Corporation [PhilHealth]) and the private sector (i.e., private health insurances and health maintenance organizations [HMO])
- b. Strengthened primary care and referral system
- c. Improved supply, status/condition and welfare of Human Resources for Health (HRH)
- d. Enhanced health promotion and mobilization of local health champions and implementers. The study also highlighted the need to improve availability of health data both at the national and local level for evidence-based decision-making

#### 7. Scoping Study on the Housing Sector

The study aims to determine the Philippine housing sector's competitiveness in addressing the country's need for adequate housing. The findings of the study revealed the following:

- a. Government continues to face challenges in achieving housing sector outcomes due to inadequate policies, low absorptive capacity, and long and tedious processes of government licenses and permits
  - b. Home ownership is the preference of Filipino families but remains unaffordable to low-income families
  - c. While there are improvements in labor and technology, land remains very regulated
  - d. Construction costs and materials are expensive
  - e. There is an increasing number of licensed housing-related contractors, however, they are concentrated in NCR, Region IV-A, and Region III
  - f. Land is very regulated
  - g. Some households remain vulnerable to natural disasters, among other things
  - h. In addition, the absence of updated and credible housing-related data and statistics made it difficult for the study to assess the effectiveness of laws, regulatory policies, and programs in achieving their goals. Improving the housing data system is critical to adequately assessing the sector's competitiveness and identifying the sector's comparative advantage
- #### 8. Improving the Distribution of Infrastructure Budgets toward Regional Equity

The study looks into the distribution of the government's infrastructure budget across regions and how it relates to key socioeconomic indicators. It aims to determine entry points for strengthening the planning- investment programming – budgeting linkages towards a more equitable distribution

of infrastructure investments across regions that will translate into higher levels of regional economic growth and human development amid competing needs and limited resources. One of the key recommendations is to introduce a unique project ID code to enable tracking of priority projects that are included in the GAA, particularly those emanating from and endorsed by the Regional Development Councils (RDC).

## INFRASTRUCTURE DEVELOPMENT PLANS

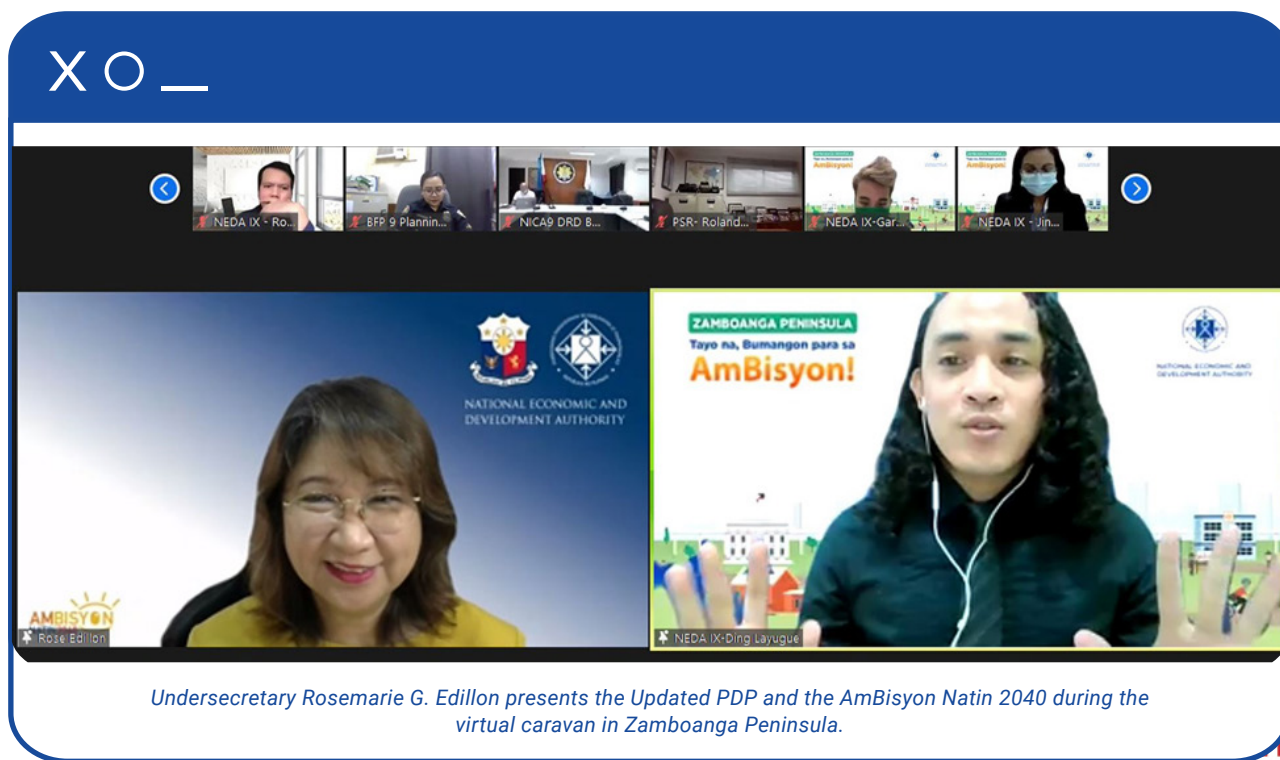
NEDA led the formulation of master plans, roadmaps, and other relevant studies for the infrastructure sector, which include the following:

1. The Philippine Water Supply and Sanitation Master Plan (PWSSMP) involved the formulation of strategies and policy reforms, as well as priority programs and projects (for the short-, medium-, and long-term) needed to achieve Water Supply and Sanitation (WSS)-related targets in the PDP 2017–2022 and the SDGs. The PWSSMP was launched on September 16, 2021.
2. The Manila Bay Sustainable Development Master Plan (MBSDMP) provides a comprehensive and supporting institutional framework for the sustainable development of the entire Manila Bay area. The MBSDMP will guide future decisions on programs/projects (e.g., coastal protection works, solid waste and water resources management, transport, and reclamation activities) to be undertaken within the bay area.
3. The National Irrigation Master Plan (NIMP) 2020–2030 provides national guidelines for irrigation development in the Philippines for the stated period. It is an updated and enhanced version of the old master plan (2017–2026) crafted by the National Irrigation Administration (NIA).
4. The following studies were also undertaken:
  - a. The Tourism Infrastructure Development Plans in Top Tourist Destinations in the Philippines Based on Their Carrying Capacities determined the carrying capacities of top tourist destinations in the Philippines and for each tourist destination. It includes the formulation of business cases and a pre-feasibility study for the top three tourist destinations supporting infrastructures (e.g., water supply, sanitation and sewerage, solid waste management, traffic management, and connectivity) and generate Geographic Information System-based maps to overlay these projects with existing facilities/developments
  - b. The Tourism Infrastructure Development Plans for Transforming Communities Towards Resilient, Inclusive, and Sustainable Tourism (TouRIST) Program identified and prioritized the essential infrastructure for resilient, inclusive, and sustainable tourism, within the framework of updated or duly formulated Local Tourism Infrastructure Development Plans for Siargao Island, Siquijor, Coron and El Nido, Palawan, Davao City, Samal Island, and Bohol. It includes pre-feasibility study of top priority programs, activities, and projects on the identified sites
  - c. Infrastructure and Master Development Plan for Investment Corridors in Central Luzon

## LAUNCHING OF THE UPDATED PHILIPPINE DEVELOPMENT PLAN 2017-2022 AND REGIONAL CARAVANS

NEDA launched the Updated Philippine Development Plan (PDP) 2017-2022 on February 4, 2021. The updated report remains anchored on the government's zero to ten-point socioeconomic agenda geared towards the achievement of the country's long-term vision. To meet the demands of the new normal, the plan presented *isang matatag, maginhawa, at panatag na buhay para sa lahat*. Likewise, the updated PDP responded to the emergence of new threats to the country's growth prospects and guided the transition towards economic recovery.

The plan also responded to the challenges brought by the COVID-19 pandemic and provided the strategies for the country's economic recovery. This was the result of regional, national, and public consultations with stakeholders. It laid down the foundation for inclusive growth, resilient society, and a globally competitive knowledge economy that remains responsive to shifting priorities in transitioning to the new normal.





The plan presented a comprehensive environmental scan of the political, economic, social, technological, ecological, and legal dimensions including the updating of the National Spatial Strategy.

The updated plan contained five major programs designed to build the resilience of individuals, families, businesses, government, and society under the new normal. These are: health system improvement, food security, learning continuity, digital transformation, and regional development.

The plan also gave deliberate attention to the special circumstances of overseas Filipinos (OFs) and their families, being one of the vulnerable groups most affected by COVID-19. It aimed to give OFs opportunities to participate actively in the country's development and facilitate smooth reintegration of Filipino migrants into Philippine society.

Moreover, NEDA conducted a series of virtual caravans in April and May 2021 to cascade the Updated PDP 2017–2022. With the theme, “*Tayo Na! Bumangon para sa AmBisyon!*”, the caravan was participated by representatives from the regional line agencies (RLA), LGUs,



civil society organizations (CSO), academic community, private sectors, and general community through social media live stream and online video conferencing. The caravan aimed to promote the updated PDP, mainstream the *AmBisyon Natin 2040*, and cascade the thrust of the government to lay down a stronger foundation for more inclusive growth, a high-trust society, and a globally competitive knowledge economy.



## BAGONG PAG-ASA SA PROBINSYA: A PRIMER ON THE BALIK PROBINSYA, BAGONG PAG-ASA PROGRAM AND RURAL DEVELOPMENT

Relative to the *Balik Probinsya*, *Bagong Pag-asa* (BP2) Program, preparation of the regional implementation action plans, creation of regional committees under the RDC, among others, were done. NEDA, as the convener of the BP2 Communications Group, conducted meetings to discuss the improvement on the strategic communication plan including the primer. NEDA also facilitated the drafting of the primer on the BP2 Program and rural development. This primer aims to provide guidance to the implementing agencies and individuals that are interested to apply as BP2 beneficiaries. It contains the program's key results areas, components, and projects and activities. This also highlights the contribution of BP2 to the long-term vision of the country.



response and recovery. Other initiatives prior to the preparation of the plan include the coordination meetings to gather data for the macroeconomic impact assessment. RDCs reviewed the activities under the RRP and endorsed the budget proposals to ensure its implementation.

NEDA also led the formulation of the Davao del Sur RRP in the aftermath of series of earthquakes in 2019.



*NRO VII OIC-Regional Director Dolores Molintas presents draft of Central Visayas Rehabilitation and Recovery Plan (RRP) for Typhoon Odette during the meeting on post-disaster needs assessment (PDNA) consolidation and finalization report.*

## REHABILITATION AND RECOVERY PLAN

As NEDA worked to strengthen the country's post-disaster recovery planning, it pushed for proper planning as key to guide the recovery efforts and to build more resilient communities through improved structures, services, and governance. Succeeding the preparation of the Rehabilitation and Recovery Plan (RRP) for COVID-19 in 2020, NROs initiated efforts to prepare the RRP for communities affected by typhoons Quinta, Rolly, Kiko, Ulysses, and Odette. The RRP's outlined the key programs, projects and activities for disaster

## NEDA PARTICIPATION IN THE FORMULATION OF NATIONAL GOVERNMENT AGENCIES/ LOCAL GOVERNMENT UNITS DEVOLUTION TRANSITION PLAN

Pursuant to EO 138 and its implementing rules and regulations (IRR), NEDA is a member of the Committee on Devolution (ComDev). One of the functions of the committee is to oversee and monitor the implementation of administrative and fiscal decentralization goals of EO 138 consistent with RA 7160, or the Local Government Code of 1991. The IRR of the said EO also states the creation of the Regional Sub-Committees of

the ComDev and their respective secretariats. The Regional ComDevs are constituted as special committees under the RDC, to maximize the link and complementation of their efforts.

NROs performed their functions based on the IRR. Some of the NROs facilitated the creation of the Regional DevCom and recommended the approval of RDC resolutions related to this. NROs have also provided technical assistance during provincial consultations to ensure that the national and local plans, and investments programs are harmonized in the context of the full devolution of functions to the LGUs. Some of these initiatives are the following:

- ◇ Facilitation of Planning Workshop on Project Prioritization for Marinduque
- ◇ Review of Comprehensive Development Plans of 37 Municipalities and Cities in Cebu
- ◇ Conduct of PPP Orientation for MIMAROPA LGUs
- ◇ Webinar Series on Sectoral Development Planning in Region XI

## TECHNICAL ASSISTANCE TO THE COVID-19 INTER-AGENCY TASK FORCES

NEDA provided timely, evidence-based information and recommendations in relation to community quarantine classifications or requests from the COVID-19 Inter-Agency Task Force. Among these are:

- ◇ Monitoring COVID-related data of LGUs in Metro Manila specifically Pasig and Quezon City
- ◇ Providing technical assistance to vaccine prioritization, particularly in refining the B2 category

- ◇ Estimating the long-term impact of COVID specifically in terms of economic and financial losses
- ◇ Costing of localized quarantines
- ◇ Granular lockdown monitoring tool
- ◇ Analyzing the COVID-19 surge in Europe – factors related to the rise of COVID-19 cases
- ◇ Formulating socioeconomic strategies on COVID-19 endemic scenario

## 7TH INTERNATIONAL CONVENTION ON ECONOMIC, SOCIAL AND CULTURAL RIGHTS REPORT

Apart from attending to domestic affairs, NEDA ensures that the country complies with its international commitments. NEDA drafted the 7th State Report on the implementation of the International Convention of Economic, Social, and Cultural Rights (ICESCR) with inputs from the different government agencies, which contains the country's accomplishments in response to the concluding observations of the UN OHCHR on the 5th and 6th ICESCR Reports. As part of the vetting process, consultations with government agencies and CSOs were conducted for additional inputs in enhancing the draft report.

The ICESCR is a multilateral treaty that the UN General Assembly adopted on December 16, 1966, where countries endeavored to ensure that their citizens enjoy all social, economic, and cultural rights espoused in the covenant. The Philippines signed the treaty on December 19, 1966 and ratified the document on June 7, 1974, thus assumes the obligation to report compliance to the treaty regularly.

# NATIONAL INVESTMENT PROGRAMMING

NEDA's mandate for National Investment Programming focuses on coordinating the formulation and updating of the country's public investment programs. The agency ensures that development plans translate into concrete public investments that are responsive to development objectives, despite the negative effects of the pandemic. Major programs and projects are reviewed to support the country's planned development strategies and achieve results.

NEDA coordinates with the Department of Budget and Management (DBM) and the Department of Finance (DOF) to ensure that key programs and projects are funded, either through the national budget, public-private partnerships (PPP), or official development assistance (ODA).

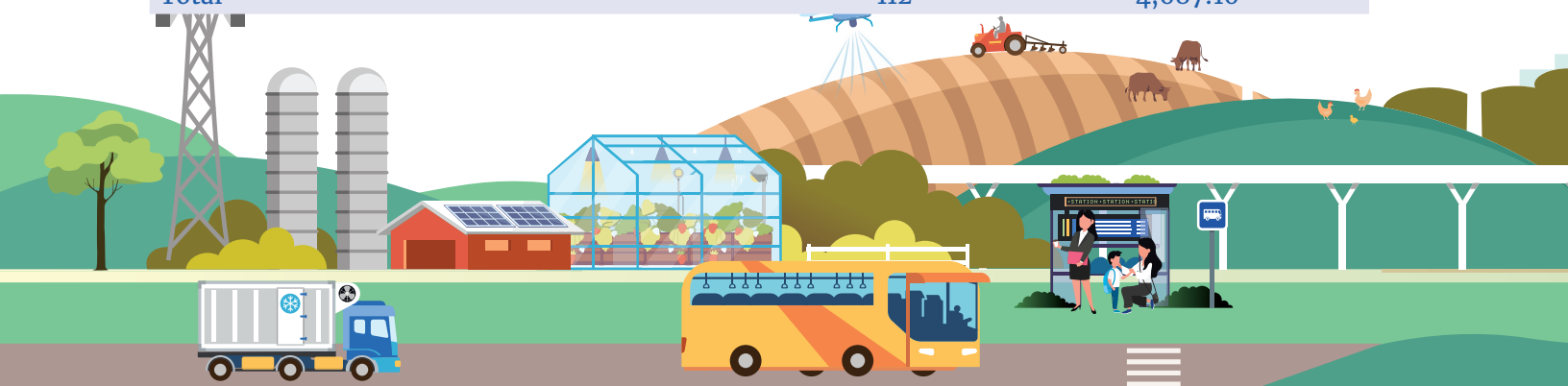
NEDA also provides technical and secretariat support services, such as project appraisal and technical evaluation, to the NEDA Board Committees, which includes the Investment Coordination Committee (ICC) and the Committee on Infrastructure (INFRACOM).

## UPDATED LIST OF INFRASTRUCTURE FLAGSHIP PROJECT

The government carefully revisited the Build, Build, Build (BBB) Program and the list of Infrastructure Flagship Projects (IFP), to take into account the emerging new normal and to prioritize projects with high economic impact, with due consideration for project readiness, implementation capacity of line agencies, job generation potential, and the interest and risk level of the private sector. Through the reprioritization of the BBB Program and available fiscal space for infrastructure, the INFRACOM approved on April 14, 2021 the revised list of IFPs, composed of 112 projects with an indicative total budgetary requirement of PHP5.04 trillion. Subsequently, the NEDA Board confirmed the updated list on May 12, 2021.

Table 1. Summary of IFPs by Sector as of May 12, 2021

Sector	Project count	Project cost (in PHP billion)
Transportation and Mobility	76	4,273.37
Urban Development	12	156.38
Water Resources	10	84.89
Information and Communications Technology (ICT)	8	106.03
Health	4	46.44
Power and Energy	2	20.05
<b>Total</b>	<b>112</b>	<b>4,687.16</b>





## 2017-2022 PUBLIC INVESTMENT PROGRAM, THREE-YEAR ROLLING INFRASTRUCTURE PROGRAM

The Public Investment Program (PIP) is a programming document that contains the list of priority programs and projects responsive to the PDP and Results Matrices, to be implemented by the national government agencies (NGAs), government-owned and -controlled corporations (GOCC), government financial institutions (GFI), and other NGAs within the medium-term. It links the PDP with the budget by ensuring that programs and projects contribute to the achievement of the PDP goals and may be financed using national government funds, in partnership with the private sector, or through ODA. This was formulated to achieve the goals and outcomes highlighted in the PDP 2017–2022.

The PIP serves as an input to the budget preparation process of the national government. NEDA submitted to the DBM the lists of priority ongoing and proposed PAPs with their annual investment targets and level of readiness. The PIP Online (PIPOL) System, a web-based project database system that manages data entry and updates on PAPs, serves as the platform to facilitate agency submissions.

In addition, NEDA conducted a series of coordination meetings with the DBM to improve the linkages between the programming and budgeting processes, which includes efforts on tracing priority programs and projects through a Project ID from NEDA's PIPOL System into DBM's Online Submission of Budget Proposal System (OSBPS) using the PIP project codes.

For the FY 2022 budget preparation, NEDA provided DBM with a “view access” to the PIPOL System on June 30, 2021. This allowed budget analysts to view the full list and details of the PAPs, as submitted by the NGAs and other offices.

The Three-Year Rolling Infrastructure Program (TRIP), a subset of the PIP, is a three-year programming document that contains nationally-funded priority infrastructure PAPs. This serves as the DBM's basis in the determination of the infrastructure PAPs to be included in the national budget. It also aids in the monitoring and evaluation of projects and programs to support the government's commitment to increase public spending on infrastructure. NEDA submits the TRIP to the DBM annually, as input to the budget preparation process. NEDA endorsed the TRIP 2022–2024 to the DBM on February 1, 2021, as input to the FY 2022 budget preparation.



## REGIONAL DEVELOPMENT COUNCIL BUDGET REVIEW

The NEDA Regional Offices (NROs), as the secretariat to RDCs, headed the annual review of budget proposals of the RLA, State Universities, and Colleges (SUC), and other government entities, for possible inclusion in the FY 2022 national budget.

The RDC review is an annual activity conducted to ensure that the programs, projects, and activities proposed by the agencies' regional offices and SUCs are consistent with the development thrusts and priorities of the current administration and the Regional Development Investment Program (RDIP) approved by the RDCs. The RDC-recommended budgets are submitted by the RLAs to their central offices for possible inclusion in their agency budget proposals.

## PROGRAM AND PROJECT APPRAISAL

In line with the functions of NEDA to provide technical and secretariat support to the ICC, INFRACOM, and other Inter-Agency Committees, both at the national and regional levels, NEDA provided technical inputs to 167 projects. The appraised projects include the following:

1. Digitizing and Safeguarding Heritage for an Enriched Cultural Tourism Capabilities Toward Sustainable Development
2. Davao City Expressway Project (DCEP)
3. Unsolicited Build-Operate-Transfer (BOT) Proposal for the Cavite-Tagaytay-Batangas Expressway (CTBEX) Project
4. Unsolicited Operate-Add-Transfer: New Bohol International Airport
5. Laguna Lakeshore Road Network (LLRN) Project, Phase I
6. Acquisition of 40 units of Fast Patrol Crafts (FPC)
7. Seismic Risk Reduction and Resilience Project (SRRRP)
8. Protecting Priority Coastal and Marine Ecosystem to Conserve Globally Significant Endangered, Threatened, and Protected Marine Wildlife in Southern Mindanao (ETP Marine Wildlife Project)
9. Modernizing the Philippine Civil Service Project
10. University of the Philippines - Philippine General Hospital (UP-PGH) Cancer Center PPP Project
11. Additional Financing for the KALAHI-CIDSS National Community Driven Development Project (KC-NCDDP)
12. Natural Capital Accounting and Assessment: Informing Development Planning, Sustainable Tourism Development, and other incentives for improved Conservation and Sustainable Landscapes
13. Philippine Fisheries and Coastal Resiliency (FishCORE) Project
14. Economic and Social Development Programme for the BARMM
15. Mindanao Inclusive Agriculture Development Project (MIADP)
16. Philippine Multisectoral Nutrition Project (PMNP)
17. Second Health System Enhancement to Address and Limit COVID-19 under the Asia Pacific Vaccine Access Facility Additional Financing (HEAL 2-AF)
18. Philippine COVID-19 Emergency Project Additional Financing 2 (PCERP AF-2)

19. Teacher Effectiveness and Competencies Enhancement Project (TEACEP)
20. Supporting Innovation in Philippine Technical Vocational Education and Training System (SIPTVETS) Project

## PROJECT DEVELOPMENT AND OTHER RELATED STUDIES

Various feasibility studies (F/S) have been conducted in support of priority infrastructure projects. As of December 2021, five F/S were completed, which include the following:

- ◆ Conduct of Sanitation Concept Designs for Non-Mandamus Water Districts (WD)
- ◆ Reduction and Control of Non-Revenue Water (NRW) in selected Small and Medium-Sized WDs
- ◆ Pampanga Mass Transit System
- ◆ Viability of the Ipo Dam 3 Project
- ◆ Revival of Tarlac – San Jose Spur Line and Balagtas – Cabanatuan Spur Line

The following F/S are ongoing:

- ◆ Buldon River Irrigation Project (BRIP)
- ◆ Zamboanga City Impounding Dam Project (ZCIDP)
- ◆ Concept Design for Surface Water Development in Select Rivers in the Philippines
- ◆ Preparation of Concept Design for Water Supply and Sanitation for Non-Operational WDs

## VALUE-ENGINEERING/ VALUE ANALYSIS

In 2021, NEDA continued to undertake Value Engineering/Value Analysis (VE/VA) studies. The conduct of VE/VA studies aims to ensure that infrastructure projects are properly designed and aligned with those done in previous years.

NEDA completed the VE/VA study on M'lang Airport Development and Masbate Airport Development Projects. The study aims to determine the best value alternatives, taking into account the various components of the projects and their basic, secondary, and incidental functions, as well as their primary objectives.

NEDA also conducted the Study on the Institutionalization of VE/VA in the Philippines with the goal of institutionalizing VE/VA studies in the Philippines.

A Value Methodology Training Program was also conducted and attended by at least 60 technical staff and managers of selected government agencies. The training program aims to establish the methodology as one of the tools to achieve value for money in major development projects, optimize infrastructure expenditures, and increase the efficiency and effectiveness of infrastructure projects.



# NATIONAL DEVELOPMENT MONITORING AND EVALUATION PROGRAM

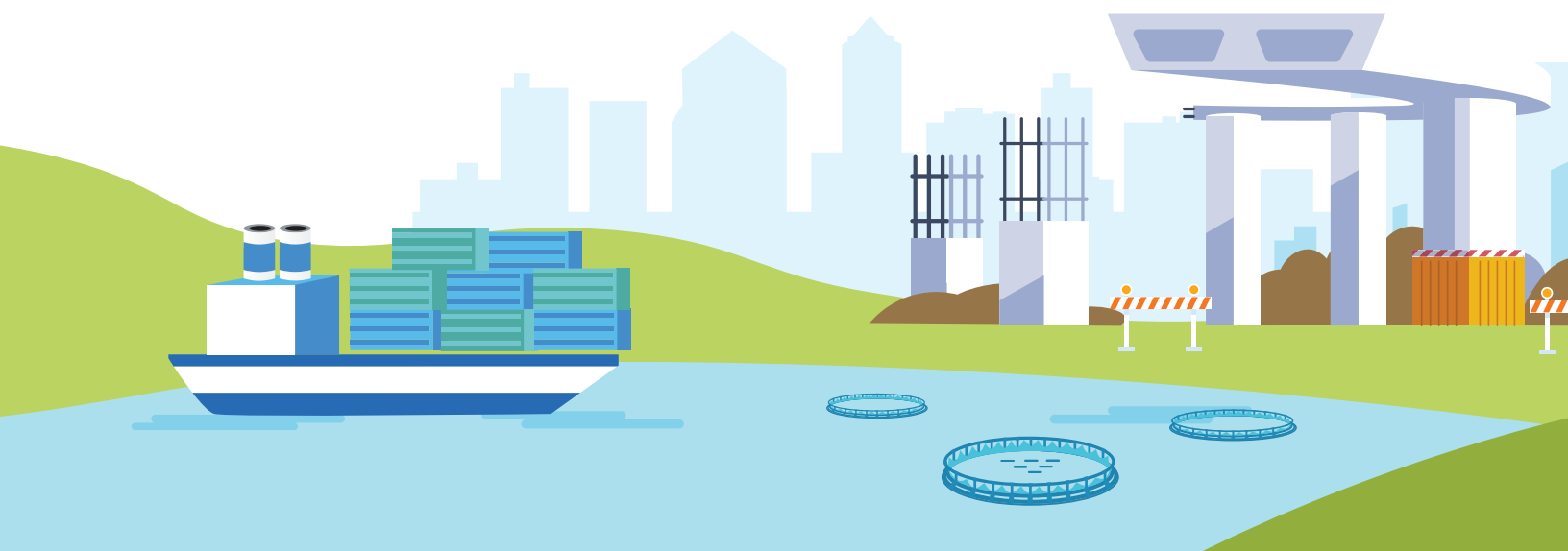
NEDA monitors and evaluates the implementation of socioeconomic development plans, programs, and projects and reports on the country's achievement of its Sustainable Development Goals (SDG). It facilitates the resolution of bottlenecks related to project implementation and provides secretariat support to the National Project Steering Committee and the Regional Project Monitoring Committees.

Part of NEDA's oversight role is the coordination and preparation of major monitoring and evaluation documents such as the Philippine Development Plan's accompanying document, i.e., the Results Matrices (RM), the ODA Portfolio Review Report, the Socioeconomic Report (SER), and the Regional Development Reports (RDR).

## REGIONAL DEVELOPMENT REPORTS

The RDRs provide an annual assessment of the regions' implementation of the Regional Development Plans (RDP) and targets set in the RMs. In 2021, the NROs started preparing their respective RDRs to present their significant accomplishments. Discussions on the impact of COVID-19 pandemic and the status of related programs and projects were likewise included.

Aside from the RDRs, NROs also prepared their annual and quarterly Regional Economic Situationers which provide an assessment of the economic performance of the regions. These situationers are important in promoting evidence-based decision-making and in generating interventions from concerned agencies and LGUs in the region.

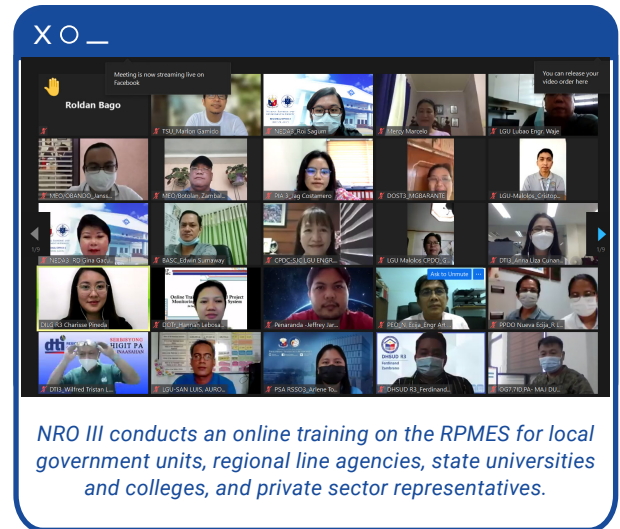




## REGIONAL PROJECT MONITORING AND EVALUATION SYSTEM REPORTS

In 2021, NROs regularly prepared the quarterly Regional Project Monitoring and Evaluation System (RPMES) Reports to track the implementation progress of the government's programs at the regional level, including in the provinces, cities, and municipalities. These also cover the programs and projects being implemented by the NGAs, GOCCs, LGUs, and SUCs.

To further improve the monitoring and evaluation (M&E) system, the electronic RPMES (eRPMES) was developed in MIMAROPA. *ProyekTanglaw* is a web-based application that provides fast and efficient transaction processing and wider access to implementing agencies. The system also provides quick access to, and enhances the timely submission of, RPMES forms from 38 implementing agencies, five provinces, and two cities in MIMAROPA. NEDA-Information and Communications Technology Staff (ICTS) also aided NROs II, III, and CALABARZON in the operationalization of the eRPMES.



The eRPMES in NRO VI became operational following the adoption of NRO I's system. Meanwhile, Mindanao NRO adopted and rolled-out the Innovative Platform for Programs/Projects/Activities' (PPA) Location Assessment, Monitoring, and Budgeting for Development Planning and Governance (IPA-LAMDAG) System as their monitoring platform for RPMES.



## FIELD MONITORING VISIT REPORT

Despite the limitations brought about by the COVID-19 pandemic, NEDA continued the conduct of field visits. This is to ensure the continuous validation of the status and progress of implementation of programs and projects, as reported through the RPMES. Some of the projects visited include:

- ◇ Fort del Pilar Perimeter Fence Project
- ◇ Mindoro Island Circumferential Road in Puerto Galera on the Oriental Mindoro side, and Abra de Ilog on Occidental Mindoro side
- ◇ Bicol International Airport Development Project (BIADP)
- ◇ Naga Permanent Housing Project



*The Bicol International Airport, located in Daraga, was inaugurated on October 7, 2021.*



*The Naga Permanent Housing Project is the relocation site for survivors of the 2018 landslide in Naga City, Cebu. As of November 2021, 32 of the 192 housing units have been completed.*



*The Davao Coastal Road project aims to solve traffic woes in Davao and shall serve as a coastal shore protection and breakwater that will protect the city from sea waves and water surges.*

- ◇ Metro Cebu Flood Control and Drainage Improvement Projects
- ◇ Sindangan-Bayog-Lakewood Road
- ◇ Dipolog-Sindangan-Liloy Road
- ◇ Dipolog-Oroqueta National Road
- ◇ Rizal-Dakak-Dapitan Coastal Loop
- ◇ Zamboanga City Bypass Road
- ◇ Davao City Coastal Road Project
- ◇ Tagum Flyover Project
- ◇ Port Development Project of Philippine Ports Authority-Port Management Office Panay
- ◇ Eight Yolanda Resettlement Projects - National Housing Authority
- ◇ Jalaur River Multipurpose Project
- ◇ Alibunan Catch Dam
- ◇ Kalibo Circumferential Road
- ◇ Rehabilitation/Improvement of Iloilo Fish Port Complex - Philippine Fisheries Development Authority
- ◇ Timbahan Hydro Power Project

## EVALUATION STUDIES COMPLETED

Impact and ex-post evaluation studies on priority government programs and projects to promote evidence-based decision-making were conducted in 2021.

For this year, six evaluation studies were completed, namely:

- ◇ Ex-Post Evaluation of the Angat Water Utilization and Aqueduct Improvement Project Phase II (AWUAIP II)
- ◇ Ex-Post Evaluation of the Agno River Integrated Irrigation Project (ARIIP)
- ◇ Consulting Services for the Ex-Post Evaluation of the Agrarian Reform Communities Project Phase II (ARCP II)
- ◇ Evaluation of the National Climate Change Action Plan (NCCAP)
- ◇ Evaluability Assessment of Micro, Small, and Medium Enterprises Development Plan (MSMEDP) and Its Priority Programs with a Process Evaluation of Government Support
- ◇ Impact Evaluation of the Subic-Clark-Tarlac Expressway

## OFFICIAL DEVELOPMENT ASSISTANCE PORTFOLIO AND REGULAR MONITORING AND EVALUATION

In accordance with RA 8182, also known as the ODA Act of 1996, as amended by RA 8555, NEDA conducted a review of the implementation of all projects financed through ODA in 2020. A review to address the issues and challenges, including cost over-runs of ODA-assisted programs and projects, was conducted in consultation with implementing oversight agencies, development partners, and representatives from civil society organizations (CSO), and the academe. Moreover, NEDA prepared periodic reports on the assessment of the performance of the ODA portfolio projects, which included quarterly reports on loans, cost overruns, and alert mechanism, as well as semestral reports on ODA grants.

NEDA submitted the ODA Portfolio Review Report 2020 to Congress on June 30, 2021.



# Support Programs

# ORGANIZATIONAL DEVELOPMENT

Pushing for economic recovery despite the complex development issues brought about by the pandemic is a challenge not only for the country but also for NEDA as an organization. As the government agency tasked to formulate policies and develop plans and programs to boost social and economic recovery, NEDA's role and influence cannot be overemphasized. NEDA acknowledges the need to initiate organizational reforms and strengthen its institutional capacities and human resource capabilities to effectively deliver its growing mandate and to future-proof the agency from uncertainties and the fast-changing environment.

## NEDA AGENCY IMPROVEMENT PLAN

In November 2021, ADB approved a small-scale technical assistance (TA) to support NEDA's Agency Improvement Plan (NAIP). The NAIP aims to strengthen the organization and structure of NEDA. This includes improvement of business processes and restructuring the NEDA organization towards attaining the priorities of the agency and meeting the demands of increasing quality services in formulating the country's socioeconomic agenda. The plan consists of internal modernization programs aimed at strengthening the agency's capacity to meet its growing mandates.

The TA will provide policy advisory and knowledge services to assess NEDA's organizational structure and support the development of a strategy for change management and re-engineering internal business processes. This includes improving the business processes for infrastructure development, including planning, approval, budget allotment, monitoring, and evaluation. On capacity building for NEDA staff, the TA will enhance technical skills and knowledge in data

science and analytics applied to evidence-based policy and program formulation, monitoring, and evaluation, including economic recovery program.

In 2021, NEDA completed and submitted to DBM the first phase of the proposed organizational restructuring which is the creation of new third-level positions and their support staff. Phase 1 aims to balance the functions of each Functional Group in NEDA, creating three new groups that will support and facilitate the accomplishment and achievement of the new mandates and deliverables of the agency.

As part of Phase 2, NEDA conducted a series of training workshops/consultations on streamlining and reengineering the agency's core and support processes using the principles, techniques, and interventions of business process management. The activities were aimed to model the current operational process of NEDA to support the analysis and identification of gaps and pain points. The results will be used to provide possible recommendations for redesigning NEDA's business processes for future implementation.



NEDA also submitted to Congress a position paper containing comments and proposed new provisions on the NEDA bill which includes, among others, the creation of new functional groups, strengthening of the NROs, and improvement of the KM system.

## ISO 9001-2015 RECERTIFICATION OF THE NEDA CENTRAL OFFICE AND REGIONAL OFFICES

The NEDA Central Office (NCO) has successfully maintained its certification for the ISO 9001:2015. The recertification was virtually awarded on September 1, 2021 and is valid for another three years.

Likewise, the NROs continued and maintained their compliance with the same international standard on quality management system (QMS). Annual surveillance audits were continuously conducted to ensure compliance with the international standards.

The continuing certification of select external and internal processes to international ISO 9001:2015 standards ensure the quality, efficiency, and integrity of these processes and assures NEDA stakeholders of the agency's commitment to continuous improvement.

## DIGITIZING AND IMPROVING KEY BUSINESS PROCESSES AND DATABASES

NEDA continued to improve its databases and develop information systems to further improve the delivery of services to both external and internal clients. Among these are the operationalization and enhancement of the following:

- ◇ The eRPMES for MIMAROPA
- ◇ The Social Development Staff Centralized Database with Analytics – a web-based application that provides fast and efficient access to all data on PDP indicators and other social indicators. The system aims to improve service delivery and facilitate data sharing across divisions and offices within NEDA
- ◇ PIPOL – re-engineered to facilitate the implementing agencies' submission of their priority programs and projects and validation exercises. The system also facilitated the call for the TRIP
- ◇ Programs and Projects Information Database (PPID) – 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. An updated version became operational in 2021
- ◇ Internal Audit Management System (IAMS) – an online database management system that automates and integrates the existing internal audit processes to improve productivity, efficiency, and consistency of work outputs. The prototype of the IAMS was pilot tested on June 22, 2021

NEDA also digitized several key internal processes to improve its service delivery. This includes the use of contactless facial recognition daily time record system, automated pay slip, online procurement monitoring system, integrated personnel management system, property and supply management information system accessible via mobile application, and digitization of personnel records, among other efforts.

## Information Security Management System

NEDA continued to improve its databases and develop information management systems. The ICTS conducted initial efforts toward ISO certification for an information security management system (ISMS). The ISMS Readiness/Alignment with ISO 27001 Project was initiated by the ICTS to ensure security of information assets, increase resilience to security attacks, and reduce the cost associated with information security.

## Upgrading of Information and Communications Technology (ICT) Infrastructure

NEDA continuously improved its ICT infrastructure and initiatives to ensure efficient delivery of its services. At the NCO, the ICT equipment in the data center was updated to establish a reliable platform that will cater to the growing resource requirement of existing and future information systems and applications. The ICTS also upgraded the agency's wireless fidelity (Wi-Fi) connectivity which provides for a more reliable connection with wider connectivity coverage and is equipped with updated security features.

In 2021, NCO also completed the upgrading of its Closed-Circuit Television (CCTV) system through the addition of CCTV cameras and increase in the system's storage capacity. This is to ensure widened surveillance and improve the agency's security.

To further provide support to NEDAns in ensuring work productivity for any type of work arrangements, ICTS procured additional laptop and desktop computers. In 2021, ICTS was able to deploy an additional 260 laptops and 80 desktop computers for employees in the central and regional offices.

## BUILDING CONSTRUCTION AND RENOVATION

In response to the new normal and to reduce COVID-19 risk in line with the gradual return to the office, NEDA prioritized the construction of the 3-storey NEDA Multi-Purpose Building. The new building will provide more workspaces that will accommodate new offices created by new laws, e.g., Innovation Staff, SDG secretariat, and proposed additional personnel under the NAIP.

NEDA also completed the conduct of detailed structural assessment and seismic evaluation and structural design of the NEDA-sa-Pasig building to ensure compliance with the National Structural Code of the Philippines. NEDA buildings in the regional offices were also repaired and rehabilitated following the damage caused by natural calamities such as typhoons and earthquakes.



*NEDA starts construction of the 3-storey Multi-Purpose Building in NEDA Central Office, Pasig City.*

The NEDA-sa-Makati (NsM) steering committee, working with the Public-Private Partnership (PPP) Center and with support from the Project Development and Monitoring Facility (PDMF), awarded the conduct of the Feasibility Study on the Redevelopment of the NsM. A market-sounding activity was conducted to promote the project.



## IMPLEMENTATION OF THE 2021 ANNUAL PRIORITY TRAINING PROGRAM

Despite the restrictions brought by the pandemic, NEDA was able to implement the annual priority training program. Through online platforms, a total of 726 employees attended in-house and individual training programs. The training programs are classified as mandatory, competency enhancement, and leadership. These include the Orientation for new NEDAns, annual conduct of the Human Resource Forum, Mindfulness in the Organization, Time Series Analysis, Basic Forecasting, and sessions on basic analytical visualization and dashboard development.

Personnel from the Internal Audit Service (IAS) also attended training on the preparation of NEDA's enterprise risk management (ERM) framework to capacitate the internal auditors in writing an initial draft of the ERM framework. The purpose of establishing an ERM program in NEDA is to define and understand its risk culture to mitigate or reduce the impact of risks and external incidents affecting the organization.

Other courses offered to NEDA officials and employees focused on leadership development and other technical training programs relevant to overcoming the challenges and hindrances caused by the pandemic.

## ENSURING EMPLOYEE WELFARE AND WELLNESS

As NEDA transitioned back to physical reporting, the Agency prioritized and maintained a safe and healthy environment for its employees to ensure continuity of operations. The following measures and activities were implemented and conducted to ensure employee well-being:

### Mass Swab Testing

During the height of the pandemic, NEDA, in coordination with the Bases Conversion and Development Authority (BCDA), conducted three mass swab testing for employees in the NCO. The NROs also conducted mass swab testing for employees in coordination with various LGUs, RLAs, and the BCDA.



*NCO conducts COVID-19 swab testing for its employees.*

### Updating of Information of COVID-19 Cases in NEDA

As a precautionary measure to avoid the spread of COVID-19, data analytics were utilized to inform NEDA officials and employees of the existing active cases in NEDA. Intensive contact tracing was also done to identify close contacts of COVID-19 patients and those exhibiting COVID-19-like symptoms in order to safeguard the health and safety of the community in NEDA.

## Vaccination Program

NCO and NROs conducted vaccination programs for their employees. NCO, with assistance from the Local Government of Pasig City, conducted the COVID-19 vaccination for the first and second dose for officials and employees on June 7-8 and July 8-9, respectively. By the end of 2021, 721 out of 723 or 99 percent of employees in the NCO were fully vaccinated.

NROs also coordinated with relevant government agencies in the region, such as the Department of Health (DOH), to request for the vaccination of their respective NEDA personnel.

## Online Webinars on Employee Welfare

Through the Administrative Staff, NEDA conducted the following online webinars aimed to assist employees during the pandemic:

- ◇ Developing Positive Relationships in the Workplace
- ◇ COVID-19 Outlook and Prospective
- ◇ Mental Health Wellness: Not All Wounds are Visible
- ◇ Prevention and Mitigation of COVID-19 at the Workplace
- ◇ Handling Kids with Online Classes
- ◇ Why Givers Succeed: The Importance of Compassion Culture during Crisis
- ◇ Engaging Senior Citizens in Digital Environment and the Role of Younger NEDAns in Assisting Them
- ◇ Strengthening Faith and Spirituality

## Health and Safety Policies and Employee Support

NEDA implemented policies to help prevent workplace exposure and provided additional support to employees, especially those who were reporting physically at the office. Among these are the following:

- ◇ Regular disinfection of office premises
- ◇ Procurement and distribution of face masks and alcohol
- ◇ Implementation of alternative work arrangements
- ◇ Provision of transportation services
- ◇ Provision of healthcare consultations

## UNQUALIFIED OPINION FROM COA AND OUTSTANDING OFFICE AWARD FROM AGAP

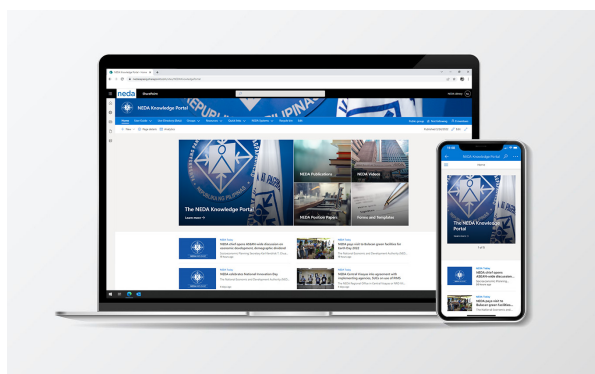
The Commission on Audit (COA) gave NEDA the highest audit rating for the FY 2020, making it the third consecutive year for the agency. In the independent auditor's report dated July 21, 2021, COA gave NEDA an unqualified opinion on the fairness of the presentation of financial statements in accordance with the applicable financial reporting framework.

The Association of Government Accountants in the Philippines, Inc. (AGAP) also recognized the accounting unit of the NCO as one of the outstanding accounting offices in 2021 as a result of timely and accurate reporting of NEDA's 2019 and 2020 financial reports to COA.

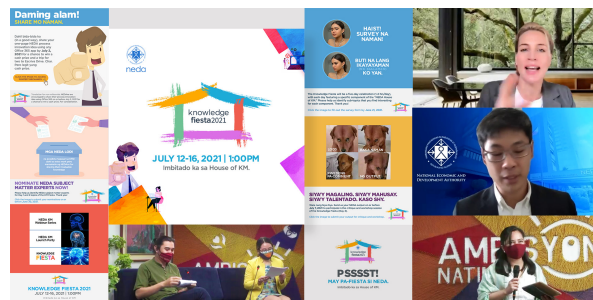
## KNOWLEDGE MANAGEMENT

In 2019, the NEDA Development Information Staff (DIS) secured the approval of the DBM for the creation of its Knowledge Management Division (KMD), which started operation in the first quarter of 2021. Also in 2019, the Philippine government identified NEDA as the lead agency for the Philippines' Country Knowledge Program of the Asian Development Bank (ADB). Since then, NEDA has been working closely with ADB to strengthen NEDA's knowledge-generation, dissemination, and management services and capacity. The ADB provided NEDA with strategic support for knowledge management (KM) through the assessment of KM processes, capacity building, and development of a KM strategy.

The NEDA Knowledge Portal was officially launched on July 12, 2021 at the first NEDA Knowledge Fiesta, where NCO, NROs and attached agencies participated virtually.



*NEDA launches its Knowledge Portal, the official and central repository of knowledge content of the agency. It is a SharePoint site managed by the DIS-KMD.*



*NEDA celebrates its first virtual Knowledge Fiesta with around 300 participants from different regions, attached agencies, and development partners.*

In October 2021, NEDA participated in ADB's Knowledge Forum 2021 with its own public plenary session entitled "Future-proofing Knowledge Management Systems in the Asia Pacific: The Case of NEDA." Socioeconomic Planning Secretary Karl Kendrick T. Chua highlighted the value of digitalization of processes and the growing demand for KM in the agency and in the country. He committed to "give the next administration a stronger NEDA foundation in the areas of organizational improvement, human resource, use of data science, technology, innovation, innovative business processes, digital transformation, and knowledge management." In addition, DIS Director Nerrisa T. Esguerra presented NEDA's KM journey, while Undersecretary for Policy and Planning Rosemarie G. Edillon shared how the Philippine Innovation Act gives NEDA a fresh mandate to adopt innovation as a vital component of the country's development strategy.



**KNOWLEDGE FORUM 2021**  
LEARNING THROUGH CHANGE  
29 SEPTEMBER-1 OCTOBER 2021

**ADB**

**PROCESSES AND SYSTEMS**

**HOW DO WE FUTURE-PROOF MANAGEMENT SYSTEMS IN ASIA AND THE PACIFIC: THE CASE OF NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY, PHILIPPINES**  
Day 3 | 1 October, 14:00-15:00 (GMT+8)

**KARL CHUA**  
Secretary,  
National Economic  
and Development  
Authority

**BAMBANG SUSANTONO**  
Vice-President for  
Knowledge Management  
and Sustainable  
Development, ADB

**NERRISA ESGUERRA**  
Director IV,  
Development  
Information Staff,  
NEDA

**ROSEMARIE EDILLON**  
Undersecretary,  
Policy and  
Planning Group,  
NEDA

**KELLY BIRD**  
Country Director,  
Philippines Country Office,  
ADB

**VIVEK RAMAN**  
Principal Knowledge Sharing  
and Services Specialist,  
Sustainable Development  
and Climate Change  
Department, ADB

**JO AQUINO**  
Associate Knowledge  
Sharing and Services  
Specialist, Sustainable  
Development and Climate  
Change Department, ADB

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*Secretary Karl Kendrick Chua, Undersecretary Rosemarie Edillon, and DIS Director Nerrisa Esguerra present NEDA's KM Strategies at ADB's Knowledge Forum 2021. The strategy involves a lot of citizen engagement, and thoughtful applications of technology.*

NEDA also conducted capacity-building activities on KM, such as a) *Ugnayan: Creating the Right Culture for Knowledge Sharing*; b) *Bahaginan: Knowledge Sharing for Inclusive Development*; c) knowledge-sharing sessions between NEDA and ADB; and d) orientation on the NEDA Knowledge Portal for NEDA content contributors.

Consultation meetings on KM best practices and tools, including the digitalization of the RPMES, were also conducted by DIS-KMD.

## BROWN BAG SESSIONS

In line with the thrusts and priorities of NEDA on continuing professionalization of its human resources and in pursuit of excellence in public service, the Legal Staff conducted a series of brown bag sessions on laws, rules, and regulations affecting the operations of the agency.

The following virtual lectures and orientation were conducted in 2021 and attended by all NEDA personnel:

- ◇ Reorientation on the 2017 Rules on Administrative Cases in the Civil Service (RACCS), with an emphasis on administrative cases and invalidation or disapproval of appointment
- ◇ Lecture on the Joint Circular No. 001, s. 2016, of the Commission on Elections and the Civil Service Commission on electioneering and partisan political activities
- ◇ Refresher course on the code of conduct and ethical standards for public officials and employees and other related laws and issuances



## STRATEGIC LINKAGES

The COVID-19 pandemic has underpinned the importance of building stronger and more strategic partnerships with stakeholders for NEDA to effectively steer the country's economic recovery. In 2021, NEDA strengthened partnerships with various national and regional partners, including implementing agencies, LGUs, the private sector, and the academe, and forged new ones to ensure effective coordination and collaboration towards sustaining efforts to build back a better and stronger economy beyond the pandemic.

### STRENGTHENING NEDA'S COMMUNICATION AND STAKEHOLDER ENGAGEMENT TOWARDS *AMBISYON NATIN 2040*

In 2021, NEDA continued its communication and stakeholder engagement by maximizing online platforms that serve as channels to promote the agency's role in nation-building and national development. Given the limitations due to pandemic safety restrictions, NEDA harnessed the power of social media and digital technologies to engage citizens, and sustain awareness on the government's policies and programs designed to ensure that Filipinos remain healthy and resilient, and enjoy a strongly rooted, comfortable, and secure life by 2040.

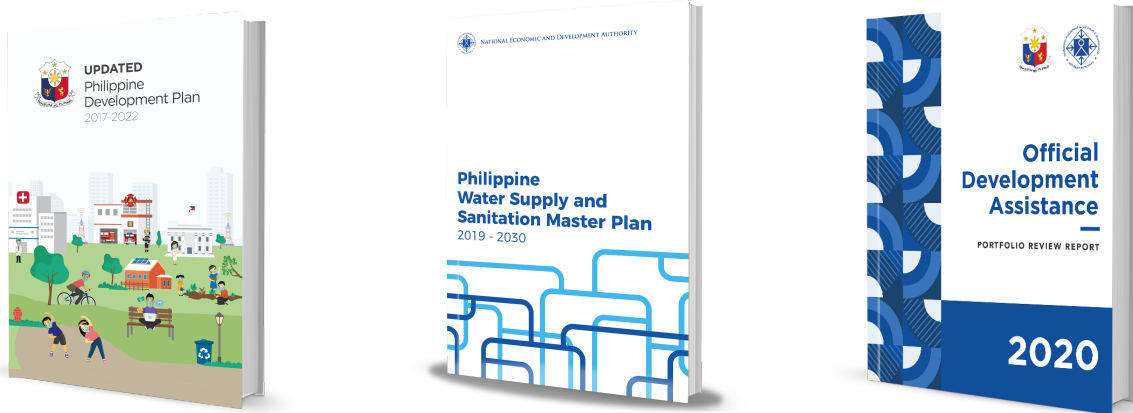
NEDA intensified its communication efforts to raise awareness on current economic and development issues through the conduct of press briefings, conferences, and other public events. Among these were:

1. Quarterly National Income Accounts Press Conferences
2. Launching of the Updated PDP 2017-2022

3. Launching of the Philippine Water Supply and Sanitation Master Plan (PWSSMP)
4. #AskNEDA Media Briefing on the National Action Plan Phase IV Index
5. Roundtable Discussion with Bloomberg Philippines
6. Hosting the Plenary Session during the 59th Philippine Economic Society Annual Meeting and Conference
7. Media interviews with NEDA officials

NEDA also engaged stakeholders to ensure that the agency's views are clearly communicated through knowledge sharing, provision of timely information, education, and communication (IEC) materials and conduct of events for the PDP, *AmBisyon Natin 2040*, and related development plans and programs. Among these activities were:

1. Briefing Session on the Updated PDP 2017-2022 for Legislative Offices
2. NEDA Ambassadors Training
3. Conduct of webinars during the Economic and Financial Literacy Week (EFLW)



In April and May 2021, NEDA conducted a virtual caravan on the Updated PDP 2017–2022 with the theme “*Tayo Na! Bumangon para sa AmBisyon!*” The caravan served as a platform of discourse and engagement among the government, stakeholders, and the public on the plans and programs in achieving the country’s growth prospects while transitioning towards economic recovery.

NEDA DIS produced *Usapang Progreso*, a special segment of the *Tunog ng Progreso* Online, to promote and discuss the Updated PDP 2017–2022 in detail. All episodes were aired on NEDA’s Facebook page and YouTube channel.

To strengthen NEDA’s social media presence, NEDA also produced online IEC materials such as media releases, event blurbs, infographics, social media cards, and publications for various NEDA-led and supported activities and advocacies. Among these are the Updated PDP 2017–2022, 2020 ODA Portfolio Review Report, infographics on economic concepts, *AmBisyon Natin 2040*, and PWSSMP.

To ensure data privacy, NEDA’s internal newsletter and digital bulletin board, NEDA Today, has been moved to a more secure internal access-only Microsoft SharePoint site.

### Bringing NEDA Closer to Filipinos

NEDA received a commendation from the Office of the President’s 8888 Citizens’ Complaint Center for its timely resolution of clients’ concerns for the period of January 1 to December 31, 2021.

NEDA achieved a 100 percent resolution rate for addressing all the 10 complaints forwarded to the agency. Out of the 10 tickets received, five were settled within 72 hours. All reports were integrity-related concerns involving complaints against government-regulated services.

In its effort to promote transparency in the conduct of its operations, NEDA resolved 100 percent of all 339 Freedom of Information (FOI) requests received in 2021 via the eFOI portal and email.





*NEDA's Ailyn D. Galura receives FOI Best Officer of the Year award.*

Furthermore, Ailyn D. Galura, DIS Information Officer III, was awarded one of the eight Best FOI Officers of the Year at the FOI 2021 Awards.

The FOI Best Officer award is given to recognize the efforts and best practices of individuals who have made the implementation of the FOI program possible and more effective in their respective government agencies. Ms. Galura was also nominated for a special 'Consider-it-done' award of the FOI Program Director's Award.

The annual FOI Award is a national recognition conferred by the Presidential Communications Operations Office through the FOI-Project Management Office on individuals, organizations, and agencies with significant contributions and advancements in the field of information access in the Philippines.

## **NEDA AS PHILIPPINE AIR FORCE-AFFILIATED RESERVE UNIT**

As part of NEDA's mandate to provide coordination and technical support to the government's efforts in the recovery and rehabilitation programs in cases of natural and human-induced calamities and disasters, and to ensure synchronized services to affected communities under the ambit of national

and regional interagency set-ups. NEDA initiated in 2017 the application to be part of the Philippine Air Force Affiliated Reserve Unit (PAFARU) to strengthen its capability to respond to national and local emergencies and provide an official avenue for coordinating with the armed forces for this purpose. In 2021, a total of 19 officials and employees from NCO and NROs were included in the pool of NEDA reserve officers under the Education and Training Wing Reserve of the PAFARU.



*Undersecretary Jose Miguel Dela Rosa welcomes officials and staffs from NCO and NROs during the training on PAFARU.*

## **NEDA INTERNSHIP PROGRAM**

Despite the pandemic, NEDA and some learning institutions were able to forge partnership for an online on-the-job training to provide interns with hands-on experience related to the degree they are pursuing. This initiative resulted in the accommodation of 40 interns in 2021.

# **NEDA Attached Agencies**

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



## PHILIPPINE STATISTICS AUTHORITY

Despite the significant challenges posed by the COVID-19 pandemic, the Philippine Statistics Authority (PSA) was able to continue the implementation of the Philippine Identification System (PhilSys) program and the conduct of survey and census operations. PSA was also able to perform and deliver its mandate in providing relevant and reliable statistics and formulating policies that helped ensure harmony and comparability of statistics among agencies.

In 2021, PSA collected the demographic and biometric data of 53,085,761 individuals which is 106.2 percent of the 50 million target in 2021. Moreover, PSA also delivered 4,849,410 PhilID cards to successful registrants in partnership with the Philippine Postal Corporation. As part of the efforts to achieve 100 percent financial inclusion at the family level, PSA also partnered with the Land Bank of the Philippines for a co-location strategy where around seven million individuals were onboarded for a bank account.

In adherence to IATF's minimum safety and health protocols, PSA made significant steps in technology innovation to improve its data collection for its survey and censuses. The use of Computer-Aided Personal Interview (CAPI), Computer-Assisted Web Interview (CAWI), Management Information System (MIS), and Data Processing System (DPS) enabled PSA to monitor its activities, generate reports, and ensure the completeness, correctness, and accuracy of the data collected.

Through these innovations, PSA was able to release the 2020 Census of Population despite the challenges of the pandemic. Furthermore, PSA conducted the Labor Force Survey (LFS) monthly to better capture the impacts of COVID-19 pandemic. PSA also reached an important milestone with the release of the Provincial Products Accounts (PPA) in 14 provinces and six highly urbanized cities (HUC) from the three pilot regions namely MIMAROPA, Central Visayas and Northern Mindanao. PPA activities include goal setting, strengthening the coordination with local stakeholders, and capacitating staff from regional to provincial offices. Lastly, PSA also released the compendium of Philippine Environment Statistics from 2010 to 2019.

PSA also continued to deliver efficient civil registration services with the provision of frontline services and drafting of policies on civil registration. The agency responded to 45,267 clients' queries and concerns on civil registrations, archived 17,182 folders of civil registry documents, and issued 4,333,803 civil registry documents.



## PHILIPPINE INSTITUTE FOR DEVELOPMENT STUDIES

A year after the COVID-19 pandemic hit the country, Philippine Institute For Development Studies (PIDS) navigated 2021 with renewed vigor, unrelenting diligence, and steadfast faithfulness to its mandate and mission to provide relevant, credible, and rigorous analyses of research issues that informs and guides policymaking in the country. The Institute revisited its strategies and priorities as the country reopened the economy and adapted to the post-pandemic world.

PIDS had completed 55 research studies, including 15 COVID-19-related studies and five sectoral reports on agriculture, poverty, nutrition, health, and education. The Institute also actively forged strategic partnerships and linked up with other public and multilateral organizations as potential research partners in implementing the PIDS six-year research program (2020–2025). For 2021, PIDS executed memoranda of understanding (MOU) with NEDA, Bangko Sentral ng Pilipinas (BSP), and DOH, among others.

PIDS organized 31 public webinars with around 200–600 attendees for each webinar. The topics included, among others, evaluating the Pantawid Pamilyang Pilipino Program's payment system, improving information dissemination for a better normal, examining the health impacts of the COVID-19 pandemic in the Philippines, and the joint PIDS–BSP webinar on economic recovery in the post-pandemic era.

In 2021, PIDS produced 47 discussion papers, 14 policy notes, four development research news, nine research paper series, two Philippine Journal of Development, two books, one Economic Policy Monitor, an annual report, and 13 issues of its monthly e-newsletter, PIDS Updates.

PIDS also organized the 19th Development Policy Research Month (DPRM) celebration in September 2021 with the theme “Reset and Rebuild for a Better Philippines in the Post-Pandemic World.” Toward this end, PIDS conducted a kick-off webinar and four Annual Public Policy Conference (APPC) webinars, including the Mindanao Policy Research Forum. The Conference gathered local and international experts and provided an avenue to discuss actions to foster a better post-pandemic response.

The Research Fellows of PIDS also provided comments on eight House Bills filed at the House of Representatives, and 11 Senate Bills and three Senate Resolutions filed at the Senate. Among the proposed measures commented on by the Fellows are the following: the proposed National Evaluation Policy, Use of Digital Payment Act, and Sustainable Cities and Communities Act. In addition, the Fellows rendered technical assistance to government agencies, international organizations, and the academe.

PIDS has also started preparing a book on the Philippine response to COVID-19 as part of the government's efforts to address the pandemic. It will consolidate the assessments and recommendations from COVID-19-related PIDS studies published in 2021. It will document the responses of the government to the pandemic and provides insights on how the government can address the macroeconomic and microeconomic impacts of the pandemic.



## PHILIPPINE NATIONAL VOLUNTEER SERVICES COORDINATING AGENCY

The Philippine National Volunteer Service Coordinating Agency (PNVSCA) has continuously aligned its objectives and activities with the national government's thrusts and priorities for the year. PNVSCA's response to COVID-19 included the operationalization of the "Be a Volunteer" portal which started in 2020 for registration of individuals and organizations to render volunteer services and offer donations. Organizations that wish to request volunteer assistance can also sign up and are subsequently referred to appropriate organizations and groups. In 2021, 83 individuals and five organizations signed up to assist in the response and recovery efforts of the government against the pandemic.

Designated as the Chair and Secretariat to the sub-Task Group (sTG) on CSO Partnership under the Task Group Governance, PNVSCA participated in the IATF activities such as planning, report/update submission, and presentation of sTG reports.

PNVSCA completed the review of three volunteerism-related policies, two guidelines particularly on disaster or emergency-related volunteer work, the Philippine Volunteering Standard for Development, and the National Service Training Program (NSTP) module. The Agency also issued Office Circular No. 14, s. 2021 "Mandating NGOs Engaging Disaster Risk Reduction and Management (DRRM) Foreign Volunteers to Register as Volunteer Mobilizing Organizations (VMO)." The OC directs all non-government local partner institutions (NGLPI) that are engaging foreign volunteers on DRRM to register as VMOs in their areas of operation. The circular further serves as a guide to guarantee that the registration of NGLPIs as VMOs ensures that the volunteering efforts of foreign volunteers are aligned with the community thrusts and priorities.

The Agency also prepared the Philippine Volunteerism Agenda and Framework Plan (PVAFP), the nation's blueprint to maximize volunteer engagement towards social cohesion or collective action among people to achieve sustainable development and ensure that volunteerism is a way of life among Filipinos.

PNVSCA facilitated the creation of a Technical Working Group (TWG) in 2021 on the mainstreaming of volunteerism in the education curriculum. This thrust is in response to Section 12.b. of RA 9418 which calls for the integration of volunteerism in the basic and higher education curriculum to raise the consciousness of the youth and develop the culture of volunteerism among the citizenry.

The year also saw intensified advocacy of volunteerism at the national and subnational levels as part of the volunteerism mainstreaming efforts. These advocacy activities include seven public sector volunteerism fora which targeted more stakeholders to further promote volunteerism as a strategy towards socioeconomic development. These were held in various island groups and regional and sectoral clusters.



In December 2021, PNVSCA conducted a month-long celebration of the National Volunteer Month with the theme “Volunteer Now: Spark Hope, Create Solutions, and Respond to Pandemic Challenges,” which aimed to build nationwide public awareness and appreciation for volunteerism, create the environment for voluntary action, and recognize volunteers as partners in development.

As part of its international volunteer service, PNVSCA coordinated the deployment of eight overseas Filipinos volunteers and 93 foreign volunteers (44 newly deployed, 27 in-service, and 22 remote volunteers). The volunteers provided technical assistance and support in the implementation of development programs, projects, and activities of local partner institutions in priority areas and sectors identified in the National Volunteer Deployment Framework (NVDF). The number of international volunteers assisting our local development projects significantly decreased because of the temporary suspension of deployment by most international volunteer service partners and travel restrictions due to the pandemic.

To support the volunteering activities of the agency in the regions where the local efforts on volunteerism can be related and integrated, PNVSCA engaged the Regional Volunteerism Focal Persons Link (RVFPL). PNVSCA also called for the designation of Volunteerism Focal Persons (VFP) in NGAs, GOCCs, and LGUs in 2020. This call was reiterated in 2021, particularly to all LGUs. As of the end of 2021, the VFPs designated include 378 in LGUs, 26 in NGAs, and 18 in GOCCs.

The Bayanihan Para sa Balik Kabayan or BalikaBayanihan campaign was launched in 2020 and further intensified in 2021 as a platform for collaboration among NGAs and LGUs, overseas Filipino workers (OFW) organizations, CSOs, development agencies, and private organizations. This is to provide integrated services to the repatriated OFWs affected by the COVID-19 pandemic.

PNVSCA conceptualized and developed the Volunteer Engagement in the Public Sector (VEPS) portal, an online-based information system designed to capture the extent of volunteering efforts and volunteer engagement in the public sector through the collection, processing, and generation of reports based on volunteer engagement data provided by national and local government institutions.

The Agency also continued to implement a volunteer awards program. The Search for Outstanding COVID-19 Volunteers (SOCV) was initially launched in 2020 in lieu of the annual Search for Outstanding Volunteers (SOV) which was put on hold due to the restrictions brought about by COVID-19. The Search recognized the contribution of individual volunteers and organizations who offered their services, skills, and resources at this time of the pandemic. The Awarding Ceremony was held on December 17 in partnership with Bulacan State University (BulSu) and NEDA Region III, through a blended platform (face-to-face at BulSu, and online via zoom and Facebook live).





## PHILIPPINE STATISTICAL RESEARCH AND TRAINING INSTITUTE

The Philippine Statistical Research and Training Institute (PSRTI) adopted a different approach during the COVID-19 pandemic. In performing its mandate of delivering statistical training, the agency shifted to virtual online platforms, specifically, through video-conferencing applications which enabled participants/stakeholders to avail themselves of PSRTI's services.

As part of this initiative, the PSRTI developed and included the module "Basics and Essentials of Using Zoom" in its regular course offerings, to capacitate its clients in handling the most frequently used controls of the Zoom video-conferencing application.

In 2021, PSRTI conducted 18 customized training courses for the needs of partner agencies and 31 regular training courses that cater to the needs of the general public. It also completed a research study commissioned by the Department of Agriculture on the National Agriculture and Fisheries Modernization and Industrialization Plan (NAFMIP). The study aims to establish the baseline information for the indicators provided in the results framework of the NAFMIP 2018-2023.

With the issuance of RA 11315, also known as the "Community-Based Monitoring System Act," the PSRTI was requested by PSA, to conduct a capacity-building program for selected technical staff of LGUs and the Community-Based Statistics Service and other services of PSA. This capacity-building program is part of the preparation for the pilot test of the CBMS for selected LGUs.

Furthermore, PSRTI conducted SDG Seminar 2: Effective Tools in Presenting and Analyzing SDG Data Amidst the COVID-19 Pandemic for the rest of the region that were not covered in 2020. This seminar series is under the Five-Year Research and Training Program for the Philippine Statistical System to Measure the SDGs. A total of 22 seminars were conducted from January to December 31, 2021, for the Cordillera Administrative Region (CAR), Regions I, II, IV-A, V, VII, IX, X, XI, XII, XIII, and Bangsamoro Autonomous Region of Muslim Mindanao (BARMM). Participants were from the LGUs, PSA, and DILG Field and Central Offices. The series was conducted in partnership with DILG and PSA.

Twelve in-house research papers were completed which covered various topics such as sustainable development goals on poverty, hunger, and good health and well-being. There have also been research studies exploring innovative data sources as alternatives for official statistics generation. In addition to the in-house research, PSRTI also entered a partnership with the Department of Agriculture (DA) for the NAFMIP Baseline Survey.



## TARIFF COMMISSION

Despite the volatile circumstances brought by the pandemic, the Tariff Commission (TC) remained steady in the fulfillment of its mandates due to 1) enhancement of its frontline services through the use of Information and Communications Technology; 2) emphasis on delivering quality work; and 3) personnel empowerment. In particular, TC provided uninterrupted and responsive public service through the flexible implementation of its business continuity plans, notwithstanding the changing community quarantines and alert levels.

True to its commitment to implement technology-driven frontline service delivery methods, TC launched in January its game-changing Tariff Classification Information System – Online Application System, a web-based portal that allows for the online filing of applications for Advance Rulings on Tariff Classification. TC also kept its Philippine Tariff Finder and website updated to ensure that complete and accurate tariff-related information are provided to the public. It continued to conduct public hearings and consultations via video conferencing, which widened the reach of TC since parties did not need to be physically present in the TC Office to participate. It partnered with LANDBANK to provide clients with an additional payment mechanism using the LANDBANK Link.BizPortal.

In 2021, TC has completed three investigations and proposals for tariff modification on rice and swine meat. It also submitted four EOs on the implementation of approved tariff changes on 1) mechanically deboned meat (MDM) of chicken and turkey; 2) meat of swine; and 3) rice. It also issued 302 Advance Rulings on Tariff Classification (ARs) and seven Tariff Classification Dispute Rulings (TCDR).

In terms of service quality, TC successfully attained recertification of its Quality Management System under ISO 9001:2015, making 2021 the fourth straight year of TC being an ISO-certified organization. TC was also renewed by the Professional Regulation Commission as a Continuing Professional Development Provider for Customs Brokers.





## PUBLIC-PRIVATE PARTNERSHIP CENTER

The Public-Private Partnership (PPP) Center of the Philippines has continued to serve as the champion of PPPs in the country by facilitating the PPP Program, focusing on project pipeline development, capacity development, and PPP program policy environment enhancement.

In terms of project pipeline development, nine out of the 58 projects in the pipeline at the end of 2020 were moved to the next stage of the PPP delivery cycle in 2021. In 2021, 10 new projects were added to the pipeline impacting a wide spectrum of sectors – tourism, WSS, transportation, solid waste management, property development, and health.

In terms of capacity development, PPP Center conducted 14 online capacity-building activities covering PPP concepts, processes, and special topics on: 1) preparing and implementing a contract management plan for awarded PPP projects; 2) solid waste management PPP projects; 3) preparing tender documents for approved PPP projects; 4) local government health PPP projects; and 5) water PPP projects.

For the enhancement of the PPP Program policy environment, four PPP issuances and related policy instruments/documents were adopted: 1) Muntinlupa City PPP Code; 2) ICC Resolution on the Evaluation of Private Proponents' Financial Capability to Provide Equity for Proposals; 3) Database of Fiscal Exposure in PPP Contracts; and 4) Guide for Developing Solicited Health PPP Projects.

Moreover, PPP Center submitted the proposed amendments for the Build-Operate-Transfer (BOT) Law Implementing Rules and Regulations (IRR) to the BOT IRR Committee in the 4th quarter of 2021. The amendments to the BOT Law IRR were approved on March 31, 2022, with the following main objectives: 1) facilitate the development of well-structured PPPs that deliver high-quality services to the public; 2) protect the government and the public from excessive payments, undue guarantees, unnecessary fiscal risk, and onerous contractual obligations from PPP projects; and 3) promote the interest of the Filipinos who ultimately pay the costs of infrastructure projects and the returns of proponents of PPP projects.





## COMMISSION ON POPULATION AND DEVELOPMENT

The Commission on Population and Development (POPCOM) continued to advance the strategies of the Philippine Population and Development Program (PPDP) amid the threat of the COVID-19 pandemic. Within the critical thrust and strategy of the program, POPCOM coordinated with different NGAs in pursuing strategies toward the attainment of demographic dividends. For this, POPCOM set up estimates of regional demographic dividend (DD) to identify the potential for each region in the attainment of the regional DD. This has been disseminated through the regional development councils and other relevant bodies. POPCOM also continuously worked with the LGUs in the establishment of population and development (POPDEV) databases such as the registry of barangay inhabitants and migrants (RBIM) to ensure the development of people-centered programs and policy interventions. POPCOM also worked with other agencies such as the DA, Climate Change Commission, DepEd, DWSD, NEDA, DOH, and other members of the POPCOM Board of Commissioners in pursuing POPDEV strategies within their sectoral programs and initiatives.

For the Responsible Parenthood and Family Planning (RFPF) sub-program component, POPCOM was able to mobilize LGUs and CSOs to reach out and provide RFPF information to about 1.2 million couples and individuals through various platforms despite the pandemic. These include online platforms and social media (e.g., *Usap Tayo sa FP*, fb cards, etc.). Moreover, through the LGUs and the deployment of POPCOM family planning (FP) Itinerant Team, about 85 percent or 183,801 women of reproductive age (WRA) were also provided with FP commodities out of 216,016 WRA with identified unmet needs. POPCOM also recorded a six percent increase (from 2019 data) of Filipinos now using modern FP methods in the first quarter of 2021. It also continued its advocacy initiatives on men's involvement in FP (e.g., *Kalalakihang Tapat sa Responsibilidad at Obligasyon sa Pamilya [KATROPA]* and RFPF4LiFE [RFPF for Labor Force Empowerment], among others).

In 2021, critical policies were also issued as a result of POPCOM's aggressive advocacy for adolescent health and development. The 2021 GAA mandated POPCOM together with DSWD to develop a social protection program for adolescent mothers and their children. In June 2021, EO 141, s. 2021 was issued mandating all government agencies to develop a national priority measure that can address the incidence of adolescent pregnancies in the country. Under these mandates, POPCOM developed the strategic plans and programs for implementation in partnership with other stakeholders. More than one million adolescents are provided with Adolescent Sexual and Reproductive Health (ASRH) information.

Within the mandate of EO 138, s. 2021, POPCOM developed its Devolution Transition Plan to ensure the localization of family planning and population development services. Pending its approval, POPCOM Regional Offices coordinated with and advocated LGUs for the institutionalization of POPDEV strategies at the local level, especially through the creation of local POPDEV offices and appointment or designation of Local POPDEV Officers.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

*In Philippine Peso, for the year ended December 31, 2021*

## Assets

### Current Assets

Cash and Cash Equivalent	49,423,658.71	
Receivables	271,984,511.43	
Inventories	11,103,402.15	
Other Current Assets	22,142,990.66	
		354,654,562.95

### Non-Current Assets

Investments	233,120.00	
Property, Plant, and Equipment	1,369,048,921.04	
Intangible Assets	14,050,603.65	
Other Non-Current Assets	2,840,701.84	
		1,386,173,346.53

**Total Assets** **1,740,827,909.48**

## Liabilities

### Current Liabilities

Financial Liabilities	55,479,133.85	
Inter-Agency Payables	10,109,602.17	
Intra-Agency Payables	116,534.50	
Trust Liabilities	22,842,306.11	
Other Payables	3,738,707.15	
		92,286,283.78

### Non-Current Liabilities

Trust Liabilities	44,508,933.71	
Other Payables	3,058,511.48	
		47,567,445.19

**Total Liabilities** **139,853,728.97**

## Net Assets/Equity

Accumulated Surplus/(Deficit)		1,600,974,180.51
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**Total Liabilities and Net Assets** **1,740,827,909.48**

*Note: The accompanying Consolidated Financial Statements of NEDA for the year ended December 31, 2021 were unaudited and will be replaced upon issuance of FY 2021 Consolidated Annual Audit Report by the Commission on Audit (COA).*

# CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

*In Philippine Peso, for the year ended December 31, 2021*

## Revenue/Income

Service and Business Income	24,002.13
Shares, Grants and Donations	1,582,995.84

**Total Revenue** 1,606,997.97

## Less: Current Operating Expenses

Personnel Services	1,084,991,321.72
Maintenance and Other Operating Expenses	895,599,541.26
Financial Expenses	750.00
Non-Cash Expenses	98,908,928.26

**Total Current Operating Expenses** 2,079,500,541.24

**Surplus (Deficit) from Current Operations** (2,077,893,543.27)

**Net Assistance/Subsidy** 2,282,767,282.73

## Other Non-Operating Income

Gains	140,287.66
Miscellaneous Income	2,298,585.51

**Total Other Non-Operating Income** 2,438,873.17

**Losses** (253,140.93)

**Surplus (Deficit) for the Period** 207,059,471.70

*Note: The accompanying Consolidated Financial Statements of NEDA for the year ended December 31, 2021 were unaudited and will be replaced upon issuance of FY 2021 Consolidated Annual Audit Report by the COA.*



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(as of June 17, 2022)

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