



NEDA ANNUAL REPORT 2023

BRIDGING
PEOPLE,
PLACES,
AND
POLICIES

ANNUAL REPORT 2023

Bridging People, Places, and Policies



Bridging People Places Policies

ABOUT THE THEME

This year's Annual Report highlights the country's milestones and achievements as earmarked by the government's landmark infrastructure projects outlined in the Marcos Administration's Build-Better-More Program, which are expected to define and boost the country's development targets.

The theme aligns with NEDA's mandate as a catalyst of economic growth and social development in the country as likened to a bridge that connects and unites people, links places together, and eradicates gaps through sound policy coordination and recommendations.



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MESSAGE FROM THE PRESIDENT

Through the Philippine Development Plan (PDP) 2023-2028, the **National Economic and Development Authority (NEDA)** has outlined the country's priorities and charted our course towards a resilient, prosperous, and inclusive society. This blueprint enumerates our efforts in boosting economic productivity, encouraging private sector engagement, and cultivating a highly skilled workforce. Indeed, by following the proposed measures, we can make our country a hub of innovation and progress and establish a future where every Filipino can thrive and take part in the fruits of inclusive growth.

As the chairperson of the NEDA Board, I am pleased to see that the efforts of the institution remain committed to achieving the socioeconomic goals of this administration. Anchored on sound economic governance and evidence-based decision-making, the multifaceted approach employed by NEDA is steadily yielding returns for our economy. The **2023 Annual Report** showcases our achievements in this endeavor—from driving public-private partnerships to enhancing inter-agency coordination and streamlining processes on development matters affecting our nation.

I trust that the significant initiatives over the past year will inspire the men and women of NEDA to further formulate policies that would generate more jobs and reduce poverty in the country. Looking into the future, it behooves all of us to leverage digital technology, green growth strategies, and stronger collaborations to hasten the advancement of our development agenda. Let us harness the power of innovation and sustainability as we aim to create a more resilient *Bagong Pilipinas* that benefits our society.

I wish NEDA continued success in the years to come.


Ferdinand R. Marcos, Jr.
President



MESSAGE FROM THE SECRETARY

In the pursuit of a *matatag, maginhawa, at panatag na buhay* for all Filipinos, the National Economic and Development Authority (NEDA) has been at the forefront of strategic planning, policy formulation, investment programming, and monitoring and evaluation for socioeconomic development. As an adviser and catalyst, NEDA's initiatives to **bridge people, places, and policies** help shape the country's economic landscape and guide us along the path toward our desired future.

The NEDA Annual Report 2023 provides an in-depth look into NEDA's accomplishments and its approach to addressing socioeconomic challenges and fostering inclusive progress.

NEDA prioritized efforts to craft and implement policies that stimulate broad-based economic growth, promote inclusivity, and bolster resilience. The agency ensured that proposed policies at both the national and local levels of government were grounded in evidence-based decision-making and the principles of transparency and good governance. Sectoral plans benefited from NEDA's inputs to ensure that these are aligned with and responsive to the strategies outlined in the Philippine Development Plan 2023-2028.

Through the Legislative-Executive Development Advisory Council (LEDAC), NEDA supported several key legislative reforms that address structural issues, improve economic governance, and transform our production sectors. Through the NEDA Board, important frameworks and decisions concerning major programs and projects were deliberated upon to advance the socioeconomic agenda.

The agency also advocated for initiatives to streamline processes and boost the competitiveness of the Philippines by introducing changes or initiatives that improve the investment climate and the ease of doing business. Mechanisms for effective project implementation, including rigorous reviews and regular communication with implementing agencies, were established and strengthened. NEDA also emphasized evidence-based evaluation through research and development initiatives and evaluation studies.

NEDA's proactive approach to fulfilling its mandate has undeniably contributed to our nation's progress. However, despite the progress made, we recognize that there is still much work left to be done.

In the past two years of the Marcos Administration, we have successfully devoted ourselves to laying the foundations. The challenge now lies in following through and ensuring proper implementation.

Confidently, I can say that the country's journey toward socioeconomic transformation is well underway. With our continued dedication and diligence, I am sure that we are poised to achieve even greater heights of progress and prosperity toward a *Bagong Pilipinas*. In pursuit of these lofty goals, we can assure the Filipino people that NEDA will play its part.


Arsenio M. Balisacan, PhD
NEDA Secretary



ABOUT NEDA

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

Its key responsibilities include:

- Coordination of activities such as the formulation of policies, plans, and programs to efficiently set the broad parameters for national and sub-national (area-wide, regional, and local development);
- 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
- Undertaking of short-term policy reviews to provide critical analyses of development issues and policy alternatives to decision-makers.



Scan QR code to access
the NEDA Brochure

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*.

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.

Philippine Economic Development Authority

The image shows a close-up, low-angle shot of a building's exterior. The building has a light-colored, textured facade. A large, three-dimensional, metallic silver logo spelling "NEDA" is mounted on the wall. The letters are bold and blocky. To the left of the "NEDA" logo, there is a smaller, partially visible logo that appears to be "NEDA" again, but it is cut off by the edge of the frame. The building's architecture features sharp, angular lines and a series of horizontal bands or ledges. The lighting is bright, creating strong shadows and highlights on the building's surface.

NEDA

Core values

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

NEDA BOARD

The NEDA Board is composed of the President as the Chairperson, the NEDA Secretary as Vice-Chairperson, and certain Department Secretaries as members.

Assisting the NEDA Board are seven Cabinet-level inter-agency committees, in which the NEDA Chief sits as co-chair:

Development Budget Coordination Committee recommends the level of annual government expenditure and the ceiling of spending for programs, as well as debt service.

Committee on Infrastructure provides recommendations on infrastructure projects, including highways, airports, seaports, railways, power generation, telecommunications, and disaster mitigation projects, among others.

Investment Coordination Committee evaluates the fiscal, monetary, and balance of payments implications of major national projects and recommends the timetable of project implementation. It also advises the president on matters related to domestic and foreign borrowings.

Social Development Committee advises on matters concerning social development, including education, manpower, health and nutrition, population and family planning, housing, human settlements, and the delivery of other social services.

Committee on Tariff and Related Matters advises on tariff and related matters and its effects on the country of various international developments.

Regional Development Committee formulates and monitors the implementation of policies that reduce regional growth disparities, and promote rational allocation of resources among regions.

National Land Use Committee advises on matters on land use and physical planning, as well as resolve land use policy conflicts among agencies.





Under EO No. 230, s. 1987 (Reorganizing NEDA), the President may revise the membership of the NEDA Board whenever necessary through an administrative or memorandum order for the Board to effectively perform its functions.

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 Administrative Order (AO) No. 8, s. 2017 reconstituting the NEDA Board, reactivating and reorganizing the NEDA Board Executive Committee (ExCom), and reconstituting the ICC.

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

Provide policy direction and resolve policy issues involving a number of agencies or a specific socioeconomic sector, without the need to convene the entire NEDA Board 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

CHAIRPERSON

Ferdinand R. Marcos, Jr.
President of the Philippines

VICE-CHAIRPERSON

Arsenio M. Balisacan
Secretary
NEDA

MEMBERS:

Lucas P. Bersamin
Executive Secretary
Office of the President
(OP)

Frederick D. Go
Secretary
Special Assistant to the
President for Investment
and Economic Affairs
(SAPIEA)*

**Amenah F.
Pangandaman**
Secretary
Department of Budget
and Management (DBM)

Raphael P.M. Lotilla
Secretary
Department of Energy
(DOE)

Benjamin E. Diokno
Secretary
Department of Finance
(DOF)

Jose Rizalino L. Acuzar
Secretary
Department of Human
Settlements and Urban
Development (DHSUD)

Manuel M. Bonoan
Secretary
Department of Public
Works and Highways
(DPWH)

Alfredo E. Pascual
Secretary
Department of Trade and
Industry
(DTI)

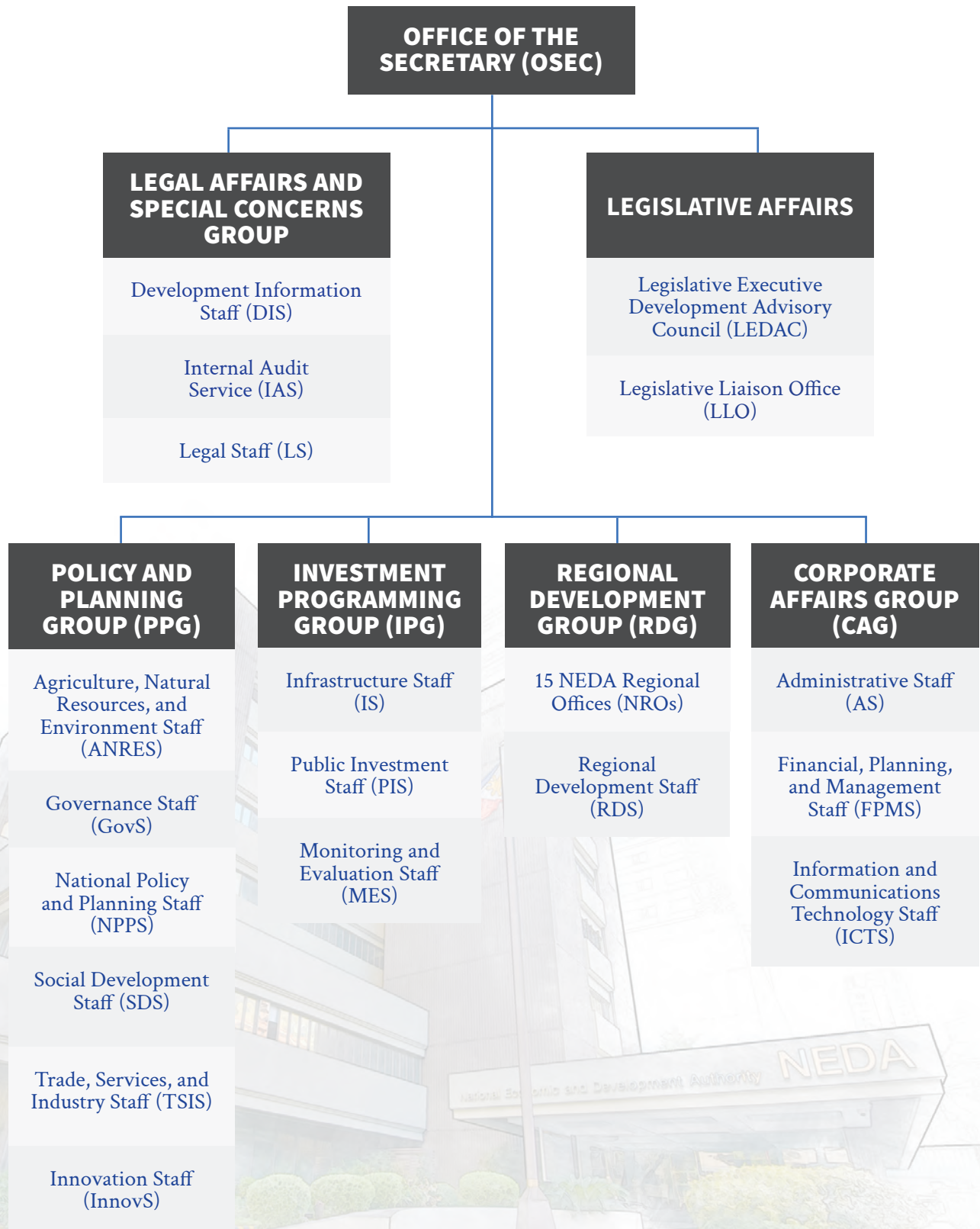
Jaime J. Bautista
Secretary
Department of
Transportation
(DOTr)

Maria Belen S. Acosta
Chairperson
Mindanao Development
Authority
(MinDA)

Francisco G. Dakila, Jr.
Deputy Governor
Bangko Sentral ng
Pilipinas
(BSP)

*EO No. 49 s. 2023 created and installed the Special Assistant to the President for Investment and Economic Affairs as the Chairperson of the Economic and Development Group. The position was also given membership in the NEDA Board Executive Committee, and three NEDA Board Committees, namely: (a) ICC; (b) SDC; (c) INFRACOM; and (d) DBCC.

NEDA ORGANIZATIONAL STRUCTURE



NEDA OFFICIALS



ATTY. KRYSTAL LYN T. UY
Undersecretary for Legislative Affairs

OSEC



ATTY. MELBOURNE ZIRO D. PANA
Undersecretary for Legal Affairs
and Special Concerns and Chief of Staff



ARSENIO M. BALISACAN, PhD
Secretary



**SARAH LYNNE S.
DAWAY-DUCANES, PhD**
Assistant Secretary



REYNALDO R. CANCIO, CESE
Assistant Secretary



ROSEMARIE G. EDILLON, PhD, CESO I
Undersecretary

PPG

RDG



GREG L. PINEDA
Assistant Secretary

CARLOS BERNARDO O. ABAD SANTOS, CESO III
Undersecretary



JONATHAN L. UY
Assistant Secretary

RODERICK M. PLANTA
Assistant Secretary

JOSEPH J. CAPUNO, PhD
Undersecretary

IPG



MA. MONICA P. PAGUNSAN, CESO III
OIC - Undersecretary

FLORANTE G. IGTIBEN
OIC - Assistant Secretary

CAG

BRIDGING TO 2040

As the Philippines' premier socioeconomic planning body, the National Economic and Development Authority (NEDA) plays a key role in shaping the country's development landscape. Broadly, NEDA identifies development priorities and areas for strategic government intervention, formulates plans and recommends policies, monitors trends and progress, appraises proposals for major initiatives, and evaluates project impact. While not an implementing agency, NEDA acts as an advisor and facilitator: it informs and enriches the decision-making process and brings together diverse actors from both the public and private sectors to steer disparate development initiatives and efforts while reconciling or harmonizing various policy objectives.

Thus, the agency's material outputs and contributions are reflected in the prioritization exercises, documents, policies, plans, and guidelines, as well as analyses, evaluations, and positions it provides. Furthermore, with its organizational capabilities and networks, NEDA is able to facilitate the mobilization of key decision-makers, authorities, and stakeholders at both national and local levels of government and society to take necessary actions toward realizing shared and desired outcomes. Through its efforts, NEDA enhances the effectiveness of development efforts, enabling stakeholders to achieve more collectively than they could individually.

Such shared and desired outcomes are encapsulated in the *AmBisyon Natin 2040*, the country's long-term vision of a *matatag* (strongly rooted), *maginhawa* (comfortable), at *panatag* (secure) *na buhay* for all Filipinos by 2040. This vision, formulated by NEDA in 2015 and collectively articulated by the Filipino people, serves as the cornerstone for all development initiatives and efforts across political administrations.

GUIDEPOSTS TO PROGRESS

NEDA has carried out its mandate through the periodic formulation of the Philippine Development Plan or PDP. As the country's six-year development roadmap, the PDP outlines the priorities aligned with the administration's socioeconomic agenda. It specifies the strategic actions that must be carried out and the legislative reforms that must be enacted to achieve our socioeconomic objectives in the medium term. From a long-term perspective, the PDPs serve as guideposts along the country's development journey, helping us navigate the path that progressively brings us closer to the realization of the *AmBisyon*.

During the term of former President Rodrigo R. Duterte, the PDP 2017-2022 laid the foundation for the inaugural medium-term strategy anchored on the *AmBisyon Natin 2040*. Excluding the year 2020 when the COVID-19 pandemic struck, economic growth was generally favorable, and critical legislative measures were enacted during the Plan period. Building on the reform momentum of past administrations, the Philippines is poised to achieve upper middle-income economy status.

However, the COVID-19 pandemic and critical public policy response challenges have erased and even reversed most of these gains, with the Philippine economy witnessing its sharpest contraction in the post-war period. This setback caused the economy to regress by several years. The silver lining was that the pandemic also served as a significant catalyst for transformation, revealing critical policy and institutional gaps that needed to be filled and accelerating much-needed transitions. With the arrival of COVID-19 vaccines, the push to reopen the economy, and the beginning of a new administration, the Philippine economy is now poised to commence its post-pandemic recovery. Still, such a recovery was fraught with new threats and challenges to the

country's growth prospects. These risks include actual and simmering geopolitical conflicts that disrupt global supply chains, a very tight fiscal space resulting from large borrowings during the pandemic, increasingly volatile weather patterns induced by climate change, and the threat that increasing automation poses to employment.

Thus, NEDA spearheaded the formulation of the Marcos Administration's PDP 2023-2028, the second six-year Plan anchored on the *AmBisyon*, to serve as a blueprint relevant for the times, a guidepost toward recovery and socioeconomic transformation. Launched in January 2023, completed faster than previous PDPs, the Plan aims to jumpstart the economy and guide it back to a high-growth trajectory, reinvigorate job creation, and accelerate poverty reduction. To align with the PDP, Regional Development Plans (RDP) were carefully crafted to foster transformation in the regions. While such exercises were done in response to the times, the Plans were simultaneously formulated with the envisioned destination in mind, thereby linking the country's present to its desired future.

CLOSER TO THE AMBISYON

The Annual Report 2023 details NEDA's key accomplishments consistent with the delivery of its mandate and the implementation of the PDP 2023-2028 and to bring the Filipino nation closer to the *AmBisyon* of a *matatag, maginhawa, at panatag na buhay*.

NEDA bridges people to their desired futures, with the government playing a key role in doing so. The agency provided critical support for policies, programs, and projects aimed at meeting the basic needs of Filipino families: food and nutrition, health, social protection, housing, and employment opportunities. Recognizing citizens' increasing preference for a future that is greener, cleaner, and healthier,

FROM VISION TO ACTION

in response to the times

The PDPs are the country's medium-term development roadmaps that aim to bridge the country to its envisioned future of a *matatag, maginhawa, at panatag na buhay* as articulated in the *AmBisyon Natin 2040*. Formulated through a whole-of-nation approach, the PDPs lay down the overall strategies, programs, policies, and legislative priorities that must be implemented or enacted to respond to current or emerging challenges and meet medium-term development objectives. As blueprints, the PDPs ensure the consistency of initiatives leading up to 2040.



NEDA took the lead in various initiatives that laid the foundations for promoting sustainability and the responsible stewardship of the environment. To communicate NEDA's, and more broadly, the government's work in shaping development outcomes, NEDA actively informs and engages various stakeholder groups, the media, and the general public.

As the agency entrusted with the review, evaluation, and monitoring of infrastructure projects, NEDA bridges places by formulating coherent policies and frameworks for infrastructure development. Given the country's many development needs, the agency's prioritization exercises, project appraisals, and reform initiatives aim to ensure that the most transformative programs and projects are funded and implemented in a coordinated and timely manner. Furthermore, for economic growth to be truly inclusive, its benefits must be felt not only in our major economic centers but also in the surrounding regions. The agency carried out its mandate by supporting initiatives that strengthen the capacities of local government units. This collaboration aims to address a wide range of development challenges by working in coordination with the national government and the private sector.

Through its internal capacities and resources, and by leveraging its networks within and outside of government, NEDA bridges policies to ensure that they remain aligned with the overall strategies outlined in the PDP 2023-2028. The agency, through its NEDA Regional Offices, formulated the RDPs, while NEDA ensured that sectoral development plans and roadmaps adhere to identified national priorities. As a policy advisor, NEDA pushed for key reforms, provided needed inputs, coordinated policy and project execution, and conducted monitoring and evaluation to influence and inform the discussions and decisions in the legislative and policymaking arenas.

All the while, NEDA has been building itself as an institution by investing in its people, providing a conducive and sustainable work environment, and strengthening the delivery of the public services it provides. In leading its network of attached agencies, NEDA bridges mandates to ensure that the objectives, projects, and activities of these institutions harmoniously contribute to the attainment of the government's desired socioeconomic outcomes.

BRIDGING PEOPLE

Along the path towards *AmBisyon Natin* 2040, NEDA has always placed the welfare of the Filipino people at the heart of its initiatives: “*Sentro ang tao sa ating plano*” (Our plans are people-centered). For this reason, NEDA steadfastly advocates for and supports policies and programs that help the Filipino people meet their needs, harness their potential, and fulfill their aspirations.

BRIDGING PEOPLE TO A PROSPEROUS, INCLUSIVE, AND RESILIENT FUTURE

Leading and supporting other government agencies, NEDA strives to create an enabling policy environment and support various initiatives that would enable all Filipinos, especially the vulnerable and marginalized, to meet their basic needs such as food, health services, social protection, shelter, and decent jobs.

Food and Nutrition

In 2023, NEDA supported the formulation and implementation of the Food Stamp Program of the Department of Social Welfare and Development. Specifically, NEDA contributed inputs to refine the initial concept and reviewed the proposal for technical assistance for the program provided by the Asian Development Bank. Under this government flagship initiative, more than 3,000 indigent families were each provided food credits worth PHP3,000, which they can use to purchase essential food items from local retailers. By 2026, a million households are expected to have more food on their tables, leading to fewer empty stomachs due to this initiative.

To address the pressing issue of malnutrition affecting all age groups, NEDA advocated strongly for strategies to ensure better access to nutritious foods in the Philippine Plan of Action for Nutrition 2023-2028. The agency participated in a series of reviews and provided inputs that were instrumental in finalizing and endorsing the Action Plan to the NEDA-Social Development Committee (SDC).

At the local level, NRO 2 monitored the “Project Classhome” of the Department of Education. Launched in 2019, the project empowered 96 youth members of the Agta

tribe and other indigenous peoples to improve their health and sanitation practices and engage in sustainable food production through local school gardens. NRO 2 reports its findings during the RDC’s SDC meetings.

Health and Social Protection

In 2023, the NEDA Board issued several policies to meet the country’s health objectives for the upcoming years and to enhance social protection extended for vulnerable Filipinos. In December, it approved the National Objectives for Health (NOH) 2023-2028, which serves as a blueprint of the key objectives and strategies for the health sector in the medium-term. In April, the NEDA Board adopted recommendations to institutionalize and improve the implementation of nationally defined sets of basic social security guarantees for the poor, vulnerable, or socially excluded population.

Housing and Jobs

Meanwhile, to address the country’s housing backlog, the Department of Human Settlements and Urban Development introduced the *Pambansang Pabahay Para sa Pilipino* Program in 2023. To ensure the economic and financial feasibility



Vice President and DepEd Secretary Sara Z. Duterte-Carpio along with various agencies, during the SDC-Cabinet Level meeting on April 5, 2023.

of this major government program, NEDA conducted an ex-ante economic impact analysis and provided policy recommendations to the Development Budget Coordination Committee.

In addition to supporting the aspirations of Filipino families to own houses, it is important to assist their working members in upskilling and connecting to quality jobs in an increasingly digitalized and automated workplace. As the chair of the Inter-Agency Council for the Development and Competitiveness of the Philippine Digital Workforce, NEDA undertook two crucial

steps in 2023. First, a Technical Working Group (TWG) was established to formulate the implementing rules and regulations of the Philippine Digital Workforce Competitiveness Act. The TWG conducted a two-day public consultation that drew more than 450 participants from different sectors across the country. Second, NEDA supported the formulation of a National Roadmap on Digital Technology and Digital Skills. This initiative will include the establishment of online portals for relevant training, certification, and scholarship programs for the Filipino workforce.



An online public consultation was streamed on the official NEDA social media page on February 9-10, 2023, for the drafting of the IRR of the Philippine Digital Workforce Act.

BRIDGING PEOPLE TO THEIR DESIRED GREENER AND MORE SUSTAINABLE ECONOMY

More and more Filipinos aspire to live and work in greener, cleaner, and healthier spaces. Achieving an improved quality of life requires concerted efforts in environmental conservation and sustainable development across all sectors, with the government taking the lead. Policies and initiatives that promote eco-friendly devices and practices, both at home and in the office or public places, are therefore crucial.

The PAP4SCP and the NCA Roadmap

In February 2023, the Philippine Action Plan for Sustainable Consumption and Production (PAP4SCP) and the Roadmap to Institutionalize Natural Capital Accounting (NCA) in the Philippines were launched. The PAP4SCP serves as the guiding framework for institutionalizing sustainable practices across sectors and government levels from 2022 until 2040 through the introduction of key reforms and programs. The NCA Roadmap, on the other hand, outlines the necessary actions, including the valuation of ecosystems.

After the PAP4SCP was launched, NEDA, through the Subcommittee on Sustainable Development Goals of DBCC, facilitated the introduction of the PAP4SCP to relevant stakeholders to ensure their understanding and collaboration. Moreover, NEDA helped

develop the policy instruments included in a DBCC resolution and Memorandum Circular¹ that mandate relevant stakeholders to report their initiatives aligned with priority actions under the Plan.

During the launch, the Philippine Statistics Authority (PSA) expressed its plan to work on the valuation of ecosystem services and its commitment to exploring ways to incorporate environmental accounts into future measurements of the national income accounts. This will provide a more nuanced measure of the nation's wealth and well-being. Several priority sites for ecosystem accounting from 2022-2040 have been identified based on specific evaluation criteria. Both commitments align with the objectives of the resolution to adopt the Roadmap to Institutionalize NCA in the Philippines by the PSA's Inter-Agency Committee on Environment and Natural Resource Statistics in 2022.



NEDA, in partnership with UNDP, organized a series of advocacy initiatives to discuss the country's priority actions on sustainable consumption and production and natural capital accounting.

¹ The draft DBCC resolution and Memorandum Circular was approved by the DBCC Subcommittee on SDG in December 2023, for subsequent endorsement to and approval by the DBCC Executive Technical Board and Office of the President.

In October 2023, the NEDA Board approved the Green Economy Programme in the Philippines, an initiative of the Department of Environment and Natural Resources. This program aims to create and implement sub-projects and activities that will assist the country in transitioning to a green economy.

Finally, NEDA has consistently advocated for the passage of the Philippine Ecosystem and Natural Capital Accounting System (PENCAS) bill in Congress. Once passed, the PENCAS bill will pave the way for integrating both economic and environmental data in our system of national accounts. This will provide policymakers with a clearer picture of the interrelationships between the economy, the environment, and its ecosystems. In February 2023, the PENCAS bill was included in the Common Legislative Agenda of the Legislative-Executive Development Advisory Council.

Aligning business practices with ESG goals and principles

In recent years, environmental, social, and governance (ESG) criteria and disclosures have gained traction in both policy and

business circles. Promoting ESG practices is expected to encourage more businesses to adopt innovative ways to meet both their financial and sustainability objectives.

To deepen the understanding of ESG principles and encourage ESG compliance by various stakeholders, NEDA organized the Symposium on Accelerating SDGs through Sustainable Business Practices or ESG in 2023. The event sought to promote collaboration among businesses, civil society organizations, and government agencies to work towards achieving a sustainable and green-centric future.

At the regional level, NRO XI spearheaded the Leading Inclusive Transformation for a Sustainable Davao Region (#LeTSDaRe) Investment Forum. Organized in collaboration with the Board of Investments, the forum brought together the Local Enterprise Development Investment Promotion Officers from the provinces and cities, along with various foreign missions and business groups interested in investing in the Davao Region, to discuss priority investment priorities.



The Symposium on Accelerating SDGs through Sustainable Business Practices or ESG was held on December 1, 2023, in Pasig City. It was attended by members of the Stakeholders' Chamber on SDGs, representatives from NEDA, and resource speakers from government agencies and organizations involved in ESG regulation.

BRIDGING PEOPLE CLOSER TO THE GOVERNMENT

In 2023, NEDA mobilized its dynamic communication networks to help bring the government closer to its constituents. Through various channels and platforms, involving other government agencies, local and foreign business groups, non-government organizations, and the media, NEDA reached out to the Filipino people to assure them of their stake in the attainment of the country's medium- and long-term development goals.



NEDA Secretary Arsenio M. Balisacan and Undersecretary Rose Marie G. Edillon served as keynote speaker and panelist, respectively, during the ECCP's 2024 Economic Outlook event held on December 6, 2023.

The NEDA Secretary's public engagements

In numerous public engagements, Secretary Arsenio M. Balisacan and NEDA officials presented the key development goals and objectives as well as the major policies and programs of the Marcos Administration. The Secretary also explained emerging economic trends and outlooks, as well as the steps the government adopted to address emerging socioeconomic concerns.

During the Philippine Economic Briefings organized by the Department of Finance and the Bangko Sentral ng Pilipinas, members of the Economic Team, including the NEDA Secretary and other Cabinet officials briefed the business and investor communities about the Philippine Development Plan 2023-2028. They also discussed the country's economic outlook and investment opportunities, particularly in infrastructure. During these events, the economic team not only promoted the country but also gathered valuable feedback



The country's economic managers, led by NEDA, DOF, DBM, and BSP engaged with the international business and financial communities during the series of Philippine Economic Briefings in 2023.



from the private sector. This feedback was crucial in refining policies, procedures, and facilities to attract both foreign and domestic investors. These forums were conducted in key global investor hubs such as Frankfurt, Germany; Washington DC and San Francisco in the United States; Singapore; Toronto, Canada; Tokyo, Japan; Doha, Qatar; and Dubai, United Arab Emirates.

Secretary Balisacan also delivered presentations and participated in discussions with members of various foreign chambers of commerce operating in the Philippines including the American Chamber of Commerce of the Philippines Inc., the European Chamber of Commerce of the Philippines, the German-Philippine

Chamber of Commerce and Industry Inc., the Israel Chamber of Commerce of the Philippines, the Canadian Chamber of Commerce of the Philippines, and the Joint Foreign Chambers of the Philippines. The Secretary exchanged views and insights about emerging local and global trends affecting the economy and relayed important government initiatives to effect the economic transformation of the country post-pandemic.

He participated in and delivered high-level insights and presentations at academic and sectoral events such as the 61st Philippine Economics Society Annual Meeting and Conference, the University of the Philippines Alumni Council Meeting, the



2023 Asia Pacific Agricultural Policy Virtual Roundtable, the IASIA Conference 2023, and the 31st National Developers Convention.

He also delivered inspirational and keynote speeches during the Launch of the PDP 2023-2028, the Philippine Multisectoral Nutrition Project Launch, Regional Development Council-Private Sector Representatives National Convention, the

Launch of the National Innovation Agenda and Strategy Document 2023-2032, the Ceremonial Signing of the Comprehensive and Sustainable Urban Development Master Plan for Metropolitan Davao, the 50th Anniversary of the Development Academy of the Philippines, and the UN Day Forum, among other events.



President Ferdinand Marcos Jr., NEDA Secretary Arsenio M. Balisacan, together with NIC members led the launch of the NIASD 2023-2032.

NEDA'S MEDIA ENGAGEMENTS

NEDA also held press briefings and media interviews, and published media releases throughout 2023.

Among the topics covered by its 91 media releases were quarterly and annual growth performances, labor force trends and outcomes, inflation figures and trajectories, newly enacted laws and policies, and other advocacy initiatives of the government.

Secretary Balisacan also conducted press briefings after NEDA Board meetings and when the PSA issued major statistical releases, such as those on GDP. In addition, NEDA organized three special press briefings for media members, including reporters from television, online, radio, and print media outlets in 2023.

In addition to press conferences, NEDA also accommodated requests for TV interviews during the year.

Through these media exposures, NEDA managed to keep its public presence in 2023. The agency was mentioned in news articles an average of 1,788 times per month, the highest number of mentions recorded in April, June, and July 2023.



2023 TOP TRENDING TOPICS

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NEDA Board Decisions

These articles were monitored following a press briefing by Secretary Arsenio M. Balisacan in Malacañang and the #AskNEDA media briefing in the afternoon. The continued exposure of Secretary Balisacan to the press throughout the day proved to be an effective strategy in increasing NEDA's media coverage.

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Regional Comprehensive Economic Partnership (RCEP)

The RCEP was one of the most widely covered topics in the media in February. NEDA released two media statements following the ratification of the RCEP. It was also discussed by Secretary Balisacan during the NEDA Board media briefing in February, leading to increased media coverage.

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Inflation

Inflation remains one of the top concerns faced by Filipinos last year. When inflation began to ease, the positive news received more media coverage after NEDA's press release was published.

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STORIES



Q3 GDP Report

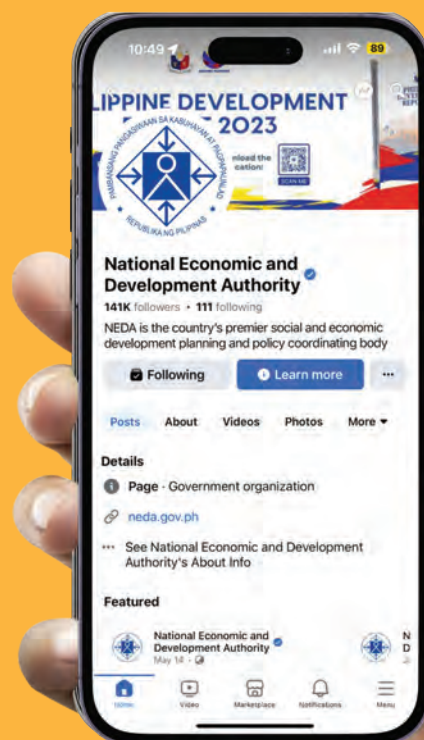
One of the widely covered media events last year was the Q3 GDP Report which followed the press briefing in November. The GDP report for Q3 2023 brought positive news, following a sluggish performance in Q2 2023.

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STORIES



NAIA Upgrade

While news about NEDA Board approvals was extensively covered following media briefings by Secretary Balisacan after each meeting, the NAIA upgrade attracted significant interest from the media and was one of the top topics covered during the year.





To further strengthen engagements with media members, NEDA conducted the Economic and Financial Literacy Training for economic reporters in October 2023. Organized jointly with the Economic Journalists Association of the Philippines (EJAP), the training aimed to ensure that reporters had the correct understanding and interpretation of economic indicators such as national income, inflation, and labor force statistics. Secretary Balisacan also had the opportunity to interact with the media members during the training, fostering a better understanding and relationship between NEDA and the press.



SOCIAL MEDIA

Through its presence on various social media channels, NEDA was able to reach more Filipinos. NEDA's organic posts on its Facebook page enabled it to gain

+8,000
FOLLOWERS
 **1.2M**
REACH
PEOPLE IN 2023

The NEDA Facebook page received around

+90,000
MORE VISITS



in 2023 compared to the 176,700 visits in 2022. This suggests an increase in the number of people accessing the NEDA Facebook page for information. The visits peaked at 56,700 in October and 24,500 in November, coinciding with NEDA's posts on inflation reports.

Other posts that garnered the highest reach included updates on the 25 projects approved under the 2023 innovation grants (23,000), the NEDA Board Regional Development Committee meetings (18,500), and the signing into law of the Public-Private Partnership Code (17,100).

In 2023, NEDA expanded its reach and engagement by creating Facebook reels, which garnered

+9,900
VIEWS FOR
FACEBOOK REELS


throughout the year. Additionally, more videos were produced and posted on the NEDA Facebook page, resulting in a substantial increase in the total viewing time of posted videos to

+47,300
MINS
VIEWING TIME


a significant rise from just 2,300 minutes in 2022.

BRIDGING PLACES

Vital to the government's sustained effort to bridge the present with *AmBisyon* is infrastructure development—an indispensable component that connects our communities, local economies, and cultures. The government pursued various initiatives to facilitate the movement of people, goods, services, ideas, and information. By establishing linkages between leading and lagging regions, more communities, families, and individuals are able to enjoy the fruits of economic growth.

FACILITATING LINKAGES AND MOBILITY

The NEDA Board, through the Investment Coordination Committee (ICC) and the Committee on Infrastructure (INFRACOM), is at the forefront of planning, programming, appraising, and monitoring the government's infrastructure projects. In 2023 alone, under the Marcos Administration, the NEDA Board met 10 times to discuss and approve major policies and projects for the sector. The number of meetings in a single, full calendar year is already higher than the number held from 2016 to 2022, clearly demonstrating the government's strong commitment to turning game-changing projects into reality.



President Ferdinand R. Marcos Jr. and NEDA Secretary Arsenio M. Balisacan discussed high-impact projects during the NEDA Board meeting on October 13, 2023.

Coherent policies and frameworks for infrastructure development

In 2023, the NEDA Board INFRACOM convened nine times—four times at the Cabinet Level and the remaining meetings at the Technical Board Level. Through discussions and technical work conducted by its member agencies, INFRACOM formulated and approved several major policies and frameworks to guide and stimulate the country's infrastructure development in the medium- and long-term.

First, the INFRACOM formulated and approved the National Policy on Infrastructure Sector Master Plans and secured the NEDA Board's confirmation of

the policy on July 19, 2023. This policy seeks to harmonize and rationalize the preparation of infrastructure sector master plans across government agencies. This will ensure that infrastructure projects are coordinated, responsive to emerging issues, and consistent with the priority development strategies of the sector.

Second, the INFRACOM approved the *Updated Framework for National Government (NG)-Local Government Unit (LGU) Sharing of Costs and Responsibilities for Local Infrastructure Projects* on September 14, 2023. The framework aims to establish financing mechanisms and clarify the roles of local and national governments in the provision and financing of local roads, bridges, and other public infrastructures, in light of the Mandanas-Garcia ruling by the Supreme Court.



NEDA Secretary Arsenio M. Balisacan chaired the NEDA Board INFRACOM meeting.

In December 2023, the INFRACOM approved the *Master Plan on High Standard Highway (HSH) Phase 2 Network Development*. This plan is the result of an extensive study conducted by the Department of Public Works and Highways in collaboration with the Japan International Cooperation Agency. The output of Phase 1 of the study is the Master Plan, which encompasses areas in Metro Manila, Metro Cebu, and the Tagum-Davao-General Santos corridor. Phase 2 focuses on improvements in production areas and regional industries/centers. The end goal is to establish an HSH network for faster, safer, more comfortable, reliable, and environment-friendly road transportation.

Strategic infrastructure aligned with development priorities

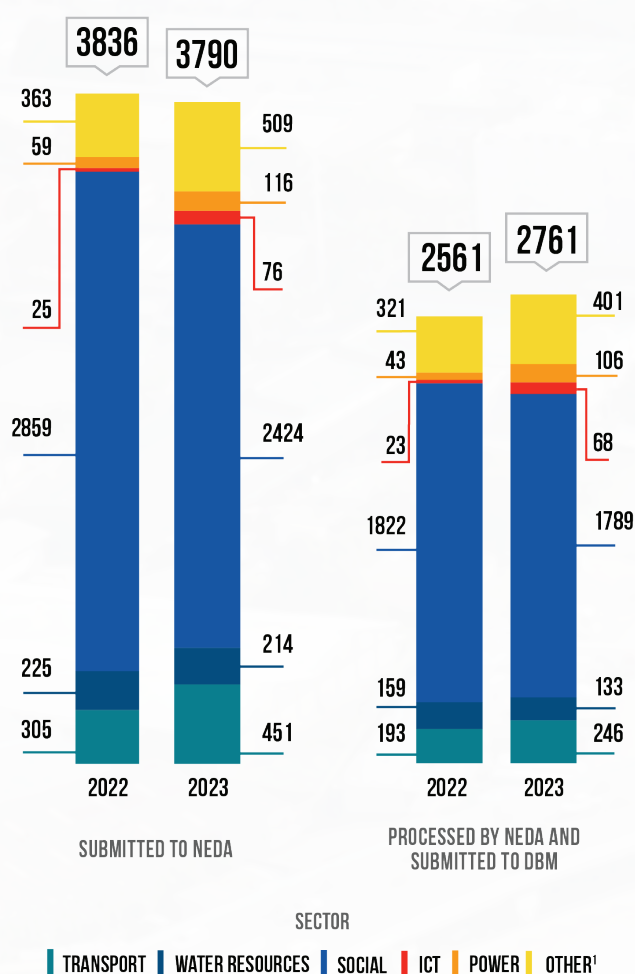
NEDA has two mechanisms in place to ensure the consistency of programs, activities, and projects (PAPs), including those related to infrastructure, with the national priorities, plans, and purposes specified in the Philippine Development Plan formulated under each administration. These are the Public Investment Program (PIP) and the Three-Year Rolling Infrastructure Program (TRIP).

The PIP is an annual and comprehensive listing and vetting of the PAPs that national government agencies, government-owned and –controlled corporations, and other agencies plan to execute in various sectors over a six-year horizon. Derived from the PIP list is an annual TRIP, which comprises three years of infrastructure-related PAPs funded through the General Appropriations Act (GAA). NEDA generates and submits both the PIP and TRIP lists to the DBM as part of the annual budget activities. This ensures the alignment in the planning, investment programming, and budgeting processes in the government. More crucially, the TRIP guarantees that all infrastructure development plans are carefully planned and supported over a rolling three-year period, while also being responsive to new and emerging development priorities.

During the first iteration of the PIP under the Marcos administration, NEDA evaluated 3,699 infrastructure PAPs to ensure that these contribute to the attainment of the desired outcomes and meet the criteria outlined in the PDP and its accompanying results matrix. With a total investment requirement of PHP15.79 trillion, the list of PAPs spans various sectors, including transportation, water resources, social services, information and communications technology, power, and other infrastructures. The projects are further classified based on their implementation readiness or status.

While NEDA received fewer PAP submissions in 2023 from 2022, it endorsed more to DBM last year. The number of PAPs submitted through NEDA's PIP Online (PIPOL) system slightly decreased from 3,836 in 2022 to 3,790 in 2023. Of the latter, 2,761 (72.8%) were transmitted to DBM which is 232 PAPs more than in 2022 (Figure 1).

FIGURE 1. PAPS UNDER THE PUBLIC INVESTMENT PROGRAM

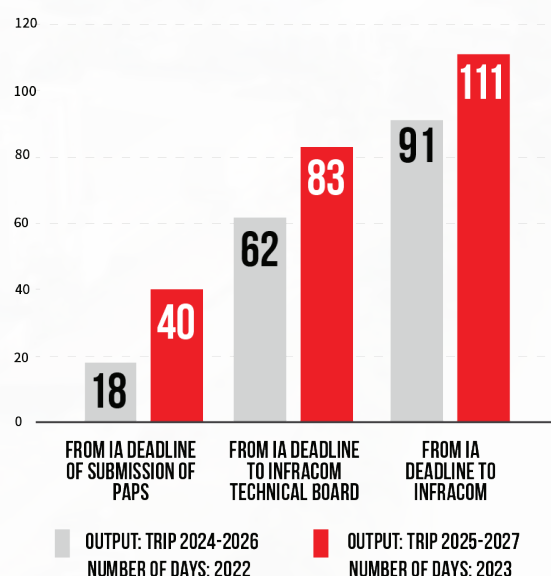


¹ Includes urban/heritage renewal projects, government buildings, research facilities and multipurpose facilities

The increase in the number of PAPs processed was accompanied by a longer processing time over the same period. The number of days given to implementing agencies for submitting their PAPs to NEDA was extended from 18 to 40 days.

Meanwhile, the length of time from the submission deadline to the vetting of the submitted PAPs, and finally to INFRACOM approval, increased by 20 days in 2023 from only 91 days in 2022 (Figure 2). Balancing the thoroughness and speed in processing PAPs is crucial for NEDA in fulfilling its role in public investment programming.

FIGURE 2. PROCESSING TIME FOR THE TRIP



The longer processing time for PAPs has other benefits: identifying of financing modalities and estimating of the total investment requirement. Of the total number of processed PAPs in 2023, 94.93 percent (2,621 PAPs) are financed through the GAA, 3.01 percent (83 PAPs) through Official Development Assistance (ODA), 1.09 percent (30 PAPs) through other sources, which include internal income of state universities and colleges (SUCs) and other special purpose funds, and 0.98 percent (27 PAPs) through PPPs (Figure 3).

FIGURE 3. TOTAL NUMBER OF PROCESSED PAPs IN 2023

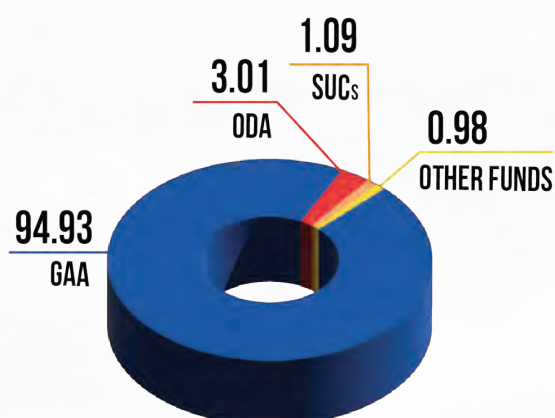
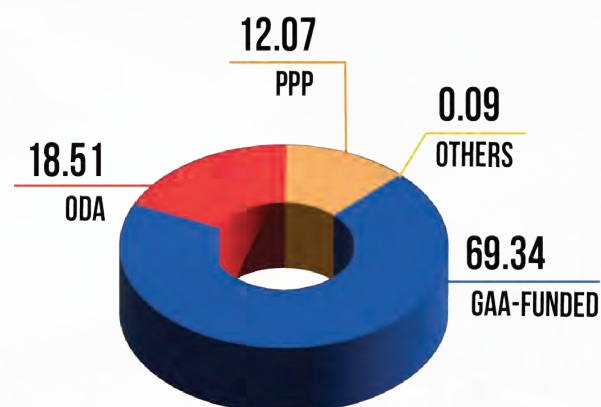


FIGURE 4. SHARE IN THE TOTAL INVESTMENT OF PAPs IN 2023



In terms of share in the total investment requirement of PHP6,956.05 billion, GAA-funded projects account for 69.34 percent (PHP4,823.22 billion), ODA projects for 18.51 percent (PHP1,287.54 billion), PPP projects for 12.07 percent (PHP839.33 billion), and other funding sources for 0.09 percent (PHP5.97 billion) (Figure 4).

List of Reviewed Policies and Discussed Agendas by the INFRACOM

CY 2023 INFRACOM Work Plan

PIP 2023-2028 and TRIP for Fiscal Years (FYs) 2024-2026 as Input to the FY 2024 budget preparation

Guidelines for Inclusion in the Infrastructure Flagship Projects (IFPs) under the Build-Better-More Program

List of PPP Projects to be implemented in the medium-term

Amendments to the 2013 NEDA Joint Venture (JV) Guidelines

Progress Report on the IFPs for the First Quarter of 2023

Proposed Adoption of a National Policy on Infrastructure Sector Master Plans

Draft Policy Note: Updated Framework for National Government (NG) - Local Government Unit Sharing of Costs and Responsibilities for Local Infrastructure Projects

Unified Resource Allocation Framework for Water Supply and Sanitation (URAF-WSS)

Proposed Reconstitution of the INFRACOM and the INFRACOM-SCWR

Revised Guidelines for the Formulation, Prioritization and Monitoring of the Government's IFPs/Updated List of IFPs under the Build-Better-More Program

Integrated Water Resources Master Plan (IWMP)

Master Plan on HSH Network Development, Phase 2

Joint Call for the Updating of the PIP 2023-2028 and Formulation of TRIP for FY 2025-2027 as Input to the FY 2025 budget preparation

Executive Order (EO) on Expediting the Processing of Licenses, Clearances, Permits, Certifications, and/or Authorizations of IFPs

Formulation of the Philippine Development Report (PDR) 2023 Chapter 12: Expand and Upgrade Infrastructure

Organization for Economic Co-operation and Development (OECD) Survey on the Governance of Infrastructure in Southeast Asia

GAME-CHANGING INFRASTRUCTURE FLAGSHIP PROJECTS



In pursuit of the government's aggressive infrastructure drive, the NEDA Board, chaired by the President, confirmed the initial list of Infrastructure Flagship Projects (IFPs) on March 9, 2023. Prior to this, the list was approved on February 27, 2023, by the INFRACOM. These IFPs are game-changing, transformative, and urgently needed infrastructure projects under the 'Build-Better-More' Program of the Marcos Administration. Infrastructure projects in the list of IFPs are given budget priority from the preparation to implementation stages. To minimize delays in its implementation, these are also assured of expedited review and approval of requisite permits and clearances by both local governments and national regulatory agencies.

From 191 IFPs in March 2023, three infrastructure projects were added to the list by the end of the year, raising the total investment requirements to PHP8.7 trillion.

The INFRACOM approved the Guidelines for the Formulation, Prioritization, and Monitoring of the IFPs, which were later confirmed by the NEDA Board. These policy guidelines specify the processes for the annual updating of the IFP list. It also provides the grounds for both the inclusion of new projects and the deletion of a project

already on the list, in consideration to possible changes in an agency's priorities and absorptive capacities, as well as the project's estimated impact and progress.

Meanwhile, to enhance public sector efficiency, transparency, and accountability, NEDA launched the IFPs Dashboard on July 19, 2023. Accessible to both the implementing agencies and the public, the dashboard is an intuitive interactive tool that enables users to track the progress of any IFP-listed project. The dashboard contains regularly updated important information such as the costs, sector, mode of financing, and regional location of each project.

SCAN ME



Access the IFPs Dashboard at
bit.ly/NEDA_IFPs



DELIVERING GAME-CHANGING, TRANSFORMATIVE,
AND URGENTLY NEEDED INFRASTRUCTURE:

THE SAMAR PACIFIC COASTAL ROAD PROJECT

A completed Infrastructure Flagship Project in June 2023: the Samar Pacific Coastal Road Project - an 11.607-kilometer road project with three bridges linking the so-called “Pacific towns,” complementing and eventually establishing a circumferential road loop around Samar Island.

The first IFP to be completed under the Marcos Administration was the **Samar Pacific Coastal Road Project (SPCRP) of the Department of Public Works and Highways.**²

Funded by the Philippine government with assistance from the Export-Import Bank of Korea, the SPCR is a PHP1.03 billion project that involved the construction of an 11.607-kilometer road and three bridges in the coastal areas running from Simora Junction in the town of Laoang to Barangay Mabaras in the municipality of Palapag. By reducing the travel time from Palapag to Catarman by five hours, the project is expected to provide relief to thousands of motorists on the island. The reduced travel time is expected to lead to a greater volume of agricultural and marine produce of the people of Northern Samar being brought

to markets, thereby boosting the province’s economy and the welfare of its people.

Throughout the construction of the foreign loan-funded SPCR, NEDA monitored its progress as part of its annual ODA Portfolio Review submitted to Congress every June. As part of its monitoring function, NEDA tracked the physical and financial status of the SPCR and other ODA-funded projects.

Aside from providing regular updates to Congress on ODA-funded projects, NEDA’s proactive monitoring of ODA allows it to identify potential implementation issues and challenges early, providing time to plan intervention and minimize risks.

² Updates as of May 2024.



NEDA Secretary Arsenio M. Balisacan and DOF Secretary Benjamin E. Diokno co-chaired the NEDA Board ICC meeting. It was also attended by DBM Secretary Amenah F. Pangandaman.

Fast-tracking approvals of major capital programs and projects

The Investment Coordination Committee (ICC), co-chaired by NEDA, is the body that evaluates and recommends major capital programs and projects to the NEDA Board for approval. The ICC provides advice to the President on domestic and foreign borrowing programs. It also evaluates and reports on the fiscal, monetary, and balance of payments implications of major national projects. The ICC helps ensure the financial and economic viability of every major project and the efficient use of the country's limited resources. In 2023, the ICC assessed 30 projects and requests for restructuring across various sectors. Of these, the ICC approved 25 infrastructure projects, three proposals related to agriculture, environment, and natural resources, and two proposals related to social/health. Each proposal underwent technical, financial, economic, and social evaluations to ensure its technical and financial feasibility, desirability in terms of its net contribution to the country's economic and social welfare, and responsiveness to national objectives.

In 2023, the ICC streamlined its process to better facilitate the shift towards a PPP financing strategy for critical physical and social infrastructure projects. This

enabled the government to effectively utilize the private sector's resources, human capital, managerial expertise, and cutting-edge technologies. To strengthen the PPP governing framework and expedite the approval of PPP projects, NEDA, in collaboration with the Department of Finance (DOF) and the PPP Center, issued the 2022 Revised Implementing Rules and Regulations (IRR) of the Build-Operate-and-Transfer (BOT) Law and the Revised ICC Guidelines for PPP Projects.

These reforms reduced the documentary requirements for PPP projects and shortened the evaluation and approval timeline. This efficiency was evident when the NEDA Board confirmed five PPP projects, all of which completed the ICC approval process within 35 working days.

The ICC and its Secretariat had a highly productive year in 2023. The Committee convened 28 times, with the ICC TB and Cabinet Committee (CC) holding a total of 19 and nine meetings, respectively. These meetings resulted in the approval and elevation of 30 projects, including 20 on the IFP list, for confirmation by the NEDA Board.

28 NEDA ICC MEETINGS IN 2023



ICC-TB: 19
ICC-CC: 9

List of ODA- and GAA-financed Projects Evaluated and Approved by the ICC in 2023

Name of Project	New or Ongoing	ICC Reviewed and Approved Parameters	Value (in PHP million)
1. Integrated Flood Resilience and Adaptation (InFRA) Project - Phase I	New	Project feasibility, project cost, scope, and implementation period.	20,018.50
2. Philippine Rural Development Project (PRDP) Scale-Up	New	Project feasibility, project cost, scope, and implementation period.	45,012.16
3. Samar Pacific Coastal Road II Project (Laoang II Bridge and Calomotan Bridge)	New	Project feasibility, project cost, scope, and implementation period.	7,488.90
4. Provision of six units of Fire Trucks for Marawi City through a China Grant	New	Project feasibility, project cost, scope, and implementation period.	72.55
5. Green Economy Programme in the Philippines	New	Project feasibility, project cost, scope, and implementation period.	3,623.71
6. Infrastructure Preparation and Innovation Facility – Second Additional Financing (IPIF-AF2)	New	Project feasibility, project cost, scope, and implementation period.	13,077.46
7. Maritime Safety Capability Improvement Project for the Philippine Coast Guard, Phase III	New	Project feasibility, project cost, scope, and implementation period.	29,307.67
8. Pang-Agraryong Tulay Para sa Bagong Bayanihan ng Mga Magsasaka (PBBM Bridges)	New	Project feasibility, project cost, scope, and implementation period.	28,243.19
9. Dalton Pass East Alignment Road Project	New	Project feasibility, project cost, scope, and implementation period.	67,399.12
10. Integrated Disaster Risk Reduction and Climate Change Adaptation (IDRR-CCA) Measures in Low-Lying Areas of Pampanga Bay	Ongoing	Request for 12- Month Loan Validity and 18-month Implementation Period Extension	7,571.91
11. Davao Public Transport Modernization Project (DPTMP)	Ongoing	Request for change in scope, increase in project cost, and extension of implementation period	73,378.33
12. Metro Rail Transit (MRT) Line 3	Ongoing	Request for increase in cost, change in scope, extension of implementation period, additional loan, and reallocation of loan proceeds	29,607.03
13. Cebu Bus Rapid Transit (CBRT) Project	Ongoing	Proposed Change in Scope, Increase in Cost, and Extension of Implementation Period and Loan Validity	28,779.83
14. Jalaur River Multipurpose Project Stage II (JRMP II)	Ongoing	Request for Extension of Implementation Period and Loan Validity, Increase in Cost, Reallocation of Loan Proceeds, and Change in Scope and Design	19,698.83
15. Malitubog-Maridagao Irrigation Project, Stage II (MMIP II)	Ongoing	Request for Change in Scope, Decrease in Cost, and Extension of Implementation Period	5,444.85



Name of Project	New or Ongoing	ICC Reviewed and Approved Parameters	Value (in PHP million)
16. Flood Risk Management Project for Cagayan de Oro River	Ongoing	Request for Increase in Cost, Change in Scope, and Extension of Implementation Period	12,538.05
17. Bataan-Cavite Interlink Bridge	Ongoing	Request for implementation period extension and change in cost	219,309.77
18. Water District Development Sector Project (WDDSP)	Ongoing	Proposed six-month extension of the validity of the ADB Loan	2,605.80
		Request for Extension of Loan Validity and Implementation Period, Change in Scope, Change in Cost, and Partial Loan Cancellation	3,033.22
19. Infrastructure Innovation Facility Project (IPIF)	Ongoing	Request for a one-year loan validity extension	7,919.20
20. Malolos-Clark Railway Project (MCRP)	Ongoing	Request for a one-year loan	329,554.55
21. Laguna Lakeshore Road Network Project, Phase I	Ongoing	Request for decrease in cost without change in scope	175,308.51
22. COVID-19 Emergency Response Project (CERP)	Ongoing	Request for Loan Validity Extension	45,417.00
23. Philippines COVID-19 Emergency Response Project (PCERP)	Ongoing	Partial Loan Cancellation of the PCERP, and Full Loan Cancellation of the PCERP Additional Financing-2	
24. Second Health System Enhancement to Address and Limit COVID-19	Ongoing	Request for Loan Cancellation of the Additional Financing	25,500.00
25. Forestland Management Project	Ongoing	Request for one-year extension of implementation period and loan validity, reallocation of loan proceeds, and change in financing mix	5,870.00
26. Tarlac-Pangasinan-La Union Expressway (TPLEX) Extension Project	New	Project feasibility, project cost, scope, and implementation period.	27,515.42
27. Rehabilitate, Operate, Expand, and Transfer (ROET) of the Ninoy Aquino International Airport (NAIA) PPP Project (Solicited NAIA PPP Project)	New	Project feasibility, project cost, scope, and implementation period.	170,600.00
28. Upgrade, Expansion, Operation, and Maintenance of the Laguindingan International Airport	New	Project feasibility, project cost, scope, and implementation period.	12,748.35
29. Dialysis Center for the Renal Center Facility of the Baguio General Hospital Medical Center (BGHMC)	New	Project feasibility, project cost, scope, and implementation period.	397.26
30. University of the Philippines-Philippine General Hospital Cancer Center Public-Private Partnership (Build-Transfer-Operate) Project	New	Project feasibility, project cost, scope, and implementation period.	6,051.00
TOTAL			1,423,092.17

■ PPP Projects

PROCESSING TIME FOR PPP PROJECTS



Dialysis Center for the Renal Center Facility of the Baguio General Hospital Medical

Implementing Agency: DOH / BGHMC

Date of NEDA Board Confirmation: October 13, 2023

Total Working Days to Complete ICC Approval: 30



Rehabilitation, Operation, Expansion, and Transfer of the Ninoy Aquino International Airport

Implementing Agency: DOTr / MIAA

Date of NEDA Board Confirmation: July 19, 2023

Total Working Days to Complete ICC Approval: 17



Upgrade, Expansion, and Operation, and Maintenance of the Laguindingan International Airport

Implementing Agency: DOTr / CAAP

Date of NEDA Board Confirmation: July 19, 2023

Total Working Days to Complete ICC Approval: 24



Tarlac-Pangasinan-La Union Expressway (TPLEX) Extension Project

Implementing Agency: DPWH

Date of NEDA Board Confirmation: June 2, 2023

Total Working Days to Complete ICC Approval: 35



University of Philippines-Philippine General Hospital Cancer Center PPP Project

Implementing Agency: UP PGH

Date of NEDA Board Confirmation: February 2, 2023

Total Working Days to Complete ICC Approval: 31



NEDA Secretary Arsenio M. Balisacan, together with DOF Secretary Benjamin E. Diokno, and DBM Secretary Amenah F. Pangandaman led the 8th ComDev Meeting on December 14, 2023 at the DBM Multipurpose Hall.

TOWARDS BALANCED REGIONAL GROWTH

Achieving balanced regional growth aligns with the thrust toward inclusivity. By enhancing vertical linkages between the national and local government through the devolution of functions, services, and facilities (FSFs) tailored to LGUs' needs and circumstances, more Filipinos will have better access to frontline public services. To ensure this, the government pursues initiatives to develop the fiscal and technical capacities of LGUs to absorb FSFs and to align with the regional and national priorities in investment programming. Further measures to enhance the roles of private sector partners will help promote inclusivity. Finally, with the uncertain and adverse effects of climate change, fostering disaster resilience, especially in lagging or impoverished regions that are frequently vulnerable to extreme weather events, will help promote more equitable prosperity across different regions.

Enhanced local public service delivery through full devolution

In March 2023, in response to the challenges faced during the implementation of Executive Order 138 titled "Full Devolution of Certain Functions of the Executive Branch to LGUs, Creation of a Committee on Devolution, and For Other Purposes," the President directed NEDA and the DOF to prepare a conceptual paper. This paper would assist the government in defining and distinguishing the functions and services that should be assigned to the national and local levels. To carry out the President's instructions, NEDA conducted a study with technical support from the World Bank and in coordination with the members of the Committee on Devolution. The study proposed and applied an analytical framework to assess LGUs' fiscal capacity to absorb devolved responsibilities currently carried out by specific national government agencies. It also provided recommendations on the optimal combinations of functions and services for a gradual devolution process. The initial results of the study were presented to the President in December 2023. During the meeting, the President instructed NEDA to expand its analysis to include the functions and services that LGUs aspire to provide or undertake based on their requirements and capabilities. NEDA committed to deliver the results of the extended analysis in February 2024.



Hon. Emmylou J. Taliño-Mendoza, Chairperson of the Regional Development Council XII and Governor of Cotabato Province (sixth from the right), and NEDA Secretary Arsenio M. Balisacan led the participants from the SOCCSKSARGEN Region during the Regional-National Investment Programming (RNIP) Dialogue on August 17-18, 2023, in Parañaque City, Metro Manila. The RNIP Dialogue was facilitated by NEDA Public Investment Staff and participated by various representatives from RDCs and NEDA Regional Offices.

Strengthening regional-national linkages

To promote the coordination of PAPs at the national and regional levels, NEDA, organized the first-ever Regional-National Investment Programming (RNIP) Dialogue in August 2023. The RNIP Dialogue brought together Agency Central Offices and Regional Development Councils³ to bridge the gap between the priorities of National Government Agencies as outlined in the PIP with the priorities of the regions as outlined in the Regional Development Investment Programs. Fostering collaboration among different levels of governance, this engagement served as a platform for the RDCs to articulate the needs and problems in their regions and suggest potential resolutions to these issues to the national government. It also provided a platform for the ACOs to adopt selected regional PAPs as part of their agency budget priorities for 2025.

During the two-day event, the RDC submitted the top 30 priority programs and projects of their regions to the Central Offices of relevant NGAs. Furthermore, this enabled the RDCs to review, provide feedback, and pose questions about the region-specific PAPs of NGAs. The RNIP Dialogue is one of NEDA's initiatives to foster a more harmonized approach to investment programming.



NEDA Undersecretary Carlos Abad O. Santos delivered the keynote address during the Regional National Investment Programming Dialogue on August 17-18, 2023 in Parañaque City. The event was also attended by Assistant Secretary John L. Uy.

³ The Regional Development Council (RDC) is the highest policy-making body in a region, primarily responsible for coordinating and setting the direction of all economic and social development efforts in the area. Each RDC closely works with NEDA in performing its mandate, with the NEDA Regional Director as the ex-officio Vice-Chair of each council. The NEDA Regional Offices function as the Secretariat of the RDC in their respective regions. RDCs report to the President via the NEDA Board.



NEDA Secretary Arsenio M. Balisacan hosted an executive dinner during the RNIP Dialogue. Executive Secretary Lucas P. Bersamin (fifth from the left), secretaries, and officials from various agencies, chairpersons of RDCs, stakeholders, and local government officials were in attendance.

PUBLIC-PRIVATE SECTOR COLLABORATION IN THE REGIONS

The RDC-PSR National Convention

The Regional Development Council–Private Sector Representatives (RDC–PSR) National Convention serves as a platform to deepen the relationship between local government authorities and their regional private-sector counterparts. While the convention provides a platform for the private sector to share initiatives and best practices with the government, it is also intended to further strengthen the PSRs as collaborators in policy planning. With these stakeholders present during the policy and plan formulation, the resulting legislation, ordinances and resolutions are tailored to meet the needs of the regions.



NRO VI Regional Director Arcio T. Casing welcomed the 200 PSRs who attended the 14th RDC–PSR National Convention on April 27, 2023 at the Iloilo Convention Center, Iloilo City.

On April 26–28, 2023, RDC VI hosted the 14th RDC–PSR National Convention. The event attracted 200 PSRs from across the country. The convention included a trade fair, a series of talks, and a cultural night that showcased Visayan culture. The three-day event concluded with a business meeting on the final day, which included breakout sessions focusing on social, infrastructure, and economic development. Resolutions were passed following the sectoral discussions and are now lined up to be endorsed to different higher policy-making bodies.



The RDC VI gathered over 200 PSRs across 15 regions in the country and served as the event's host region.

Strengthening regional resilience

On top of promoting economic resilience through greater private sector participation, ensuring disaster resilience is also a priority in the government's development agenda. Adverse weather conditions, including El Niño, have consistently and significantly impacted several regions and various sectors such as agriculture, water resources, and energy.

Thus, on June 21, 2023, the NEDA Regional Office X (Northern Mindanao) prompted the RDC X to reactivate the "Road Map to Address the Impact of El Niño-Technical Working Group (RAIN TWG)."⁴ With NRO-X as its chair, the RAIN-TWG complemented the *Northern Mindanao El Niño Mitigation Action Plan for Agriculture* formulated by the Department of Agriculture-X. The RAIN-TWG coordinated action plans with its 16 member agencies to mitigate the adverse impact of El Niño on food security, energy security, water security, health, and public safety in the region.

Through its monthly meetings, the RAIN-TWG monitors the implementation of action plans of member agencies, which include the following: (a) daily information dissemination of weather outlook by PAGASA for all RAIN-TWG



NEDA Secretary Arsenio M. Balisacan and Undersecretary Carlos O. Abad Santos graced the 14th RDC-PSR Nation Convention hosted by RDC VI on April 27, 2023 at the Iloilo Convention Center, Iloilo City.

member agencies, LGUs, and the general public; (b) capacity building of farmers and LGUs related to the adjustment of crop planting calendars, maintenance of irrigation and drainage systems, price monitoring of consumer goods and fuel products, pre-positioning/buffer stocking of basic commodities, preventive measures, investigation, and response to El Niño-related incidents (e.g., health issues, forest fires). The RAIN-TWG also paved the way for the creation of the Regional El Niño Team of Northern Mindanao, as mandated by the National Disaster Risk Reduction and Management Council Memorandum Circular No. 5, s. 2023, to sustain the coordinated efforts until the expected end of the El Niño phenomenon in June 2024.

⁴ Specifically, this resolution is under RDC-X Resolution No. 28 (s. 2023).

BRIDGING POLICIES

Like blueprints illustrating the design and structure of bridges, policies serve as integral guides toward a prosperous, inclusive, and resilient society. NEDA plays a key role in formulating, reviewing, monitoring, and evaluating socioeconomic policies, programs, and projects to ensure sound economic governance. The significance of NEDA's assessments and policy inputs is enhanced by its ability to leverage its networks and coordinate with various inter-agency bodies in line with a whole-of-government and whole-of-society approach.



SHEPHERDING POLICY FORMULATION

Regional and sectoral plans aligned with the PDP 2023-2028

Completed in December 2022, the PDP 2023-2028 was officially launched to the public in January 2023. As the nation's medium-term development blueprint, the PDP outlines the government's strategies, programs, projects, and legislative priorities that need to be implemented in the medium-term to ensure that the targets and outcomes contained in the PDP are met.

Guided by the PDP, the Regional Development Councils (RDC) crafted their respective Regional Development Plans (RDP) with priorities and strategies aligned with the overall Plan but responsive to local contexts. Between May and August 2023, the RDCs launched their respective RDP.



**Philippine
Development
Plan 2023-2028**



SCAN ME

bit.ly/PhilippineDevelopmentPlan

**Regional
Development
Plans 2023-2028**



SCAN ME

bit.ly/RDPReport

LAUNCH OF REGIONAL DEVELOPMENT PLANS 2023-2028

Q2 2023

**REGION I
ILOCOS**
MAY 30, 2023



**REGION XI
DAVAO**
MAY 23, 2023



**REGION IV-A
CALABARZON**
JUNE 8, 2023



MIMAROPA
JUNE 2, 2023



**REGION X
NORTHERN
MINDANAO**
JUNE 21, 2023



CAR
JUNE 15, 2023



Q3 2023

**REGION VI
WESTERN VISAYAS**
JULY 14, 2023



**REGION XII
SOCCSKARGEN**
JULY 6, 2023



**REGION IX
ZAMBOANGA
PENINSULA**
JULY 25, 2023



**REGION V
BICOL**
JULY 18, 2023



**REGION III
CENTRAL LUZON**
AUGUST 3, 2023



**REGION II
CAGAYAN VALLEY**
AUGUST 8, 2023



**REGION VII
CENTRAL VISAYAS**



CARAGA
AUGUST 9, 2023



**REGION VIII
EASTERN VISAYAS**
AUGUST 16, 2023



Sectoral planning toward a prosperous, inclusive, and resilient society

In 2023, NEDA contributed to the formulation of plans across different sectors of the economy by providing inputs, comments, and information to lead agencies through its participation in various inter-agency bodies. This helped ensure that the development and implementation of strategies to be carried out by the concerned agencies and stakeholders remained aligned with the overall objectives of the PDP 2023-2028.

Major Sectoral Plans of NEDA in 2023		
Major Sectoral Plans formulated by NEDA or formulated with NEDA's inputs*	Lead Agency	Date of Approval
Philippine Action Plan for Nutrition (PPAN) 2023-2028	NNC	July 7, 2023
Philippine Program Against Child Labor (PPACL) Action Plan 2023-2028	DOLE - NCACL	August 18, 2023
National Objectives for Health 2023-2028	DOH	December 14, 2023
Philippine Population and Development-Plan of Action 2023-2024	CPD	July 27, 2023
Labor and Employment Plan 2023-2028	DOLE	August 8, 2023
National Environmental Health Action Plan (NEHAP) 2030	DOH	September 26, 2023
Social Protection Plan 2023-2028	DSWD	July 27, 2023
National Technical Education and Skills Development Plan (NTESDP) 2023-2028	TESDA	January 24, 2024; Comments provided in 2023
Philippine Youth Development Plan 2023-2028	NYC	July 27, 2023
National Security Policy 2023-2028	National Security Council	October 8, 2023
National Defense Strategy 2023-2028	DND	Comments provided in 2023
Philippine National Police Medium-Term Development Plan 2023-2028	PNP	Comments provided in 2023
National Police Commission Crime Prevention Plan 2023-2028	NAPOLCOM	May 23, 2023
2 nd Bangsamoro Development Plan 2023-2028	Bangsamoro Transition Authority	April 23, 2023
El Niño National Action Plan	NEDA	November 17, 2023
National Innovation Agenda and Strategy Document (NIASD) 2023-2032	NEDA	June 30, 2023
6 th National Action Plan of the Philippine Open Government Partnership	DBM	December 28, 2023
Philippine Development Plan 2023-2028	NEDA	Approved in December 2022; launched and published in January 2023
Philippine Export Development Plan (PEDP) 2023-2028	DTI-EMB	Launched in June 15, 2023
Philippine Statistical Development Program (PSDP) 2023-2029 (Chapter 5: Agriculture, Forestry, and Fishery Statistics)	PSA	January 29, 2024 through PSA Board Resolution No. 2, s. 2024; comments provided in 2023
National Farm-to-Market Roads Network Plan 2023-2028	DA-BAFE	February 16, 2023 through Joint Administrative Order No.1, s. 2023
Philippine Statistical Development Program (PSDP) 2023-2029	PSA	PSDP 2023-2029 was approved by the PSA Board on February 7, 2024
Philippine Public Financial Management Reforms Roadmap 2023-2028	DBM	Not yet approved; comments provided in 2023
Master Plan on High Standard Highway (HSH) Network Development, Phase 2	DPWH	December 15, 2023

*approved in 2023 or inputs were provided in 2023



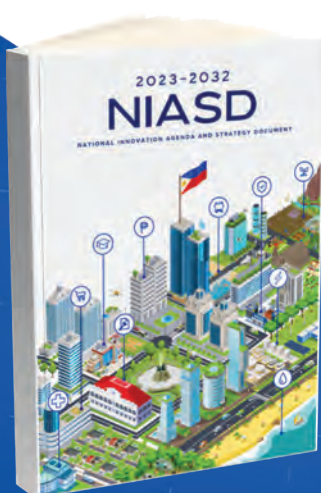
ADVANCING FILIPINNOVATION

The National Innovation Agenda and Strategy Document 2023-2032

As the country's 10-year innovation governance blueprint, the National Innovation Agenda and Strategy Document (NIASD) 2023-2032 was approved by President Ferdinand R. Marcos Jr., on June 30, 2023, and launched on September 27, 2023, at the Metropolitan Theatre, in Manila. With the theme, "Reshaping the Future, Advancing Filipinno," the NIASD aims to transform the Philippines into a smart and innovative country. This transformation will be achieved by establishing a dynamic innovation ecosystem anchored on five key enablers: the National Innovation Council (NIC), innovation policies, innovation infrastructures, innovation financing, and innovation programs.



This roadmap, co-created with both the public and private sectors, aligns with the nation's aspirations as outlined in *AmBisyon Natin 2040*: for a stable, comfortable, and secure life for all. It outlines the country's 10-year vision, long-term goals, and strategies to improve innovation governance across four pillars, each encompassing 10 priority areas identified by the NIC.



NIASD 2023-2032



SCAN ME

bit.ly/NIASD-document

Following the successful launch in Manila, the NEDA Innovation Staff embarked on a series of regional innovation roadshows and workshops across Luzon (October 26-27, Pampanga), Visayas (November 16-17, Iloilo City), and Mindanao (November 28-29, Davao City). These events aimed to raise awareness, identify regional contributions to the NIASD's core targets, and co-create the National Innovation Communication Plan (NICP).

Legislation to advance the socioeconomic agenda

Serving as the government's policy coordinating body, NEDA plays a major role in ushering in the legislative priorities of the Executive through Congress as well as ensuring the alignment of bills or resolutions filed in Congress with the country's socioeconomic development plans and targets, all in efforts to realize the President's 8-Point Socioeconomic Agenda.

In coordination with other government agencies, NEDA spearheaded the formulation of the following bills under the President's legislative agenda: the Department of Water Resources Bill, the Philippine Ecosystem and Natural Capital Accounting System (PENCAS) Bill, Blue Economy Bill, and the Open Access in Data Transmission Act, also known as the *Konektadong Pinoy* Act. The Public-Private Partnership (PPP) Code was among the notable laws passed in December 2023.

NEDA is constantly and increasingly asked by Congress to provide information, analyses, and positions on legislative matters. In 2023, NEDA submitted a total of 269 position papers and/or comments to the Legislative branch, which makes a 63-paper increase from the agency's output in 2022. As a resource agency in congressional hearings, NEDA attended 133 public hearings in the Senate and 201 meetings in the House of Representatives in 2023 alone. In 2023, it performed better than the previous year, being summoned to participate in only 42 public hearings and 94 meetings in the House.

Moreover, several congressional hearings referenced the agency's research, projections, and estimates in 2023. Apart from NEDA's projections on the country's economic growth trajectory, its frequently cited outputs include research on the country's infrastructure spending, power sector, national debt, effects of inflation, and constitutional amendments.

NEDA AND THE LEDAC

Bridging Executive and Legislative Branches to Formulate Continuing, Coordinated Socioeconomic Development Programs and Policies



The LEDAC, chaired by the President, serves as an important avenue for facilitating high-level policy discussions on vital issues and concerns affecting national development

COMMON LEGISLATIVE PRIORITIES OF CONGRESS PRESENTATION FOR THE 3RD LEDAC MEETING

20 SEPTEMBER 2023

BY SENATE PRESIDENT JUAN MIGUEL F. ZUBIRI



The Legislative-Executive Development Advisory Council (LEDAC), created under RA 7640, is mandated to serve as a consultative and advisory body to the President on specific programs and policies crucial to achieving the realization of national development goals. Chaired by the President, the Council comprises of three members from the Senate, three members from the House of Representatives, and three representatives from the local government units, the private sector, and the youth. NEDA serves as the principal secretariat to the Council.

In 2023, the LEDAC approved several measures to be included in the Common Legislative Agenda (CLA) for the 19th Congress. Convening three times a year — one Executive Committee Meeting, presided over by the Executive Secretary, and two Full Council Committee Meetings, presided over by the President — the LEDAC adopted a list of 57 bills in its CLA. The Council agreed to prioritize 20 bills for passage by the end of 2023. Through the concerted efforts of both the Executive and Legislative branches, eight out of the 20 were enacted.

The regular convening of the LEDAC proved instrumental in bridging the Executive and Legislative branches of government to deliberate, agree on, and push for priority measures aligned with the socioeconomic agenda of the President.

For 2023, priority bills in the CLA focused on agriculture, environment, national defense, government among other areas, to further support the achievement of development targets outlined in the PDP 2023-2028.

Common Legislative Agenda Bills Enacted in 2023

- 1. Strengthening Professionalism in the Armed Forces of the Philippines**
RA 11939 - May 17, 2023
- 2. New Agrarian Emancipation Act**
RA 11953 - July 7, 2023
- 3. Maharlika Investment Fund**
RA 11954 - July 18, 2023
- 4. Regional Specialty Hospitals**
RA 11959 - August 24, 2023
- 5. Trabaho Para sa Bayan Act**
RA 11962 - September 27, 2023
- 6. Trabaho Para sa Bayan Act Automatic Income Classification of Local Government Units**
RA 11964 - October 26, 2023
- 7. Public-Private Partnership Code of the Philippines**
RA 11966 - December 5, 2023
- 8. Internet Transactions Act**
RA 11967 - December 5, 2023



LIST OF LEDAC MEETINGS IN 2023

LEDAC Executive Committee (ExeCom) Meeting | February 13, 2023

Approved the inclusion of the following bills in the CLA:

1. Revitalizing the Salt Industry Bill
2. LGU Income Classification Bill
3. Philippine Ecosystem and Natural Capital Accounting System (PENCAS)
4. Ease of Paying Taxes
5. Maharlika Investment Fund Bill
6. Philippine Immigration Bill
7. National Employment Action Plan
8. Amendments to the Anti-Agricultural Smuggling Act
9. Amendments to the Universal Health Care Act
10. Comprehensive Infrastructure Development Master Plan
11. Strengthening Professionalism in the AFP

Approved the prioritization of the following bills for passage by June 2023:

1. Amendments to the BOT law/PPP bill
2. Medical Reserve Corps
3. National Disease Prevention Management Authority
4. Virology Institute of the Philippines
5. Mandatory ROTC
6. New Agrarian Emancipation Act
7. Internet Transactions Act
8. Maharlika Investment Fund Bill
9. Revitalizing the Salt Industry Bill
10. Strengthening Professionalism in the AFP

Foregoing agreements were approved by the President pursuant to the memorandum from the Executive Secretary dated March 3, 2023.

LEDAC Full Council Meeting | July 5, 2023

Approved the inclusion of the following bills in the CLA:

1. Bank Deposits Secrecy Bill
2. Anti-Financial Accounts Scamming Act
3. *Tatak Pinoy* (Proudly Filipino) Act
4. Blue Economy Bill

Approved the prioritization of the following bills for passage by end of December 2023:

1. Amendments to the BOT Law/PPP Bill
2. National Disease Prevention Management Authority
3. Internet Transactions Act
4. Medical Reserve Corps
5. Virology Institute of the Philippines
6. Mandatory ROTC
7. Revitalizing the Salt Industry Bill
8. Real Property Valuation and Assessment Reform Bill
9. E-Government/E-Governance Act
10. Ease of Paying Taxes
11. National Government Rightsizing Program
12. Unified System of Separation, Retirement and Pension of Military and Uniformed Personnel
13. LGU Income Classification
14. Waste-to-Energy Bill
15. New Philippine Passport Act
16. Magna Carta of Filipino Seafarers
17. National Employment Action Plan
18. Amendments to the Anti-Agricultural Smuggling Act
19. Bank Deposits Secrecy Bill
20. Anti-Financial Account Scamming Act

LEDAC Full Council Meeting | September 20, 2023

Approved the inclusion of the following bills in the CLA:

1. Amendments to the Government Procurement Reform Act
2. Excise Tax on Single-Use Plastics
3. Amendments to the Cooperative Code
4. Amendments to the Fisheries Code
5. New Government Auditing Code
6. VAT on Digital Services
7. Rationalization of the Mining Fiscal Regime
8. Self-Reliant Defense Posture Revitalization Act
9. Philippine Maritime Zones Act
10. Open Access in Data Transmission Act
11. Amendments to the Right-of-Way Act

THE MISSING PIECE

The Road to Enacting a Comprehensive Governing Framework for Public-Private Partnerships

In 2023, NEDA spearheaded two reform measures to improve the regulatory framework and policy landscape for private sector participation in public infrastructure projects under the Build-Better-More Program. In April, NEDA released the amendments to the 2013 NEDA Joint Venture (JV) Guidelines. These aimed to promote greater competition for JVs, improve accountability among parties coming from both the public and private sectors, and guarantee the technical and financial feasibility of projects. The revisions emanated from a series of consultations between NEDA and various stakeholders, with the objective of addressing the concerns and issues encountered in previous joint venture projects.

The key provisions of the 2013 NEDA JV Guidelines, along with recent amendments, were later consolidated into one law, which also includes provisions from the Build-

Operate-Transfer Law and its IRR. In December 2023, the President signed into law, RA 11966 also known as the Public-Private Partnership Code (PPP Code) of the Philippines. As one of the priority measures under the LEDAC CLA, the PPP Code consolidates all PPP-related frameworks in the country to foster a fairer and more competitive environment for PPPs.

During the House and Senate deliberations, NEDA played a crucial role as a technical advisor. The agency provided insights and positions on various debated provisions, including advocating for an increase in the ICC approval threshold. During the deliberations on the provisions concerning the comparative challenge, NEDA expressed support for the ‘best-and-final offer’ (BAFO) by highlighting its potential benefits for efficiency and greater transparency in the decision-making process than the alternative ‘right to match’ approach.



NEDA Undersecretary Krystal Lyn T. Uy (center) and PPP Center Deputy Executive Director Jeffrey I. Manalo (right) reviewed the proposed revisions to the PPP Act during its Senate deliberations.

POLICYMAKING AT THE HIGHEST LEVEL

Chaired by President Ferdinand R. Marcos, Jr., the NEDA Board sets major development policy directions for the country and assesses, confirms, and approves policies and initiatives recommended by the NEDA's Cabinet-level inter-agency committees.

In 2023, the NEDA Board approved major policies focusing on infrastructure, PPPs, social protection, health, and tariff policy.

NEDA BOARD MEETINGS BY THE NUMBERS

75 TOTAL
NEDA BOARD MEETINGS

10 NEDA BOARD

4 CTRM
2 CABINET LEVEL
2 TECHNICAL LEVEL

8 DBCC
4 CABINET LEVEL
4 TECHNICAL LEVEL

28 ICC
9 CABINET LEVEL
19 TECHNICAL LEVEL

9 INFRACOM
4 CABINET LEVEL
5 TECHNICAL LEVEL

1 NLUC
1 TECHNICAL LEVEL

1 RDCOM
1 CABINET LEVEL

14 SDC
3 CABINET LEVEL
9 TECHNICAL LEVEL
2 NATIONAL-REGIONAL
CONSULTATIVE
MEETING

NEDA Board Policy

Proponent Inter-agency Committee

4th NEDA Board - March 9, 2023

Confirming the IFPs under Build-Better-More Program: Guidelines and Tentative List	NEDA	INFRACOM
Approving the Proposed Amendments to the 2013 NEDA JV Guidelines	NEDA	INFRACOM

5th NEDA Board - April 20, 2023

Endorsing the Draft Executive Order Modifying the rates of Import Duty on Certain Imported Articles, in order to Implement the Philippine Commitments pursuant to the RCEP Agreement	DTI	CTRM
Approving the Social Protection Floor (SPF) Recommendations	DOLE	SDC

6th NEDA Board - June 2, 2023

Approving the Guidelines and Procedures on Processing PPP Proposals of LGUs Requiring ICC Action under RA 7718	PPPC	ICC
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7th NEDA Board - July 19, 2023

Confirming of the National Policy on Infrastructure Sector Master Plans	NEDA	INFRACOM
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8th NEDA Board - August 23, 2023

Confirming the Revised Guidelines for the Formulation, Prioritization and Monitoring of the Government's IFPs /Additional IFPs	NEDA	INFRACOM
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9th NEDA Board - September 21, 2023

Endorsing the Draft EO Modifying the Rates of Import Duty on Natural Gypsum and Anhydrite	DTI	CTRM
Confirming in Principle the Draft EO on Expediting the Processing of Licenses, Clearances, Permits, Certifications, and/or Authorizations of IFPs	ARTA	INFRACOM
Confirming in Principle the Draft Policy Note on Updated Framework for NG - LGUs Sharing of Costs and Responsibilities for Local Infrastructure Projects	DBM	INFRACOM
Confirming the Proposed Reconstitution of the INFRACOM	NEDA	INFRACOM

12th NEDA Board - December 14, 2023

Endorsing the Draft EO on the Temporary Extension of Most Favored Nation (MFN) Tariff Rates on Certain Commodities covered under EO 10, s. 2022	DTI	CTRM
Confirming the Master Plan on High Standard Highway (HSH) Network Development, Phase 2	DPWH	INFRACOM
Confirming the 8-Point Action Agenda: The Medium-Term Strategy of the Health Sector for 2023-2028/National Objectives for Health 2023-2028	DOH	SDC



2023 RDC FULL COUNCIL MEETINGS

Q1

RDC CALABARZON

March 2, 2023

RDC Bicol

March 9, 2023

RDC CAR

March 9, 2023

RDC Central Luzon

March 15, 2023

RDC Caraga

March 15, 2023

RDC Central Visayas

March 16, 2023

RDC Eastern Visayas

March 21, 2023

RDC Zamboanga Peninsula

March 21, 2023

RDC Ilocos

March 22, 2023

RDC MIMAROPA

March 24, 2023

RDC Western Visayas

March 24, 2023

RDC Northern Mindanao

March 24, 2023

RDC Davao

March 24, 2023

RDC SOCCSKSARGEN

March 29, 2023

RDC Cagayan Valley

April 12, 2023

Q2

RDC Eastern Visayas

May 24, 2023

RDC MIMAROPA

June 2, 2023

RDC Central Luzon

June 6, 2023

RDC Bicol

June 7, 2023

RDC CALABARZON

June 8, 2023

RDC CAR

June 8, 2023

RDC Zamboanga Peninsula

June 14, 2023

RDC Central Visayas

June 16, 2023

RDC Northern Mindanao

June 21, 2023

RDC SOCCSKSARGEN

June 21, 2023

RDC Davao

June 26, 2023

RDC Ilocos

June 27, 2023

RDC Caraga

June 27, 2023

RDC Western Visayas

June 28, 2023

RDC Cagayan Valley

July 19, 2023

Q3

RDC MIMAROPA

September 1, 2023

RDC Bicol

September 6, 2023

RDC CALABARZON

September 7, 2023

RDC Central Luzon

September 12, 2023

RDC CAR

September 14, 2023

RDC Central Visayas

September 15, 2023

RDC Davao

September 15, 2023

RDC Cagayan Valley

September 18, 2023

RDC Western Visayas

September 22, 2023

RDC Zamboanga Peninsula

September 22, 2023

RDC Caraga

September 25, 2023

RDC Eastern Visayas

September 26, 2023

RDC SOCCSKSARGEN

September 27, 2023

RDC Northern Mindanao

September 28, 2023

RDC Ilocos

October 2, 2023

Q4

RDC Caraga

November 29, 2023

RDC MIMAROPA

December 1, 2023

RDC Ilocos

December 4, 2023

RDC Zamboanga Peninsula

December 4, 2023

RDC SOCCSKSARGEN

December 4, 2023

RDC CAR

December 5, 2023

RDC Bicol

December 6, 2023

RDC Western Visayas

December 6, 2023

RDC Eastern Visayas

December 6, 2023

RDC Cagayan Valley

December 7, 2023

RDC CALABARZON

December 7, 2023

RDC Central Visayas

December 7, 2023

RDC Central Luzon

December 15, 2023

RDC Northern Mindanao

December 15, 2023

RDC Davao

December 15, 2023

SPECIAL MEETINGS

RDC Eastern Visayas

January 21, 2023

RDC MIMAROPA

February 2, 2023

RDC Davao

July 27, 2023

SUPPORTING THE GOVERNMENT'S INVESTMENT AND TRADE PROMOTION EFFORTS

NEDA's role extends to policy formulation as well as providing analyses and inputs to support the government's investment and trade promotion efforts.

On March 20, 2023, NEDA issued the revised Implementing Rules and Regulations (IRR) of the amended Public Service Act. The IRR guides relevant administrative agencies in implementing strategies to enable full foreign ownership of businesses in select industries such as airports, railways, expressways, and telecommunications. The amended IRR includes the results of various public consultations and inter-agency meetings on the draft version that NEDA organized or participated in during 2022.

NEDA was also involved in the review of the Regional Comprehensive Economic Partnership (RCEP). Specifically, it provided technical support for the RCEP Chapter concerning trade in goods and services, including preparing briefs and presentations summarizing Philippine offers, commitments, as well as the costs and benefits of entering into the RCEP. These inputs were presented to the Senate Committee on Foreign Relations

and various stakeholder consultations leading up to and during the Senate deliberations. NEDA also provided technical briefings and assistance in drafting the Senate resolution. With the Senate's ratification of the RCEP on February 20, 2023, the country can expect to benefit from expanded market access, greater trade facilitation, and enhanced coordination of international trade policies.

NEDA also played a role in drafting Executive Order (EO) No. 18, s. 2023, entitled "Constituting Green Lanes for strategic investments." EO 18 is a government-wide response aimed at enhancing the ease of doing business by mandating the creation of Green Lane units in all government offices that will expedite, streamline, and automate government processes for strategic investments. In March and October 2023, NEDA participated in consultation meetings of the inter-agency technical working group created to implement the EO. Additionally, in October, NEDA provided inputs and comments on the draft implementing rules and regulations of EO 18.

NEDA and the Department of Human Settlements and Urban Development issued Joint Memorandum Circular 2023-003, which modifies the current price ceiling for socialized housing in response to prevailing market conditions, including rising development and construction costs. This adjustment aimed to encourage increased participation from the private sector, thereby strengthening the collaboration between the government and private entities in housing and real estate development.



NEDA Secretary Arsenio M. Balisacan along with DOF Secretary Benjamin E. Diokno, DOE Secretary Raphael P. M. Lotilla, DTI Secretary Alfredo E. Pascual, and Senate President Juan Miguel F. Zubiri attended the ceremonial signing between US-based electronic car manufacturer Envirotech Vehicles, Inc. and real-estate developer Berthaphil, Inc. at the Clark Freeport Zone on March 28, 2023.

GUIDING AND COORDINATING POLICY AND PROJECT EXECUTION

Coordinating policy responses

In 2023, Philippine headline inflation accelerated to 6.0 percent from 5.8 percent in 2022, breaching the government's target range of 2.0 to 4.0 percent. To coordinate government efforts to better manage inflation, President Ferdinand R. Marcos Jr., issued EO No. 28, s. 2023 to establish the Inter-Agency Committee on Inflation and Market Outlook (IAC-IMO) under the Economic Development Group (EDG). The IAC-IMO, with NEDA as co-chair, is tasked with crafting policy recommendations to keep overall prices within the government's inflation targets.

In 2023, IAC-IMO took concrete steps, including closely monitoring the prices of key commodities like rice, corn, pork, and chicken, and providing analysis and policy advice to regulators, policymakers, and legislators. These inputs helped inform decisions and proposals on matters that could impact inflation such as transportation costs, toll fees, electricity expenses, and minimum wages.

Another important IAC-IMO output is its Resolution No. 2, which facilitates data sharing among various government agencies for the IAC-IMO Unified Inflation Monitoring Dashboard. This dashboard contained information on domestic and international prices, production, and importation data of key commodities. The IAC-IMO, through the EDG, also recommended extending the lower tariff rates for rice, corn, and pork through EO No. 50, s. 2023, to mitigate the rising landed costs of agricultural imports and augment domestic supply.

Further amendments to AO No. 13, s. 2018, aimed at removing non-tariff barriers that contribute to inflation were also discussed by the IAC-IMO. Other amendments, such as standardizing sugar importation guidelines to reduce market uncertainties, streamlining the issuance of Sanitary and Phytosanitary Import Clearances, and expediting the unloading of agricultural imports, were also tackled during the meetings of the body in 2023.

With coordinated supply- and demand-side efforts across relevant government agencies, inflation began to slow down in the second half of 2023, from an average of 7.2 percent from January to June 2023 to an average of 4.8 percent in July to December 2023.



DTI Secretary Alfredo E. Pascual attended the first IAC-IMO principal-level meeting co-chaired by NEDA Secretary Arsenio M. Balisacan on April 20, 2023.

IAC-IMO MEETINGS



PRINCIPAL LEVEL MEETINGS

April 20, 2023
July 20, 2023*
October 3, 2023
December 15, 2023*



SUB-COMMITTEE ON FOOD INFLATION MEETINGS

May 5, 2023
June 21, 2023
September 11, 2023
November 21, 2023



SUB-COMMITTEE ON NON-FOOD INFLATION MEETINGS

April 20, 2023
July 20, 2023*
October 3, 2023
December 15, 2023

* Joint Meeting with the Economic Development Group

IAC-IMO PRINCIPAL LEVEL MEETING HIGHLIGHTS

- Provided the IAC-IMO NFI Secretariat with analyses of housing price trends, water supply, electricity prices, toll rate hikes, and PUV modernization.
- Monitored the updates on El Niño Action Plan for Food Security and accomplishments on programs to augment supply and assist farmers, including African Swine Fever vaccine trials and Fertilizer and Fuel Discount Vouchers.
- Tracked global and regional developments that pose risks to domestic food supply and prices, including international prices of key commodities and trade-restricting policies of major food exporters (e.g., India's Export Ban).
- Prepared ex-ante supply-demand analysis for rice, corn, pork, onion, sugar, and fish to inform measures to augmenting supply and mitigating price upticks.
- Facilitated regular and efficient data sharing among concerned agencies to effect timely supply-demand situation analysis through the Unified Food and Non-Food Inflation Monitoring Dashboard.
- Recommended various policy measures on augmenting local supply, improving predictability on the importation of agricultural products, and promoting greater competition:
 - Extension of Lower Tariff Rates under EO No. 10, s. 2022;
 - Continuous Issuance of Sanitary and Phytosanitary Import Clearance;
 - Standardizing Sugar Importation Guidelines;
 - Reviewing Rules and Regulations on the Importation of Frozen Fish and Fishery/Aquatic Productions for Wet Markets to Reduce Uncertainty and Restrictions (i.e., volume, species, participating traders); and
 - Intensifying efforts to address anti-competitive practices in the agriculture sector.
- Provided the IAC-IMO NFI Secretariat with analysis of housing price trends, water supply, electricity prices, toll rate hikes, and PUV modernization.



NEDA Secretary Arsenio M. Balisacan led the kick-off meeting of the ADB Country Programming Mission on September 6, 2023.

PARTNERSHIPS FOR DEVELOPMENT

NEDA's work In International Cooperation

NEDA led the coordination and participated in formulating the country frameworks/strategic priorities of various development partners in the country. These frameworks serve as the joint strategic planning tools with the Philippines to support national development priorities and achieve the 2030 Agenda for Sustainable Development. More importantly, development partners strategically align their cooperation frameworks with the country's needs and priorities as outlined in the Philippine Development Plan. NEDA also led the evaluation of the frameworks, whose outputs serve as inputs for formulating the successor country framework/strategy.

For 2023, NEDA provided substantial inputs in the formulation of the country frameworks/documents and evaluation of the following UN agencies: a) IFAD Country Strategic Opportunities Programme 2023–2028; b) UN Sustainable Development Cooperation Framework (UNSDCF) 2024–2028; c) United Nations Development Programme (UNDP) Country Programme

Document (CPD) 2024–2028; d) United Nations Population Fund (UNPFA) CPD 2024–2028; e) United Nations Children's Fund (UNICEF) CPD 2024–2028; f) World Food Programme Country Strategic Plan 2024–2028; and g) UNIDO Country Programming Framework for Inclusive and Sustainable Industrial Development 2018–2023 Final Self-Evaluation.

NEDA also led the 2023 Asian Development Bank (ADB) country programming exercise, which finalized the lending and non-lending pipeline of ADB support in the Philippines for 2023–2026. The discussion and agreements were reflected in the Memorandum of Understanding between the Government of the Republic of the Philippines (GPH) and the ADB, which was transmitted to ADB by NEDA on February 7, 2024.

NEDA likewise provided inputs to the Department of Foreign Affairs (DFA) on various areas related to international policies, e.g., Eighth Ministerial Meeting of the Like-Minded Group of Countries for Middle-Income Countries and the Country Statement on the 21st Session of the High-level Committee on South-South Cooperation, among others. These inputs helped shape the government's position, through the DFA, in various international events/venues.

In the course of 2023, DFA requested NEDA for inputs on the following major areas:

- a. UN surveys on development, development cooperation, and operations;
- b. UN meetings for middle-income countries;
- c. South-South and Triangular Cooperation;
- d. GPH relations, cooperation programs, or potential investment areas with China, Japan, Australia, South Korea, France, Spain, Finland, Qatar, Israel, the European Union, and Canada; and
- e. Notes Verbale on various projects and concurrence on Records of Discussions.



NEDA Secretary Arsenio M. Balisacan, WB Country Director Ndiame Diop, and DOF Secretary Benjamin E. Dikono during the high-level meeting between GPH and WB.

FORMULATION AND EVALUATION OF COUNTRY FRAMEWORK AND STRATEGIES IN 2023

**International Fund for
Agricultural Development**

Country Strategic Opportunities
Programme 2023–2028

UN

Sustainable Development Cooperation
Framework 2024–2028

UNDP

Country Programme Document (CPD)
2024–2028

UNFPA

CPD 2024–2028

UNICEF

CPD 2024–2028

World Food Programme

Country Strategic Plan 2024–2028

ADB

Memorandum of Understanding between
the GPH and the ADB on the Country
Programming Consultations for 2023–2026

UNIDO

Country Programming Framework for
Inclusive and Sustainable Industrial
Development 2018–2023 Final
Self-Evaluation

INPUTS PROVIDED TO DFA IN 2023

UNDER MULTILATERAL COOPERATION

UN Department of Economic and Social Affairs' (UN DESA) 2022 Government Survey on UN operational activities for development
UNDP/ UNFPA/ United Nations Office for Project Services (UNOPS) Executive Board Meeting
Revised Draft Resident Coordinator System's Results Framework
UN Committee on the Rights of Persons with Disabilities (UNCPRD) Concluding Observations
UN General Assembly High-Level Meeting on the Middle-Income Countries (MICs)
Country Statement on 21 st Session of the High-level Committee on South-South Cooperation, May 30 to June 2, 2023, UN Headquarters, New York
Eight Ministerial Meeting of the Like-Minded Group of Countries for MICs
Updates on the conduct of consultations on the Resident Coordinator System Funding Model and the funding compact between the United Nations Development System (UNDS) and Member States

UNDER BILATERAL COOPERATION

Inputs in preparation for the 23 rd Philippines-China Foreign Ministry Consultations (FMC)
Inputs for the Proposed Meeting by Japan International Cooperation Agency President Dr. Akihiko Tanaka with President Ferdinand R. Marcos, Jr. and Vice President Sara Z. Duterte
Comments on the Memorandum of Understanding between the GPH and the Government of the People's Republic of China on Cooperation on the Belt and Road initiative
Inputs on the Joint Declaration on a Strategic Partnership between the Republic of the Philippines and the Commonwealth of Australia
Inputs on the 8 th Philippines-Republic of Korea Policy Consultation Meeting
Inputs for the ASEAN Senior Officials' Meeting and the ASEAN Summit
Inputs to the Tentative Agenda of the 6 th Philippines – Spain Political Consultations
Inputs to the Tentative Agenda of the 3 rd Philippines – France Political Consultations
Inputs to the Tentative Agenda of the 7 th Philippines – Finland Political Consultations
List of big-ticket priority infrastructure projects (as requested by the Qatar Investment Authority)
Review of Exchange of Notes (E/N) and Record of Discussion (R/D) on the Project for Human Resource Development Scholarship (JDS) 22nd Batch
Inputs for the visit to the Philippines of Israeli Foreign Minister Eli Cohen
Comments and/or concurrence on the Philippines' counter-draft of the Joint Declaration on a Strategic Partnership between the Republic of the Philippines and the Commonwealth of Australia
Inputs for the official visit to the Philippines of Australian Foreign Minister Penny Wong on May 16-19, 2023
Inputs for the 5 th Philippines-India Joint Commission on Bilateral Cooperation Meeting
Inputs on the Just Energy Transition Partnership (JETP) Initiative
Review and inputs on the diplomatic notes for Metro Rail Transit Line 3 Rehabilitation Project
Review and inputs on the diplomatic notes for Maritime Safety Capability Improvement Project (MSCIP)
Inputs on Japan's Technical Cooperation Projects JFY 2023 (Comprehensive Note Verbale)
Background info on BCDA's loan application for the Pasig Potrero Bridge
Inputs for the 8 th Philippines-Republic of Korea Policy Consultation Aide Memoire and Upcoming Presidential Visit
Inputs to the Joint Declaration between the Government of the Republic of the Philippines and the European Union on the Green Economy Programme in the Philippines
Comments on the draft press release of the Government of Japan (GOJ) for the Signing and Exchange of Notes for Official Security Assistance (OSA) to the Republic of the Philippines
Briefing on the Approval Process of Critical Infrastructure Projects and the Belt and Road Initiative
Inputs for Upcoming Bilateral Meetings with Gulf Cooperation Council Member-States
Information regarding engagements with Qatar Investment Authority
Comments and suggestions on the Subsidiary Arrangement on Grant Aid between the GPH and the GOK, and Arrangement between the GPH and GOK concerning activities of the EDCF in the Philippines
Talk points and inputs on the possible visit of a high-level South Korean official in the last quarter of 2023
Concurrence on the Records of Discussions for two projects supported by KOICA
Inputs for the 6 th Philippines-Canada Joint Commission for Bilateral Cooperation (JCBC) on October 12, 2023.

A NEW CHAPTER FOR COOPERATION

The United Nations Sustainable Development Cooperation Framework for 2024 to 2028

On October 24, 2023, the Philippine national government and the UN came together to sign the United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2024-2028. This groundbreaking and fundamental document serves as the first joint Cooperation Framework of the two parties under the reformed UN development system.

As the country aims to reach “upper-middle-income country” status by 2025 and strives to attain the UN Sustainable Development Goals by 2030, this strategic planning framework was crafted to remain consistent with the Philippines’ medium- and long-term development goals, as outlined in the PDP 2023-2028 and the *AmBisyon Natin* 2040.

The document underwent an extensive consultative process involving the Philippine government, civil society organizations, private sector representatives, and the UN. As a result of the consultations, the UNSDCF was formulated to prioritize three strategic areas: a) human capital development, inclusion, and resilience-building; b) sustainable economic development, decent work, and innovation; and c) climate action, environmental sustainability, and disaster resilience.

With the new Cooperation Framework in place, the UN and the Philippine government now have a common blueprint for guiding programs and projects critical to achieving the country’s development goals. This renewed and strengthened partnership with the UN is seen to contribute to the country’s progress toward addressing major development priorities and issues such as food insecurity, inequality, climate change, the digital divide, and poverty.



Signing ceremony of the UNSDCF held at the Malacañang Palace was graced by the President himself, and saw the attendance of NEDA Secretary Arsenio Balisacan, Department of Foreign Affairs (DFA) Secretary Enrique Manalo, and UN Resident Coordinator in the Philippines, Mr. Gustavo Gonzales. The two Cabinet Secretaries, alongside the UN Resident Coordinator, shall serve as the co-chairs of the Cooperation Framework’s Joint Steering Committee.



NEDA Secretary Arsenio M. Balisacan together with RDG Undersecretary Carlos O. Abad Santos visited the project sites of Jalaur River Multi-purpose Project Stage II in Calinog, Iloilo on April 27, 2023.

M&E for better policies and projects

As mandated under the Official Development Assistance (ODA) Act of 1996, NEDA conducted its annual review of the status of ODA-financed projects to identify causes of delays and bottlenecks, cost overruns, and the project's viability, among other concerns. As it does every year, NEDA submitted the results of the monitoring exercise and its recommendations to Congress in June 2023.

Another monitoring mechanism that NEDA has in place is the Regional Project Monitoring and Evaluation System which provides operational guidelines for monitoring and evaluating projects at both the national and local levels, involving implementing agencies, LGUs, and civil society organizations in the process. In 2023, NEDA conducted 48 project implementation reviews and technical meetings with the Project Management Offices of 16 implementing agencies for 51 ongoing projects. Discussed up in these meetings are the reasons for problems and bottlenecks encountered in project implementation,

as well as potential solutions. Catch-up or remedial plans were developed, and the ICC-related requirements for project modifications were clarified. Additionally, NEDA conducted 30 project field monitoring visits to critical ICC-approved ODA-financed projects and field visits to 584 projects supported through various funding sources.

With support from the NEDA-UNDP Strategic M&E Project,¹ NEDA completed a commissioned evaluation study on Alternative Work Arrangements (AWA) adopted during the pandemic years. The study covered selected government agencies and LGUs in NCR. It employed qualitative and quantitative methods to assess the relevance, coherence, effectiveness, efficiency, and sustainability of AWAs. The findings and recommendations from this study could be used to inform AWA-related policies in the future.

¹ Two evaluation studies commissioned under the NEDA-UNDP SMEP were also completed in 2023. These are: a) the Summative Evaluation of the National Evaluation Policy Framework and b) the Evaluation of the Implementation of the Policy on AWA in Selected Government Agencies and LGUs in the NCR.

FROM POLICY TO ACTION

Strategic evaluation through the National Evaluation Policy Framework

The National Evaluation Policy Framework (NEPF), institutionalized through Joint Memorandum Circular (JMC) No. 2015-01, aims to integrate policy evaluation into government processes. JMC No. 2015-01 also required a summative evaluation of the Policy Framework on Evaluation that would monitor the implementation of the NEPF and to recommend necessary amendments to the framework. The summative evaluation of the NEPF reveals that while NEDA, as the acting interim evaluation secretariat, has demonstrated commitment to the NEPF rollout, 60 percent of surveyed respondents were unfamiliar with the policy framework and most government agencies have not yet institutionalized the NEPF.

Acknowledging the importance of operationalization of the NEPF, the inter-agency Evaluation Task Force, consisting of NEDA, the Department of Budget and Management (DBM), and the Office of the President-Presidential Management Staff (OP-PMS), was convened. On October 6, 2023, NEDA Secretary Arsenio M. Balisacan, DBM Secretary Amenah Pangandaman, and OP-PMS Senior Undersecretary Elaine Masukat met to discuss the way forward in implementing the NEPF. The three agencies agreed to push for the establishment of robust evaluation system that would provide evidence for government planning, programming, and budgeting. The body also agreed to discuss in future meetings the necessary amendments to the NEPF to improve its focus, along with the corresponding work plan and organizational structure to facilitate NEPF implementation.



NEDA Secretary Arsenio M. Balisacan, DBM Secretary Amenah Pangandaman, together with various agencies convened the National Evaluation Task Force to discuss the implementation of the NEPF on October 6, 2023.

BUILDING UP NEDA

In 2023, as NEDA pursued initiatives to bring the country's people, places, and policies closer to *AmBisyon Natin 2040*, the agency also undertook initiatives to build up internal capacity by developing its own people, places, and policies. Strengthening NEDA's internal capacity has been a top priority over the past year. Nurturing NEDAns and investing in their capabilities and well-being proved crucial, as it not only paved the path toward achieving the agency's FY 2023 performance targets, but also enabled the agency to fulfill its mandate more effectively. In 2023, investments in employees took the form of capacity-building programs, engagement initiatives to retain top talent, and the creation of a more conducive and sustainable workplace environment. All these initiatives sought to enhance productivity and cultivate a better workplace culture, with the ultimate goal of providing better service to the Filipino people.

NURTURING NEDANS



Through organizational expansion and robust recruitment strategies

Ensuring that an office is sufficiently staffed is critical—one of the most significant indicators of a healthy and thriving organization. In 2023, NEDA pursued robust recruitment strategies. For FY 2023, 86.3 percent (1,222) of NEDA's plantilla positions were filled, with 104 newly hired employees out of 298 vacant positions. By the end of 2023, vacancies had decreased to 194. While in 2022 a slightly higher proportion of all plantilla positions were filled with 86.5 percent of 1,206 positions occupied NEDA was also granted 22 new plantilla positions in 2023 for its newly created offices. With new talents on board, NEDA can expect fresh ideas and extra vigor from its employees. Moreover, the workload can now be distributed more widely and evenly, providing employees with the opportunity to engage in other productive or restorative activities. NEDA's robust recruitment strategies were effective in keeping the vacancy rates per major staff group at 30 percent or below.

Starting in 2023, NEDA also implemented an online pre-employment examination, that included a combination of cognitive, personality, and supervisory skills tests. This new testing mechanism is designed to assess applicants' mental abilities, behavioral tendencies, and personality profiles to determine the best fit for the positions they are applying for. The NEDA pre-employment examination has also reduced the time

required for administering the tests, from a full day of tedious manual administration to a mere two-and-a-half-hour online exam. By using a standardized test, the new process aims to improve the quality of hires and ensure alignment of applicants with their respective roles at NEDA.

By opening up opportunities for capability and career development

NEDA continued to ensure that skills were developed, talents were honed, and greater opportunities for career progression were provided for its employees. In 2023, a total of 1,081 employees, which accounts for 84 percent of NEDAns, participated in local training programs covering various areas such as data analytics, impact evaluation, public investment appraisal, economics, leadership, resilience, and innovation.

Table 6 lists the number of employee participants for each type of training, with some employees having attended more than one type.

In 2023, the NEDA Central Office conducted or arranged a total of 127 training programs that were attended by NEDAns from both the central and regional offices. Out of these, 18 were in-house programs organized by the Human Resource Development Division, and 109 were local trainings facilitated by external organizations. In comparison, there were only 116 training programs conducted in 2022.

Table 6. Number of Employee Participants per Type of NEDA Training

Type of Training	Number of Participants	
	2022	2023
Mandatory	98	50
Functional	811	581
GAD-related	268	518
Leadership	112	214
International Trainings/Seminar/Workshop	53	93

*Some participants have attended more than one type of trainings.

The in-house trainings were designed to upskill NEDA employees from both the central and regional offices in competencies that are increasingly becoming relevant to their work. Trainings in data analytics included Data Awareness and Fundamentals of Data Cleaning using Python, and Data Visualization using Microsoft PowerBI, among other programs. These programs were developed based on the technical assistance provided by the Asian Development Bank in 2022 for the Data Science and Analytics Capability Development of NEDA.

In April 2023, NEDA also conducted a two-week intensive training course, the Capacity Development Program on Impact

Evaluation, for its regional staff and representatives from state universities and colleges (SUC). The first phase included a technical course designed for the technical staff of NEDA's Regional Offices (NRO) and nominated representatives from SUCs, as well as a two-day executive course dedicated to NEDA's Regional Directors and Assistant Regional Directors. These aimed to develop the regional directors', technical staffs', and SUC representatives' appreciation and familiarity of various impact evaluation (IE) methods. The second phase focused on the actual implementation of impact evaluations for a selected number of NROs, guided by experts in impact evaluation. Organized by the NEDA-Investment Programming Group, with support from the NEDA-UNDP Strategic Monitoring and Evaluation Project and the FY 2023 Monitoring and Evaluation Fund, the training sessions involved evaluation experts from the Philippine Institute of Development Studies, University of the Philippines, and the private sector as session lecturers and resource persons. During the 10th M&E Network Forum held in Mandaluyong City on November 29, 2023, All NRO IE teams had the chance to conduct IE studies on their regional projects and presented their preliminary findings.



Trainings in action: Undersecretary Joseph J. Capuno during the Technical Course on Impact Evaluation; NEDA CAR participant presenting his output during the workshop on Data Visualization through PowerBI; and Symposium on Accelerating SDGs through Sustainable Business Practices.

To ensure up-to-date knowledge and skills, NEDAns were given the opportunity to go abroad.



93

NEDAns were sent to international training programs.



39

NEDAns were awarded scholarships to pursue graduate degrees.

Besides enhancing NEDAns' technical expertise and professional development in public policy, urban and regional planning, international development, economics, sustainability, innovation, and other areas, their international exposure will provide them with a global perspective that will benefit NEDA and the country.

NEDA'S EXTENSION SERVICES



NEDA-led events for Non-NEDAns

Apart from conducting in-house trainings, NEDA also extended its training services and knowledge sharing activities to interested parties outside of the agency. In 2023, various NEDA regional offices offered 94 training sessions for non-NEDAns.

The NRO-Cordillera Administrative Region (CAR) shines brightly for conducting, facilitating, and lecturing in 13 workshops and training programs for external audiences in 2023. The themes and topics covered in these trainings and workshops range from the CAR Regional Development Plan and the Philippine Innovation Act to educational programs on disaster rehabilitation and recovery, environmental preservation, responsible parenthood, and studies on urban carrying capacities. Other NROs were also tapped to serve as resource persons in training workshops and sessions on monitoring and evaluation, investment programming, development planning and policymaking, and basic economics.

For its part, the NEDA Central Office was a partner of the Asian Development Bank in raising awareness on the need to manage knowledge effectively for policy- and decision-making within the international community. In 2023, NEDA, in partnership with the Development Academy of the Philippines, hosted two learning visits: the Study Visit of the Ho Chi Minh National Academy of Politics on Knowledge Management, and the Study Visit of the Mongolia National Productivity Organization on the monitoring and evaluation of projects.

Encouraging and recognizing exemplary performances and initiatives

The overall career development of NEDAns is likewise evidenced by the high number of promotions over the last two years. In 2023, a total of 165 employees were promoted, with 77 coming from the NCO and the rest from various NROs.



Director Kathleen P. Mangune of the Infrastructure Staff, received the Outstanding NEDA Central Office Director Award during the NEDA RAISE Awarding Ceremony.

Another key accomplishment in 2023 was the issuance of Office Circular No. 01-2023, entitled “Guidelines on the Grant of Step Increments due to Meritorious Performance.” This issuance aimed to recognize and incentivize high-performing NEDAns. Under this new scheme, the top five percent of employees with consistently outstanding and innovative performances are formally recognized and awarded monetary incentives. Out of the 60 “top five percenters” in 2023, 38 received one-step salary increments, while 22 were awarded with two-step salary increments. Twenty-six of the awardees came from the NCO, while 34 came from the NROs.

Another similar initiative in 2023 aimed to enhancing the welfare and morale of NEDAns was the revival of the NEDA Recognition, Awards, and Incentives System for Excellence (RAISE) Committee. This committee was assigned to evaluate employees who have demonstrated a commitment to personal and professional growth, as well as exceptional contributions and involvement in their communities. During the awarding ceremony held in October 2023 at the Astoria Hotel in Pasig, 855 staff members were celebrated as NEDA RAISE Awardees. The list includes 233 employees from NCO, 662 from the NROs, and additional 60 who were awarded salary step increments. Joining the 2023

batch in the ceremony were NEDA RAISE Awardees in FYs 2020-2022 whose own public recognition rites were postponed due to the COVID-19 pandemic. During the ceremony, Secretary Arsenio M. Balisacan presented awards to exemplary senior officials (Most Outstanding Director), the most compassionate (*Malasakit Award*), most loyal (Loyalty Award), and the most excellent staff (*Gawad ng Direktor*).

Perhaps because of these employee-centered initiatives in 2023, NEDA also achieved a 95 percent retention rate.¹ The fact that most employees choose to stay in NEDA, attests to the agency’s commitment to promoting their welfare.

By creating new, specialized units to respond to evolving demands

To further strengthen and institutionalize NEDA’s role as a policy-coordinating and advisory body, 2023 also saw the creation of the Office of the Undersecretary for Legal Affairs (OULA) and the Office of the Assistant Secretary for the Policy and Planning Group (OASec-PPG). The former, headed by Undersecretary Krystal Lyn T. Uy, created seven additional plantilla positions, while the latter, under the leadership of Assistant Secretary Reynaldo R. Cancio, established five plantilla positions.

¹ Retention rate is the percentage of employees who remain employed in the same agency over a specific period.



ANRES Director Nieva T. Natural together with Assistant Director Rory Jay S.C. Dacumos and staffs received Community Service and COVID-19 Special awards at the NEDA RAISE Awarding Ceremony.

Tasked with consolidating and strengthening NEDA's efforts to advance and advocate the Marcos Administration's legislative agenda, OULA reviews and prepares position papers on legislative bills, coordinates with Congress and the Presidential Legislative Liaison Office, and prepares technical and administrative reports required by Congress. Meanwhile, the OASec-PPG enables a more efficient distribution of workload among PPG principals, allowing for more direct and involved supervision over the PPG staff in providing technical support to the NEDA Board. Particularly, in coordinating

the formulation of national and sectoral policies, plans, and programs; monitoring macroeconomic and sectoral performance; preparing economic reports; and conducting studies on government policies and plans.

Another organizational expansion in 2023 involved transferring the Secretariat of the Legislative-Executive Development Advisory Council and its 10 plantilla positions to the Office of the Secretary. The transfer aligns with NEDA's mandate as the principal secretariat of the council, as stipulated in Section 4 of Republic Act No. 7640.

THROUGH PLATFORMS THAT PROMOTE SOLIDARITY, CAMARADERIE, AND A SENSE OF BELONGING

To provide outlets for NEDAns to share and hone their creative talents, skills, interests, and hobbies, the NEDA Talents Group (NTG) was organized in 2023. The NTG comprises of the NEDA Chorale, NEDA Dance Troupe, and NEDA Musicians, all serving as venues for employees to bond and engage in joyful and relaxing activities outside of work. These groups showcased their exceptional abilities during NEDA's 88th anniversary celebration, which took place on December 18, 2023.



Members of the NEDA Talent Group, showcased their impressive skills and talent during the NEDA 88th anniversary celebration.



FEATURING THE NEDA TALENTS GROUP

NEDA Dance Troupe

For Juan Antonio Delena, joining the NEDA Dance Troupe enables him to engage in enjoyable activities after office hours and connect with co-workers who share same passion for dancing. Engaging in their dance routines or keeping up with the latest trends on TikTok, Delena and his fellow dancers had a lot of fun. Borrowing a quote from the internet, Delena quips, “You’ve gotta dance like nobody is watching.”

NEDA Musician’s Group

Members of the NEDA Musicians Group a way to unwind through their activities after their daily work routine. “*Yung NEDA Musicians Group? Yun ‘yong naging konting takas sa stress dito sa office – mag-uumpisa sa konting tugtugan, hanggang sa maparami na. Masaya, makulit, nakaka-enjoy, at higit sa lahat, nakaka-relax,*” shared Dranreb Londres, a pianist/guitarist.

NEDA Chorale

For Juan Jeiel Edillon, being a member of the NEDA Chorale allows him to sing in a choir again, something he enjoyed doing back in elementary school. Besides the opportunity

to further hone his musical skills, he now also appreciates Filipino music more, as he gets to meet other NEDAns with a flair for singing.

“I feel the most special experience I got from the Chorale is training and working hard with other NEDAns from various staffs. Co-creating a musical performance together – I think that experience really built up an esprit de corps... After listening to our performance last Christmas, I’m excited to see what else we can improve on and accomplish together,” shared Edillon.

Also playing a key role in enriching the workplace experiences and relationships among NEDAns is the Organization of NEDA Employees (ONE). NEDA ONE has raised issues and concerns about employee welfare and well-being on various occasions, including during the meetings of the NEDA Management Committee, NEDA Internal Planning Conference, and Personnel Selection Boards. In 2023, ONE approved six resolutions to support and recognize internal interest organizations and clubs, established an Adopt-a-Learner Program, mandated representation nominations for ONE every two years, formed an ONE election committee, amended its membership, and implemented monthly allowances for the Executive Committee.



NEDA — PAST AND PRESENT, REUNITED

On October 14, 2023, former members of NEDA came together in a remarkable reunion at the Development Academy of the Philippines. Spearheaded by former NEDA Deputy Director-General (DDG) Aniceto M. Sobrepeña, the large gathering of former NEDA officials and staffs, with those from way back 1973 under then DG Gerardo P. Sicat, was organized to foster and strengthen the bonds of friendship among them. Apart from being the first such event in years, it also marked the official launch of the NEDA Alumni Association, whose Constitution and By-laws were also adopted and ratified in the same occasion.

During the event, Secretary Balisacan, representing NEDA, and former DDG Sobrepeña, representing the NEDA Alumni Association, signed a Memorandum of

Understanding (MOU) to solidify the collaboration between the two parties. Besides affirming the alumni's unwavering support to NEDA and its leadership, the MOU also outlined the Association's various objectives. These include broadening public knowledge and awareness of NEDA's policy and program initiatives, and providing a platform for constructive dialogue and fostering cooperation towards the attainment of the country's development goals and objectives.

It was not all business during the event as the attendees reconnected with old friends and colleagues, reminisced about memorable work experiences, reaffirmed their membership to the NEDA family, and shared words of wisdom and encouragement to current NEDAns.



NEDA Arsenio M. Balisacan, reunited with former DGs Gerardo P. Sicat and Winnie M. Monsod, former SDS Director Erlinda M. Capones, former DTI Secretary Ramon M. Lopez and staffs during the NEDA alumni gathering held in DAP Conference room.



NEDA MANCOM visited the Sarangani Energy Corporation for its vital role in providing reliable and sustainable power supply in Mindanao in General Santos City.

NEDA MANCOM HEADS TO THE REGIONS

As the Head of the Agency, Secretary Arsenio M. Balisacan convened the NEDA Management Committee (MANCOM) to discuss pertinent matters concerning the organization, its strategic directions, thrusts, and priorities. During these MANCOM meetings, Secretary Balisacan and the NEDA officials conducted site visits to major regional infrastructure projects to be apprised of its progress. These meetings were also opportunities for NEDA officials to become more familiar with the work of the host NROs and to strengthen organizational camaraderie.

The NEDA MANCOM meetings were held across Luzon, Visayas, and Mindanao for 2023. The MANCOM meetings were held in Pasig City (January 31), Cebu City (March 27-28), Batangas City (July 6-7) and General Santos City (September 6-7). A NEDA Internal Planning Conference was also held in Metro Manila from November 22-23, 2023.



NEDA MANCOM, led by Secretary Arsenio M. Balisacan, together with NEDA Undersecretaries, Staff Directors, Regional Directors, and MANCOM Secretariat traveled across the regions to strengthen camaraderie.



IMPROVING WORKPLACES FOR NEDANS

Recognizing the importance of a healthy and safe workplace conducive to a productive and happy workforce, NEDA has also taken various steps to improve both its physical and digital spaces, facilities, workflows, and overall environment.

Building a new office, moving to a temporary one

To meet its expanding need for offices and other physical spaces, NEDA started the NEDABuilding Improvement Project (NBIP) in March 2022, which aims to retrofit and renovate the NEDA Central Office Building and its surrounding grounds. Once the project is completed, the building will feature a modern facade and newly designed interiors. Adapting innovative architectural and engineering solutions, the NBIP will optimize building capacity and create a sustainable, energy-efficient workplace. To facilitate the renovation work and ensure the safety and productivity of NEDAns, almost all employees and units in the Central Office were temporarily relocated to the Mega Tower in Mandaluyong City.

Occupying the entire 34th floor of the Mega Tower are the Office of the Secretary and all the technical units under its jurisdiction, along with the Policy and Planning Group, among others. Meanwhile, the Investment Programming Group and the Regional Development Group share half of the 32nd floor of the same building. Each floor has a collaboration area that also serves as a pantry and meeting area.

Some NROs also undertook their own workplace improvements. Notably, NRO IX completed its 40-kilowatt-peak solar power project in April 2023 with funding support from the Department of Energy and implemented by the Philippine National Oil Company Renewables Corporation, from 2022. In addition, NRO IX also installed an 85-panel grid-tied solar system in the rooftop of its building. With this achievement, NRO IX pioneered the use of solar panels among the different agencies located in the Zamboanga Peninsula Regional Government Center.

To keep track of its energy yield and utilization, NRO IX installed a net metering system in July 2023. By the end of December 2023, the net metering system registered an average monthly exportation of 763.06 kilowatt-hours (kWh) to the distributing unit, while the solar system generated a total of 4,482.23 kWh of clean energy. This achieved a total of 62 percent savings in electricity costs.



Adopting flexible and stress-reducing work schedules

First adopted out of necessity during the pandemic years, the Flexible Workplace Arrangement (FWA) continued throughout 2023. Under this hybrid work arrangement, NEDAns can work virtually on some days. Around 86 percent (1,055) of NEDAns opted to work from home on Wednesdays and/or Fridays.

Employee satisfaction with the FWA is high in both the central and regional offices. Around 77 percent of the employees surveyed felt highly productive when they work from home. This sentiment is supported by around 89 percent of the supervisor-respondents who reported being



satisfied with the accomplishment of targets set for their staff. Largely, similar findings were reported for the employees and their supervisors who participated in a similar survey conducted in 2022, although not all regional offices were surveyed that year.

Ensuring a safe, secure, and inclusive work environment

In the previous year, NEDA continued its weekly disinfection and pest control services for offices, along with providing healthcare consultations once a week and daily shuttle services for its employees. In 2023, an average of 94 employees from the central office utilized the shuttle service daily. Over the same year, a total of 480 unique individual employees used the service, which is 76 higher in 2022.²



² NEDA's shuttle services were conducted since 2022, amid national health emergencies and granular lockdowns imposed by the IATF.

The adoption of a hybrid work arrangement emphasize the importance of improving digital connectivity, and effectively managing and protecting data. In 2023, NEDA, in partnership with Department of Information and Communications Technology, improved its capacity to detect, investigate, and respond to cybersecurity threats. Under this partnership, the ICTS installed 650 endpoint protection licenses and 48 server security licenses. Additionally, a network intrusion detection system and log collection solution were configured and set-up at the NEDA Data Center.

In 2023, NEDA's compliance with data privacy rules and regulations remained high at 96 percent, slightly below the 98 percent compliance rate achieved in 2022. With stricter implementation of the relevant rules and regulations set in place in 2023, all data was secured, ensuring the availability, integrity, and confidentiality of personal data.

Meanwhile, the agency continued to advocate for and promote gender and development (GAD) initiatives in 2023. NEDA began to introduce Gender, Equality, Disability, and Social Inclusion criteria in its GAD mainstreaming efforts. From August 30 to September 1, 2023, the agency conducted a GAD Conference to provide updates on the latest developments in GAD promotions, discuss internal policy recommendations to address GAD-related issues in NEDA, strengthen GAD mainstreaming efforts in the agency's core functions, and prepare the NEDA GAD Plan and Budget for 2024. Other related events include the NRO V's approval of the 1st Regional Women's Day Celebration to be held in 2024 and NRO IV-A's hosting of the 11th Regional GAD Convention on November 15, 2023. Attended by GAD focal personnel from LGUs, regional line agencies, SUCs, and the private sector, the annual CALABARZON GAD Convention seeks to inspire others to integrate gender mainstreaming as a fundamental aspect of their organizations.



NEDA Officials and GAD focal personnel discussed GAD-related challenges, opportunities for improvement, and planning for the NEDA's GAD strategic plan during the 2023 NEDA GAD Conference in Baguio City.



IMPROVING KNOWLEDGE SHARING AND KNOWLEDGE MANAGEMENT AT NEDA

Improving knowledge sharing and knowledge management in the workplace involves ensuring that the right knowledge is always available to the right people, at the right time, and in the right format. This ensures the quality of individual and organizational knowledge products and outputs that NEDA takes pride in. To achieve this goal, 28 information systems, including human resource, administrative, and financial systems, were improved to facilitate business operations, improve accessibility, generate reports, and gain insights from data, and streamline operations within NEDA.

Moreover, three knowledge sharing sessions, one of NEDA's primary strategies to promote a culture of knowledge co-creation and collaborative learning, were organized in 2023. During these sessions, the focus was on navigating NEDA's frequently used knowledge management systems, such as SharePoint and PowerBI software, and also exploring the applications and potential of other emerging digital platforms.



The Knowledge Fiesta is an annual celebration of the agency's knowledge management journey and initiatives. It is an internal event rooted in the idea of knowledge sharing and collaborative learning driven by NEDAns for NEDAns. In 2023, the Fiesta carried the theme, "Sinnaranay: Enhancing Knowledge Transfer and Innovation Through Communities of Practice."

NEDA KM IN PRACTICE

NEDA created a compendium of laws and executive issuances issued from 1987 to 2023 that mandate NEDA to perform specific functions, including technical assignments, reportorial requirements, serving as chair or member, and performing secretariat duties in governing boards. For ease of reference, a digital archive for the compedium was developed.

The compendium met the objectives of knowledge management by ensuring the right knowledge is available to the right people at the right time, in the right format, and contributed to the overall efficiency within NEDA. Now, all NEDA personnel involved can easily find the appropriate references, particularly laws, rules, and regulations related to NEDA.

ENHANCING NEDA'S INTERNAL AND EXTERNAL SERVICES

Upholding the values of **integrity**, **professionalism**, and **excellence**, NEDA steadfastly complies with rules and regulations. The agency remains committed to continuously improving its service delivery, thereby earning public trust.

In 2023, NEDA took steps to make its services more accessible and efficient for external clients by initiating the digitalization of both its external and internal services. The process of filing of applications, including requests for documents and data by external clients has been automated. NEDA staff can now attend to these requests promptly, particularly those from the Trade, Services and Industry Staff, Public Investment Staff, and other staff from the Corporate Affairs Group.

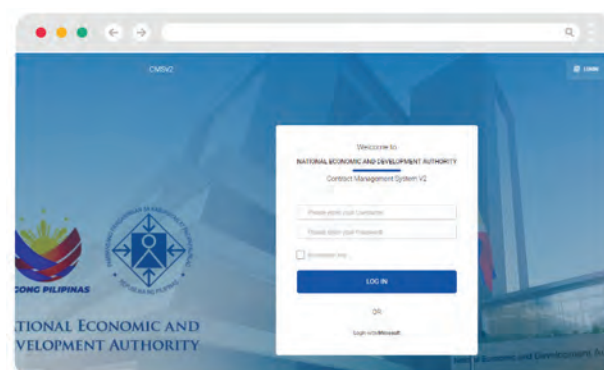
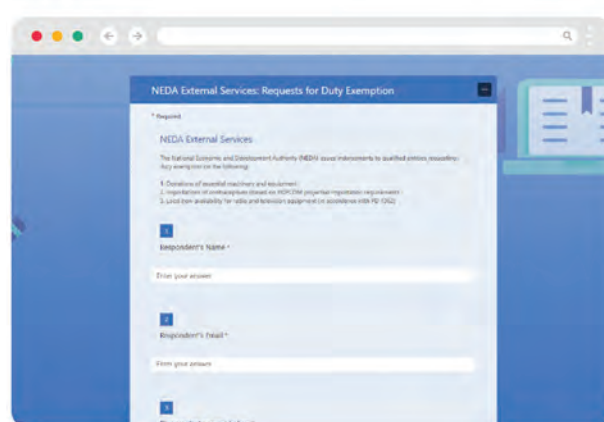


Table 7. NEDA's Digitalization Initiatives for FY 2023

Automation of Internal Key Business Processes

Gender and Development Portal

Automated Transport Management System

NEDA Central Support Information System
–Human Resource Information System

Contract Management System

Automation of External Key Business Processes

Electronic Innovation Grants Information Systems

Automation of NEDA External Services Request
for Duty Exemption

Redevelopment of the National Evaluation Portal

Enhancements to the Public Investment Program Online



Several internal services of the agency were also digitalized (Table 7) in 2023. Notably, the Automated Transport Management System (ATMS) helped optimize NEDA's transportation operations and overall fleet management. The ATMS demonstrated its effectiveness in improving customer service and enabling data-driven decision-making, leading to an increased number of requests from employees for transportation.

For FY 2023, NEDA achieved a 94 percent overall satisfaction rating in providing and delivering public services listed in its Citizen's Charter. This result, included in NEDA's Harmonized Client Satisfaction Measurement Report, was based on the Client/Citizen Satisfaction Survey of 1,529 respondents out of 38,581 individuals who availed themselves of NEDA's services between January and December 2023. The survey respondents found NEDA's public services satisfactory across various criteria, including responsiveness, reliability, access and facility, communication, costs, integrity, assurance, and outcomes.

In 2023, NEDA excelled in complying with the Freedom of Information (FOI) guidelines. It successfully responded to all 273 requests within the prescribed timeline. Ten out of 11 complaints received through the 8888 portal were resolved within 72 hours, as required by the FOI guidelines. Adhering closely to the provisions and procedures specified in the Implementing Rules and Regulations (IRR) of RA 9184 (Government Procurement Reform Act), NEDA saved approximately about PHP120 million in its procurement in 2023. It

awarded several contracts worth around PHP1.09 billion to various external service providers out of a total approved budget contract of of PHP 1.22 billion. The cost savings were reallocated to fund other NEDA programs and projects. By adhering to the procurement timelines, NEDA was able to commence its infrastructure projects promptly and acquire consulting services and goods and services, meeting the agency's targets.

Finally, the Commission on Audit (COA) awarded NEDA and LEDAC with an unmodified opinion on the fairness of the presentation of its financial statements in accordance with the applicable financial reporting framework for CY 2022.³ This marks the fifth consecutive year for NEDA and the fourth consecutive year for LEDAC to earn such a distinction from COA. Moreover, the Association of Government Accountants of the Philippines, Inc. recognized the LEDAC-Accounting Office as one of the outstanding accounting offices in 2022, acknowledging the quality, timeliness, and accuracy of its financial reports, as well as financial performance for CY 2022.

Another testament to NEDA's commitment to improving its systems and operations is the 100 percent passing rate of audited processes, both in ISO-certified NROs and in the NCO. Furthermore, the NCO has retained its ISO 9001:2015 Certification for the Appraisal of Program/Project Proposals and Facilitation of the Investment Coordination Committee Action, as recommended by SOCOTEC Certification Philippines, Inc. on November 8, 2023.

³ The report is only available for CY 2022 as the 2023 report is yet to be audited by COA. This will be available by June 2024.

MEET THE 2023 OUTSTANDING NEDA EMPLOYEES



Mylah Faye Aurora B. Cariño, Regional Director of NRO-Northern Mindanao, is among the recipients of the NEDA RAISE award for her outstanding accomplishments and innovation at work. Serving NEDA for 27 years, she has consistently risen through the ranks due to her competence and dedication. Adding to her accolades as the Outstanding NEDA Employee Awardee in

2023 awarded by the Development Academy of the Philippines for her commendable academic performance during the Senior Executives Class Batch 11 of the Public Management Development Program. She graduated as the Class Valedictorian and was awarded the Outstanding Capstone Paper Award for her innovation project, “The Convergence Areas for Peace and Development Program (CAPDev): Towards Inclusive and Sustainable Development and Just and Lasting Peace in Northern Mindanao.” Her innovation project introduced enhancements in the CAPDev for sustained implementation, to promote inclusivity in Region X’s economic growth and development, and to effect a more equitable allocation of regional resources to conflict-stricken, geographically isolated, and disadvantaged areas in Northern Mindanao. Truly, Regional Director Cariño’s outstanding contribution, not only to the organization but also to the Northern Mindanao region, brings pride to NEDA.



Jourdelyn D. Dizon, Administrative Assistant III at the NRO Central Luzon, was one of the recipients of a step increment grant due to her meritorious performance. With ten years of loyalty and dedication to

her work, she has consistently performed tasks that go beyond the requirements of her position. For instance, she contributed her considerable creative skills to conceptualize and design the layout of the Regional Development Council Newsletter. Ms. Dizon was first spotted and then nurtured by former Regional Director Gina T. Gacusan, who noticed her talent for design and presentation skills while she was creating greeting cards, job vacancy postings, and announcements. When her outstanding performance was duly and finally recognized through the NEDA RAISE, she felt more motivated to enhance her capabilities and accept additional tasks, such as editing video presentations for the Central Luzon Regional Development Plan Launch. Even

when she has to lose sleep to finish extra work, she reminds herself that with the NEDA RAISE award, her hard work and that of other NEDAns will always be well-appreciated. Jourdelyn found affirmation in her exceptional innate talents and the trust of her former supervisors. It also helped her overcome feelings of inadequacy that

she had harbored for over 10 years, as she had no formal education in layout design and multimedia. Moreover, the award gave her a sense of purpose, helped her gain self-confidence, and motivated her to continue improving her craft to contribute more effectively to the entire organization.



Robert James T. Rodelas, or RJ, Information Officer III of the Development Information Staff (DIS), received four awards for his significant contributions to NEDA. Alongside the contributions of the DIS and the Monitoring Evaluation Staff (MES), Mr. Rodelas made significant contributions to the development of the NEDA Infrastructure Flagship Projects (IFP) Dashboard. As one of NEDA's outstanding projects for 2023, the dashboard is designed to enhance the transparency and accessibility of information on government infrastructure projects for the public. The publicly available and interactive dashboard serves as a tool that provides an overview of the government's IFPs, highlighting status, cost requirements, distribution by sector,

mode of financing, and regional location. Complete with its own user guide, the dashboard enables users to easily navigate, explore, analyze, and delve into the data of the IFPs. The project has received high praise from the President and other government agencies.

RJ started as a Contract of Service personnel in the Administrative Staff. His passion for information technology drove him to pursue a Master's degree in the field. Since then, he has assisted in business process automation and systems improvement. While his awards are remarkable additions to his professional achievements, these inspired him to pursue projects related to artificial intelligence and data science, both of which are relevant and very exciting fields in today's economic landscape. A self-professed introvert who struggles with the so-called "Imposter Syndrome," RJ is now more at ease and socializing with other NEDAns, some of whom see him as someone who has made significant contribution to the agency. He is pleased that NEDA, through the NEDA RAISE program has recognized and appreciated his efforts and initiatives. With his accomplishments, he humbly acknowledges the support and belief shown in him shown by his former and current teammates and superiors.

BRIDGING MANDATES

NEDA oversees eight attached agencies, each having its own remit. Overseeing them effectively as a network, NEDA enables them to bridge their mandates and achieve more focused and impactful outcomes together. In reviewing and approving the agency's annual work plans and accomplishments, NEDA ensures that their objectives, projects, and activities are aligned with the government's overall thrusts and priorities as outlined in the Philippine Development Plan 2023-2028. In turn, NEDA is also able to integrate the objectives and perspectives of the attached agencies into its own initiatives, further forging synergy among members of the NEDA group.

LEVERAGING HUMAN RESOURCES TO ADVANCE THE SOCIOECONOMIC AGENDA

The Development Academy of the Philippines (DAP), the Commission on Population and Development (CPD), and the Philippine National Volunteer Service Coordinating Agency (PNVSCA) all leverage human resources and capacities in the public and private sectors to advance the government's socioeconomic agenda.

The DAP is responsible for developing human resource programs to enhance bureaucratic efficiency and improve management capabilities in the public sector. The CPD formulates policies related to population that aim to achieve people-centered development. Meanwhile, the PNVSCA works with various stakeholders in promoting volunteer programs and steering them toward key development priorities. Together, these three agencies help ensure that the various human resource development programs are integrated and responsive to emerging technological and demographic trends.



DEVELOPMENT ACADEMY OF THE PHILIPPINES

As a research and training institution, the DAP contributed to enhancing empowering of public sector performance and government officials in 2023. Through various capacity development programs, DAP developed the skills and competencies within the bureaucracy, enabling more effective and efficient implementation of public policies.

Through Executive Order No. 45 issued on October 26, 2023, the DAP became an attached agency of NEDA. The move is expected to enhance the development and implementation of DAP's programs, including human resource development initiatives, research endeavors, data collection, and information services. In particular, the realignment will ensure that the DAP's research, education, and training activities align with the objectives and implementation of the PDP 2023-2028.

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS

Public Management Development Program

The Public Management Development Program (PMDP) aims to produce a network of high-performing, development-oriented, ethical, and committed government executives and middle managers in the Philippine bureaucracy. As DAP's flagship program, the PMDP produces a networked corps of professionally trained executives and managers. The program's interdisciplinary curriculum and capstone requirements aim to foster innovation in government operations.



The PMDP opened its 5th Phronetic Leadership Class for the government's food security and nutrition sector at the DAP Conference Center in Tagaytay City on August 7, 2023.



Source: DAP

DAP-Center for Governance, in coordination with Quezon City Mayor Joy G. Belmonte and officials, conducted a site visit for an MSME course at Quezon City Hall.

Capability Building on Innovative Leadership for Legislative Staff

The Capability Building on Innovative Leadership for Legislative Staff (CBILLS) focuses on strengthening the leadership, management, and technical skills of congressional members, officers, and staff. The program responds to evolving training needs, enabling effective support for lawmaking and oversight in alignment with the nation's development goals.

Harmonization of the National Government Performance Monitoring, Information and Reporting System

In 2011, AO No. 25 created an Inter-Agency Task Force (IATF) to implement the Harmonization of the National Government Performance Monitoring, Information, and Reporting System (HNGPMIRS). The AO 25 IATF developed the Results-Based Performance Management System (RBPMS) to rationalize, harmonize, simplify, integrate, and unify the various performance systems in the government. DAP houses the AO 25 Secretariat, which serves as the technical secretariat and resource body of the IATF.

The RBPMS program, under the HNGPMIRS, coordinates activities related to performance monitoring, effectively promoting harmonization and bridging gaps by providing a common basis for assessing government agencies. It has provided essential support to several agencies, ensuring the relevance and usefulness of knowledge products and adopting research results to enhance citizen-centric service delivery. As of 2023, the HNGPMIRS program has assisted 18 beneficiary agencies through the RBPMS.



Source: DAP

The participants of the CBILLS Module on Policy Monitoring and Evaluation convened to develop indicators for their Monitoring and Evaluation framework at the DAP Conference Center in Tagaytay City on July 10-14, 2023.

245



Government officials and employees completed classes under PMDP in 2023, including one Senior Executives Class; two Middle Managers Classes; one Phronetic Leadership Class; Local Government Executives and Managers Class and Short Courses.

141



Legislative staff and officers trained under the CBILLS track, including Emerging Leaders, Middle Managers, and Senior Leaders, talks and learning courses.

18



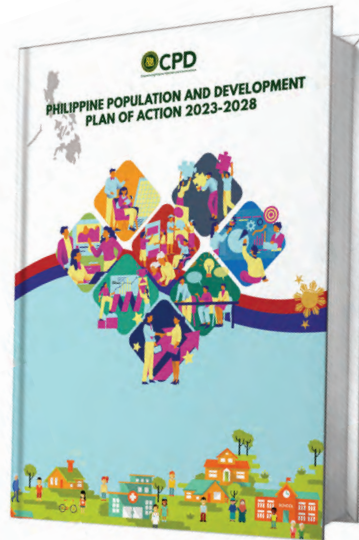
Assisted beneficiary agencies through relevant knowledge products and information, and research results.



COMMISSION ON POPULATION AND DEVELOPMENT

Managing population dynamics is central to sustainable economic and social development. Through CPD's attachment to NEDA, population and development policies are better aligned with the national strategies.

The CPD focuses on promoting responsible parenthood and family planning, guiding the demographic transition, which in turn affect the overall health and well-being of the population, increase access to education, and improve labor force participation.



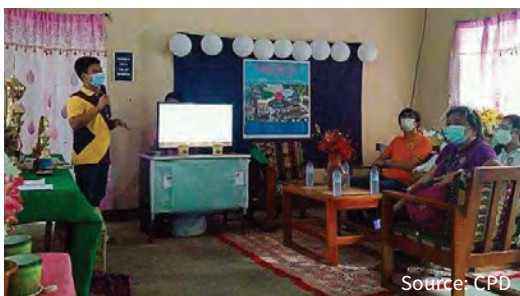
Source: CPD

The PPD-POA 2023-2028 was approved and adopted through MC 40 to ensure its effective implementation across the bureaucracy.

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS

Approval and adoption of the Philippine Population and Development Plan of Action 2023-2028

The Philippine Population and Development Plan of Action (PPD-POA) 2023-2028 was approved and adopted through Memorandum Circular (MC) No. 40, issued by the Office of the President on November 2023. This serves as the overall blueprint for inter-agency collaboration to optimize demographic opportunities and address remaining population challenges. Moreover, the issuance of MC 40 signaled the start of the collaborative efforts of various institutions at all levels to contribute to maximizing demographic opportunities and resolving critical prevailing population and development issues.



Source: CPD

A volunteer peer educator of M. H. Del Pilar Teen Center in Pontevedra, Negros Occidental introduced the purpose and services of the community-based center.



Source: CPD

Director Marilyn Ogaya of CPD Regional Office CALABARZON presented to Governor Hermilando Mandanas the goals and objectives of the PPD-POA 2023-2028 and how the province could work with CPD in fulfilling population and development agenda of the national government.

Devolution Transition Plan of CPD

On its second year of implementation of the Devolution Transition Plan, CPD continued its efforts to establish structures and institutionalize local population and development strategies at the local level. The CPD's 16 regional offices provided technical assistance to LGUs and institutions, capacitating them to implement functional population and development programs and strategies, modern family planning, and adolescent pregnancy reduction.

Inclusion of Two Population and Development Indicators in the 2023 Seal of Good Local Governance

The establishment of a population office with an appointed or designated population officer and the setting up of a teen center (community and school-based) were included in the 2023 Seal of Good Local Governance.

1133

LGUs provided with technical assistance and capacitated to implement **functional population and development programs and strategies.**



979

LGUs and institutions capacitated and provided with **technical assistance on modern family planning.**



993

LGUs and institutions provided with **assistance on adolescent pregnancy reduction.**



78%

LGUs with an established **Population office with appointed or designated population officer.**



66%

LGUs with an **established teen center (community or school-based).**





PHILIPPINE NATIONAL VOLUNTEER SERVICE COORDINATING AGENCY

PNVSCA plays a crucial role in mobilizing and coordinating volunteer efforts, allowing for a sense of community and solidarity to be promoted in the country. The agency harnesses the power of community engagement and collaboration in addressing pressing social issues and enhancing the impact of government initiatives by inspiring shared responsibility and collective action among Filipinos.

Being attached to NEDA, the agency contributes to the Authority's mandate by facilitating the integration of volunteerism into development planning and by conducting capacity-building activities and training programs for volunteerism and other development efforts aligned with NEDA's priorities. In addition, PNVSCA supplies data on and monitor sthe impact of volunteer activities on socioeconomic development indicators in the country, and fosters collaboration among various stakeholders involved in development work. Overall, being part of NEDA enables PNVSCA to ensure that volunteerism is recognized as a valuable tool for achieving sustainable and inclusive development in the Philippines.

In 2023, PNVSCA organized national and regional events and conducted policy reviews, all geared towards the intensification of advocacy on volunteerism as a cross-cutting strategy for development.



Source: PNVSCA

PNVSCA provided technical assistance to the Bayawan City local government unit of Negros Occidental on September 20, 2023.



Source: PNVSCA

PNVSCA conducted the 2023 International Volunteerism Symposium in partnership with the University of Mindanao.

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS

Program Coordination, Monitoring and Evaluation

PNVSCA facilitated the clearance and deployment of international volunteers, including new foreign volunteers assisting local partner institutions in the Philippines, among several other in-country volunteers. Additionally, the agency coordinated the deployment of Filipinos volunteering overseas. This served as a modality of technical cooperation between the country and partner volunteer-sending countries and international volunteer service organizations by promoting technology transfer, skills sharing, and cultural exchange.



PNVSCA conducted a training on CBMS.

The agency is also gearing towards the publication of credible volunteerism data. Through an ongoing partnership with Philippine Statistics Authority (PSA), PNVSCA aims to generate volunteer statistics from local government units. To prepare for this, two training sessions were conducted in 2023 on data processing and analysis of volunteer data from the Community-Based Monitoring System (CBMS) and Labor Force Survey with national government agencies, higher education institutions, and LGUs.

Technical Assistance

PNVSCA also provided technical assistance to government and non-government organizations, private entities, civil service organizations, and state universities and colleges.

The agency spearheaded the holding of capacity-building activities for LGUs on volunteerism mainstreaming.

Policy Review, Formulation, and Planning

PNVSCA reviewed several bills that hold significant implications for community and volunteer engagement. In response to the proactive encouragement of the Committee on People Participation of the House of Representatives, four policy statements have been crafted to provide insights and recommendations on legislative proposals, such as the Emergency Volunteer Protection Bill, the National Volunteers Month Act, and the People Empowerment Act.

189



New foreign volunteers deployed to assist **128 local partner institutions** in the Philippines.

105



Government and non-government organizations, private entities, civil society organizations, and state universities and colleges provided with technical assistance.

12



Bills reviewed relative to **community and volunteer engagement** in the country.



Source: PSA

LEVERAGING DATA AND INFORMATION FOR SOUND POLICIES AND DECISIONS

The Philippine Statistics Authority (PSA), the Philippine Statistical Research and Training Institute (PSRTI), and the Philippine Institute for Development Studies (PIDS) all leverage the use of data and information. The data that PSA generates through the Philippine Statistical System, serves as a firm foundation not only for policymakers, but also for the private sector, in formulating policies and informed decisions. As a research and training body, PSRTI continuously develops statistical methodologies and trains statistical personnel to respond to emerging development needs. Finally, PIDS conducts rigorous policy-oriented research and advocacy activities, which provides firm support to various government initiatives. Through their outputs and advocacies, these agencies contribute toward the regular and strategic use of evidence in policy making and review towards the progressive realization of overall development goals.



PHILIPPINE STATISTICS AUTHORITY

By employing digital solutions, PSA remains committed to provide quality services in line with its mandate. This approach enabled the efficient accomplishment of its targets for national programs such as the Philippine Identification System (PhilSys) registration, the collection of statistics through the CBMS, and the compilation of provincial gross domestic product (GDP) data through

the Provincial Product Accounts (PPA). As the primary source of statistical information in the country, PSA provides accurate and timely data, including major statistical releases on national income, prices, labor force, as well as family incomes and expenditures. These are used for various knowledge products and communicated through engagements and channels involving high-level decision-makers and stakeholders.



Source: PSA

Participants during the PPA information dissemination forum titled, "Bridging the data gap: Bringing economic insights to local stakeholders."

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS



PSA received the Regional Presidential Lingkod Bayan award from the Civil Service Commission as national level awardee and finalist.

Source: PSA

Philippine Identification System Registration

As mandated by Republic Act No. 11055 or the Philippine Identification System Act, PSA aims to establish a single national identification system for all citizens and resident aliens of the country.

As a foundational digital ID system, the PhilSys will transform how services are delivered in the Philippines, and accelerate the country's transition into a digital economy, including enabling presenceless, paperless, and cashless transactions. Pilot authentication services commenced in April 2023 for applicants requesting Civil Registry Documents, which is being conducted at the CRS Central Outlet on East Avenue, Quezon City.

2022 CBMS Data Turnover Ceremonies, and 2022 CBMS Review and Assessment

CBMS is an organized technology-based system of collecting, processing, and validating necessary disaggregated data that may be used for planning, program implementation, and impact monitoring at the local level while empowering communities to participate in the process. The PSA celebrated a milestone through a data turnover ceremony that encapsulates the successful collection, processing, and utilization of local-level statistical and geospatial data.

Provincial Product Accounts

Following the methodologies and framework of the international System of National Accounts, the Provincial Product Accounts (PPA) is a response to the overarching demand from legislators, private institutions, researchers, and professionals for a locally disaggregated indicator of economic performance. This will serve as an essential tool in planning and policy formulation at the sub-national level to supplement the GDP at the national and regional levels.

In 2023, the PPA landing page was created. It is a website available for public users to gain access to all the PSA IEC materials on the compilation of PPA. Available releases include press releases, infographics, statistical tables through OpenStat, publication of results, timelines, primers, FAQs, and the ongoing development of an interactive map on the results of PPA.



90.3% OR

83 OUT OF 92 MILLION

targeted Filipinos completed registration, while a total of 50,332,413 PhilID cards were for delivery as of December 2023 (45,649,707 registrants have received their PhilIDs).

8 OUT OF 17

regions have conducted a comprehensive review and assessment of the 2022 CBMS nationwide rollout to further improve and streamline the CBMS processes in preparation for the next rollout in 2024.

635

cities and municipalities participated in the CBMS rollout, 293 local government units of which have already received their 2022 CBMS Data as of December 2023.



82

PROVINCES



17

HIGHLY
URBANIZED
CITIES

generated their respective GDPs using production approach (aggregated in 16 industries).



PHILIPPINE STATISTICAL RESEARCH AND TRAINING INSTITUTE



PSRTI conducted a complimentary training on Data Visualization using Infographics for the Regional Statistics Committee of SOCCSKSARGEN.



PSRTI capacitated partner agencies on Volunteer Data Labor Force Survey on October 16, 2024



PSRTI, through Prof. John Carlo Daquis of the University of the Philippines School of Statistics, capacitated partner agencies and universities of PNVSAC on processing and analyzing volunteer data from the Labor Force Survey.

In 2023, PSRTI conducted various activities aimed at enhancing data interpretation and analysis for government policy formulation and decision-making. These initiatives included capacity-building and technical assistance provided to government entities at both the national and sub-national levels. As an attached agency, PSRTI aligns its work with NEDA's thrusts and priorities as it performs research and studies on various socioeconomic issues, offering training programs and workshops to enhance the statistical capabilities of the public sector.

In addition, PSRTI also assists NEDA in monitoring and evaluating the implementation of development programs and projects, to fulfill its role of informing policy and strategy formulation towards inclusive and sustainable development. Thus, the agency strengthens the statistical infrastructure in the country and ensures the reliability and correct use and interpretation of data in policy formulation and evaluation.

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS

Training Activities

As part of its mandate, PSRTI conducts regular training courses covering topics on the foundation of statistics, data collection and management, processing and analysis, report writing and presentation, and more on advanced topics on modeling, policy analysis, and impact evaluation.

Customized training courses are offered exclusively to participants identified by government requesting agencies. The data provided by these agencies are integrated into PSRTI training modules and utilized during workshops and exercises. However, agencies making requests can still use PSRTI's existing data exercises, tailored to their specific training needs.

In 2023, PSRTI also conducted SDG Seminar 4, the fourth of a series of Sustainable Development Goals (SDGs) seminars for local government personnel to learn data visualization principles and techniques using Microsoft Office software that is already available in the workplace. The seminar intended to strengthen the information dissemination campaign of LGUs and national government agencies regional offices through trendy infographics.

Research Activities

Guided by a comprehensive and integrated research agenda, PSRTI continuously adapts to the current and emerging needs of the Philippine Statistical System (PSS) and carries out responsive and relevant research programs. Its major thrusts include: (a) the development or improvement of existing statistical concepts and definitions; (b) the development of methodologies and statistical techniques; and (c) the development of relevant indicators to address the current and emerging needs of a particular sector or PSS in general.

Regional Statistics Committee Complimentary Training

The Regional Statistics Committee (RSC) provides direction and guidance to regional/local statistical development activities in support of the decentralization thrust of the government. The complimentary training focused on the participants from member agencies to capacitate them on effective data presentation and analysis skills. Apart from enhancing knowledge and skills in the use of graphics to present statistics quickly, clearly, and effectively, the training also aims to capacitate participants to design an infographic and incorporate the best practices of data visualization and good storytelling.

38



Training activities completed, including 12 regular training activities, 15 customized training courses, 10 SDG seminars for local government units, and 1 complimentary training.

14



Research activities conducted including 11 in-house researches on several SDGs; two commissioned researches; and one online symposium.

17



Training courses conducted on Data Visualization using Infographics for 17 RSCs.





Source: PIDS

The PIDS provided technical inputs during the strategic planning and workshop of the Second Congressional Commission on Education.

PHILIPPINE INSTITUTE FOR DEVELOPMENT STUDIES

As the country's leading institution for policy-oriented research, the PIDS conducted rigorous research and analysis of key issues, challenges, and opportunities by providing evidence-based insights that help inform various national and local policies and decisions.

The PIDS completed and disseminated several research and policy studies on critical socioeconomic issues, which served as a vital link between policymakers and the general public. This helped ensure that policies were well-informed and responsive to the needs of the people.



Source: PIDS

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS

Research Programs

This program contributes to the formulation, implementation, and evaluation of government policies and programs. It aims to enhance the services offered by the government agencies through the aid of policy research. Research completed focuses on various areas such as human development, labor markets, and poverty.

Research Dissemination

PIDS disseminates relevant information and knowledge products to the public through various channels such as publications, seminars, knowledge databases, and online and social media tools and platforms.



NEDA Secretary Arsenio M. Balisacan and PIDS President Ancieto C. Orbeta Jr. led the PIDS Governing Board Meeting on June 21, 2023 at the PIDS office in Quezon City.

50



Policy Research
Studies completed on human development, labor markets, poverty, government programs, institutions, law and governance, agriculture and natural resources, environmental management, macroeconomics, finance, urban and regional development, science, technology and innovation, and trade and industry.

90



Publications released, including discussion papers, policy notes, development research news, research paper series, journals, economic policy monitor, books.

800



Communication initiatives including public events conducted, press releases and media interviews, and social media materials.

LEVERAGING POLICIES AND PARTNERSHIPS FOR ECONOMIC COMPETITIVENESS

The Tariff Commission (TC) and the Public-Private Partnership Center (PPPC) play important roles in the implementation of policies that increase the country's economic efficiency and productivity to sustain rapid growth. Specifically, the TC aids policymakers in decision-making through its administration of the Philippine tariff schedules and nomenclatures, analysis, technical support, and recommendations on tariff modification and trade remedy measures, and review of trade agreements. The PPPC, on the other hand, works to improve domestic competitiveness by steering the development, approval and implementation of PPP programs and projects. Both agencies assist implementing agencies and provide advice on policy reforms that would create an enabling investment environment in the country. Strengthening both international and domestic competitiveness is crucial as the government aggressively promotes the Philippines as a premier investment destination of choice.

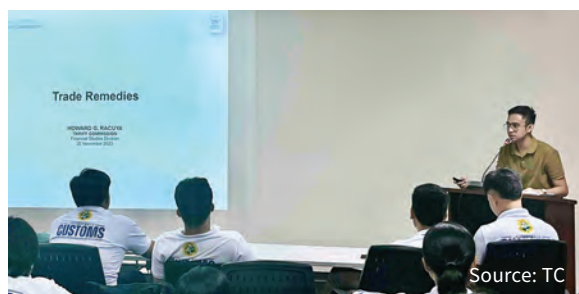


TARIFF COMMISSION

In 2023, the TC undertook facilitated international trade for businesses by allowing better access to production inputs from abroad, incentivizing domestic value-adding activities, and supporting businesses' greater participation in global value chains while helping advance consumer welfare. As an attached agency of NEDA, the TC assists the agency in its policy formulation regarding trade matters (e.g., administrative orders and executive orders), affecting the consumption decisions of Filipino families and production considerations of domestic firms—ultimately determining social welfare, among other factors.



Source: TC
The TC assisted clients on the filing of application for an Advance Ruling on Tariff Classification on a food product.



Source: TC
TC held an advocacy session for customs administration students on trade remedies.

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS

Issuance of Advance Rulings on Tariff Classification and Tariff Classification Dispute Rulings

An advance ruling (AR) is an official written decision issued by the Commission to provide importers and exporters with a product's proper ASEAN Harmonized Tariff Nomenclature (AHTN) Code, which will be used in determining applicable tariff rates and relevant government regulations as applicable to specific products. A total of 958 ARs were issued in 2023, with an average of four ARs issued per working day.

A Tariff Classification Dispute Rulings (TCDR) is an official written decision aimed at resolving disagreements between the Bureau of Customs and the importer/exporter on the proper tariff classification of goods. A total of 19 TCDRs were issued in 2023.



Source: TC

TC conducted the Seminar-Workshop on Trade Remedies for Philippine Investigating Authorities together with the Advisory Centre on World Trade Organization Law.

Investigations on Tariff Modification Measures

The TC issued four reports on tariff modification covering the following products: (a) meat and edible offal of livestock, (b) natural gypsum and anhydrite, (c) rice, (d) maize (corn), and (e) meat of swine under Executive Order (EO) No. 10, s. 2022. TC Reports on tariff modification are considered by the NEDA Board Committee on Tariff and Related Matters (CTRM) wherein the final decisions are taken by the NEDA Board, which is headed by the President. Based on the TC Reports, 4 EOs were issued by Malacañang in 2023: 2 EOs based on the TC Reports submitted in 2022 (i.e., EO 12, s. 2023 and EO 13, s. 2023) and another 2 EOs based on the TC Reports submitted in 2023 (i.e., EO 46, s. 2023 and EO 50, s. 2023).

Investigations on Trade Remedy Measures

The Commission completed its formal investigation on the Second Expiry Review of the Anti-Dumping Duty Imposed against Importations of Wheat Flour from the Republic of Türkiye. Based on the results of the TC investigation, the Department of Agriculture issued Department Order No. 12, s. 2023 on the Second Extension of the Imposition of Anti-Dumping Duty on Imports of Wheat Flour from the Republic of Türkiye.

Updating of the Tariff Classification Information System-Online Application System

In June 2023, the TCIS-OAS was updated to version 2.0 resulting in the full digitalization of the entire AR process, from filing of the application, online payment, real-time tracking of the status of applications, and up to the issuance of the AR. This upgrade facilitated the full automation and processing of applications for AR.

Updating of the online Philippine Tariff Finder

In June 2023, the Philippine Tariff Finder (PTF) was updated to version 2.0, with all 13 Philippine tariff schedules transposed to AHTN 2022, including the Rules of Origin for Free Trade Areas, which includes the Philippines. The PTF 2.0 is a more modernized facility with improved data handling and display functionalities combined with strong search capabilities. Its user-friendly interface allows users to quickly and accurately identify applicable tariff rates for specific products.

958



ARs issued (average of 4 ARs per working day) based on properly documented applications filed with or received by TC.

19



TCDRs issued to resolve disagreement between the Bureau of Customs and importers/exporters on the proper tariff classification of goods.

4



TC Reports on tariff modification, with appropriate draft implementing Executive Orders to the NEDA Board; a total of 4 EOs were issued based on submitted reports.



PUBLIC-PRIVATE PARTNERSHIP CENTER

The PPPC championed public-private partnerships (PPP) by designing enabling policies and frameworks, as well as building and strengthening the capacity of implementing agencies. Through PPPs, the center accelerates the implementation of vital projects in the country to address infrastructure gaps and promote inclusive development.

In 2023, the landmark RA 11966 or the PPP Code of the Philippines was signed into law. This will enable much needed development in various sectors and accelerate the delivery of public services through PPPs. With the strengthened mandate for PPPs, the PPPC can continue to push for more projects from development to implementation, capacitate implementing agencies and other stakeholders, and update policies to ensure consistency with the PPP Code.



Source: PPPC

PPPC conducted a two-day Project Concept Note Development Workshop for national government agencies, government-owned and -controlled corporations, government financial institutions, and state colleges and universities on August 24-25, 2023 in Quezon City.

PROGRAMS, PROJECTS, AND ACCOMPLISHMENTS

PPP Project Development

Seven projects were added to the pipeline wherein complete project documents were signed by concerned implementing agencies; bid documents were approved by concerned bids and awards committee or selection committee; and complete project documents subjected to initial evaluation of proposal and/or negotiation between implementing agency and private sector entities.

Capacity Building for Implementing Agencies and Other Stakeholders

The PPPC conducted a total of 15 targeted capacity-building activities, benefitting 2,259 participants, including sessions for implementing agencies and other PPP stakeholders (e.g., private sector representatives) on the Revised 2022 IRR of the BOT Law; the Revised NEDA Joint Venture Guidelines; 2022 ICC Guidelines; PPP identification, prioritization, and structuring; PPP project concept note development; and mainstreaming of gender, disability, and inclusion in PPP projects.



Source: PPPC

Following the approval of the project by the NEDA Board, the Department of Public Works and Highways held the Kick-Off Meeting for the Negotiation of the Unsolicited Proposal for the Tarlac-Pangasinan-La Union Expressway Extension Project on June 20, 2023.

PPP Policy Advocacy

To strengthen the framework for PPP projects, the PPPC provided substantial inputs to the DOF-DBM-COA Permanent Committee Joint Circular No. 2023-01 (Guidelines on Managing Receipts from PPP Projects). The Center also developed the following issuances approved by the PPP Governing Board in 2023: (a) PPP Governing Board Guidelines on the Negotiation Process for Unsolicited Proposals under the Revised 2022 IRR of the BOT Law; (b) PPP Governing Board memorandum on Appeal Fees concerning Bidding-Related Determinations and Decisions on PPP Projects Currently in the Procurement Stage; and (c) PPP Governing Board Resolution No. 2023-12-02: Interim Guidelines on PPP Projects Whose Processing Has Commenced by the Effectivity of RA 11966 and Before the Effectivity of its IRR.



Source: PPPC

7



New projects added to the pipeline.

15



Targeted capacity building activities achieved.

4



Planned concept notes approved or issued by the appropriate body.

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CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As of December 31, 2023 (In Philippine Peso)

ASSETS

Current Assets

Cash and Cash Equivalents	41,127,220.24
Receivables	131,531,766.79
Inventories	7,938,268.47
Other Current Assets	98,223,308.54
Total Current Assets	278,820,564.04

Non-Current Assets

Investments	233,120.00
Property, Plant, and Equipment (PPE)	1,380,857,173.20
Intangible Assets	13,888,311.80
Other Non-Current Assets	89,072,544.26
Total Non-Current Assets	1,484,051,149.26

TOTAL ASSETS

1,762,871,713.30

LIABILITIES

Current Liabilities

Financial Liabilities	64,200,423.63
Inter-Agency Payables	12,269,848.30
Intra-Agency Payables	168,165.19
Trust Liabilities	24,634,598.10
Provisions	263,319.55
Other Payables	853,198.70
Total Current Liabilities	102,389,553.47

Non-Current Liabilities

Trust Liabilities	16,575,929.80
Deferred Credits/Unearned Income	8,256.03
Other Payables	4,885,972.12
Total Non-Current Liabilities	21,470,157.95

TOTAL LIABILITIES

123,859,711.42

NET ASSETS

1,639,012,001.88

(TOTAL ASSETS LESS TOTAL LIABILITIES)

NET ASSETS/EQUITY

Equity

Accumulated Surplus/(Deficit)	1,639,012,001.88
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NET ASSETS/EQUITY

1,639,012,001.88

Note: The accompanying Consolidated Financial Statements of NEDA for the year ended December 31, 2023 were unaudited and will be replaced upon issuance of FY 2023 Consolidated Annual Audit Report by the Commission on Audit (COA).

CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

For the Year Ended December 31, 2023 (In Philippine Peso)

REVENUE/INCOME

Service and Business Income	111,168.90
Shares, Grants and Donations	2,035,936.27

TOTAL REVENUE	2,147,105.17
----------------------	---------------------

Less: Current Operating Expenses

Personnel Services	1,193,578,739.13
Maintenance and Other Operating Expenses	565,790,229.40
Financial Expenses	205.00
Non-Cash Expenses	82,500,278.73

TOTAL CURRENT OPERATING EXPENSES	1,841,869,452.26
---	-------------------------

Surplus (Deficit) from Current Operations	(1,839,722,347.09)
Net Assistance/Subsidy	1,955,724,730.08

Other Non-Operating Income

Gains	648,732.31
Miscellaneous Income	304,154.26

TOTAL OTHER NON-OPERATING INCOME	952,886.57
---	-------------------

Losses	(173,399.91)
Surplus (Deficit) for the Period	116,781,869.65

Note: The accompanying Consolidated Financial Statements of NEDA for the year ended December 31, 2023 were unaudited and will be replaced upon issuance of FY 2023 Consolidated Annual Audit Report by the Commission on Audit (COA).

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NEDA ANNUAL REPORT 2023

