

Annual Report



OPENING PATHWAYS FOR INCLUSIVE REGIONAL DEVELOPMENT

NEDA 2024 Annual Report

OPENING PATHWAYS
FOR INCLUSIVE
REGIONAL DEVELOPMENT

© 2025 by the Department of Economy, Planning, and Development

All rights reserved. Any part of this publication may be used and reproduced, provided that proper citation and/or acknowledgement is made.



ABOUT THE COVER

The cover of the NEDA 2024 Annual Report features Filipinos from all walks of life, emphasizing the country’s whole-of-nation approach in creating comprehensive solutions to achieve its medium- and long-term goals.

The design also incorporates the *Tabuk* weave of the *Kalinga* people from Cordillera, symbolizing harmony, innovation, and resilience—qualities essential to realizing the nation’s long-term vision, the *AmBisyon Natin 2040*.

Aligned with the theme “Opening Pathways For Inclusive Regional Development,” the cover art reflects our collective pursuit towards a *Bagong Pilipinas*.

TABLE OF CONTENTS

NEDA in 2024	iv
Message from the President	vi
Message from the Secretary	vii
Introduction	viii
About NEDA	1
NEDA's role in LEDAC	7
Empowering the Regional Development Councils	21
Enhancing Local Government Capacities	33
No One Left Behind: Socioeconomic Planning and Development in BARMM	38
Fostering Effective Partnerships for Regional Development	43
Advancing Inclusive National and Regional Development	49
Driving Transformation and Innovation: From Regions to the Nation	65
Strengthening NEDA Towards Better Economic Governance	91
Attached Agencies and Accomplishments	105
COA Independent Auditor's Report	00
Consolidated Statement and Financial Position	132
Consolidated Statement and Financial Performance	133

Inclusive Economic Growth in 2024

NEDA Board Accomplishments

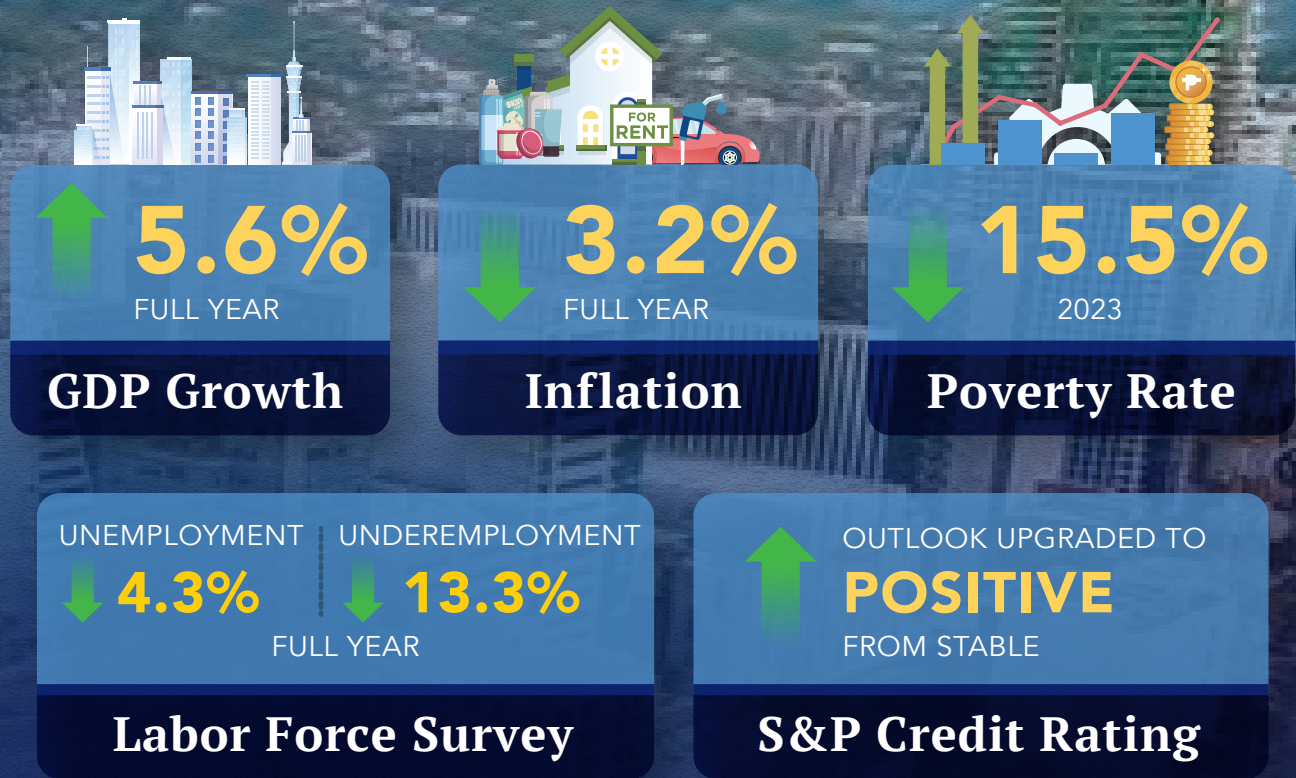
NEDA, as the country's premier socioeconomic development planning and policy coordinating body, is primarily responsible for formulating continuing, coordinated and fully integrated social and economic policies, plans, and programs. The powers and functions of the NEDA reside in the NEDA Board.

41*
projects
worth
PHP878.3B

approved by the
NEDA Board

**including 15 new and 26 ongoing projects*

- ✓ **IRR of the PPP Code:** Streamlined processes to accelerate public-private partnerships
- ✓ **Airport PPPs:** NAIA, Laguindingan, and Panglao projects to enhance travel and trade
- ✓ **Regional Connectivity:** Mindanao Transport Connectivity and Laguna Lakeshore Road Network to boost mobility and economic activity
- ✓ **Healthcare:** UP-PGH Cancer Center and HSRP approved for better healthcare services
- ✓ **Digital Transformation:** PHP 16.1B Philippine Digital Infrastructure Project for nationwide broadband
- ✓ **IFPs:** Completed 5 flagship projects, including flood control and key road networks



LEDAC Accomplishments

LEDAC is the primary mechanism for consensus-building between the executive and legislative branches in collaboration with key stakeholders. It aims to address critical issues affecting the socioeconomic and development objectives of the country.

The LEDAC convened

4 times
in 2024,
with

19 bills

from the **Common
Legislative Agenda**
signed into law

Key reforms passed

- ✓ CREATE MORE Act
- ✓ Philippine Maritime Zones Act
- ✓ Ease of Paying Taxes Act
- ✓ Real Property Valuation and Assessment Reform Act
- ✓ New Government Procurement Act
- ✓ Value-Added Tax on Digital Services Act
- ✓ Enterprise-Based Education and Training Framework Act
- ✓ Anti-Agricultural Economic Sabotage Act

MESSAGE FROM THE PRESIDENT

Through its efforts to empower Regional Development Councils, institutionalize regional representation in national policymaking, and strengthen the capacities of local government units, the **Department of Economy, Planning, and Development (DEPDev)** (formerly National Economic and Development Authority) has made significant progress in translating our national aspirations into meaningful regional and local realities. Truly, the agency's continued persistent work to promote sound economic governance and evidence-based planning is worthy of praise and commendation.

I welcome the publishing of your **Fiscal Year 2024 Annual Report**, which highlights your stalwart achievements—from advancing climate-resilient infrastructure and forging international partnerships to accelerating digital transformation initiatives that drive innovation across the nation. Indeed, your commitment to productive collaborations and social transformation underscores your vital role in steering our country's economic direction and sustainable progress.

Guided by the Philippine Development Plan 2023-2028 and AmBisyon Natin 2040, may you remain steadfast in your mission to lead our nation towards the realization of resilient, comfortable, and stable lives for all Filipinos. I trust that the men and women of the DEPDev will remain resolute in their work as we build a stronger economy capable of navigating and rising above present and future challenges.

Together, let us continue opening more pathways towards a Bagong Pilipinas where every Filipino can thrive and achieve their aspiration of a brighter and prosperous future.


FERDINAND R. MARCOS, JR.
President of the Philippines



MESSAGE FROM THE SECRETARY

As the Marcos Administration reaches its midterm, the National Economic and Development Authority (NEDA) remains steadfast in its commitment to advancing the country's socioeconomic agenda and achieving our shared development goals. Anchored in the Philippine Development Plan (PDP) 2023–2028, NEDA continues to champion sound economic governance by formulating evidence-based policies and by coordinating, monitoring, and evaluating government programs and projects to promote sustainable and inclusive growth.

The theme of this year's Annual Report, **“Opening Pathways for Inclusive Regional Development,”** highlights the agency's key accomplishments in 2024. It underscores our ongoing collaboration with the Regional Development Councils (RDCs) and Local Government Units (LGUs) in addressing local socioeconomic challenges, bridging disparities between leading and lagging regions, diversifying the country's economic drivers, and aligning regional initiatives with national priorities in pursuit of our collective development aspirations.

The PDP 2023–2028 places a strong emphasis on empowering regional economies through cross-cutting strategies. These include fostering deeper coordination between local and national governments, enhancing physical and digital infrastructure, accelerating digital transformation, expanding public-private partnerships, and cultivating a vibrant innovation ecosystem where local actors play a central role. Through these efforts, we aim to unlock the vast potential of our regions, strengthen the economy's overall resilience, and ensure that the benefits of growth are distributed more equitably across the nation.

NEDA continues to intensify its support for RDCs and LGUs as vital drivers of regional progress and responsive governance. Our strategic focus areas include strengthening RDCs, enhancing local capacities, fostering meaningful partnerships for development, promoting inclusive growth at both national and regional levels, catalyzing transformation and innovation from the ground up, and reinforcing NEDA's institutional capacity to deliver on its mandate more effectively.

Looking ahead, NEDA remains committed to deepening its partnerships with regional and local stakeholders, advancing evidence-informed governance, and contributing to the building of a stronger, more inclusive, and more resilient Philippine economy. Together, we work toward a *matatag, maginhawa, at panatag na buhay* for every Filipino.



ARSENIO M. BALISACAN, PhD
NEDA Secretary



INTRODUCTION

In 2022, President Ferdinand R. Marcos, Jr. made regional inclusion and transformation one of the government's top priorities. The President directed his administration to ensure that the country's development efforts effectively cascade to the regional and provincial levels of socioeconomic governance. Heeding this directive, the government launched the Philippine Development Plan (PDP) 2023-2028 as the country's development blueprint for socioeconomic transformation. Soon after the PDP rollout, the Regional Development Plans (RDPs) were released, with the RDPs adopting the national development framework and anchoring strategies responsive to local contexts within the broader national direction for development. Regions shall be empowered to catch up and develop into competitive and resilient growth engines that drive the Philippine economy forward, contributing to higher-quality job creation and sustainable poverty reduction.

WHERE PATHS CONVERGE

In 2024, NEDA implemented initiatives aimed at promoting more robust and sustained regional development. As the country's premier socioeconomic planning agency, it formulates coordinated and integrated policies and programs that guide the country's development. Serving as adviser and facilitator, NEDA operates as the Secretariat to the NEDA Board through the NEDA Central Office and the Regional Development Councils (RDCs) through the NEDA Regional Offices.

With the PDP and RDPs serving as roadmaps, NEDA provides evidence-based policy advice and helps ensure the efficient and effective delivery of programs and projects through its

coordinating role in various interagency mechanisms. It evaluates and synchronizes development efforts across national and local governance pathways. In fulfilling this role, NEDA acts as a convergence point where national priorities and regional conditions intersect, ensuring that strategies are coherent, responsive, and rooted in the realities on the ground.

This mandate gained new momentum in the past year as NEDA advanced policies, strengthened institutional readiness, and deepened partnerships to steer regional strategies. As the country navigated persistent global and domestic challenges, efforts intensified to recalibrate planning, investment, and coordination systems to better reflect local development priorities. This included increased engagement with the RDCs, support for local governments navigating the devolution process, and greater involvement of local stakeholders in outlining investment priorities. Agency efforts aimed to enable RDCs to function more effectively as the highest planning and coordinating bodies in the regions. These efforts signal a shift that empowers regions to take a greater role as planners and decision-makers alongside implementation, charting their pathways to progress in alignment with national priorities.

OPENING PATHWAYS

Realigning national systems to be more responsive to regional needs required significant reforms in both structure and operations. A key step in 2024 was the proposed Executive Order (EO) to repeal EO 325, which reshaped the RDCs to be more representative, capable, and agile. At the same time, NEDA worked to institutionalize stronger representation of the RDCs in high-level decision-

making platforms. Avenues for vertical and horizontal project and program coordination, such as the historic RDC Chairpersons Meeting with the President, the Regional-National Investment Programming (RNIP) Dialogue, and the revitalized National and Regional Project Monitoring Committees, were utilized to create opportunities for better cooperation in planning, programming, and implementation.

NEDA aimed to create another vital pathway by guiding the devolution process and working to ensure its sustainable and equitable implementation at the local level. Through the Committee on Devolution, NEDA evaluated local capacities and facilitated consultations to develop a practical, phased approach to devolution. This initiative sought to unlock LGUs' potential, particularly at regional and provincial levels, by providing tools and technical support to mobilize resources, enhance planning, and monitor outcomes. This also entails ensuring that national priorities translate into local results and that development outcomes extend beyond traditional centers of growth.

The government is intensifying its infrastructure efforts and promoting sustainable economic opportunities nationwide through policies and programs that encourage inclusion and sustainable development. These efforts facilitate socioeconomic transformation and create new pathways for regional growth. These initiatives reflect a vision of a nation where every region can flourish and actively contribute to national progress. This commitment is evident in improved coordination mechanisms, enhanced planning and investment systems, the integration of climate resilience in projects, and deeper, more meaningful opportunities for collaboration with development partners, stakeholder chambers, and local communities.

Throughout the year, NEDA opened pathways within its institution by modernizing processes, expanding digital tools, enhancing learning programs for its staff, and strengthening organizational cohesiveness. These initiatives aimed to enhance the agency's capacity to respond more effectively to increasing demands for regional and national development and to fulfill its critical mandate with agility and focus.




The agency's various initiatives opened broader and more defined pathways for collaboration, innovation, and local empowerment, widening the path for NEDA and its stakeholders to shape development that is both nationally coherent and locally grounded.

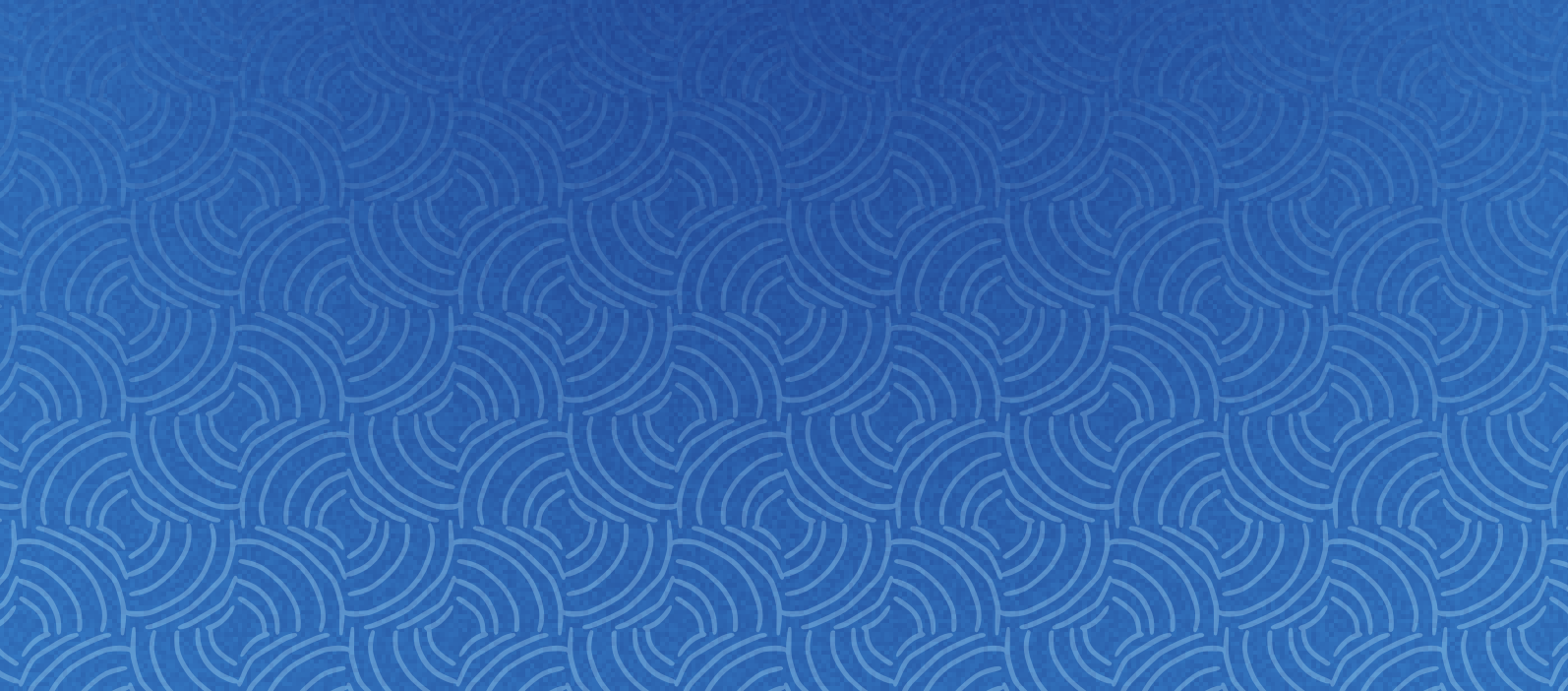
THE PATHWAYS AHEAD

NEDA's efforts toward regional empowerment clearly acknowledge that inclusion is not an afterthought but a vital part of the country's strategy for socioeconomic transformation. By strengthening the alignment between national and regional levels of government and empowering local institutions and stakeholders to lead with focus and capability, NEDA has established a foundation for inclusive and sustained progress.

This report documents that progress. It reaffirms NEDA's commitment to strategic planning, sound policymaking, and coordination across all levels of governance. NEDA continues to open pathways for a more responsive approach to shaping an inclusive future. As we look ahead, these pathways are expected to widen and multiply, creating even greater opportunities toward fully realizing a *matatag, maginhawa, at panatag na buhay* for every Filipino.



ABOUT NEDA



ABOUT NEDA

The National Economic and Development Authority (NEDA) is the country's **premier socioeconomic planning body**, highly regarded as the **authority in macroeconomic forecasting 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 a short-term policy review to provide critical analyses of development issues and policy alternatives to decision-makers.



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.

CORE VALUES

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

NEDA BOARD

NEDA, as the **country's premier socioeconomic development planning and policy-coordinating body**, is primarily responsible for formulating continuing, coordinated and fully integrated social and economic policies, plans, and programs. The powers and functions of the NEDA reside in the NEDA Board.

Under Executive Order No. 230 (Reorganizing the NEDA), the President may revise the membership of the NEDA Board whenever the same is deemed necessary for the effective performance of the Board's functions through an administrative or memorandum order. Pursuant to the said provision, the membership of the NEDA Board has been repeatedly amended throughout different administrations.

On September 5, 2024, Administrative Order No. 25 was issued by President Ferdinand R. Marcos, Jr. for the reorganization of the NEDA Board. The Secretaries of the Department of Agriculture and the Department of Education were included as members of the NEDA Board.



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

- **Development Budget Coordination Committee (DBCC)** recommends the level of annual government expenditure and the ceiling of spending for programs, as well as debt service.
- **Committee on Infrastructure (INFRACOM)** provides recommendations on infrastructure projects, including highways, airports, seaports, railways, power generation, telecommunications, and disaster mitigation projects, among others.
- **Investment Coordination Committee (ICC)** 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 (SDC)** 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 (CTRM)** advises on tariff and related matters and its effects on the country of various international developments.
- **Regional Development Committee (RDCOM)** formulates and monitors the implementation of policies that reduce regional growth disparities and promote rational allocation of resources among regions. The committee also serves as a clearing house for key regional development policy/programs proposals.
- **National Land Use Committee (NLUC)** advises on matters on land use and physical planning, including resolving land use policy conflicts among agencies of the national government.



NEDA BOARD MEMBERS



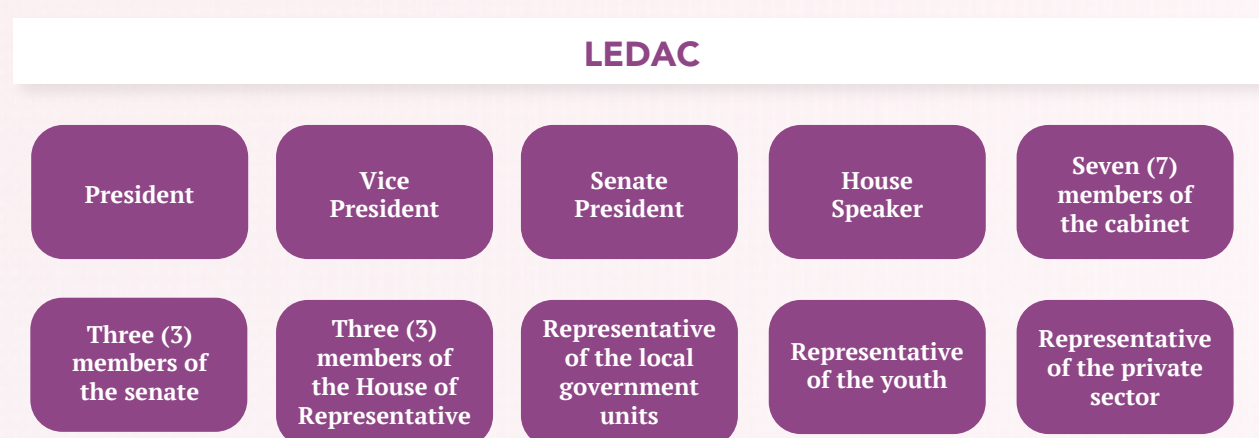
Note: As of December 31, 2024

NEDA's ROLE IN LEDAC

Republic Act (RA) No. 7640 provides that **NEDA shall serve as the principal secretariat of the LEDAC**, to be assisted by the Presidential Management Staff, the Senate Economic Planning Office, and the Congressional Policy and Budget Research Department.

Pursuant to the implementing rules and regulations of RA No. 7640, NEDA, as principal secretariat, **shall oversee and coordinate the provision of overall technical and administrative support to the LEDAC** which includes determining the agenda for and preparing the minutes of the Council meetings, and manage and maintain the official records as well as prepare the annual budget of the Council.

LEGISLATIVE EXECUTIVE DEVELOPMENT ADVISORY COUNCIL



Strong Executive-Legislative Synergy

4 th LEDAC Meeting -	March 19, 2024	6 th LEDAC Meeting -	September 25, 2024
5 th LEDAC Meeting -	June 25, 2024	7 th LEDAC Meeting -	December 9, 2024

LEDAC Technical Working Group (TWG) Meetings

6 th TWG Meeting -	January 16, 2024	8 th TWG Meeting -	June 20, 2024
7 th TWG Meeting -	June 18, 2024	9 th TWG Meeting -	September 19, 2024

OFFICE OF THE SECRETARY



Krystal Lyn T. Uy

Undersecretary for
Legislative Affairs



Arsenio M. Balisacan

Secretary



Melbourne D. Pana

Undersecretary and
Chief of Staff

INVESTMENT PROGRAMMING GROUP



Roderick M. Planta

Assistant Secretary



Joseph J. Capuno

Undersecretary



Jonathan L. Uy

Assistant Secretary



Rosemarie G. Edillon

Undersecretary



Reynaldo R. Cancio

Assistant Secretary

POLICY AND PLANNING GROUP

REGIONAL DEVELOPMENT GROUP



Carlos Bernardo O. Abad Santos

Undersecretary



Agnes M. Espina-Tolentino

Assistant Secretary



Ma. Monica P. Pagunsan

OIC-Undersecretary



Florante G. Igtiben

OIC-Assistant Secretary

CORPORATE AFFAIRS GROUP

NEDA ORGANIZATIONAL STRUCTURE



Empowering the Regional Development Councils

The **Regional Development Council (RDC)** is the highest planning and policy-making body in each region. It serves as the primary institution that sets the direction for socioeconomic development and coordinates regional planning efforts. The RDC ensures that the national development agenda outlined in the Philippine Development Plan is cascaded and integrated into regional, provincial, and local development plans. The Council ensures that local initiatives are aligned with national priorities, particularly in investment programming, budgeting, policy formulation, as well as program and project development.

Empowering RDCs is essential to strengthening local governance and addressing the diverse challenges faced by regions. Enhancing their capabilities enables more effective responses to issues such as poverty, infrastructure gaps, and environmental sustainability. RDCs act as crucial intermediaries, bridging local needs with national development goals through coordinated planning and implementation.

Recognizing these challenges, President Ferdinand R. Marcos, Jr. directed NEDA and the RDCs to expand their presence at the local level and take a more proactive role in regional planning and project development.

Enhancing the Institutional Framework for Regional Development

Formulation of a Draft Executive Order Repealing Executive Order No. 325, s. 1996

Executive Order (EO) No. 325, issued in 1996, reorganized the RDCs by defining membership and functions, including regional development planning, investment programming, budgeting, and project monitoring and evaluation. It also established committees under the RDCs to support these functions. For over 27 years, RDCs have served as a vital link between national and local governments in aligning development priorities.

However, RDCs have faced limitations in engaging local government units (LGUs) and influencing funding for regional priority programs and projects. The

proportion of RDC-endorsed projects that receive funding under the General Appropriations Act has remained low. Their ability to fully integrate regional priorities into national planning and budgeting processes requires further strengthening.

In 2024, NEDA drafted a new EO to repeal EO No. 325. The proposed EO aims to strengthen the RDCs' role in coordinating inter-LGU projects and enhancing regional development planning. It seeks to increase regional participation in national policymaking and ensure that local priorities are reflected in the national budget.

Key amendments in the draft EO include:

- Reconstituting the RDC membership to include additional line agencies as regular members (e.g., CHED, DepEd, DOE, DICT, DOTr, NCIP, PIA, among others), with authority to add more as needed.
- Defining the selection, qualifications, honoraria, and term of office for the private sector representatives.
- Strengthening regional investment programming and budgeting.
- Capacity-building of the LGUs in planning, programming, and project development.
- Directing central offices of national agencies to prioritize the RDC-endorsed programs and projects aligned with regional development plans.





Secretary Balisacan, along with other Cabinet Secretaries and the RDC Chairpersons, met with President Ferdinand Marcos Jr. on April 30, 2024 in Malacañang to discuss, among other matters, the regions' priority programs and projects, as well as the draft executive order strengthening the RDCs.

Strengthening Regional Representation in National Policymaking

The NEDA Board Regional Development Committee

In line with the President's directive for NEDA to take a more proactive role in promoting and sustaining socioeconomic development across the regions, the NEDA Board's Regional Development Committee (RDCom) played a pivotal role in initiating the first-ever meeting between RDC Chairpersons and the President on April 30, 2024.

The RDCom is tasked with coordinating and integrating the government's regional development efforts to ensure coherence and effective implementation at both regional and local levels. Drawing heavily from the insights and recommendations of the RDCs, the RDCom serves as a policymaking venue that drives the socioeconomic transformation of regions. It facilitates the alignment of project identification and implementation among local governments and regional line agencies, while promoting the efficient and sustainable use of resources.

Following its reorganization in 2023, the RDCom convened on April 19, 2024, in preparation for the RDC Chairpersons' meeting with the President. During this meeting, the RDCom approved and endorsed two key items:

The draft Executive Order repealing EO No. 325, s. 1996, aimed at strengthening the institutional framework of the RDCs; and

The top three priority programs and projects (PAPs) proposed by each RDC for possible inclusion in the FY 2025 and 2026 budget of the concerned implementing agencies.



The meeting concluded with an oath-taking ceremony of the RDC Chairpersons, administered by President Ferdinand R. Marcos, Jr.

RDC Chairpersons' Meeting with the President

On April 30, 2024, RDC Chairpersons from across the country met with President Ferdinand R. Marcos, Jr. to present their top three regional priority programs and projects for inclusion in the FY 2025 and 2026 budgets. This historic meeting marked a significant step in institutionalizing regional voices

in national development planning and policymaking.

During the meeting, NEDA and the RDC Chairpersons also advocated for the issuance of the new Executive Order to strengthen the RDCs' role in regional planning, investment programming, budget review, and project monitoring.



Key outcomes of the meeting included:

- The Department of Budget Management committed to include RDC-endorsed priority PAPs in the proposed agency budgets for FY 2025.
- The national government pledged to allocate counterpart funding for Official Development Assistance (ODA)-financed PAPs in the National Expenditure Program for FY 2025.
- The President directed NEDA to institutionalize the RDC-national agency prioritization process as a regular activity, ensuring that local priorities are consistently reflected in national planning and budgeting.



Regional-National Investment Programming (RNIP) Dialogue



Secretary Balisacan delivered his keynote speech during the Opening Ceremony of the 2nd RNIP Dialogue.

To complement these efforts, NEDA organized the 2024 Regional-National Investment Programming (RNIP) Dialogue, building on the initiative launched in 2023. The RNIP Dialogue provides a structured platform for Agency Central Offices (ACOs) to align regional priorities with national investment strategies.

In 2024, NEDA enhanced the RNIP process to ensure that proposed PAPs submitted to ACOs were implementation-ready, thereby increasing their chances of securing budget allocations. As part of this enhancement, NEDA facilitated the harmonization of infrastructure sector targets and outputs at both national and regional levels. This harmonization aims to improve the alignment of the results matrices (RM) and the Agency-Regional Investment Programs and Projects (ARNIPAPs). A proposed list of harmonized infrastructure RM indicators was approved by the INFRACOM Technical Board on July 18, 2024, subsequently transmitted to ACOs on July 26, 2024, and presented during the 2nd RNIP Dialogue.

The 2nd RNIP Dialogue, held on August 22-23, 2024, further reinforced the vertical and horizontal linkages in planning, investment programming, and budgeting. Secretary Balisacan reaffirmed the administration's commitment to regional development and institutional reforms that harmonize national and regional investment priorities.



Secretary Balisacan hosted the executive dinner during the first day closing ceremony of the 2nd RNIP dialogue, which was joined by Executive Secretary Lucas P. Bersamin, secretaries and officials from various implementing agencies, and RDC Chairpersons.



NEDA Officials at the Opening Ceremony of the 2nd Regional-National Investment Programming Dialogue, August 22-23, 2024.

Highlights of the dialogue included:

- Finalization of priority projects for inclusion in the Public Investment Program (PIP).
- Use of the PIP Online (PIPOL) System to streamline submission and tracking of priority investment programs.
- Active feedback from agencies on project feasibility, fostering a more transparent and responsive investment programming process.

A significant outcome of the dialogue was the commitment to institutionalizing the RNIP platform, supported by a Joint Communique signed by key officials. This commitment ensures:

- Synchronization of investment programming timelines
- Strengthened inter-agency coordination
- Annual consultations between RDCs and national government agencies.

This commitment ensures a more strategic and inclusive approach to investment planning, driving regional development in line with the Philippine Development Plan (PDP) 2023-2028.

RESULTS



284
out of 399

endorsed Agency-Regional Investment Programs and Projects (ARNIPAPs) were included in the FY 2026 PIP



70 from the
Department of Public Works and Highways
(25%)



65 from the
Department of Agriculture
(23%)



29 from the
Department of Transportation
(10%)

The top three regions with the most ARNIPAPs included:



28
Region XI

26
CARAGA

23
Region IX and X

Status of NRO and Chapter Focal Validation of 2024 ARNIPAPs

Validated as of February 4, 2025

Implementing Agency	No. of ARNIPAPs		Total No. of ARNIPAPS
	Standalone	Sub PAPs	
Department of Transportation (DOTr)	29	-	29
Department of Agriculture (DA)	26	39	65
Department of Science and Technology (DOST)	26	-	26
National Irrigation Administration (NIA)	25	-	25
Department of Information and Communications Technology (DICT)	10	9	19
Department of Environment and Natural Resources (DENR)	9	8	17
Department of Social Welfare and Development (DSWD)	5	-	5
Department of Public Works and Highways (DPWH)	4	66	70
Philippine National Police (PNP)	4	-	4
Department of Education (DepEd)	3	12	15
Department of Human Settlements and Urban Development (DHSUD)	3	-	3
Department of the Interior and Local Government (DILG)	3	-	3
Department of Energy (DOE)	1	-	1
Department of Health (DOH)	1	-	1
Local Government Academy (LGA)	-	1	1
TOTAL	149	135	284

Region	No. of ARNIPAPs		Total No. of ARNIPAPS
	Standalone	Sub PAPs	
Interregional			
Region X, CARAGA	-	1	1
Region Specific			
CAR	13	3	16
Region I	9	11	20
Region II	13	8	21
Region III	9	2	11
Region IV-A	5	13	18
Region IV-B (MIMAROPA)	9	4	13
Region V	13	6	19
Region VI	4	8	12
Region VII	3	19	22
Region VIII	9	6	15
Region IX	7	16	23
Region X	16	7	23
Region XI	15	13	28
Region XII	9	7	16
CARAGA	15	11	26
TOTAL	149	135	284



Advancing Regional Project Monitoring and Stakeholder Engagement

National and Regional Project Monitoring Committees (NPMC)

Executive Order No. 93, s. 1993, established the National Project Monitoring Committee (NPMC) to oversee the implementation of the Regional Project Monitoring and Evaluation System (RPMES) at the national level. The NPMC comprises designated undersecretaries from NEDA, DBM, Office of the President-Presidential Management Staff, and the Department of the Interior and Local Government (DILG).

The NPMC convenes semi-annually or as needed to:

- Discuss updates on the implementation of the RPMES;
- Address implementation issues elevated by the Regional Project Monitoring Committees (RPMC) that require national-level intervention; and
- Deliberate on other matters related to regional project monitoring and evaluation.

At the regional level, NEDA Regional Offices facilitated RPMC activities to ensure effective monitoring and evaluation of projects at the local level. The RPMCs played a key role in identifying and resolving implementation issues, promoting transparency and enhancing interagency coordination to support the successful delivery of key development initiatives

Digitalization of the Regional Project Monitoring and Evaluation System

To improve efficiency and promote transparency, NEDA Regional Offices published quarterly Regional Project Monitoring and Evaluation System (RPMES) reports, which serve as valuable references for policymakers, researchers, and the general public in assessing the progress of government projects.

With the guidance and support from the NEDA Monitoring and Evaluation Staff, several regional offices rolled out their electronic RPMES platforms to implementing agencies, local government units (LGU), and state universities and colleges (SUC). This digital system enabled stakeholders to input and track project updates, enhancing transparency and accountability in project implementation.

Effective Policies Are Built on Real Results

In 2024, NEDA conducted impact evaluation studies across seven regions to assess the effectiveness of key infrastructure and development programs.

These studies provided evidence-based insights that informed policy decisions and fostered collaboration between national and regional stakeholders.

Regions and Projects Evaluated

Region 1 (Ilocos)

Candon Bypass Road Project (CBRP)



Region III (Central Luzon)

Arterial Road Bypass Project (ARBP) Phase II



Region V (Bicol)

Abaca Processing and Trading Enterprise Project in Catanduanes



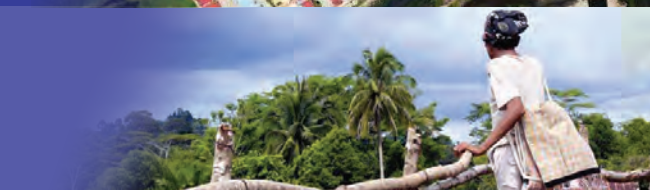
Region VIII (Eastern Visayas)

Fisheries, Coastal Resources, and Livelihood (FishCORAL) Project in Eastern Visayas



Region IX (Zamboanga Peninsula)

Zamboanga City Roadmap to Recovery and Rehabilitation (Z3R) Housing Project on the Socioeconomic Recovery of Zamboanga Siege Victims



Region XI (Davao)

Payapa at Masaganang Pamayanan (PAMANA) Program in Davao Region



Region XIII (CARAGA)

Port Operation Privatization of Philippine Ports Authority (PPA) Ports under the Port Terminal Management Regulatory Framework (PTMRF)

Sources: (from top to bottom) The Philippine Star, DPWH, DA-PRDP, PNA, City Planning and Development Coordinator, DSWD, Business World

These evaluation studies identified what worked, what needed improvement, and what could be scaled or replicated. The resulting policy recommendations were shared with government agencies, policymakers, and local stakeholders. These studies will pave the way for better

governance, smarter spending, and more effective policies that align with both national strategies and regional realities. Continued impact evaluation will ensure that public investments lead to meaningful, lasting improvements in people's lives.

Problem-Solving Sessions: Central Luzon Link Expressway

In 2024, NEDA Regional Office III, in coordination with the Department of Public Works and Highways (DPWH) Region III, facilitated the resolution of a right-of-way dispute that halted construction of the Central Luzon Link Expressway (CLLEx) Contract Package 3 in Aliaga, Nueva Ecija.

The Central Luzon RPMC and the RDC Sectoral Committee on Infrastructure Development (SCID) conducted a series of dialogues with affected landowners.

RDC III SCID Chairperson and Zambales Governor Hermogenes E. Ebdane, with the support of Quezon, Nueva Ecija Mayor Cristino M. Joson, visited the site and assured landowners that compensation was being processed. The barricade was removed on March 19, 2024, allowing construction to resume.

The completion of CLLEx is expected to significantly improve connectivity across Central and Northern Luzon, enhancing mobility and economic activity in the region.







The vibrant region of Zamboanga Peninsula (ZamPen) warmly welcomed over 200 delegates from various regions across the country to the 15th Regional Development Council Private Sector Representatives (RDC-PSR) National Convention (NatCon) on April 23-25, 2024, at Garden Orchid Hotel, Zamboanga City.



NEDA Undersecretary Rosemarie G. Edillon presented the NIASD to improve innovation governance in the country during the 15th RDC-PSR National Convention.

15th RDC-PSR National Convention

The government continues to recognize the private sector as a crucial partner in driving regional development and nation-building efforts. The active participation of private sector representatives (PSRs) in RDCs has contributed significantly to inclusive and sustainable growth.

From April 23 to 25, 2024, the Zamboanga Peninsula hosted the 15th RDC-PSR National Convention with the theme, “GIVE for a Stronger Philippines: Greening the Economy, Inspiring

The convention served as a dynamic platform for dialogue, networking, and knowledge exchange.

Key highlights included:

- Advocacy for environmental restoration, protection, and conservation, with a call for LGUs to support the transition to green economy.
- Promotion of digital transformation to promote sustainability and reduce environmental impact.
- A business forum addressing critical developmental issues in infrastructure, governance, social services, and the economy.

The event concluded with a guided tour of Zamboanga City’s cultural and economic landmarks showcasing the region’s diversity and development potential.

Innovation, Vitalizing Vibrant Spaces, and Ensuring Transformative Development through Private Sector-Government Collaboration.”



Enhancing Local Government Capacities



NEDA Undersecretary for Investment Programming Joseph J. Capuno presented the results of the sensitivity analysis of the Full Devolution conducted by NEDA during a panel session at the 62nd PES Annual Meeting and Conference on November 8, 2024.

Making Devolution Work through a Consultative Approach

Study on the Devolution of Functions and Services

In 2019, the Supreme Court ruled that the internal revenue allotment (IRA) of local government units (LGU) must be computed based on all national taxes. This decision significantly increased the IRA (now referred to as the national tax allotment or NTA) and reduced the fiscal resources available to the national government starting in fiscal year 2022.

To manage the fiscal impact of this ruling, Executive Order No. 138, s. 2021 was issued. It reaffirmed the LGUs' primary responsibility for implementing the functions, services, and facilities

(FSF) under Section 17 of the Local Government Code, while assigning the national government a strategic and steering role. EO 138 also mandated national government agencies (NGA) and LGUs to prepare Devolution Transition Plans (DTP), outlining the phased transfer of FSFs that, although legally devolved, were still being implemented by NGAs.

However, concerns were raised by LGUs regarding their capacity to fully absorb these responsibilities. In response, President Ferdinand R. Marcos, Jr.

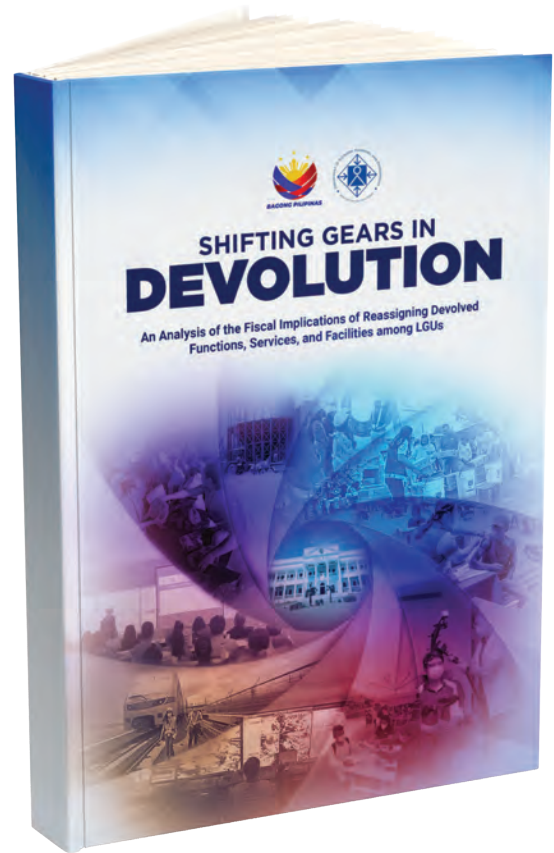


suspended the implementation of EO 138 and directed NEDA and the Department of Finance to develop a conceptual framework defining the FSFs to be performed by national and local governments. With technical assistance from the World Bank, NEDA conducted a study to assess the fiscal capacity of LGUs to absorb the devolved functions.

Following the presentation of NEDA's initial findings in December 2023, the President issued Presidential Directive No. PBBM-2023-765-766, instructing the Department of the Interior and Local Government (DILG) and the Union of Local Authorities of the Philippines (ULAP) to identify a list of basic FSFs that LGUs should perform based on their capacity. NEDA was then tasked to analyze the fiscal implications of this list and recommend a gradual and calibrated approach to devolution.

In the second phase of the study, NEDA examined potential fiscal gaps under different devolution scenarios for provinces, cities, and municipalities. In line with the President's directive, NEDA adopted a consultative approach, engaging stakeholders and experts through regular meetings with the Committee on Devolution (ComDev), national agencies, and LGUs. Two major public consultations were held to ensure that local perspectives were adequately considered.

In April 2024, NEDA presented the results of the study to the President. These findings informed the drafting of amendments to EO 138 and will serve as the policy framework for implementing a more responsive and sustainable devolution process. The study's results were publicly shared for the first time in November 2024 by Undersecretary for Investment Programming Joseph Capuno and Undersecretary for Regional Development Carlos Bernardo Abad Santos at the annual conference of the Philippine Economic Society.





Enhancing Provincial Planning Process

Study on Updating the Guidelines for Preparing Provincial Development and Physical Framework Plan

To strengthen long-term planning at the provincial level, NEDA's Regional Development Group, with technical assistance from the World Bank, conducted a scoping study to update the guidelines for preparing the Provincial Development and Physical Framework Plan (PDPFP).

Prepared by the Provincial Planning and Development Office of each province, the PDPFP outlines the province' long-term vision and identifies key development goals, strategies, and priority programs and projects. These plans are aligned with the targets and strategies of their respective Regional Development Plans (RDP).

The study, conducted from 2023 to 2024, involved desk reviews of existing PDPFPs and focus group discussions with NEDA Regional Offices (NRO), provincial governments, and selected national agencies. It assessed the effectiveness of current guidelines and their alignment with evolving national policies and global development frameworks.



NRO III conducted a training on Project Development for the Local Government of Tarlac.

Key recommendations from the study include simplifying the PDPFPs, adopting a six-year planning cycle with updates every three years. This enhances the project and program identification processes while strengthening provincial planning offices. These recommendations are now guiding the ongoing update of the PDPFP guidelines, supported by a separate technical assistance from the Asian Development Bank.



Building Capacities in Local Government Units

Promoting Good Local Governance

NEDA Regional Offices continued to play a vital role in supporting the implementation of Regional Development Plans (RDP) by promoting good governance practices at the local level. These efforts aim to ensure that public resources and services are managed and delivered effectively, transparently, and accountably.

As part of the 2024 RDC Week celebration, the Central Visayas Regional Development Council (RDC VII) conducted a Training Session on Good

Governance on September 26, 2024.

The session promoted competitiveness, responsiveness, and transparency among LGUs, civil society organizations (CSO), and the private sector.

Notably, two LGUs in Central Visayas—Larena, Siquijor and Tagbilaran City, Bohol—were accepted into the Open Government Partnership (OPG), a global initiative that promotes transparency, combats corruption, and strengthens governance at both national and sub-national levels.





Secretary Balisacan and BARMM Senior Minister Maslamama, together with officials and representatives from the national and Bangsamoro governments during the 2nd BSDB Meeting on July 3, 2024.

No One Left Behind:

Socioeconomic Planning and Development in BARMM

Intergovernmental Relations Body

The Intergovernmental Relations Body (IGRB) is a mechanism created through the Bangsamoro Organic Law to coordinate and resolve issues on intergovernmental relations through regular consultation and continuing negotiation in a non-adversarial manner.

NEDA regularly participates as a member of the IGRB, which was convened five times in 2024. This is part of the agency's commitment to collaborate closely with the Bangsamoro Government, ensuring that the national government's policies, programs, and processes are aligned with the shared pursuit of economic and social transformation for BARMM.

Bangsamoro Sustainable Development Board

The Bangsamoro Sustainable Development Board (BSDB), which operates under the IGRB framework, was enacted by the Bangsamoro Parliament on June 23, 2022. It is an intergovernmental mechanism established to promote sustainable development within the BARMM. Its primary objectives include protecting, promoting, and maximizing the region's economic resources.

Following the NEDA Secretary's designation as Co-Chairperson of the BSDB, an organizational meeting was held in 2023. The 2nd BSDB meeting, co-chaired by Secretary Balisacan and BARMM Senior Minister Abunawas L. Maslamama was held on July 3, 2024 at the Richmond Hotel, Ortigas Center, Pasig City.

The meeting focused mainly on the draft Bangsamoro Sustainable Development Framework and the revenue sharing of Agus 1 and 2 Hydroelectric Power Plants (HEPPs) located in BARMM. Four BSDB technical level discussions were also conducted within the year to further discuss these issues.



Secretary Balisacan and BARM Senior Minister Maslamama co-chaired the 2nd BSDB Meeting.

Monitoring and Evaluation of BARMM

NEDA and the Bangsamoro Planning and Development Authority (BPDA) have also joined forces to ensure that government programs in BARMM deliver real impact. Through a Memorandum of Agreement signed on May 20, 2024, BPDA personnel will receive hands-on training to measure what works, improve services, and make data-driven decisions.

Backed by the NEDA-UNDP Strategic Monitoring and Evaluation Project, this initiative aligns with national and regional development plans to strengthen accountability and smarter spending.

By strengthening monitoring and evaluation, this partnership ensures that every effort counts toward a stronger, more resilient Bangsamoro.

“

This is more than an agreement—it's about turning data into action.

NEDA Secretary
Arsenio M.
Balisacan



“

It's about building trust and shaping a better future for our people.

BARM Senior Minister
Abunawas “Von Alhaq”
L. Maslamama





The RDC VI - Regional Culture, Heritage and the Arts Committee (RCHAC) spearheaded the HANASON: Training of Trainers on Local Culture Development Planning on September 30 to October 2, 2024 at Citadines Amigo Iloilo.

Empowering Local Stakeholders in Culture Development

The Western Visayas RDC-Regional Culture, Heritage, and the Arts Committee, in partnership with the National Commission for Culture and the Arts, Department of the Interior and Local Government, Department of Tourism, Department of Trade and Industry (DTI), and the Iloilo Dinagyang Foundation, Inc., organized the first Training of Trainers on Local Culture Development Planning, dubbed HANASON, held from September 30 to October 2, 2024.

The training aimed to build a pool of skilled trainers from state universities and colleges (SUC), LGUs, private sector organizations, regional line agencies, and

NEDA Regional Offices in local culture development planning. Participants were equipped with essential knowledge in areas such as: culture in governance; cultural development perspectives; cultural planning and mainstreaming; investment programming; and monitoring and evaluation. This initiative supports RDC VI Resolution No. 22, s. 2022, which promotes the integration of culture into local development planning.

RDC VI- RCHAC held the first Training of Trainers on Local Culture Development Planning "HANASON" on September 30 to October 2, 2024 in Iloilo.



Strengthening Gender-Responsive Governance and Women Empowerment

Gender and Development (GAD) continues to play a vital role in strengthening inclusive and good governance at the local level. On November 13, 2024, NEDA Regional Office IV-A conducted a GAD Planning and Budgeting (GPB) session to provide LGUs with a comprehensive orientation on GPB and the Harmonized Gender and Development Guidelines (HGDG).

The session included a step-by-step guide to completing GPB and HGDG forms and emphasized the importance of sustained advocacy within LGUs to deepen their understanding and appreciation of GAD's role in governance.

On March 25, 2024, NEDA Regional Office Eastern Visayas, in partnership with the Philippine Chamber of Commerce and Industry Tacloban-Leyte, Inc. and DTI Leyte, hosted the Women in Business: Leyte Forum. The event highlighted the region's commitment to promoting women's economic empowerment.

Beyond serving as an educational platform, the forum featured interactive booths where participants showcased their products and services. This format fostered valuable networking opportunities and enabled entrepreneurs to engage directly with potential customers, enhancing the event's overall impact and reach.



NRO VIII Regional Director Meylene C. Rosales delivered the opening remarks during the Women in Business Leyte Forum 2024 in NRO VIII Office in Palo, Leyte on March 25, 2024.



CALABARZON Regional GAD Committee organized a deepening session for its GAD Resource Pool, to enhance proficiency in providing technical assistance on key GAD topics, held on October 14 to 15, 2024, in General Trias, Cavite.



NRO II through the Project Monitoring and Evaluation Division (PMED) conducted a training on the new electronic eRPMES on April 11, 2024 at the NRO II Office, Tuguegarao City.

Enhancing Project Monitoring and Proposal Development

The Regional Project Monitoring and Evaluation System (RPMES) serves as a comprehensive framework for monitoring and evaluating projects at the national, regional, provincial, and municipal levels, encouraging active participation from government agencies, local government units, and non-governmental organizations. To strengthen local capacities in project monitoring and proposal development, NEDA Regional Offices conducted a series of targeted training sessions in 2024:

- On April 11, 2024, NEDA Regional Office Cagayan Valley (NRO II) held a training session on the electronic Regional Project Monitoring and Evaluation System (eRPMES) in Tuguegarao City. The session familiarized members of the Regional and Local Project Monitoring Committees (PMC), as well as implementing agency representatives, with the functionalities of the new digital platform developed by the NEDA Central Office's Information and Communications Technology Staff. The eRPMES will be used by implementing agencies for submitting their RPMES reports starting Q1, with provincial PMCs expected to adopt the eRPMES and cascade training to municipal and barangay PMCs.
- On November 29, 2024, NEDA Regional Office Central Luzon (NRO III), in partnership with the Provincial Government of Tarlac, conducted a training course on basic project proposal preparation in Tarlac City. Attended by over 50 participants from provincial government offices and LGUs, the course aimed to equip local stakeholders with foundational skills in developing high-quality public sector project proposals.
- On September 5-6, 2024, NEDA Regional Office in Bicol (NRO V) facilitated a training session on the 2023 Revised RPMES Operational Guidelines in Sorsogon City. The session was attended by members of local PMCs from 14 municipalities and one city, and focused on updates to the RPMES, including the introduction of new monitoring forms.

The initiatives and activities of NEDA Regional Offices in 2024 reflect a strong commitment to building local capacities and fostering good governance. Through targeted trainings, forums, and cultural

development programs, NEDA continues to promote collaboration, capacity-building, and advocacy, ensuring vertical alignment and cohesion in the pursuit of national and regional development goals.

Fostering Effective Partnerships for Regional Development

Fostering partnerships is crucial for achieving regional development, as it brings together diverse stakeholders—including government agencies, private sector entities, and civil society organizations—to address complex local challenges. These collaborations enable coordinated responses to issues, such as poverty alleviation, infrastructure development, and climate resilience.

By pooling resources and expertise, stakeholders can implement comprehensive solutions tailored to the unique needs of each region. NEDA actively fosters these partnerships through initiatives such as the Public Investment Management Assessment Update and strategic collaborations with international organizations, including the Asian Development Bank (ADB) and the Australian Government.

Through these efforts, NEDA ensures that development strategies are inclusive, equitable, and aligned with both national and local development goals. These partnerships drive transformative change, enhance climate resilience, improve public investment management, and promote sustainable economic growth across regions.

Facilitating Official Development Assistance for Regional Development

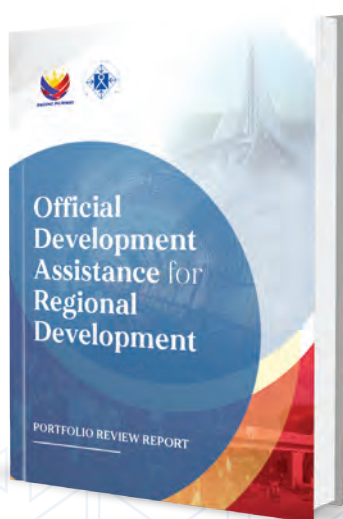
NEDA plays a central role in securing and managing Official Development Assistance (ODA) to support infrastructure, economic growth, and social programs in the regions. Through high-level engagements with bilateral and multilateral development partners, NEDA ensures that regional projects are aligned with national priorities and receive the necessary funding for implementation.

In 2024, NEDA facilitated the appraisal, approval, and restructuring of various ODA-funded projects focused on transport infrastructure, agricultural modernization, climate resilience, and social protection initiatives. These projects directly benefit local communities and contribute to inclusive development. NEDA worked closely with

LGUs and RDCs to integrate regional priority projects into ODA programming, leading to the endorsement of several regionally significant initiatives.

Among the key accomplishments of NEDA:

- Loan agreements were secured for major transport projects, including the New Dumaguete Airport Development Project, which aims to improve accessibility and economic opportunities in the Visayas.
- Funding endorsements were made for climate and disaster resilience programs in vulnerable areas such as Eastern Visayas and Mindanao, supporting flood control and climate adaptation efforts.



To strengthen policy coordination and accelerate project implementation, NEDA led high-level meetings with development partners such as Japan International Cooperation Agency (JICA), ADB, and the World Bank. The agency provided technical inputs for grant-funded programs supporting capacity-building, digitalization, and rural development. NEDA also played a key role in negotiating cooperation frameworks, including the Philippines-Spain Country Partnership Framework and the Philippines-Korea Economic Innovation Partnership Program. These frameworks are expected to drive investments in agriculture, energy, and infrastructure across the provinces.

Through these efforts, NEDA ensured that ODA-supported initiatives translate into tangible benefits for the regions, enhancing economic resilience, connectivity, and sustainable development.



On September 12, 2024, the Philippine government and the Asian Development Bank (ADB) officially launched a six-year partnership aimed at advancing the country's development agenda.



ADB Country Partnership Strategy 2024-2029

On September 12, 2024, the Philippine government and the ADB launched a six-year partnership to advance national and regional development. During the ceremonial turnover at Malacañang, President Ferdinand R. Marcos, Jr. recognized ADB as a key partner, highlighting that the ADB's Country Partnership Strategy 2024-2029 will support economic growth across provinces.

The CPS prioritizes human development, infrastructure, and environmental sustainability, with cross-cutting initiatives in digital transformation, gender equality, and governance.

NEDA, led by Secretary Arsenio M. Balisacan, will ensure that ADB's support aligns with the Philippine Development Plan (PDP) 2023-2028, promoting inclusive progress across urban and rural areas.





NEDA Undersecretary for Investment Programming Joseph J. Capuno joined the launch of the Australia-Philippines Development Partnership Plan 2024–2029 on October 17, 2024 in Makati City. The event, attended by Australian and Philippine officials, marked the unveiling of Australia’s strategic development cooperation priorities aligned with the Philippine Development Plan 2023–2028.

Forging Strategic International Partnerships

PH-Australia Development Partnership Plan Launching



On October 17, 2024, the Australia-Philippines Development Partnership Plan 2024-2029 was officially launched. Developed in close coordination with the Philippine government, with NEDA ensuring its alignment with regional and national priorities, the plan focuses on stability, economic growth, and resilience, with initiatives in peacebuilding in the Bangsamoro region,

civil maritime cooperation, climate action, and social protection programs reaching communities nationwide.

Australian Secretary of Foreign Affairs and Trade Jan Adams emphasized Australia’s PHP63 billion contribution to Philippine development over two decades, reaffirming its commitment to fostering security and prosperity.





On November 25, 2024, NEDA Undersecretary Joseph J. Capuno signed the Philippines-Spain Country Partnership Framework for Development Cooperation 2025–2028 on behalf of the Philippine government during a ceremonial event in Mandaluyong City. Director Antón Leis García of AECID signed for the Spanish government, with Spanish Embassy officials led by Ambassador Miguel Utray in attendance.

Philippine-Spain Country Partnership Framework

On November 25, 2024, NEDA Undersecretary for Investment Programming Joseph J. Capuno signed the Philippines-Spain Country Partnership Framework (CPF) for Development Cooperation 2025-2028 on behalf of the Philippine government, alongside Spanish Agency for International Development Cooperation Director Antón Leis García. The CPF aligns with the Philippines' development agenda, focusing on justice, poverty reduction, and economic growth. By



strengthening international cooperation, the partnership aims to ensure that both national and local communities benefit from targeted development programs.



Advancing Inclusive National and Regional Development

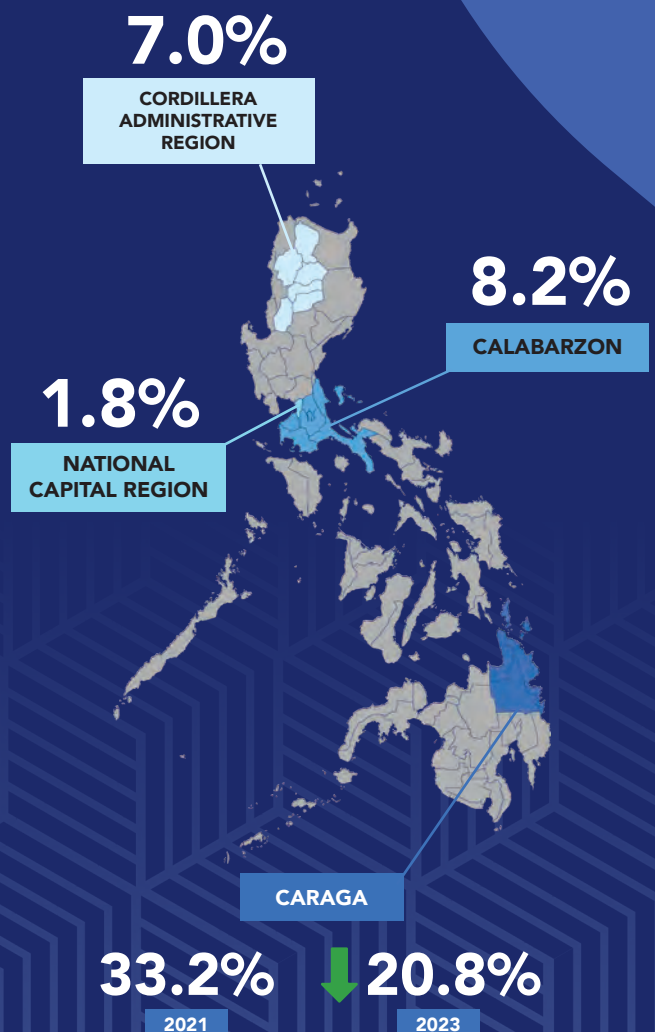
As the country's premier socioeconomic planning body, NEDA continues to serve as a catalyst for inclusive growth through the formulation and implementation of policies, programs, and projects that address key development areas, such as food security, healthcare, social protection, housing, education, and employment.

With the goal of reducing poverty incidence to single-digit levels by 2028, NEDA remains committed to ensuring that development outcomes are inclusive and sustainable. By working closely with national agencies, local governments, and development partners in implementing the Philippine Development Plan and Regional Development Plans, NEDA monitors the country's progress and drives strategic interventions across sectors.

The National Capital Region (NCR) remained the least poor region with a poverty rate of 1.8 percent, followed by the Cordillera Administrative Region (7.0%) and CALABARZON (8.2%).

Nine regions posted significant declines in poverty incidence, led by Caraga, where the rate among the population dropped from 33.2 percent in 2021 to 20.8 percent in 2023.

POVERTY INCIDENCE AMONG POPULATION, SELECT REGIONS



Source: Philippine Statistics Authority



NEDA Secretary and Economic Development Group (EDG) Vice Chairperson Arsenio M. Balisacan attended the Joint EDG and Inter-Agency Committee on Inflation and Market Outlook (IAC-IMO) meeting, September 25, at the Department of Finance (DOF) Office.

Policies and Programs for Development and Inclusion

Food Security

In 2024, food inflation in the Philippines exceeded the government's target range of 2 to 4 percent for six consecutive months, rising from 4.8 percent in February to 6.7 percent in July. NEDA's analysis identified rice as the primary driver, with its inflation peaking at 24.4 percent in March 2024 and remaining above 20 percent from April to July.

To address this, President Ferdinand R. Marcos, Jr. issued Executive Order No. 62, s. 2024, modifying tariff rates of various products, including the reduction of rice tariff rates from 35 percent to 15 percent, and directing NEDA to conduct periodic reviews. In November 2024, NEDA submitted its first review, recommending the retention of the 15 percent rice tariff rate to help manage inflation. The report also underscored the need for supplementary measures such as the ramping up of the National Food Authority's (NFA) palay procurement

from farmers, supporting farmers for the drying of their palay, and conducting an investigation by the Philippine Competition Commission (PCC) into possible anti-competitive practices among players in the rice industry.

As co-chair of the Inter-Agency Committee on Inflation and Market Outlook (IAC-IMO) and chair of the Sub-Committee on Food Inflation, NEDA helped spearhead the formulation of Administrative Order No. 20, s. 2024. This order removed non-tariff barriers and enhanced the predictability of agricultural importation policies to ensure the unhampered movement of imported goods, augment supplies of key agricultural commodities, and curb further price increases.

To help increase the supply of pork amid the production shortfall caused by the spread of African Swine Fever

(ASF), NEDA pushed for the expedited distribution of the 54,210 metric tons of pork minimum access volume (MAV) allocation. As a result, MAV distribution improved from only 24 percent in February 2024 to 100 percent in August 2024.

To strengthen data-driven policy and decision-making, NEDA, through the Agriculture, Natural Resources, and Environment Staff (ANRES), conducted the Study on the Use of Remote-Sensing Technology in Monitoring Agricultural Production and Damage Assessment. The study examined the extent of remote-sensing technology utilization through focus group discussions and key informant interviews across seven regions nationwide. Based on the findings, both short- to long-term strategies were proposed to address the challenges and limitations of using the technology and optimize its benefits as a

decision support tool. Notably, the study recommends developing a triangulation framework to integrate remotely sensed data alongside other sources, ensuring accurate, reliable, timely, and detailed information for planning and decision-making.

NEDA's initiatives contributed to the government's collective efforts to keep food prices within the reach of every Filipino. By yearend, average food inflation dropped to 4.5 percent, significantly lower than the full-year food inflation at 8.0 percent in 2023. Rice inflation declined sharply, from a high of 24.4 percent in March 2024 to 0.8 percent in December, while sugar and fish experienced price deflation for most of the year.



*During the consultative meeting with NEDA-ANRES and the PhilRice Philippine Rice Information System (PRiSM) on April 25 at the Phil-Rice Central Experiment Station (CES), Maligaya, Science City of Muñoz, Nueva Ecija.
Source: Philippine Rice Information System*

IAC-IMO Sub-Committee on Food Inflation Major Accomplishments

■ Prepared ex-ante supply-demand analysis for rice, pork, sugar, corn, fish, and onion to inform measures to augment supplies and mitigate inflation

■ Recommended various policy measures on augmenting local supply, improving predictability on the importation of agricultural products, and expediting regulatory processes:

- Issuance of AO 20 (s. 2024) on removing non-tariff barriers and improving predictability of agricultural importation policies;
- Issuance of Sugar Order 5 (s. 2024) authorizing additional refined sugar imports in Q3 2024;
- Issuance of Certificate of Necessity to Import (CNI) for fish in Q1 to arrive in Q3 2024 to Q1 2025 to coincide with closed fishing seasons (MO No. 17, s. 2024);
- Distribution of pork minimum access volume (MAV) allocation (from only 24% in February 2024 to 100% in August 2024); and
- Fast-tracking the review/processing of companies seeking regulatory approval for their ASF vaccines

■ Monitored updates on the Three-Year Food Logistics Action Agenda, agricultural damage and losses due to tropical cyclones, and accomplishments on programs to augment supply and assist farmers and fisherfolk, including:

- ASF vaccine roll-out;
- Fertilizer Vouchers and Fuel Discount;
- Rice Competitiveness and Enhancement Fund (RCEF);
- Rice Farmers Financial Assistance (RFFA); and
- El Niño and La Niña Action Plan on Food Security.

■ Facilitated regular and efficient data sharing among concerned agencies to effect timely supply-demand situation analysis through the Food Inflation Monitoring Dashboard

Health

Malnutrition remains a persistent challenge in the Philippines, hindering the nation's human capital development. As the country's premier socioeconomic planning body, NEDA pushed for the harmonization of Dietary Supplementation Programs (DSPs) to streamline efforts, efficiently implement these crucial programs, and maximize their impacts. Specifically, the Social Development Committee (SDC) of the NEDA Board agreed to harmonize the following DSPs: *Tutok Kainan*-DSP (TK-DSP) of the National Nutrition Council (NNC); Supplementary Feeding Program (SFP) of the Department of Social Welfare and Development (DSWD); and School-based Feeding Program (SBFP) of the Department of Education (DepEd).

Moreover, NEDA engaged the World Food Programme (WFP) for technical assistance in conducting a process evaluation of the country's flagship DSPs. NEDA has also been working on a methodology for program costing that incorporates region-specific input and commodity prices. These efforts are crucial for ensuring the long-term impact, financial viability, and better alignment of these programs with the country's broader human capital development goals.

Social Protection

NEDA played a significant role in refining and strengthening the *Pantawid Pamilyang Pilipino Program* (4Ps), a conditional cash transfer program which is a crucial part of the government's social protection strategy aimed at poverty reduction and human capital development. In response to Presidential Directive No. PBBM 2024-1035 regarding the proposed reforms to the 4Ps, NEDA recommended a methodology for adjusting the cash grants to restore the purchasing power of

4Ps beneficiaries, enabling every family to afford essential goods and services, leading to greater access to opportunities and improved living standards.

NEDA also collaborated with the Department of Social Welfare and Development to review and enhance the targeting model used to identify beneficiaries of the government's social programs. The review is aimed at making the targeting model more effective in reaching the most vulnerable and marginalized groups, thereby maximizing the impact of poverty reduction programs and promoting equal access to opportunities.

Housing

NEDA advocated strongly for strategies and mechanisms to provide decent housing and establish livable communities for all Filipinos. To address the housing backlog, NEDA has collaborated with other government agencies and stakeholders to achieve the goals and targets of the *Pambansang Pabahay Para sa Pilipino Housing* (4PH) Program of the government. Specifically, the NEDA Social Development Staff (SDS) convened several meetings with the Department of Human Settlements and Urban Development (DHSUD) to discuss and provide input to the Memorandum Circular (MC) No. 2024-001 or the Guidelines on the Interest Subsidy Support and Other Subsidies for the 4PH Program. NEDA sought clarification and provided recommendations on the following sections of the guidelines: (a) horizontal housing development; (b) selection of beneficiaries; (c) payment of monthly amortization; (d) interest support and local amortization support; and (e) estate/property management, among others.

NEDA also provided recommendations and positions to the formulation of the National Human Settlements Board (NHSB) Resolution No. 2024-001, which has set a maximum 2.3-percent rental increase for residential units with monthly rate of PHP10,000 or less per month from January 1, 2024 to December 31, 2024. This is a decrease from the previous year's 4-percent cap. The rental cap aims to protect lower-income tenants and other beneficiaries from excessive rent hikes. This measure is in accordance with Republic Act No. 9653 or the Rent Control Act of 2009.

In addition to supporting the aspirations of Filipino families to own decent houses, NEDA and DHSUD have approved new price ceilings for low- and medium-cost housing packages through Joint Memorandum Circular No. 2024-001. This adjustment is in response to prevailing economic conditions, including rising development and construction costs. It also aims to encourage increased participation from the private sector, thereby strengthening the collaboration between the government and private entities in housing and real estate development and further fostering inclusive development.

Education and Skills Development

To address the pressing issue of skills shortages and job-skills mismatch in the labor market, NEDA has steered the overall conduct of a study entitled the “Development of a Forecasting Methodology for Skills Needs Anticipation.” This study aims to identify and propose forecasting methodologies that will enable the government to anticipate both present and future skills requirements. By facilitating the acquisition of necessary skills and

competencies, the government can better prepare the workforce for the challenges of the labor market and ensure that its citizens have the necessary skills to thrive in the economy. In addition, this will also provide guidance to key government agencies (TESDA, CHED, DepEd, DOLE), stakeholders, and sectors affected by the fast-changing technology, demography, and economy.

The study's findings may help bridge the skills gap, leading to better job opportunities, higher wages, and improved livelihoods for Filipinos, empowering them to participate more fully in and benefit from the country's strong economic growth.

Jobs

The government's goal of reducing poverty incidence to a single-digit level by 2028 requires rapid, sustained, and inclusive growth. This growth must sustainably produce better jobs and socioeconomic opportunities for the Filipino people.

In support of this goal, NEDA shepherded the formulation of the Implementing Rules and Regulations (IRR) of Republic Act No. 11962 or the *Trabaho Para sa Bayan* (TPB) Act. The TPB Act aims to stimulate national and local economic growth, promote the employability and competitiveness of the workforce, and provide support to businesses. The law's IRR was signed on March 12, 2024. The IRR resulted from the collaborative effort among government-members of the interagency council (IAC), interim sectoral representatives from employers' organizations, labor organizations, and the marginalized and informal sector.

As the lead of the TPB Inter-Agency Council (TPB-IAC), NEDA also led the TPB regional consultations to engage in social dialogues with stakeholders from regional line agencies, employers,



NEDA Secretary Arsenio Balisacan, DOLE Secretary Bienvenido Laguesma, and DTI officer-in-charge Ceferino Rodolfo signed the implementing rules and regulations of Republic Act 11962 or Trabaho Para sa Bayan Act on March 12, 2024 at the NEDA Central Office in Mandaluyong City.

the labor sector, marginalized groups, and the informal sector for the formulation of the TPB Plan 2025-2034. This document will serve as the country's master plan for employment generation and recovery to realize short-term and long-term development goals. Additionally, the

diverse perspectives gathered from these consultations informed decision-making on key areas such as improving working conditions across industries, promoting upskilling and reskilling, and creating high-paying employment opportunities for all.

Human Rights

The Philippines reaffirmed its commitment to human rights by initiating the formulation of the Philippine Human Rights Plan 4 (PHRP4) during the 75th anniversary of the Universal Declaration of Human Rights on December 10, 2023. As the successor plan to the PHRP3 2018-2022, the PHRP4 serves as the updated planning document for realizing the country's commitments to the core human rights action treaties. The Presidential Human Rights Committee Secretariat (PHRCS) led the formulation of the Plan, while NEDA was designated as the lead agency for the formulation of Chapter 2 on Economic, Social, and Cultural Rights. This is pursuant to Administrative Order No. 163, s. 2006, which designated NEDA as the treaty lead agency for coordinating the country's compliance with the International Covenant on Economic, Social and Cultural Rights (ICESCR). Under NEDA Special Order No. 321-2020, the Governance Staff was also assigned as the lead staff and Secretariat for the ICESCR.

Chapter 2 integrates human rights into sustainable development efforts, ensuring that the benefits of economic growth and social progress are inclusive of gender, age, disability, and culture, and that vulnerable communities are better prepared to face environmental challenges. From April to November 2024, NEDA coordinated the chapter's development by gathering input from key government agencies. This included conducting consultation meetings across regions nationwide, holding various inter-agency meetings with concerned government entities, and organizing writing workshops.

The PHRP4 was officially launched on December 10, 2024, at the Manila Marriott Hotel in Pasay City. NEDA was recognized for its key role as the lead agency for Chapter 2 on Economic, Social and Cultural Rights, and Achieving Sustainable Development.

Promoting Economic and Financial Literacy for Inclusive Growth



In line with NEDA's commitment to fostering an economically empowered and financially literate society, and as the lead agency in implementing the Economic and Financial Literacy (EFL) Act or Republic Act No. 10922, NEDA conducted a series of activities in 2024 to promote EFL across its central and regional offices.

For the EFL Week 2024 celebration, NEDA adopted the theme "Empowering Filipinos Towards Realizing a Prosperous Middle-Class Society through Economic and Financial Literacy." The NEDA Central Office and Regional Offices conducted a series of knowledge-sharing sessions and educational initiatives in 2024 to enhance financial awareness and promote inclusive economic participation.



CENTRAL OFFICE

At the Central Office, NEDA spearheaded several activities aimed at enhancing public awareness and understanding of key economic and financial concepts, investment opportunities, and digital banking.

- 1 Virtual Financial Literacy Session on Retail Treasury Bonds held on January 30.
- 2 Seminar on Financial Literacy: "Investing 101 and GInvest" held on July 11.
- 3 Knowledge-Sharing Session on Economic and Financial Literacy: Digital Banking/Wallet held on November 11.



RECOGNITION FOR DIGITAL INNOVATION

NEDA was nominated for the Outstanding Digital Campaign Award in the PARANGAL AWARDS: Gawad ng Kahusayan sa Komunikasyong Pampubliko, under the Government Innovation Award category. This recognition was for the Eko and Miya animated videos and comics, which is a creative educational initiative designed to simplify complex economic concepts for the general public.

PARANGAL GAWAD NG KAHUSAYAN SA KOMUNIKASYONG PAMPUBLIKO



NEDA REGIONAL OFFICES

In 2024, NEDA, through its regional offices, actively promoted EFL across the country through a series of forums, webinars, and outreach programs.

NRO II

conducted the EFL Forum at the NEDA Pamegafanan Hall in Tuguegarao City on December 11.

NRO III

partnered with Tarlac Agricultural University in organizing the Central Luzon Forum on EFL on November 11.

NRO IV-A

collaborated with Bangko Sentral ng Pilipinas (BSP) for a financial literacy webinar on November 15.

NRO V

launched The DeV Hub to empower individuals through strategic communication from November 25 to December 2.

NRO VII

convened a diverse audience in Cebu City, in partnership with the BSP – Visayas Field Office, to discuss financial security and inflation on November 6.

NRO VIII

held an EFL webinar to promote informed decision-making in Eastern Visayas on November 12.

NRO IX

held an EFL Forum in Isabela City and Basilan on December 3.

NRO X

organized TIGOM TALKS: SMART START and PROJECT ALKANSYA with Securities and Exchange Commission – Cagayan de Oro Extension Office (SEC-CDO EO) and Xavier University Junior Financial Executives (XU JFINEX) on April 17-21.

NRO XII

tackled poverty awareness and online scam prevention through a hybrid seminar on November 13.





62nd Philippine Economic Society Conference

NEDA also remained an institutional member of the Philippine Economic Society (PES) and served as a major sponsor of its 62nd Annual Meeting and Conference, held on November 7–8, 2024, at Novotel Manila, Quezon City.

The plenary session entitled, “**Growing and Strengthening the Middle Class Towards Realizing AmBisyon Natin 2040**,” examined the crucial role of the middle class in achieving the country’s long-term development goals.

The panel session, “**Devolution 2.0: Fiscal and Other Implications of Amending Executive Order No. 138**,” focused on the impact of decentralizing economic activities and promoting localized development initiatives.



Additionally, NEDA set up a pop-up exhibit showcasing information, education, and communication materials and publications and distributed complimentary copies to participants. These efforts increased awareness and engagement on key economic and financial concepts, ensuring wider accessibility to learning resources.





During the NEDA Region V-4th Quarter RDC Full Council Meeting held on December 4, 2024 in Talisay, Camarines Norte

Initiatives for a Sustainable Future

Sustainable Development Goals (SDGs)

At the core of the United Nations 2030 Agenda for Sustainable Development are the 17 Sustainable Development Goals (SDGs), urging global collaboration to ensure that no one is left behind. These goals acknowledge the interconnection of development challenges, requiring integrated strategies to combat poverty, enhance health and education, reduce inequality, drive economic growth, and address climate change—all while safeguarding our oceans and forests. These goals align closely with the Philippines' own development priorities, which is why they have been integrated into the Philippine Development Plan (PDP), Regional Development Plans (RDPs), and sectoral strategies. Beyond the 2030 Agenda, the country's long-term vision, the AmBisyon Natin 2040, aspires to provide all Filipinos with a *matatag, maginhawa, at panatag na buhay* ("strongly rooted, comfortable, and secure life").

NEDA leads efforts to ensure that the SDGs remain a comprehensive and effective framework for eradicating poverty in all its forms and dimensions. By guiding national policies and

strategies, NEDA aligns the country's efforts toward a sustainable and inclusive future.

To accelerate progress on the 2030 Agenda, NEDA has established a robust governance mechanism through the creation of the Subcommittee on the Sustainable Development Goals (SC-SDG) under the NEDA Board's Development Budget Coordination Committee (DBCC). This subcommittee, alongside dedicated technical working groups on the SDGs, fosters inter-agency collaboration, policy coherence, and resource mobilization to drive implementation at all levels. The SC-SDG conducted two regular meetings and three special meetings in 2024. By harmonizing short- and long-term goals, NEDA reinforces the commitment to sustainable development, enabling a future where economic growth, social progress, and environmental sustainability go hand in hand.

In 2024, NEDA released the 2023 SDG Implementation Report, highlighting the country's governance mechanisms, plans, and policies that support the 2030 Agenda. The insights and analyses



NEDA Undersecretary Rosemarie Edillion, Assistant Secretary Agnes Tolentino, Director Reverie Sapaen, Assistant Director Judith Gondra, PNVSCA Executive Director Donald Gawie, and Co-Chair of the Stakeholders' Chamber of the SDGs Rebecca Malay during the VNR Consultation and Writeshop.

in the report provide a comprehensive overview of the country's progress in SDG implementation at both the national and local levels.

NEDA underscores the country's whole-of-nation PLUS approach, which aims not just to expand partnerships and improve inclusivity but also to harness innovation in achieving development goals. With this, NEDA commenced consultations in 2024 as it prepared the Voluntary

National Review (VNR) of the Philippines. The whole-of-society approach was first implemented through the VNR Consultation with various stakeholders, held on November 25, 2024, in Quezon City. This consultation brought together 110 participants from the Stakeholders' Chamber on the SDGs, the youth, and representatives from various non-government organizations to foster a multi-sectoral dialogue on SDG progress and challenges.



Undersecretary Rosemarie Edillion during the VNR Consultation and Writeshop.

Localization Efforts through the SDG Catch-up Plans

To address the uneven progress on the SDGs among the regions in the country, NEDA initiated a coordinated and strategic effort with its 15 regional offices in the formulation of the Regional SDG Catch-up Plans. The relevant Regional Development Councils (RDCs) approved these forward-looking catch-up plans, with a focus on indicative strategies and programs and projects (PAPs) that will help regions catch up and achieve the desired targets and outcomes by 2030, among other things.



As of December 2024, 15 regions had completed the formulation of the Regional SDG Catch-up Plans and secured their respective RDCs' approval to implement these catch-up plans from 2025 to 2030. By engaging the regions, this whole-of-society approach encourages partnerships and investments that support SDG acceleration.

To assist the NEDA Regional Offices (NROs), the NEDA Governance Staff, serving as the Secretariat of the DBCC's SC-SDG, conducted a series of regional workshops and consultations beginning in 2023 and continuing through the second semester of 2024. These regional activities capacitated the NROs on the use of innovative tools and methodologies, including the SDG Progress Tracking and Planning Tool developed by the SC-

SDG Secretariat, and the UN Economic and Social Commission for Asia and the Pacific (UN ESCAP)'s Every Policy is Connected (EPIC) Tool. The UN ESCAP's EPIC Tool is a framework that integrates economic, environmental, institutional, and social dimensions into a cohesive indicator framework for policy monitoring and alignment. The efforts to adopt innovative tools and methodologies in the formulation of the catch-up plans underscore the power of data-driven planning and policymaking toward sustainable development. By leveraging these tools and methodologies, the regions successfully aligned their strategies and PAPs with global SDG targets while addressing unique regional challenges, ensuring balanced progress in economic growth, environmental sustainability, and social equity.



PNVSCA ED Donald James Gawe discussed the benefits of aligning the private sector's ESG initiatives with the SDG-based strategies of the government, during the Stakeholders' Chamber on the Sustainable Development Goals (SDGs) held on September 30, 2024.

Institutionalizing Stakeholder Engagement through the Stakeholders' Chamber

The Philippine government, through the SC-SDG, established the Stakeholders' Chamber on the SDGs in April 2022 pursuant to Social Development Committee Resolution No. 2, s. 2019.

Recognizing that the attainment of the SDGs requires not only a whole-of-government approach but a whole-of-nation approach, the Stakeholders' Chamber on the SDGs was established.

The Stakeholders' Chamber on the SDGs is a body under the SC-SDG, composed of 65 members from non-government organizations (NGOs), civil society organizations (CSOs), business and industry, youth organizations, media partners, the academe, and basic and vulnerable sectors. The Chamber provides a venue for non-government organizations to form partnerships, pool together their efforts and resources, initiate programs and activities, and complement and leverage each other's efforts toward the achievement of the SDGs.

It also serves as a platform to improve resource management and coordination through the matching of existing resources and investments. NEDA included the Stakeholders' Chamber's Three-Year Roadmap in the 6th National Action Plan (NAP) of the Philippine Open Government Partnership (PH-OGP) to demonstrate the country's strong commitment to the SDGs.

Since sustainable development must take root in local action, the Stakeholders' Chamber's localization aims to strengthen the engagement of communities, local government units (LGUs), CSOs, private sector partners, and other stakeholders in the implementation of the SDGs at the regional and local levels. As of December 2024, 15 regions of the country have successfully established their local Stakeholders' Chambers on SDGs, following resolutions issued by their respective RDCs. This mechanism aims to foster partnerships and promote local ownership of the SDGs, complementing implementation of the Regional Development Plans.

The Stakeholders' Chamber, along with the NEDA-Governance Staff as Secretariat, formulated an Indicator and Strategy Framework on the SDGs from January to December 2024. This framework aims to capture the contribution of the non-government



Chamber members discussing the ideas and providing inputs during the Stakeholders' Chamber Workshop on the SDGs held at the Ace Hotel and Suites, Pasig on September 30, 2024.

sector to the SDGs, particularly of the member organizations of the Chamber. It outlines the strategies and indicators aligned with each SDG target and shows how these contributors align with the PDP 2023-2028. The Chamber's strategies and indicators fall under the following typologies: service delivery, policy advocacy, institutional development, and Environment, Social, and Governance (ESG)/sustainability policy or practice.

The DBCC SC-SDG approved the framework during its second semester meeting held on December 2, 2024. Following the approval, the Stakeholders' Chamber will subsequently implement the framework through the preparation and implementation of its Work Plans for 2025 onwards, thereby operationalizing the strategies outlined.

Strengthening Resource Mobilization and Collaboration through the Program Convergence Budgeting on the SDGs

Despite the country's progress in attaining the SDGs, overall progress remains slow. According to the Philippine Statistics Authority's (PSA) Pace of Progress Report, only 16.7 percent of the SDG targets are on track given their current pace, while the remaining targets require exponential acceleration or reversal of negative trends to meet the 2030 targets.

A game-changing development in the country's pursuit of the 2030 Agenda, the Program Convergence Budgeting Framework for the SDGs (PCB-SDG) serves as a financing mechanism that strategically channels government resources into programs, activities and projects (PAPs) that accelerate progress on the goals. Given the country's limited fiscal space and the growing need for sustainable development investments, the PCB-SDG was put in place to ensure a holistic approach to directing better domestic resource flows toward accelerating the implementation and attainment of the country's SDG commitments.

Anchored on Republic Act No. 11467, the PCB framework for SDGs was designed to strategically finance programs and projects (PAPs) that accelerate progress towards the global goals. Enacted in 2020, the legislation mandates that 20 percent of excise taxes from alcohol, heated tobacco products, and vapor products be allocated to SDG attainment.

In April 2024, NEDA endorsed eight PAPs that were approved by the SC-SDG to utilize the earmarked fund, amounting to PHP 21.7 billion. These projects, with a combined cost of PHP 86.4 million, are scheduled for implementation in fiscal year (FY) 2025—representing roughly 0.4 percent of the earmarked fund. Of the eight PAPs, only one is included in the FY 2025 National Expenditure Program: the Philippine Center for Economic Development's statistical and economics training for the public sector and faculty of state universities and colleges. The project's total cost of PHP5.8 million represents approximately 0.03 percent of the earmarked fund for FY 2025. It is the first proposal to receive funding from the SDG earmarked allocation under RA No. 11467.



Driving Transformation and Innovation: From Regions to the Nation

Transforming the economy requires collaborative and cooperative efforts of all stakeholders. Sustained, long-term growth is fueled by research and development, innovation, and technological advancement. These are key areas for convergence of the private and public sectors as partners for progress.

To accelerate national and regional economic and social transformation, there is an urgent need to build a dynamic and responsive innovation ecosystem. This calls for coordinated initiatives that guide policy formulation and strategic planning — encompassing servicification, innovation, targeted investments, and strengthened partnerships. The synergy of these critical elements contributes to a better life for Filipinos.

Achieving meaningful transformation demands an inclusive, resilient, and sustainable approach. This would require targeted policies, increased funding, and stronger public-private partnerships. These are crucial for infrastructure development, which is a key driver for economic transformation both at the national and regional levels.

Enhancing Efficiency for Infrastructure Development

Facilitating the Formulation and Issuance of Critical Policies to Support Infrastructure Development

In 2024, NEDA led the formulation and issuance of landmark policies that will institutionalize a coherent and well-integrated approach to infrastructure development. To address the fragmented infrastructure master-planning process that causes inefficiencies across various infrastructure subsectors, NEDA drafted a national policy to standardize and streamline planning efforts across the government. This national policy is embodied in Executive Order (EO) No. 72 issued on October 28, 2024. It defines the essential elements for infrastructure sector master plans, ensuring consistency in scope, methodology, and integration with national and regional priorities. It also requires agencies to obtain endorsements from Regional Development Councils (RDCs) to align infrastructure planning with regional and local needs.

Moreover, as the secretariat to the Committee on Infrastructure (INFRACOM), NEDA drafted the

guidelines to standardize requirements and streamline processes for securing licenses, clearances, permits, certifications, or authorization necessary for infrastructure flagship projects (IFPs) to ensure their timely completion. The guidelines were issued on June 18, 2024, as a Joint Memorandum Circular (JMC) No. 2024-01 by the INFRACOM, Department of the Interior and Local Government (DILG), and the Anti-Red Tape Authority (ARTA).

NEDA also drafted the policy and criteria for the selection of purely private business undertakings for inclusion in the list of IFPs, which was endorsed for approval by the NEDA Board on October 16, 2024. It was made to ensure the alignment of IFPs with the Philippine Development Plan (PDP) 2023-2028. This reform strengthens the enabling environment for infrastructure investments, reduces bureaucratic bottlenecks and fosters a more dynamic and investment-friendly infrastructure sector.



List of Policies by the NEDA Board Committee on Infrastructure (INFRACOM) in 2024

Approved	Discussed
<ul style="list-style-type: none"> Water Sector Program Convergence Budgeting (PCB) Implementing Guidelines Integrated Water Resources Management Plan (IWMP) Philippine Transportation System Master Plan Implementing Guidelines of EO 59, s. 2024 Proposed Amendments to the Policy Guidelines and Procedures for the Formulation of the Three-Year Rolling Infrastructure Program (TRIP) Unified Resource Allocation Framework for Water Supply and Sanitation Definition of Terms for WSS in the Philippines 	<ul style="list-style-type: none"> Proposed Amendments to the Constructors Performance Evaluators (CPEs) Guidelines and its Checklist Policy on Aggregating Multiple Flood Control Management within a Single River Basin Implementing Guidelines of EO No. 72 (s. 2024) Proposed Amendments to Republic Act (RA) No. 10752, or the “Right-of-Way-Act”

Mainstreaming Climate Resilience and Sustainability in Infrastructure Planning and Investments

As one of the world’s most climate-vulnerable nations, infrastructure in the Philippines must withstand the impacts of climate change. To reach this goal, the Philippines engaged with the Organization for Economic Co-operation and Development (OECD) under the Sustainable Infrastructure Programme in Asia (SIPA), with the INFRACOM serving as the focal point for OECD SIPA-related activities. These include leading efforts in strategic infrastructure planning and evaluation, strengthening policy frameworks, mobilizing businesses and financiers, and promoting regional peer learning and capacity development.

NEDA also collaborated with OECD on key initiatives such as providing technical inputs and led the consolidation of the Philippine government’s contributions to the *OECD Policy Paper, “Adapting Infrastructure to*

Changing Climatic Conditions: The Case of the Philippines,” which was published online on September 25, 2024.



The Philippine government launched the Implementing Guidelines for EO 59 on Streamlining the Permitting Process for Infrastructure Flagship Projects in PICC, Pasay City on June 18, 2024.

NEDA played a key role in the preliminary stocktaking activities that informed the development of the policy paper, which includes the following:

- Dissemination of an OECD online survey to key stakeholders and the co-organization of a two-day workshop attended by over 90 participants from more than 30 infrastructure agencies.
- Reviewed and provided technical inputs to the *Policy Brief on Integrating Nature-Based Solutions (NbS) in Infrastructure Planning in the Philippines* launched in November 2024.
- Co-organized a fact-finding mission for the *OECD Project on Legal and Regulatory Barriers for Infrastructure Investment* on July 11, 2024. The mission brought together 23 participants from 10 Philippine government agencies. The discussions focused on identifying legal and regulatory barriers to quality infrastructure investment and key reforms to improve the investment climate, particularly for private sector participation. This OECD initiative covers Indonesia, India, and the

Philippines—countries with the highest projected climate financing needs in the region.

Furthermore, NEDA's collaboration with the OECD extended beyond the SIPA program by facilitating the Philippine government's pilot participation in the *OECD Survey on the Governance of Infrastructure in Southeast Asia*. This initiative reinforced the country's commitment to adopting best practices and advancing policy reforms to strengthen infrastructure governance.

As part of this effort, NEDA engaged 22 national government agencies in preparing the country's consolidated survey response, which the INFRACOM reviewed and approved during its February 2024 meeting. To further refine the responses, NEDA co-organized virtual workshops with the OECD, bringing together the relevant agencies to discuss the proposed country response on August 27, 2024 and December 16, 2024.

Advancing Infrastructure Development through Updating of Critical Investment Programming Documents

Meanwhile, NEDA took the lead in formulating and updating critical investment programming documents, including the Three-Year Rolling

Infrastructure Program (TRIP) and the IFPs under the Build-Better-More (BBM) Program. These documents are instrumental in guiding the





NEDA Secretary Arsenio M. Balisacan, OSAPIEA Secretary Frederick D. Go, and DBM Secretary Amenah F. Pangandaman discussing the current list of IFPs during the first meeting of the NEDA Board-INFRACOM on February 6, 2024 at the NEDA Central Office in Mandaluyong City.

national government's prioritization of infrastructure programs, activities, and projects (PAPs) that are essential for the country's sustainable growth.

The TRIP FY 2025-2027, as approved by the INFRACOM on March 12, 2024, was swiftly endorsed to the Department of Budget and Management (DBM) as a key input for the FY 2025 budget preparations, ensuring alignment between national priorities and fiscal planning.

In a continuous effort to refine and strengthen the TRIP as a pivotal tool for driving the country's economic transformation and fostering inclusive development, on June 5, 2024, the INFRACOM approved the Revised Policy Guidelines for the Formulation of the TRIP, which was formally adopted as DBM-NEDA Joint Circular No. 2024-02. The Revised Policy Guidelines introduce several key enhancements designed to streamline the process and align it

more closely with national development priorities. Notably, it includes the incorporation of the Water Sector Program Convergence Budget (PCB) to enhance coordination on water-related projects, the tagging of convergence program projects to align sectoral efforts, and the updating of the TRIP Prioritization Framework to ensure more transparent, data-driven decision-making.

Furthermore, the Revised Policy Guidelines exclude non-developmental government buildings from the TRIP, ensuring that resources are focused on projects that directly benefit public service and economic development.

The updated list of IFPs under the BBM Program, consisting of 185 priority projects with an indicative total investment requirement of PHP9.14 trillion, was approved by the NEDA Board in February 2024.

Streamlining of Approvals of Power Projects

In 2024, NEDA played a key role in enhancing the efficiency of power project approvals and streamlining coordination across national and regional infrastructure efforts. A notable achievement was the successful *Value Engineering/Value Analysis (VE/VA) study* conducted to assess the Energy Regulatory Commission

(ERC) processes, specifically in relation to the Energy Virtual One-Stop Shop (EVOSS) Act, Republic Act (RA) No. 11234. Initiated by ERC in 2023 and finalized on June 20, 2024, the study provided critical insights into improving the ERC's internal processes to align with the legal requirements of the EVOSS Act.

Fast-Track Project Approvals to Ensure Timely Implementation of PAPs

The Investment Coordination Committee (ICC), co-chaired by NEDA, plays a pivotal role in shaping the country's development landscape by reviewing and recommending major projects for approval by the NEDA Board. It advises the President on both domestic and foreign projects, ensuring that investments maximize economic, social, and financial returns while promoting the efficient use of resources.

In 2024, the ICC reviewed and approved a total of 15 new and 34 ongoing project proposals across key sectors, including infrastructure, agriculture and natural resources, governance, and social/health. New projects refer to proposals submitted for ICC evaluation and approval for the first time, while ongoing projects pertain to previously approved initiatives that required ICC action due to changes in scope, cost, financing, or

implementation period. Each proposal underwent rigorous evaluation to assess its feasibility, economic contribution, and alignment with national development priorities. These projects are expected to accelerate economic growth, enhance service delivery, and create more resilient and sustainable communities.

To strengthen decision-making and facilitate timely approvals, the ICC and its secretariat convened 30 meetings throughout the year, including special meetings to expedite urgent and high-priority initiatives. These engagements enabled the ICC to streamline project assessments, fast-track critical investments, and provide strategic direction on large-scale programs poised to drive economic transformation.

30

NEDA ICC
MEETINGS
IN 2024



14

ICC Technical
Board

4

Special ICC Technical
Board

8

ICC Cabinet
Committee

4

Special ICC Cabinet
Committee

List of New Project Proposals Evaluated and Approved by the ICC in 2024

No.	Name of Project	Mode of Implementation*	Region	Value (in PHP million)
1	Value Chain Innovation for Sustainable Transformation in Agrarian Reform Communities (VISTA)	ODA	CAR and XII	6,227.44
2	Facility for Accelerating Studies for Infrastructure (FAST-Infra)	ODA	Nationwide	2,750.00
3	Infrastructure for Safer and Resilient Schools (ISRS) Project	ODA	CAR, I, II, III, CALABARZON, MIMAROPA, V, VI, VII, VIII, IX, X, XI, XII, CARAGA, and BARMM	30,558.00
4	Philippine Digital Infrastructure Project (PDIP)	ODA	XI and CARAGA	16,101.07
5	Project Development and Monitoring Facility (PDMF)	ODA	Nationwide	2,713.60
6	Philippine Civil Service Modernization (PCSM) Project	ODA	Nationwide	3,878.71
7	Philippines: Health System Resilience Project (HSRP)	ODA	CAR, I, II, MIMAROPA, V, VI, VII, VIII, IX, X, XI, XII, CARAGA, and BARMM	27,921.34
8	Mindanao Transport and Connectivity Improvement Project (MTCIP)	ODA	X, XI, and XII	37,007.30
9	Philippine International Exhibition Center (PIEC) Project	LFP	NCR	27,000.00
10	Acquisition of 40 Units Fast Patrol Crafts (FPCs)	ODA	Nationwide	25,801.39
11	Ilocos Norte-Ilocos Sur-Abra Irrigation Project (INISAIP)	LFP	I and CAR	37,500.00
12	Accelerated Bridge Construction Project for Greater Economic Mobility and Calamity Response (ABC Project)	ODA	I, II, III, V, VI, VIII, X, CALABARZON, MIMAROPA, CAR, and CARAGA	25,681.78
13	Upgrade, Expansion, Operations, and Maintenance of the Laguindingan International Airport Project – Negotiated Parameters, Terms and Conditions	PPP	X	12,748.35
14	Upgrade, Expansion, Operation and Maintenance for the Bohol-Panglao International Airport – Negotiated Parameters, Terms and Conditions	PPP	VII	4,526.15
15	University of Philippines - Philippine General Hospital Cancer Center Public Private Partnership (Build-Transfer-Operate) Project - Request to the Approved Parameters, Terms and Conditions	PPP	NCR	9,490.00

*ODA - to be financed through official development assistance; LFP - to be financed through local funds; PPP - to be implemented through public-private partnership

List of Ongoing Project Proposals Evaluated and Approved by the ICC in 2024

No.	Name of Project	Mode of Implementation*	Region	Value (in PHP million)
1	Value Chain Innovation for Sustainable Transformation in Agrarian Reform Communities (VISTA) [Additional Financing] – Request for Change in Scope and Increase in Cost	ODA	CAR and XII	8,089.87
2	Samar Pacific Coastal Road Project (SPCRP), Phase I – Request for Extension of Loan Validity until April 30, 2024	ODA	VIII	2,750.00
3	Rural Agro-enterprise Partnerships for Inclusive Development and Growth (RAPID Growth) Project – Request for Extension of Implementation Period and Change in Scope	ODA	VIII, IX, X, XI, XII, CARAGA, and BARMM	4,781.30
4	Davao City Bypass Construction Project (DCBCP) – Request for Extension of Loan Validity until June 30, 2024	ODA	XI	46,804.54
5	Davao City Bypass Construction Project – Request for Extension of Implementation Period and Loan Validity, Increase in Cost and Supplemental Loan	ODA	XI	70,814.97
6	Support for Parcelization of Lands for Individual Titling (SPLIT) Project – Request for 36-month Extension of Loan Validity and 48-month Extension of Implementation Period	ODA	Nationwide (excluding BARMM)	24,624.94
7	Light Rail Transit (LRT) Line 2 East Extension (L2EE) Project – Request for Extension of Implementation Period, Change in Design/ Scope, and Decrease in Cost	ODA	NCR	8,409.47
8	Local Governance Reform Project (LGRP) – Request for Loan Validity and Implementation Period Extension, Change in Scope, Change in Cost, and Reallocation of Loan Proceeds	ODA	Nationwide	1,787.26
9	Infrastructure Preparation and Innovation Facility (IPIF) – Request for Extension of Implementation Period and Loan Validity	ODA	Nationwide	7,919.20
10	New Cebu International Container Port – Request for Extension of Loan Validity until June 30, 2024	ODA	VII	9,194.68
11	New Cebu International Container Port Project (NCICPP) – Request for Increase in Cost, Extension of Implementation Period, Extension of Loan Validity Period, Reallocation of Loan Proceeds, Change in Financing Mix, and Change in Scope	ODA	VII	16,928.52
12	Capacity Enhancement of Mass Transit Systems in Metro Manila - LRT Line 1 South Extension - Request for Extension of Loan Validity until June 30, 2024	ODA	NCR and CALABARZON	64,915.43



No.	Name of Project	Mode of Implementation*	Region	Value (in PHP million)
13	Light Rail Transit Line 1 South Extension (L1SE) Project – Request for Increase in Cost, and Extension of Implementation Period and Loan Validity	ODA	NCR and CALABARZON	77,761.84
14	Malolos-Clark Railway Project, Tranche 1 – Proposed Three-month Provisional Loan Validity Extension	ODA	III	68,328.00
15	North-South Commuter Railway (NSCR) System Project - Malolos-Clark Railway Project (MCRP), Tranche 1 – Request for Extension of the Loan Validity of ADB Loan No. 3796-PHI	ODA	III	68,328.00
16	Metro Manila Flood Management Project (MMFMP), Phase 1 – Request for Change in Project Scope and Cost Resulting in Partial Loan Cancellation, Extension of Implementation Period and Loan Validity, and Change in Financing Mix	ODA	NCR	24,899.75
17	Reconstruction and Development Plan for a Greater Marawi, Stage 2 – Request for Extension of Loan Validity and Implementation Period,	ODA	BARMM	7,518.21
18	Improving Growth Corridors in Mindanao Road Sector Project (IGCMRSP) – Request for Extension of Loan Validity and Implementation Period, Change in Scope	ODA	X and BARMM	25,257.22
19	Panguil Bay Bridge Project (PBBP) - Request for Extension of Loan Validity until June 30, 2024	ODA	X	7,375.34
20	Panguil Bay Bridge Project (PBBP) - Request for Extension of Loan Validity and Implementation Period, Change in Scope, and Increase in Cost	ODA	X	8,026.23
21	Laguna Lakeshore Road Network Project, Phase I - Request for Change in Scope, Increase in Cost, Extension of Implementation Period and Revised Financing Strategy	ODA	CALABARZON	181,024.61

No.	Name of Project	Mode of Implementation*	Region	Value (in PHP million)
22	Metro Manila Priority Bridges Seismic Improvement Project (MMPBSIP) – Request for Extension of Loan Validity until June 30, 2024	ODA	NCR	7,933.04
23	Metro Manila Priority Bridges Seismic Improvement Project (MMPBSIP) – Request for Increase in Cost, Extension of Implementation Period and Extension of Loan Validity (JICA Loan Agreement Nos. PH-P260 and PH-P272)	ODA	NCR	10,339.39
24	Philippine Customs Modernization Project (PCMP) – Request for Partial Loan Cancellation	ODA	Nationwide	5,449.49
25	Development Objective Grant Agreement for Improved Health for Underserved Filipinos (DOAg-IHUF) – Request for Extension of Implementation Period and Change in Scope	ODA	NCR, III, CALABARZON, V, VI, VII, VIII, IX, X, XI, XII, CARAGA, and BARMM	15,530.67
26	Cavite Industrial Area Flood Risk Management Project – Request for Extension of Implementation Period, Change in Scope, Increase in Cost, Loan Reallocation, and Supplemental Loan	ODA	CALABARZON	22,037.74
27	Pasig-Marikina River Channel Improvement Project, Phase IV – Request for Extension of Implementation Period, Change in Scope, Increase in Cost, Loan Reallocation, and Supplemental Loan	ODA	NCR	57,696.87
28	Health System Enhancement to Address and Limit (HEAL) COVID-19 Project – Request for Extension of Implementation Period and Loan Validity	ODA	Nationwide	6,353.75
29	Panglao-Tagbilaran City Offshore Bridge Connector (PTCOBC) Project – Request for Increase in Cost, Extension of Implementation Period, and Changes in Design and Financing	ODA	VII	10,775.56
30	Metro Manila Interchange Construction Project, Phase VI (MMICP VI) - Request for Extension of Loan Validity until June 30, 2024	ODA	NCR	4,007.00

Other ICC principals attending the ICC-CC Meeting.



No.	Name of Project	Mode of Implementation*	Region	Value (in PHP million)
31	Metro Manila Interchange Construction Project, Phase VI (MMICP VI) – Request for Extension of Loan Validity and Partial Loan Cancellation	ODA	NCR	4,007.00
32	EDSA Greenways Project – Request for Extension of Loan Validity until June 30, 2024	ODA	NCR	8,793.45
33	Angat Water Transmission Improvement Project (AWTIP) – Additional Financing, Bigte-Novaliches Aqueduct No. 7 – Request for Extension of Loan Validity until June 30, 2024	ODA	III	7,420.22
34	Angat Water Transmission Improvement Project (AWTIP) – Additional Financing (Aqueduct No. 7 Project) – Request for Extension of Implementation Period, Extension of Loan Validity, Decrease in Cost and Partial Loan Cancellation	ODA	III	5,709.60

Infrastructure Flagship Projects

Big-ticket infrastructure projects improve access to economic opportunities. By improving roads, bridges, and airports, the government is making it easier for people to move, trade, and connect.

In 2023, there were **194** IFPs with a total cost of **PHP8.7 trillion**. By the end of 2024, the number has been streamlined to **186**, while the investment amount has risen to **PHP9.57 trillion**.

A key part of the IFPs is modernizing the country's airports. Major upgrades and expansions are underway in key airports across the country, including the Ninoy Aquino International Airport (NAIA), the Bohol-Panglao International Airport, and the Laguindingan Airport. These developments aim to improve connectivity, decongest air traffic, enhance passenger experience, and boost the competitiveness of the aviation sector.

194

IFPs

worth

PHP8.7T

in **2023**

186

IFPs

worth

PHP9.6T

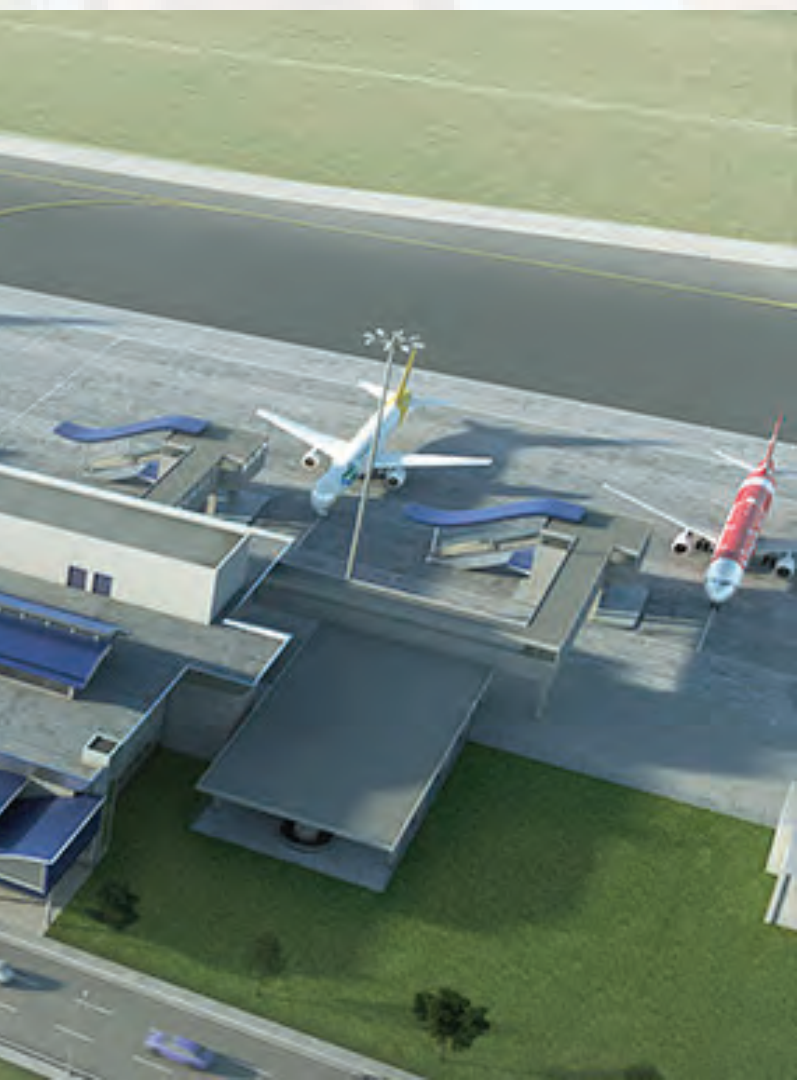
streamlined
in **2024**

Ninoy Aquino International Airport (NAIA) PPP Project

Cost: PHP170.59 billion

The concession agreement with the San Miguel Corporation (SMC) SAP & Co. Consortium was signed on March 18, 2024. Meanwhile, airport operations and management were handed over to the concessionaire on September 14, 2024.



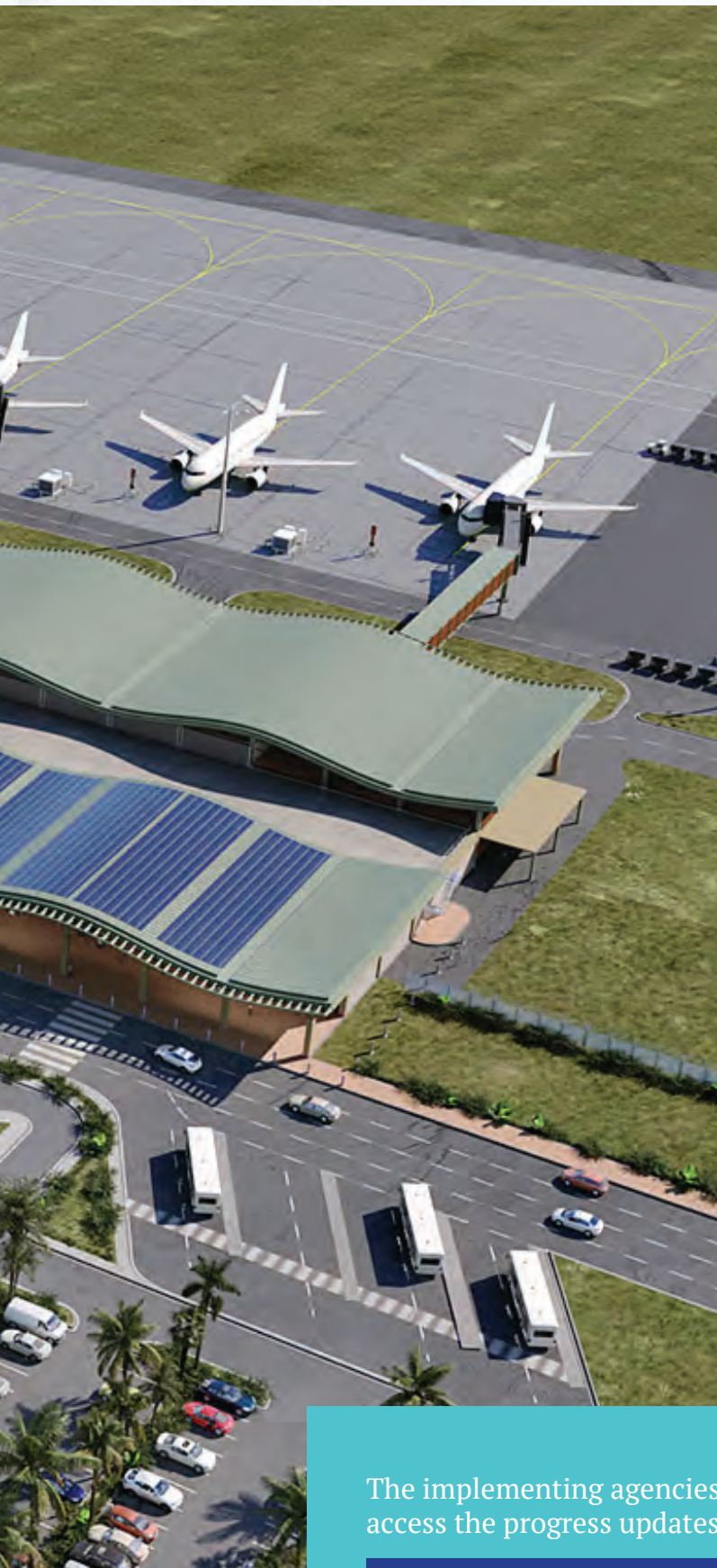


Upgrade, Expansion, Operation, and Maintenance of the Laguindingan International Airport Project

Cost: PHP12.75 billion

The Notice-of-Award was issued on September 23, 2024 to Aboitiz InfraCapital, Inc. The concession agreement was signed on October 28, 2024. Handover of airport operations and management to the concessionaire, A6C Corp., is targeted by April 26, 2025.





Upgrade, Expansion, Operations, and Maintenance of the Bohol-Panglao International Airport Project

Cost: PHP4.53 billion

The invitation to submit comparative proposals (ITSCP) was published on July 24, 2024. The Notice of Award was issued on November 18, 2024 to Aboitiz InfraCapital, Inc. The concession agreement was signed on December 18, 2024. Handover of airport operations and management to the concessionaire, Infrastructure A7C Corporation, is targeted by June 16, 2025.

The implementing agencies and the public may access the progress updates for IFPs here:

bit.ly/IFPsDashboard





Establishing a Dynamic Innovation Ecosystem

Fostering a Culture of Innovation through Filipinnovation

The Department of Science and Technology (DOST) coined Filipinnovation in 2007 to represent a whole-of-nation call and commitment to accelerate progress through innovation. It emphasizes collaboration among government, industry, academia, and stakeholders to advance research, technology development, and commercialization. This ultimately enhances the country's competitiveness and promotes sustainable economic growth.

In 2024, Filipinnovation continued to drive progress through initiatives that strengthened collaboration, expanded advocacy efforts, and provided platforms to support Filipino innovators. NEDA organized the 2024 National Innovation Day (NID) at the Novotel Manila Araneta City, Quezon City on April 22, 2024, bringing together more than 420 innovation stakeholders from various sectors. With the theme “Unboxing the Filipinnovation Mindset,” the event emphasized the importance of cultivating an innovative mindset grounded in five key values: empathy (*malasakit*), critical thinking (*pagiging mapanuri*), creativity (*pagiging malikhain*), imagination (*maharaya*), and a collaborative spirit (*ang diwa ng bayanihan*). NEDA also conducted NID celebrations across several regions, reinforcing the NEDA Regional Offices' commitment to fostering innovation at the local level.

To strengthen effective innovation advocacy, NEDA shepherded the

adoption of the National Innovation Communication Plan (NICP) on August 20, 2024, through National Innovation Council (NIC) Resolution No. 03, Series of 2024. The NICP serves as a guide for the NIC and innovation stakeholders in communicating innovation and advancing Filipinnovation as the NIC's shared vision and responsibility of influencing individuals and communities to encourage collaboration and innovative mindsets and behaviors. The ultimate outcome of the plan is for Filipinos to embrace Filipinnovation and support innovative products and services in their everyday lives.

To further advance this agenda, NEDA led the formulation of the implementing guidelines for the National and Regional Innovation Awards and Competitions (NRIAC), also known as the *Filipinnovation Awards*, which were approved on February 8, 2024. This annual competition celebrates Filipino innovators who are ready for early-stage commercialization and aims to: (i) bring out the best in innovators by providing a level playing field for them to showcase their talents; (ii) serve as a platform to connect innovators with industry stakeholders, potential partners, and investors while leveraging social marketing and mobilization; and (iii) ease the pathway for innovators to navigate challenges in bringing their products to market, fostering a stronger innovation ecosystem in the country.

Pushing Innovation Financing Forward



The National Innovation Council Secretariat, in partnership with USAID-UPSKILL, conducts the Huddle, Analyze, Build, and Innovate (HABI) Workshop and Co-development of the Innovation 10 Action Plan with the Innovation Focals.

The government continues to foster a dynamic innovation ecosystem that supports the development and commercialization of groundbreaking ideas. NEDA actively facilitates innovation financing to support research, technology development, and commercialization. Specifically, the NEDA: (i) issues calls for proposals; (ii) conducts the screening and evaluation of projects for NIC-Executive Technical Board (ETB) approval; (iii) negotiates project terms; (iv) oversees grant fund releases; and (v) carries out physical monitoring and consolidation of reports for NIC's review.

In 2023, NEDA initiated the funding and implementation of 25 innovation projects with a total allocation of PHP100

million, supporting a diverse range of initiatives aimed at strengthening research, technology development, and application. These include agri-tech solutions, augmented and virtual reality (AR/VR) education platforms, smart data-driven policies, disaster preparedness, and cultural heritage preservation. These projects came from 16 state universities and colleges (SUCs), five national government agencies (NGAs), two local government units (LGUs), and two government-owned and controlled corporations (GOCCs), with 16 projects implemented at the regional or local level. In continuation of these efforts, the NIC confirmed the Implementing Guidelines on the 2024 Innovation Grants through NIC Resolution No. 6, s. 2024. Subsequently, NEDA and the Department of Budget and Management (DBM) signed Joint Memorandum Circular No. 2024-01, leading to the Call for Proposals for the 2024 Innovation Grants from October 1 to November 8, 2024. The response was significant, with 376 proposals submitted by SUCs, NGAs, LGUs, and GOCCs.



HABI Workshop for the Innovation Focals



2024 National Innovation Day



Members of Barangay Lahug Emergency Response Team make an evacuation map together with the Cebu City Transport Office and the FireCheck 2.0 team.

Roll-out of the NIASD 2023-2032

The Innovation 10 Impact Pathways align with the objectives outlined in the National Innovation Agenda and Strategy Document (NIASD) 2023–2032 launched on September 27, 2023. The NIASD provides a comprehensive 10-year vision and strategic framework to improve the country’s innovation priorities and governance.

In pursuit of its overarching goal, the Innovation Focals, an interagency committee composed of representatives from selected government agencies and collegial bodies responsible for formulating the “Innovation 10” Action Plan, co-developed the Innovation 10 Impact Pathways to promote innovation within their designated priority areas and achieve specific goals related to: (i) proactive, smart, and innovative people; (ii) a competitive and resilient economy; (iii) collaborative and reliable institutions; and (iv) an efficient, clean, and sustainable environment.

In preparation for the implementation of this initiative, NEDA, in partnership with U.S. Agency for International Development (USAID) and the U.S.-Philippines Partnership for Skills, Innovation and Lifelong Learning (UPSKILL), facilitated the Huddle, Analyze, Build, and Innovate (HABI) workshops. On 18–19 March 2024, a HABI workshop was conducted for the NEDA Inter-Staff Group to guide innovation focal persons in ensuring that their action plans are aligned and harmonized with existing and ongoing strategic plans and roadmaps within their assigned priority sectors. Further, HABI workshops were also conducted for the NIC-ETB Innovation Focals held on 6–8 May 2024 in Clark, Pampanga, and on 4 September 2024 in Mandaluyong Pasig City. These workshops introduced to participants the principles of Design and Futures Thinking and other relevant innovation tools, providing a holistic, agile, and gamified design thinking approach to dynamic innovation ecosystem development.

Scoping Study on Barriers to Innovation

From June 2023 to May 2024, the National Innovation Council (NIC), through the NEDA Innovation Staff, completed a scoping study on Barriers

to Innovation in the Philippines. The study engaged 535 respondents from five innovation actor groups across Luzon, the National Capital Region

(NCR), Visayas, and Mindanao to assess innovation capacity, gather insights, and inform policy interventions.

Findings from the study were used in the formulation of a priority policy reform agenda such as the: (i) development of a sandbox policy guide for the regulation of innovations, including new and emerging

technologies (SPRINT); (ii) streamlining the process for the ease of business registration and exit especially for startups; and (iii) conducting a feasibility study (FS) for the Philippine Advanced Technology and Innovation Workforce (PATIW).

Expanding the Horizons in Integrating Innovation into Regional Research and Development Committees

NEDA, through its regional offices, shepherded the broadening of scope of regional Research and Development Committees to encompass innovation initiatives, grounded in frameworks such as the Philippine Innovation Act and the NIASD 2023-2032. This strategic expansion led to the formulation of the Harmonized Regional Research and Development and Innovation Agenda 2024-2028, which highlights Research and Development and Innovation (RDI) generation as a continuum – from theoretical conception to commercial use.

The NEDA Regional Office V (NRO V), for instance, has proactively taken the initiative to develop the region's RDI framework, aligning it with the Philippine Development Plan 2023-2028, NIASD 2023-2032, and the DOST's Pagtanaw 2050. This framework was adopted by the Bicol Regional Research, Development, and Innovation Committee on February 22, 2024, and subsequently approved by the Bicol Regional Development Council on March 6, 2024.

Furthermore, NRO V has initiated the development of the Bicol RDI Compendium, an online resource that aims to compile proposed, ongoing, and completed RDI projects within the Bicol region. Its main objectives are to inform public research institutions

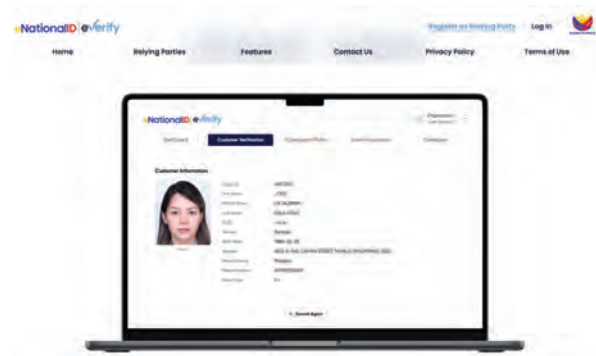
and stakeholders about initiatives, minimize duplication of efforts, facilitate collaboration among researchers and industries, and promote the commercialization of research findings to benefit local communities.

By integrating innovation into regional planning, NEDA empowers local communities to develop tailored solutions for their unique challenges. The revitalization of the RDI culture is essential for driving economic transformation as it not only stimulates growth and job creation but also enhances the competitiveness of local industries.

Accelerating Digital Transformation

Utilizing the Digital National ID for Easier Method of Identity Verification

As chair of the Philippine Identification System (PhilSys) Policy and Coordination Council (PSPCC), NEDA convenes and mobilizes inter-agency coordination to resolve policy bottlenecks, address implementation issues, and ensure that National ID System remains aligned with the national development priorities. In June 2024, the government launched the Digital National ID, which provided a convenient and secure method of identity verification crucial in the delivery of government services and transactions with the private sector. In collaboration with the Department of Information and Communications Technology, the Philippine Statistics Authority (PSA) introduced the National ID *eVerify* and National ID *Check* systems to the public. The National ID *eVerify* provides users with a suite of verification tools, including facial recognition and real-time



data verification. Another notable feature of the National ID *eVerify* is the National ID *Check*, which enabled institutions to validate personal information through QR scanning.

Through these efforts, the PhilSys registered approximately 8.7 million individuals in 2024, achieving 96.6 percent of the nine-million registration target for the year and exceeding the 7.3 million registrations in 2023.

Modernizing Government Procurement through eMarketplace

NEDA, serving as the alternate chairperson of the Government Procurement Policy Board (GPPB), provided technical inputs to the GPPB-Technical Support Office (TSO) for the development of the Philippines' first official electronic commerce platform, eMarketplace.



DBM Secretary Pangandaman, together with the Procurement Service-DBM, officially launched the Philippine Government Electronic Procurement System (PhilGEPS) eMarketplace on December 13, 2024, at the PICC, in Pasay City

Launched on December 13, 2024, the platform streamlines government procurement by simplifying eligibility requirements and integrating advanced systems. Modeled after mainstream online ordering platforms, eMarketplace enables procuring entities to search,

compare, select, purchase, and review common-use supplies and equipment (CSE) efficiently. This innovation shortens procurement timelines, enhances competition, and strengthens transparency in government transactions.

Activities/Initiatives related to *Konektadong Pinoy*

Konektadong Pinoy Act, also known as the “Open Access in Data Transmission Act”, marks a major step toward improving internet access, boosting competition, and reducing barriers for new players in the telecommunications sector.

This bill is crucial for expanding and improving internet accessibility, promoting fair competition, lowering barriers to entry in the data transmission sector, and streamlining industry regulations, making internet services more accessible and affordable for Filipinos. It aligns with the nation’s socioeconomic priorities and the goals of the *AmBisyon Natin* 2040 and the PDP 2023-2028, particularly Chapter 10, which focuses on promoting competition and improving regulatory efficiency. By expanding access to the internet and digital technologies, the law enhances consumer choice and supports micro, small, and medium enterprises (MSMEs) by fostering digitalization and innovation.

To support the passage of this bill, NEDA took several actions such as:

- Conducted a legislative writeshop with key government agencies;
- Conducted legislative briefings with Senators;
- Facilitated legislative briefings with the NEDA Regional Offices (NROs) as part of the LEDAC Common Legislative Agenda (LEDAC-CLA); and
- Provided technical assistance to the Senate sponsor during interpellations.

On February 7, 2024, NEDA also released a policy note explaining the importance of open access to data transmission that supports this bill. It highlights key reforms that can improve the country’s telecommunications sector, including franchise and licensing reforms to simplify market entry requirements and enhance competition, open access in data transmission to allow new players to challenge dominant market providers and improve service quality, and a spectrum management policy framework to optimize the use of limited resources through transparent allocation and efficient utilization. These reforms are expected to foster innovation, lower internet costs, and improve overall connectivity across the country.

Additionally, the rise of artificial intelligence (AI) is another key focus of the government. AI has the potential to transform industries and drive economic growth, but it requires a strong digital infrastructure to thrive. Therefore, strengthening the country’s digital infrastructure is essential to unlocking AI-driven innovations, fostering economic growth, and ensuring the Philippines remains competitive in the global digital economy.

Promote Servicification

Launching of the Asia Pacific Cooperation Services Trade Restrictiveness Index of the Philippines

NEDA is the lead representative of the Philippines at the Asia Pacific Economic Cooperation (APEC). The agency represents the economy's interests in the services sector in one of its non-binding fora called the Group on Service (GOS). In 2024, NEDA successfully catapulted the Philippines' performance at the APEC GOS by launching the Services Trade Restrictiveness Index (APEC-STRI) through the support and resources of the Organization for Economic Co-operation and Development (OECD). For the Philippines, NEDA: (i) conducted meetings and coordinated with the 33 agencies under the PH GOS Working Group; (ii) headed the review and evaluation of the initially-generated database; (iii) delivered a presentation on technical matters at the APEC Index Technical Group Meeting at the Senior Official Meetings (SOM) 3 of the APEC in Lima, Peru; (iv) simulated the pre-online policy simulator component of the Philippines as part of the preliminary robustness and consistency tests; and (v) provided secretariat support and chaired the meeting of the PH Working Group and the OECD for the official launch of the STRI.

The online policy simulator (<https://apecservicesindex.org/policysimulator/>) covers the services trade subsector, which allows for simulation of possible reforms encompassing the measures on restrictions on foreign entry, restrictions to movement of people, other discriminatory measures, barriers to competition, and regulatory transparency.

As the services sector continues to expand and open in global trade, servicification is an inevitable process that will dramatically change the landscape of industries and the MSMEs in the countryside. The STRI is a timely tool that provides a picture of how restrictive or liberalized services trade policy and regulation are in the Philippines. It offers a deeper analysis of the effects of regulations on trade in services, allows policymakers to benchmark their policies relative to global best practice, and considers the likely impact of reform options.





한-필리핀 자유무역협정 서명식 Signing Ceremony of the Korea-Philippines Free Trade Agreement



Working toward the signing and implementation of the PH-Korea Free Trade Agreement

As the co-chair of the Committee on Tariff and Related Matters (CTRM) and the Technical-CTRM (TCTRM), NEDA worked with the Department of Trade and Industry (DTI) and other relevant agencies for the Senate's concurrence and eventual effectivity of the PH-Korea free trade agreement (FTA). NEDA:

- (i) prepared and reviewed technical materials for the TCTRM, CTRM, and the NEDA Board for the approval of the text of the FTA, including its accompanying draft EO on implementing tariff commitments (EO No. 80, s. 2024);
- (ii) contributed actively in the drafting of FTA Chapter 2 (Trade-in-goods) and Chapter 7 (Economic and Technical Cooperation);
- (iii) participated actively in the line-by-line review of tariff lines, and
- (iv) attended proactively in the successive Senate hearings.

The FTA is expected to provide significant opportunities for Philippine firms to enter the domestic market of South Korea on agricultural and fishery products. These include bananas, fresh fruits and nuts, fresh and processed foods, beverages, pastry products and tobacco and tobacco products, glass eels, octopus and crustaceans. It will also serve as catalyst for cooperation and investment in forward-looking sectors, such as critical minerals processing, electric vehicle and parts manufacturing. With the increase in volume of exports and imports to and from Korea, servicification is seen to benefit agricultural and industrial services. These include production, processing, marketing, supply, crop husbandry, sales and repair, wholesale and retail trade, and distribution. Regional players are expected to gain in the long run due to the positive externalities that will be created in the supply chain.

Provided support and inputs for the passage and implementation of *Tatak Pinoy* or Proudly Filipino Act

One of the pieces of legislation that NEDA supported successfully in 2024 was Republic Act No. 11981, or the *Tatak Pinoy* (Proudly Filipino) Act (TPA). The

passage of TPA is an achievement for the Philippines to fulfill its industrialization goal as committed under Chapter 6 of the PDP 2023-2028. Being a member

of the Tatak Pinoy Council (TPC), the policy and advisory body to the President created under TPA, NEDA: (i) provided significant inputs during its promulgation; (ii) attended actively in the legislative hearings, and (iii) participated in the visioning workshop by providing inputs and strategic directions to fully implement the TPA.

The TPA is seen to enhance productivity and competitiveness as well as enable the country to produce and trade a diverse array of complex and high-quality products and services, move up the global value and supply chains, and create high-paying jobs. Domestic firms outside the growth regions are the primary beneficiaries. Ultimately, this will increase the country's economic complexity and achieve a

robust and vibrant Philippine economy. The TPA will drive servicification in the list of products it will promote. Within services itself, all eligible domestically-sourced services belong to those promoted or developed under several government initiatives. Those under the Philippine Government Electronic Procurement System (PhilGEPS); the Domestic Bidders (DoBid) Certificate of Preference; Shared Service Facilities (SSF); the One Town, One Product (OTOP) programs, and the Science 4 Change (S4C) program are a priority and preference in government procurement. Specifically, these activities cover, among others, food and beverage services; engineering and architectural services; scientific and professional services, and creative services.

Expanding Partnerships for Transformation

Advancing PPPs with the New PPP Code IRR

As chair of the Implementing Rules and Regulations (IRR) Committee Technical Working Group (TWG), NEDA contributed to the drafting and successful finalization of the IRR for the new Public-Private Partnership (PPP) Code officially issued on April 6, 2024. The IRR enhances the legal framework for PPPs, thus creating a more conducive environment for private

sector participation in infrastructure projects across the country. Through this effort, NEDA provided technical inputs, guided policy discussions, and ensured alignment with national infrastructure priorities, delivering a clear and structured regulatory framework for PPP implementation.

NEDA Secretary Arsenio Balisacan, together with PPP Center Executive Director Cynthia Hernandez, DOF Undersecretary Catherine Fong, DBM Undersecretary Joselito Basilio, private sector representative to the PPP Governing Board Ferdinand Tolentino signed the IRR of the PPP Code on March 21, 2024.



Finalized the 13th RFINL and its accompanying EO

RA No. 7042, also known as the Foreign Investments Act as amended by RA No. 11647 and RA No. 8179, mandates the NEDA to formulate the Regular Foreign Investment Negative List (RFINL) every two years. In compliance, NEDA conducted the review of the 12th RFINL taking into consideration the following: (i) changes in the current laws governing the investment activities/areas in the RFINL; (ii) issues in the interpretations of laws in the investment activities/areas in the RFINL; and (iii) proposed actions/changes to liberalize certain sectors to determine the revisions that may be reflected in the 13th RFINL.

NEDA conducted internal and external consultations to solicit inputs on the formulation of the 13th RFINL. Within the agency itself, concerned sector staffs were consulted with the legal scrubbing. A total of 20 agencies were also consulted by NEDA regarding their comments/inputs on the proposed

changes to the 13th RFINL. As provided by law, the 13th RFINL was formulated to replace the 12th RFINL, which was promulgated last 2022. The 13th RFINL will reflect changes to Lists A and B, pursuant to existing and recently passed laws, consistent with the policy to ease the restrictions on foreign participation.

List A refers to areas of investment where foreign ownership is restricted due to the Philippine Constitution or by specific laws. List B, on the other hand, are areas of investment where foreign ownership is limited due to its relation to defense, protection of local small-and-medium enterprises (SMEs), risk to health and morals, and security.

The RFINL provides transparency of the investment environment of the Philippines and helps plug the gaps in the value-chain of enterprises. The document is awaiting the final endorsement to the Office of the President.

Collaborated with public and private stakeholders to boost investments

As a member of the Fiscal Incentives Review Board (FIRB), NEDA provides internal technical review and evaluation of tax incentive applications to its own principals. The agency shares a role reviewing FIRB's cost-benefit methodology as necessary. In 2024, the FIRB granted incentives to six big ticket and high impact/strategic investment projects. The passage of the Corporate Recovery and Tax Incentives for Enterprises to Maximize Opportunities for Reinvigorating the Economy (CREATE MORE) effectively increased the investment capital threshold for investment projects under the purview of FIRB from PHP1 billion above to PHP15 billion above.

NEDA is also a member of the Inter-Agency Investment Promotion Coordination Committee (IIPCC), the body that integrates all promotion and facilitation efforts to encourage foreign investments in the country, created under RA No. 11647 or the Amended Foreign Investments Act (FIA). NEDA was involved in the drafting of the Foreign Investment Promotion and Marketing Plan (FIPMP), which was approved in December 2024. NEDA was among those who drafted the National Security Review (NSR) manual that will serve as a guide to the review of strategic industries under the FIA and to provide the same mechanism for national security review

on critical infrastructure, foreign state-owned enterprises, and other national security issues under RA No. 11659, or the Amended Public Service Act.

Likewise, NEDA supported the implementation of EO No. 18, s. 2023, or the Constituting Green Lanes for Strategic Investments, by being an active member of the technical working group that developed the IRR of the said EO. For FY 2024, the Green Lane initiative of the BOI has made a notable contribution to improving the ease of doing business and promoting investment, particularly in renewable energy (125 certified projects), digital infrastructure (5 certified projects), food security (21 certified projects), and manufacturing (2 certified projects) with a total project cost of PHP4,037.44 billion.

Meanwhile, NEDA sits as one of the Philippine Economic Zone Authority (PEZA) Board members. With its role, it evaluated and approved: (a) applications for registration of ecozone development; (b) registrations of projects/registered business enterprises (RBEs)/ecozone locators; and (c) other PEZA strategic management issues that fall under the ambit of the board. For FY 2024, NEDA supported the PHP 201.55 billion investment approvals, which was 14.7 percent higher compared to PHP 175.71

billion investment approvals in 2023. The figure corresponded to the 21.31-percent rise in new and expansion projects, 14.07-percent boost in exports, and the rise in employment opportunities of 110.83 percent.

Under the Economic Development Group (EDG), NEDA: (i) reviews and prepares technical documents for meetings; (ii) chairs intersessional meetings on behalf of the EDG Chair and co-chairs to resolve urgent issues, and (ii) provides administrative support. The following were the direct and impactful contributions of NEDA in the EDG for 2024: (a) swift resolution on the issue of DOE and NGCP on Tuy-Dasmariñas, particularly on the relocation of two towers for the Tuy-Dasmarinas transmission line project; (b) push for agencies to finalize their respective IRRs for the Public Service Act; and (c) strong support on the extension of the Rice Competitiveness Enhancement Fund (RCEF).



Strengthening NEDA Towards Better Economic Governance

In advancing its expanded role in socioeconomic planning and development, NEDA aims to promote greater collaboration between the national and local governments to be more inclusive and empower regions. Thus, NEDA spearheads broader consultations with stakeholders and partner institutions to formulate more relevant initiatives to strengthen its internal operations towards excellent public service. By improving systems and processes, embracing digital tools, and investing in people, NEDA has paved the way for better decision-making and reinforced sound economic governance.

Smarter Systems, Faster Decisions

Modernizing Project Planning, Programming, and Monitoring and Evaluation

NEDA uses technology to enhance project monitoring and coordination. Two crucial information systems were enhanced: 1) the Public Investment Program Online (PIPOL) System, which supports the government's Three-Year Rolling Infrastructure Program (TRIP) and a budget reform initiative that strengthens the linkage between planning, programming, and budgeting of all infrastructure projects, and 2) the enhanced Innovation Grants Information System (eIGIS), which streamlines the grant application process and facilitates timely and transparent fund disbursement for innovators.

Moreover, the strengthened implementation of the electronic Regional Project Monitoring and Evaluation System (eRPMES) enhances

real-time access to project data for more informed decision-making. Additionally, NEDA is optimizing the Regional National Investment Programming (RNIP) module to promote better alignment of development priorities between regional and national investment programs.

By modernizing these platforms, NEDA fosters a more responsive and accountable public service. These advancements not only streamline operations but also empower stakeholders with timely insights, reinforcing efficient and participatory governance, and ensuring that economic policy decisions are data-driven.



NEDA CALABARZON capacitates project stakeholders on the revised RPMES guidelines through a Training of Trainers conducted on April 30, 2024.

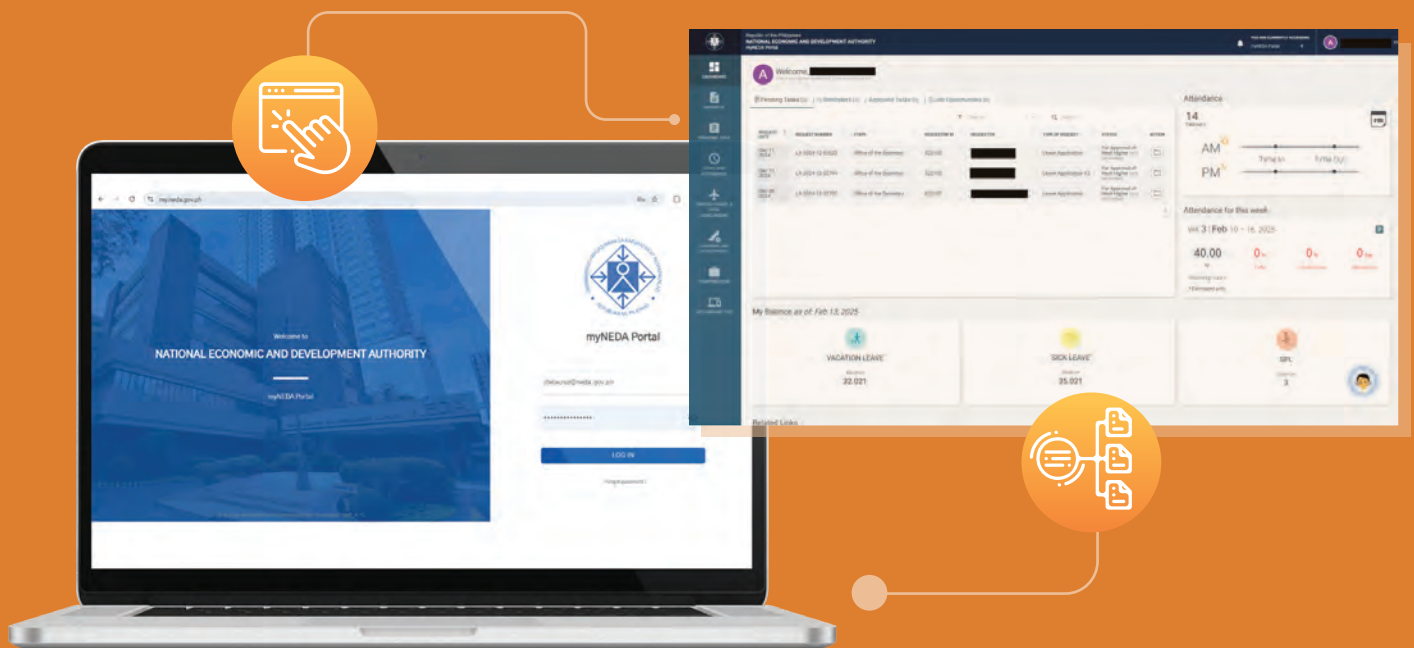
Going Digital: Seamless Operations

As NEDA aims to be more efficient, it is also expanding its digitalization efforts to streamline internal operations, making processes faster, more transparent, and data-driven. A key milestone in 2024 was the launch of the **myNEDA Portal**, a centralized hub for Human Resources (HR) and administrative services. This platform enables employees to access and update their records, apply for leave and official business (OB) pass requests digitally, and track approvals in real-time through the leave management module. By reducing paperwork and automating workflows, the portal enhances efficiency and improves the overall employee experience.

In the last quarter of 2024, NEDA deployed the myNEDA portal to four NEDA Regional Offices—MIMAROPA, VI,

VII, and X. In 2025, NEDA will complete the deployment of the portal to the remaining regional offices. The portal establishes a key step in standardizing HR processes across NEDA, optimizing performance in managing HR-related tasks.

The myNEDA portal will continuously evolve, with the ongoing development of additional modules—particularly in talent management, learning and development, performance management, and rewards and recognition, bringing NEDA closer to achieving Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM) Level III by 2026.



Upon launching the myNEDA Portal in 2024 and integrating HR systems, deployment to selected NROs followed, marking a key step toward achieving PRIME HRM Level III by 2026 and enhancing collaboration and efficiency.



NEDA has also enhanced administrative operations by developing an Asset Management System and a Budget System for appropriations and allotments. These digital transformations have reduced processing time, improved resource allocation, and strengthened accountability. Automated requests for mailing services, venue reservations, and corrective repairs provide faster and more accessible support. Additionally, improved asset tracking and financial oversight enhance compliance with auditing rules and regulations.

Smart Use of Data

Recognizing the transformative power of data in governance, NEDA introduced the NEDA Information Center for Executives (NICE)—an innovative website platform designed to streamline the collection, management, and monitoring of information. By consolidating access to critical data, NICE aims to enable NEDA officials to make swift, informed recommendations, thereby improving decision-making processes and strengthening governance outcomes.

To further improve governance and operations, NEDA developed the electronic Document Management System (eDMS) within the NEDA Central Office in 2024. This system streamlines document creation, storage, and routing, ensuring transparency and easy tracking of document status. The initiative strengthens inter-office coordination and reinforces NEDA's commitment to institutional excellence and continuous progress.

Initiated in 2024 and scheduled to fully operationalize in 2025, NICE will feature multiple dashboards, including those for Infrastructure Flagship Projects (IFPs), the Inter-Agency Committee on Inflation and Market Outlook (IAC-IMO), the Common Legislative Agenda, as well as various socioeconomic statistics.

Investing in People

Attracting Talents

In 2024, NEDA took bold steps to attract top talent by embracing technological advancements and launching strategic outreach initiatives. After transitioning to an online pre-employment examination system, NEDA enhanced the platform with more responsive scoring levels. The upgraded system engaged a more diverse and qualified pool of applicants, enabling selection boards to appoint the most capable candidates to key positions.

A key highlight of the year was the first-ever NEDA Career Talk, which NEDA held in collaboration with Ateneo de Manila University's (ADMU) Honors Program in Economics. The event drew students from various universities and offered valuable insights into career opportunities at NEDA. In addition,

NEDA strengthened its recruitment pipeline by participating in three university job fairs.

These efforts reflect NEDA's strong commitment to attracting future leaders who will play a key role in advancing the agency's mission.

Also, NEDA reinforced its workforce by appointing 329 personnel, including 161 new hires and 168 internal promotions across the central and regional offices.

It also secured 24 new plantilla positions, including five dedicated to the newly created Economic Data Analytics Unit. This strategic expansion strengthens NEDA's capacity for data-driven decision-making in support of the Philippine Development Plan (PDP) 2023-2028.



NEDA joined the Career in Public Service Job Fair hosted by UPSE on November 15, 2024 in Quezon City, where Usec. Joseph Capuno served as a panelist during the career talks.



NEDA Secretary M. Arsenio Balisacan administered the oath-taking of newly appointed officials on October 3, 2024 in the NEDA Central Office. These include Director Desiree O. Narvaez of the National Policy and Planning Staff, Director Juan Angelo G. Rocamora of the Internal Audit Staff, Assistant Director Judith V. Gondra of the Governance Staff, and Assistant Director Rory Jay S.C. Dacumos of the Agriculture, Natural Resources, and Environment Staff.

Building Competencies

NEDA considers its people its greatest asset. In 2024, the agency organized 183 training programs for personnel from both the central and regional offices. The Human Resource Development Division conducted 24 in-house training programs, while the remaining programs were organized by regional offices and external learning institutions. These covered essential topics such as mandatory orientations, impact evaluation, investment appraisal, policy analysis, data management, gender inclusivity, and leadership development. A total of 131 NEDAns participated in international learning opportunities, 80 of which are short-term training programs while the 51 are in scholarship programs, broadening their expertise and keeping them attuned with global trends.

In November 2024, NEDA issued an office circular approving its Succession Plan, which aims to develop a strong leadership pipeline across the agency.



NEDA Secretary Arsenio M. Balisacan administered the oath-taking of Regional Development Group's new Assistant Secretary Agnes E. Tolentino on July 23, 2024.

This plan offers structured career development and mentorship opportunities, enabling employees to grow into future leadership roles.

Through these capacity-building initiatives, NEDA reaffirms its dedication to continuous learning and leadership development, ensuring that its people remain empowered to sustain and advance the agency's development goals.



NEDA Gender and Development Focal Point System (GFPS) held a 3-day GAD Conference on September 17-20, 2024 in Clark, Pampanga to provide updates on GAD Developments, discuss internal policy recommendations, and enhance GAD mainstreaming efforts within NEDA.

Recognizing Excellence

To promote a culture of excellence, NEDA honored its top performers for CY 2023. The agency recognized 61 personnel, 27 of which from the Central Office and 34 from the Regional Offices. All received the Step Increment Due to Meritorious Performance Award as provided under Office Circular No. 08-20191.

This award highlights employees who consistently deliver outstanding results, propose innovative ideas, and perform beyond expectations.



2024 IPG Grantees of Step Increment Grantees for Meritorious Performance was awarded to Alec Kalo M. Bagunu, Krishelle Marie M. Angue, Jobelle Clarisse D. Montas, Reychie L. Roxas-Lentiyas, and Geraldine B. Urbina, and Beverlyn S. Backian (not in photo) during the NEDA 89th Anniversary celebration.

Beyond the Processes: Fostering a Stronger NEDA Community

Promoting Employee Well-Being

NEDA maintained its commitment to holistic employee development by prioritizing health and wellness, financial literacy, and workplace improvements. These areas emerged as critical to employee well-being based on the results of the agency's work satisfaction survey. In response, NEDA organized webinars on physical and mental health and financial literacy to equip personnel

with practical knowledge and tools to enhance their quality of life. The agency also deepened its partnership with St. Camillus Center for Humanization in Health, which provides employees with access to professional listening and counseling services.

Architectural design of the NEDA Building and Annex under renovation



Webinars Conducted:

- Kidney Health Lay Forum: Stop Chronic Kidney Disease
- Mental Health Awareness Seminar (2 Batches)
- Salient Features of the PhilHealth *Konsulta* Package



Meanwhile, the NEDA Regional Offices (NROs) launched initiatives tailored to the needs of their personnel. These included health and wellness activities, financial management seminars, and employee engagement activities. This demonstrates the agency's consistent effort to support the well-being of its workforce across the country.

As NEDA's workforce continues to grow, the agency also improves its work environment to support employee wellness. As of December 2024, building

improvements were 51.65 percent complete, ensuring safe, accessible, and efficient office spaces that promote comfort and productivity. To further foster a healthier workplace, NEDA has adopted sustainable and climate-smart practices. These include efforts to reduce energy and water consumption, improve waste management, and promote green procurement. Such initiatives not only reduce the agency's ecological footprint but also help create a more conducive and well-balanced work environment.





The Corporate Affairs Group (CAG) emerged as the overall champion of the SIKLAB: 2024 NEDA Sportsfest.

Strengthening Teamwork through Sports, Recreation, and Teambuilding Activities

NEDA also believes that strong teams are built through shared experiences, not just within the workplace but also outside the office. To promote collaboration and camaraderie, the agency regularly conducts teambuilding activities that strengthen relationships, improve communication, and build trust among employees.

Complementing these efforts, the Organization of NEDA Employees (ONE) advanced wellness and teamwork through sports and recreational activities. At the NEDA Central Office, ONE spearheaded the **SIKLAB: 2024 NEDA Sports Fest**, which featured friendly competitions in basketball, volleyball, chess, and mobile games. Similarly, some NROs, in coordination with ONE, organized local sportsfests or introduced activities such as kickboxing, table tennis, Zumba, and yoga to encourage active lifestyle and reinforce team spirit.



ONE also supports interest groups and hobby clubs within the agency, such as the NEDA Football Club and NEDA Tabletop Gamers. These organizations foster camaraderie, belongingness, and well-being, further enriching NEDA's workplace culture.

Through these initiatives, NEDA continues to cultivate a workplace culture that values collaboration, active engagement, and positive team dynamics.

Promoting Gender and Development Activities in the Workplace

Moreover, NEDA continued its commitment to an inclusive and equitable workplace by embedding Gender and Development (GAD) initiatives into employee engagement programs. These initiatives not only

raised awareness on gender-related issues but also promoted inclusivity and ensured equal opportunities for all.

In 2024, NEDA took a major step by drafting a six-year GAD Agenda,

signaling its sustained commitment to gender equality. The agency also actively participated in the 18-Day Campaign to End Violence Against Women and Children (VAWC) and the observance of NEDA Women's Month. Both the Central and Regional Offices organized activities aimed at deepening awareness and encouraging engagement on gender-related concerns.

Pursuant to Republic Act No. 7192 or the Women in Development and Nation Building Act, NEDA allocated 49.50% of its 2024 annual budget to GAD-related programs and projects.

NEDA Development Partners' Appreciation Night

The event celebrated the enduring partnership between NEDA and its development partners, whose invaluable contributions have been instrumental in advancing the country's economic growth and development.

At the event, Secretary Balisacan highlighted the vital role of these partnerships in helping the Philippine government realize its vision of a strongly rooted, comfortable, and secure future where no Filipino is left behind.

The gathering was attended by representatives of NEDA partner institutions, including the Food and

These included efforts to strengthen women representation in the RDCs, Regional GAD Committees, and other committee membership. The allocation also supported participation in trainings, conferences, and international fora, as well as the provision of advocacy materials, lactation facilities, and child-minding centers across offices.

Through these sustained efforts, NEDA promotes respect, empowerment, and collaboration, reinforcing its commitment to inclusive development and a gender-responsive workplace.

Agriculture Organization of the United Nations (FAO), UNICEF Philippines, United Nations Industrial Development Organization - Philippine Office, UNFPA Philippines, United Nations Resident Coordinator's Office, USAID Philippines, World Bank Philippines, and WWF-Philippines.

Also present were officials from the JICA - Japan International Cooperation Agency, EDCF Korea Eximbank Philippines, Korea International Cooperation Agency Philippines - KOICA 필리핀사무소, and the embassies of Australia, Japan, and New Zealand.





Ensuring Coherence of National and Regional Plans

Legislative Milestone: Reorganizing NEDA through the Economy, Planning, and Development Bill

In 2024, NEDA marked a pivotal legislative milestone with the Senate's approval of the Economy, Planning, and Development Bill. This measure paves the way for the institutionalization of the Department of Economy, Planning, and Development (DEPDev), elevating NEDA into a full-fledged department and reinforcing its central role in national development.

The passage of the bill reflects a long-standing aspiration to strengthen the country's economic planning architecture. NEDA Secretary Arsenio M. Balisacan, the government's chief economic planner, championed the initiative during a Senate hearing held on July 30, 2024. He emphasized that the reorganization would empower NEDA to more effectively fulfill its mandate of fostering inclusive and sustainable socioeconomic development.



Secretary Balisacan articulated the need for DEPDev to address persistent challenges in policy coherence, regional alignment, and the integration of planning with investment programming and budgeting. He noted that while coordination between NEDA and DBM has existed, it has been largely ad hoc and dependent on the discretion of current leadership. The bill seeks to institutionalize these linkages, ensuring continuity and consistency in development efforts across administrations.

Senators Juan Miguel Zubiri and Sherwin Gatchalian expressed strong support for the bill, recognizing its potential to bridge the gap between planning and budgeting. Senator Imee Marcos also underscored the constitutional basis for establishing an independent economic and planning agency, aligning with Article 12, Section 9 of the Philippine Constitution.

The Senate's third reading approval of the bill was hailed by Senator Zubiri as a triumph not just for NEDA, but for the entire nation. "This is not a win for the NEDA – this is a win for the country," Zubiri said, highlighting the broader implications of the reform. With DEPDev at the helm, the government is poised to deliver more efficient economic planning and implementation, translating into more jobs, higher incomes, and grassroots development.

The bill institutionalizes DEPDev as the primary economic policy and planning agency, tasked with aligning national development strategies across all levels of governance. It also formalizes the department's oversight of the public investment program, ensuring that economic growth is both inclusive and sustainable.



Secretary Balisacan emphasized the importance of strengthening monitoring and evaluation mechanisms, noting that a systematic approach is essential to assess whether government-funded projects are achieving their intended outcomes. This feature is central to DEPDev's mandate, reinforcing accountability and evidence-based policymaking.

As the bill moves closer to enactment, a technical working group has been convened to consolidate various versions and expedite its passage. Senator Zubiri called for continued collaboration across sectors to ensure DEPDev's success, stressing that the new department will play a crucial role in addressing complex economic challenges, including job generation, income inequality, and infrastructure development.





Accomplishments of Attached Agencies





Commission on Population and Development (CPD)

Strengthening Population and Development: CPD's 2024 Progress in Partnerships and Local Implementation



Source: CPD

In 2024, the Commission on Population and Development (CPD) took significant strides in strengthening population and development (POPDEV) strategies across the country. By working closely with local government units (LGUs) and national agencies, CPD advanced key programs focused on family planning, adolescent health, migration data management, and creating an enabling policy environment. These initiatives reflect the agency's commitment to building a sustainable and inclusive future, aligned with national priorities and the Philippine Development Plan.

Key Accomplishments:

Towards Full Devolution of Population and Development Strategies

As part of its devolution transition plan, CPD provided technical assistance to LGUs and institutions down to the local level. Specifically, 1,310 of these focused on the implementation of functional population and development programs and strategies, 1,237 on modern family planning to achieve zero unmet needs, and 1,129 on adolescent pregnancy reduction.

CPD's assessment of the localization of POPDEV programs highlighted a positive shift—more LGUs are taking ownership of these initiatives by setting up dedicated structures and allocating budgets. By leveraging Regional Development Council (RDC) resolutions and local ordinances, the agency strengthened its devolution efforts. Regular participation in committees and courtesy visits to Local Chief Executives also proved essential in fostering cooperation and providing technical assistance.

Advancing Data Systems Through the Registry of Barangay Inhabitants and Migrants (RBIM)

Another significant achievement was the successful rollout of the Registry of Barangay Inhabitants and Migrants (RBIM). By December 2024, CPD had trained 3,417 barangays, with 1,838 already adopting the RBIM system. This administrative database monitors both migration and demographic information, helping LGUs provide more well-defined and target-specific services. CPD recognized that continued support from mayors, as well as collaboration with the Philippine Statistics Authority (PSA) and the Department of the Interior and Local Government (DILG), is key to sustain and harmonize RBIM with other data systems.

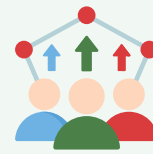
Enabling Policy for Population and Development

CPD also took the lead in shaping national policies on population and development. In 2024, the CPD Board of Commissioners (BOC) spearheaded the implementation of Executive Order No. 141, which addresses the root causes of teenage pregnancies. As Chairperson of the Inter-Agency Technical Working Group (TWG)—with the National Youth Commission (NYC) as Vice Chairperson—CPD guided national efforts to tackle this urgent issue. While the approval of the Comprehensive Action Plan remains pending due to concerns surrounding comprehensive sexuality education, CPD continues to drive the conversation by providing strategic direction and fostering collaboration across agencies.

The CPD BOC played a crucial role in ensuring clear communication of the action plan's issue framework, helping align the agency's initiatives with broader national goals. The agency remains steadfast in working with stakeholders to finalize and implement policies that address the most pressing population concerns.

Awareness and Support on Population and Development

Raising public awareness and engaging stakeholders remained a priority for CPD. The agency co-sponsored several major conferences, including the 2024 Philippine Population Association (PPA)



1,310

Implementation of functional population and development programs and strategies



1,237

Modern family planning to achieve zero unmet needs



1,129

Adolescent pregnancy reduction

3,417

Barangays had trained



1,838

Barangays adopting the RBIM system



International Scientific Conference and the International Conference on the Past, Present, and Future of Philippine Labor Migration. These events served as vital platforms for knowledge sharing and open discussions on emerging demographic trends.

CPD also made strides in research with the development of the POPDEV Research Agenda and the completion of a study on marriage trends titled, “Unearthing Perspectives in Nuptiality and Cohabitation: A Critical Discourse Analysis of Narratives of Women Aged 20-29 in Selected Urban and Rural Areas.”



*In celebration of the Population and Development (POPDEV) week, the CPD held the 2024 Rafael M. Salas Kaunlarang Pantao Awarding Ceremony that recognized institutions and partners in the implementation of POPDEV programs and strategies through the years.
Source: CPD*

As CPD continues to drive population and development programs forward, the agency remains committed to empowering communities through data-driven policies, localized action, and collaborative governance. By fostering strong partnerships and investing in capacity-building, CPD is laying the foundation for a future where every Filipino can thrive in a well-planned and inclusive society.



*The CPD recognizes the vital role parents play in guiding their teens through life's challenges, particularly those related to sexuality and reproductive health. In line with this, CPD held the Parent and Singles Talk on September 27, 2024, at the National Defense College of the Philippines (NDCP).
Source: CPD*



Development Academy of the Philippines (DAP)

DAP 2024: Opening Pathways to Inclusive Development and Economic Transformation by Driving Innovation and Excellence



DAP launched the 15th batch of the Local Government Executives and Managers Class on September 24, 2024, further strengthening its commitment to developing transformative leaders for LGUs nationwide.

The Development Academy of the Philippines (DAP) reinforced its role as a catalyst for public-sector innovation and productivity. Through groundbreaking programs, strategic partnerships, and forward-looking initiatives, DAP equipped public servants with the skills and knowledge to drive meaningful governance transformation and national development.

Key Accomplishments:

Driving Innovation and Productivity in the Public Sector: DAP COE-PSP PMO's 2024 Highlights

Advancing Public-Sector Productivity

As the Asian Productivity Organization's (APO) designated Center of Excellence on Public Sector Productivity (COE-PSP) since 2015, DAP drives efforts to enhance government efficiency across the Asia-Pacific. Through research, knowledge-sharing, and innovation, DAP equips governments with tools to improve service delivery and foster collaboration.

- **Building Capacities, Driving Change**

This year, DAP trained 673 individuals from over 90 government institutions through specialized programs on public-sector productivity and service innovation. These efforts led to 25 productivity improvement projects, enhancing government services.

• Breakthrough Initiatives in Public-Sector Productivity

A key achievement in 2024 was the *Fastbreak Initiative*, which streamlined processes across 50 government agencies, saving over 54 million transaction hours across 39 services.

DAP also developed the Public-Sector Productivity Framework, piloted with seven government agencies, including the Department of Trade and Industry (DTI), the Bureau of Internal Revenue (BIR), and the Department of Transportation (DOTr). Findings on LGU revenue productivity were shared at the Local Government Executives and Managers Class (LGEMC) Forum, contributing to national governance reform.

The Adaptive Governance and Innovation for Local Executives (AGILE) Program

In March 2024, the AGILE Program, in collaboration with the Foundation for Thailand Productivity Institute, led a Foreign Study Mission to Thailand showcasing innovative governance and economic development. Participants engaged with the Bangkok Metropolitan Administration and received a warm welcome from Governor Chadchart Sittipunt, gaining valuable insights into effective urban management.

Through initiatives like this, AGILE continues to equip LGUs with the tools for resilient and sustainable governance, reinforcing DAP's commitment to progress and development. This Program aims to equip local government leaders and key functionaries with the knowledge and understanding of concepts, principles, tools, and methodologies for adaptive and inclusive local governance.



Foreign Study Mission to Thailand in Collaboration with the Foundation for Thailand Productivity Institute
Source: DAP

DAP TRAINED



637

individuals from over 90 government institutions through specialized programs on public-sector productivity and service innovation

LED TO



25

productivity improvement projects, enhancing government services

Center for Strategic Futures

The Center for Strategic Futures (CSF) continues to drive forward-thinking approaches in policymaking and management by integrating strategic foresight, creative thinking, and emerging technologies. In 2024, the CSF spearheaded initiatives in innovative urban development and universal healthcare, reflecting its commitment to proactive solutions for national development.

• Driving Smart City Innovation

DAP marked a milestone with the turnover of the Smart City Roadmap to Malolos City, Bulacan under the LIPAD PH Program, reinforcing the city's commitment to innovation. Key initiatives included #LIKHAMalolos, a citizen engagement platform, and *Komunidad de Kalidad*, a non-tech solution developed with DAP, Malolos LGU, and Sentrify Technologies. A Provincial Smart Cities Assessment, launched with Bulacan State University, DOST Region III, and five LGUs, extended the initiative across six Bulacan municipalities, accelerating smart city transformations.



Hack4Health Initiative.
Source: DAP

• Universal Healthcare Innovations: Hack4Health Initiative

In partnership with the Department of Health, DAP launched the *Hack4Health Initiative* to harness technology for universal healthcare. The initiative developed innovative solutions, including a fraud detection app using unified health data, an AI-powered vaccine storage system, and advanced stroke diagnostics. These tech-driven advancements aim to improve healthcare efficiency and accessibility, supporting a smarter, more equitable healthcare system.

Pioneered Conference on Youth Education and the Future of Work

In partnership with the Asian Productivity Organization (APO), DAP hosted the Conference on Youth Education and the Future of Work on November 12–13, 2024. The event which drew around 100 delegates focused on exploring future work scenarios shaped by socioeconomic shifts and digital transformation; analyzing policies and education systems to help youth navigate changing job markets; and sharing best practices from APO member economies for broader adoption.

The conference featured a series of insightful presentations by leading experts, engaging discussions and practical takeaways, and strengthened DAP's commitment to youth empowerment.



The DAP and the Asian Productivity Organization (APO) held the "Conference on Youth Education and the Future of Work" on November 12–13, 2024, at Crowne Plaza Manila Galleria, gathering 100 delegates from 15 member economies to address educational divides and share strategies for Asia's changing future.



Philippine Institute for Development Studies (PIDS)

Pursuing Inclusive Development Solutions: PIDS' 2024 Achievements



*In partnership with the Japan Economic Foundation (JEF), PIDS hosted a forum on November 28, 2024 at the Makati Diamond Residences, facilitating a dialogue among experts, scholars, and leaders across sectors to address critical issues shaping the Asia-Pacific region.
Source: PIDS*

In pursuit of inclusive and sustainable development, the Philippine Institute for Development Studies (PIDS) continues to shape policies that address the country's most pressing socioeconomic challenges. As the government's primary socioeconomic think tank, PIDS plays a crucial role in advancing evidence-based policymaking by conducting rigorous research and providing strategic insights. Attached to the National Economic and Development Authority (NEDA) for policy and program coordination, PIDS bridges research and governance, ensuring that its studies inform decision-making processes at the highest levels. Through its commitment to generate impactful policy solutions, PIDS remains a key driver of national development.

Key Accomplishments:

Advancing Policy through Rigorous Research

In 2024, PIDS completed 55 policy studies covering a broad spectrum of socioeconomic issues. Notably, 26 of these focused on human development, labor markets, and poverty, with 10 specifically conducted under the Second Congressional Commission on Education (EDCOM 2) Research Program. As mandated by Republic Act No. 11899, PIDS serves as the research arm of EDCOM 2, providing crucial insights to shape education policies. Additionally, PIDS fulfilled its responsibility under the 4Ps Act (RA 11310) by completing two studies assessing the impact of the Pantawid Pamilyang Pilipino Program (4Ps). Other key research areas included institutions, law, and governance (9 studies), trade and industry (5 studies), as well as science and technology, environmental management, regional development, and macroeconomic policies.

Bridging Research and Action through Knowledge Dissemination

PIDS employs a comprehensive approach to disseminate its research findings, utilizing a mix of publications, public events, media engagements, and digital platforms to reach policymakers, academics, and the broader public. In 2024, PIDS published a diverse range of research outputs, including:

51	Discussion Papers
10	Policy Notes
8	Issues of the Research Paper Series
2	Issues of the Philippine Journal of Development
4	Issues of Development Research News
3	Issues of the PIDS Policy Pulse newsletter
1	Annual Report
1	Economic Policy Monitor
1	Book

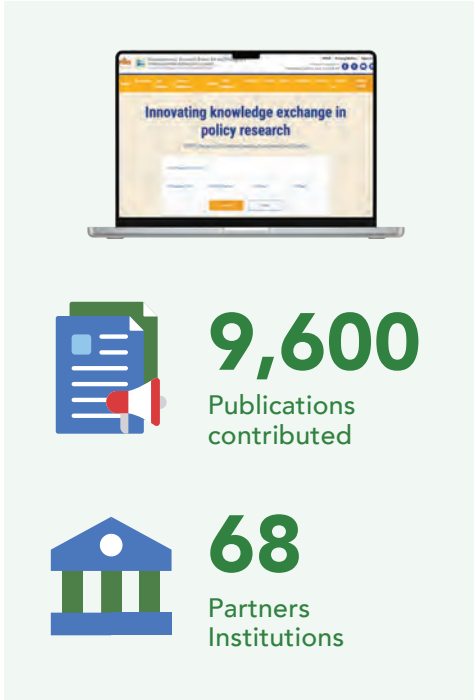


Source: PIDS



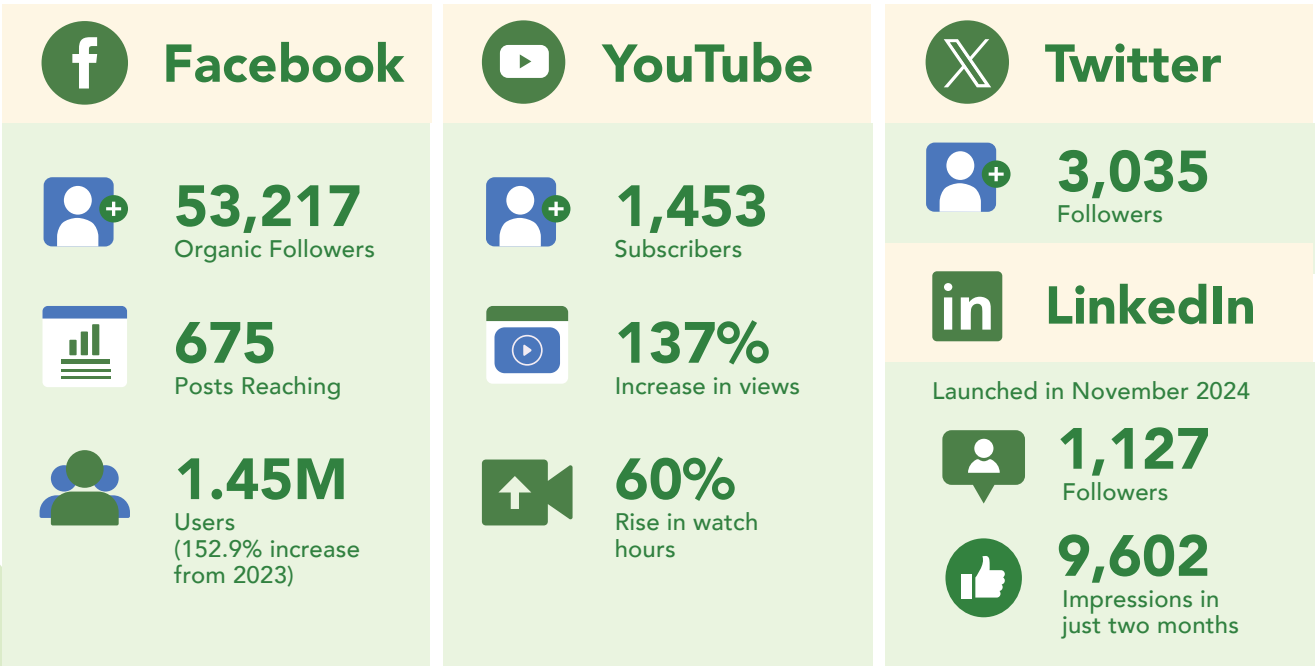
The Institute also organized 27 public events, engaging 6,761 participants in discussions on key socioeconomic issues. These included collaborations with institutions such as the Ateneo School of Government, World Bank, UN Economic and Social Commission for Asia and the Pacific, Mindanao Development Authority, Asian Development Bank, and Japan Economic Foundation. To further enhance its visibility, PIDS issued 76 press releases and facilitated five guest media appearances, strengthening its engagement with various stakeholders.

Additionally, research dissemination and stakeholder outreach were expanded through various social media platforms and the Socioeconomic Research Portal of the Philippines (SERP-P), which now has 9,600 publications contributed by 68 partner institutions.



Maximizing Impact through Digital Engagement

Leveraging digital platforms has been instrumental in expanding PIDS’ reach and impact. In 2024, PIDS saw significant growth in social media engagement:



Top-performing content included livestreamed discussions, policy briefs, and research highlights on labor, education, social protection, governance, and gender.

Strengthening Influence through Research Utilization

The relevance of PIDS research is reflected in its extensive citations across various platforms and institutions:

101	Studies cited 206 times in the Research Papers in Economics (RePEc) online database
1,264	Studies cited 2,031 times in Google Scholar
220	Studies cited 335 times in ResearchGate
1	Study cited in a Senate resolution
40	Studies referenced in 83 Facebook posts
39	Studies featured in 48 Twitter posts
444	News articles citing PIDS research



Source: PIDS

The Institute rendered a total of **219 outreach activities** for 2024 to the following sectors:



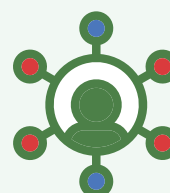
28

Legislative discussions



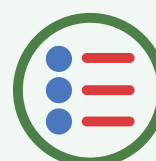
97

Government agencies



4

PIDS network



90

Others



Philippine National Volunteer Service Coordinating Agency (PNVSCA)

PNVSCA 2024: Advancing Advocacy, Recognition, and Capacity-Building in 2024



Source: PNVSCA

The Philippine National Volunteer Service Coordinating Agency (PNVSCA) made significant strides in promoting volunteerism as a key driver of national development. By strengthening policies, expanding advocacy, and improving program coordination, the agency fostered stronger collaboration with local and international partners.

PNVSCA focused on updating key policies, raising public awareness, and facilitating international volunteer programs. These efforts aim to position volunteerism as a sustainable and integral part of national development strategies.

Key Accomplishments:

Shaping Volunteerism Through Policy Review and Coordination

PNVSCA strengthened the policy environment for volunteerism by completing key policy reviews, including updates on Civil Service Commission Memorandum Circular (CSC MC) No. 23 s. 2012, two House Bills (6531 and 10422), seven Senate Bills, and six local ordinances. These efforts reinforced the legal foundation for volunteer programs nationwide.

The agency also finalized the Philippine Volunteerism Agenda and Framework Plan (PVAFP) and published the National Volunteerism Research Agenda (NVRA). Furthermore, 14 Regional Development Councils (RDCs) adopted MIMAROPA's resolution encouraging sectors to integrate volunteerism into their development strategies.

Expanding Public Awareness Through Advocacy

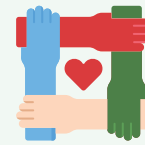
To promote volunteerism, PNVSCA increased its visibility through targeted media efforts. The agency produced one “Voluntalks” episode, participated in six radio programs, one television feature, and launched an online TV platform. Two press conferences further amplified the message, reaching a broader audience.

Although media coverage was sometimes limited, PNVSCA’s partnership with the Philippine Information Agency (PIA) helped extend its outreach. Moving forward, the agency plans to strengthen ties with media organizations to sustain public engagement.

Coordinating International Volunteer Service

PNVSCA continued to facilitate international volunteer exchange programs. In 2024, the agency deployed 163 new foreign volunteers, bringing the total to 360, who supported 191 local partner institutions (LPIs). Additionally, 43 Filipinos were deployed abroad, enhancing cross-border cooperation. To maintain smooth coordination, PNVSCA held bilateral meetings with seven international volunteer service organizations (IVSOs) and three joint coordination sessions.

The Agency deployed



163

New foreign volunteers

bringing the total to



360

who supported



191

Local partner institutions (LPIs)



43

Filipinos were deployed abroad, enhancing cross-border cooperation.



*PNVSCA Executive Director Donald James Gawe during the Launch of Search for Outstanding Volunteers 2024 on June 27, 2024.
Source: PNVSCA*



Public-Private Partnership Center (PPPC)

Powering Progress through Partnerships: PPPC's 2024 Milestones



Officials sign the IRR of the PPP Code of the Philippines on March 21, marking a milestone in strengthening the policy framework for high-quality infrastructure development through public-private partnerships.

The year 2024 marked a pivotal moment for the Public-Private Partnership (PPP) Program with the enactment of Republic Act 11966, or the PPP Code of the Philippines, in December 2023. This landmark legislation set the stage for transformative policy reforms, beginning with the approval of its Implementing Rules and Regulations (IRR) in March 2024, which took effect the following month. The PPP Center led the coordination and administrative support for the IRR's publication and organized the IRR Committee and Technical Working Group (TWG) meetings. Additionally, PPPC provided inputs to the Commission on Audit's PPP Audit Manual and formulated key policy guidelines to further enhance the implementation of the PPP Code.

Beyond policy development, PPPC made significant strides in project facilitation, with key projects awarded through both solicited and unsolicited proposals, including the Ninoy Aquino International Airport (NAIA) PPP Project. Several major infrastructure projects also entered the procurement stage, spanning the healthcare, transportation, and water supply sectors.

Recognizing the importance of building institutional capacity, PPPC conducted capacity-building activities in line with its mandate under Republic Act 11966. These activities covered key topics such as the PPP Code and its IRR, as well as project development, including project concept note formulation.

These accomplishments demonstrate the Center's unwavering commitment to fostering a robust PPP ecosystem that drives economic growth and delivers tangible benefits to Filipinos.

Key Accomplishments:

Strengthening the PPP Framework

PPPC played a crucial role in implementing the PPP Code by formulating and securing approval for key policy guidelines that ensure a transparent, efficient, and well-structured PPP process.

These include the following:

- Interim Guidelines for the Review and Approval of Local PPP Projects (approved on April 11, published on April 17);
- Guidelines Pursuant to Section 10(A) of the PPP Code and Section 52 of its IRR on Unsolicited Proposals Processed and Determined to be Incomplete on Three Separate Occasions by the PPP Center (approved on July 4, published on July 19); and
- Guidelines and Procedures for the Review and Approval of Local PPP Projects by the Appropriate Approving Body under the PPP Code and its IRR (approved on July 4, published on September 16).

Delivering Impact: Awarded PPP Major Projects

The awarding of key PPP projects in 2024 marks a significant achievement in mobilizing private sector participation in infrastructure development. These projects will enhance connectivity, improve public services, and contribute to the country's long-term economic growth.

Solicited and Project Under Implementation

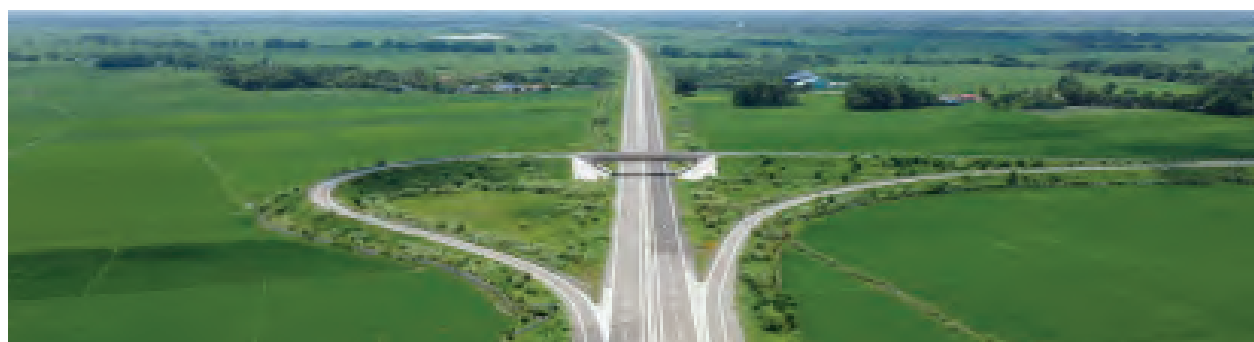
- Ninoy Aquino International Airport PPP Project



Source: Manila International Airport Authority

Unsolicited

- Tarlac-Pangasinan-La Union Expressway Extension Project



Source: DPWH

- Laguindingan International Airport Project



Source: Aboitiz

- Bohol-Panglao International Airport



Source: Aboitiz

Expanding the Pipeline: Projects under Procurement

Several major PPP projects progressed to the procurement stage in 2024, spanning critical sectors such as healthcare, transportation, and water supply. These projects aim to address infrastructure gaps and enhance service delivery across the country.

National

- UP Philippine General Hospital Manila Cancer Center Project
- Baguio General Hospital and Medical Center –Dialysis Center PPP Project
- Bislig City Bulk Water Supply
- Bislig Septage Project

Local

- Negros Occidental Bulk Water Supply Project

Bridging Gaps through Unsolicited Proposals

Unsolicited proposals continue to play a vital role in expanding the country's infrastructure pipeline, allowing private sector innovation to complement government-led initiatives. These proposals undergo rigorous evaluation to ensure they align with national priorities and deliver public benefits.

Under Comparative Challenge

- Aquilino Q. Pimentel, Jr. International Convention Center Project
- Cavite Bus Rapid Transit System
- Operations and Maintenance of Pampanga Dialysis Centers Project
- Bacolod Super City Project
- Uswag Condominium Complex Project

Under Approval of Gov't Bodies

- Uswag Residential Building Project
- Redevelopment of General Santos City Public Market Project
- Baguio City Integrated Terminal Project

A total of 115 unsolicited proposals were submitted to the PPP Center, of which 49 complete unsolicited proposals were endorsed to implementing agencies.

Enhancing Institutional Capacity for Effective PPP Implementation

Beyond policy development and project facilitation, strengthening the capacity of government agencies and stakeholders remained a key priority. In 2024, the PPP Center conducted 104 capacity-building activities for 4,583 participants from 347 implementing agencies, 167 local implementing agencies, and 58 private sector institutions.

Through these initiatives, the PPP Center remains committed to fostering a dynamic, transparent, and investor-friendly PPP environment that drives sustainable and inclusive economic growth.



Philippine Statistics Authority (PSA)

PSA 2024: Delivering Reliable and Relevant Data for Inclusive Regional Development



Source: PSA

The Philippine Statistics Authority (PSA) has made remarkable efforts in fostering inclusive development and driving economic transformation by expanding access to reliable data, enhancing civil registration services, streamlining identification systems, and promoting evidence-based policymaking.

As the country's central statistical authority, the PSA remains steadfast in its commitment to delivering accurate, reliable, and timely data, serving as a cornerstone for national progress. By providing essential statistics, the PSA empowers the government to design responsive and evidence-based social protection programs that address the needs of Filipinos.

Key Accomplishments:

Efficient civil registration services (CRS)

In 2024, PSA significantly enhanced civil registration services, to ensure accessibility and efficiency. The Civil Registry System - Information Technology Project Phase II (CRS-ITP2) continues to expand, with 10 new CRS outlets inaugurated in 2024, bringing services closer to underserved communities.

The PSA also launched an online transaction verification service under CRS-ITP2, piloted at the Department of Foreign Affairs (DFA) on 24 June 2024 and the Armed Forces of the Philippines (AFP PGMC) on 27 November 2024, allowing institutional clients to verify PSA-issued certificates digitally.

To further improve service delivery, 17 CRS-ITP2 Mobile Outlet units were deployed nationwide, enabling onsite issuance of civil registry documents at government events, job fairs, and caravans—both locally and abroad.

2024 POPCEN-CBMS

PSA successfully conducted the Census of Population (POPCEN) and Community-Based Monitoring System (CBMS) operations, known as 2024 POPCEN-CBMS. This initiative aligns with President Ferdinand Marcos Jr.'s directive to update the list of beneficiaries of social protection programs and ensure that anti-poverty efforts are targeted and effective.

By integrating POPCEN with CBMS, PSA maximized government resources, reduced respondent fatigue, and provided updated population statistics at both local and national levels. The collected data will enhance the targeting of beneficiaries for programs like the Department of Social Welfare and Development's (DSWD) *Listahanan* and support evidence-based policymaking by local government units (LGUs).



Source: PSA

PSA completed the 2024 Enumeration Area (EA) Delineation as scheduled, producing the Final Enumeration Area Reference File (EARF). This file served as a critical resource for household data collection and geotagging, ensuring accurate and efficient data gathering for the 2024 POPCEN-CBMS.

Inclusive identification system

The Philippine Identification System (PhilSys) continues to open pathways for financial inclusion and digital transformation. As of December 2024, nearly 92 million Filipinos have been registered, with over 54.7 million physical National ID cards and 47 million ePhilIDs issued. The integration of 17 relying party (RP) systems

across government, social protection, private, and financial sectors affirms that the National ID is an enabler of seamless transactions and improved service access.

As of December 31, 2024, a total of 91,739,517 Filipinos have successfully completed registration, representing 99.5% of the 92.16 million target. This includes 1,454,185 children aged 0 to 4 years old who were registered under the program. In terms of National ID issuance, PSA has delivered a cumulative 54,745,094 National ID cards to registrants, with 53,040,673 distributed via PHLPost and 1,704,421 directly by PSA. Additionally, 47,039,909 printed ePhilIDs (National ID in paper form) have been issued, with 1,312,047 downloaded online. A total of 18,473 ePhilIDs were issued with updated demographic information.

As of December 31, 2024



91,739,517

Filipinos have successfully completed registration



Representing

99.5%

of the 92.16M target



This includes

1,454,185

children aged 0 to 4 years old who were registered under the program

PSA has delivered a cumulative



54,745,094

National ID cards to registrants



53,040,673

Distributed via PHLPost



1,704,421

Directly by PSA



Philippine Statistical Research and Training Institute (PSRTI)

PSRTI 2024: Regional Development Through Data-Driven Capacity Building for Inclusive and Resilient Growth



Source: PSRTI

As an attached agency of NEDA, the PSRTI carries out its dual function of developing statistical theories, concepts, and methodologies to support a statistical infrastructure that aligns with the demands of national and regional development. Through its training and research initiatives, the PSRTI fosters inclusive development by equipping individuals across different regions with essential skills in data management and analysis.

Key Accomplishments:

PSRTI Training Activities

The Philippine Statistical Research and Training Institute (PSRTI) has conducted 11 Sustainable Development Goals (SDGs) seminars on data management using Google Sheets and MS Excel across all 17 regions, including remote areas, to support the achievement of the SDGs. Through these initiatives, the institute fosters collaboration and ensures that communities have the necessary tools to actively participate in development efforts.

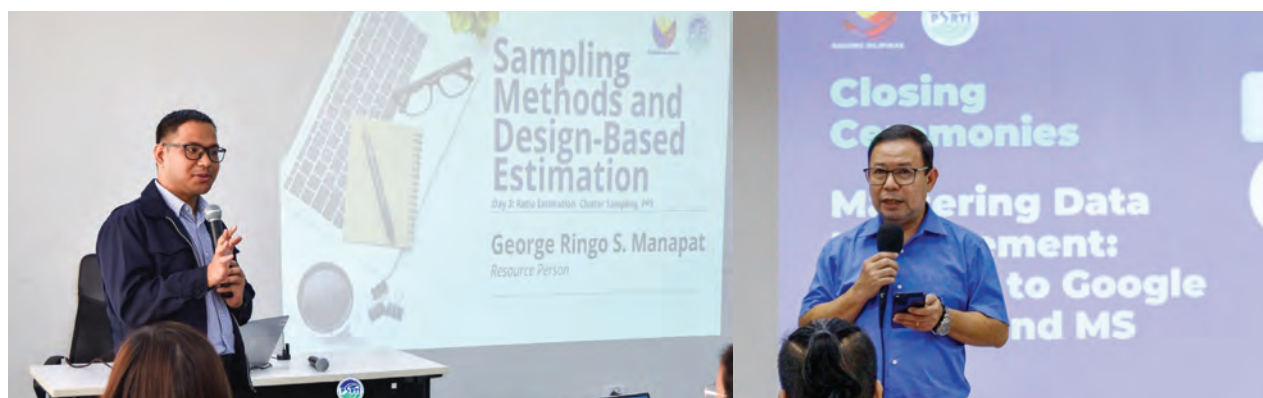
PSRTI's training activities include 10 regular courses covering data management, analytics, visualization, and technical writing, offered both online and in-person. Additionally, 27 customized courses have been delivered to key agencies, including the Philippine Statistics Authority (PSA) and the Senate Economic Planning Office (SEPO), among others.

PSRTI Research Activities (In-house and Commissioned Researches and Thesis and Dissertation Grant Program - TDGP)

The institute's research activities comprise 12 studies, including six scoping reports and six methodological studies, focusing on key SDGs such as affordable energy (SDG 7), sustainable economic growth (SDG 8), and climate action (SDG 13). These research efforts have provided

critical data and methodologies for tracking SDG indicators, including urban housing (SDG 11) and gender equality in governance (SDG 16). Additionally, two commissioned studies were completed for the United Nations Water and the Sugar Regulatory Administration, contributing to the development of gender-sensitive and inclusive policies in water, sanitation, and agriculture.

Regional Statistics Committee (RSC) Complimentary Trainings 2



The Partnership in Statistics for Development in the 21st Century (PARIS21) recently conducted the Statistical Leadership Enhancement Programme for middle and upper managers of PSA and PSRTI.
Source: PSRTI

PSRTI conducted 17 RSC training course on “Mastering Data Management: A Guide to Google Sheets and MS Excel,” with a total of 653 participants across 17 regions. The sessions were held in various regions, including NCR, Region III, Region VI, and BARMM, among others, with participant numbers ranging from 30 in NCR to 48 in Region IV B.

PRSTI Research Forum

In November 2024, PSRTI hosted its Research Forum, bringing together 119 participants from various sectors, including national government agencies, local government units, non-governmental organizations, and academic institutions. A total of 13 research papers were presented, covering a wide range of topics related to the SDGs and public health, including studies on Zero Hunger, Quality Education, Gender Equality, and Clean Water.

Overall, these efforts complement NEDA’s work by enabling stakeholders to track progress on national goals and make informed decisions. The PSRTI plays a crucial role in promoting a more inclusive, data-driven approach to national and regional development.



The PSRTI conducted Technical Assistance for LGUs on May 13–16, 2024, and July 15–18, 2024, in Mountain Province and Bohol. A total of eight (8) workshops on Indicators, Summary Statistics, and Data Visualization were held, with 473 participants in attendance.
Source: PSRTI



PSRTI Research Forum on November 14, 2024
Source: PSRTI



Tariff Commission (TC)

Trade Competitiveness for a Resilient Economy: 2024 TC Achievements



The Technical Committee on Tariff and Related Matters created a Technical Working Group (TWG) to review the Tariff Commission's recommendations on the comprehensive assessment of the Most Favoured Nation (MFN) tariff structure. Chaired by the TC, the TWG includes representatives from key agencies such as DTI, NEDA, DA, DOF, BSP, DOLE, DENR, DFA, DOTr, BOI, and BOC.
Source: Tariff Commission

In 2024, the Tariff Commission (TC) played a vital role in shaping the country's trade policy landscape, ensuring that tariff structures remain aligned with national development goals while fostering a competitive and transparent trade environment. Guided by its theme, *Fostering Sustainable Trade Towards Resilient Prosperity*, the TC's initiatives enhanced policy predictability, facilitated trade, and safeguarded domestic industries—all of which contributed to a more dynamic and globally integrated Philippine economy.

Key Accomplishments:

Strengthening Trade Facilitation through Advance Rulings

The Commission issued 931 Advance Rulings on Tariff Classification (ARs)—an average of four per working day—along with 29 Tariff Classification Dispute Rulings (TCDRs). ARs provide traders with clarity on tariff classification before importation or exportation, ensuring a predictable trade environment.

- The TC played a key role in evaluating and recommending tariff modifications to align with national economic priorities:

- **Comprehensive Review of the Most-Favoured-Nation (MFN) Tariff Structure:**

This review laid the foundation for EO No. 62 (s. 2024), which sets the MFN tariff rates for 2024-2028, ensuring stability and predictability for businesses.

- **Electric Vehicles (EVs) Tariff Review:** Under EO No. 12 (s. 2023), the TC recommended maintaining zero tariffs on Battery EVs and extending reduced rates for other EV types until 2028 to encourage green mobility.

Safeguarding Domestic Industries through Trade Remedy Measures

In line with its mandate to protect domestic industries from unfair trade practices, the TC completed key investigations:

- **Monitoring Safeguards on HDPE**

The TC assessed developments following the imposition of a definitive safeguard duty on high-density polyethylene (HDPE) pellets and granules, submitting its findings to the Department of Trade and Industry (DTI).

- **Investigating LPG Steel Cylinder Import**

A formal investigation on a petition for safeguard measures on imported LPG steel cylinders resulted in the issuance of DTI Department Administrative Order No. 24-06 (s. 2024), directing the return of cash bonds to importers.

Providing Technical Expertise in Trade Policy and Negotiations

The TC actively contributed to advancing the country's trade policy through technical inputs and recommendations:

- **Philippines-United Arab Emirates Comprehensive Economic Partnership Agreement (PH-UAE CEPA) Negotiations:**

The TC submitted key insights from public consultations to NEDA and DTI.

- **Finalization of the Philippines-Korea Free Trade Agreement (PH-KR FTA):**

The TC contributed to EO No. 80 (s. 2024), implementing the Philippines' tariff commitments under the PH-KR FTA.

Optimizing Digital Trade Tools: Philippine Tariff Finder (PTF) Enhancements

The TC improved digital access to trade information through the Philippine Tariff Finder (PTF), which now reflects EO No. 62 (s. 2024) and EO No. 80 (s. 2024), covering all 14 Philippine tariff schedules.



Source: Tariff Commission

Directory of Officials

As of December 2024

OFFICE OF THE SECRETARY

ARSENIO M. BALISACAN
Secretary

Tel: 8631-0946; 8631-0952 Loc. 28603
osec@depdev.gov.ph;
ambalisacan@depdev.gov.ph

Legal Affairs and
Special Concerns

MELBOURNE D. PANA
Undersecretary & Concurrent
Chief-of-Staff

Tel: 8631-0946 Loc. 21111
MDPana@depdev.gov.ph

Economic Data
Analytics Unit

**DANILO LORENZO
S. ATANACIO**
Director IV

Tel: 8631-0946 Loc. 28603
DSAtanacio@depdev.gov.ph

Legislative Affairs

KRYSTAL LYN T. UY
Undersecretary

Tel: 8631-0946 Loc. 21107
KTUy@depdev.gov.ph

Internal Audit
Service

**JUAN ANGELO
G. ROCAMORA**
Director IV

Tel: 8631-0946 Loc. 21242
JGRocamora@depdev.gov.ph

Legal Staff

JENNIFER C. BALDOS
OIC-Director IV

Tel: 8631-0946 Loc. 21111
JCBaldos@depdev.gov.ph

Legislative-Executive
Development Advisory Council

SHIELO M. MENDOZA
Director IV

Tel: 8631-0946 Loc. 21107
SMMendoza@depdev.gov.ph

Development
Information Staff

**FRANCES FATIMA
M. CABANA**
Director IV

Tel: 8631-0946 Loc. 21104
FMCabana@depdev.gov.ph

**MARIE JEANETTE P.
CORDERO**
OIC-Director III

Tel: 8631-0946 Loc. 21104
MPCordero@depdev.gov.ph

CORPORATE AFFAIRS GROUP

MA. MONICA P. PAGUNSAN
OIC-Undersecretary

Tel: 8631-0945 loc. 21221/21219/21218
MPPagunsan@depdev.gov.ph

Financial, Planning, and
Management Staff

DANILO D. BARRAMEDA
Director IV

Tel: 8631-0952 Loc. 21230
DDBarrameda@depdev.gov.ph

FLORANTE G. IGTIBEN
OIC-Assistant Secretary
Tel: 8631-0945 Loc. 21301
FGIgtiben@depdev.gov.ph

Information and Communications
Technology Staff

FLORANTE G. IGTIBEN
Concurrent Director IV

Tel: 8631-0952 Loc. 21301
FGIgtiben@depdev.gov.ph

Administrative Staff

DULCE AGNES S. MARQUEZ
OIC-Director IV

Tel: 8631-0952 Loc. 21201
DSMarquez@depdev.gov.ph

POLICY AND PLANNING GROUP

ROSEMARIE G. EDILLON
Undersecretary

Tel: 8631-0945 loc. 29022
RGEdillon@depdev.gov.ph

REYNALDO R. CANCIO
Assistant Secretary

Tel: 8631-0945 Loc. 21421
RRCancio@depdev.gov.ph

Agriculture, Natural Resources,
and Environment Staff

NIEVA T. NATURAL
Director IV

Tel: 8631-0951 Loc. 21345
NTNatural@depdev.gov.ph

Governance Staff

REVERIE PURE G. SAPAEN
Director IV

Tel: 8631-0951 Loc. 21122
RGSapaen@depdev.gov.ph

Trade, Services,
and Industry Staff

BIEN A. GANAPIN
Director IV

Tel: 8631-0951 Loc. 21503
BAGanapin@depdev.gov.ph

RORY JAY S.C. DACUMOS
OIC-Director III

Tel: 8631-0951 Loc. 21345
RSDacumos@depdev.gov.ph

JUDITH V. GONDRA
Director III

Tel: 8631-0951 Loc. 21122
JVGondra@depdev.gov.ph

RICHARD EMERSON D. BALLESTER
Director III

Tel: 8631-0951 Loc. 21503
RDBallester@depdev.gov.ph

National Policy
and Planning Staff

DESIREE JOY O. NARVAEZ
Director IV

Tel: 8631-0951 Loc. 21528/21524
DONarvaez@depdev.gov.ph

Social Development Staff

GIRLIE GRACE J. CASIMIRO-IGTIBEN
Director IV

Tel: 8631-0951 Loc. 21421
GJCasimiro@depdev.gov.ph

Innovation Staff

DIANE GAIL L. MAHARJAN
Director IV

Tel: 8631-0951 Loc. 21611
DLMaharjan@depdev.gov.ph

GENEROSE B. MANLANGIT
OIC-Director III

Tel: 8631-0951 Loc. 21528/ 21524
GBManlangit@depdev.gov.ph

EDGARDO S. ARANJUEZ II
Director III

Tel: 8631-0951 Loc. 21421
ESAranjuez@depdev.gov.ph

INVESTMENT PROGRAMMING GROUP

JOSEPH J. CAPUNO
Undersecretary

Tel: 8631-0945 Loc. 21324
JJCapuno@depdev.gov.ph

JONATHAN L. UY
Assistant Secretary

Tel: 8631-0945 loc. 21403
JLUy@depdev.gov.ph

RODERICK M. PLANTA
Assistant Secretary

Tel: 8631-0945 Loc. 21331
RMPlanta@depdev.gov.ph

Infrastructure Staff

KATHLEEN P. MANGUNE
Director IV

Tel: 8631-0950 Loc. 21324
KPMangune@depdev.gov.ph

Monitoring and
Evaluation Staff

ALDWIN U. URBINA
OIC-Director IV

Tel: 8631-0950 Loc. 21708
AUUrbina@depdev.gov.ph

Public Investment Staff

JOSEPH NORLEY Y. CAPISTRANO
OIC-Director IV

Tel: 8631-0950 Loc. 21403
JYCapistrano@depdev.gov.ph

CRISELLE S. SANTOS
OIC-Director III

Tel: 8631-0950 Loc. 21324
CSSantos@depdev.gov.ph

PAUL ANDREW M. TATLONGHARI
OIC-Director III

Tel: 8631-0950 Loc. 21708
PMTatlonghari@depdev.gov.ph

CALIXTO M. MANGILIN
OIC-Director III

Tel: 8631-0950 Loc. 21403
CMMangilin@depdev.gov.ph

REGIONAL DEVELOPMENT GROUP

**CARLOS BERNARDO
O. ABAD SANTOS**
Undersecretary

Tel: 8631-0945 Loc. 29031
COAbadsantos@depdev.gov.ph

AGNES E. TOLENTINO
Assistant Secretary

Tel: 8631-0945 Loc. 29072
AETolentino@depdev.gov.ph

Regional Development Staff

REMEDIOS S. ENDENCIA
Director IV

Tel: 8631-0949 Loc. 21721
RSEndencia@depdev.gov.ph

CYNTHIA A. VILLENA
Director III

Tel: 8631-0949 Loc. 21721
CAVillena@depdev.gov.ph

REGIONAL OFFICES

Cordillera Administrative Region
SUSAN A. SUMBELING
Regional Director

Tel: (074) 442-3232 TF
SASumbeling@depdev.gov.ph

APOLLO EDWIN S. PAGANO
Assistant Regional Director

ASPagano@depdev.gov.ph

Region III - Central Luzon
NERRISA T. ESGUERRA
Regional Director

Tel: (045) 963-5993; 455-4110 F
NTEsguerra@depdev.gov.ph

DOLORES J. MOLINTAS
Assistant Regional Director

DJMolintas@depdev.gov.ph

Region V - Bicol
EDNA CYNTHIA S. BERCES
OIC-Regional Director

Tel: (052) 482-0505; 482-0504 F
ESBerces@depdev.gov.ph

JASMIN C. ZANTUA
OIC-Assistant Regional Director

JCZantua@depdev.gov.ph

Region VIII - Eastern Visayas
MEYLENE C. ROSALES
Regional Director

Tel: (053) 323-3092; 832-2140 F
MCRosales@depdev.gov.ph

JAM M. COLAS-VILLABER
OIC-Assistant Regional Director

JMColas@depdev.gov.ph

Region I - Ilocos
STEPHANIE F. CHRISTIANSEN
Regional Director

Tel: (072) 888-5501; 888-2708 F
SFChristiansen@depdev.gov.ph

IRENEA B. UBUNGEN
Assistant Regional Director

IBUbungen@depdev.gov.ph

Region IV-A - CALABARZON
CARMEL P. MATABANG
OIC-Regional Director

Tel: (049) 576-0158; 545-7756 F
CPMatabang@depdev.gov.ph

VALTER L. MORADA
OIC-Assistant Regional Director

VLMorada@depdev.gov.ph

Region VI - Western Visayas
ARECIO A. CASING, JR.
Regional Director

Tel: (033) 337-6840; 335-1070 F
AACasing@depdev.gov.ph

ALEXANDER O. AQUIO
Assistant Regional Director

AOAquio@depdev.gov.ph

Region IX - Zamboanga Peninsula
**MARIA FELICIDAD
R. GUERRERO**
OIC-Regional Director

Tel: (062) 913-0164; 945-0049 TF
MRGuerrero@depdev.gov.ph

LETICIA O. LOBREN
OIC-Assistant Regional Director

LOLobren@depdev.gov.ph

Region II - Cagayan Valley
DIONICIO C. LEDRES JR.
Regional Director

Tel: (078) 304-2143 TF
DCLedres@depdev.gov.ph

GINA V. DAYAG
OIC-Assistant Regional Director

GVDayag@depdev.gov.ph

MIMAROPA
AGUSTIN C. MENDOZA
Regional Director

Tel: (043) 286-2420; 288-1124 F
ACMendoza@depdev.gov.ph

**BERNARDINO A.
ATIENZA JR.**
OIC-Assistant Regional Director

BAAtienza@depdev.gov.ph

Region VII - Central Visayas
JENNIFER C. BRETAÑA
Regional Director

Tel: (032) 414-5265; 253-0489 F
JCBretana@depdev.gov.ph

EVELYN N. CASTRO
Assistant Regional Director

ENCastro@depdev.gov.ph

Region X - Northern Mindanao
**MYLAH FAYE AURORA
B. CARIÑO**
Regional Director

Tel: (088) 859-0373; 856-1920 TF
MBCariño@depdev.gov.ph

RICHARDSON T. CUA
OIC-Assistant Regional Director

RTCua@depdev.gov.ph

Region XI - Davao

PRISCILLA R. SONIDO
Regional Director

Tel: (082) 296-0161; 296-0163 F
PRSonido@depdev.gov.ph

MAY SUZANNE N. PUENTESPINA-CIUDADANO
OIC-Assistant Regional Director

MPCiudadano@depdev.gov.ph

Region XII - Davao

PHLORITA A. RIDAO
Regional Director

Tel: (083) 228-6211; 228-9203 TF
PARidao@depdev.gov.ph

ROMEL PATRICK E. TANGHAL
OIC-Assistant Regional Director

RETanghal@depdev.gov.ph

CARAGA

GEMIMA A. OLAM
OIC-Regional Director

Tel: (085) 342-5775; 815-0308 F
GAOlam@depdev.gov.ph

MIRASOL P. MONTENEGRO
OIC-Assistant Regional Director

MPMontenegro@depdev.gov.ph

ATTACHED AGENCIES

**COMMISSION ON POPULATION
AND DEVELOPMENT**

LISA GRACE S. BERSALES
Executive Director

Acacia Lane Extension, Welfareville
Compound, Brgy. Addition Hills,
Mandaluyong City
8531-5122
mainmail@popcom.gov.ph
www.popcom.gov.ph

**DEVELOPMENT ACADEMY
OF THE PHILIPPINES**

MAGDALENA M. MENDOZA
Officer-in-Charge

DAP Building, San Miguel Avenue,
Ortigas Center, Pasig City
86310921
mendozam @dap.edu.ph
www.dap.edu.ph

**PHILIPPINE INSTITUTE FOR
DEVELOPMENT STUDIES**

ANICETO C. ORBETA, JR.
President

18th Floor, Three Cyberpod Centris North
Tower, EDSA corner Quezon Avenue,
Quezon City
8877-4000; 8877-4099 F
pids-op@pids.gov.ph
www.pids.gov.ph

**PHILIPPINE NATIONAL
VOLUNTEER SERVICE
COORDINATION AGENCY**

DONALD JAMES D. GAWE
Executive Director

Ground Floor, Philippine Sugar Center
Building, North Avenue,
Diliman, Quezon City
8927-6847; 8247-7934 TF
info@pnvsca.gov.ph
oed@pnvsca.gov.ph
www.pnvsca.gov.ph

**PUBLIC-PRIVATE
PARTNERSHIP CENTER
OF THE PHILIPPINES**

MA. CYNTHIA C. HERNANDEZ
Executive Director

8th Floor, One Cyberpod Centris,
EDSA corner Quezon Avenue, Quezon City
8709-4146; 8929-5187 TF
info@ppp.gov.ph
www.ppp.gov.ph

**PHILIPPINE
STATISTICS
AUTHORITY**

CLAIRE DENNIS S. MAPA
National Statistician and Civil
Registrar General

12th Floor, Eton Centris Cyberpod Five,
EDSA corner Quezon Avenue, Diliman,
Quezon City
8938-5267
ons@psa.gov.ph
www.psa.gov.ph

**PHILIPPINE STATISTICAL
RESEARCH AND TRAINING
INSTITUTE**

JOSEFINA V. ALMEDA
Executive Director

7th Floor, South Insula Condominium,
No. 61, Timog Avenue, Brgy. South Triangle,
Quezon City
8288-4150
josefina.almada@psrti.gov.ph
www.psrti.gov.ph

**TARIFF
COMMISSION**

MARILOU P. MENDOZA
Chairperson

4th Floor, West Insula Condominium,
135 West Avenue, Quezon City
8926-7283; 8921-7960 TF
info@tariffcommission.gov.ph
Records@tariffcommission.gov.ph
www.tariffcommission.gov.ph



REPUBLIC OF THE PHILIPPINES
COMMISSION ON AUDIT
Commonwealth Avenue, Quezon City

INDEPENDENT AUDITOR'S REPORT

The Secretary

Department of Economy, Planning, and Development
12 St. Josemaria Escriva Drive, Ortigas Center, Pasig City

Opinion

We have audited the accompanying financial statements of **Department of Economy, Planning, and Development (DEPDev)**, which comprise the statement of financial position as at December 31, 2024, and the statement of financial performance, statement of cash flows, statement of changes in net assets/equity, statement of comparison of budget and actual amounts for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the **DEPDev** as at December 31, 2024, and its financial performance, cash flows, changes in net assets/equity, comparison of budget and actual amounts for the year then ended, and notes to the financial statements, in accordance with International Public Sector Accounting Standards (IPSASs).

Basis for Opinion

We conducted our audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the agency in accordance with the Revised Code of Conduct and Ethical Standards for Commission on Audit Officials and Employees (Code of Ethics) together with the ethical requirements that are relevant to our audit of the financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSASs, and for such internal control as Management determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.


As part of an audit in accordance with ISSAIs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Evaluate the overall presentation structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit observations, including any significant deficiencies in internal control that we identify during our audit.

COMMISSION ON AUDIT

By:



ATTY. ANILETO A. BOLECHE, JR.
 State Auditor IV
 Officer-In-Charge-Supervising Auditor

May 26, 2025



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF ECONOMY, PLANNING AND DEVELOPMENT
STATEMENT OF FINANCIAL POSITION
ALL FUNDS
AS AT DECEMBER 31, 2024
(In Philippine Peso)

	<u>Note</u>	<u>2024</u>	<u>2023</u> <u>(As Restated)</u>
ASSETS			
Current Assets			
Cash and Cash Equivalents	5	131,058,929.92	39,192,609.64
Receivables	7	184,728,337.71	125,402,363.09
Inventories	8	11,627,026.47	7,193,055.60
Other Current Assets	11	84,525,845.77	89,369,586.25
Total Current Assets		411,940,139.87	261,157,614.58
Non-Current Assets			
Investments	6	233,120.00	233,120.00
Receivables	7	56,195,911.84	0.00
Property, Plant and Equipment	9	1,714,266,069.72	1,381,143,167.28
Intangible Assets	10	11,308,058.19	12,885,750.33
Other Non-Current Assets	11	73,780,355.93	89,155,698.27
Total Non-Current Assets		1,855,783,515.68	1,483,417,735.88
Total Assets		2,267,723,655.55	1,744,575,350.46
LIABILITIES			
Current Liabilities			
Financial Liabilities	12	58,257,909.36	80,438,942.98
Inter-Agency Payables	13	8,651,896.31	12,383,840.73
Intra-Agency Payables	14	49,810.00	1,463,245.43
Trust Liabilities	15	22,607,907.70	24,659,598.10
Deferred Credits/Unearned Revenue	16	584,628.49	0.00
Provisions	17	270,670.92	257,952.29
Other Payables	18	508,251.49	741,742.41
Total Current Liabilities		90,931,074.27	119,945,321.94
Non-Current Liabilities			
Trust Liabilities	15	51,529,630.18	16,575,929.80
Other Payables	18	3,481,568.33	2,992,310.22
Total Non-Current Liabilities		55,011,198.51	19,568,240.02
Total Liabilities		145,942,272.78	139,513,561.96
Total Assets Less Total Liabilities		2,121,781,382.77	1,605,061,788.50
NET ASSETS/EQUITY			
Accumulated Surplus/(Deficit)	23	2,121,781,382.77	1,605,061,788.50
Total Net Assets/Equity		2,121,781,382.77	1,605,061,788.50

This statement should be read in conjunction with the accompanying notes.



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF ECONOMY, PLANNING AND DEVELOPMENT
STATEMENT OF FINANCIAL PERFORMANCE
ALL FUNDS
FOR THE YEAR ENDED DECEMBER 31, 2024
(In Philippine Peso)

	<u>Note</u>	<u>2024</u>	<u>2023</u> (As Restated)
Revenue			
Service and Business Income	19.1	92,293.73	100,169.52
Shares, Grants and Donations	19.2	4,239,634.50	2,035,936.47
Total Revenue		<u>4,331,928.23</u>	<u>2,136,105.99</u>
Less: Current Operating Expenses			
Personnel Services	20.1	1,264,827,119.62	1,196,343,053.04
Maintenance and Other Operating Expenses	20.2	606,837,408.86	606,748,389.51
Financial Expenses	20.3	1,350.00	205.00
Non-Cash Expenses	20.4	83,044,137.84	85,334,453.79
Total Current Operating Expenses		<u>1,954,710,016.32</u>	<u>1,888,426,101.34</u>
Surplus/(Deficit) from Current Operations		<u>(1,950,378,088.09)</u>	<u>(1,886,289,995.35)</u>
Net Assistance/Subsidy	21	2,472,188,272.68	1,958,863,220.82
Non-Operating Income/Gains	22.1	5,912,906.17	952,886.57
Non-Operating Losses	22.2	(892,567.78)	(173,399.91)
Surplus/(Deficit) for the Period		<u>526,830,522.98</u>	<u>73,352,712.13</u>

This statement should be read in conjunction with the accompanying notes.

AGNES E. TOLENTINO
ASEC, RDG

CHAIRPERSON



FRANCES FATIMA M. CABANA
DIR, DIS

VICE CHAIRPERSON



FLORANTE G. IGIBEN
ASEC, CAG

REPRESENTATIVE



RODERICK M. PLANTA
ASEC, IPG

REPRESENTATIVE



REYNALDO R. CANCIO
ASEC, PPG

REPRESENTATIVE



DANILO LORENZO S. ATANACIO
DIR, OSEC

REPRESENTATIVE



NERRISA T. ESGUERRA
REGIONAL DIR, NRO III

REPRESENTATIVE



CYNTHIA A. VILLENA
ASSISTANT DIR, RDS

REPRESENTATIVE



FY 2024 NEDA ANNUAL REPORT

Steering Committee and Editorial Team



Editors

Marie Jeanette P. Cordero, DIS
Artemio T. Engracia, Jr., OSEC

Secretariat

DIS-Knowledge
Management Division

Focal Persons

Paul Cyril D. Torrente, DIS
Catherine N. Nanta, DIS
Hadrian M. Aguilar, DIS
Raissa P. Angeles, DIS

Graphic and Layout Artists

Nikki B. Guevarra, DIS
Jana Thalia C. Alano, DIS
Sheila Mae C. Domingo, DIS
Caitlin Jane M. Abeleda, DIS
Ferdinand L. Tugano, DIS
Marianne Angela B. Dee, DIS

Writers

Marielle B. Quizon, OSEC
Carl Sean E. Pablico, OSEC
Marianne C. Sales, OULA
Maristella Erika A. Lozada, DIS
Liezal M. Aldiano, DIS
Christian Danielle A. Austria, LS
Clarissa E. Escasiñas, RDS
Febrielyn S. Tumines, RDS
Richard Emerson D. Ballester, TSIS
Ena Mae M. Arellan, InS
Marivic T. Dancel, SDS
Dorothy Jane M. Obispo, NPPS
Mary Louise P. Secretario, ANRES
Michelle L. Alvarez, GovS
Maria Bianca A. Lee, PIS
Jimina Rose Y. Garin, MES
Reychiel L. Roxas-Lentiyas, IS
Elaine Y. Bituin, AdS
Mayra Fe N. Estocapio, AdS
Lady Brigitte V. Martin, ICTS
Noreli O. Gavines, FPMS
Emmanuel B. Purzuelo, NRO III
Anna Liz B. Bellen, NRO V
Sara Elayne M. Caliwagan, NRO IV-A
Kezia Joy B. Baldomaro, DIS
Khrizia Mae D.C. Martisano, DIS



NEDA 2024 Annual Report

Published by:

Department of Economy, Planning, and Development
32nd and 34th Floors, The Mega Tower, EDSA Corner
Julia Vargas Avenue, Ortigas Center, Mandaluyong City

Trunkline: +632 8631 0945 to 56

Email: devinfo@depdev.gov.ph

Website: depdev.gov.ph



DEPDevgovph