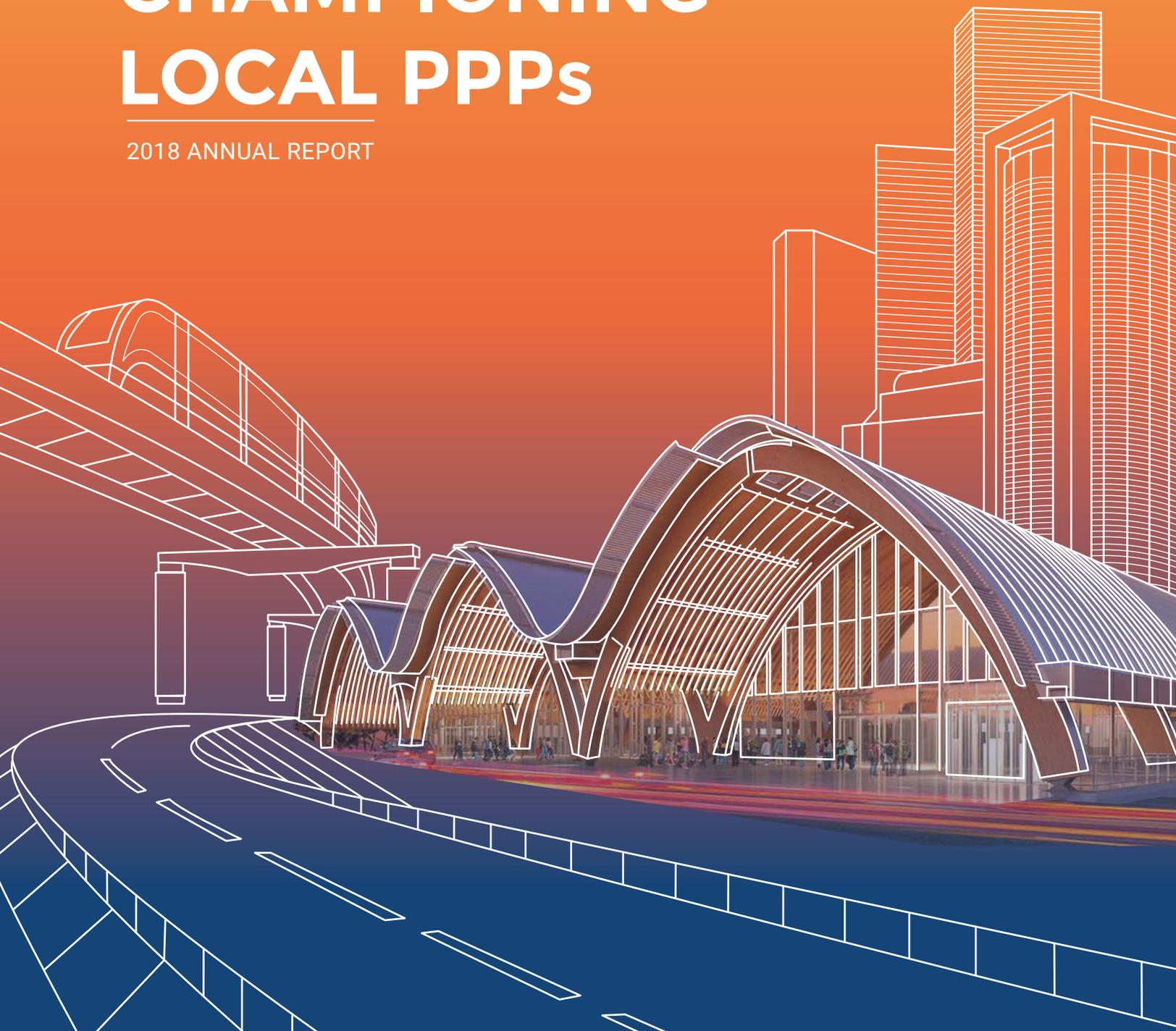




PUBLIC-PRIVATE PARTNERSHIP CENTER

# CHAMPIONING LOCAL PPPs

2018 ANNUAL REPORT



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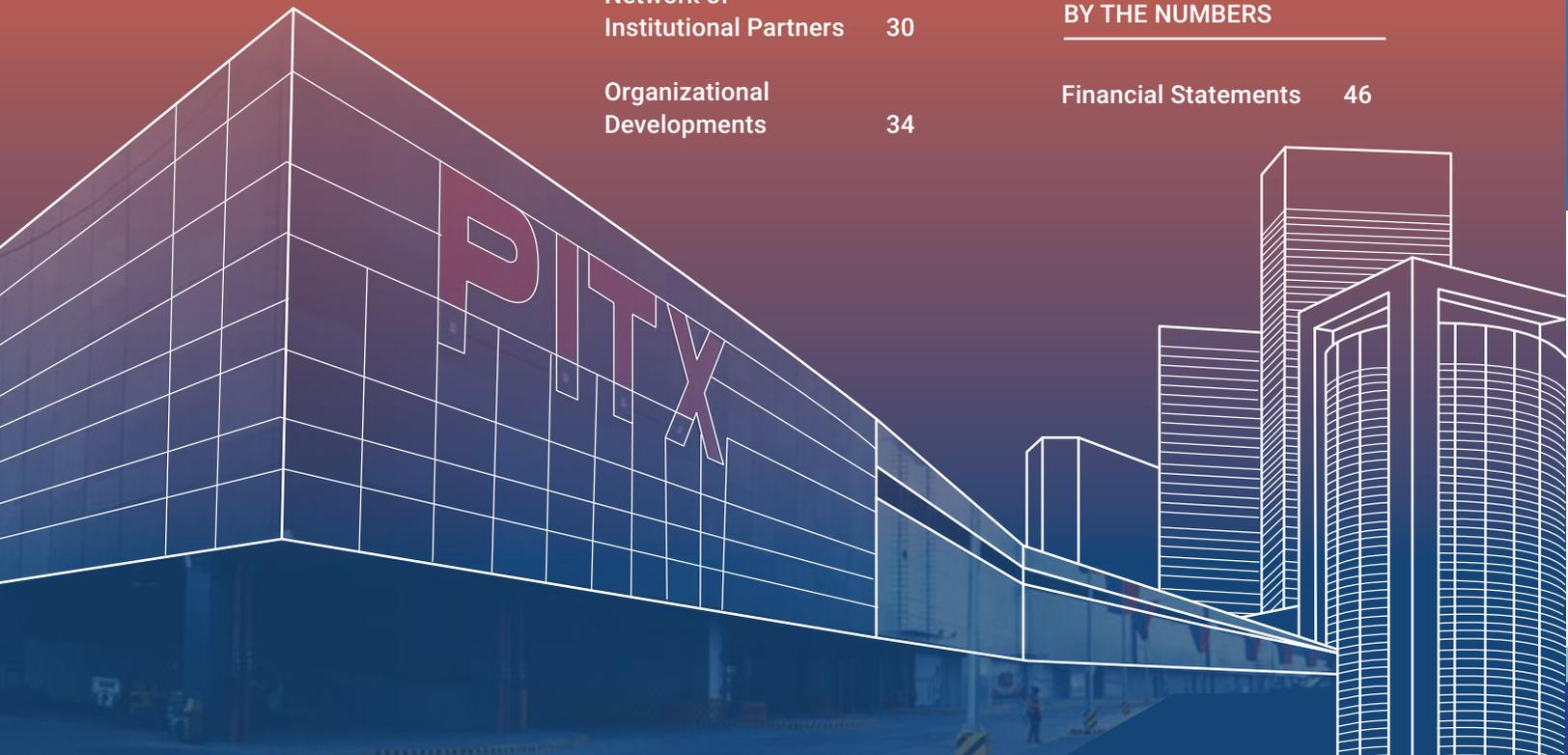
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## VISION

The PPP Center shall serve as the champion of public-private partnerships for the country's inclusive growth and sustainable development.

## MISSION

The PPP Center shall facilitate and optimize public-private partnerships in the country for the delivery of public infrastructure and other development services.

## CORE VALUES



### PROFESSIONALISM

We commit to provide fast, reliable, efficient, competent and effective services that adhere to the principles of good governance and genuine public service.

### PRO-ACTIVENESS

As prime movers in public-private partnerships in the country, we strive to achieve positive results through dynamic processes that are anchored on the principles of transparency and accountability.

### PASSION FOR EXCELLENCE

We are dedicated to consistently deliver timely and the best of public service and to ensure efficient and effective implementation of public-private partnerships in the country.

### CLIENT ORIENTATION

We intend to foster long-term partnerships that will enable clients to meet their public-private partnership targets. We will continuously innovate on our processes to maintain an investment climate where our partners could operate on a level playing field.





## MESSAGE FROM THE PRESIDENT OF THE PHILIPPINES

My warmest greetings to the Public-Private Partnership (PPP) Center of the Philippines as it publishes its 2018 Annual Report.

As the central coordinating and monitoring agency for all PPP projects in the Philippines, the PPP Center continues to provide technical assistance to various government agencies, state universities and colleges, local government units as well as the private sector in the development and implementation of critical infrastructure projects throughout the country.

I acknowledge the milestones you have achieved in the previous year, especially in the delivery of much-needed public infrastructure such as airports, roads, ports, bridges, and other vital installations. As a leading driver of our Build, Build, Build Program, I laud your effort, hard work and commitment to further advocate, facilitate and push for more PPPs in the regions.

May you continue to serve our people well as we work towards a stronger and more progressive future for the Filipino nation.

Congratulations and I wish you success in all your endeavors.

A handwritten signature in black ink, appearing to read 'Rodrigo R. Duterte'.

**RODRIGO R. DUTERTE**  
President  
Republic of the Philippines



## MESSAGE FROM THE SOCIOECONOMIC PLANNING SECRETARY

The government's Build, Build, Build Program has gathered considerable momentum in 2018. Infrastructure projects under this massive infrastructure program have gained ground, including the nine public-private partnership (PPP) projects in the 75 flagship infrastructure projects of the Duterte Administration.

One of these high-impact PPPs is the Terminal 2 of Mactan-Cebu International Airport, which was inaugurated in June and started international operations in July. The Taguig Integrated Terminal Exchange (TITX) PPP Project also broke ground at the start of the year, while the Paranaque Integrated Terminal Exchange (PITX) was launched and started its operations in November. Meanwhile, the Clark International Airport (CIA) Engineering, Procurement, and Construction Project has started construction and is 40.6% complete as of end-2018. The Operations and Maintenance (O&M) PPP project of CIA, on the other hand, was awarded to the private partner in December 2018. Construction of the MRT Line 7 is ongoing and is 38.57% complete as of end-2018. The Laguna segment of the Cavite-Laguna Expressway (CALAX) is also 22.59% complete as of November 2018. The rest of the PPP projects are on various preconstruction activities, such as the LRT Line 1 Cavite Extension and the NLEX-SLEX Connector Road. The NAIA Expressway is now benefiting commuters and travelers who fly through the Ninoy Aquino International Airport.

Last year also marked our agencies' stronger collaboration through the launching of the 15 PPP Knowledge Corners in the National Economic and Development Authority (NEDA) Regional Offices (NROs). This initiative has paved the way to provide immediate

PPP assistance and support to our local implementing agencies (IAs) and units around the country including local government units (LGUs), water districts, and state universities and colleges (SUCs), among others. NEDA, as your mother agency, looks forward to achieve more success from this partnership with the end goal of rolling out more PPP projects in the country.

The PPP Center has also supported the call for the private sector to propose infrastructure projects through the unsolicited route. In 2018, the Center has provided assistance to the 20 unsolicited proposals in our pipeline, which are in different stages of development, evaluation, and procurement. The Center plays a significant role in ensuring that we only execute unsolicited projects that are viable, well structured, and beneficial to the people.

With all these current developments in the Build, Build, Build Program, the government is optimistic on the success of infrastructure projects that will further boost the Philippine economy and result to more opportunities for the Filipino people. Our partnership with the private sector through PPP projects will continue to be crucial in delivering infrastructure targets. Our continuous collaboration will also serve as our pledge to our people in providing quality public service and facilities that are at par with global standards.

More power to the PPP Center!

  
**ERNESTOM. PERNIA, PhD**  
 Socioeconomic Planning Secretary  
 National Economic and Development Authority

## MESSAGE FROM THE EXECUTIVE DIRECTOR



The year 2018 marked yet another productive year for the Philippine PPP Program. The Bases Conversion and Development Authority (BCDA) awarded the Clark International Airport Operations & Maintenance (O&M) PPP Project to the North Luzon Airport Consortium.

The Parañaque Integrated Terminal Exchange (PITX) was opened to the commuting public. Formerly known as the Southwest Integrated Transport System Project, the intermodal transport hub aims to facilitate the decongestion of Metro Manila by connecting passengers coming from provinces southwest of Manila to other transport systems that are serving inner Metro Manila.

The construction of the building for the Civil Registry System – IT Project Phase II project of the Philippine Statistics Authority (PSA) was also completed. Through this project, which includes an electronic system for managing civil registry documents as well as specimen signatures of all city and municipal registrars, the PSA shall be able to serve the public more efficiently when it comes to the provision of civil registry documents.

The private sector offered their support to the government’s “Build, Build, Build” program by way of proposing a number of unsolicited projects. Among these are four airport projects: the New Manila International Airport Project, the Upgrade, Expansion, Operations and Maintenance of the New Bohol International Airport (Panglao) Project, the Davao International Airport Development, Operation and Management Project, and the Operation & Maintenance and Facility Upgrade of Kalibo International Airport Project. Also among the unsolicited proposals are three rail projects: the Fort Bonifacio – Makati Skytrain Project, which will connect Guadalupe in Makati to the Uptown Mall in BGC, the C5 MRT-10 Project, which will traverse the C5 alignment having Ninoy Aquino Terminal Airport (NAIA) Terminal 3 at one end and Commonwealth Avenue, Quezon City at the other end, and the Davao People Mover Project which will have 16 stations and shall serve the Metro Davao area.

On the policy front, the PPP Center formulated the “Framework on PPP Center’s Assistance on Joint Venture Agreements”, which was approved by the PPP Governing Board (PPPGB) on March 22, 2018. This clarified the kinds of technical assistance that the PPP Center may extend to IAs in relation to joint ventures. Accordingly, the PPP Center launched 38 capacity building activities involving a total of 1,247 participants representing 281 local institutions.

The PPP Center continued to work hand-in-hand with other government agencies, with legislative bodies and with key stakeholders to introduce reforms to the PPP legal frameworks. These reforms aim to address bottlenecks in the PPP process, facilitate operationalization of PPP policies embedded in the law, enhance competition among private sector proponents, enhance governance and ensure the sustainability of the PPP program.

To ensure that social, environmental and other safeguards are integrated in the development of PPP projects, the PPP Center secured the approval of a set of guidelines entitled “Safeguards in PPP: Mainstreaming Environmental, Displacement, Social and Gender Concerns” from the PPPGB in December 2018. These guidelines consolidate relevant laws, decrees, orders, issuances, rules and regulations, and provide guidance on how to take these into consideration when conducting feasibility studies.

In pursuit of its objective to continuously enhance its internal operations and processes in facilitating the Philippine PPP Program, the PPP Center obtained ISO 9001:2015 Certification on the Administration and Management of its Project Development and Monitoring Facility, and established the necessary systems to be compliant with Executive Order No.2, S. 2016 “Operationalizing in the Executive Branch the People’s Constitutional Right to Information and the State Policies to Full Public Disclosure and Transparency in the Public Service”.

The above accomplishments would not have been possible without the strong support of our principals- the NEDA, the DOF and DBM, our PPP Governing Board, our fellow members of inter-agency committees working on PPPs, our development partners – Asian Development Bank, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Carnegie Mellon University-Australia thru the Department of Foreign Affairs and Trade, University of Asia and the Pacific, Stratbase ADRI Institute, Tourism Infrastructure and Enterprise Zone Authority, Philippine Competition Commission, and last but not least, the hard work of the PPP Center’s dedicated employees.

Mabuhay ang PPP program ng Pilipinas!



**FERDINAND A. PECSON**

Executive Director

## MESSAGE FROM THE DEPUTY EXECUTIVE DIRECTOR



It was a good year for the PPP Center to consolidate previous and recent efforts into one strategic focus, one that has consistently been a core consideration in this massive infrastructure development agenda spanning through leadership and institutional transitions. This focus was on regional-, local-, or community-based infrastructure and development projects to be developed and implemented through PPP options. Anchored on the PPP policy and institutional framework's recognition of the country's devolved structure and the contracting authorities of local implementing agencies, this local PPP strategic focus was really set to fully take off in 2018.

The Center's Local PPP Strategy is aligned with the Duterte administration's infrastructure spending and regional development priorities. As such, the Center's Local PPP Strategy was complemented by critical policy and institutional inputs of key agencies and sectors. The Department of the Interior and Local Government (DILG) mounted a series of capacity building sessions on local PPPs around the country following its PPP for the People Initiative for Local Governments (also known as LGU P4). The Department of Trade and Industry's Board of Investments (DTI-BOI) organized regional investment briefings all over the country as well to promote local PPPs following its inclusion of LGU PPPs as a priority investment area in the 2017 Investment Priorities Plan. Most importantly, the NEDA Regional Offices jointly established with the PPP Center the Regional PPP Knowledge Corners and included local PPP

developments as a major item in relevant meetings and dialogues of the Regional Development Councils (RDCs) which are duly represented by all major public and private stakeholders of local infrastructure and development programs and projects.

It is through this clearly established set of institutional collaborations where the Center expects to move forward this Local PPP Strategy and its objectives of harnessing private sector financing and efficiencies into local and regional development and service delivery. With its services and interventions clear and strong – capacity building, project development and structuring, policy and process enhancements, project implementation monitoring and facilitation – the Center will draw strength and sustain the initiative through them, our local PPP institutional partners and champions. Aside from the principles of transparency and accountability which the Center is heavily committed to, good governance after all is also about collaborative institutional partnerships.

A handwritten signature in black ink, appearing to read 'Eleazar E. Ricote'.

**ELEAZAR E. RICOTE**  
Deputy Executive Director

## MESSAGE FROM THE DEPUTY EXECUTIVE DIRECTOR



The Philippine Public-Private Partnership (PPP) Program took off in 2018 with the growing interest in PPP as a financing option for infrastructure and development projects. This was demonstrated by our robust pipeline of projects developed and implemented by national and local government agencies, including government-owned and controlled corporations. Further, the role of PPPs has been more visible in the past year with the identification of projects for hybrid financing and the vibrant participation of the private sector through unsolicited proposals.

Project development assistance is one of the primary mandates of the PPP Center. To support implementing agencies in the long-term, we have continuously assisted and capacitated implementing agencies on how they can conceptualize and develop their projects and/or how they can evaluate the unsolicited proposals submitted to them. We have also expanded the scope of support of our Project Development and Monitoring Facility (PDMF) to include Joint Venture Agreements in eligible projects for PDMF funding. In addition, the PPP Center is looking forward to offer its business case development services to assist implementing agencies, which lack the technical and financial capability to pursue their development projects, in determining the initial potential of their projects as PPP.

Unsolicited PPPs were also an integral part of our pipeline of projects with the private sector showing support in the infrastructure development agenda by submitting their proposals for the government's consideration. By the end of 2018, a number of unsolicited PPPs have been submitted for the review and approval of the National Economic and Development Authority (NEDA) Board's Investment Coordination Committee.

In addition to big-ticket transportation projects in rails, airports, roads, and ports, non-traditional implementing agencies such as the Department of Health and Tourism Infrastructure Enterprise Zone Authority have also been exploring the PPP track to pursue their development agenda.

Apart from national agencies, local implementing agencies (IAs) have also played a vital role in the country's PPP Program. In 2017, the PPP Center launched its revitalized Local PPP Strategy to further align our agency's objectives, goals, and activities with the needs and challenges faced by local IAs in implementing PPP projects. In 2018, we saw the fruits of this strategy with the addition of at least nine local PPP projects in the pipeline.

As the local infrastructure development gains momentum, we are keen to reach out and assist more local IAs in the Philippines, including those implemented by local government units (LGUs), water districts, state universities and colleges, and economic zones through increased presence at the regional level with the establishment of PPP Knowledge Corners, conduct of capacity building activities, development of guidebooks and training modules, and issuance of policy guidelines.

These initiatives of the PPP Center are aimed towards the development of a more vibrant PPP market in the Philippines in the coming years, with both national and local governments and the private sector participating in the rapid infrastructure development in our country.

*Marian*

**MIA MARY G. SEBASTIAN**  
Deputy Executive Director

# EXECUTIVE SUMMARY

## 2018 BY THE NUMBERS

### NATIONAL PPP PIPELINE

42 Total Projects

- 17 awarded projects
- 13 projects for approval
- 8 projects under development
- 1 project under procurement
- 1 project approved for Swiss Challenge
- 1 project under review by the Implementing Agency
- 1 project under negotiation

### LOCAL PPP PIPELINE

10 Total Projects

- 4 projects under negotiation
- 2 projects under procurement
- 2 projects under development
- 1 project approved for procurement
- 1 project for approval

### PROJECT DEVELOPMENT AND MONITORING FACILITY

37 PDMF contracts signed (US\$60.26 million) as of end-2018

\$17.98M total reimbursed PDMF funds

16 PDMF contracts completed



## CAPACITY BUILDING

**89** total capacity building activities conducted

38 local capacity building activities  
1,247 participants from 281 local institutions capacitated

51 national capacity building activities  
1,323 participants from 241 national institutions capacitated

## POLICY INSTRUMENTS

**4** approved PPP Governing Board resolutions

## KNOWLEDGE MANAGEMENT

**15** PPP Knowledge Corners established

## RECOGNITIONS

# RANKED 5th

PPP Enabling Environment Index  
across Asia-Pacific Economies,  
UNESCAP Economic and Social  
Survey of Asia and the Pacific

# 2018 ASIA PACIFIC MEDIUM AIRPORT OF THE YEAR

awarded to Mactan-Cebu  
International Airport by the  
Center for Asia Pacific Aviation  
(CAPA) Awards.



# PROGRESS OF THE BUILD, BUILD, BUILD PPP PROJECTS

## Pump-priming PPP's momentum

A total of 75 high-impact projects continue to bolster the government's momentum in addressing the critical infrastructure need of the Philippines. These projects are part of the ambitious Build, Build, Build Program, which is the government's response to bridging the infrastructure gaps around the country. To further pump-prime and maintain the Program's momentum, the

government utilizes public-private partnership (PPP) as one of its key strategies. With 9 PPP projects among the 75 infrastructure targets, the public is assured of new public facilities that will enhance access to government services, provide better travel experience, and hasten the delivery of basic services.

## First-rate international resort airport

These 9 PPP projects are now at different stages of development, construction, and completion. One of them is the Mactan-Cebu International Airport (MCIA) Terminal 2, which was inaugurated by President Rodrigo Roa Duterte on June 7, 2018 and started its operations on July 1, 2018. With this PPP project in operation, which caters to both local and international flights, people in the southern part of the Philippines can now boast of having their own world-class international resort airport. This project was undertaken and is being implemented through a partnership among the Department of Transportation (DOTr), the MCIA Authority (MCIAA), and the GMR-Megawide Cebu Airport Corporation (GMCAC).

The new MCIA Terminal 2 will help address airport congestion and increase passenger capacity of the MCIA from 4.5 million to 12.2 million. From January to June 2018, 5.6 million domestic and international passengers passed through this airport—nearly 44% more than in the same period in 2015. As of 2018, a total of 175,459 flights (100,449 international and 75,010 domestic) were recorded at the MCIA, nearly twice higher than in 2015. Since the implementation of the MCIA PPP project, it has continued to reap international recognition. In 2018, the Australia-based Center for Asia Pacific (CAPA) Aviation Awards named MCIA as the “Asia Pacific Medium Airport of the Year.”



*The new Terminal 2 building of the Mactan-Cebu International Airport was opened to the public in July 2018. The renovation and expansion of Terminal 1 and associated facilities are currently ongoing.*



*The Parañaque Integrated Terminal Exchange is dubbed as the Philippines' first integrated multimodal terminal, providing hassle-free transfers to the commuting public.*

## A modern land port

Through a PPP arrangement, it has also become possible for the riding public from the Cavite area to have their own modern land port. The Parañaque Integrated Terminal Exchange (PITX) is a new public facility that connects people to different transport modes and services when going to Metro Manila. It was opened on November 6, 2018. The PITX is a PPP project of the DOTr and the MWM Terminals. This facility has dedicated spaces for picking up and dropping off passengers, digital travel information and updates, a centralized ticketing system, automated ticketing kiosks, and a concierge counter. It also has electronic gates with QR readers, restrooms with showers, and comfortable waiting areas. Passengers can also keep their luggage through the locker facilities, and spend time in prayer rooms. Parents and guardians have access to a breastfeeding station and baby care rooms. The PITX is also responsive to the needs of persons with disabilities



## World-class railway line to the North of Metro Manila

(PWDs) and senior citizens. Another PPP project is the MRT 7, which is currently under construction. It is an unsolicited proposal of the San Miguel Corporation Mass Rail Transit 7, Inc. Once completed, the 23-kilometer MRT 7 will have 14 stations—from North Avenue, Quezon City to San Jose Del Monte, Bulacan. It is projected to accommodate around 350,000 passengers daily and an intermodal transport terminal will also be built to provide the riding public with an easy access to other modes of transportation.



Aside from the computerization of civil registry operations, the CRS - IT Project Phase II aims to improve service accessibility through the establishment of 40 additional CRS outlets nationwide.

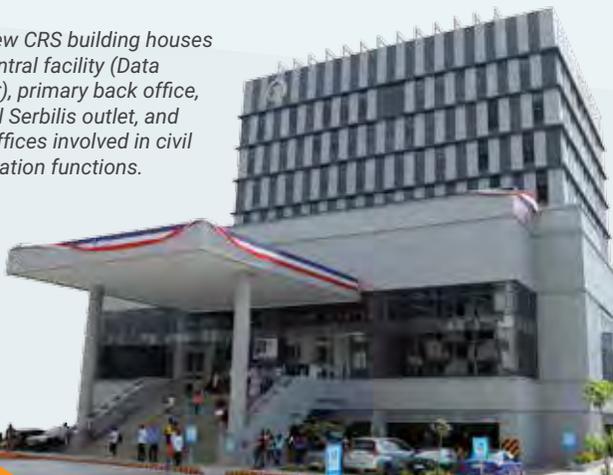
### Civil registry documents within easy reach

The Civil Registry System–Information Technology Project Phase II (CRS-ITP2) of the Philippine Statistics Authority (PSA) is now fully operational. This project had its groundbreaking on February 27, 2017. The building that serves as the main hub of civil registry operations and houses the servers of the information technology system was fully constructed in 2018. IT systems development, which is included in this project, is ongoing. This PPP project, which is being implemented by the PSA and its private sector partner, the Unisys Public Sector Services Corporation, will upgrade the current service levels of PSA in providing the various civil registry documents—birth, marriage, death, and no marriage certificates. There will also be additional 40 civil registry system outlets to be established around the country to serve the public.



The Bulacan Bulk Water Supply Project is expected to commence its operations in early 2019.

The new CRS building houses the central facility (Data Center), primary back office, central Serbilis outlet, and PSA offices involved in civil registration functions.



### Expanded access to safe water

The people of Bulacan Province will soon have access to safe and reliable treated bulk water. The Bulacan Bulk Water Supply PPP will cater to the various water districts of Bulacan, which covers over 500,000 households in 569 barangays. This project was awarded to the Luzon Clean Water Development Corporation (LCWDC). It will help meet the increasing water demands in the province and extend water services to more households.

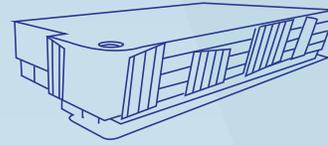
## PROJECTS UNDER THE BUILD, BUILD, BUILD PROGRAM

**94.61%**

complete as of  
November 30,  
2018



Mactan-Cebu International Airport  
New Passenger Terminal Building Project



Taguig Integrated Terminal Exchange

**Ongoing**  
pre-construction  
activities

**Inauguration  
and soft opening**  
held on November  
5, 2018

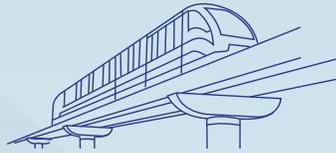


Parañaque Integrated Terminal Exchange

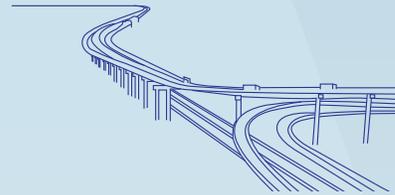
**Ongoing**  
pre-construction  
activities

**37.41%**

complete as of  
November 30,  
2018



MRT Line 7

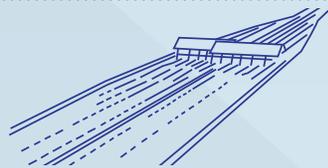


NLEX-SLEX Connector Road Project

Construction  
**34.59%**  
complete as of  
November 2018

**22.59%**

complete as of  
November 9, 2018  
(Laguna segment)



Cavite-Laguna Expressway (CALAX)



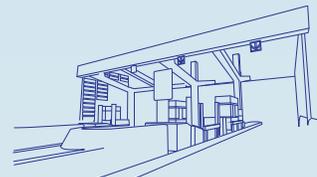
Clark International Airport  
Expansion Project

**Operational**  
since 2016

**Ongoing**  
pre-construction  
activities



LRT Line 1 Cavite Extension and O&M



NAIA Expressway (Phase II)

### International gateway for North and Central Luzon

Another airport project was awarded to a private sector partner in 2018. The Bases Conversion and Development Authority (BCDA) awarded the Clark International Airport Operations and Maintenance (O&M) PPP Project to the North Luzon Airport Consortium (NLAC) on December 20, 2018. This is the second component of the Clark International Airport PPP. The first component—the Engineering, Procurement, and Construction—was awarded to the Megawide-GMR Consortium on December 18, 2017. The consortium is currently constructing the new Passenger Terminal Building (PTB) of the Clark International Airport. NLAC is expected to operate and maintain the new PTB. This airport will serve as a major gateway for northern and central Luzon.

All these PPPs under the Build, Build, Build Program, including local and national projects under the current



The Clark International Airport Expansion Project is the first hybrid PPP to be implemented under the Duterte Administration.  
(Photo source: Department of Transportation)

PPP pipeline, are geared towards attaining sustainable economic development. As a national policy, the government's partnership with the private sector remains crucial in delivering infrastructure projects that will contribute to the nation's socioeconomic progress.

# PPP PROJECTS IN THE REGIONS

## PPP initiatives growing local roots

Taking off from the PPP Center’s initiatives started under the Local PPP Strategy in 2017, there was an increase in the number of local implementing agencies (IAs) that expressed their interest to develop their own PPP projects. These IAs had three options: whether to use the Amended Build, Operate, Transfer Law and its Implementing Rules and Regulations, the NEDA Joint Venture Guidelines, or their own local PPP codes.

These initiatives resulted in the addition of three new local PPP projects in the pipeline:

The PPP Center also continued to provide technical assistance to other local PPP projects, such as the Baggao Water Supply Project and the Quezon City Integrated Solid Waste Management Facility.

In March 2018, the local government of Baggao in Cagayan held the prequalification for the Baggao Water Supply Project. A lone bidder, the Tubig Pilipinas Consortium, was declared qualified to bid for the P84-million water project. This was followed by a pre-bid conference with the prequalified bidder in August 2018, where provisions or terms in the Draft Contract were clarified. The project is targeted to be awarded by the third quarter of 2019.

The procurement phase for the Quezon City Integrated Solid Waste Management Facility commenced in December 2018 following a successful negotiation with the original proponent. This Joint Venture under the category of unsolicited projects is also targeted to be awarded by 2019.

**Under Negotiation**  
Kalibo Meat Plant Project

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**Under Negotiation**  
Redevelopment of Panabo Town Center

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**For ICC-TB deliberation**  
IT Project for LGU City of Naga

## LOCAL PPP PIPELINE as of December 2018

# 10 PROJECTS

- 2 under procurement
- 1 approved for procurement
- 4 under negotiation
- 1 for approval
- 2 under development

## Intensifying capacity building efforts at the local level

As part of its mandate to promote PPP knowledge at the local level, the PPP Center focused its capacity-building resources on supporting local government units (LGUs), water districts (WDs), and state universities and colleges (SUCs) so they could better understand PPP concepts and processes.

In 2018, the PPP Center conducted a total of 38 capacity-building activities for 1,247 participants from 281 IAs. These trainings varied—from orienting them on basic PPP concepts and drafting local PPP codes, to preparing Project Concept Notes.

**38** capacity-building activities for

**1,247** participants



In recognition of the increasing Joint Venture Agreements (JVAs) between local IAs and the private sector, the PPP Center, with the support of the Cities Development Initiative for Asia (CDIA), launched its training series on Joint Ventures in 2018. The training series aims to equip local IAs with the necessary skills to become competent joint venture partners with private firms. The three clustered trainings attended by 22 LGUs were held in Angeles City, Pampanga, Cebu City, and Davao City.

Aside from CDIA, the PPP Center also partnered with the National Economic and Development Authority (NEDA), the Development Academy of the Philippines (DAP), and the Commission on Higher Education (CHED) in delivering its various PPP modules to a wider audience.

## Expanding PPP Center's presence in the regions

The PPP Center partnered with its mother agency, the NEDA, in the formation of PPP Knowledge Corners (PPP KCs) in the 15 NEDA Regional Offices (NROs). The PPP KCs were established to act as both information hubs where local IAs, potential investors, and other local stakeholders can obtain accurate information on PPPs; and as access points to PPP Center services that will help local IAs implement bankable and viable PPP projects.



*NEDA Undersecretary Adoracion Navarro introduces the different knowledge products available at the PPP Knowledge Corners*

Each PPP KC has its own focal person tasked to assist various types of clients. To help the PPP KCs provide better service to their constituents, the PPP Center conducted a training-workshop for PPP KC focal persons in the NROs in June 2018. At the end of the training-workshop, the focal persons were able to appreciate the fundamentals of PPPs, enabling them to respond to basic PPP queries from local stakeholders in their respective regions.

# PPPs: ACCELERATING THE BUILD, BUILD, BUILD PROGRAM



PPP Center officials and staff undergo a project briefing before a site visit to the Paranaque Integrated Terminal Exchange.

## Supporting the policy to Build, Build, Build

As the country's economic agenda gains traction, a steady stream of viable PPP projects helped jumpstart the infrastructure program of the government. Throughout 2018, the PPP Center continued to produce a robust pipeline of PPP projects that supported the policy direction of the current administration—to Build, Build, Build. At the close of 2018, the PPP pipeline reached 52 national projects, where 30 are under the categories of “solicited” and 22 under “unsolicited.”

Alongside the emergence of new priorities and the subsequent thrust on local PPPs, the PPP Center worked to build a pipeline that reflected these priorities, assisting implementing agencies (IAs) both from the national and local government to develop, structure, tender, and implement PPP projects of varying scope and scale. There is a current initiative to embark on green and renewable resources projects, as well as health projects, that are spearheaded by national and local IAs.

### Solicited PPP projects

Solicited projects continued to be part of the PPP Center's traditional PPPs. Some notable solicited projects that were assisted in 2018 include the San Ramon Newport Project with the Zamboanga City Special

Economic Zone Authority as its implementing agency. The project is now under review by the Investment Coordination Committee (ICC).

Another project is the Operation and Maintenance (O&M) of the Philippine General Hospital (PGH) Diliman PPP Project, which has been approved for PDMF support in 2018. The National Development Council of the Department of Trade and Industry (DTI) has started the feasibility study for its National Development Council Admin and Commercial Complex Project (formerly One DTI Building Complex Project). Meanwhile, the local government of the City of Cebu commenced the investment studies for its Solid Waste Management Project, which will be finished in 2019.

Other solicited projects in the pipeline include (i) the Road Transport Information Technology Infrastructure Project (Phase II) of the Land Transportation Franchising and Regulatory Board (LTFRB); (ii) the Baggao Water Supply Project of the local government of Baggao, Cagayan; and (iii) the Angat Hydroelectric Power Plant (AHEPP) Project Rehabilitation, Operation and Maintenance of Auxiliary #4 and #5 of the Metropolitan Waterworks and Sewerage System (MWSS).



▶ The Joint Certification of Successful Detailed Negotiations for the Quezon City (QC) Integrated Solid Waste Management Project was presented by QC Mayor Herbert Bautista to the Metro Pacific Investments Corporation in November 2018.

▶ PPP Center and Butuan Water District conduct a joint inspection of the Butuan Water Supply Development and Water Treatment JV Project.



## Unsolicited PPP projects

In 2018, there was an observed increase in the number of big-ticket and medium-scale unsolicited project proposals submitted to both national and local IAs. Noteworthy were the ones approved by the relevant approving bodies such as the Quezon City Integrated Solid Waste Management Facility and the Bulacan International Airport. Both projects are targeted to be awarded within 2019.

The Department of Transportation (DOTr) also received a number of unsolicited proposals for railways and airports, some of which were already elevated to the Investment Coordination Committee for evaluation, review, and approval. This included railway projects such as the (i) Fort Bonifacio–Makati Skytrain, (ii) C5 MRT-10, (iii) Modified LRT 6, (iv) MRT-11 Project, and (v) Davao People Mover. There were also proposals for

airports, such as the (i) Operation & Maintenance of the New Bohol International Airport; (ii) Davao International Airport Development, Operation, and Management; and (iii) Operation & Maintenance and Facility Upgrade of the Kalibo International Airport.

Other unsolicited projects in the pipeline are the (i) PEZA Electronic Payment Solution; (ii) proposals for the Pampanga Bulk Water Supply for Districts 1, 3, and 4 and for District 2; (iii) Kalibo Meat Plant; (iv) Redevelopment of Panabo Town Center; (v) East-West Rail; (vi) Mactan–Cebu International Airport Integrated Development Plan; (vii) Preservation and Development of Laguna de Bay Project; and (viii) IT Project for the City of Naga, Cebu–UNLAD BAYAN Local Government Information System.



### The National Government Agency (NGA) PPP Guidebook

To provide IAs with readily available resources and to guide IAs towards creating well-structured PPP projects, the PPP Center developed the NGA PPP Guidebook. This guidebook provides IAs with advice on project conceptualization, project structuring, and establishment of the general terms and conditions that will define the PPP contract using Republic Act (RA) No. 6957 (as amended by RA No. 7718). It also provides case studies that demonstrate the PPP concepts, illustrate best practices, or share lessons learned from past PPP projects. The NGA PPP Guidebook is available online at the PPP Center website.

### Monitoring the implementation of PPP projects

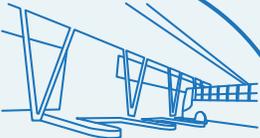
An integral part of the PPP Center’s function is to maintain a secure, up-to-date, and centrally managed database of all PPP projects. It currently maintains a functional live archive of PPP projects lodged in a web-based portal manned by the PPP Center. This information is available to the public and regularly updated to reflect movements in the project as well as its accomplishments.

To sustain this function, the PPP Center conducts regular project site visits in order to monitor the performance of PPP projects that have already been awarded and are now in various stages of implementation.

In 2018, the PPP Center conducted project site visits nationwide. Some of these visited PPP projects include the following:



**Bataan Bunker Building**  
*Project Cost:* Php2.4 billion  
*Implementing Agency:* Provincial Government of Bataan  
*Private Proponent:* AlloyMtd



**Legazpi City Grand Terminal**  
*Project Cost:* Php138 million  
*Implementing Agency:* Local Government of Legazpi City  
*Private Proponent:* Lee King Yek Development Corporation




**Marulas Public Market**  
*Project Cost:* Php44.59 million  
*Implementing Agency:*  
 Local Government of  
 Valenzuela City  
*Private Proponent:* Megabuild  
 JPG Development, Inc.




**Valenzuela City Town Center**  
*Project Cost:* Php170 million  
*Implementing Agency:*  
 Local Government of  
 Valenzuela City  
*Private Proponent:* Megabuild  
 JPG Development, Inc.



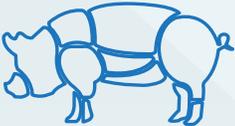

**Cebu-Cordova Link  
 Expressway (CCLEX)**  
*Project Cost:* Php27 billion  
*Implementing Agency:*  
 Local Government of Cebu City  
 and Municipality of Cordova  
*Private Proponent:*  
 Cebu-Cordova Link  
 Expressway Corp.




**Zamboanga City Water  
 District Non-Revenue Water  
 Reduction Project**  
*Project Cost:* Php120 million  
*Implementing Agency:*  
 Zamboanga City Water District  
*Private Proponent:* Manila  
 Water Company, Inc.




**Butuan City Water District JVA  
 for Water Supply Development  
 and Water Treatment**  
*Implementing Agency:*  
 Butuan City Water District  
*Private Proponent:*  
 Twin Peak Hydro Resources  
 Corp. & Equi-Parco  
 Construction Co.

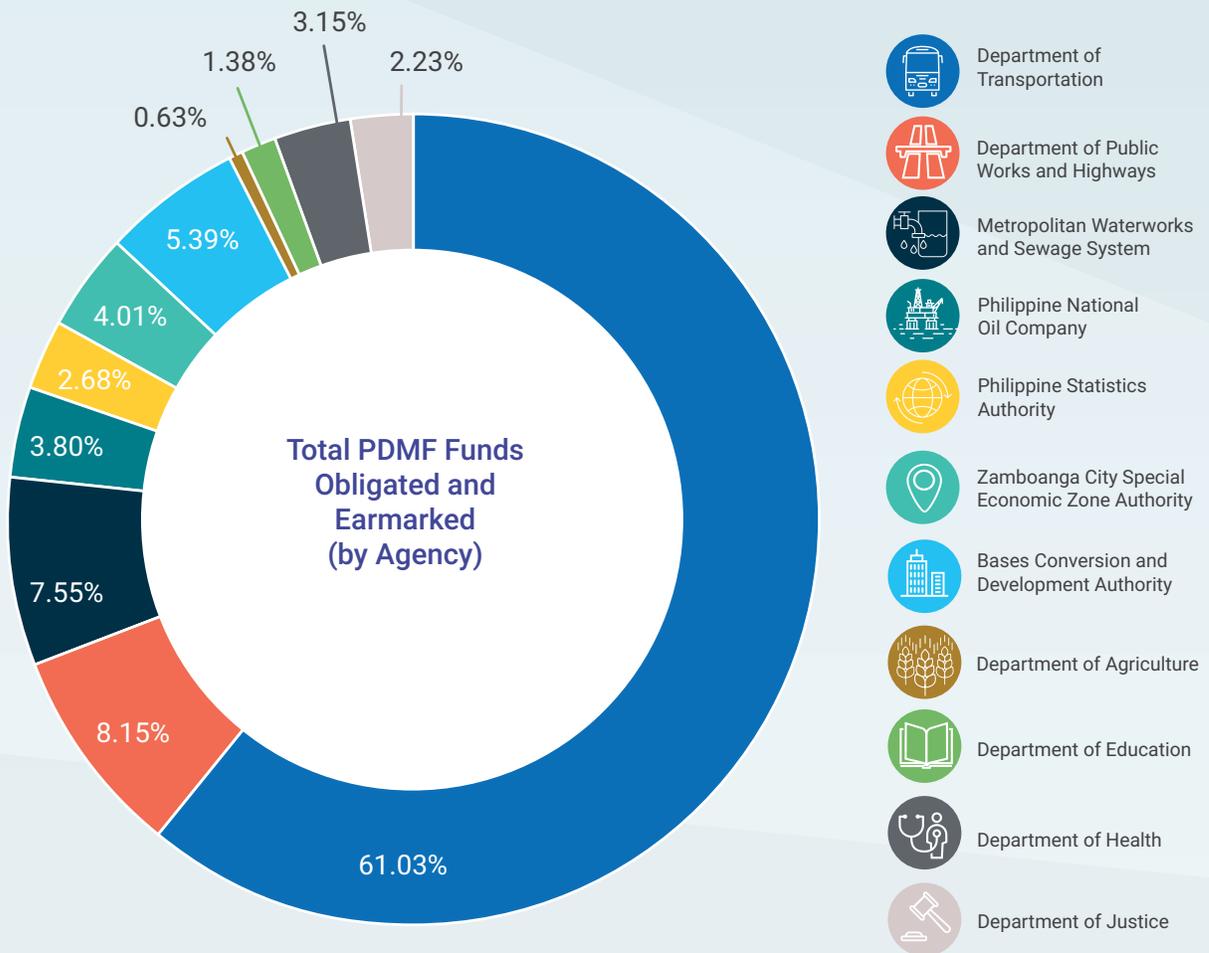



**Butuan City  
 Slaughterhouse Project**  
*Implementing Agency:*  
 Local Government of  
 Butuan City  
*Private Proponent:*  
 De Oro Ajecc, Inc.

# EXPANDING THE SCOPE OF THE PDMF

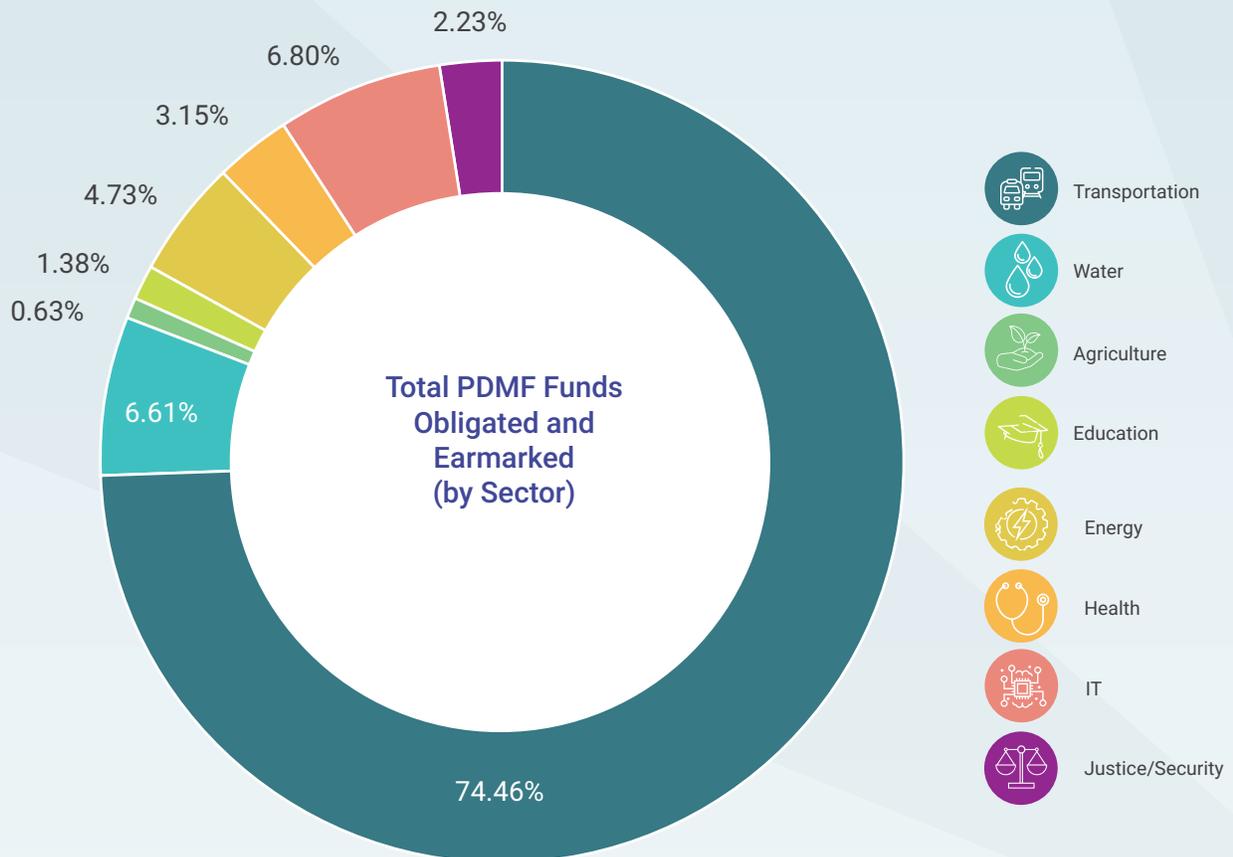
Since the inception of the Project Development and Monitoring Facility (PDMF), a total of 37 contracts worth US\$60.26 million (59% of the total fund) have commenced their implementation, with 25 contracts closed as of December 31, 2018.

Of the US\$60.26 million consultancy contracts, 61.03% were committed to DOTr-implemented projects, while 8.15% were committed to DPWH-implemented projects. The total breakdown of obligated and earmarked PDMF funds is illustrated below.



In terms of sector, 74.46% was allocated to transport projects while the remaining 25% was shared among the water, agriculture, education, energy, health, information technology, and justice/security sectors.

To sustain the revolving feature of the PDMF Fund, the PPP Center is authorized to recover the cost of the PDMF support provided for a project. By end-2018, 28% or a total of US\$17.98 million has been recovered, which may now be used to fund more projects approved for PDMF support.





*Kick-off meeting between PPP Center and AFD, where both parties define the scope of technical assistance to support the capacity building needs of LGUs.*

## New and Potential Development Partners

The PDMF is being co-funded by the Government of Australia. In 2018, the PPP Center started exploring potential partnerships with new funding sources such as the Urban Climate Change Resilience Trust Fund (UCCRTF) and Agence Française de Développement (AFD) to ensure the sustainability of the PDMF fund.

In December 2018, the UCCRTF approved a top up funding of US\$3 million under the Asian Development Bank Technical Assistance No. 7796-PHI, which is comprised of US\$2.5 million for PDMF and US\$500,000 for capacity building. This new funding targets emerging sectors such as urban resilience, renewable energy, water supply and sanitation, solid waste management, open/green spaces, food security, flood control, disaster risk management, and green infrastructure. The PDMF component will also prioritize support to local implementing agencies.

## Empowering JVs through PDMF

Projects undertaken through joint venture (JV) arrangements are now eligible for PDMF support following the approval of its inclusion in the PDMF Guidelines by the PDMF Committee on March

6, 2018 and the PPPGB on March 22, 2018. This amendment closes the gap in the provision of support to implementing agencies (IAs) as the previous use of PDMF excluded JV arrangements.

IAs such as government-owned-and-controlled-corporations (GOCCs), government corporate entities (GCEs), government instrumentalities with corporate powers (GICPs), government financial institutions (GFIs), state universities and colleges (SUCs), and local government units (LGUs) that are contemplating JV arrangement in implementing their projects will benefit from this amendment.

The inclusion of projects structured as JVs to be among those eligible for PDMF support is driven by the increased emphasis on the broadening of infrastructure development to areas outside Metro Manila where national government agencies, including the PPP Center, intensify their support to LGUs in implementing their priority infrastructure and development projects. Given that LGUs are predominantly entering into joint venture (JV) arrangements under their local PPP ordinances pursuant to their local autonomy provided under the 1987 Constitution, the PPP Center can now offer PDMF as an option for technical assistance in addition to its existing support in project development.

## Improved project monitoring through Independent Consultants

To assist implementing agencies in monitoring compliance to prescribed standards and specifications during the implementation phase of the project, the PDMF use was expanded to include independent consulting (IC) services. On April 10, 2018, the first IC contracts were signed for the Civil Registry System – Information Technology Project Phase II (CRS-ITP2) and the Clark International Airport Engineering, Procurement, and Construction (EPC) Project.

The IC scope of work for the CRS-ITP2 includes the provision of Independent Verification and Validation (IVV) services for the civil works and systems development component of the project to the Philippine Statistics Authority. The civil works involve the monitoring of the construction of the CRS Building in compliance with

good industry practice and the prescribed minimum performance standards and specifications (MPSS). The systems development entails the verification and validation of the system from data quality, IT security, system performance, reliability, and availability standpoint including technical, security, deployment, architecture-related documents submitted by the Concessionaire.

On the other hand, the IC scope of work for the Clark International Airport EPC Project involves the review, certification, and monitoring of the vertical and horizontal works, mechanical, engineering, plumbing and specialist systems, and equipment installation. The IC is tasked to ascertain that these components are compliant with the EPC Agreement and the MPSS, from the design and construction phases until testing and commissioning.



*The construction of the new terminal building of Clark International Airport is expected to be completed in 2020.  
(Photo source: Bases Conversion and Development Authority)*

# PROMOTING EFFICIENCY, INTEGRITY, AND SUSTAINABILITY IN PPPs



*The PPP Governing Board is the overall policy making body for all PPP-related matters. It sets the strategic direction of the PPP Program and creates an enabling policy and institutional environment for PPP.*

In line with the continuing efforts to address policy gaps in the PPP program and to fast-track the implementation of PPP projects, the PPP Center crafted several policies that are vital to the progression and success of the program.

## **Assistance framework for JVs**

As part of its mandate to facilitate the implementation of all PPP programs and projects including joint venture agreements (JVAs), the PPP Center formulated the Framework on Assistance in Joint Venture Agreements in 2018. The framework addresses the growing relevance of JVAs as a viable project implementation option for implementing agencies (IAs), especially for government-owned and controlled corporations (GOCCs), local government units (LGUs), and water districts. It also clarifies the assistance that the PPP Center can provide to IAs in undertaking JVAs as a project scheme, based on existing guidelines and policies.

The framework highlights the following: (i) the roles and responsibilities of the PPP Center, including but not limited to project advisory services, trainings, and capacity development, and assistance in project approval, with regard to JVAs; (ii) a streamlined process (i.e., applicable timelines and procedures) that the PPP Center shall follow in extending its assistance; and (iii) the PPP Center's inclusion of JVAs in its project information database, and in its monitoring and facilitation mandates.

## **Mainstreaming environmental, displacement, social, and gender safeguards in PPPs**

Recognizing the value of preventing negative impact on people and the environment in implementing PPP projects, the PPP Governing Board (PPPGB) issued Resolution No. 2018-12-02, also known as the "Safeguards in PPP: Mainstreaming Environmental, Displacement Social, and Gender Concerns" in December 2018.

These safeguards are expected to minimize delays due to the IAs' limited resources and capacity to review all safeguard policies—which are currently fragmented under various issuances.

This resolution outlines several safeguard standards and consolidates them into a single document to ensure the streamlining of the PPP project development and approval process. This document helps IAs address safeguard issues throughout the PPP project cycle by (i) identifying the issues and their corresponding mitigating measures, (ii) integrating these measures into the project terms and the PPP contract, and (iii) implementing monitoring mechanisms to ensure that safeguard measures are complied with and any unforeseen environmental and social issues are properly managed.

The scope of the guidelines includes the following: (i) safeguards from environmental impacts and resilience to climate change; (ii) managing operational concerns on right-of-way (ROW), including acquisition of private

and public properties and resettlement of informal settler families; (iii) considerations for indigenous peoples; (iv) protection and consideration of vulnerable groups, such as persons with disability (PWDs); (v) gender equality and women empowerment; and (vi) culture and heritage preservation.

### Reporting and monitoring PPP's spending and contingent liabilities

It is part of the PPP Center's mandate to monitor PPP projects and to ensure that contractual milestones and obligations are met. It must also provide updates and relevant PPP projects' information to all concerned bodies and agencies. In the process of fulfilling these mandates, the difficulty of collecting data on both public and private sector spending, as well as the contingent liabilities arising from the same, soon became evident.

Thus, the PPPGB tasked the PPP Center and the Department of Budget and Management (DBM) to craft a joint circular that will standardize the reporting and monitoring of public and private sector spending on PPPs, including the contingent liabilities arising from these. This aims to improve and regularly update the database of PPP projects, along with projected and actual spending on PPPs, and the contingent liabilities arising from the same. This will help the government track infrastructure spending targets and ensure the early mitigation of fiscal risks.

Once the joint circular becomes effective in 2019, the PPP Center should be able to more efficiently collect the needed data on project spending and contingent liabilities, and to provide the needed reports to appropriate oversight bodies and agencies.





*A roundtable discussion on managing the PPP component of hybrid PPP projects was conducted in November 2018 with various stakeholders*

### Guidelines in managing the PPP component of hybrid projects

The PPP Center, with the firm guidance and direction from the PPPGB, continues to support the hybrid model after the administration adopted the Hybrid PPP approach by drafting a “Suggested Guide on Managing Greenfield Solicited Hybrid PPP Projects.” These guidelines aim to provide (i) a standard understanding of the hybrid PPP model, (ii) an understanding of the risks associated with the hybrid model, and (iii) measures that IAs may consider to be able to mitigate and manage the risks inherent in a hybrid PPP project.

In 2018, the PPP Center conducted consultation sessions with concerned stakeholders from the government and the private sector to seek their inputs on the risks and best practices that must be considered in pursuing hybrid projects. With inputs now gathered, the guideline document is now set for approval by the PPPGB in 2019. It will be rolled out via an information campaign for IAs, PPP stakeholders, and partners.

### Continuous advocacy for the PPP Act

To further boost the PPP Program, the PPP Center has been pushing for the enactment of the proposed PPP Act during the 17th Congress. This law seeks to modernize the 24-year old Build-Operate-Transfer (BOT) Law, the legal framework that governs the participation of the private sector in infrastructure development.

In 2018, the House of Representatives Technical Working Group, chaired by Albay Representative Jose Maria “Joey” Salceda, finalized the draft substitute bill, which consolidated nine PPP bills filed by various legislators. Following this, the House Committee on Public Works and Highways, chaired by Marikina City Congressman Bayani Fernando, approved the Committee Report seeking the committee’s adoption of the draft substitute bill.

The bill will boost the PPP Program by providing clearer and simpler rules for faster PPP implementation. This will make the PPP Act more responsive to the requirements of a robust program and contribute significantly to the country’s Golden Age of Infrastructure.

# EXPANDING THE NETWORK OF INSTITUTIONAL PARTNERS

The continuing success and advancement of the Philippine PPP Program will not be possible without the strong support from the different development and institutional partners. With their commitment, it has become a sustainable government program that contributes to the socioeconomic development of the country.

In 2018, the PPP Center broke new partnership grounds with various institutions. These new partnerships affirm the significant role of the agency in facilitating the PPP Program of the Philippines.

## Asia Pacific Project Facilitation Facility (AP3F)

The Asian Development Bank (ADB), through the Asia Pacific Project Facilitation Facility (AP3F), provides technical assistance (TA) to the PPP Center and to various oversight and implementing agencies (IAs). The TA has the following components:

1. **Training Component:** It provides training to the PPP Center, National Economic and Development Authority (NEDA), and Department of Finance (DOF) employees using the APMG PPP Certification Program curriculum—to provide a pathway for selected employees to obtain the PPP Certification.
2. **Project Information and Management System (PIMS) Component:** This TA involves the development of a project management tool for PPP projects, which IAs could utilize by using the SOURCE platform created by the Sustainable Infrastructure Foundation (SIF). This tool will help monitor Philippine PPP projects at their various stages of PPP processes.

## University of Asia and the Pacific Internship Program

On December 12, 2018, the PPP Center signed a memorandum of agreement (MOA) with the University of Asia and the Pacific (UA&P) School of Law and Governance (Political Economy Program) for an On-the-Job Training Program that will give UA&P students course-related work assignments at the PPP Center and expose them to actual learning experiences. This will also be subject to the PPP Center's own policies and relevant laws, rules, and regulations. The intake of on-the-job trainees will commence in August 2019.



Representatives from the PPP Center, ADB, and Sustainable Infrastructure Foundation (SIF) discuss the operational framework of the Project Information and Management System (PIMS) tool.



*The MOA between the PPP Center and the Philippine Competition Commission aims to enhance the level of coordination between the two agencies in developing the culture of competition in PPP projects.*

### **Stratbase ADR Institute for Strategic and International Studies**

The PPP Center forged a partnership with the Stratbase ADR Institute for Strategic and International Studies (ADRI) through a MOA signed on July 24, 2018. Through the MOA, both parties committed to work together in organizing PPP-related roundtable discussions and in advocating policy initiatives.

One of the activities conducted through this partnership was the roundtable discussion on unsolicited proposals held on October 15, 2018. Discussions focused on the legal framework, processes, and current updates on the unsolicited proposal policy reforms. This roundtable event resulted in the gathering of inputs that will be used to address important issues in unsolicited proposals. The event was attended by key current and former government officials, such as former PPP Center Executive Director Cosette Canilao, former PPP Center Deputy Executive Director Jose Emmanuel Reverente, and former Secretary of NEDA Romulo Neri.

### **Philippine Competition Commission**

The PPP Center signed a MOA with the Philippine Competition Commission (PCC) on July 20, 2018. The MOA formalized the coordination and cooperation framework between the two agencies in their review of PPP projects falling under the mandatory notification and review requirements under the Philippine Competition Act.

Under the MOA, the two agencies agreed to share resources and information in the enforcement of competition matters, including the formulation of guidelines for the facilitation and review of PPP projects. They also agreed to conduct consultative meetings and joint capacity-building activities on competition issues and related concerns.

### **Tourism Infrastructure and Enterprise Zone Authority**

The PPP Center signed a MOA with the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) on November 20, 2018 to formalize their collaboration and technical assistance on public-private partnership (PPP)



*PPP Center Executive Director Ferdinand Pecson and TIEZA COO Pocholo Paragas sign a MOA formalizing the collaboration and technical assistance on PPPs with TIEZA.*



*Through the Australia Awards, elected scholars from partner government agencies are given the opportunity to take up postgraduate studies in Australian universities. (Photo source: Australia Awards Philippines)*

projects. The MOA signified the start of the focused technical and capacity-building support that the PPP Center will provide to TIEZA in developing and rolling out their PPP projects, particularly in the tourism sector.

### Australia Awards

With its partnership with the Australia Awards and Alumni Engagement Program–Philippines (AAAEP-P) in place, an organization training needs analysis (OTNA) was conducted for the PPP Center. This analysis aimed to identify the learning and development needs of key people in the PPP Center that may be addressed by appropriate learning and development interventions in the near future. The partnership also provided a scholarship opportunity for PPP Center employees who would like to pursue higher education programs in Australia for 2019–2020 academic year. The PPP Center had processed its nominees for the Australia Awards scholarship. Qualified scholars will be announced in the first quarter of 2019.

### Carnegie Mellon University - Australia

As part of its efforts to equip its staff with a deeper knowledge of global best practices on PPPs, the PPP Center entered into a Memorandum of Understanding (MOU) with Carnegie Mellon University – Australia (CMU-A) on January 22, 2018. The MOU provides for mechanisms on, among others, the endorsement of

selected PPP Center employees to take up the Master of Science in Public Policy Program (MSPPM) with a concentration on PPPs at the CMU-A. Through the MOU, the PPP Center may also request CMU to undertake research papers or case studies on the Philippine PPP Program; or the CMU may request PPP Center officials to serve as resource persons in MSPPM courses.



*PPP Center Executive Director Pecson, Socioeconomic Planning Secretary Ernesto Pernia, Australian Ambassador to the Philippines H.E. Amanda Louise Gorely, and CMU-A Head Dr. Emil Bolongaita sign the MOU formalizing the partnership between the PPP Center and CMU-A in the areas of capacity building and research.*

# ORGANIZATIONAL DEVELOPMENTS

In 2018, the PPP Center continued to grow, innovate, and face challenges. It pushed for several initiatives to enhance its operations and business processes. It ensured that the people behind the organization were provided the right opportunities and its partners and stakeholders continued to be updated and informed.

## Achieving ISO certification and other recognitions

In December 2018, the PPP Center achieved its ISO 9001:2015 Certification on the Administration and Management of the Project Development and Monitoring Facility. This is a testament to the agency's consistent pursuit of its objective to continuously enhance its internal operations and processes in facilitating the Philippine PPP Program.



As a strong advocate of the principles of transparency and information sharing, the PPP Center consistently implemented its Freedom of Information (FOI) mandate. In February 2018, the PPP Center was certified by the Presidential Communications Operations Office (PCOO) to be fully compliant with the government's FOI requirements. Since its implementation of the FOI policy and process with its own FOI Manual in 2016, it already processed 22 FOI requests.

On October 17, 2018, the PPP Center's Finance Division was once again recognized by the Association of Government Accountants of the Philippines (AGAP) for the quality, timeliness, and accuracy of its 2017 financial reports. The AGAP awarded the unit as one of the Outstanding Accounting Offices in the Philippines for fiscal year 2017.

The PPP Center was also a finalist for the PPP Awards 2018 under the Government PPP Promoter of the Year category. It has been a consistent finalist for this prestigious PPP award, which recognizes excellence in PPPs around the world.



### Recognizing excellence and team work

Hard work, collaboration, and commitment among the workforce are crucial in securing stability and achieving success for the PPP Center. On March 1, 2018, the PPP Center held its 2017 Gawad Awards to recognize the extraordinary achievements of the staff that benefited not only the agency but also its stakeholders and partners. Several awards were given to outstanding technical and nontechnical staff, officials, and units to honor them for their valuable contributions.

In-house trainings, such as Change Leadership and Project Management, were conducted to equip employees with the necessary skills to navigate organizational change leadership, and further enhance their skills and knowledge in managing PPP projects and other PPP-related initiatives. Several experts were invited to talk on the Data Privacy Act, PhilHealth, and GSIS processes and updates, and Security Awareness and Workplace.

### Sustaining human resources and capacity

Developing internal human resources and sustaining capacity, providing opportunities for professional growth, and encouraging a healthy work–life balance are major priorities for the employees. In 2018, several officials and staff were sent to various local and foreign trainings—in collaboration with different PPP partners. Internal workshops and briefings were rolled out to capacitate the staff. Some employees also qualified for local and international scholarships. Sports and gender-related activities were also in the forefront of the PPP Center’s priorities to make sure that employees are provided with time for recreation and well-versed on gender and development.

### Type of Learning and Development Activity



2 In-house training programs



62 programs to learning and development activities (external)



16 participants to international trainings



14 participants to international engagements



17 Knowledge sharing sessions

### Mainstreaming gender awareness and practices

The PPP Center was active in promoting gender and development (GAD) among the employees by streamlining it in the internal processes and activities of the agency and capacitating them on this important field. During the year, the agency joined in the celebration of Women’s Month by honoring officials and staff who were instrumental in GAD initiatives especially former and current officials of the GAD committee.

The GAD committee also sets the annual plans and programs by holding the GAD Year-end Assessment and Strategic Planning and Budgeting Workshop for FY2018–2020. One of the activities as a result of the workshop was the briefing on Magna Carta for Women and Anti-Violence Against Women and Children held on December 11, 2018 during the observance of the 18-day campaign to End Violence Against Women (VAW). The other activities were (i) Gender Sensitivity Training (GST) held in March 2018, (ii) a seminar-workshop on the use of Harmonized Gender and Development Guidelines on PPP Contract, (iii) establishment of GAD Corner within the PPP Center’s Knowledge Hub, and (iv) a GAD Corner in the agency’s website.



## Advocating professional growth and healthy lifestyle

In 2018, two officers from the Project Development Service (PDS) and the Project Development and Monitoring Facility Service (PDMFS) were qualified to undergo the Public Management Development Program–Middle Managers Class (PMDP-MMC) at the Development Academy of the Philippines. Scholars who complete the PMDP-MMC earn a master's degree in Development Management.



*"Taking the Public Management Development Program – Middle Managers Class (PMDP - MMC) of the Development Academy of the Philippines (DAP) was not planned, but when the opportunity came, I grabbed it without thinking twice. This highly extensive training was no easy path to take. The Program helped me realize my strengths and recognize my weaknesses as a public manager and a leader. Through my experience at PMDP MMC, I have developed stronger critical thinking, and the ability to adapt to new settings and environment and work harmoniously with others despite the differences in views and opinions.*

*I am thankful for more opportunities ahead of me after taking the PMDP MMC. There is a greater opportunity for career advancement and even for personal growth and development. After this, I know that there will still be more room for improvement and continuous learning."*

**Jan Irish V. Platon**  
**Project Development Officer IV**  
 (DAP Batch 17 Gandilan)



*"The PMDP was an eye-opener that taught me to be a high-performing and high-potential member of the bureaucracy. The Program equips its scholars with technical skills, ethics, and commitment to help in achieving a more inclusive and sustained progress for the country through better public service delivery. I am thankful to the PPP Center for giving me the opportunity to be one of the scholars of the PMDP Middle Managers Class Batch 18 and experience this PMDP journey."*

**Kristine Joy T. Fajardo**  
**Financial Analyst IV**  
 (DAP Batch 18 Sibol)

The PPP Center was also able to send one officer as a scholar under the Japanese Grant Aid for Human Resource Development Scholarship (JDS). This scholar is currently studying at Meiji University, Graduate School of Governance Studies and taking up a masteral course in Public Policy. The JDS was established by the Government of the Philippines in 2002 with the assistance of the Government of Japan. Its objective is to support human resources development in the Philippines, targeting young government officials who are expected to be leaders of the country, and to engage them in formulating and implementing social and economic development policies upon their return to public service.



*"I'm glad that PPP Center recognizes human resource development as a vital and necessary initiative for the institution to continue fulfilling its mandate to contribute to the country's economic growth within the infrastructure sector.*

*Presently, I am attending Meiji University's Graduate School of Governance Studies in Japan where I hope to earn my Master's degree in Public Policy major in Governance Studies. The experience is truly invaluable as each class is composed of fellow government officers who carry their own country experiences, while being mentored by former government officials and very capable subject matter experts. This enriches*

*our discussions and sharpens our critical analysis of various governance issues to form research driven policy recommendations and adopt good practices in other countries.*

*Upon my return, I look forward to sharing the tools and skills I have developed to help the Center further improve its services not only to the implementing agencies but also to continue building a desirable PPP policy framework in the country."*

**Agape Sem B. Comendador**  
**Training Specialist III**

Several activities to promote health and wellness and entrepreneurship were also launched. The annual sportsfest, with sports tournaments such as basketball, volleyball, and badminton, was successfully initiated. Talks on *Sleep and Wellness*, *Navigating Mid-life*, *How's and Why's of Family Food Gardening*, and *T'ai Chi: The Benefits of Mindful Movement Practices in the Workplace*, among others, were also delivered and attended by the staff. Under entrepreneurship, a *Meat Processing Seminar* was also held as part of the Program for Senior Citizens and Persons with Disabilities (PWDs), and those with ages 35 and above.

### Knowledge sharing and keeping PPP stakeholders informed

As a credible source of PPP information, the PPP Center provided several platforms and accepted opportunities to share its experiences not only in the Philippines but also in international events.

In September 2018, Deputy Executive Director Eleazar Ricote discussed the country's medium-term development plan and the role of PPPs in the country's infrastructure agenda at the 4th Philippines-Canada Joint Commission on Bilateral Cooperation held in Ottawa, Canada. Similarly, Director Feroisa Concordia and Director Jeffrey Manalo were also given the opportunity to talk about the Philippine PPP experience at the 9th World Urban Forum in Malaysia and the 3rd Financial Reform for Economic Development Forum in Pakistan, respectively.

These invitations helped promote and keep Philippine PPP stakeholders and partners constantly informed on the status and new developments of PPPs in the country. Officials from foreign governments also routinely visited the PPP Center—making it a regional hub for PPP study visits. Delegations from Indonesia, Bhutan, Solomon Islands, and Azerbaijan paid a courtesy visit to learn how PPP works in the country.

### Raising greater awareness and active sharing of PPP information

Media organizations—as one of the valuable partners of the Philippine PPP Program—were always on the loop on the different PPP milestones and initiatives during the year. On December 20, 2018, the PPP Center, led by Executive Director Ferdinand A. Pecson, invited several journalists to provide them with the year-end updates on PPP Program and Projects. As part of the Asian Development Bank's (ADB) Annual Governors Meeting, 35 journalists from 17 ADB member countries visited the PPP Center for a briefing. The agency, represented by Deputy Executive Director Mia G. Sebastian, was also invited at the *Radyo Pilipinas Tunog ng Progreso* program on September 14, 2018 to provide updates on PPPs at the local level. During the year, several press releases were also picked up by major national newspapers while officials were interviewed by news agencies to discuss PPP projects and initiatives. Social media campaigns were undertaken for some concerns, such as information dissemination on unsolicited proposals, hybrid PPPs, and project status. These were part of the efforts to continuously educate the public on PPPs.

### Implementing the Information Systems Strategic Plan

The PPP Center had its Information Systems Strategic Plan (ISSP) for 2018–2021 reviewed and endorsed by the Department of Information and Communications Technology (DICT). Such an endorsement indicates that the PPP Center has complied with the resource planning of its ICT requirements for the next three years. With this development, the plan is now subject to the Medium-Term Information and Communications Technology Harmonization Initiative (MITHI) review to ensure interoperability of the PPP Center's ICT-related resources, programs, and projects.



## 2019 OUTLOOK AND OPPORTUNITIES



Aside from encouraging more local PPP projects, the PPP Center looks forward to adding more green projects with climate resiliency components in its 2019 pipeline. The Project Development and Monitoring Facility (PDMF) is set to support IAs in developing projects that are urban resilient and address climate change mitigation and adaptation.

The PPP Center is also supporting the development of PPP projects in the health sector, where projects are expected to support easier access to the universal health care for Filipinos. The PPP Center has started assisting the University of the Philippines in its Philippine General Hospital (PGH) Diliman - Operation & Maintenance Project, and the UP Cancer Center in Manila. More PPP projects are also being eyed for the emerging tourism sector with the signing of the memorandum of agreement (MOA) on the provision of technical assistance with the Tourism Infrastructure and Enterprise Zone Authority (TIEZA).

To support these several fronts in PPP development, the PPP Center is also setting its sights to reaching out

to more local IAs in 2019. One strategy is the conduct of clustered regional capacity-building activities for local government units (LGUs), water districts, and state universities and colleges (SUCs). The other is to strengthen its PPP Knowledge Corners by providing training-workshops for the NEDA Regional Offices.

To expand the NGA Guidebook that was published in 2018, a series of guidebooks are also slated to be developed. These include the PPP Project Development Guidebook, the Guidebook on PPP Project Approval and Procurement, and the PPP Project Implementation Guidebook.

The PPP Center also intends to produce sector-specific PPP guidebooks for LGUs—covering projects under the solid waste management, universal health care, renewable energy, and the water sectors. These are envisioned to help LGUs understand the unique considerations when identifying, developing, procuring, and implementing projects using the PPP scheme.

Similarly, case studies focusing on best practices and lessons learned from awarded PPP projects shall be developed. For 2019, these shall focus on the Muntinlupa–Cavite Expressway (MCX) and the PPP for School Infrastructure Projects (PSIP) as initial case studies.

### Fostering a competitive and transparent PPP environment

To foster a competitive and transparent PPP environment, the PPP Center will continue to introduce policy enhancements. On top of facilitating the passage of the much-needed PPP Act, other policy instruments aimed at guiding stakeholders and making the PPP process more efficient will be formulated and submitted to the PPP Governing Board for approval. One such policy is the Suggested Guide on Managing Greenfield Solicited Hybrid PPP Projects, which the PPP Center is currently drafting.

As the central coordinating and monitoring agency of PPPs, the PPP Center is committed to ensure that the Philippine PPP environment will continue to be attractive to international and local investors. It will also continue to ensure that the national and local governments are capable and ready to implement an increasing number of PPP projects—in partnership with the private sector and other PPP stakeholders



(Photo Source: Luzon Clean Water Development Corporation)

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# PPP CENTER UNITS



OFFICE OF THE EXECUTIVE DIRECTOR



PROJECT DEVELOPMENT AND  
MONITORING FACILITY SERVICE



**PROJECT DEVELOPMENT SERVICE**



**CAPACITY BUILDING AND KNOWLEDGE MANAGEMENT SERVICE**

# PPP CENTER UNITS



**POLICY FORMULATION, PROJECT  
EVALUATION AND MONITORING SERVICE**



**LEGAL SERVICE**



**ADMINISTRATIVE SERVICE**



**PPP CENTER CONSULTANTS**





**PUBLIC-PRIVATE PARTNERSHIP CENTER OF THE PHILIPPINES**  
**STATEMENT OF FINANCIAL POSITION**  
**( ALL FUNDS )**  
**AS OF DECEMBER 31, 2018**  
**(In Philippine Peso)**

	<u>Note</u>	<u>2018</u>	<u>2017 (Restated)</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	4	2,146,408,917.15	2,109,240,980.57
Receivables	5	1,571,386,648.05	1,393,254,526.92
Inventories	6	1,805,388.85	1,598,320.58
Other Current Assets	7	12,465,343.21	10,629,811.01
<b>Total Current Assets</b>		<b><u>3,732,066,297.26</u></b>	<b><u>3,514,723,639.08</u></b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	8	32,084,719.22	35,041,420.52
Intangible Assets	9	8,359,868.57	10,044,084.71
Other Non-Current Assets			
<b>Total Non - Current Assets</b>		<b><u>40,444,587.79</u></b>	<b><u>45,085,505.23</u></b>
<b>Total Assets</b>		<b><u>3,772,510,885.05</u></b>	<b><u>3,559,809,144.31</u></b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Financial Liabilities	10	1,086,366.43	686,499.42
Inter-Agency Payables	11	15,844,481.53	7,182,508.33
Intra-Agency Payables	12	46,200.65	
Trust Liabilities	13	46,097,388.66	
Other Payables	14	1,152,978.85	1,113,627.20
<b>Total Current Liabilities</b>		<b><u>64,227,416.12</u></b>	<b><u>8,982,634.95</u></b>
<b>Non-Current Liabilities</b>			
<b>Total Non - Current Liabilities</b>		-	-
<b>Total Liabilities</b>		<b><u>64,227,416.12</u></b>	<b><u>8,982,634.95</u></b>
<b>Total Assets Less Total Liabilities</b>		<b><u>3,708,283,468.93</u></b>	<b><u>3,550,826,509.36</u></b>
<b>NET ASSETS / EQUITY</b>			
Accumulated Surplus (Deficit)	25	3,708,283,468.93	3,550,826,509.36
<b>Total Net Assets / Equity</b>		<b><u>3,708,283,468.93</u></b>	<b><u>3,550,826,509.36</u></b>

**PUBLIC-PRIVATE PARTNERSHIP CENTER OF THE PHILIPPINES**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**( ALL FUNDS )**  
**FOR THE YEAR ENDED DECEMBER 31, 2018**  
**(In Philippine Peso)**

	<u>Note</u>	<u>2018</u>	<u>2017 (Restated)</u>
<b>Revenue</b>			
Service and Business Income	16	8,239,458.04	57,351,898.37
Shares, Grants and Donations	17	-	1,307,895.15
<b>Total Revenue</b>		<b><u>8,239,458.04</u></b>	<b><u>58,659,793.52</u></b>
<b>Less: Current Operating Expenses</b>			
Personnel Services	18	98,827,301.00	78,495,483.30
Maintenance & Other Operating Expenses	19	62,382,529.77	53,241,590.33
Financial Expenses	20	2,074.32	1,557.95
Non-Cash Expenses	21	16,377,223.14	14,652,801.39
<b>Total Current Operating Expenses</b>		<b><u>177,589,128.23</u></b>	<b><u>146,391,432.97</u></b>
<b>Surplus (Deficit) from Current Operations</b>		<b><u>(169,349,670.19)</u></b>	<b><u>(87,731,639.45)</u></b>
Net Financial Assistance / Subsidy	22	238,046,454.19	235,913,901.01
Other Non-Operating Income		165.00	
Gains	23	89,477,576.58	9,419,234.98
Losses		-	(11,751.63)
<b>Surplus (Deficit) for the period</b>	25	<b><u>158,174,525.58</u></b>	<b><u>157,589,744.91</u></b>

**PUBLIC-PRIVATE PARTNERSHIP CENTER OF THE PHILIPPINES**  
**STATEMENT OF CASH FLOWS**  
**( ALL FUNDS )**  
**FOR THE YEAR ENDED DECEMBER 31, 2018**  
**(In Philippine Peso)**

	<b>2018</b>	<b>2017</b>
<b>Cash Flows from Operating Activities</b>		
Cash Inflows		
Receipt of Notice of Cash Allocation	239,459,182.41	283,789,177.98
Collection of Income/Revenues	3,892,672.96	4,436,741.27
Collection of Receivables	57,050,721.44	22,878,869.46
Receipt of Inter-Agency Fund Transfers	6,200,000.00	
Receipt of Trust Liabilities	59,259,331.17	
Other Receipts (Refund of Excess Cash Advance)	310,347.38	128,812.16
Adjustments	-	-
<b>Total Cash Inflows</b>	<b>366,172,255.36</b>	<b>311,233,600.87</b>
Cash Outflows		
Remittance to National Treasury	752,225.84	4,347,341.35
Payment of Expenses	141,003,456.47	100,649,191.61
Purchase of Inventories	260,695.00	2,606,227.96
Grant of Cash Advances (Unliquidated during the Year)	1,007.00	153,627.58
Prepayments	6,726,365.59	4,247,413.44
Payment of Accounts Payable	669,506.91	9,350,230.09
Remittance of Personnel Benefits Contributions and Mandatory Deductions	22,901,764.41	28,352,108.92
Grant of Financial Assistance/Subsidy	-	46,100,000.00
Other Disbursements	146,082,305.47	51,123,864.76
Reversal of Unutilized NCA	1,422,695.36	1,448,223.75
Adjustments	-	6,526.24
<b>Total Cash Outflows</b>	<b>319,820,022.05</b>	<b>248,384,755.70</b>
<b>Net cash Provided by (Used in) Operating Activities</b>	<b>46,352,233.31</b>	<b>62,848,845.17</b>
<b>Cash Flows from Investing Activities</b>		
Cash Outflows		
Purchase/Construction of Property, Plant and Equipment	9,143,305.49	5,568,784.69
Purchase of Intangible Assets	2,646,642.00	1,512,118.30
Adjustments	-	-
<b>Total Cash Outflows</b>	<b>11,789,947.49</b>	<b>7,080,902.99</b>
<b>Net cash Provided by (Used in) Investing Activities</b>	<b>(11,789,947.49)</b>	<b>(7,080,902.99)</b>
<b>Increase / (decrease) in Cash and Cash Equivalents</b>	<b>34,562,285.82</b>	<b>55,767,942.18</b>
<b>Effects of Exchange Rate Changes on Cash and Cash Equivalents</b>	<b>2,605,650.76</b>	<b>105,093.47</b>
<b>Cash and Cash Equivalents, January 1</b>	<b>2,109,240,980.57</b>	<b>2,053,367,944.92</b>
<b>Cash and Cash Equivalents, December 31</b>	<b>2,146,408,917.15</b>	<b>2,109,240,980.57</b>

**PUBLIC-PRIVATE PARTNERSHIP CENTER OF THE PHILIPPINES**  
**STATEMENT OF CHANGES IN NET ASSETS/EQUITY**  
**( ALL FUNDS )**  
**FOR THE YEAR ENDED DECEMBER 31, 2018**  
**(In Philippine Peso)**

	Note	2018	2017 Restated
<b>Balance at January 1</b>	25.1	3,550,826,509.36	3,396,767,020.40
Changes in accounting policy		-	
Prior Period Adjustments / Unrecorded Income and Expenses		-	
Other Adjustments			
<b>Restated balance</b>		<b>3,550,826,509.36</b>	<b>3,396,767,020.40</b>
<b>Changes in Net Assets/Equity for the Calendar Year</b>			
Adjustment of net revenue recognized directly in net assets/equity			-
Surplus for the period		158,174,525.58	157,589,744.91
Other Adjustments			
<b>Total recognized revenue and expense for the period</b>		<b>158,174,525.58</b>	<b>157,589,744.91</b>
<b>Others</b>	25.2	<b>(717,566.01)</b>	<b>(3,530,255.95)</b>
<b>Balance at December 31</b>		<b>3,708,283,468.93</b>	<b>3,550,826,509.36</b>

**PUBLIC-PRIVATE PARTNERSHIP CENTER OF THE PHILIPPINES**  
**STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS**  
**( ALL FUNDS )**  
**FOR THE YEAR ENDED DECEMBER 31, 2018**  
**(In Philippine Peso)**

Expenses	Note	Budgeted Amounts		Actual Amounts on Comparable Basis	Difference: Final Budget and Actual Amount
		Original	Final		
<b>RECEIPTS</b>					
Services and Business Income		3,892,513.05	3,892,513.05	3,892,513.05	-
Shares, Grants and Donations					-
Trust Receipts		59,259,331.17	59,259,331.17	59,259,331.17	-
Reimbursement of Project Costs		1,131,317,000.00	1,131,317,000.00	57,027,168.92	1,074,289,831.08
<b>Total Receipts</b>		<b>1,194,468,844.22</b>	<b>1,194,468,844.22</b>	<b>120,179,013.14</b>	<b>1,074,289,831.08</b>
<b>PAYMENTS</b>					
Personnel Services	24	81,124,000.00	99,053,904.00	98,741,145.11	312,758.89
Maintenance and Other Operating Expenses	24	406,169,000.00	403,652,500.00	212,516,022.12	191,136,477.88
Capital Outlay	24	3,752,000.00	3,752,000.00	3,677,519.29	74,480.71
Financial Expenses			2,600.82	2,600.82	-
<b>Total Payments</b>		<b>491,045,000.00</b>	<b>506,461,004.82</b>	<b>314,937,287.34</b>	<b>191,523,717.48</b>
<b>NET RECEIPTS/PAYMENTS</b>		<b>703,423,844.22</b>	<b>688,007,839.40</b>	<b>(194,758,274.20)</b>	<b>882,766,113.60</b>

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as of August 2019

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