



ANNUAL REPORT 2019





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GCG AND ITS MANDATE

The **GOVERNANCE COMMISSION FOR GOCCS (GCG)** was created under Republic Act No. 10149 (R.A. No. 10149), otherwise known as the “GOCC Governance Act of 2011,” as the central policy-making and regulatory body mandated to safeguard the State’s ownership rights and ensure that the operations of GOCCs are transparent and responsive to the needs of the public. Towards this end, it empowered the Governance Commission to:

- ▶ Oversee the selection and nomination of directors/trustees and maintain the quality of Board Governance;
- ▶ Institutionalize transparency, accountability, financial viability and responsiveness in corporate performance by monitoring and evaluating GOCCs’ performance;
- ▶ Rationalize the Sector through streamlining, reorganization, merger, as well as recommending to the President of the Philippines the privatization or abolition of a GOCC;
- ▶ Establish compensation standards to ensure reasonable and competitive remuneration schemes that attract and retain the right talent.

GCG has three appointive members of the Commission and two *ex-officio* members – the Secretary of Finance and the Secretary of Budget and Management.

Since its first meeting on 20 October 2011, the Governance Commission has introduced major policy reforms such as the Fit and Proper Rule for Appointive Directors and CEOs of GOCCs, the Ownership and Operations Manual Governing the GOCC Sector, and the Code of Corporate Governance for GOCCs.

It established the Performance Evaluation System that enabled GOCCs to identify their strategies for development and to achieve breakthrough results. GCG also instituted the adoption of the Quality Management System (ISO 9001:2015) in GOCCs to link regular strategy and operations review to process re-engineering.

The Governance Commission also implemented the Performance Evaluation for Directors in order to monitor and assess the performance of appointive directors in GOCCs through peer review, organizational performance, and board attendance.

The GCG continues to raise corporate governance standards and practices in the government corporate sector and reinforce these by introducing global best practices in GOCCs.





MESSAGE FROM THE CHAIRMAN



“Aside from carrying out its mandates, the Governance Commission further solidifies its role as a partner of good governance.”

2019 marks the 8th year since the creation of the Governance Commission for GOCCs (GCG) by the Republic Act No. 10149, also known as the GOCC Governance Act of 2011. All throughout, the Governance Commission continued steadfast in carrying out its mandate and delivering service to its stakeholders. As a central policy-making and regulatory body tasked to safeguard the State's ownership rights in GOCCs and ensure their transparency and responsiveness, GCG raises the bar of excellence by guiding the GOCC Sector in reaching its true potential not only through achievements of goals and targets, but embracing and emulating the culture of good governance.

In its journey to refine its processes and improve its services, the agency looks back at 2019's milestones.

The Governance Commission recognizes the importance of stakeholder feedback in the continual improvement of service delivery. Two years ago, the GCG crafted a standard

methodology to measure customer satisfaction in surveys provided across the GOCC Sector. The customer satisfaction survey, required for all GOCCs as a measure and target in their annual performance scorecards, allowed GOCCs' customers to provide feedback on the services they receive.

This year's validation of results established a baseline average of 91.88% satisfied customers from the 37 GOCCs found compliant with the Standard Methodology. Of the 37 compliant GOCCs, 36 GOCCs attained the minimum target of 80% satisfied customers, with 25 GOCCs even exceeding 90%.

The fruits of good governance across the GOCC Sector do not go unnoticed.

On 11 September 2019, the Governance Commission conducted the first Corporate Governance Best Practice Sharing, an event where several GOCCs presented their respective approaches on how to overcome issues and challenges with governance policies and strategies.

Some GOCCs shared how they built on external partnerships and linkages to improve stakeholder relationships, strengthened the capacities of its officers and staff, and demonstrated a clear and practical depiction of how corporate governance principles can be implemented by the GOCCs into practices. Some discussions revealed how some GOCCs put emphasis on basic governance elements such as the code of conduct, a whistleblowing policy, and the Civil Service Commission (CSC) rules of integrity, transparency, and accountability.

The GCG has also taken concrete steps to enhance the accessibility of GOCC information through technological developments. This is the year that the agency successfully re-launched the enhanced Integrated Corporate Reporting System (ICRS) Web Portal and its Content Management System (CMS). The Governance Commission also enhanced the sub-system of the ICRS that facilitates the online submission of GOCCs' financial information. This is a manifestation of the agency's commitment to deliver accurate and relevant information through platforms that are convenient and efficient.

This year, the Governance Commission implemented an update to the requirements on performance incentives of GOCC Board Members. Following President Rodrigo Duterte's approval of the revised Interim Performance Based Incentive (PBI) System for GOCC Appointive Directors, the agency released the revised guidelines on the same for 2016 and the years thereafter. The grant of PBI to GOCC Appointive Directors for the said years is now based on GCG Memorandum Circular No. 2018-04. To merit the PBI, GOCCs and Appointive Directors must satisfy eligibility requirements and meet the appropriate level of performance rating.

In pursuit of its mandate to establish a standard Compensation and Position Classification System (CPCS) for the GOCC Sector, the GCG embarked on a study to develop a new CPCS.

With key government agencies, the academe, and GOCCs, the Governance Commission took on a participatory approach for the development of the CPCS. Following the compensation study for the Salary Structure development for the National Government Agencies, the agency

commenced a seven-phase project to develop the CPCS for GOCCs. Once the study has been completed, the proposed CPCS shall be submitted to the President of the Philippines for his consideration and approval.

GCG continues to intensify its Performance Monitoring strategy. The Governance Commission expanded the validation process to include the quarterly monitoring submissions of GOCCs. The reinforced process included two layers of evaluation: one Quarterly Monitoring Report and the full year performance scorecard. This assessment allows the agency to validate the reported attainment of a GOCC and gather valuable inputs to set appropriate performance targets for the succeeding year.

Aside from carrying out its mandates, the Governance Commission further solidifies its role as a partner of good governance. In 2019, the GCG held learning and meeting events with its counterparts in different countries to identify common challenges, share knowledge, best practices, and policies related to GOCC ownership and governance.

Efficiency, teamwork, and hard work in GCG have also merited a nod from the Association of Government Accountants of the Philippines, Inc. (AGAP). The AGAP conferred the agency with the Outstanding Accounting Office Award for the year 2018 on 23 October 2019. GCG met the criteria of Accuracy, Timeliness, Reliability, and Compliance to Accounting Rules and Regulations set by the Committee on Awards.

As each year passes, the Governance Commission steers itself closer to its vision and mission. Each year is a testament of its commitment to ensuring the attainment of its goal.





GOCC IN NUMBERS

Sector	Number of GOCCs
Government Financial Institutions	26
Trade, Area Development, and Tourism	19
Educational and Cultural	6
Gaming	2
Energy and Materials	13
Agriculture, Fisheries, and Food	16
Utilities and Communications	17
Healthcare Services	1
Realty/Holding Companies	19
TOTAL CURRENT COVERAGE	119

30

GOCCs
Approved for
Abolition

3

GOCCs
Approved for
Privatization

24

GOCCs
Declared Inactive/
Non-operational

GOCCS APPROVED FOR DISPOSITIVE ACTION IN 2019 ►

GOCC	Dispositive Action	Reason	Benefit to the PH
North Luzon Railways Corporation (NORTHRAIL)	Deactivated and classified as Inactive/Non-Operational pursuant to GCG Memorandum Order No. 2019-05 ¹	► It is not producing the desired outcomes, is no longer achieving the objectives and purposes for which it was designed and created, is not cost efficient, and does not generate the level of social, physical and economic returns vis-i-vis the resource inputs.	► The deactivation will ensure government assets and resources are used efficiently.

¹ Deactivation of the North Luzon Railways Corporation (NORTHRAIL) ►►►

RATIONALIZING THE GOCC SECTOR



The Governance Commission has further streamlined the GOCC Sector to 119 in 2019. The approval of the dispositive action on NORTHRAIL rationalized the GOCC Sector as a whole as it deactivates a GOCC which is not producing the desired outcomes, is no longer achieving the objectives and purposes for which it was designed and created, is not cost efficient, and does not generate the level of social, physical and economic returns vis-i-vis the resource inputs.

GCG also conducted a strategic review of operations and organization of certain GOCCs to improve their performance through rationalization of their organizational structure and staffing complement. In 2019, the Governance Commission approved the restructuring of the National Food Authority (NFA), Philippine Guarantee Corporation (PhilGuarantee), Bases Conversion and Development Authority (BCDA), and the Power Sector Assets and Liabilities Management Corporation (PSALM).



NATIONAL FOOD AUTHORITY (NFA) ▶▶▶

Presidential Decree (PD) No. 4 dated 26 September 1972 created the National Grains Authority (NGA) with the mission of promoting the integrated growth and development of the grains industry covering rice, corn, feed grains and other grains like sorghum, mongo, and peanut.² On 14 January 1981, PD No. 1770 re-established the NGA into NFA and widened the agency's social responsibilities and commodity coverage to include other food items like raw or fresh fruits and vegetables, fish and marine, manufactured, processed, or packaged food products, which were collectively referred to as non-grains commodities.³ Executive Order No. 1028 issued on 31 May 1985, provided the deregulation of NFA's non-grains marketing activities.⁴ This terminated NFA's non-grains trading activities and the return of feed grains and wheat importation to the private sector, as well as the lifting of price controls/ceilings on rice and corn.

On 14 February 2019, President Rodrigo Duterte signed into law Republic Act (R.A.) No. 11203 otherwise known as "An Act Liberalizing the Importation, Exportation and Trading of Rice, Lifting for the Purpose the Quantitative Import Restriction on Rice and for Other Purposes". The law removed NFA's commercial functions and regulatory powers, only retaining its emergency buffer stocking mandate. Correspondingly, the law mandated the restructuring of NFA to implement its new mandate.

The Restructuring Plan of NFA with 22 organizational units in its Central Office (CO), 15 Regional Offices (ROs), and 45 Branch Offices (BOs), with a corresponding total number of 2,644 plantilla positions was

approved on 07 January 2020 as provided under GCG Memorandum Order No. 2019-13.⁵

The resulting Organizational Structure and Staffing Pattern (OSSP) after the restructuring maintains the current set-up of the organization with a CO but features a streamlined RO and Branch Office (BO) (formerly Provincial Office) to ensure that the limited resources of NFA are strategically spread out nationwide. Expectedly, the major contributors to the decrease in terms of the absolute number are the Provincial Offices/Branch Offices. However, in terms of percentage, the Central Office will have a 64% decrease in its total number of authorized plantilla positions.

Aside from the abolition of business units and plantilla positions directly implementing the regulatory functions of NFA, the staffing pattern is restructured for a decentralized operation considering the emergency buffer stocking mandate of NFA.



² Providing for the Development of the Rice and Corn Industry and Creating for this Purpose the National Grains Authority ▶▶▶

³ Reconstituting the National Grains Authority to the National Food Authority, Broadening its Functions and Powers and for Other Purposes ▶▶▶

⁴ Providing for Further Deregulation in the Production and Trading of Food Grains and Related Agricultural Inputs ▶▶▶

⁵ Restructuring of the National Food Authority (NFA) ▶▶▶

PHILIPPINE GUARANTEE CORPORATION (PHILGUARANTEE) ▶▶▶

Executive Order (E.O.) No. 58, s. 2018 mandated the merger of the Home Guaranty Corporation (HGC) and the Philippine Export-Import Credit Agency (PhilEXIM), with PhilEXIM as the surviving entity.⁶ With the merger, the guarantee functions, programs, funds of the Small Business Corporation (SB Corp.), and the administration of the Agricultural Guarantee Fund Pool (AGFP) and the Industrial Loan Guarantee Fund (IGLF) were transferred to PhilEXIM. It was, thus, renamed the Philippine Guarantee Corporation (PhilGuarantee).

The organizational restructuring strengthened the overall direction leading to the envisioned role of PhilGuarantee as the unified and central guarantee institution. Furthermore, the restructuring provided

the appropriate structure and manpower complement to PhilGuarantee to perform its development financing role through the provision of sovereign guarantees in support of economic and priority Sectors, e.g., exports, infrastructure, energy, tourism, agricultural business/modernization, housing, Small and Medium-sized Enterprises (SMEs), etc. The restructuring will enable the PhilGuarantee to re-position itself as the Principal Agency for State Guarantee Finance of the Philippines.

The GCC-approved Organizational Structure and Staffing Pattern as embodied under GCC Memorandum Order No. 2019-10 resulted in a total of sixty-five (65) organizational units and three hundred twenty-eight (328) plantilla positions.⁷

⁶ Approving the Merger of the Home Guaranty Corporation and the Philippine Export-Import Credit Agency (PhilEXIM), Transferring the Guarantee Functions, Programs and Funds of the Small Business Corporation, and the Administration of the Agricultural Guarantee Fund Pool and the Industrial Guarantee and Loan Fund to the PhilEXIM, and Renaming the PhilEXIM as the Philippine Guarantee Corporation ▶▶▶

⁷ Restructuring of the Philippine Guarantee Corporation (PhilGuarantee) ▶▶▶



BASES CONVERSION DEVELOPMENT AUTHORITY (BCDA) ▶▶▶

Under Republic Act No. 7227, the BCDA was created and mandated to “accelerate the sound and balanced conversion into alternative productive uses of the Clark and Subic military reservations and their extension (John Hay Station, Wallace Air Station, O’Donnell Transmitter Station, San Miguel Naval Communications Station, and Capas Relay Station).⁸ The BCDA raises funds by the sale of portions of Metro Manila military camps. It applies the said funds for the development and conversion of the lands covered under the 1947 Military Bases Agreement between the Philippines and the United States of America, as amended.

The BCDA’s request to revise the approved Reorganization Plan (RP) aims to further capacitate its organizational structure with due consideration to the existing challenges

it presently deals with. Specifically, the revised RP intended to address the operational requirement for implementing projects under the Build, Build, Build Infrastructure Program.

The CCG-approved Organizational Structure resulted in a total of fifty-seven (57) organizational units or an increase of twenty-six (26) from the existing structure. The approved staffing pattern includes a total of 257 plantilla positions or an increase of 86 positions from the previously approved RP composed of 171 plantilla positions. The approved staffing is based on the BCDA proposal to: 1) remove eight (8) positions from the 2015 RP because of non-necessity; 2) reinstate 26 positions that were abolished in the 2015 RP; and 3) create additional 68 positions in view of the new strategic direction.

8 Bases Conversion and Development Act of 1992 ▶▶▶



POWER SECTOR ASSETS & LIABILITIES MANAGEMENT CORPORATION (PSALM) ▶▶▶

The PSALM was created by virtue of Republic Act No. 9136, otherwise known as the “Electric Power Industry Reform Act (EPIRA) of 2001,” with the principal purpose “to manage the orderly sale, disposition, and Privatization of [National Power Corporation] NPC generation assets, real estate and other disposable assets, and IPP contracts with the objective of managing and liquidating all NPC financial obligations and stranded contract costs in an optimal manner.” The GOCC began operations in July 2001.

Section 50 of R.A. No 9136 provides that PSALM “shall exist for a period of twenty-five (25) years from the effectivity of [EPIRA], unless otherwise provided by law, and all assets held by it, all moneys and properties belonging to it, and all its liabilities outstanding upon the expiration of its term of existence shall revert to and be assumed by the National Government.”

In line with the PSALM Board’s resolution to focus on: carrying out the GOCC’s mandate for the remaining years of its corporate life and being responsive to the developments in privatization, its assumed functions, and industry trends, the GCG approved the restructuring of PSALM.

The restructured organization consists of forty-four (44) organizational units and two hundred sixty (260) plantilla positions. The increase of thirty-four (34) positions aims to strengthen the functions and services of its core business (Privatization and Management Group and Finance Group) and to serve as additional workforce in PSALM’s operations.

The restructured organizational structure and staffing pattern is expected to:

- a. Respond to the PSALM Governing Board’s directive to accelerate its privatization activities within the next three (3) years;
- b. Transform the GOCC into a dynamic organization within its remaining corporate life, one that is responsive to recent developments of the power industry and priorities of the government; and
- c. Attain unity of command, rational and equitable work distribution, efficiency, and customer satisfaction.





GOCC FINANCIAL LANDSCAPE



ASSETS



Total Assets of the GOCC Sector registered at ₱8.842 Trillion or a net increase of 6.08% from 2018, equivalent to ₱506.88 Billion. The Government Financial Institutions (GFIs) Sector registered the highest increase in terms of the absolute amount at ₱623.63 Billion and GOCCs under the Agriculture, Fisheries, and Food Sector registered the biggest plunge with a ₱225.12 Billion decrease (57.17%). This downward change was due to the decrease in Intra-Agency Receivables of the National Food Authority (NFA). As explained by the Commission on Audit (COA) in its 2018 audit observation report, the intra-agency accounts of NFA pertain to the Receivables accounts consisting of Due from Central, Regional, and Operating Units; and Payables consisting of

Due to the Central, Regional, and Operating Units. These accounts should normally be eliminated during the consolidation/combination of the accounts. However, NFA failed to do so in 2018, and it resulted in a bloated asset end of the said year. For 2019, the intra-agency accounts were settled and reconciled, which resulted in the adjustment in NFA's assets – from ₱300.17 Billion in 2018 to ₱57.21 Billion in 2019.

Collectively, the GFIs Sector accounts for 67% of the Total Assets of the GOCC Sector. The continued growth and expansion of government banks and social security institutions remain the key leverage, offsetting the decrease in the GOCC Sector's Total Assets.

Assets of the GOCC Sector ▶▶▶			
GOCC Sector	2018 (in ₱ Million)	2019 (in ₱ Million)	Change
Government Financial Institutions	5,317,369.20	5,941,002.94	11.73%
Trade, Area Development and Tourism	445,258.80	485,156.80	8.96%
Educational and Cultural	8,428.68	8,678.78	2.97%
Gaming	101,288.03	111,836.76	10.41%
Energy and Materials	1,105,470.90	1,095,117.91	-0.94%
Agriculture, Fisheries and Food	393,778.33	168,658.76	-57.17%
Utilities and Communications	963,406.34	1,031,437.35	7.06%
Healthcare Services	0.00	0.00	
Realty/Holding Companies	130.82	126.23	-3.51%
TOTAL	8,335,131.11	8,842,015.53	6.08%

LIABILITIES

Liabilities reached ₱4.63 Trillion in 2019, maintaining the same level in the previous year. The Majority of the Total Liabilities were registered by the GOCCs under the GFIs Sector at 65%. The Energy and Materials Sector accounted for 19% of the 2019 yearend balance. The slump in the liabilities of the Agriculture, Fisheries and Food Sector is an effect of the reduction in the Intra-Agency Payables of NFA as a result of the reconciliation of its intra-agency accounts.

Liabilities of the GOCC Sector ►►►

GOCC Sector	2018 (in ₱ Million)	2019 (in ₱ Million)	Change
Government Financial Institutions	2,711,470.85	3,002,573.38	10.74%
Trade, Area Development and Tourism	135,351.37	145,058.29	7.17%
Educational and Cultural	1,296.87	1,365.95	5.33%
Gaming	58,681.91	64,141.12	9.30%
Energy and Materials	924,833.35	900,519.46	-2.63%
Agriculture, Fisheries and Food	467,821.81	245,217.21	-47.58%
Utilities and Communications	319,345.48	271,695.77	-14.92%
Healthcare Services	0.00	0.00	
Realty/Holding Companies	40.12	44.89	11.89%
TOTAL	4,618,841.76	4,630,616.06	0.25%

NET WORTH

The total net worth of the entire GOCC Sector grew significantly by 13.32%, led by the Utilities and Communications Sector. The Net Worth of Mactan-Cebu International Airport Authority (MCIAA) grew by 94% in 2019 due to the Revaluation Surplus in the carrying cost of MCIAA's Land, which amounted to ₱60 Billion.

For the GFIs Sector, the increase in net worth was driven by Overseas Filipino Bank, Inc.'s (OFB) ₱1.27 Billion stock subscription that its parent bank deposited as a cash contribution. Improvement in net income of the Philippine Amusement and Gaming Corporation (PAGCOR) and Philippine Charity Sweepstakes Office (PCSO) also contributed to the increase of the GOCCs' net worth.

Net Worth of the GOCC Sector ▶▶▶			
GOCC Sector	2018 (in ₱ Million)	2019 (in ₱ Million)	Change
Government Financial Institutions	2,605,898.35	2,938,429.55	12.76%
Trade, Area Development and Tourism	309,907.43	340,098.51	9.74%
Educational and Cultural	7,131.82	7,312.83	2.54%
Gaming	42,606.12	47,695.65	11.95%
Energy and Materials	180,637.56	194,598.45	7.73%
Agriculture, Fisheries and Food	-74,043.48	-76,558.44	-3.40%
Utilities and Communications	644,060.86	759,741.59	17.96%
Healthcare Services	0.00	0.00	
Realty/Holding Companies	90.69	81.34	-10.32%
TOTAL	3,716,289.35	4,211,399.47	13.32%

NET LENDING

Net Lending refers to the advances made by the National Government for the servicing of guaranteed and re-lent domestic and foreign borrowings of GOCCs.

Records from the Bureau of Treasury show that the Net Lending of GOCCs increased significantly from ₱4.88 Billion in 2018 to ₱17.06 Billion in 2019. Although most GOCCs were able to pay off their debt in 2019, there was a spike in the Net Lending due to the advances provided to NFA in the amount of ₱25.20 Billion.

COMPREHENSIVE INCOME

The adjusted comprehensive income is used for this report to show a better measure of the financial performance of the GOCCs. This normalizes the earnings by removing the effects of subsidies, unrealized gains, and losses from Other Comprehensive Income, paper gains and losses, and income from subsidiaries.

The adjusted comprehensive income of the GOCC Sector posted double-digit growth in 2019, from P247.61 Billion in 2018 to ₱280.85 Billion in 2019. The comprehensive income of most of the GOCC sectors declined. For the Trade, Area Development and Tourism, the decline is attributable to the Partido Development Authority (PDA), which posted a net loss in 2019 from net income in 2018. For the Agriculture, Fisheries and Food Sector, net loss registered by NFA and Philippine Coconut Authority (PCA) as opposed to the prior year's positive bottomline made a significant impact on the adjusted comprehensive income level of the sector.

The decline in most GOCC sectors was negated by the remarkable increase in the comprehensive income of the Energy and Materials Sector. Particularly, the Power Sector Assets and Liabilities Management (PSALM) had a Net Surplus of ₱12.24 Billion or 225% increase from the Net Deficit in 2018 mainly due to an increase in its non-operating income coming from FOREX.

At the back of the 38% increase in the GFI Sector are Social Security System (SSS), Philippine Crop Insurance Corporation (PCIC), DBP Leasing Corporation (DBP-LC), and DBP Data Center, Inc. (DCI) which also registered a triple-digit increase in its comprehensive income level brought about by significant increase and improvement in revenues.

Comprehensive Income of the GOCC Sector ►►►			
GOCC Sector	2018 (in ₱ Million)	2019 (in ₱ Million)	Change
Government Financial Institutions	158,582.52	218,085.16	37.52%
Trade, Area Development and Tourism	24,535.53	9,964.87	-59.39%
Educational and Cultural	-424.48	-547.50	-28.98%
Gaming	32,810.17	14,151.97	-56.87%
Energy and Materials	-996.12	24,810.50	2590.72%
Agriculture, Fisheries and Food	1,334.91	-5,426.20	-506.49%
Utilities and Communications	31,763.94	19,810.72	-37.63%
Healthcare Services	0.00	0.00	
Realty/Holding Companies	4.38	1.70	-61.15%
TOTAL	247,610.85	280,851.22	13.42%

SUBSIDIES

The Governance Commission has been promoting the proper distinction between subsidies and program funds received by the GOCC Sector. The term 'subsidy' is almost always taken to mean the underperformance of agencies or inability to cover their operating expenses and further incurrence of corporate deficits and losses. While this may be true in some cases, note that the bulk of budgetary support released to GOCCs is program or project funds.

Program or project subsidies are funds coursed through GOCCs to more efficiently implement specific projects or programs in the fulfillment of the vision of the National

Government. Thus, any movement in the amounts of government subsidies could not be considered as an accurate measure of the performance – financial or otherwise – of GOCCs.

Program subsidies given to GOCCs have different intent and purpose, depending on the priority of the government. Subsidies can be used to implement infrastructure projects, as in the case of infrastructure projects implemented by the National Irrigation Administration (NIA). In 2019, NIA received a total of ₱36.64 Billion, or about 18% of the total budgetary support released to GOCCs. The funds released to NIA

supported the construction, operation, and maintenance of national and communal irrigation systems.

Aside from the implementation of infrastructure projects, program subsidies are used to fund the provision of basic human needs and the protection of the vulnerable sector of society. Programs such as the provision of universal health care services are implemented by the Philippine Health Insurance Corporation (PhilHealth).

For the year 2019, 36% of the total subsidy or ₱72.70 Billion was released to PhilHealth for the implementation of the Universal Health Care. The subsidy will cover the payment of premium contributions and medical claims of the subsidized sector, such as the indigent members, senior citizens, and sponsored members. A total of ₱30.49 Billion was also coursed through the Land Bank of the Philippines for the implementation of the Cash Transfer Program.

Subsidies of the GOCC Sector ►►►			
GOCC Sector	2018 (in ₱ Million)	2019 (in ₱ Million)	Change
Government Financial Institutions	84,177	109,643	30%
Trade, Area Development and Tourism	2,609	25,063	861%
Educational and Cultural	573	773	35%
Gaming	-	-	-
Energy and Materials	2,552	6,408	151%
Agriculture, Fisheries and Food	9,343	11,235	20%
Utilities and Communications	29,678	43,302	46%
TOTAL	128,932	196,424	47%

DIVIDENDS



The GOCC Sector continued to return a significant amount of its income to the national coffers through dividend remittances. Under R.A. No. 7656, otherwise known as the “*Dividends Law*,” GOCCs are required to declare and remit at least fifty percent (50%) of their annual net earnings as cash, stock, or property dividends to the National Government. The law also provides an exemption to Social Security Institutions such as, but not limited to, the Government Service Insurance System (GSIS), Home Development Mutual Fund (Pag-IBIG), SSS, PhilHealth, and Employees Compensation Commission (ECC).

The Bureau of Treasury (BTr) recorded a total of ₱47 Billion dividends received from the GOCCs covered by R.A. No. 10149. This amount is higher by 33% than the total remittances in 2018. The significant rise in the dividends remitted is attributable to the increase in dividend remittance of the PAGCOR.

Furthermore, the number of GOCCs included in the prestigious “Billionaire’s Club,” or those that remitted at least ₱1 Billion to the National Government, remained at seven (7), the same level as last year. The table shows the top ten (10) remitting GOCCs for 2019:

Top Ten Remitting GOCCs for 2019 ▶▶▶				
	GOCC	2018 (in ₱ Million)	2019 (in ₱ Million)	Change
1.	PAGCOR	2,593.40	16,170.62	524%
2.	PDIC	8,844.30	10,582.80	20%
3.	PPA	3,103.32	3,515.13	13%
4.	CAAP	6,224.97	3,508.87	-44%
5.	MIAA	2,250.72	3,423.66	52%
6.	LANDBANK		1,960.00	
7.	NPC	1,410.31	1,436.57	2%
8.	CDC	700.00	815.77	17%
9.	PCSO	2,535.29	744.23	-71%
10.	PNOC EC	605.53	699.22	15%
TOTAL GOCC SECTOR		35,411.71	46,997.91	33%

Sources:
 2017-2018 Commission on Audit Annual Audit Reports of various GOCCs
 2018 Unaudited Financial Statements as submitted by GOCCs
 Consolidated Report from the Bureau of Treasury
 Cash Operations Report from the Department of Finance





GOCC ACCOMPLISHMENTS

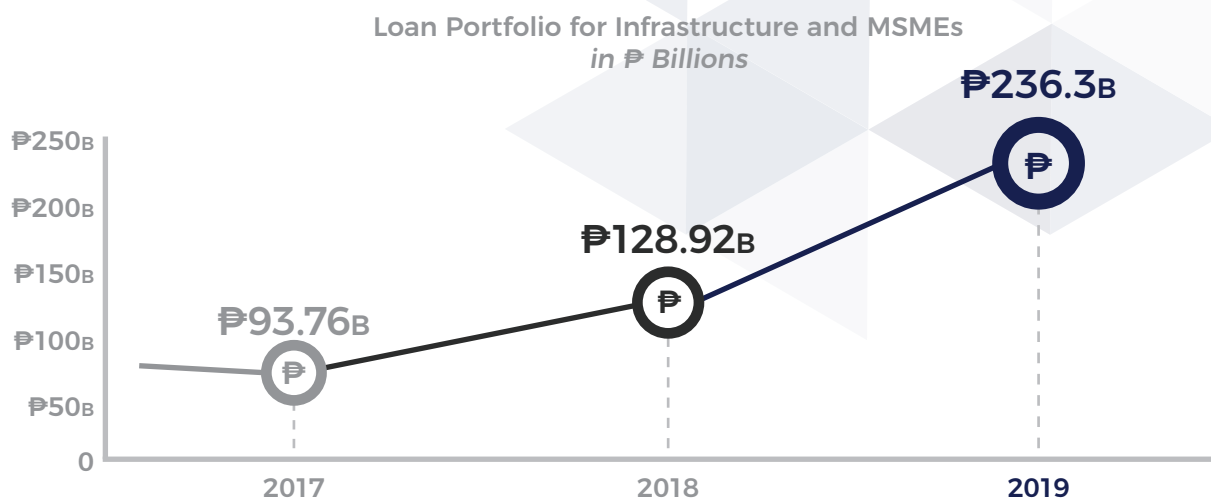


RELIABLE AND ACCESSIBLE FINANCIAL SYSTEM ►



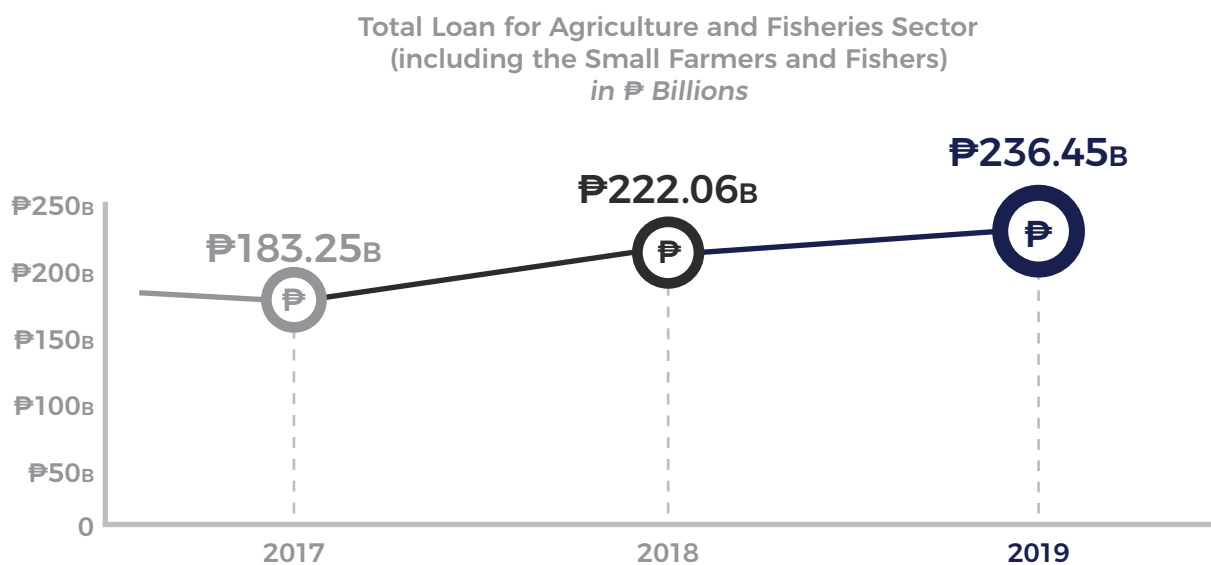
DEVELOPMENT BANK OF THE PHILIPPINES (DBP)

Total Loan Portfolio for Infrastructure and Micro, Small, and Medium Enterprises (MSMEs)



LAND BANK OF THE PHILIPPINES (LANDBANK)

Total Loan for Agriculture and Fisheries Sector



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

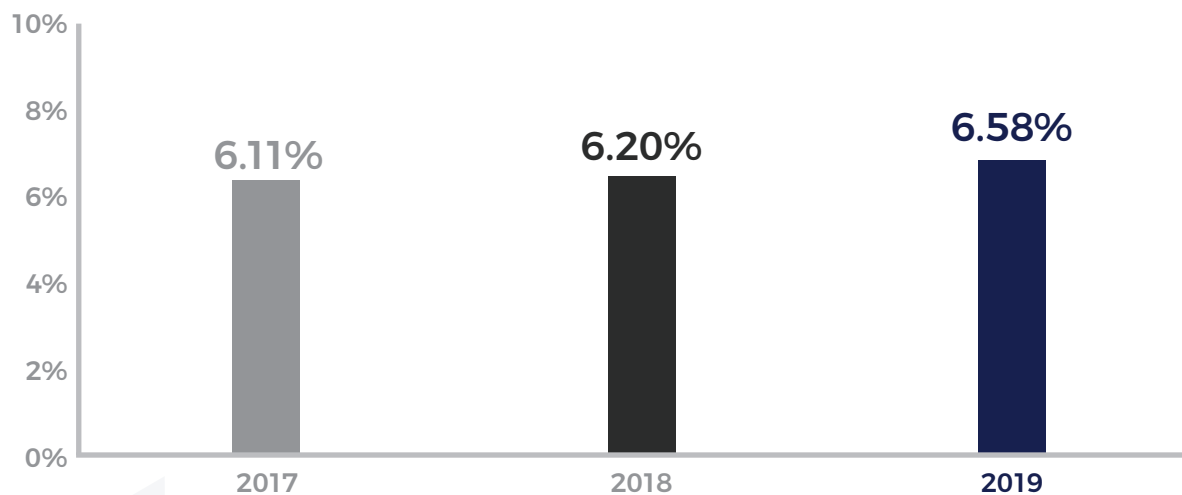


RELIABLE AND ACCESSIBLE FINANCIAL SYSTEM ►



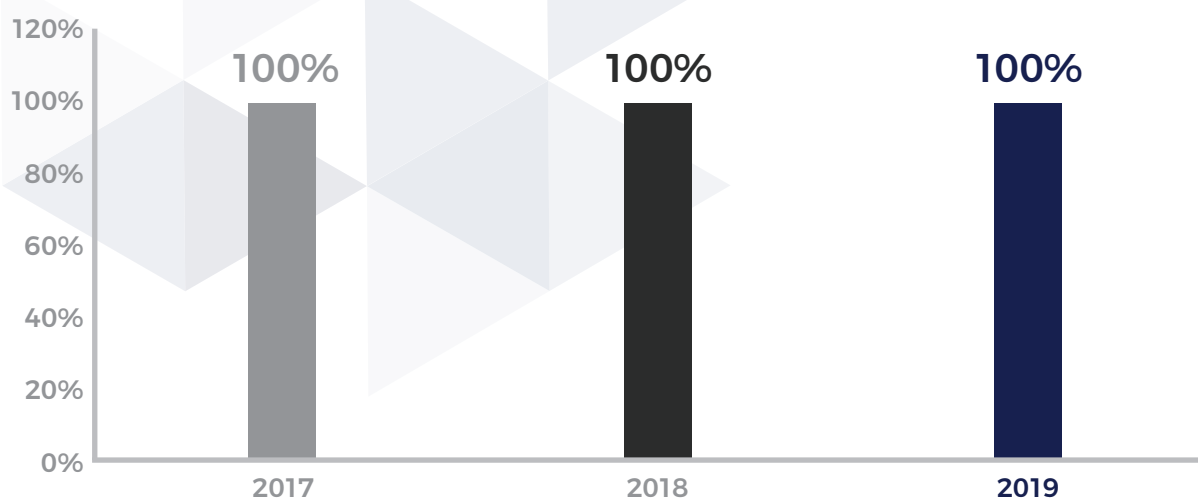
PHILIPPINE DEPOSIT INSURANCE CORPORATION (PDIC)

Insurance Funds Available to Depositors



PHILIPPINE DEPOSIT INSURANCE CORPORATION (PDIC)

Percentage of Valid Deposits Settled within the Prescribed Turn-Around Time (TAT)



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

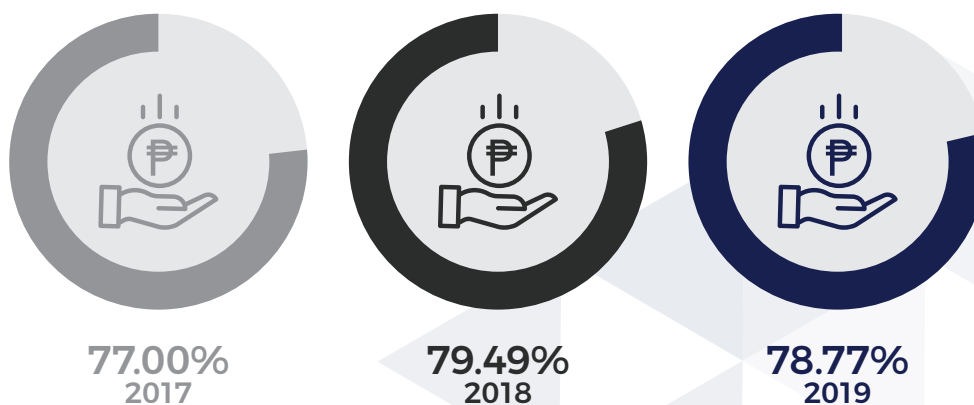


EXPANDED SOCIAL PROTECTION ►



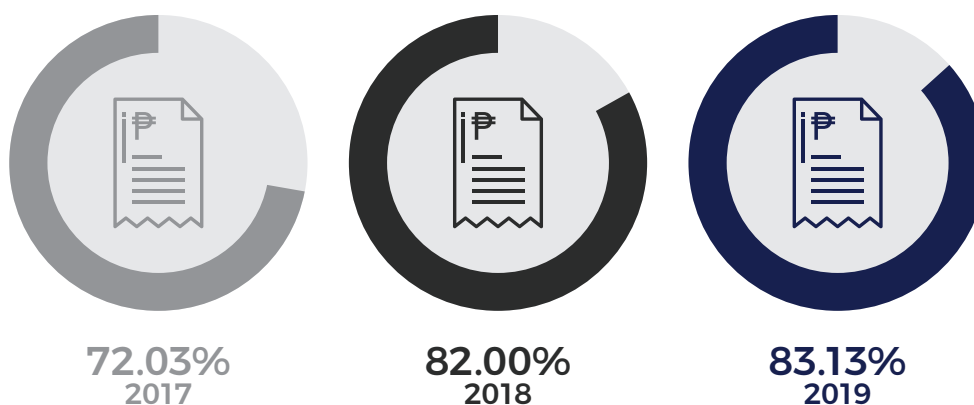
PHILIPPINE HEALTH INSURANCE CORPORATION (PhilHealth)

Collection Efficiency Rate



PHILIPPINE HEALTH INSURANCE CORPORATION (PhilHealth)

Percentage of No Balance Billing Claims for Indigent Patients identified by the Department of Social Welfare and Development (DSWD)



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.



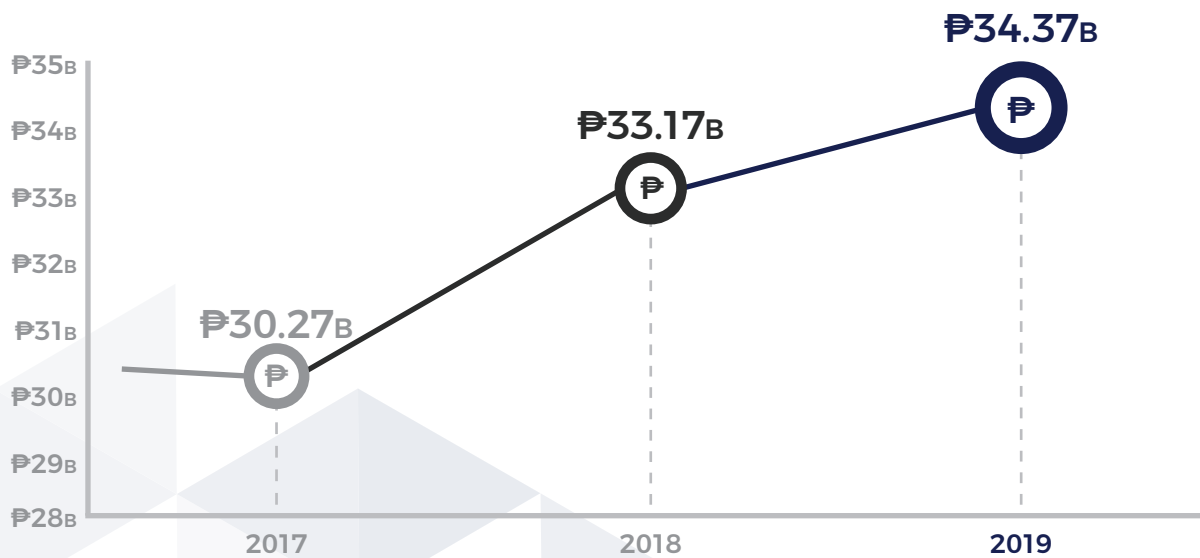
EXPANDED SOCIAL PROTECTION ►



HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG)

Net Income

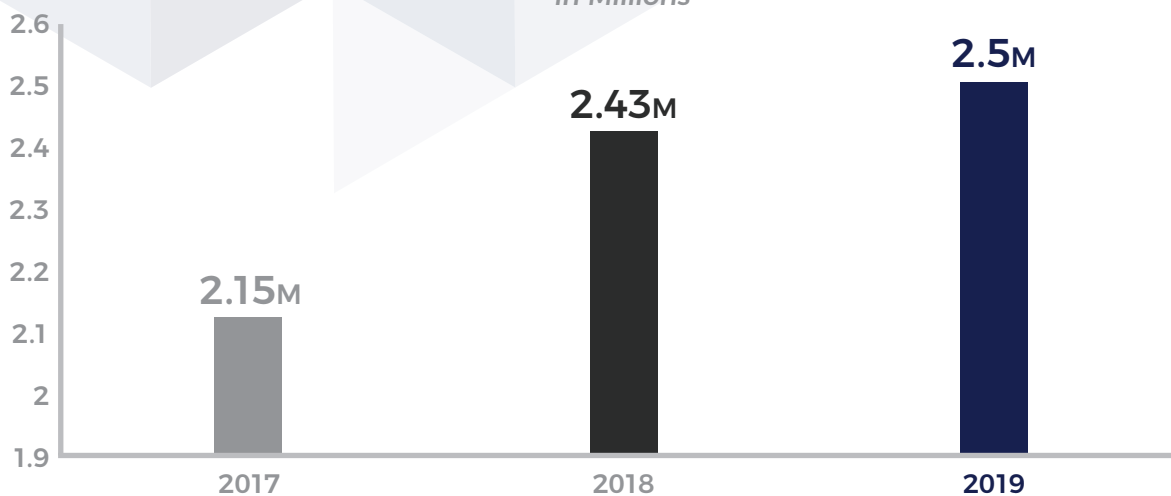
in ₱ Billions



HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG)

Pag-IBIG Number of Borrowers Availing Short-Term Loans

in Millions



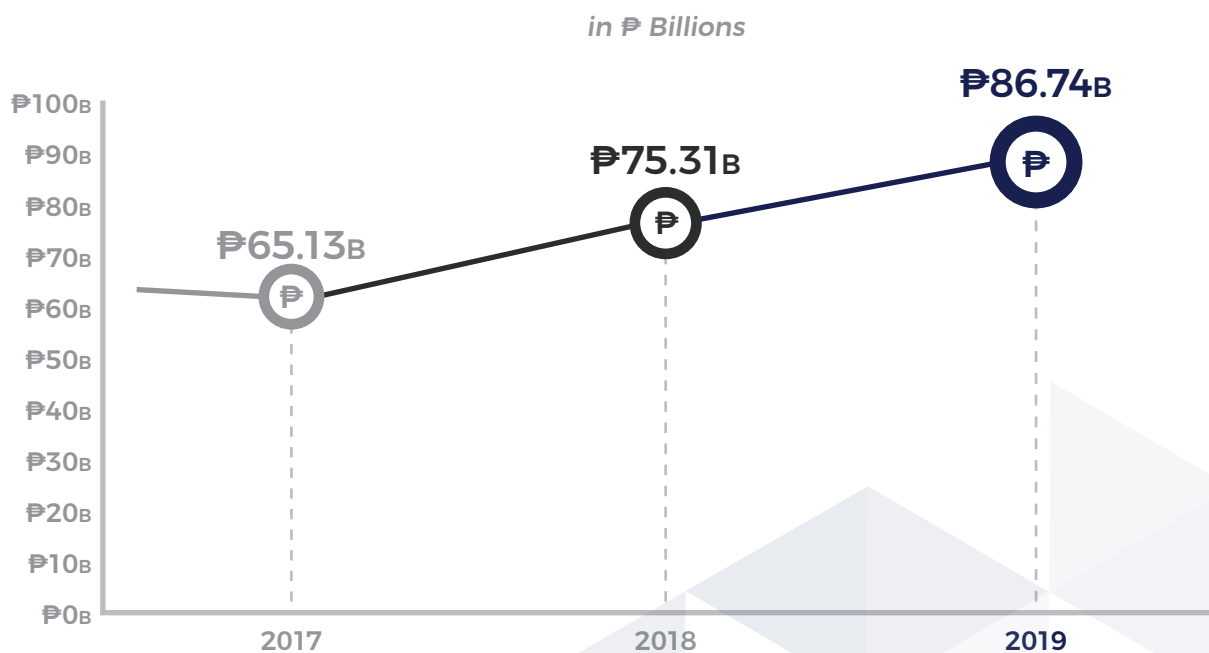
Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

EXPANDED SOCIAL PROTECTION ►



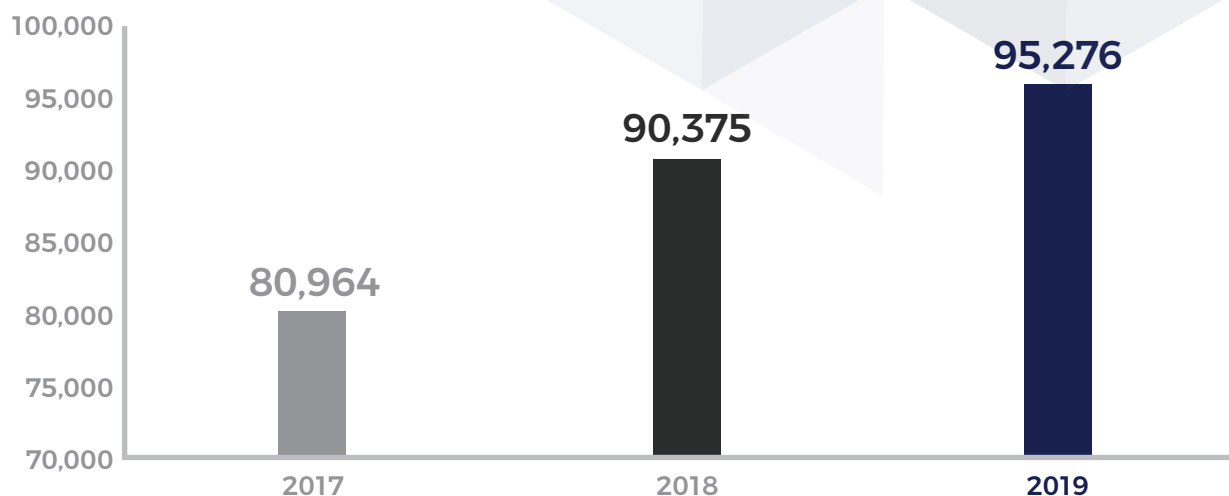
HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG)

Pag-IBIG Housing Loans Granted



HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG)

Pag-IBIG Number of Houses Financed



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.



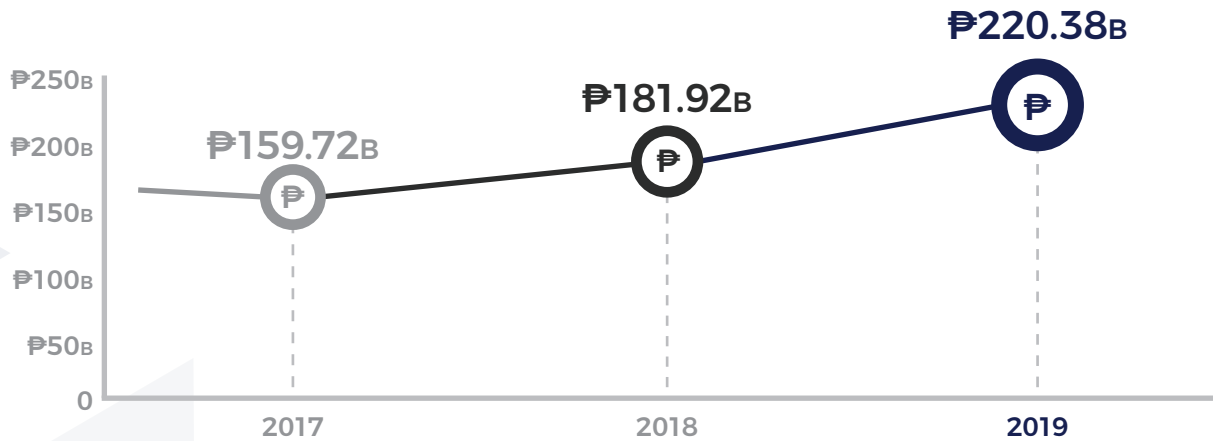
EXPANDED SOCIAL PROTECTION ►



SOCIAL SECURITY SYSTEM (SSS)

Contribution Collections

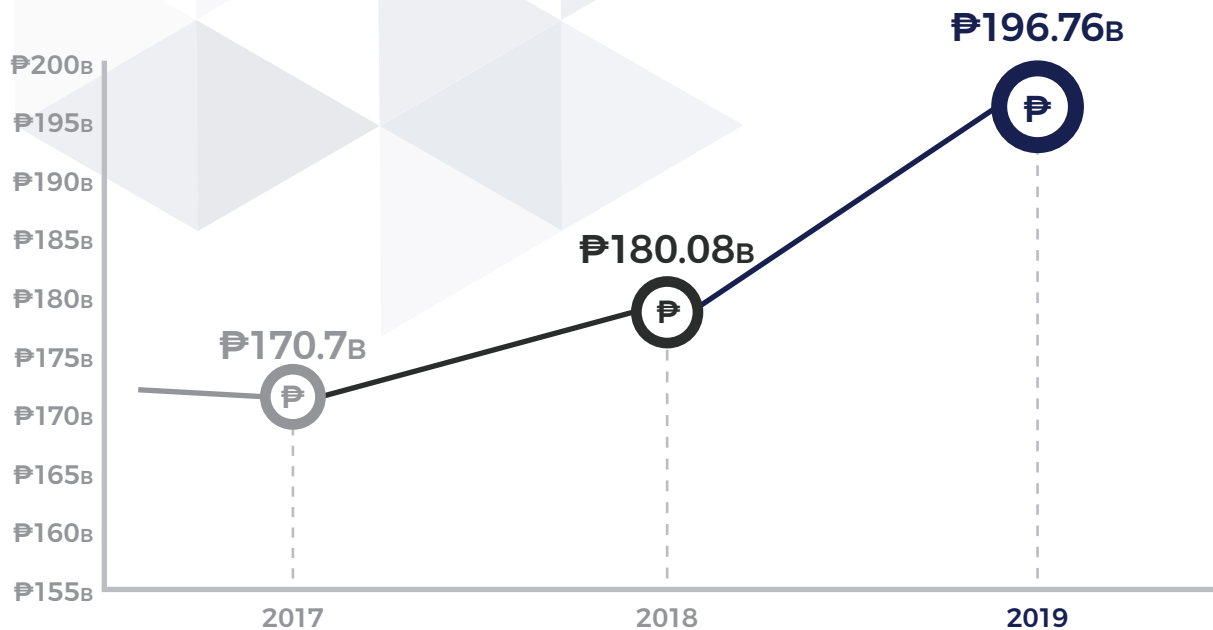
in ₱ Billions



SOCIAL SECURITY SYSTEM (SSS)

Amount of Benefits Released

in ₱ Billions



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.



EXPANDED SOCIAL PROTECTION ►



SOCIAL SECURITY SYSTEM (SSS)

Percentage of Paying Members Over Labor Force



41.4%
2017



43.99%
2018



45.96%
2019



GOVERNMENT SERVICE INSURANCE SYSTEM (GSIS)

Percentage of Social Insurance Claims and Benefits Processed within Turn-around Time



87.13%
2017



89.53%
2018



98.11%
2019

Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

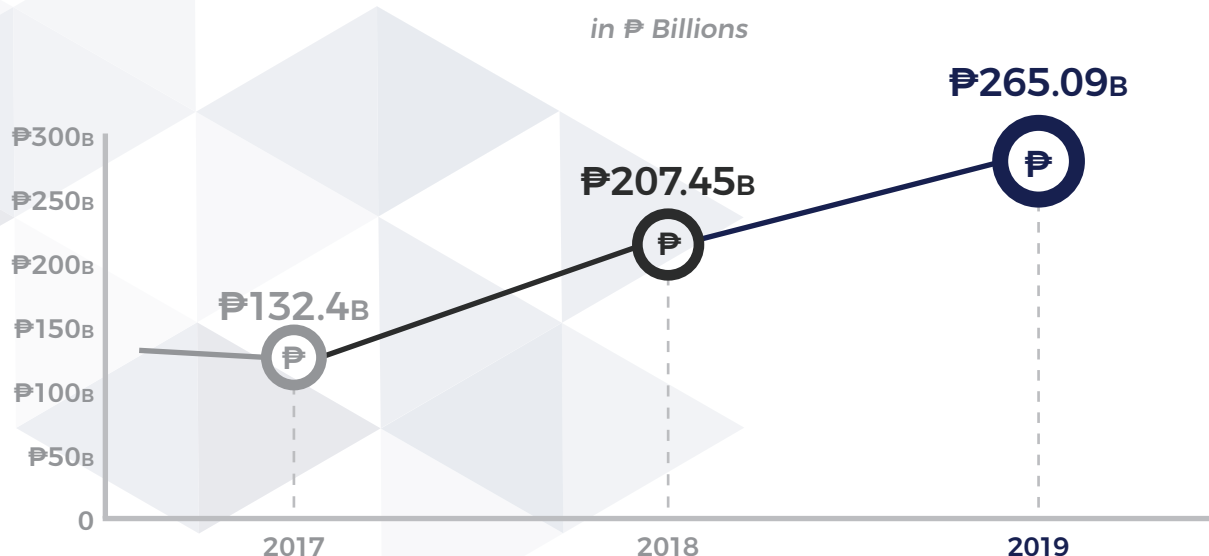


EXPANDED SOCIAL PROTECTION ►



GOVERNMENT SERVICE INSURANCE SYSTEM (GSIS)

Amount of Loans Granted

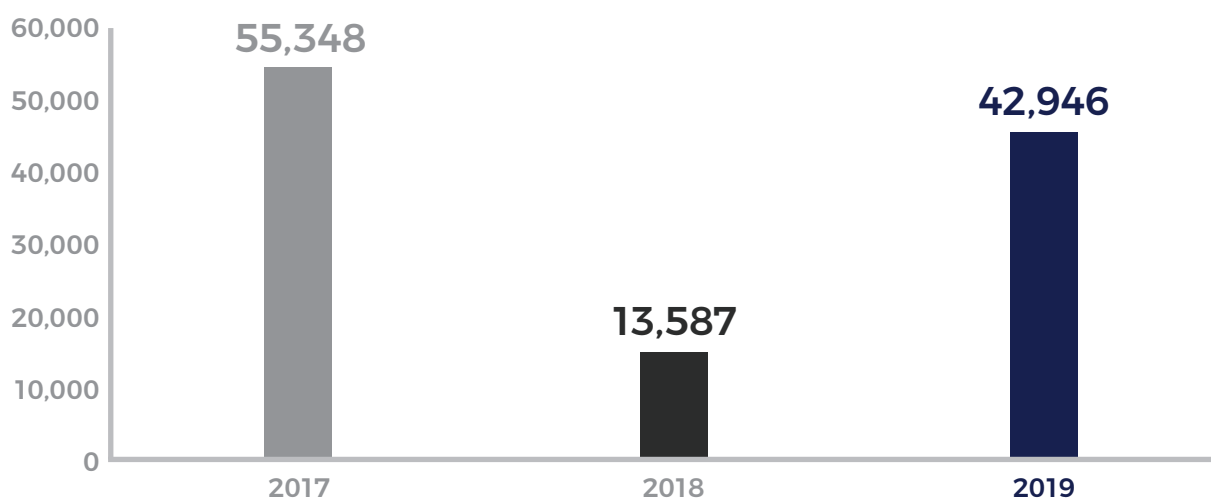


ACCESSIBLE AND SECURED SHELTER ►



NATIONAL HOUSING AUTHORITY (NHA)

Number of Housing Units Completed for Informal Settler Families Living Along Danger Areas and Displaced Due to Calamities



The number of Housing Units provided to Informal Settlers along Danger Areas, those affected by Government Infrastructure Projects, and displaced due to calamities decreased in 2018 due to issues such as inclement weather and unworkable site conditions.

Note:
Figures for the years 2017 and 2018 are validated accomplishments, while figures for 2019 are based on submitted report by GOCCs.

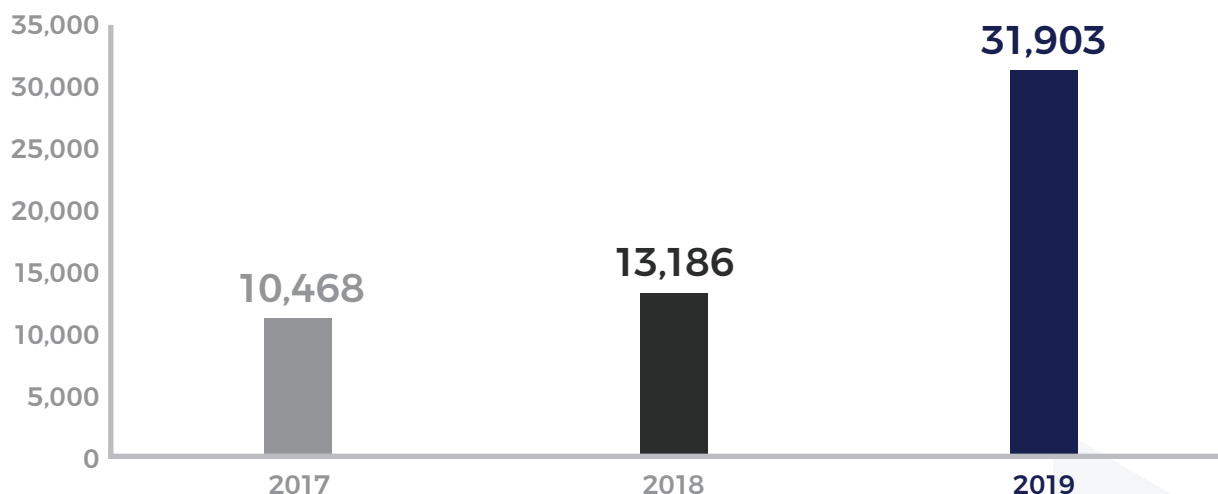


ACCESSIBLE AND SECURED SHELTER ►



SOCIAL HOUSING FINANCE CORPORATION (SHFC)

Number of Informal Settler Families Provided with Housing Finance



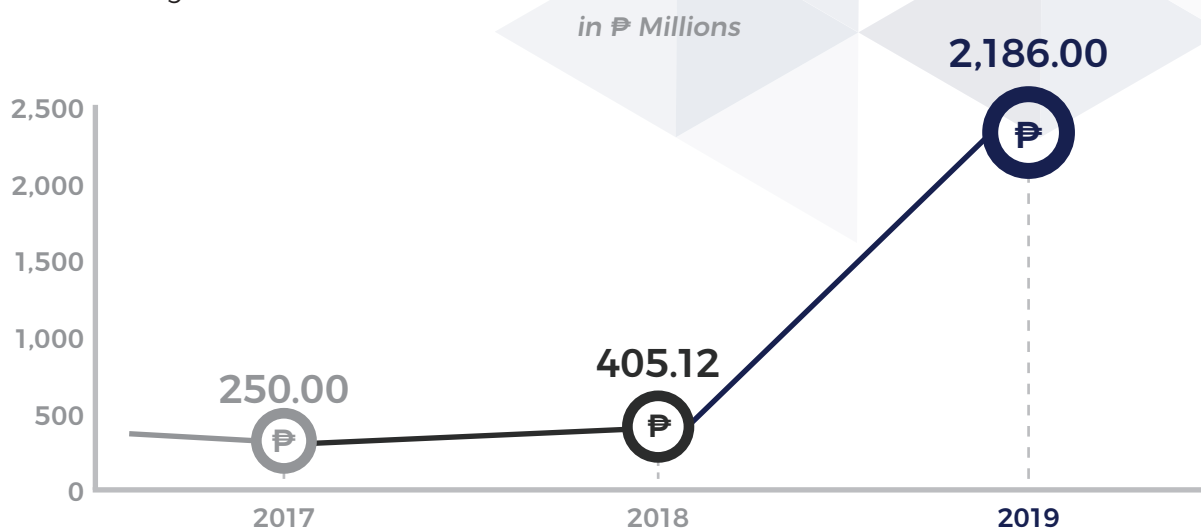
2017 data as reported by SHFC.

It was able to provide housing assistance to informal settler families through the Community Mortgage Program (CMP) and High-Density Housing Program (HDHP). These housing programs are the most receptive to the housing needs of the low-income group in the Philippines.



NATIONAL HOME MORTGAGE FINANCE CORPORATION (NHMFC)

Value of Funds Provided to Originators to be Recycled to Housing through Securitization



The purchase of housing receivables improves the liquidity of financial institutions and developers enabling them to engage in more social housing projects.

Note:
Figures for the years 2017 and 2018 are validated accomplishments, while figures for 2019 are based on submitted report by GOCCs.

IMPROVED WATER ACCESSIBILITY ►

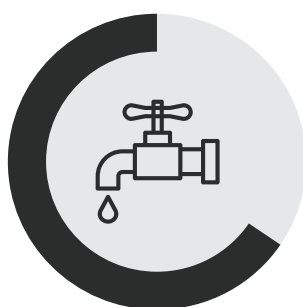


LOCAL WATER UTILITIES ADMINISTRATION (LWUA)

Percentage of Operational Water Districts (WD) with the Capacity to Supply Water 24/7
Operational WDs over Active WDs



68.59%
2017



70.59%
2018

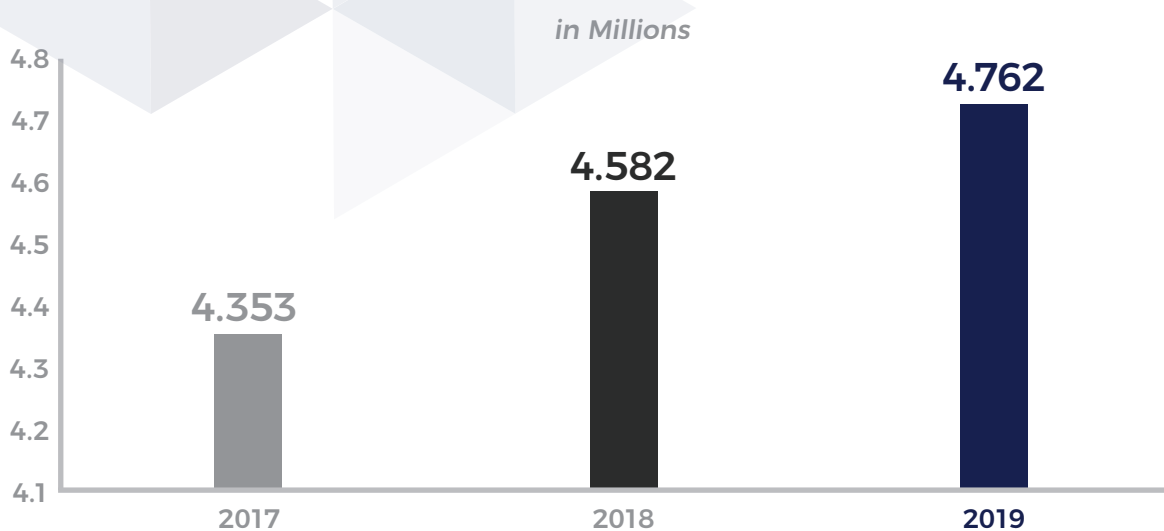


74.02%
2019



LOCAL WATER UTILITIES ADMINISTRATION (LWUA)

Households Outside Metro Manila Served with Individual Connection to Water



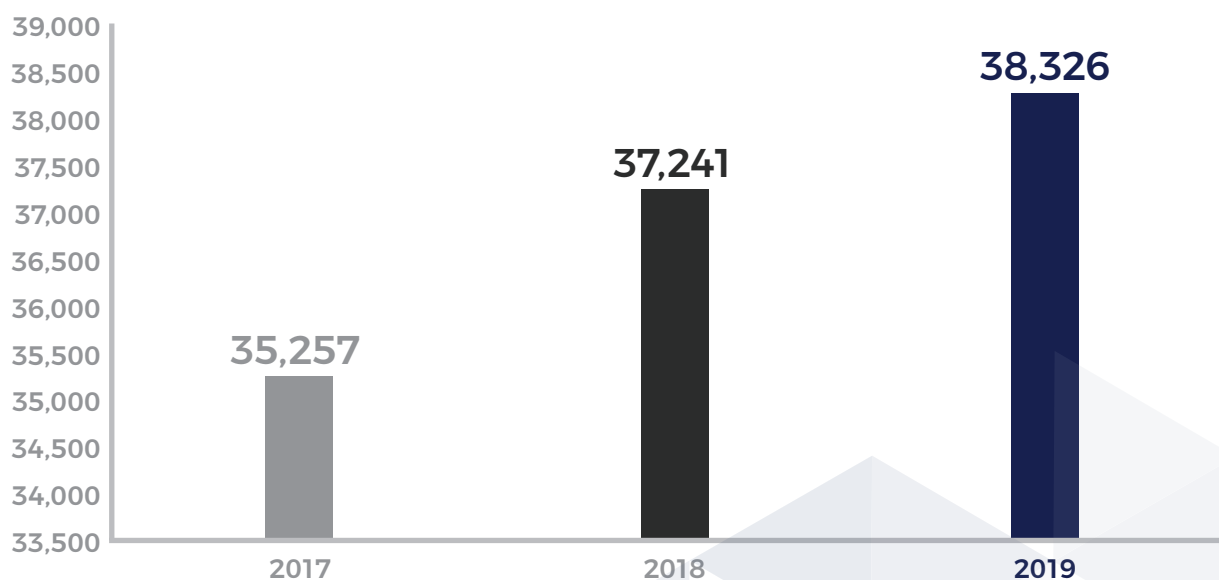
Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

ACCESSIBLE AND RELIABLE ELECTRICITY ►



NATIONAL ELECTRIFICATION ADMINISTRATION (NEA)

Total Number* of Completed and Energized Sitio Projects

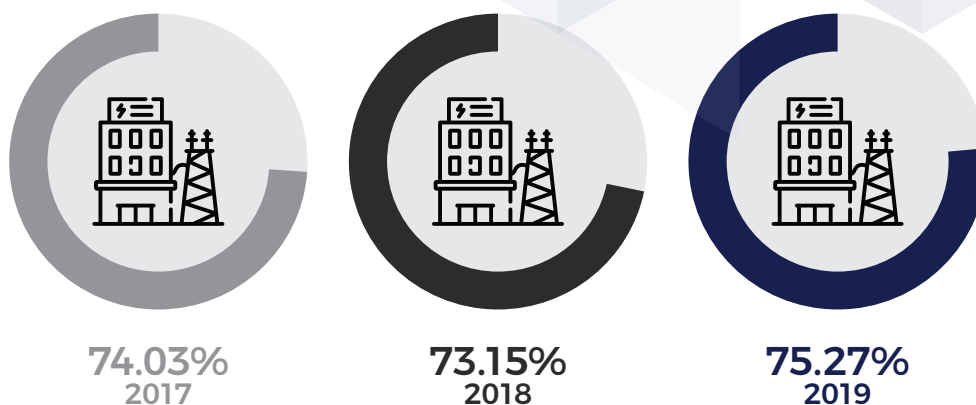


*cumulative number



NATIONAL POWER CORPORATION (NPC)

Availability of Power Supply in Far-Flung Areas

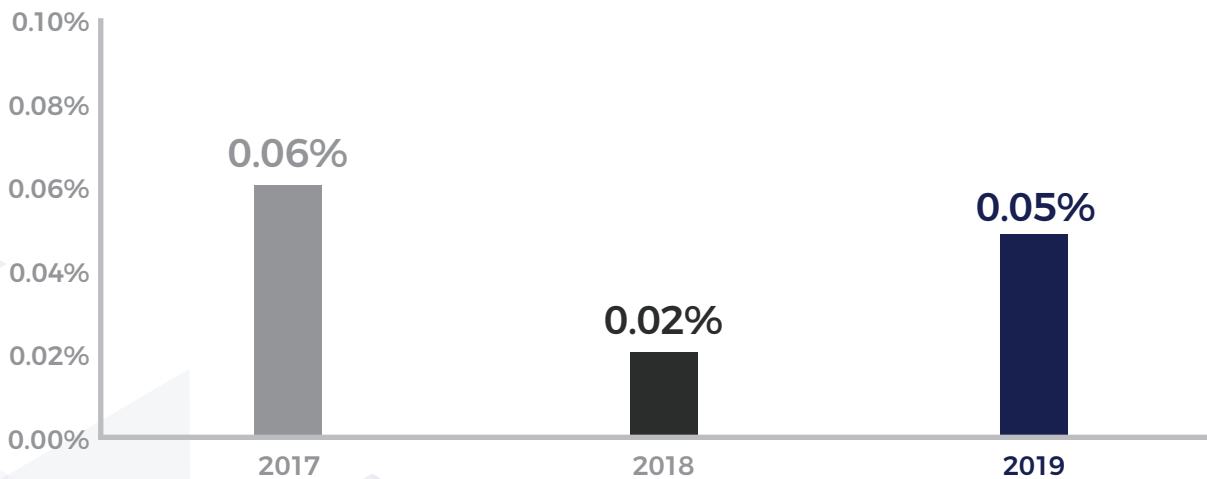


ACCESSIBLE AND RELIABLE ELECTRICITY ►



NATIONAL POWER CORPORATION (NPC)

Power Outage Rate

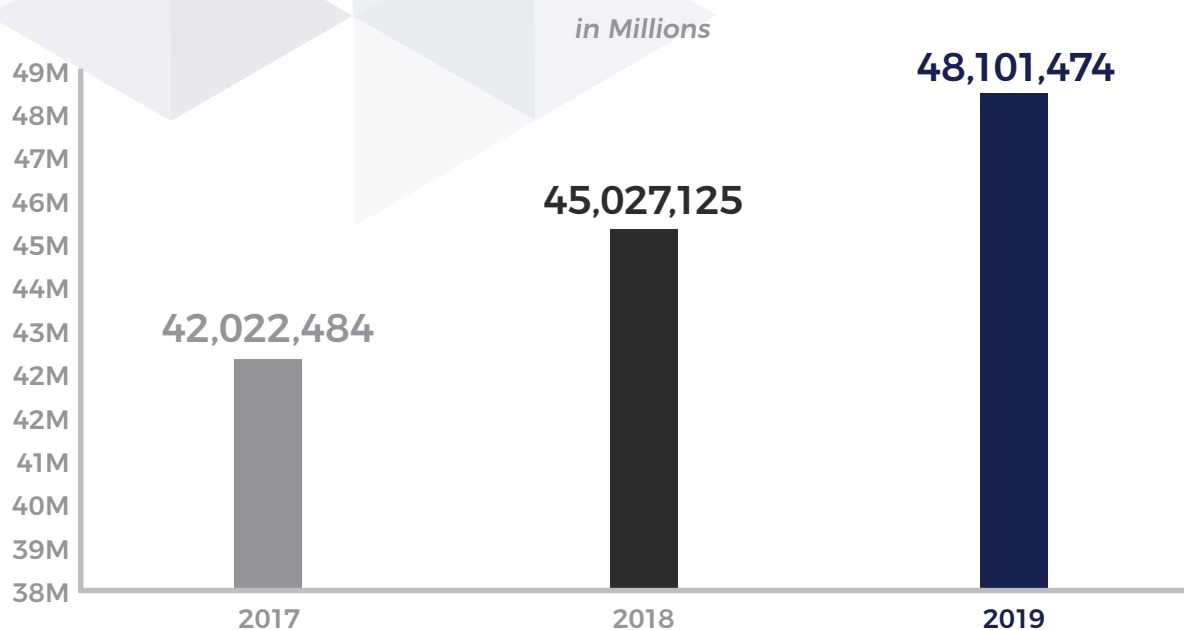


IMPROVING ACCESSIBILITY AND MOBILITY IN TRADE AND TOURISM ►



MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

Sustained Increase in Passenger Volume



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

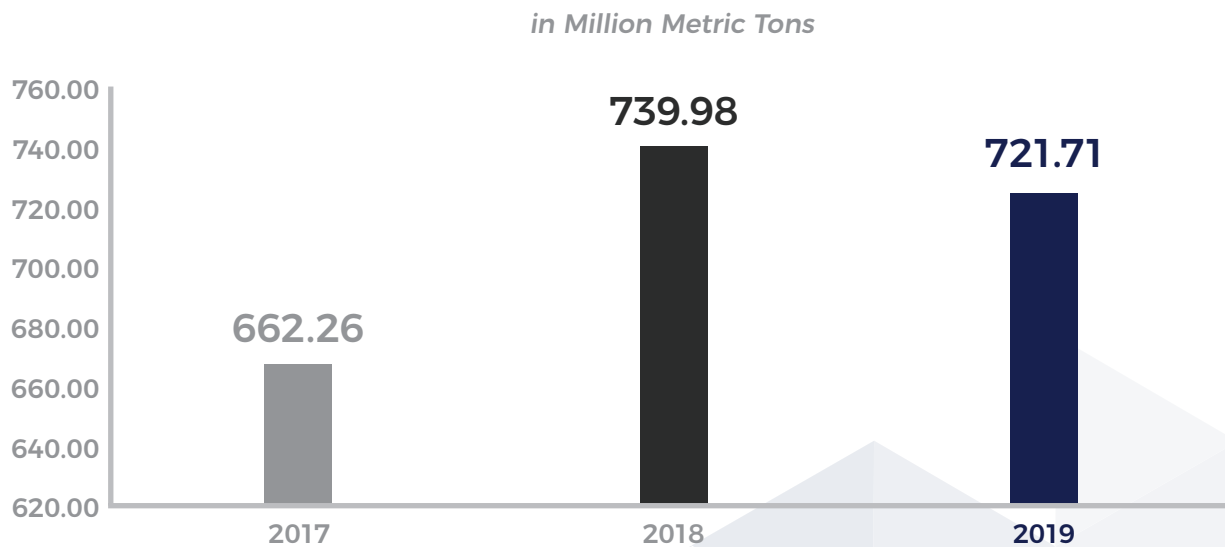


IMPROVING ACCESSIBILITY AND MOBILITY IN TRADE AND TOURISM ►



MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

Cargo Volume

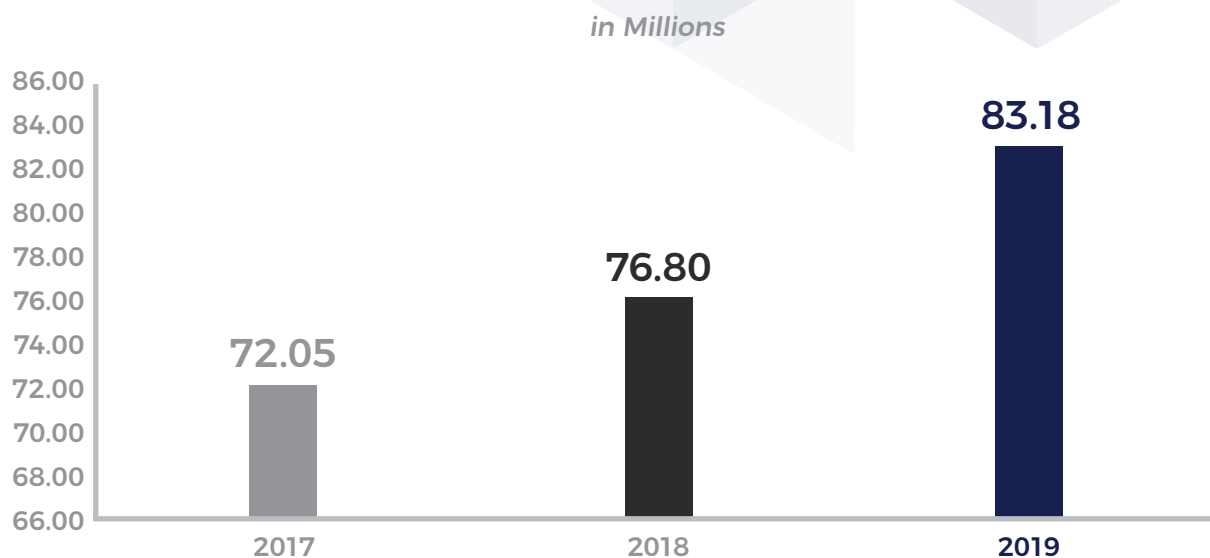


The 2019 slight decrease is attributed to an overall lower business and consumer confidence. According to the International Air Transport Association (IATA), 2019 has been the worst year for air freight (cargo) demand since the past ten (10) years.



PHILIPPINE PORTS AUTHORITY (PPA)

Increase in Passenger Volume



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.



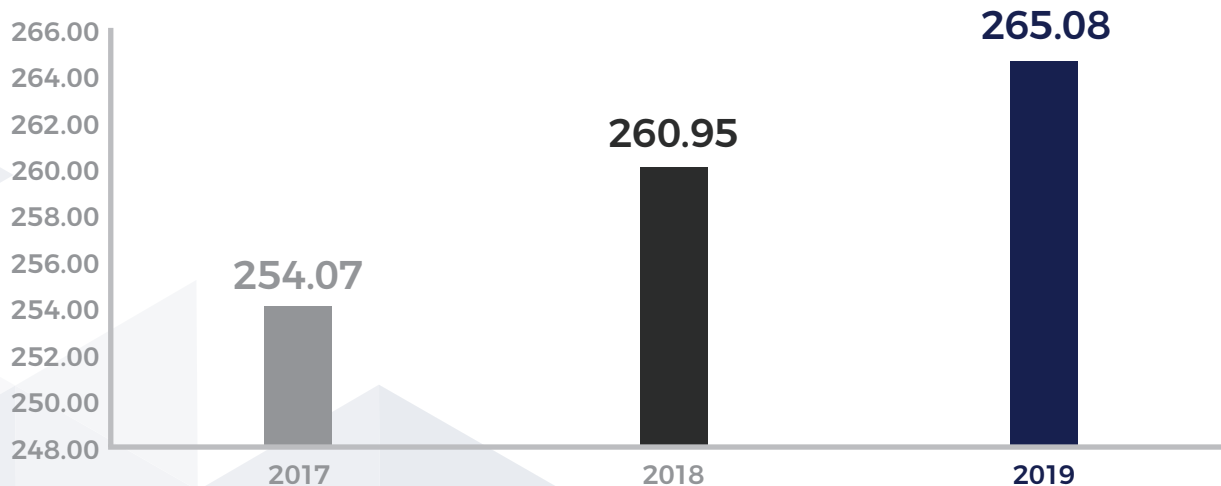
IMPROVING ACCESSIBILITY AND MOBILITY IN TRADE AND TOURISM ►



PHILIPPINE PORTS AUTHORITY (PPA)

Increase in Cargo Volume

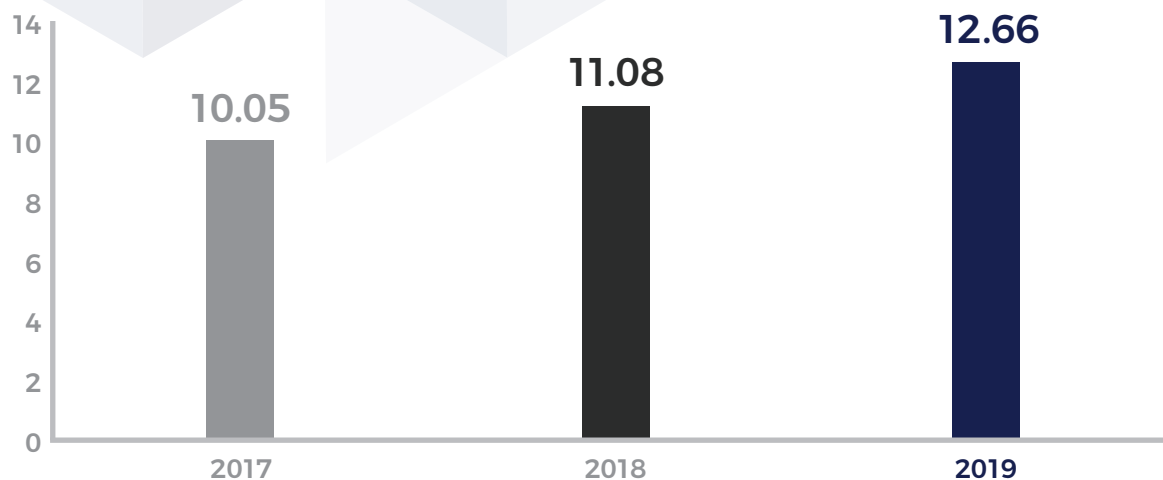
in Million Metric Tons



MACTAN-CEBU INTERNATIONAL AIRPORT AUTHORITY (MCIAA)

Increase in Number of Passengers

in Millions



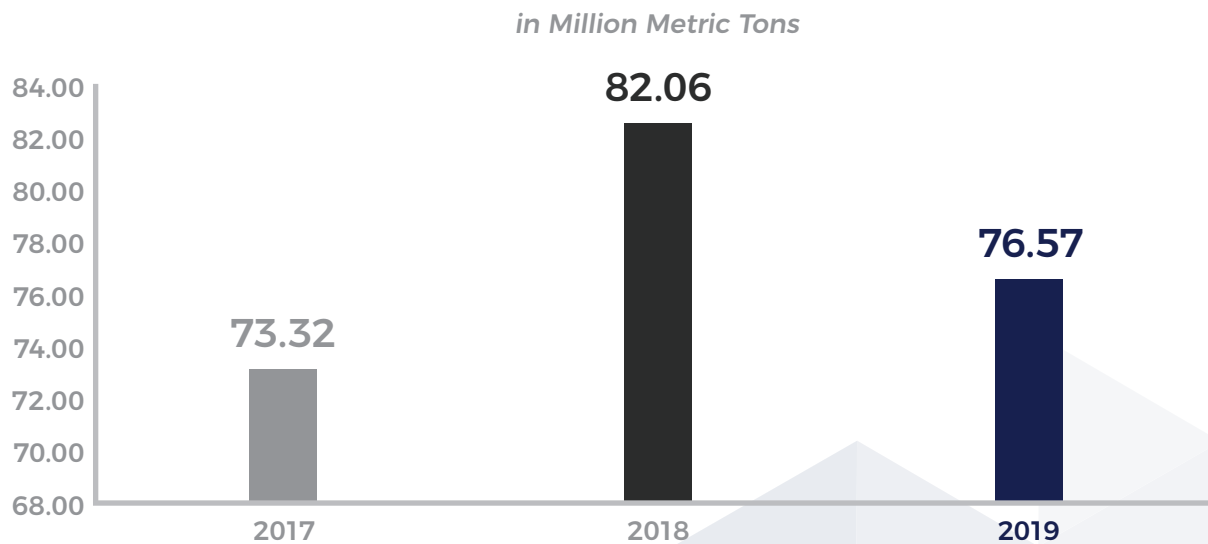
Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.
►►►

IMPROVING ACCESSIBILITY AND MOBILITY IN TRADE AND TOURISM ►



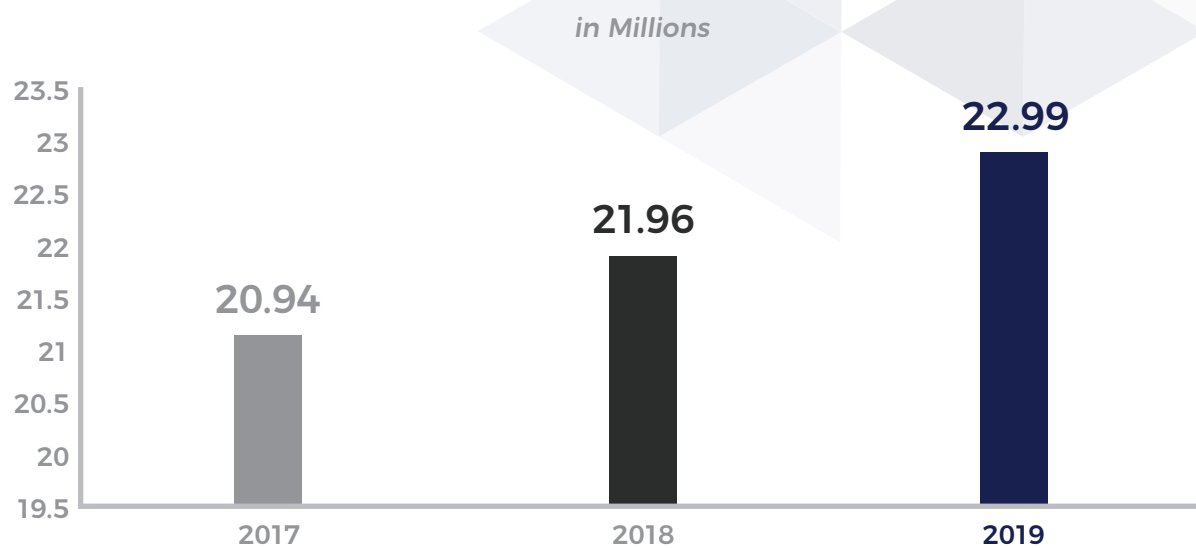
MACTAN-CEBU INTERNATIONAL AIRPORT AUTHORITY (MCIAA)

Cargo Volume



CEBU PORT AUTHORITY (CPA)

Increase in Passenger Traffic



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.



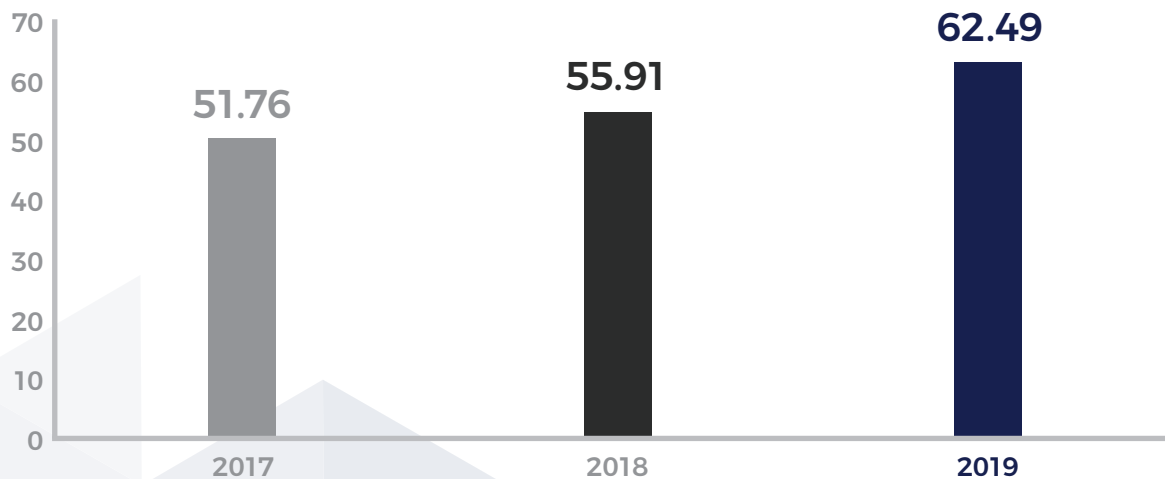
IMPROVING ACCESSIBILITY AND MOBILITY IN TRADE AND TOURISM ►



CEBU PORT AUTHORITY (CPA)

Increase in Cargo Volume

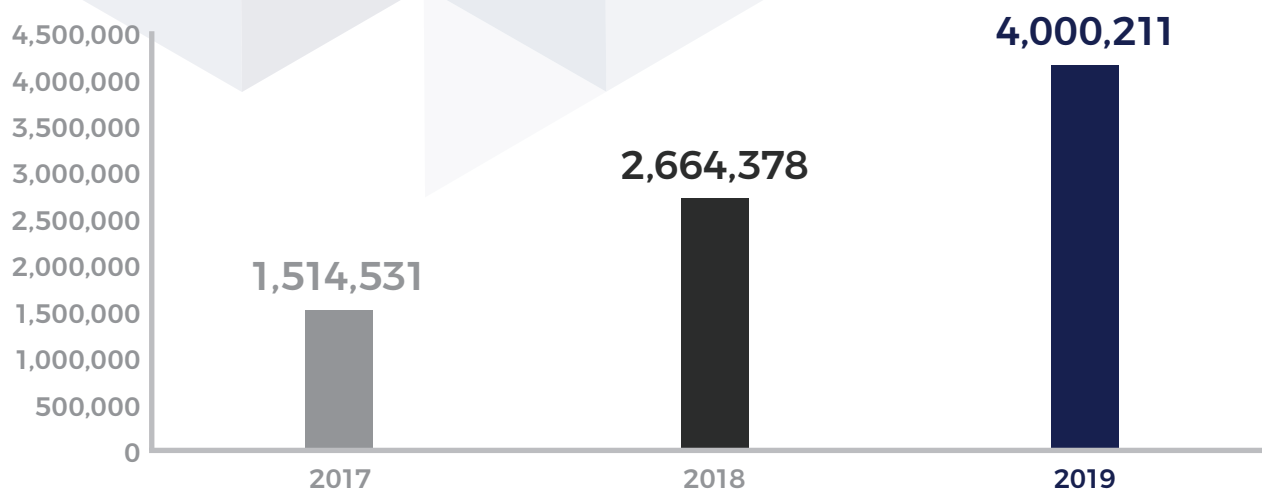
in Million Metric Tons



CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Increase in Passenger Traffic

in Millions



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

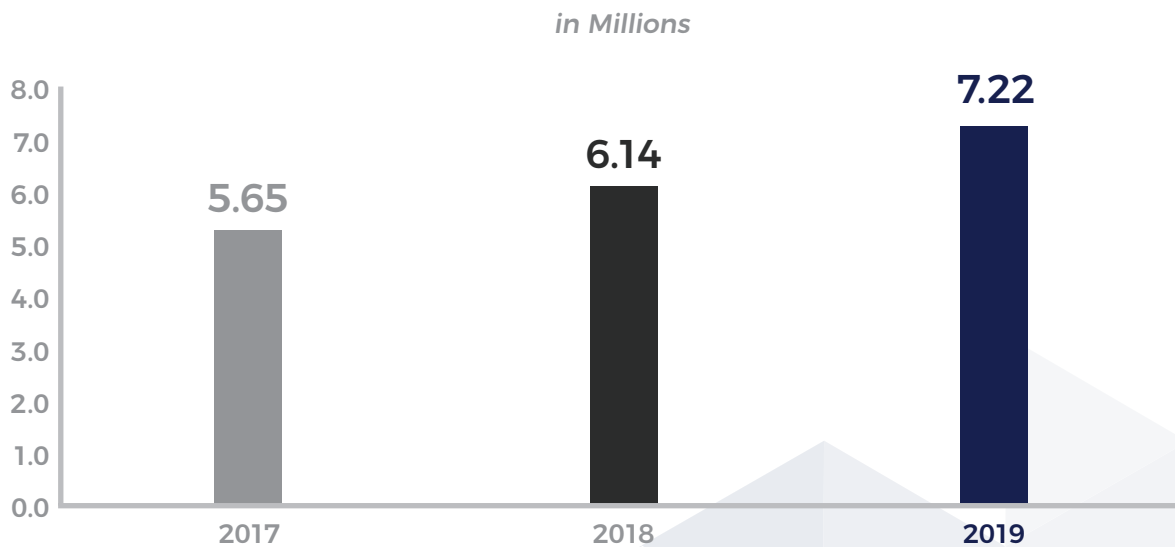


WORLD CLASS TOURISM ►



TPB TOURISM PROMOTIONS BOARD (TPB)

International Tourism Arrivals From 12 Key Markets and Overseas Filipino Markets

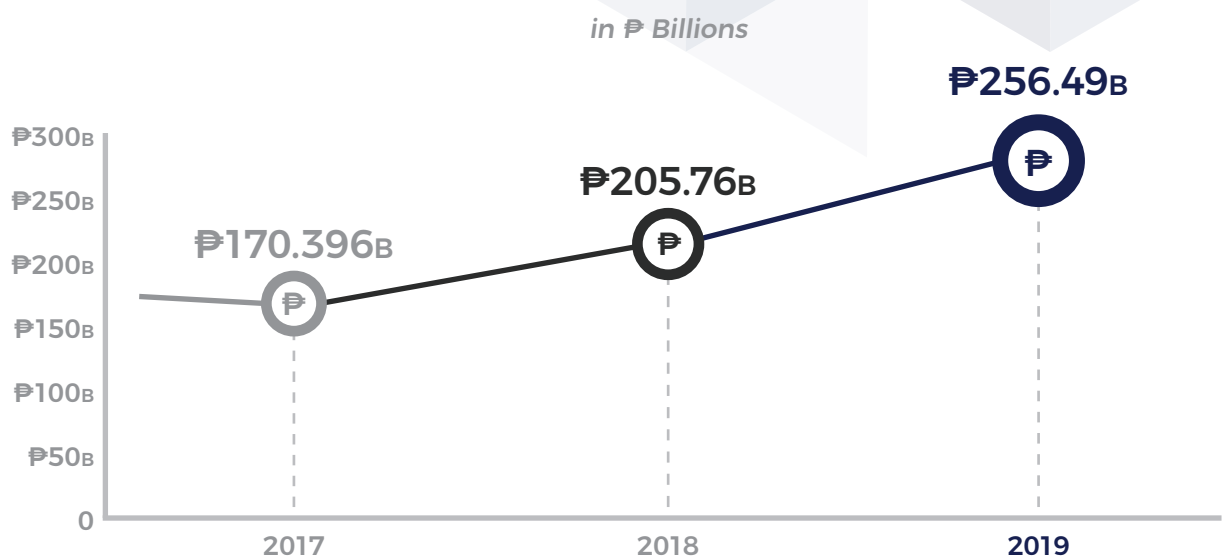


GAMING AND ENTERTAINMENT INDUSTRY ►



PHILIPPINE AMUSEMENT GAMING CORPORATION (PAGCOR)

Industry Gross Gaming Revenue



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.



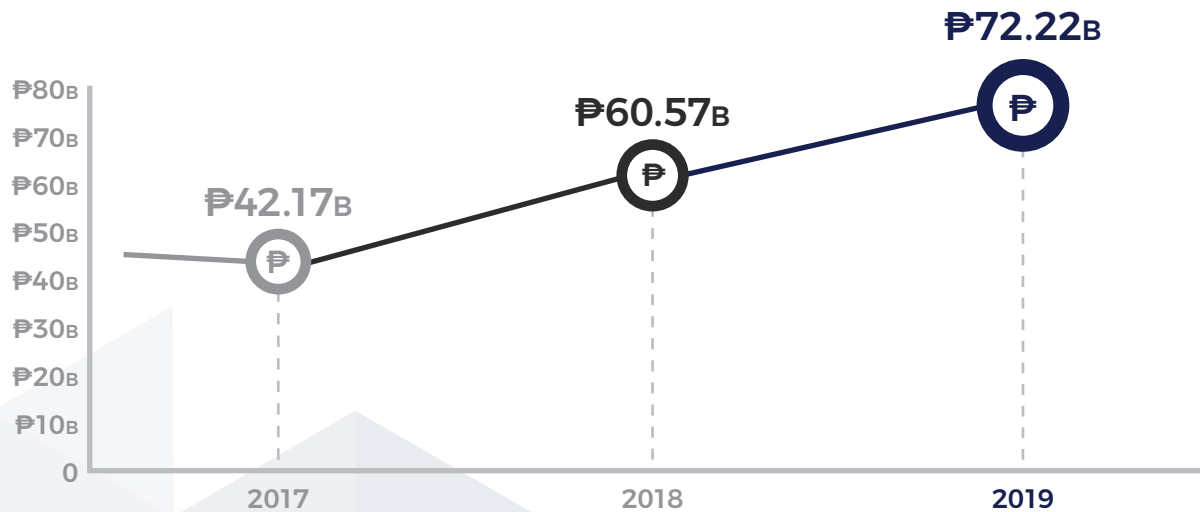
GAMING AND ENTERTAINMENT INDUSTRY ►



PHILIPPINE AMUSEMENT GAMING CORPORATION (PAGCOR)

Total Contributions to the National Government

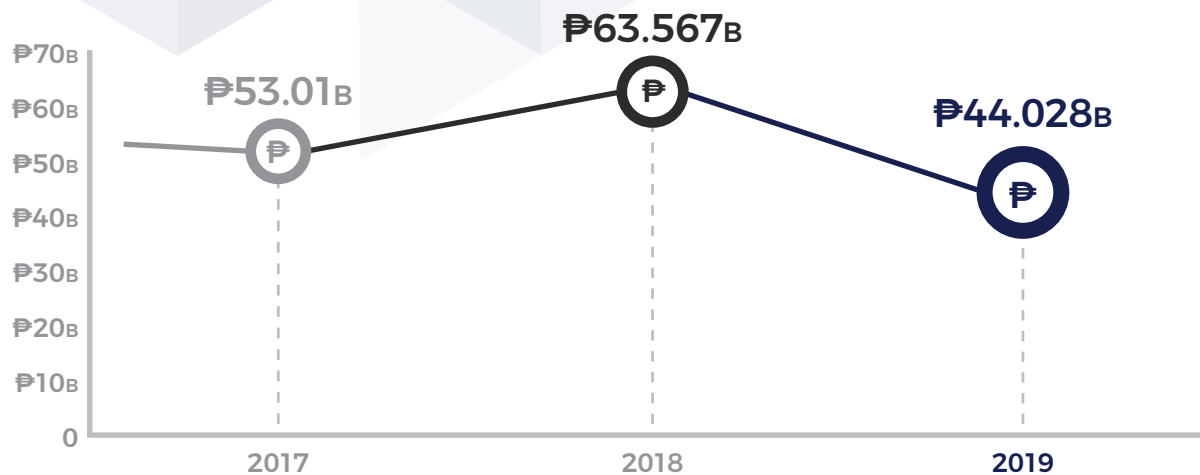
in ₱ Billions



PHILIPPINE CHARITY SWEEPSTAKES OFFICE (PCSO)

Gross Revenue/Sales

in ₱ Billions



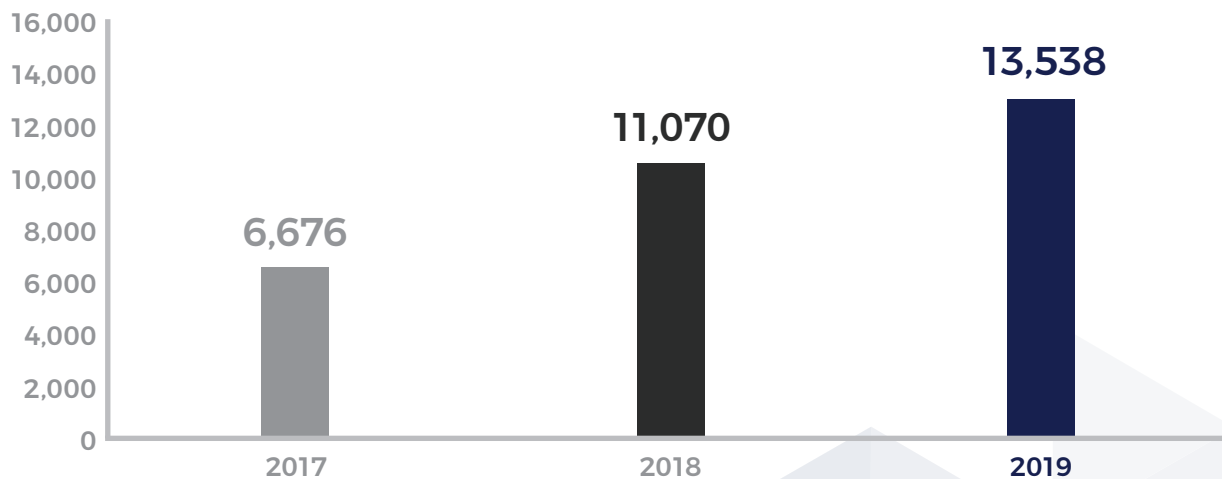
Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

ACCELERATING GROWTH THROUGH REGIONAL DEVELOPMENT ►



CDC CLARK DEVELOPMENT CORPORATION (CDC)

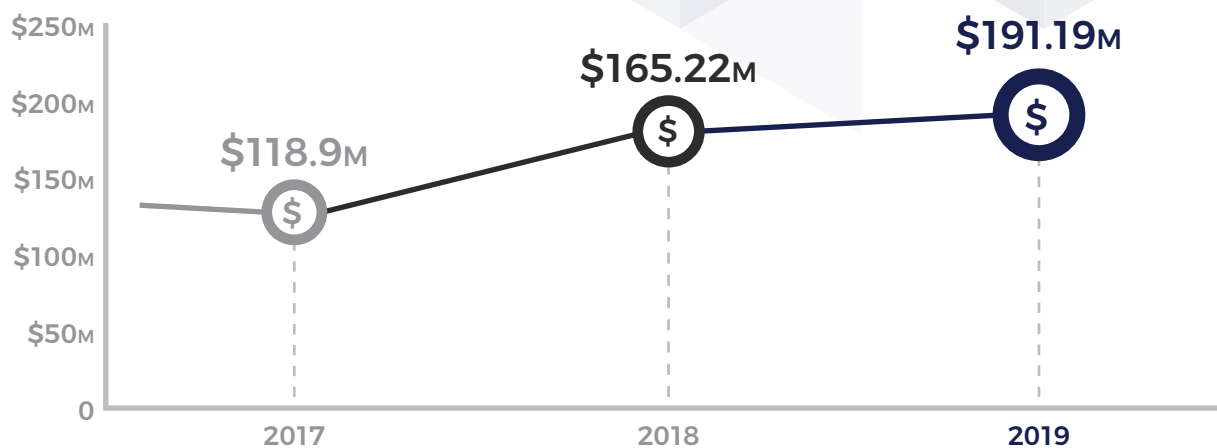
Number of Actual Jobs Generated in the Clark Freeport Zone (CFZ)



CDC CLARK DEVELOPMENT CORPORATION (CDC)

Total New Committed Investments in the Clark Freeport Zone (CFZ)

in \$ Millions



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

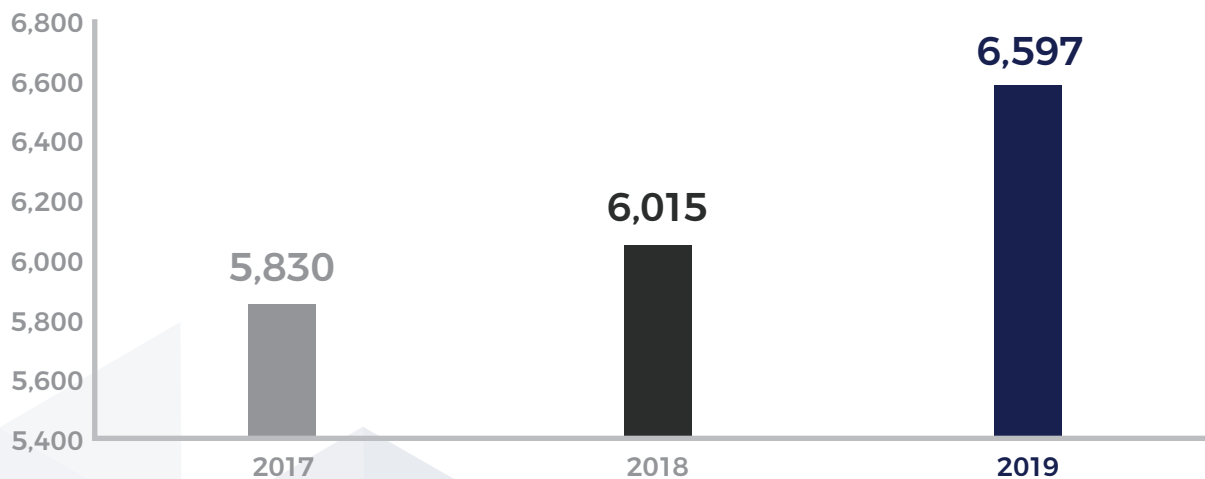


ACCELERATING GROWTH THROUGH REGIONAL DEVELOPMENT ►



JOHN HAY MANAGEMENT CORPORATION (JHMC)

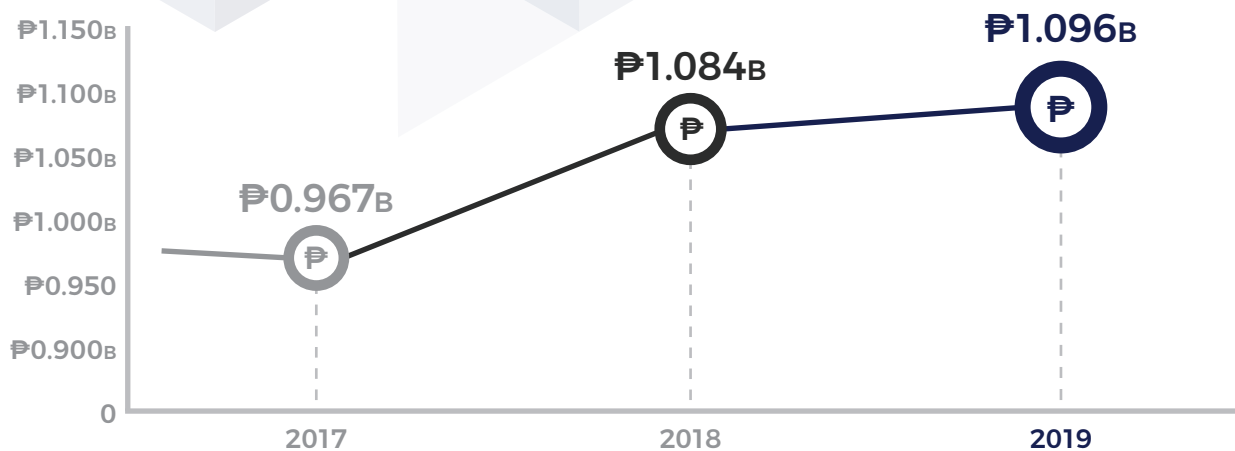
Number of Jobs Generated in the John Hay Special Economic Zone (JHSEZ)



JOHN HAY MANAGEMENT CORPORATION (JHMC)

Gross Sales of Business Enterprises Within the John Hay Special Economic Zone (JHSEZ)

in ₱ Billions



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

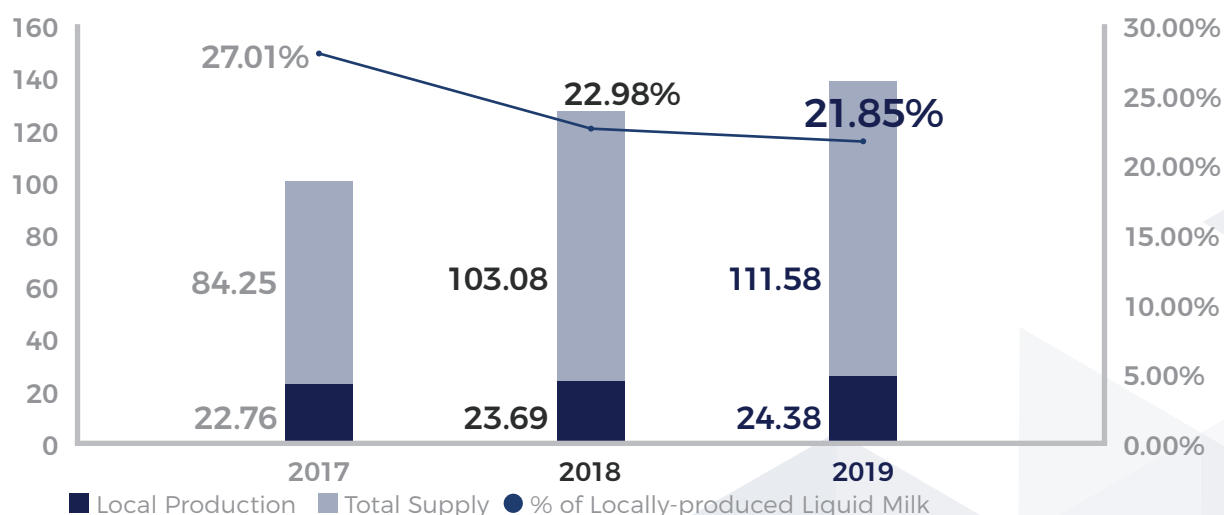


COMPETITIVE AND SUSTAINABLE FOOD PRODUCTION ►



NATIONAL DAIRY AUTHORITY (NDA)

Local Liquid Milk Production Over Total Supply

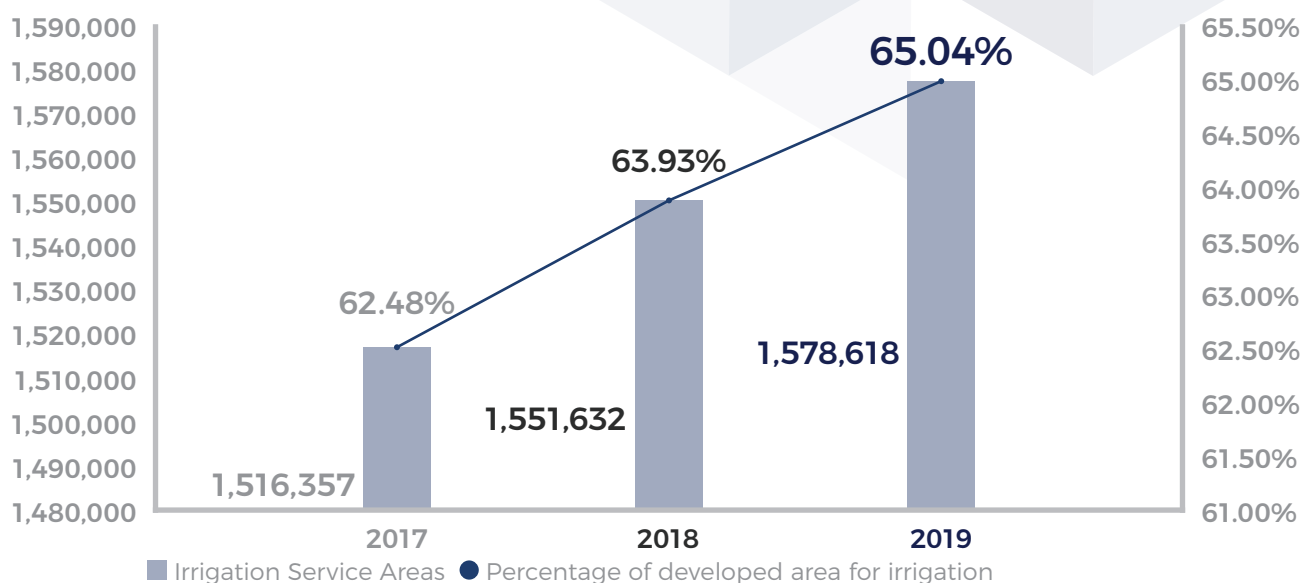


For 2019, despite the increase in total local production, its percentage share to total supply declined due to the higher importation.



NATIONAL IRRIGATION ADMINISTRATION (NIA)

Irrigation Service Areas and Percentage of Developed Area for Irrigation

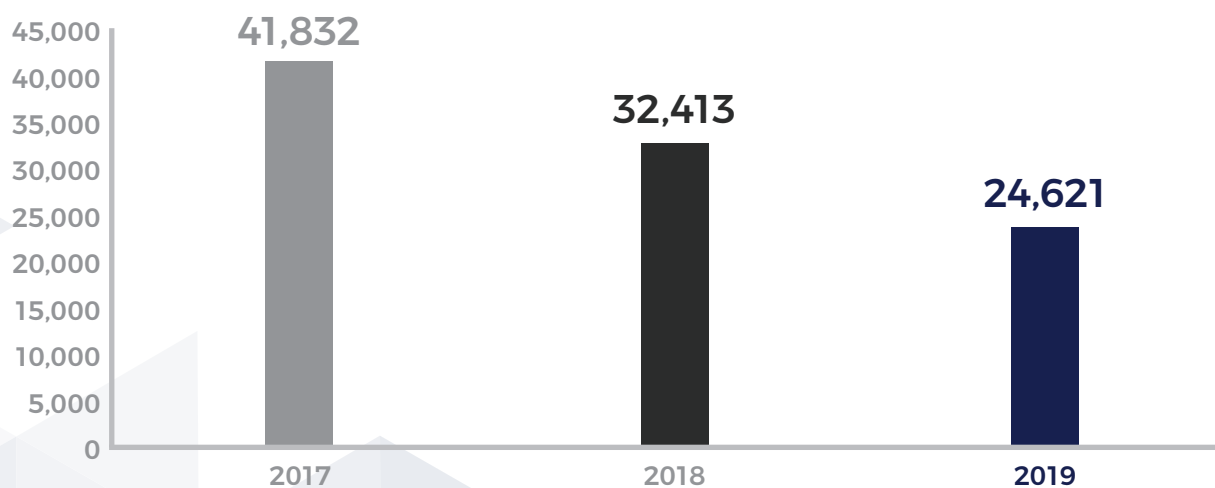


COMPETITIVE AND SUSTAINABLE FOOD PRODUCTION ►



PHILIPPINE COCONUT AUTHORITY (PCA)

Average Annual Income of Farmers*

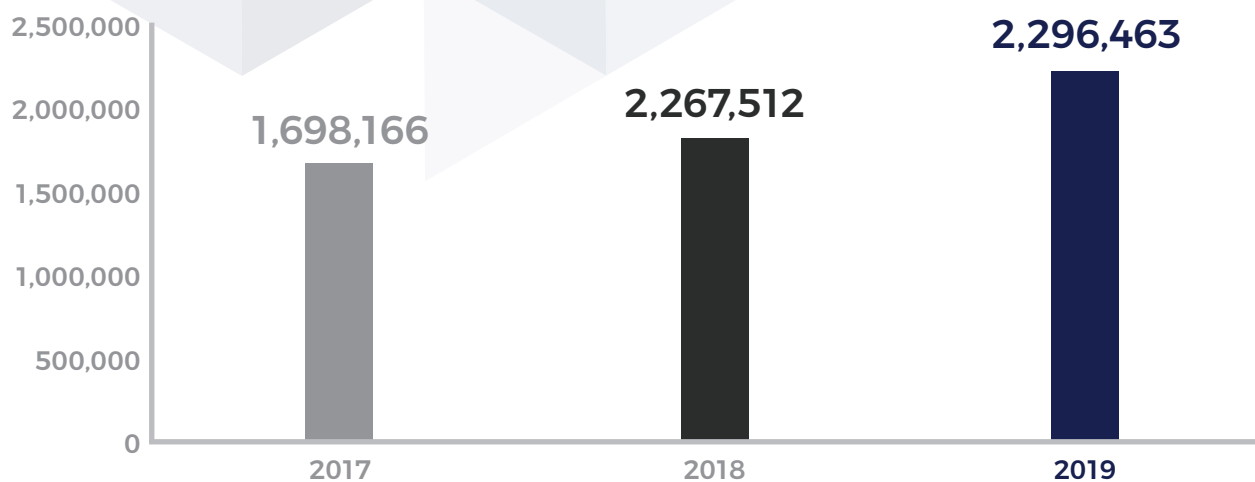


*No 2019 data for Regions I, II, III, IV-B, and BARMM



PHILIPPINE CROP INSURANCE CORPORATION (PCIC)

Number of Subsistence Farmers Enrolled in Crop Protection



Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.

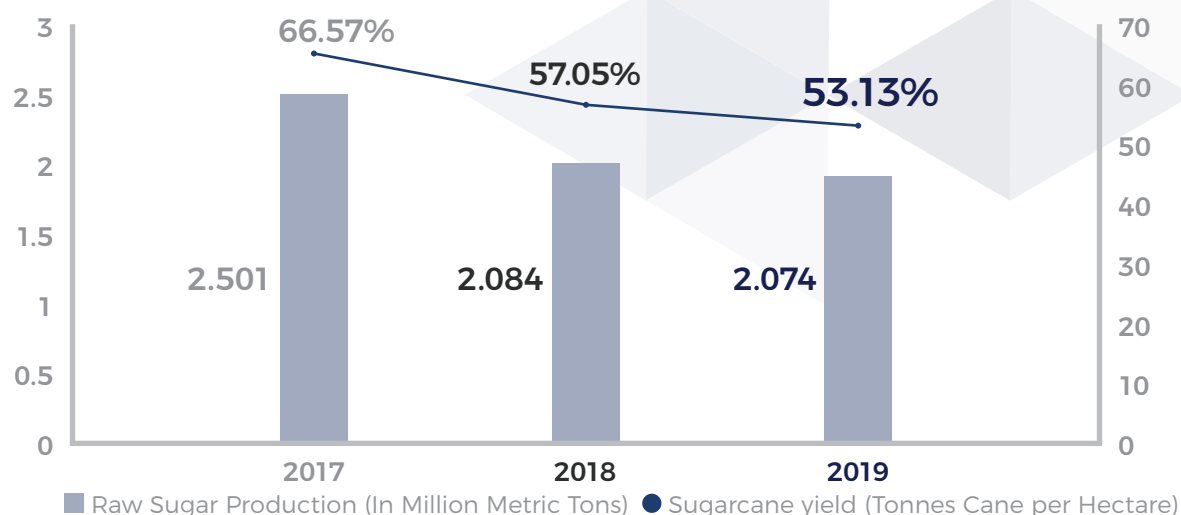


COMPETITIVE AND SUSTAINABLE FOOD PRODUCTION ►



SUGAR REGULATORY ADMINISTRATION (SRA)

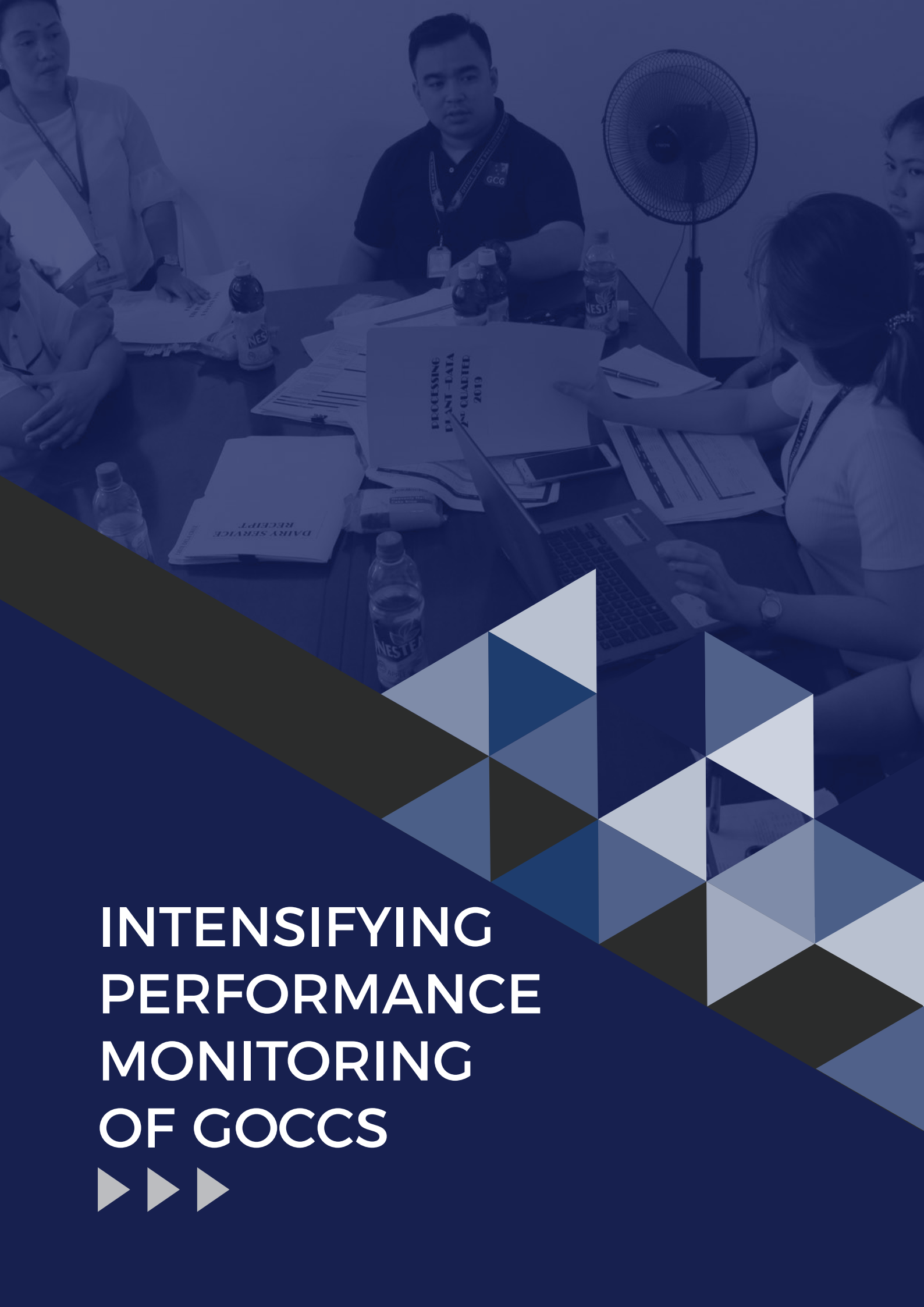
Raw Sugar Production and Sugarcane Yield



The lower production in 2019 is attributed to the El Niño phenomenon experienced during the crop year.

Note:
Figures for the years 2017 and 2018 are validated accomplishments,
while figures for 2019 are based on submitted report by GOCCs.





INTENSIFYING PERFORMANCE MONITORING OF GOCCS





Among the primary mandates of the GCG under R.A. No. 10149 is to establish the Performance Evaluation Systems (PES), including performance scorecards, which shall apply to all GOCCs and the various GOCC classification.⁹ The PES provides the framework for setting the organizational targets of a GOCC and the appraisal of accomplishments in a given year based on set performance criteria, targets, and weights.¹⁰ The PES as a framework aims to facilitate the achievement of breakthrough results and performance by implementing effective and efficient monitoring and coordination of the strategic objectives of the GOCC.¹¹

To operationalize its mandate to evaluate the performance of GOCCs covered by R.A. No. 10149,¹² the GCG issued its Memorandum Circular (M.C.) Nos. 2013-02¹³ and 2017-02.¹⁴ These serve as guidelines in the conduct of the Performance Evaluation System for the GOCC Sector.

The PES requires GOCCs to submit their Charter Statement, Strategy Map, and Performance Scorecard, which embodies their proposed targets for the year. Included also as a requirement to implement the PES is the submission of Quarterly Monitoring

Reports (QMRs). The QMR provides the status report of the GOCCs' achievement of the annual targets; requiring such a report ensures that GOCCs are able to institute a monitoring and evaluation system within the organization.

The Governance Commission conducts an annual evaluation of the full-year accomplishment of GOCCs, which commences as early as February of the succeeding year. This assessment allows the Governance Commission to validate the reported attainment of a GOCC that is one of the requirements for a GOCC to qualify for the grant of Performance-Based Bonus (PBB) and for its Board of Directors, the Performance-Based Incentive (PBI).

In line with its strategy to Intensify Performance Monitoring, the GCG aims to generate one (1) quarterly performance evaluation of all its GOCCs by 2022 – in addition to the annual assessment of the GOCC's performance. Such quarterly monitoring involves the assessment of status of the GOCC's accomplishments within the year, which in turn provide valuable inputs during the Technical Panel Meetings (TPM) to set appropriate performance targets for the succeeding year.

9 Sec. 5(f), R.A. No. 10149. ►►►

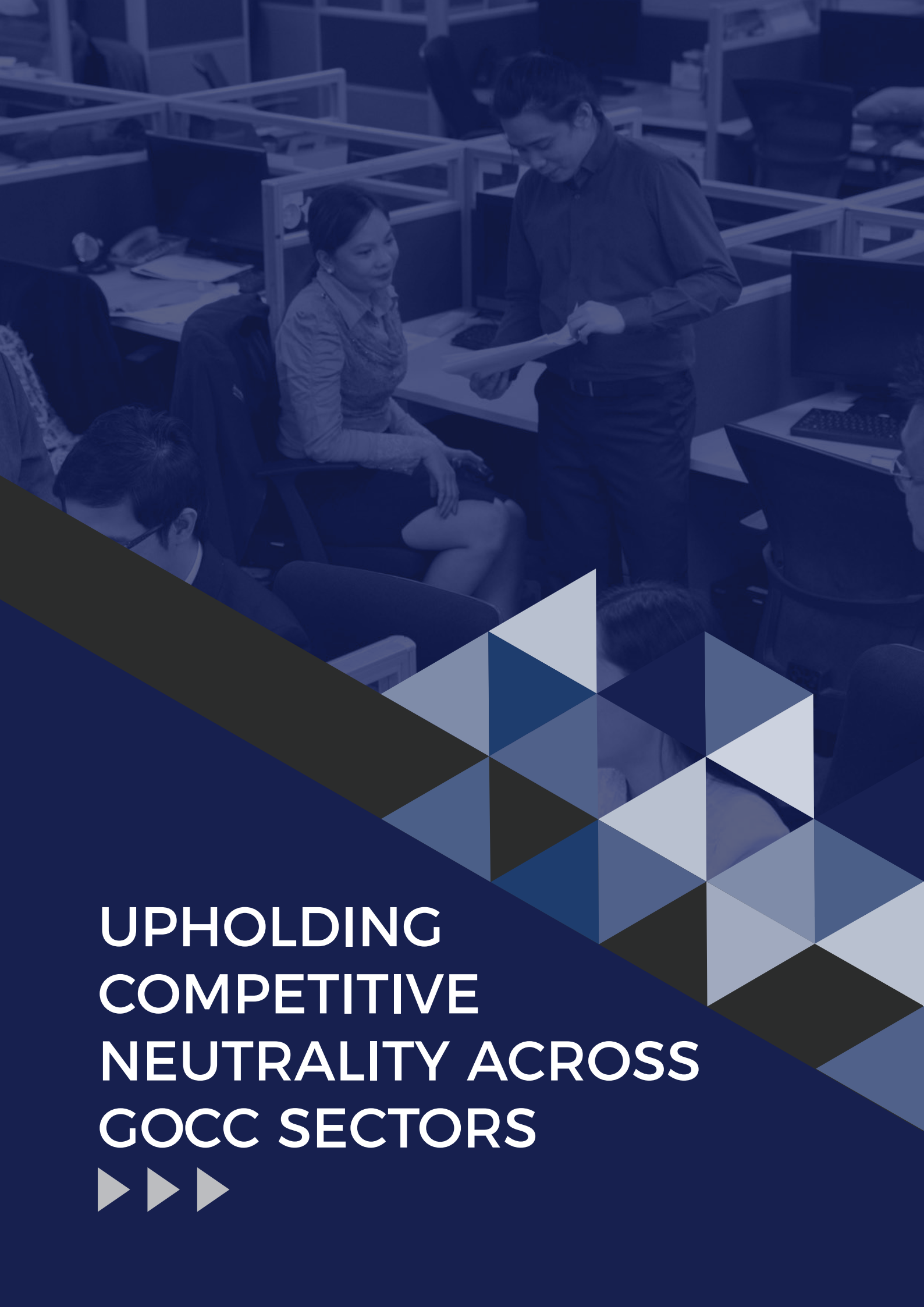
10 Sec. 3(t), R.A. No. 10149. ►►►

11 Sec. 3(u), R.A. No. 10149. ►►►

12 Sec. 4, R.A. No. 10149. ►►►

13 "Performance Evaluation System for the GOCC Sector," dated 24 June 2014. ►►►

14 "Interim PES for the GOCC Sector," dated 30 June 2017. ►►►



UPHOLDING COMPETITIVE NEUTRALITY ACROSS GOCC SECTORS



Under the Ownership and Operations Manual Governing the GOCC Sector mandated under R.A. No. 10149 and approved by the President,¹⁵ among the responsibilities of the National Government in the operations and governance of GOCCs is to ensure competitive neutrality. In order to achieve a level playing field with corporations in the private sector performing similar commercial activities for the public, the National Government shall: (1) ensure that there is a clear separation between the regulatory and proprietary activities of GOCCs;¹⁶ and (2) avoid the granting of advantages and benefits to GOCCs that directly or indirectly compete with the private sector.¹⁷

Notably, the inclusion of a new chapter in the 2017-2022 Philippine Development Plan (PDP) on Leveling the Playing Field through a National Competition Policy (Chapter 16), wherein the GCG is among the key agencies, prompted the addition of enhancing competitive neutrality as a strategic objective of the GCG. Among the strategies in Chapter 16, the responsibility to uphold the principle of competitive neutrality and to adopt policies establishing

a level playing field where GOCCs and firms compete is upon the government.

To accomplish such strategy, the Chapter stipulated that “a *subsidiarity analysis* on GOCCs, spearheaded by the [GCG], will be done to determine actions that must be undertaken. The GCG is set to continue reviewing the mandate and performance of the other entities it oversees.”¹⁸ As the National Competition Policy will be comprehensive and will require a whole-of-government approach, an inter-agency mechanism to formulate and coordinate the implementation of the national policy will be instituted. Among others, the National Economic and Development Authority (NEDA), Department of Trade and Industry (DTI), Philippine Competition Commission (PCC), Department of Justice (DOJ), and GCG will be part of this oversight and coordinative mechanism.

As with the previous Development Plans, the PDP 2017-2022 has an accompanying Results Matrix that lists the specific programs for the implementing agencies that will be monitored. Below is the indicator and targets of the GCG under the Results Matrix:

TABLE 1:

Indicator	Annual Plan Targets ►►►					
	2017	2018	2019	2020	2021	2022
Proportion of GOCCs reviewed on competitive neutrality issues	10%	30%	50%	70%	90%	100%
Proportion of GOCCs with identified competition issues provided w/ recommendations	—	100%	100%	100%	100%	100%
Proportion of corrective measures for identified GOCCs initiated	—	—	100%	100%	100%	100%

¹⁵ GCG M.C. No. 2012-06. ►►►

¹⁶ See Sec. 2(g), R.A. No. 10149. ►►►

¹⁷ Art. 11, GCG M.C. No. 2012-06. ►►►

¹⁸ The subsidiarity principle helps systematize the two roles that the State plays: as an operator in the market through SOEs and as a regulator: if there are – or could be – private agents interested in performing an economic activity or participating in a market, the State does not need to participate as an economic agent. Instead, it is typically more efficient and effective for the State to act as regulator (World Bank Group, 2018). ►►►

In terms of accomplishment, **Table 2** shows the accomplishments of the GCG, through its Corporate Governance Offices, in relation to the Annual Plan Targets under the PDP:

TABLE 2:

Indicator	Annual Plan Targets			GCG Accomplishment		
	2017	2018	2019	2017	2018	2019
Proportion of GOCCs reviewed on competitive neutrality issues	10%	30%	50%	10% (12/123)	33% (39/120)	52% (62/120)
Proportion of GOCCs with identified competition issues provided w/ recommendations	—	100%	100%	—	100%	100%
Proportion of corrective measures for identified GOCCs initiated	—	—	100%	—	—	100%

As of 2019, the Governance Commission is on track with the expected proportion of GOCCs reviewed and provided with recommendations. The agency continues towards achieving the targets by 2022, thereby contributing to leveling the playing field through a National Competition Policy.



Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT-OWNED OR CONTROLLED CORPORATIONS
38, Citibank Center, 8741 Paseo De Roxas, Makati City, Philippines 1226



IMPLEMENTING A STANDARD GOCC CUSTOMER SATISFACTION SURVEY





Since 2014, the GCG has been requiring GOCCs to conduct a Customer Satisfaction Survey to measure a GOCC's efficiency in service delivery and how it translates to customer/stakeholder satisfaction. From 2014 to 2017, GOCCs were only required to hire a third-party service provider to conduct its satisfaction survey. Aside from the *General Guidelines*¹⁹ issued in 2014, GOCCs, through their respective third-party service providers, conducted the surveys using their methodologies.

The absence of a standard methodology proved difficult when validating the reports submitted. Furthermore, with varying methods used in the conduct of the customer satisfaction survey, results can neither be consolidated nor compared within and among the GOCCs.

In 2017, the Governance Commission initiated the crafting of a Standard Methodology for the conduct of customer

satisfaction surveys in the GOCC Sector. This initiative materialized with the GCG's corresponding commitment of *providing a Satisfaction rating on GOCCs* to the Open Government Partnership (OGP) under the category "Civic Participation." The customer satisfaction survey, which was required for all GOCCs as a measure and target in their annual performance scorecards, will allow GOCCs' customers to provide feedback on the services they receive.

The Governance Commission issued the *Standard Methodology for the Conduct of the Customer Satisfaction Survey* and the *Prescribed Questionnaires* in 2018 to 79²⁰ GOCCs. With a standard methodology, the GCG set a uniform performance measure: "*Percentage of Satisfied Customers*,"²¹ with a minimum target of "80%" across the Sector. It is worthy to note that based on the Standard Methodology, with a 5-point Likert scale, only responses of either "*Satisfactory*" or "*Very Satisfactory*" qualifies as **satisfied**.

2018 CUSTOMER SATISFACTION SURVEY RESULTS ►

As of 22 April 2020, the Governance Commission has conducted performance validations and revalidations on 74²² out of the 79 GOCCs issued with the Standard Methodology and Prescribed Questionnaires.

Of the 74 validated GOCCs, only 37 were found compliant with the Standard Methodology and Prescribed Questionnaires. The following is a list of the GOCCs found compliant:

19 See pages 38-39 of Performance Evaluation System Guidebook. ►►►

20 Previously reported as 78. MWSS-CO and MWSS-RO are now counted separately. ►►►

21 Computed as a total number of respondents with at least a "Satisfactory" rating over the total number of respondents. ►►►

22 PHILSUCOR, NRDC, OFB, UCPB, and PHILEXIM were excluded from validations due to the absence of the 2018 Performance Scorecard. The validation of the 2018 Performance Scorecard and requests for revalidation were received within 2019. ►►►

	GOCC	RATING	SECTOR
1	Development Bank of the Philippines (DBP)	89.00%	Government Financial Institutions
2	Philippine Deposit Insurance Corporation (PDIC)	97.67%	Government Financial Institutions
3	LBP Insurance Brokerage, Inc. (LIBI)	84.00%	Government Financial Institutions
4	Social Security System (SSS)	81.00%	Government Financial Institutions
5	Philippine Charity Sweepstakes Office (PCSO)	92.29%	Gaming
6	Philippine International Trading Corporation (PITC)	96.00%	Trade, Area Development and Tourism
7	Clark Development Corporation (CDC)	91.00%	Trade, Area Development and Tourism
8	Laguna Lake Development Authority (LLDA)	88.00%	Trade, Area Development and Tourism
9	Bases Conversion Development Authority (BCDA)	96.00%	Trade, Area Development and Tourism
10	Poro Point Management Corporation (PPMC)	91.00%	Trade, Area Development and Tourism
11	National Power Corporation (NPC)	86.51%	Energy and Materials
12	National Transmission Corporation (TRANSCO)	98.16%	Energy and Materials
13	Philippine National Oil Company (PNOC)	84.09%	Energy and Materials
14	PNOC Exploration Corporation (PNOC-EC)	96.10%	Energy and Materials
15	PNOC Renewables Corporation (PNOC-RC)	100.00%	Energy and Materials
16	Metropolitan Waterworks and Sewerage System - Corporate Office (MWSS-CO)	100.00%	Utilities and Communications
17	Metropolitan Waterworks and Sewerage System - Regulatory Office (MWSS-RO)	77.71%	Utilities and Communications
18	Northern Foods Corporation (NFC)	95.00%	Agriculture, Fisheries and Food

	GOCC	RATING	SECTOR
19	National Tobacco Administration (NTA)	97.57%	Agriculture, Fisheries and Food
20	Philippine Coconut Authority (PCA)	92.96%	Agriculture, Fisheries and Food
21	Philippine Crop Insurance Corporation (PCIC)	95.49%	Government Financial Institutions
22	Philippine Fisheries Development Authority (PFDA)	84.32%	Agriculture, Fisheries and Food
23	Cebu Port Authority (CPA)	90.90%	Utilities and Communications
24	Development Academy of the Philippines (DAP)	93.26%	Educational and Cultural
25	Light Rail Transit Authority (LRTA)	94.00%	Utilities and Communications
26	Mactan-Cebu International Airport Authority (MCIAA)	96.46%	Utilities and Communications
27	Philippine Ports Authority (PPA)	86.03%	Utilities and Communications
28	Sugar Regulatory Administration (SRA)	83.95%	Agriculture, Fisheries and Food
29	National Development Company (NDC)	100.00%	Government Financial Institutions
30	John Hay Management Corporation (JHMC)	94.74%	Trade, Area Development and Tourism
31	Home Development Mutual Fund (PAG-IBIG Fund)	95.50%	Government Financial Institutions
32	Philippine Health Insurance Corporation (PhilHealth)	93.10%	Government Financial Institutions
33	Center for International Trade Expositions and Missions (CITEM)	83.74%	Trade, Area Development and Tourism
34	DBP Leasing Corporation (DBP-LC)	93.90%	Government Financial Institutions
35	Philippine Retirement Authority (PRetA)	90.00%	Trade, Area Development and Tourism
36	Small Business Corporation (SBC)	95.00%	Government Financial Institutions
37	Tourism Promotions Board (TPB)	95.00%	Trade, Area Development and Tourism
Average Rating:		91.88%	

2018 BASELINE ►

Of the 37 GOCCs found compliant with the Standard Methodology, a baseline average of **91.88% satisfied customers** was established. Of the 37 compliant GOCCs, 36 GOCCs attained the minimum target of 80% satisfied customers, with 25 GOCCs even exceeding 90%.

NONCOMPLIANT GOCCS ►


Of the 74 GOCCs which underwent performance validations and revalidations, survey reports from 33 GOCCs were deemed *noncompliant* and were given a zero-rating for the measure.

Noncompliant status includes GOCCs that submitted survey reports which were found noncompliant with any of the provisions of the standard methodology and prescribed questionnaire, those who failed to submit an overall score indicating the *percentage of satisfied customers*, and those who failed to conduct the survey.

Common noncompliance with the standard guidelines include failure to observe the minimum sample size, proper sampling, and data collection quality control

procedures (back-checking and spot-checking) and making modifications in the Prescribed Questionnaires. Out of the total noncompliant GOCCs, 18 reported to have met the target of minimum 80% with an average of 91.68% satisfied customers, 2 reported to not have met the minimum 80% target, 6 GOCCs submitted reports which do not indicate the percentage of satisfied customers, while the remaining 7 GOCCs failed to submit any report.

The regular conduct of the standardized customer satisfaction surveys in the GOCC Sector will promote greater transparency, empower citizens, and harness new technologies to strengthen governance in the Sector.



QUICK REVIEW: THE COMPENSATION AND POSITION CLASSIFICATION SYSTEM (CPCS)





The issuance of Executive Order (E.O.) No. 36, s. 2017²³ suspended the Compensation and Position Classification System (CPCS) under E.O. No. 203, s. 2016²⁴ for further study and review. The Governance Commission, in line with its thrust to re-evaluate the CPCS for GOCCs, embarked on a study to develop a new CPCS that shall incorporate the principles set forth in Republic Act No. 10149 or the "GOCC Governance Act of 2011."

To capture the expertise from key government agencies, the academe, and GOCCs, the Governance Commission took on a participatory approach for the development of the CPCS.

The CPCS project involved representatives from the following government agencies/institutions:

- Department of Budget and Management (DBM)
- Department of Finance (DOF)
- Civil Service Commission (CSC)
- Office of the President (OP) – Office of the Deputy Executive Secretary for General Administration (ODESGA)
- University of the Philippines – National College of Public Administration and Governance (UP-NCPAG)

The engagement of a consultant also provided the much-needed technical assistance in the assessment of the current compensation and benefits system in the Philippines, design of competitive public sector compensation, and estimation of cost implications to the Philippine Government. After the public bidding during the first half of 2019, Willis Towers Watson Philippines, Inc. was engaged as the consultant for the CPCS.

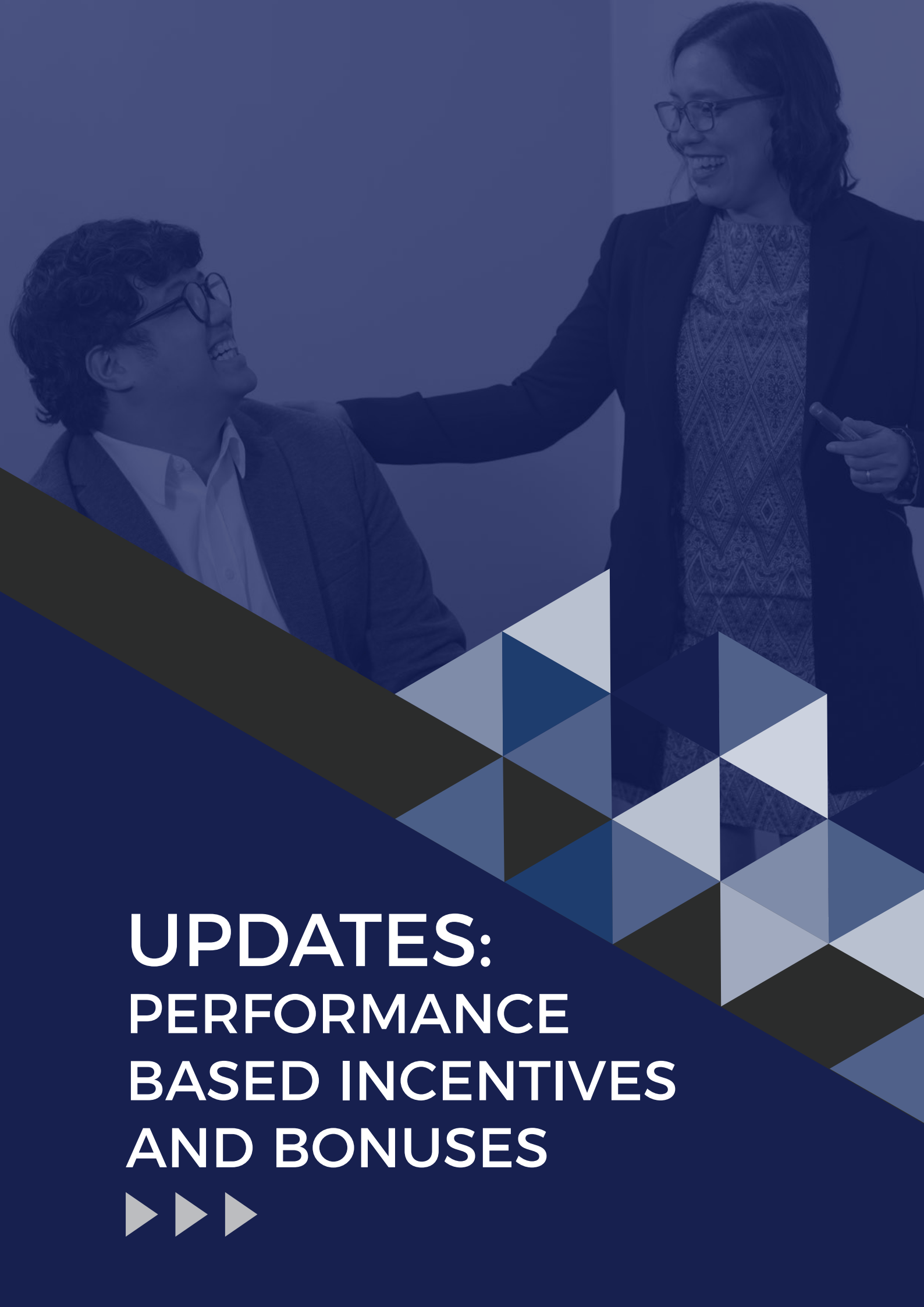
Following the compensation study for the Salary Structure development for the National Government Agencies, the Governance Commission has since commenced the following seven-phase project to develop the CPCS for GOCCs:

- i. Diagnostics
- ii. Rewards Strategy / Pay Policy Formulation and Cascading
- iii. Job Evaluation of Sector-Specific Positions and Index of Occupational Services
- iv. Sectoral Competitive Analysis
- v. Base Pay Structure, and Variable Pay and Performance-Based Incentives Research and Design for the GOCC Sectors
- vi. Change Management Planning
- vii. Final Report.

Once the study has been completed, the proposed CPCS shall be submitted to the President of the Philippines for his consideration and approval.


23 Suspending the Compensation and Position Classification System Under Executive Order No. 203 (s. 2016), Providing for Interim Compensation Adjustments, and for Other Purposes. ►►►

24 Adopting a Compensation and Position Classification System (CPCS) and a General Index of Occupational Services (IOS) for the GOCC Sector Covered by Republic Act No. 10149 and for other Purposes. ►►►



UPDATES: PERFORMANCE BASED INCENTIVES AND BONUSES





The Governance Commission, under Section 23 of R.A. No. 10149, is mandated to determine “the compensation, per diems, allowances and incentives of the members of the Board of Directors/Trustees of the GOCCs” subject to the provisions stated in Executive Order (E.O.) No. 24, s. 2011.²⁵

The Executive Order provides that the compensation of the Board Members or Trustees shall be composed of the *per diems* and the Performance-Based Incentives (PBI). Pursuant to Sec 11 of E.O. No. 24, the maximum amount that may be granted to GOCC Board of Directors/Trustees “ shall be based on the size of the GOCCs but not to exceed a reasonable percentage of a Board Member’s actual annual *per diems* received.” Further, the grant of the PBI shall be subject to the existing policies issued by the GCG.

In 2019, President Rodrigo Duterte approved the revised Interim PBI System for GOCC Appointive Directors. The grant of PBI to GOCC Appointive Directors for 2016 and years thereafter is now based on GCG Memorandum Circular No. 2018-04.²⁶

To be entitled to PBI, the GOCCs and individual Appointive Directors need to satisfy eligibility requirements, one of which is that the GOCC has been authorized to grant the Performance-Based Bonus (PBB). The computation of the actual amount of PBI shall depend on several factors, including the GOCC Performance Scorecard and the Appointive Directors’ length of service, total *per diems* received, and Director’s Performance Review rating.

For the grant of the PBI for 2020 and years thereafter, the Governance Commission aims to release a new PBI System in line with the developments in the PBB and the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 (EODB).

The GCG continues to refine the requirements for performance incentives, conduct review and validation processes, and increase collaboration between agencies. These aim to reform the culture and mindset of government work to deliver quality results to the Filipino people.


25 Prescribing Rules to Govern the Compensation of Members of the Board of Directors/Trustees in Government-Owned or Controlled Corporations Including Government Financial Institutions. ►►►

26 Interim Performance-Based Incentive (PBI) System for the Appointive Directors of GOCCs Covered by GCG for FY 2016 and Years Thereafter. ►►►



CORPORATE GOVERNANCE BEST PRACTICE SHARING





On 11 September 2019, the Governance Commission conducted the first Corporate Governance Best Practice Sharing where several GOCCs presented effective approaches on how to overcome issues and challenges with policies and strategies anchored on governance principles.

The Philippine Crop Insurance Corporation (PCIC) shared how it built on their external partnerships and linkages to improve stakeholder relationships. The PCIC discussed how it strengthened the capacities of its officers and staff. Through these methods, PCIC showed a clear and practical depiction of how a corporate governance principle can be translated and implemented by the GOCCs into practices.

The Bases Conversion Development Authority (BCDA) emphasized the basic governance elements it implemented, such as the code of conduct, a whistleblowing policy, and the CSC rules of integrity, transparency, and accountability. Further,

the BCDA also imparted how it inculcated a governance framework in its development projects in contribution to the national government's Build, Build, Build Program through adherence to the principles of sustainable development, freedom of information, and corporate social responsibility.


Lastly, the Philippine Ports Authority (PPA) intensified its public hearing and public consultation by establishing mechanisms, such as the Port Management Advisory Council. The council meets regularly to resolve operational issues confronted by their frontline services. In its disclosure and transparency practices, the PPA discussed its efforts of making its bidding process available real-time online through "Bidding Live Streaming" on its official website.

The Governance Commission intends to conduct a yearly CGS Best Practice Sharing as it is a clear manifestation that an enhanced culture of good governance is being built in the GOCC Sector.

A person wearing glasses is seen from the side, working on a laptop. The laptop screen displays a website with the text "Sustainable Development Goals". On the desk, there is a small calendar or photo frame showing a person in a field, and some papers. A large, dark blue geometric shape, composed of many triangles, is overlaid on the right side of the image. The background is a solid dark blue color.

ENHANCING THE INTEGRATED CORPORATE REPORTING SYSTEM (ICRS)





The Governance Commission continually enhanced the Integrated Corporate Reporting System (ICRS), after its rollout in 2017, to streamline reportorial submissions of GOCCs. The GCG also improved the system to promote greater transparency and accessibility to relevant information on the Sector. One of the major accomplishments of the agency in terms of system development is the release of the new **GOCC Monitoring System (GMS)**.

The GMS is a sub-system of the ICRS that caters to the online submission of financial information about the GOCCs, such as but not limited to financial statements and corporate operating budgets. The new GMS is compliant with the required reports by the Commission on Audit (COA) for GOCCs classified as Government Business Entities (GBEs) and Non-GBEs. This enhanced version of the GMS can accept the submission of quarterly and annual financial reports, which are vital in the performance evaluation of GOCCs.

The Governance Commission also successfully re-launched the enhanced Integrated Corporate Reporting System (ICRS) Web Portal and its Content Management System (CMS).

All available non-financial information in the ICRS portal is from the GOCCs' submissions during the two (2) ICRS compliance seasons on 01-31 October 2018 and 01 March – 30 April 2019. All submitted reports and data on both periods were published on the ICRS portal.

In addition, the Commission was able to deploy the following modules as part of the enhancement of the ICRS:

1. **Administrator Module** – The Administrator module is an internal component of the ICRS. It allows GCG users to manage ICRS accounts, compliance periods, reports, and automated advisories.
2. **Corporate Governance Portal** – The Corporate Governance Portal is an online tool used by GCG for the monitoring and evaluation of compliance of GOCCs to the ICRS, including the submission of the Data Sheet and clearances from candidates, nominees, and incumbent Board Members in the Appointive Directors Data Form (ADDF).

The Governance Commission regularly works on enhancing the ICRS towards realizing the State policy, through the GOCC Governance Act of 2011, to ensure the enforcement of a reporting system on GOCCs.



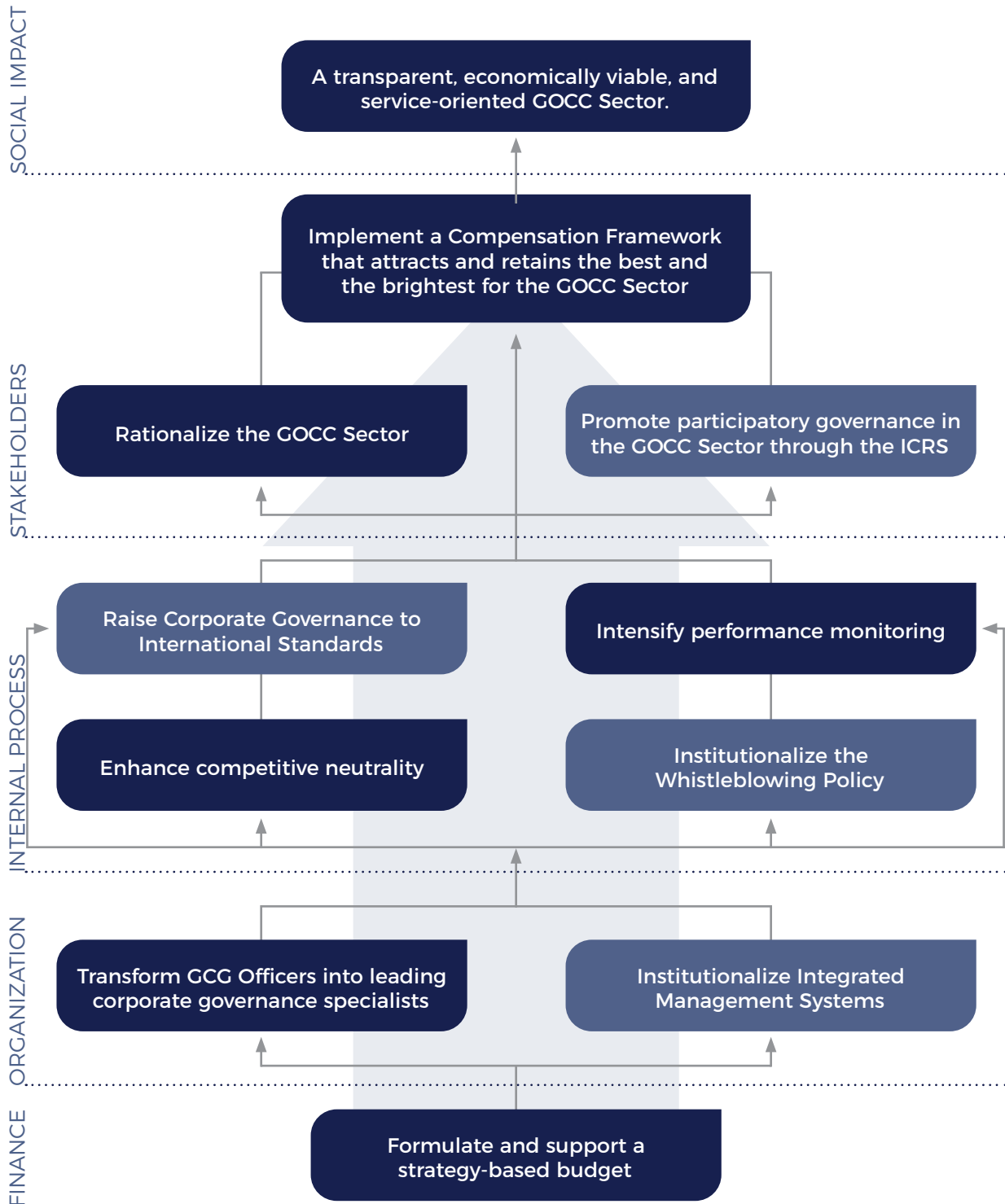
THE GCC STRATEGY MAP





By 2022, The GCG shall have changed the GOCC Sector making it more responsive to the needs of public interest and in the attainment of enhanced economic growth and development.

Figure 1. The GCG Strategy Map





The GCG Strategy Map is an overarching strategy that seeks buy-in and participation from all GCG stakeholders. It is directed towards attaining the Vision for the whole GOCC Sector to be “more responsive to the needs of public interest and in the attainment of enhanced economic growth and development.”

The strategic objectives contained in the GCG Strategy Map are anchored on the themes of Citizen-centered Development and Participatory Governance. Each objective is a step towards changing the GOCC Sector into a tool for citizen-centered development and engaging the public in the process of creating policies for providing quality programs and services for the Filipino people.

In a nutshell, the GCG Strategy Map tells how it must sufficiently allocate its resources to be able to equip and capacitate the organization. The organization is supported by efficient internal processes to effectively perform its mandate and to beneficially deliver services that will impact its stakeholders. By doing all these, the Governance Commission hopes that it will have a more transparent, economically-viable, and service-oriented GOCC Sector.

These strategic objectives are what the GCG aims to accomplish to achieve its Vision.

In pursuit of its Vision, the Governance Commission accomplished the following in 2019:



Of the GOCCs that were fully compliant with the Standard Methodology, 97% achieved the minimum target of 80% satisfied customers.

This feedback system encourages civic participation and provides a way for GOCCs to know which of their services need improvement. It also serves as an indicator of customer satisfaction. As GOCCs strive to achieve an exemplary rating, they are also driven to continually improve their delivery of services.



GCG began the Compensation Study in 2019 towards the goal of recommending a new Compensation and Position Classification System (CPCS) for GOCCs to the President of the Philippines.



Received a rating of Average to Excellent from 95% of Integrated Corporate Reporting System (ICRS) user-respondents

The ICRS, mandated under R.A. No. 10149, is a web-based platform intended to enhance the transparency and disclosure policies under the said law. GOCCs use the ICRS to report information on their operations, finances, and management.



Validated 73% of GOCCs with quarterly monitoring reports

GCG aimed to validate 60% of GOCCs in 2019 as part of its objective to intensify the monitoring of GOCCs' performance to better deliver its mandate.



Reached 52.06% and 52.47% GOCC Sector average scores in the Corporate Governance Scorecards (CGS) for 2017 and 2018, respectively

The CGS annually assesses the Corporate Governance performance of GOCCs to help identify and evaluate the latter's strengths and weaknesses compared to existing corporate governance provisions and their adherence to best practices and international standards. Along with the Performance Scorecard of GOCCs, the CGS ensures improvement of transparency of corporate governance initiatives and practices.



Reviewed 52% of GOCCs in terms of competitive neutrality issues. Of those reviewed for 2018, none were determined to be exhibiting dominance in their respective markets that would significantly impact fair competition.

The Governance Commission is a member of the Technical Working Group for the competition chapter of the Philippine Development Plan together with the Philippine Competition Commission (PCC), National Economic and Development Authority (NEDA), Department of Justice (DOJ), and Department of Trade and Industry (DTI).



Addressed five (5) priority competency gaps within GCG

The GCG aims to transform its officers and employees into leading corporate governance specialists by maintaining the appropriate competency levels.



Retained ISO 9001:2015 certification

The Governance Commission is dedicated to serve its stakeholders following the international standards on Quality Management.



GCG CULTURE AND VALUES



Fulfilling the mission and vision mandated by the Governance Commission are the men and women whose commitment, passion for excellence, and drive for public service are unparalleled. Considered as the most valued assets of the agency, the employees manifest in themselves the four core values from which the culture of the Commission stands upon – Integrity, Professionalism, Independence, and Love of Country.

ACHIEVING EXCELLENCE THROUGH BEST PRACTICE ►

The Association of Government Accountants of the Philippines, Inc. (AGAP), conferred the Governance Commission for GOCCs (GCG) with the Outstanding Accounting Office Award for the year 2018 on 23 October 2019 during the opening day ceremonies of AGAP's convention-seminar held in Cagayan de Oro City. The association awarded GCG for having exemplary met the criteria of Accuracy, Timeliness, Reliability, and Compliance to Accounting Rules and Regulations set by the Committee on Awards.

Annually, AGAP recognizes exemplary accounting offices in the government during its technical seminar and convention. The said event promotes programs towards maintaining high professional and ethical standards. It also encourages continuing quality education among members and personnel in Accounting.

The Governance Commission was previously granted this award in the years 2015 and 2016. The Governance Commission was among the forty-one conferred with the Most Outstanding Accounting Office Award for 2019.

Consistent with this achievement, the GCG also received an "Unqualified Opinion" on the 2018 Auditor's Report by the COA. Since 2015, the COA has been issuing an Unqualified Opinion to the GCG as the latter consistently presented its financial statements following the Generally Accepted Accounting Principles and Philippine Public-Sector Accounting Standards.

GCG receives Outstanding Accounting Office Award



The Governance Commission as Partner of Good Governance



THE 12TH MEETING OF THE ASIA NETWORK ON CORPORATE GOVERNANCE OF STATE-OWNED ENTERPRISES ►

GCG, in partnership with the Organisation for Economic Co-operation and Development (OECD), gathered around 120 policy makers, practitioners, and experts from Asia to identify common challenges related to state-owned enterprise (SOE) ownership and governance.

Attended by delegates from 20 countries, the meeting of the Asia Network on Corporate Governance of State-Owned Enterprises (Asia SOE Network) provided a forum to evaluate current SOE corporate governance policy frameworks, benchmark international best practices, and share recommendations for effective reform. The Korea Institute of Public Finance (KIPF) and the Asian Development Bank (ADB) also supported the event.

The Asia SOE Network builds on essential pillars of the OECD Guidelines on Corporate Governance of State-Owned Enterprises (SOE Guidelines). It aims to maximize SOEs' contributions to sustainable development and provide a structured environment for initiatives to support improvements in the governance of SOEs. In addition to its role in promoting this good governance standard, the Network also facilitates closer co-operation between state ownership practitioners in Asia and delegates to the OECD Working Party on State Ownership and Privatisation Practices.

Many governments in Asia have taken noteworthy steps towards developing and improving the governance of their SOEs and equivalent public institutions over the



The 12th Meeting of the OECD - Asia Network on Corporate Governance of State-Owned Enterprises provided a forum to evaluate corporate governance policy frameworks, benchmark international best practices, and share recommendations for effective reform.



past few decades. Such moves intended to maximize their contributions to growth and development. The efforts include setting up and clarifying SOEs' financial and non-financial objectives, better co-ordinating ownership responsibilities within the state administration, measuring and evaluating performance against quantifiable targets, and improving transparency and accountability through reporting on SOE activities and performance. It is also notable that more recent trade and investment agreements include chapters on the transparency and governance of SOEs.

However, building a whole-of-government approach on state ownership governance still presents many practical challenges for governments in bringing national practices in line with internationally agreed standards.²⁷

Through the process of knowledge sharing, the event allowed an exchange of national

experiences on relevant state ownership and SOE governance practices. Taking off from the aspirational standards of SOE governance established by the newly revised SOE Guidelines, the forum also supported ongoing efforts to help governments identify priorities for SOE reform. It also provided an avenue to discuss the newly launched OECD Anti-Corruption and Integrity Guidelines for SOEs and the stocktaking paper on transparency and disclosure in the SOE Sector.



Some of the participants of the Asia SOE Network meeting sharing corporate governance experiences.

²⁷ Draft Agenda Enhancing the Performance of State-Owned Enterprises. (2019). In *Enhancing the Performance of State-Owned Enterprises* (p. 2). Manila, Philippines ►►►



LEARNING EVENT WITH THE BANGLADESH MINISTRY OF FINANCE ►

Prior to the Asia SOE Network Meeting, the Bangladesh Ministry of Finance and the Governance Commission held a learning event at the GCG Office. In coordination with the World Bank office in the Philippines, representatives from the Finance Division of the Bangladesh Ministry of Finance and the World Bank Office in Dhaka met with the GCG on 03 September 2019. Ms. Arfin Ara Begum, Director General, led the Bangladesh delegates together with Additional Director General, Mr. Md. Hakim Uddin.

The event provided an avenue for the Bangladesh delegates to learn about the performance evaluation process for state-owned enterprises in the Philippines. As a background, the GCG presented its mandates under the GOCC Governance Act

of 2011. The event also gave the Bangladesh delegates an end-to-end overview of the GOCC performance management process, including the systems for strategic and efficient monitoring, performance-based incentives, and mechanisms to ensure accountability. The GCG discussed how it works with GOCCs in finalizing the latter's performance scorecards.

To provide a complete summary of the performance evaluation process, the Governance Commission also presented how it assesses Appointive Directors. The GCG also shared its innovations in terms of providing a more secure, accessible, and automated way of submitting and appraising the performance evaluation of Directors.

Delegates from the Finance Division of the Bangladesh Ministry of Finance meet with the Governance Commission



OFFICIAL VISIT OF THE STATE-OWNED ASSETS SUPERVISION AND ADMINISTRATION COMMISSION OF THE STATE COUNCIL (SASAC) OF CHINA ►

Officials of the State-owned Assets Supervision and Administration Commission of the State Council (SASAC) of China met with the GCG on 22 April 2019 to discuss the respective functions and SOE landscape of both countries. Mr. Hongbin Ren, Vice Chairman of SASAC led the Chinese delegation.

Both agencies provided a briefing on their functions, SOE reform agenda, SOE

landscape, and outlook on future reforms. The meeting enabled both agencies to share knowledge regarding their respective mandates and corporate governance practices.

The SASAC also introduced an opportunity for future partnership in training programs that may further strengthen knowledge sharing between the countries.

Delegates from the SASAC meet with the Governance Commission at the GCG Training Room



Gender Equity in the Workplace

Through various activities, the Governance Commission equips every employee with skills that go beyond the walls of the agency. These activities allow them to be well-rounded individuals with a deep understanding and appreciation for the society. In 2019, the Governance Commission refreshed its longstanding commitment in promoting gender equity and women's empowerment in the workplace.

GAD LECTURE ON THE SAFE SPACES ACT AND OTHER RELATED LOCAL ORDINANCES ►

The Governance Commission held a Gender and Development (GAD) Lecture with the topic "Safe Spaces Act and Other Related Local Ordinance" on 08 November 2019. Atty. Jurjette Burdeos of GCG, Councilor Lena Marie Juico of the Quezon City Government, and GAD Consultant Shiela Ferrer of the Manila City Government discussed the salient points of Republic Act (RA) No. 11313, otherwise known as the "Safe Spaces Act." The resource persons also shared how local governments have influenced the passing of legislation to protect Filipinos from various acts of gender-based sexual harassment.



Atty. Burdeos, Councilor Juico, and Ms. Ferrer (third to fifth from left) pose with GCG GAD Technical Working Group representatives after the GAD Lecture on the Safe Spaces Act and Other Related Local Ordinances.

GAD LECTURE ON THE SEXUAL ORIENTATION AND GENDER IDENTITY EXPRESSION (SOGIE) EQUALITY BILL ►

On 18 December 2019, the Governance Commission invited Atty. Jazz Tamayo, Executive Director of Rainbow Rights Philippines, to talk about the SOGIE Equality Bill. Rainbow Rights Philippines is a non-governmental organization (NGO) focused on legal literacy and empowerment concerning SOGIE-based laws and policies. Atty. Tamayo held a lively discussion with GCG personnel on the basic principles of SOGIE and why the passing of the SOGIE Bill is paramount for the Filipino members of the LGBTQIA+ community.





GCG AUDITED FINANCIAL STATEMENT





The Commission on Audit (COA) audited the accompanying financial statements of the Governance Commission which comprise of the statement of financial position as of December 31, 2019, 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.

The COA finds that:

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the GCG as [of] December 31, 2019, and its 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 in accordance with Philippine Public Sector Accounting Standards (PPSASs).²⁸

28 Independent Auditor's Report, Annual Audit Report on the Governance Commission for GOCCs for Calendar Year 2019. ►►►

Statement of Financial Position

Regular Agency Fund

As of December 31, 2019
(In Philippine Peso)



	NOTE	2019	2018 (Restated)
ASSETS ▶▶▶			
CURRENT ASSETS:			
Cash and cash equivalents	4	2,067,739.68	1,814,977.62
Receivables	5	4,040,609.76	2,557,840.69
Inventories	6	527,279.31	891,892.06
Other Current Assets	7	337,701.63	3,891,771.54
Total Current Assets		6,973,330.38	9,156,481.91
Non-Current Assets:			
Property, Plant and Equipment	8	93,697,892.24	99,875,053.91
Intangible Assets	9	766,183.32	74,881.93
Total Non-Current Assets		94,464,075.56	99,949,935.84
Total Assets		101,437,405.94	109,106,417.75
LIABILITIES:			
Current Liabilities			
Financial Liabilities	10	8,864,738.63	13,411,449.98
Inter-Agency Payables	11	5,975,416.31	2,996,581.93
Trust Liabilities	12	1,857,950.88	1,938,248.57
Other Payables	13	2,355,110.77	2,178,491.35
Total Liabilities		19,053,216.59	20,524,771.83
Total Assets less Total Liabilities		82,384,189.35	88,581,645.92
NET ASSETS/EQUITY:			
Accumulated Surplus/(Deficit)		82,384,189.35	88,581,645.92
Total Net Assets/Equity		82,384,189.35	88,581,645.92

Statement of Financial Performance

Regular Agency Fund

For the Year Ended December 31, 2019
(In Philippine Peso)



	NOTE	2019	2018 (Restated)
Revenue			
Service and Business Income	14	89,619.74	23,655.42
Total Revenue		89,619.74	23,655.42
Less Current Operating Expenses			
Personnel Services	15	94,012,739.44	79,551,947.87
Maintenance and Other Operating Expenses	16	76,402,677.58	58,824,985.12
Financial Expenses	17	-	200.00
Non-Cash Expenses	18	6,793,413.64	8,845,110.42
Total Current Operating Expenses		177,208,830.66	147,222,243.41
Deficit from Current Operations		(177,119,210.92)	(147,198,587.99)
Net Financial Assistance/Subsidy	19	171,088,304.04	132,875,873.63
Gains	20	227,352.00	51,061.23
Deficit for the period		(5,803,554.88)	(14,271,653.13)

Statement of Cash Flows

Regular Agency Fund

For the Year Ended December 31, 2019
(In Philippine Peso)



	NOTE	2019	2018 (Restated)
CASH FLOWS FROM OPERATING ACTIVITIES ►►►			
Cash Inflows:			
Receipt of Notice of Cash Allocation	19.1.1	232,823,235.00	150,612,676.00
Collection of Income/Revenues	22	227,815.15	51,022.48
Trust Receipts	28	294,991.91	189,320.50
Other Receipts	29	294,988.64	565,912.38
Adjustments		58,800.00	-
Total Cash Inflows		233,699,830.70	151,418,931.36
Cash Outflows:			
Remittance to National Treasury	21.1	452,701.69	638,475.63
Payment of Expenses	22	118,765,238.73	91,405,129.41
Purchase of Inventories	6.1	805,377.88	252,639.38
Grant of Cash Advances	23	2,703,754.23	3,593,009.65
Prepayments	24	147,263.98	2,107,003.92
Refund of Deposits	25	375,289.60	188,313.88
Payment of Accounts Payables	27	13,660,974.01	5,123,478.01
Remittance of Personnel Benefit Contributions and Mandatory Deductions	28	16,853,271.83	12,923,732.21
Release of Inter-Agency Fund Transfers	26	3,657,099.77	6,731,373.18
Other Disbursements			
Reversal of Unutilized NCA	32	226,775.25	9,438.75
Adjustments	19.1.2	75,645,515.61	27,912,686.80
		4.26	200.00
Total Cash Outflows		233,293,266.84	150,885,480.82
Net Cash Provided by (Used in) Operating Activities	21	406,563.86	533,450.54
Cash Flows from Investing Activities:			
Cash Outflows:			
Purchase of Property, Plant and Equipment	29	153,801.80	538,257.06
Total Cash Outflows		153,801.80	538,257.06
Net Cash Used in Investing Activities		(153,801.80)	(538,257.06)
Increase (Decrease) in Cash and Cash Equivalents		252,762.06	(4,806.52)
Cash and Cash Equivalents, January 1		1,814,977.62	1,819,784.14
Cash and Cash Equivalents, December 31		2,067,739.68	1,814,977.62

Statement of Changes in Net Assets/Equity Regular Agency Fund

For the Year Ended December 31, 2019
(In Philippine Peso)



	NOTE	2019	2018 (Restated)
Balance at January 1		88,581,645.92	103,491,774.68
Add (Deduct):			
Prior Period Adjustments		-	-
Other Adjustments		-	-
Restated balance		88,581,645.92	103,491,774.68
Add (Deduct):			
Changes in net assets/equity for Calendar Year			
Surplus/Deficit for the period		(5,803,554.88)	(14,271,653.13)
Adjustment of net revenue recognized directly in net assets/ equity ²⁹		(393,901.69)	(638,475.63)
Balance at December 31		82,384,189.35	88,581,645.92

29 Net Revenue deposited at the National Treasury ►►►



GOCC SECTOR FINANCIAL SUMMARIES



CLASSIFICATION OF GOCCs BY SECTORS			ASSETS (In ₱ Millions)			LIABILITIES (In ₱ Millions)			NET WORTH (In ₱ Millions)		
			2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
I. GOVERNMENT FINANCIAL INSTITUTIONS SECTOR											
Banking Institutions											
1.	Al-Amanah Islamic Investment Bank of the Philippines	AIIBP	5,317,369.20	5,941,002.94	11.73%	2,711,470.85	3,002,573.38	10.74%	2,605,898.35	2,938,429.55	12.76%
			2,557,949.50	2,799,895.82	9.46%	2,370,217.60	2,591,011.23	9.32%	187,731.90	208,884.60	11.27%
2.	Development Bank of the Philippines	DBP	669,588.02	761,243.42	13.69%	617,869.88	701,415.83	13.52%	51,718.14	59,827.60	15.68%
3.	DBP Data Center, Inc.	DCI	113.33	174.98	54.39%	78.54	135.47	72.48%	34.79	39.51	13.56%
4.	Land Bank of the Philippines	LANDBANK	1,877,693.34	2,031,661.47	8.20%	1,742,735.05	1,884,372.05	8.13%	134,958.29	147,289.41	9.14%
5.	Land Bank Countryside Devt. Foundation, Inc.	LCDFI	101.40	94.25	-7.05%	2.64	2.81	6.36%	98.76	91.44	-7.41%
6.	LBP Resources and Development Corporation	LBRDC	675.05	690.18	2.24%	93.10	81.35	-12.62%	581.95	608.83	4.62%
7.	Overseas Filipino Bank, Inc.	OFB	8,981.10	5,325.59	-40.70%	8,809.78	4,391.58	-50.15%	171.32	934.01	445.18%
8.	United Coconut Planters Bank	UCPB	0.00	0.00			0.00		0.00	0.00	
	Non Banking Institutions		393,834.17	421,332.30	6.98%	172,474.07	175,705.03	1.87%	221,360.11	245,627.26	10.96%
9.	Credit Information Corporation	CIC	133.57	162.42	21.59%	18.95	29.47	55.49%	114.62	132.95	15.99%
10.	DBP Leasing Corporation	DBP-LC	2,860.89	3,303.28	15.46%	1,834.38	2,256.67	23.02%	1,026.51	1,046.61	1.96%
11.	Home Guaranty Corporation	HGC	33,327.05	33,777.57	1.35%	22,879.57	22,808.76	-0.31%	10,447.48	10,968.81	4.99%
12.	LBP Insurance Brokerage, Inc.	LIBI	1,301.41	1,420.08	9.12%	250.16	306.66	22.59%	1,051.25	1,113.41	5.91%
13.	LBP Leasing and Finance Corporation	LBP-LFC	4,748.35	5,275.41	11.10%	3,257.39	3,815.12	17.12%	1,490.96	1,460.29	-2.06%
14.	Masaganang Sakahan, Inc.	MSI	188.01	130.32	-30.68%	39.53	12.49	-68.39%	148.48	117.82	-20.64%
15.	National Development Company	NDC	21,359.53	21,823.96	2.17%	5,920.07	5,225.20	-11.74%	15,439.46	16,598.76	7.51%
16.	National Home Mortgage Finance Corporation	NHMFC	37,627.95	37,875.04	0.66%	35,370.51	35,181.52	-0.53%	2,257.44	2,693.52	19.32%
17.	Philippine Crop Insurance Corporation	PCIC	6,827.61	7,601.43	11.33%	4,856.05	4,613.58	-4.99%	1,971.55	2,987.85	51.55%
18.	Philippine Deposit Insurance Corporation	PDIC	248,801.86	273,120.20	9.77%	71,931.33	76,601.42	6.49%	176,870.53	196,518.77	11.11%
19.	Small Business Corporation	SBC	7,032.37	6,467.41	-8.03%	3,164.93	1,362.18	-56.96%	3,867.44	5,105.22	32.01%

CLASSIFICATION OF GOCCs BY SECTORS											
			ASSETS (in ₱ Millions)			LIABILITIES (in ₱ Millions)			NET WORTH (in ₱ Millions)		
			2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
20.	Social Housing Finance Corporation	SHFC	27,361.09	28,197.89	3.06%	21,251.44	21,738.25	2.29%	6,109.64	6,459.65	5.73%
21.	Trade and Investment Development Corporation of the Philippines (also known as PhilEXIM)	PHILEXIM/ PHILGUARANTEE	2,264.50	2,177.30	-3.85%	1,699.75	1,753.69	3.17%	564.74	423.60	-24.99%
	Social Security Institutions		2,365,585.52	2,719,774.82	14.97%	168,779.18	235,857.12	39.74%	2,196,806.34	2,483,917.70	13.07%
22.	Employees Compensation Commission	ECC	915.55	948.82	3.63%	101.46	142.00	39.95%	814.09	806.83	-0.89%
23.	Government Service Insurance System	GSIS	1,134,343.93	1,314,580.54	15.89%	21,751.14	29,102.36	33.80%	1,112,592.78	1,285,478.18	15.54%
24.	Home Development Mutual Fund (Pag-IBIG)	Pag-IBIG	532,875.13	603,387.19	13.23%	56,049.43	82,322.27	46.87%	476,825.71	521,064.92	9.28%
25.	Philippine Health Insurance Corporation	PhilHealth	174,861.11	221,294.78	26.55%	77,717.11	111,336.75	43.26%	97,144.00	109,958.02	13.19%
26.	Social Security System	SSS	511,465.95	568,136.19	11.08%	13,107.44	12,901.18	-1.57%	498,358.51	555,235.01	11.41%
27.	Veterans Federation of the Philippines	VFP	11,123.85	11,427.30	2.73%	52.60	52.56	-0.07%	11,071.25	11,374.73	2.74%
II. TRADE, AREA DEVELOPMENT AND TOURISM SECTOR			445,258.80	485,156.80	8.96%	135,351.37	145,058.29	7.17%	309,907.43	340,098.51	9.74%
	Trade		35,840.45	39,700.37	10.77%	34,120.70	37,551.04	10.05%	1,719.75	2,149.33	24.98%
28.	Center for International Trade Expositions and Missions	CITEM	669.89	713.15	6.46%	107.01	87.26	-18.45%	562.89	625.89	11.19%
29.	Duty Free Philippines Corporation	DFPC	3,377.32	3,674.95	8.81%	2,666.64	2,918.56	9.45%	710.69	756.38	6.43%
30.	Philippine International Trading Corporation	PITC	31,676.16	34,722.20	9.62%	30,807.96	33,506.17	8.76%	868.20	1,216.03	40.06%
31.	PITC Pharma, Inc.	PPPI	117.07	590.08	404.02%	539.10	1,039.05	92.74%	-422.02	-448.97	-6.39%
	Area Development		389,631.73	422,334.34	8.39%	84,196.88	88,260.81	4.83%	305,434.86	334,073.53	9.38%
32.	Bases Conversion Development Authority	BCDA	182,793.94	194,871.64	6.61%	40,872.10	38,023.02	-6.97%	141,921.83	156,848.62	10.52%
33.	Clark Development Corporation	CDC	8,374.02	9,865.19	17.81%	3,385.98	3,737.85	10.39%	4,988.04	6,127.33	22.84%
34.	John Hay Management Corporation	JHMC	263.04	258.71	-1.65%	74.61	34.17	-54.20%	188.43	224.54	19.16%

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS (in ₱ Millions)			LIABILITIES (in ₱ Millions)			NET WORTH (in ₱ Millions)			
		% Change		2018	% Change		2018	% Change		2019	% Change
		2018	2019		2019	2018		2019	2018		
35.	Laguna Lake Development Authority	828.26	989.24	19.44%	287.02	368.47	28.38%	541.23	620.77	14.70%	
36.	National Housing Authority	141,332.19	151,129.50	6.93%	23,684.92	24,135.28	1.90%	117,647.27	126,994.22	7.94%	
37.	Palacio Del Gobernador Condominium Corporation	41.00	54.13	32.02%	7.87	13.03	65.63%	33.13	41.09	24.04%	
38.	Partido Development Administration	411.81	408.71	-0.75%	1,079.84	1,097.59	1.64%	-668.03	-688.87	-3.12%	
39.	Philippine Reclamation Authority (Formerly PEA)	31,375.87	34,058.84	8.55%	10,299.33	12,616.76	22.50%	21,076.54	21,442.09	1.73%	
40.	Poro Point Management Corporation	200.03	214.22	7.10%	100.36	103.89	3.52%	99.66	110.33	10.70%	
41.	Quezon City Development Authority	0.00	0.00		0.00	0.00		0.00	0.00		
42.	Southern Philippines Development Authority	135.12	164.94	22.07%	22.10	23.14	4.70%	113.02	141.80	25.47%	
43.	Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	23,876.45	30,319.22	26.98%	4,382.74	8,107.61	84.99%	19,493.72	22,211.61	13.94%	
	Tourism	19,786.62	23,122.09	16.86%	17,033.79	19,246.43	12.99%	2,752.83	3,875.66	40.79%	
44.	Corregidor Foundation, Inc.	88.58	80.72	-8.88%	5.09	7.62	49.61%	83.49	73.09	-12.45%	
45.	Marawi Resort Hotel, Inc.	44.47	45.94	3.30%	2.83	2.99	5.62%	41.65	42.96	3.14%	
46.	Philippine Retirement Authority	18,210.63	20,595.95	13.10%	16,316.39	18,527.46	13.55%	1,894.24	2,068.49	9.20%	
47.	Tourism Promotions Board (formerly PCVC)	1,442.94	2,399.48	66.29%	709.48	708.37	-0.16%	733.46	1,691.11	130.57%	
III. EDUCATIONAL AND CULTURAL SECTOR		8,428.68	8,678.78	2.97%	1,296.87	1,365.95	5.33%	7,131.82	7,312.83	2.54%	
	Educational	6,332.35	6,422.21	1.42%	941.87	932.57	-0.99%	5,390.48	5,489.64	1.84%	
48.	Boy Scouts of the Philippines	5,032.15	5,109.81	1.54%	160.70	177.97	10.75%	4,871.45	4,931.84	1.24%	
49.	Development Academy of the Philippines	1,300.20	1,312.40	0.94%	781.17	754.60	-3.40%	519.02	557.80	7.47%	
50.	Girl Scouts of the Philippines	0.00	0.00		0.00	0.00		0.00	0.00		
	Philippine Tax Academy	0.00	0.00		0.00	0.00		0.00	0.00		

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS (in ₱ Millions)			LIABILITIES (in ₱ Millions)			NET WORTH (in ₱ Millions)		
		2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
Cultural		2,096.34	2,256.57	7.64%	354.99	433.38	22.08%	1,741.34	1,823.19	4.70%
51.	Cultural Center of the Philippines	2,096.34	2,256.57	7.64%	354.99	433.38	22.08%	1,741.34	1,823.19	4.70%
52.	Nayong Pilipino Foundation, Inc.									
IV. GAMING SECTOR		101,288.03	111,836.76	10.41%	58,681.91	64,141.12	9.30%	42,606.12	47,695.65	11.95%
53.	Philippine Amusement and Gaming Corporation	78,377.97	82,755.11	5.58%	43,517.78	45,174.34	3.81%	34,860.19	37,580.78	7.80%
54.	Philippine Charity Sweepstakes Office	22,910.06	29,081.65	26.94%	15,164.13	18,966.78	25.08%	7,745.93	10,114.87	30.58%
V. ENERGY AND MATERIALS SECTOR		1,105,470.90	1,095,117.91	-0.94%	924,833.35	900,519.46	-2.63%	180,637.56	194,598.45	7.75%
Energy		1,104,304.71	1,094,581.59	-0.88%	924,097.59	900,337.20	-2.57%	180,207.12	194,244.39	7.79%
55.	National Electrification Administration	20,489.02	19,641.41	-4.14%	19,037.33	13,350.70	-29.87%	1,451.69	6,290.71	333.34%
56.	National Power Corporation	50,028.32	48,178.89	-3.70%	19,784.97	17,322.00	-12.45%	30,243.35	30,856.89	2.03%
57.	National Transmission Corporation	312,870.67	326,392.55	4.32%	163,474.95	173,402.61	6.07%	149,395.72	152,989.94	2.41%
58.	Philippine National Oil Company	40,124.46	40,482.52	0.89%	3,955.79	3,965.73	0.25%	36,168.68	36,516.79	0.96%
59.	Power Sector Assets and Liabilities Management Corporation	662,517.36	641,318.99	-3.20%	714,695.19	689,105.92	-3.58%	-52,177.83	-47,786.93	8.42%
60.	PNOC Exploration Corporation	17,327.81	17,699.03	2.14%	3,066.70	3,112.08	1.48%	14,261.11	14,586.95	2.28%
61.	PNOC Renewables Corporation	947.07	868.19	-8.33%	82.65	78.16	-5.44%	864.42	790.03	-8.61%
62.	Philippine Electricity Market Corporation	0.00	0.00		0.00	0.00		0.00	0.00	
Materials		1,166.19	536.32	-54.01%	735.76	182.25	-75.23%	430.43	354.07	-17.74%
63.	Batong Buhay Gold Mines, Inc.	0.00	0.00		0.00	0.00		0.00	0.00	
64.	Bukidnon Forest, Inc.	197.71	195.20	-1.27%	68.89	72.43	5.14%	128.82	122.77	-4.70%
65.	Natural Resources Development Corporation	475.83	0.00		375.98	0.00		99.85	0.00	
66.	National Davao Mining Corporation	0.00	0.00		0.00	0.00		0.00	0.00	
67.	Philippine Mining Development Corporation (formerly NRMDC)	492.65	341.12	-30.76%	290.89	109.83	-62.24%	201.76	231.30	14.64%

CLASSIFICATION OF GOCCs BY SECTORS										
		ASSETS (In ₱ Millions)			LIABILITIES (In ₱ Millions)			NET WORTH (In ₱ Millions)		
		2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
VI. AGRICULTURE, FISHERIES AND FOOD SECTOR										
Agriculture and Fisheries										
68.	National Dairy Authority	393,778.33	168,658.76	-57.17%	467,821.81	245,217.21	-47.58%	-74,043.48	-76,558.44	-3.40%
		327,893.88	102,635.69	-68.70%	466,703.91	243,975.32	-47.72%	-138,810.03	-141,339.63	-1.82%
68.	National Dairy Authority	1,601.28	1,672.91	4.47%	140.90	147.32	4.55%	1,460.38	1,525.59	4.47%
69.	National Food Authority	313,857.64	86,238.20	-72.52%	462,221.55	238,956.29	-48.30%	-148,363.90	-152,718.09	-2.93%
70.	National Tobacco Administration	1,818.84	1,842.43	1.30%	350.44	350.20	-0.07%	1,468.40	1,492.24	1.62%
71.	Philippine Coconut Authority	2,595.69	3,752.56	44.57%	1,219.24	1,620.03	32.87%	1,376.45	2,132.53	54.93%
72.	Philippine Fisheries Development Authority	3,414.52	3,429.14	0.43%	1,870.58	1,926.47	2.99%	1,543.94	1,502.67	-2.67%
73.	Philippine Sugar Corporation	1,302.51	1,294.61	-0.61%	46.25	45.55	-1.52%	1,256.27	1,249.07	-0.57%
74.	Phividec Panay Agro-Industrial Corp.	0.00	0.00		0.00	0.00		0.00	0.00	
75.	Sugar Regulatory Administration	3,303.39	4,405.85	33.37%	854.95	929.47	8.72%	2,448.44	3,476.38	41.98%
	Food	65,884.46	66,023.07	0.21%	1,117.91	1,241.89	11.09%	64,766.55	64,781.18	0.02%
76.	Food Terminal, Inc.	65,615.63	65,714.93	0.15%	247.06	272.57	10.33%	65,368.57	65,442.36	0.11%
77.	National Sugar Development Company	0.00	0.00		0.00	0.00		0.00	0.00	
78.	Northern Foods Corporation	268.82	308.14	14.63%	870.85	969.32	11.31%	-602.02	-661.18	-9.83%
Coconut Industry Investment Fund Oil Mills Group (CIIF-OMG)										
79.	Legaspi Oil Company, Inc.	0.00	0.00							
80.	Granexport Manufacturing Corporation	0.00	0.00							
81.	San Pablo Manufacturing Corporation	0.00	0.00							
82.	Cagayan De Oro Oil Company, Inc.	0.00	0.00							
83.	Southern Luzon Coconut Oil Mill, Inc.	0.00	0.00							
84.	Iligan Coconut Industries, Inc.	0.00	0.00							

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS (in ₱ Millions)			LIABILITIES (in ₱ Millions)			NET WORTH (in ₱ Millions)		
		2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
		2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
VII. UTILITIES AND COMMUNICATIONS SECTOR										
Utilities		963,406.34	1,031,437.35	7.06%	319,345.48	271,695.77	-14.92%	644,060.86	759,741.59	17.96%
		947,641.44	1,013,469.71	6.95%	311,378.79	262,088.37	-15.83%	636,262.65	751,381.34	18.09%
85.	Cebu Port Authority	7,466.82	7,830.39	4.87%	735.92	680.95	-7.47%	6,730.90	7,149.44	6.22%
86.	Civil Aviation Authority of the Philippines	69,728.52	70,066.58	0.48%	2,660.82	4,181.24	57.14%	67,067.71	65,885.33	-1.76%
87.	Clark International Airport Corporation	4,631.53	5,200.66	12.29%	3,628.10	4,117.05	13.48%	1,003.43	1,083.61	7.99%
88.	Light Rail Transit Authority	64,474.04	59,791.85	-7.26%	70,510.20	66,758.45	-5.32%	-6,036.16	-6,966.60	-15.41%
89.	Local Water Utilities Administration	14,964.38	14,990.73	0.18%	5,125.92	4,638.22	-9.51%	9,838.46	10,352.50	5.22%
90.	Mactan-Cebu International Airport Authority	65,043.32	125,838.91	93.47%	819.64	1,340.79	63.58%	64,223.68	124,498.12	93.85%
91.	Manila International Airport Authority	59,323.06	60,441.98	1.89%	11,699.18	11,015.30	-5.85%	47,623.88	49,426.68	3.79%
92.	Metropolitan Waterworks and Sewerage System-Corporate Office	56,517.21	58,559.31	3.61%	11,598.76	11,195.25	-3.48%	44,918.45	47,364.06	5.44%
	Metropolitan Waterworks and Sewerage System-Regulatory Office	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
93.	National Irrigation Administration	386,318.89	377,398.54	-2.31%	128,690.38	95,738.28	-25.61%	257,628.51	281,660.26	9.33%
94.	North Luzon Railways Corporation	13,231.79			20,347.57			-7,115.78		
95.	PEA Tollway Corporation	244.24	239.90	-1.78%	239.96	235.62	-1.81%	4.27	4.28	0.08%
96.	Philippine Aerospace Development Corporation	189.25			65.94			123.30		
97.	Philippine National Construction Corporation	17,970.48	38,234.87	112.76%	14,243.31	20,651.78	44.99%	3,727.17	17,583.09	371.75%
98.	Philippine National Railways	54,175.93	56,341.88	4.00%	30,321.52	30,852.53	1.75%	23,854.40	25,489.35	6.85%
99.	Philippine Ports Authority	133,361.98	138,534.13	3.88%	10,691.55	10,682.90	-0.08%	122,670.43	127,851.23	4.22%
Communications		15,764.91	17,967.64	13.97%	7,966.70	9,607.39	20.59%	7,798.21	8,360.25	7.21%
100.	APO Production Unit, Inc.	1,960.61	2,767.08	41.13%	1,633.74	2,248.83	37.65%	326.87	518.26	58.55%
101.	People's Television Network, Inc.	2,653.02	2,852.80	7.53%	599.90	584.63	-2.55%	2,053.12	2,268.17	10.47%

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS (in ₱ Millions)			LIABILITIES (in ₱ Millions)			NET WORTH (in ₱ Millions)		
		2018		% Change	2018		% Change	2018		% Change
		2018	2019		2018	2019		2018	2019	
102.	Philippine Postal Corporation	11,151.28	12,347.75	10.73%	5,733.05	6,773.93	18.16%	5,418.22	5,573.82	2.87%
VIII. HEALTHCARE SERVICES SECTOR		0.00	0.00		0.00	0.00		0.00	0.00	
103.	La Union Medical Center		0.00		0.00	0.00		0.00	0.00	
IX. REALTY/HOLDING COMPANIES		130.82	126.23	-3.51%	40.12	44.89	11.89%	90.69	81.34	-10.32%
104.	Batangas Land Company, Inc.	65.78	69.43	5.56%	21.02	22.03	4.79%	44.76	47.41	5.92%
105.	First Cavite Industrial Estate, Inc.	4.72	7.33	55.53%	12.78	15.52	21.46%	-8.07	-8.19	-1.54%
106.	G.Y. Real Estate, Inc.	33.82	22.23	-34.27%	1.03	1.38	34.42%	32.79	20.85	-36.42%
107.	Kamayuan Realty Corporation	22.11	23.10	4.45%	5.06	5.78	14.35%	17.06	17.31	1.51%
108.	Pinagkaisa Realty Corporation	4.39	4.13	-5.90%	0.23	0.18	-25.02%	4.16	3.96	-4.82%
109.	ASC Investors, Inc.	0								
110.	ARC Investors, Inc.	0								
111.	Anglo Ventures, Corp.	0								
112.	Fernandez Holdings, Inc.	0								
113.	First Meridian Development, Inc.	0								
114.	Randy Allied Ventures, Inc.	0								
115.	Rock Steel Resources, Inc.	0								
116.	Roxas Shares, Inc.	0								
117.	San Miguel Officers Corp., Inc.	0								
118.	Te Deum Resources, Inc.	0								
119.	Toda Holdings, Inc.	0								
120.	Soriano Shares, Inc.	0								
121.	Valhalla Properties, Inc.	0								
GOCC Sector		8,535,131.11	8,842,015.53	6.08%	4,618,841.76	4,630,616.06	0.25%	3,716,289.35	4,211,399.47	13.32%

