

A stylized graphic in the top right corner features a yellow sun with rays and three yellow stars on a blue background, reminiscent of the European Union flag. The sun is partially cut off by the right edge of the page.

# GCCG

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GOVERNANCE COMMISSION FOR GOCCs  
THE FIRST 200 DAYS REPORT

20 May 2012

*His Excellency*

**BENIGNO S. AQUINO III**

President of the Republic of the Philippines  
Malacanang, Manila

Dear Mr. President:

I have the honor to submit, pursuant to Section 5(k) of Republic Act No. 10149, otherwise known as the "GOCC Governance Act of 2011," the First 200 Days Report of the Commission.

The Report provides a brief historical background of the reform movement in the GOCC sector that culminated in the enactment of R.A. No. 10149, details the activities undertaken and the progress achieved by the Commission in pursuit of its mandates under the Act during the first 200 days after its formal constitution on 20 October 2011, and provides for historical and financial perspectives of the GOCC sector as the baseline survey from whence the Commission shall be moving forward in pursuit of its mandates.

Trusting that you will find the first Report of the Commission useful for the promotion of good governance in the GOCC sector, and in realizing the potential of GOCCs to be significant tools for economic development in our country.

Very truly yours,



**CESAR L. VILLANUEVA**  
Chairman

20 May 2012

The Honorable

**JUAN PONCE ENRILE**

President, Philippine Senate  
GSIS Complex, Pasay City

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**CESAR L. VILLANUEVA**  
Chairman

20 May 2012

The Honorable  
**FELICIANO R. BELMONTE, JR.**  
 Speaker, House of Representatives  
 National Government Center  
 Quezon City

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**CESAR L. VILLANUEVA**  
 Chairman

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# EXECUTIVE SUMMARY

The enactment in June 2011 of the “*GOCC Governance Act of 2011*” R.A. No. 10149, institutionalized the gains achieved by the reform movement in the GOCC sector, which started in February 1988 when then President Corazon C. Aquino promulgated Administrative Order No. 59 (A.O. 59) on the “Rationalization of the Government Corporate Sector”, which sought to rationalize the government corporate sector by: (a) laying down the principles and standards to be followed in the creation, management, administration, supervision and liquidation of government-owned and -controlled corporations (GOCCs); (b) defining the guidelines in determining the areas or activities of government in which the corporate form shall be utilized; and (c) setting down policy measures to improve the organizational and functional capabilities of GOCCs.

Following the same thrust in 1993, Executive Order No. 55 and Memorandum Circular No. 64 were promulgated, which not only laid down the principles governing the attainment of prudential level of government expenditures in the GOCC sector, but also provided for the rationalization (including privatization) of the sector, and reconstituted the Government Corporate Monitoring and Coordinating Committee (GCMCC) as the central oversight body for the sector under the Office of the President.

Those seminal moves to rationalize and reform the GOCC sector have become the bedrock of the reform and governance principles embodied in Republic Act No. 10149 (R.A. No. 10149) which laid down the State policy that recognizes GOCCs as significant tools for economic development through the exercise of the State of its ownership rights to promote growth by ensuring that the operations of GOCCs are rationalized and monitored centrally to be consistent with national development policies and programs. Among the public corporate governance principles institutionalized under R.A. No. 10149 are the following:

- Directors and officers are constituted as **fiduciaries** and **trustees** of the State;
- Imposing the highest standard of **extraordinary diligence** on the fiduciary duties of directors and officers;
- Mandating one (1) year term of office for appointive directors;
- Clear accountability of the CEO/Management to the Governing Board of the GOCC and refocusing command responsibility for the operations of GOCCs to the respective Governing Boards;
- Uniform Compensation and Position Classification System (CPCS) for the GOCC sector.

A significant feature of R.A. No. 10149 is the constitution of the Governance Commission for GOCCs (GCG) as the “central advisory, monitoring, and oversight body with authority to formulate, implement and coordinate policies” over the GOCC sector. In the short period of six months from its formal constitution last 20 October 2011, the GCG has rapidly moved to pursue its mandates under R.A. No. 10149, which include, among others:



- To guide itself in exercising its powers and functions, the GCG undertook a detailed inventory taking exercise of the GOCC sector (Memorandum Circular No. 2012-01) and classified the GOCCs into various sectors;
- In consultation with supervising and service-wide agencies and with the GOCCs themselves, formally adopted for approval of the President the following organic documents to govern the GOCC sector:
  - ⇒ Fit and Proper Rule
  - ⇒ Ownership and Operations Manual for the GOCC Sector
  - ⇒ Code of Corporate Governance for GOCCs
- Ruled on nearly sixty GOCC applications covering the *per diem* entitlements of members of the Boards of Directors/Trustees pursuant to the rules and classifications provided under Executive Order No. 24 (s. 2011), and issued/re-issued Memorandum Circular No. 2012-02 providing for the formal rules governing the *per diems* and other allowable compensation of members of the Governing Boards of GOCCs covered by R.A. No. 10149;
- Created a Special Task Force on GOCC Rationalization Plans with the Department of Budget and Management (DBM);
- Coordinated with the Civil Service Commission (CSC) towards harmonizing the development of the CPCS under R.A. No. 10149 with Civil Service laws, rules and regulations;
- Consulted with the Commission on Audit (COA) on fiscal issues and the operational management of specific GOCCs, development of a Uniform Chart of Accounts, clarification of the process for restitution under R.A. No. 10149, and improvement in the timeliness of GOCCs in complying with COA requirements for the purpose of the Audit Report;
- Coordinated with the Privatization and Management Office (PMO) on the monitoring of GOCCs under PMO's care and the initial mechanics of the transfer of PMO's privatization functions over GOCCs.
- Coordinated with the Presidential Commission on Good Government (PCGG) regarding surrendered corporations under GCG coverage.

R.A. No. 10149 expressly excluded from its coverage the following GOCCs:

- Bangko Sentral ng Pilipinas (BSP)
- Local Water Districts (LWDs)
- State Universities and Colleges (SUCs)
- Economic Zone Authorities
- Research Institutions

The remaining covered GOCCs, initially around 148, have the following profile:

<b>Total Assets</b>	: ₱5 Trillion or over US\$116 Billion
<b>Total Liabilities</b>	: From ₱3.2 Trillion in 2009 to ₱3.46 Trillion in 2010
<b>Net Worth</b>	: From ₱1.369 Trillion in 2009 and increased to ₱1.476 Trillion in 2010
<b>Equity</b>	: Increased by 58% from ₱1.359 Billion in 2009 to ₱2.149 Billion in 2010
<b>Subsidies</b>	: An increase of 493% from ₱9.064 Billion in 2000 to ₱53.705 Billion in 2011
<b>Net Lending</b>	: Almost doubled from ₱9.258 Billion in 2010 to ₱18.055 Billion in 2011
<b>Net Income</b>	: ₱123 Billion in 2010, a decline of 6.8% from ₱132.6 Billion in 2009
<b>Dividends</b>	: Increased by an average of 33.5% in the last five years (includes BSP). A record ₱28.7 Billion in dividends paid in 2011

The GCG has every intention of improving the figures for the GOCC sector in the coming years, and truly transforming it to become an important tool for the government in promoting inclusive growth and economic development in our country.



President Benigno S. Aquino III has espoused “*Tuwid na daan*” (the straight path) as the theme governing his administration since his assumption into office and he has made it clear that this encompasses the governance of government-owned or controlled-corporations (GOCCs). His first two State of the Nation Addresses (SONA) were punctuated with sharing with the public the glaring irregularities in GOCCs, and in particular chastising members of the Board of the MWSS for rewarding themselves with extravagant allowances and benefits while being in arrears for the pensions of their retired employees. He also pointed out how some GOCCs like the NFA, MRT and NAPOCOR were used to serve the interests of a few at the expense of the rank-and-file employees and the public sector they are supposed to serve. In the second SONA, the President impugned the motives of members of the Board of the Philippine National Construction Corporation (PNCC) in the previous administration that paid themselves excessive allowances even as the company was already deep in debt.<sup>1</sup>

The presidential rebuke on unconscionable abuses and the mismanagement of government corporations once again placed the GOCC sector under public scrutiny and disgrace, underscoring the need to embark on reforms that would enhance the ability of GOCCs to act as stewards of the people’s resources. President Aquino recognized the challenges being faced by the sector and vowed to put an end to issues such as weak board governance, lack of transparency and accountability, incoherent disclosure practices, poor oversight and multiple and conflicting mandates. He calls this new environment “*Daylight*” – where things are not done in the dark, where transactions will be clear, honest and transparent, and where there is full accountability.

Congress responded to the call of the President by enacting into law Republic Act No. 10149, entitled “An Act to Promote Financial Viability and Fiscal Discipline in Government-Owned or -Controlled Corporations and to Strengthen the Role of the State in Its Governance and Management to Make Them More Responsive to the Needs of Public Interest and For Other Purposes.”

In the last quarter of 2011, the President constituted the members of the Governance Commission for GOCCs (GCG) which, under R.A. No. 10149, was designated as the “central advisory, monitoring, and oversight body with authority to formulate, implement and coordinate policies” over the GOCC sector.



<sup>1</sup>President Benigno S. Aquino III, *Second State of the Nation Address*, 25 July 2011, available at <http://www.gov.ph/2011/07/25/benigno-s-aquino-iii-second-state-of-the-nation-address-july-25-2011/>.

The history of enacting reforms in the government corporate sector is a study in policy shortfalls and weak executive action. Past administrations recognized the need for a monitoring body, but the attempts at creating one were half-hearted and lacked consistency, continuity and political will.

### Government Corporate Monitoring Committee (GCMC)

In 1984, a time when the number of GOCCs was highest in the history of our country, President Ferdinand E. Marcos created the Government Corporate Monitoring Committee (GCMC) through Executive Order No. 936. The GCMC operated as a sub-committee of the Cabinet and was composed of the Prime Minister as Chairman, and the Minister of Finance, the Director-General of the Office of Budget and Management, the Governor of the Central Bank, the Director-General of the National Economic and Development Authority, and the Chairman of the Commission on Audit as members. While the GCMC had the mandate, it had very little success because the powers given to it were not appropriate for its functions and duties.

### Government Corporate Monitoring and Coordinating Committee (GCMCC)

President Corazon C. Aquino transformed the GCMC into the Government Corporate Monitoring and Coordinating Committee (GCMCC) in 1986 through Memorandum Circular No. 10. The GCMCC was strengthened in 1987 through Executive Order No. 236 and the composition was changed to the Executive Secretary, the Secretaries of the Departments of Transportation and Communications, Finance, Agriculture, Public Works and Highways, Environment and Natural Resources, and Trade and Industry and the Director-General of the National Economic and Development Authority Secretariat. The GCMCC was chaired on a rotating basis among the members of the Committee.

In 1993, President Fidel V. Ramos reconstituted and strengthened the GCMCC through Executive Order No. 55 identifying the following as members: the Executive Secretary, Secretary of Finance, Secretary of Budget and Management, Secretary of Trade and Industry, Director-General of NEDA, Governor of the Central Bank, Chief Presidential Legal Counsel, Head of the Presidential Management Staff, and the Government Corporate Counsel.

### Transfer of Functions to the Department of Finance

President Gloria Macapagal-Arroyo abolished the GCMCC in 2001 through Administrative Order (A.O.) No. 16 and transferred all its functions to the Department of Finance (DOF) consolidating the GCMCC’s functions with that of the mandate of the DOF under the Administrative Code of 1987. The secretariat and staff support services of the GCMCC under the Presidential Management Staff (PMS) was augmented by the personnel of the DOF’s Corporate Affairs Group (DOF-CAG) to perform the functions for the government corporate sector under the provisions of A.O. Nos. 16 and 24, s. 2001, and the DOF-CAG’s mandate under Executive Order No. 127-A, s. 1987. The Department of Budget and Management (DBM) was also tasked to review the compensation structure of all GOCCs and make its recommendations to DOF and the President in line with the austerity measures of the government.



Until June 2011, the monitoring of all GOCCs was the main responsibility of DOF-CAG; however, only fourteen (14) GOCCs (major non-financial government corporations) were closely monitored for their fiscal relevance as they account for a substantial portion of the country's consolidated public sector deficit (CPSD). Aside from monitoring of the 14 GOCCs' contribution to CPSD, their liabilities and those of the three (3) Government Financial Institutions (GFIs) and 3 Social Security Institutions (SSIs) were also closely monitored because of its implications on the country's consolidated public sector debt.

The DBM, through its Budget and Management Bureau-F, also looked at the government corporate sector but this was limited to Chartered GOCCs and only to the extent of their Corporate Operating Budgets (COBs). That arrangement meant that GOCCs that were not relying on the national government for financial support were largely left on their own, with their Boards and Management exercising practically full autonomy over their assets and operations. As history has shown, the practice has resulted in GOCCs being used simply as milking cows of politicians and their recommended appointees to the Governing Boards of GOCCs, with little regard for the solemnity of the public offices involved and the preservation of resources and national interest.



Acting on the call of President Benigno S. Aquino III for reforms and good governance in the government corporate sector, the Senate drafted Senate Bill No. 2640, authored by Senator Franklin M. Drilon, while the House of Representatives crafted a counterpart in the form of House Bill No. 4067, authored by Rep. Emilio Abaya, Jr. The bills eventually were promulgated into R.A. No. 10149, otherwise known as the “GOCC Governance Act of 2011,” and which was signed into law by President Aquino on 06 June 2011. Considered by many as landmark legislation, R.A. No. 10149 provides the State the statutory basis and legal framework to promote “financial viability and fiscal discipline in GOCCs and to strengthen the role of the state in their governance and management to make them more responsive to the needs of public interest.”

More significantly, R.A. No. 10149 created the Governance Commission for GOCCs (GCG) as the “central advisory, monitoring and oversight body with authority to formulate, implement and coordinate policies in the government corporate sector.”

The creation of the GCG addresses the fundamental problems facing the government corporate sector, such as: (a) weak regulatory framework; (b) lack of a clear entity that exercises ownership functions; (c) poor oversight mechanism; (d) the need for institutional rationalization and fiscal discipline to stop the drain on government finances; and (e) the absence of a central monitoring and policy coordinating body.

### Paradigm Shift in GOCC Governance

The GOCC Governance Act of 2011 is the cornerstone in the government's resolute march to initiate and institutionalize a paradigm shift in the governance of GOCCs:

- **Directors and Officers Constituted as Fiduciaries and Trustees of the State.** R.A. No. 10149 makes explicit that members of the Board of Directors/Trustees and the officers of GOCCs are fiduciaries of the State. Accordingly, they have the legal obligation and duty to always act in the best interest of the GOCC, with utmost good faith and with extraordinary diligence in all its dealings with the property and monies of the GOCC.
- **Imposing the Highest Standard of Extraordinary Diligence on the Fiduciary Duties of Directors and Officers.** In line with the fiduciary character of the relationship between the Board of Directors/Trustees & officers of GOCCs and the State, R.A. No. 10149 imposes upon the former the obligation to exercise extraordinary diligence in the conduct of the business and in dealing with the properties of GOCCs. The standard of extraordinary diligence is higher than that required of the Board of Directors and officers of private corporations, which is merely the diligence of a good father of a family. The higher standard embodied in R.A. No. 10149 is in recognition of the public interest inherent in GOCCs, in contrast to private corporations, and demands the same recognition and adherence from the Board of Directors/Trustees and officers of GOCCs.
- **Mandating a One (1) Year Term of Office for Appointive Directors.** In the past, the term of office of the members of the Board of Directors/Trustees of GOCCs would vary depending on the Charter or Articles of Incorporation of the GOCC. The

determination of the term of office was mainly political rather than the result of a system with specific policy considerations in mind. With the enactment of R.A. No. 10149, all members of the Board of Directors/Trustees and CEOs of GOCCs now have a fixed term of only one (1) year. In contrast to the old regime where Directors or Trustees, regardless of performance, were assured of their positions up to the end of their terms provided for in the various GOCC Charters (in some cases, as long as six (6) years), they must now continuously earn their keep in line with the principles of good governance and may be reappointed by the President only if they obtain a performance score of at least above average or its equivalent in the immediately preceding year of tenure as Appointive Director.

- **Clear Accountability of the CEO/Management to the Board and Refocusing Command Responsibility<sup>2</sup> for the Operations of GOCCs to the Respective Governing Boards.** Under R.A. No. 10149, the CEO of a GOCC shall be elected annually by the members of the Board from among its ranks. The CEO shall be subject to the disciplinary powers of the Board and may be removed by the Board for cause. Hence, unlike before when CEOs were appointed directly by the President (creating the mistaken notion that the CEOs had their own mandate from the President independent of the Board), under R.A. No. 10149, the CEO's election by the Board of Directors from among their ranks refocuses the center of power and command responsibility to the governing Boards. This clarifies the role of the CEO as an agent of the Board elected to implement their decisions and directly accountable to the Board. The Board, in turn, is directly accountable to the President, as the representative of the State.
- **Uniform Compensation and Position Classification System (CPCS) for the GOCC Sector.** Recognizing the dichotomy in the bureaucracy brought about by an incoherent policy framework in creating GOCCs and determining the compensation systems of GOCCs, R.A. No. 10149 reigns in all GOCCs under its coverage into one uniform and standard compensation and position classification system. The last sentence of Section 5 of R.A. No. 10149 provides in clear terms: *"Any law to the contrary notwithstanding, no GOCC shall be exempt from the coverage of the Compensation and Position Classification System developed by the GCG under this Act."* This brings to an end the disparity between the compensation and position structure of GOCCs on account of coverage or exemption from the SSL. This also provides the necessary policy environment for balancing the goals of fiscal prudence and strengthening the overall governance and management of GOCCs by, among others, attracting and motivating a corps of competent professionals, from the Board of Directors/Trustees to the rank-and-file.

### Powers and Functions of the GCG

The GCG has been given the following powers and functions:

- Evaluate the performance and determine the relevance of the GOCC, to ascertain whether such GOCC should be reorganized, merged, streamlined, abolished or privatized, in consultation with the department or agency to which a GOCC is attached;

<sup>2</sup>See Executive Order No. 226, s. 1995, entitled, "Institutionalization of the Doctrine of Command Responsibility in all Government Offices, Particularly at all Levels of Command in the Philippine National Police and Other Law Enforcement Agencies.

- Classify GOCCs into: (1) Developmental/Social Corporations; (2) Proprietary Commercial Corporations; (3) Government Financial, Investment and Trust Institutions; (4) Corporations with Regulatory Functions; and (5) Others as may be classified by the GCG, without prejudice to further sub-classifications in each category and/or any other classification based on parameters as it may find relevant or material such as, but not limited to, industry type;
- In consultation with the relevant government agencies and stakeholders, adopt within one hundred eighty (180) days from its constitution, an ownership and operations manual and the government corporate standards governing GOCCs: Provided, That the government corporate governance standards applicable to GOCCs shall be no less rigorous than those required by the Philippine Stock Exchange or the Securities and Exchange Commission of listed companies, or those required by the Bangko Sentral ng Pilipinas or the Insurance Commission for banking institutions and insurance companies, as the case may be;
- Without prejudice to the filing of administrative and criminal charges, recommend to the Board of Directors or Trustees the suspension of any member of the Board of Directors or Trustees who participated by commission or omission in the approval of the act giving rise to the violation or noncompliance with the ownership manual for a period depending on the nature and extent of damage caused, during which period the director or trustee shall not be entitled to any emolument;
- In addition to the qualifications required under the individual charter of the GOCCs and in the bylaws of GOCCs without original charters, the GCG shall identify necessary skills and qualifications required for Appointive Directors and recommend to the President a shortlist of suitable and qualified candidates for Appointive Directors;
- Establish the performance evaluation systems including performance scorecards, which shall apply to all GOCCs in general and to the various GOCC classifications;
- Conduct periodic study, examination, evaluation and assessment of the performance of the GOCCs, receive, and in appropriate cases, require reports on the operations and management of the GOCCs including, but not limited to, the management of the assets and finances of the GOCCs;
- Conduct compensation studies, develop and recommend to the President a competitive compensation and remuneration system which shall attract and retain talent, at the same time allowing the GOCC to be financially sound and sustainable;
- Provide technical advice and assistance to the government agencies to which the GOCCs are attached in setting performance objectives and targets for the GOCCs and in monitoring performance vis-à-vis established objectives and targets;
- Coordinate and monitor the operations of GOCCs, ensuring alignment and consistency with the national development policies and programs.
- Prepare a semi-annual progress report to be submitted to the President and the Congress. In its report, the GCG will provide its performance

assessment of the GOCCs and recommend clear and specific actions. Within one hundred twenty (120) days from the close of the year, the GCG shall prepare an annual report on the performance of the GOCCs and submit it to the President and the Congress; and

- (l) Review the functions of each of the GOCC and, upon determination that there is a conflict between the regulatory and commercial functions of a GOCC, recommend to the President in consultation with the Government Agency to which such GOCC is attached, the privatization of the GOCCs commercial operations, or the transfer of the regulatory functions to the appropriate government agency, or such other plan of action to ensure that the commercial functions of the GOCC do not conflict with such regulatory functions.

#### Composition of the GCG

The GCG is composed of five (5) members. The Chairman with the rank of Cabinet Secretary and two (2) members with the rank of Undersecretary are appointed by the President. The Secretaries of the Department of Budget and Management and the Department of Finance sit as *ex officio* members. The GCG is attached to the Office of the President.



## GCG CHARTER STATEMENT



### MISSION

GCG is an efficient and effective central advisory, oversight, and monitoring body with authority to formulate and implement policies in the active exercise of the State's ownership rights over GOCCs, thereby ensuring their financial viability and fiscal discipline through adherence to the highest standards of corporate governance.

### VISION

By 2020, the GCG shall have transformed the GOCC Sector into a significant tool of the State in the attainment of inclusive growth and economic development.

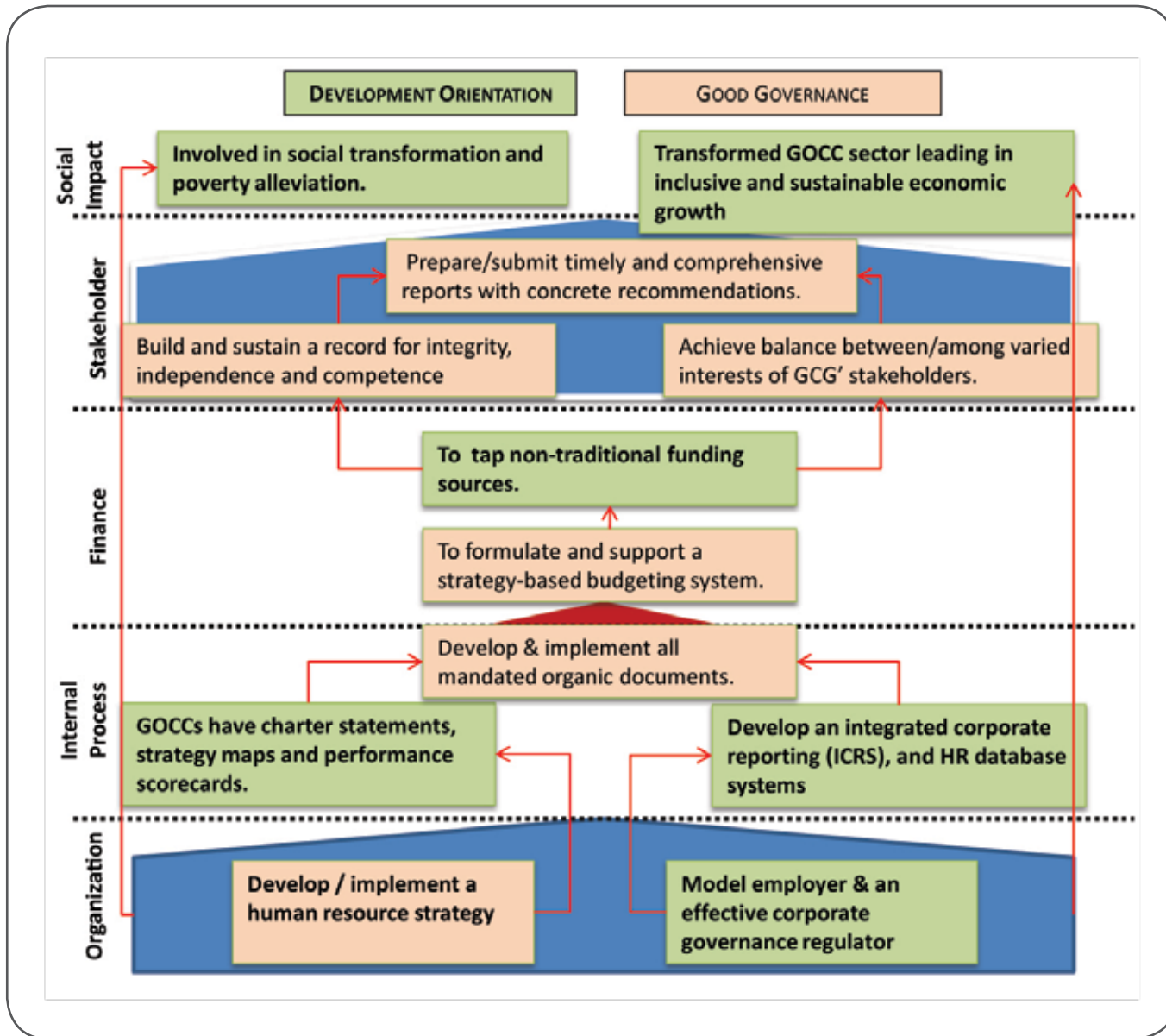
### CORE VALUES

- Integrity** – “We are honest, speak the truth, and walk the talk.”
- Professionalism** – “We believe in and practice meritocracy; we aspire for the highest standard of excellence and service.”
- Independence** – “We believe in and practice transparency, accountability, and fairness.”
- Love of Country** – “We put country above self.”





# STRATEGY MAP



## Constitution of the Commission

The Commission was formally constituted on 20 October 2011 during its first *en banc* session. The GCG appointive members are Atty. Cesar L. Villanueva as Chairman, Ms. Ma. Angela E. Ignacio, CFTP,<sup>3</sup> and Atty. Rainier B. Butalid as Commissioners. Finance Secretary Cesar V. Purisima and Budget Secretary Florencio B. Abad sit as the *ex officio* members of the Commission.



## Appointive Members of the GCG



### CESAR L. VILLANUEVA, *Chairman*

**Secretary Villanueva** obtained in 1977 his Accounting degree (B.S.C.) from Holy Angel University (*magna cum laude*), and his Bachelor of Laws Degree (LI.B.) in 1981 from the Ateneo de Manila Law School (valedictorian, *cum laude*). He sat for the Philippine Bar Examinations in November 1981 and placed second (2nd). The following May 1982, he took the CPA Board Examinations and placed sixth (6th). He obtained his Master of Laws (LI.M.) degree from Harvard Law School in 1989. In October 2005, he was conferred a Diplomate in Juridical Science (D.J.S.) by the San Beda Graduate School of Law.

He is a fellow of both the Australian Institute of Company Directors (AICD), and the Institute of Corporate Directors (ICD Makati).

Prior to his appointment as Chairman of the GCG, he was the Dean of the Ateneo Law School (April 2004 until September 2011), a member of the Governing Board of the Mandatory Continuing Legal Education (MCLE) of the Supreme Court and the Technical Panel for Legal Education of the Commission on Higher Education (CHED).

He was also the Chairman of the Commercial Law Department of the Philippine Judicial Academy (PHILJA) and the Executive Director of its Consultants Group and a member of



<sup>3</sup>Certified Finance and Treasury Professional.

the Academic Council and of the Supreme Court's Sub-Committee for RTC Commercial Courts.

At the time of his appointment to the Commission, he was the Chairman of the Board of Clark Development Corporation (CDC) and a member of the Board of Directors of Clark International Airport Corporation (CIAC). He was also a member of the Boards of Makati Medical Center, the Institute of Corporate Directors (ICD), and the Kapampangan Development Foundation (KDF).

He is the author of leading legal books, including *Philippine Corporate Law, Non-Corporate Media of Doing Business*, and the *Law and Practice on Philippine Corporate Governance*, which won the 2009 National Book Award on Professions given by the National Book Development Board and the Manila Critics Circle.

### MA. ANGELA E. IGNACIO, *Commissioner*



**Undersecretary Ignacio** obtained her double degree in Applied Economics and Commerce, major in Management of Financial Institutions from De La Salle University in 1994 where she was on the Dean's Honor's List. She also received the award for Best Thesis from the Economics Department in 1993 for her work on *Financial Distress Prediction Models in the Philippines*. She earned a Master's degree

in Applied Finance from the University of Melbourne in 2000 where she was recognized for her outstanding achievement in the program. She also obtained a diploma in Financial Services and Planning from PS146 Training Australia in 2006.

She is a Certified Finance and Treasury Professional (CFTP) and a Member of the Finance and Treasury Association in Australia. She is RG 146 compliant and licensed to give general and personal financial advice. She was also a Licensed Stock Broker with the Philippine Stock Exchange from 1994 to 1998.

Prior to her appointment to the GCG, she served as Vice President at the Philippine Deposit Insurance Corporation (PDIC) under the Office of the Board Chairman beginning September 2010. She was also appointed as Special Assistant to the Secretary of Finance for Corporate Affairs and Management Information Systems (MIS). She represented the Department of Finance in the Task Force on Corporate Compensation (TFCC) created under Executive Order No. 7, s. 2010.



She served as Director of United Coconut Planters Bank (UCPB), UCPB Savings Bank and UCPB Securities.

She was also President of Technistock Corporation, Vice President of Kim Eng Securities (Philippines), Inc., Assistant Manager of Citibank, N.A., Manila Branch, and Consultant to Lincoln Indicators Australia.





**RAINIER B. BUTALID, Commissioner**

**Undersecretary Butalid** earned his Bachelor of Laws degree from the University of the Philippines College of Law in 1981, and was admitted to the Philippine Bar that same year. He also holds a Bachelor of Arts degree, Major in Economics, which he obtained from the Ateneo de Manila University in 1977.

Prior to his appointment to the GCG, Commissioner Butalid was a member of the Boards of various government corporations and joint venture corporations. He served as Chairman of the Board of the Philippine National Construction Corporation (PNCC). He was also Chairman of the Alabang Sto. Tomas Development Inc. (ASDI), the implementing agency of the Daang-Hari – SLEX Toll Road, and DISC Contractors, Builders & General Services, Inc. (DISC), a wholly owned construction services subsidiary of PNCC. He was Vice-Chairman of the Manila North Tollways Corporation (MNTC) and Citra Metro Manila Tollways Corporation (CMMTC), and Director of the South Luzon Tollways Corporation (SLTC).

He is also an accomplished law practitioner, having served as Vice President and General Counsel of the National Power Corporation (NPC) and University Legal Counsel of the University of the Philippines System. He was also a Litigation Partner of the Manalo Puno Law Office.



Commissioner Butalid is a dedicated public servant having served as Vice-Governor and Senior Provincial Board Member of the Province of Masbate, and has been the recipient of various Plaques of Recognition given by different sectors of the Province as an outstanding government official.

He is a career executive service eligible and is an alumnus of the Haggai Institute for Christian Leadership in Maui, Hawaii.

**Ex Officio Members of the GCG**

**CESAR V. PURISIMA, Secretary of Finance**



**Secretary Purisima** served in the government of the Republic of the Philippines as Secretary of the Department of Trade and Industry in 2004 and Secretary of the Department of Finance in 2005, and in 01 July 2010 he was reappointed as Department of Finance Secretary. He also served as Chair and Member of the Board of many government companies including National Power Corporation (NAPOCOR), Land Bank of the Philippines, and Monetary Board (Bangko Sentral ng Pilipinas).

He has extensive work experience in public accounting both here and abroad. Mr. Purisima was Area Managing Partner as head of the Asia Pacific Assurance Practice of

Andersen Worldwide from 2001-2002 and was Regional Managing Partner as head of the Asean operation from 2000-2001. He was member of the Global Board of Andersen Worldwide from 1999-2002 and the Global Executive Board of Ernst & Young from 2002-2004.

He was Chairman & Managing Partner of SGV & Co. until January 2004. He has various memberships in several business organizations including the Management Association of the Philippines, Philippine Institute of Certified Public Accountants, Philippine-France Business Council, Philippine-Thailand Business Council and the Makati Business Club, among others.

Mr. Purisima obtained his Bachelor of Science in Commerce, Majors in Accounting & Management of Financial Institutions from De La Salle University (1979) and his MBA from JL Kellogg Graduate School of Management, Northwestern University in Chicago, Illinois (1983). In 1979, he was among the top placers in the Philippine Board Examinations for Certified Public Accountants.<sup>4</sup>



**FLORENCIO B. ABAD, Secretary of Budget and Management**

**Secretary Abad** has worked in the academe, as well as the public and non-government sectors. He served as a research director at the Ateneo Center for Social Policy and Public Affairs in 1986 and had been a regular lecturer at the Ateneo de Manila University's College of Arts and Sciences, School of Government, College of Law and Graduate School of Business. He was also a legal and management

consultant to different local and foreign foundations.

He completed his secondary and college education at the Ateneo de Manila University where he obtained a bachelor's degree in Business Management in 1980. He earned his law degree from the then Ateneo College of Law as a President's scholar and passed the Bar Examination in 1985. He was a fellow of the Edward Mason Program in Public Policy and Management at the Kennedy School of Government in Harvard University in Cambridge, Massachusetts, where he successfully completed his studies with Masters in Public Administration.

Currently Secretary of Budget and Management in the new Aquino administration, Abad started his political career by serving as Representative of Batanes in 1987.

After his first congressional stint, he was enlisted to serve as Secretary of Agrarian Reform under the first Aquino administration. He then returned to serving the people of Batanes as House representative in 1995, serving three consecutive terms.

During his time in the Congress, he served as chair of the appropriations committee and authored legislations such as the Comprehensive Agrarian Reform Law, the Agricultural and Fisheries Modernization Act, and the Electricity Power Industry Reform Act, among others. He also served as a member of various congressional committees, such as the committees on basic education, energy, agricultural modernization and agrarian reform.

He was appointed as Secretary of Education in 2004. He also served as president of the Liberal Party from 1999 to 2004.

<sup>4</sup>Available at [http://www.dof.gov.ph/?page\\_id=777](http://www.dof.gov.ph/?page_id=777).

## GCG Personnel

The GCG has been beefing up its ranks with motivated and competent financial analysts, auditors, lawyers, management information system experts, compensation specialists and corporate governance experts to help carry out its mandate of reforming and rationalizing the government corporate sector.

## GCG Performance of Mandate

Six months after being constituted, the GCG has faithfully and vigorously pursued its broad mandate, especially its key functions and powers:

1. To evaluate the performance and determine the relevance of GOCCs, the GCG promulgated **GCG Memorandum Circular No. 2012-01**<sup>5</sup> on 08 February 2012. This would enable the GCG to do inventory-taking and obtain the necessary information from all GOCCs covered by R.A. No. 10149 to get a definitive reading of the landscape and performance of specific GOCCs, and build up the database in preparation for the Integrated Corporate Reporting System (ICRS).
2. The GCG has acted immediately to address the sectoral rationalization of the public corporate sector and conducted the following actions:

- a. Cleaned up the official list of GOCCs (Annex A) to include only operating GOCCs covered by the GCG.
- b. Removed GOCCs that were explicitly excluded from the Coverage of R.A. No. 10149 such as the Bangko Sentral ng Pilipinas, Economic Zone Authorities and Research Institutions.
- c. Classified GOCCs into the following working sectors:
  - Government Financial Institutions
  - Social Services and Housing
  - Commercial, Trade and Tourism
  - Power
  - Support Services
  - Land and Water Resources
  - Transportation, Infrastructure & Communication

3. To adopt an ownership and operations manual, the GCG:
  - a. Drafted a State Ownership and Operations Manual.
  - b. Held consultations with oversight departments and agencies on 13 March 2012 at the G Hotel in Manila.

<sup>5</sup>Subject: "Inventory-Taking from GOCCs Covered by R.A. No. 10149, "GOCC Governance Act of 2011," in Preparation for the Ownership and Operations Manual and Code of Corporate Standards Governing GOCCs."

- c. Held consultations with GOCCs on 26-28 March 2012 at Mabini Hall, Malacañang.



- d. Submitted the State Ownership and Operations Manual to the Office of the President on 13 April 2012 in compliance with the 180-day deadline for its adoption under R.A. No. 10149. The same will be promulgated by the GCG as **MC No. 2012-06**.

4. To adopt government corporate standards governing GOCCs, the GCG:
  - a. Drafted a Code of Corporate Governance.
  - b. Held consultations with oversight departments and agencies on 13 March 2012 at the G Hotel in Manila.
  - c. Held consultations with GOCCs on 26-28 March 2012 at Mabini Hall, Malacañang.





- d. Submitted the Code of Corporate Governance to the Office of the President on 13 April 2012 in compliance with the 180-day deadline for its adoption under R.A. No. 10149. The same will be promulgated by the GCG as **MC No. 2012-07**.
5. To identify necessary skills and qualifications required for Appointive Directors, the GCG:
    - a. Drafted a Fit and Proper Rule.
    - b. Held consultations with oversight departments and agencies on 13 March 2012 at the G Hotel in Manila.
    - c. Held consultations with GOCCs on 26-28 March 2012 at Mabini Hall, Malacañang.
    - d. Submitted the Fit and Proper Rule to the Office of the President on 13 April 2012. The same will be promulgated by the GCG as **MC No. 2012-05**.
  6. In fulfillment of its mandate to recommend to the President a shortlist of suitable and qualified candidates for Appointive Directors, the GCG:
    - a. Released **Memorandum Circular No. 2012-03** on 08 February 2012 covering the “Status of Holdover and Acting Appointive Directors/Trustees in GOCC Boards and Requiring the Submission of Information on their Respective Qualifications.”
    - b. Released **Memorandum Circular No. 2012-04** on 12 March 2012 covering the Nomination of appointive members of GOCC board of directors and trustees, subsidiaries affiliates.
    - c. Began preparing shortlists of nominees for Appointive Directors in GOCCs under GCG coverage for the term beginning 01 July 2012 and ending on 30 June 2013.
  7. To be able to conduct periodic study, examination, evaluation and assessment of the performance of the GOCCs, the GCG has mandated full disclosure requirements from all GOCCs by requiring them to maintain websites and regularly submit financial and performance reports.
  8. In fulfillment of its mandate to conduct compensation studies and develop and recommend to the President a competitive compensation and remuneration system which shall attract and retain talent, while at the same time allowing the GOCC to be financially sound and sustainable, the GCG:
    - a. *Required GOCCs to submit compensation packages and compensation plans.* – The GCG has required all GOCCs to submit their compensation packages and plans prior to and after the issuance of Executive Order Nos. 7 and 24 in order to evaluate the compliance of the GOCCs with the mandates of the said Executive Orders.
    - b. *Released Memorandum Circular No. 2012-02 on 08 February 2012 providing “interim rules on compensation entitlement for directors and trustees of the GOCCs covered by R.A. No. 10149.”* – The MC invokes the applicability of

Executive Order No. 24, issued by the President in 2011 to curb the excessive privileges in the GOCCs.

- c. *Clarified the Legal Framework on the Compensation Systems of GOCCs.* – The GCG has issued rulings clarifying the legal framework for the compensations systems of GOCCs such that even though some have been exempted from the coverage of Republic Act No. 6758, also known as the Salary Standardization Law, the Boards of the GOCCs are still required to obtain the approval of the President of the Republic of the Philippines for their respective compensation systems, which was provided for as early as 1978 through Presidential Decree No. 1597 and reiterated in Joint Resolution No. 4, s. 2009.
  - d. Undertook the procurement of consultancy services to facilitate the development and management of the transition to the CPCS through the Office of the President Bids and Awards Committee.
9. The GCG also had other initiatives aimed at strengthening its coordination and partnership with key government agencies in pursuit of its mandate as a central advisory, monitoring and oversight body:
    - a. Creation of a Special Task Force on GOCC Rationalization Plans with the Department of Budget and Management (DBM). To date the GCG has worked with the DBM in reviewing the rationalization of MWSS, MIAA, NAPOCOR, PCSO and PhilPost.
    - b. Coordination with the Civil Service Commission (CSC) towards harmonizing the development of the CPCS under R.A. No. 10149 with Civil Service laws, rules and regulations on issues such as workers’ and employees’ welfare, compensation, security of tenure, and civil service rules for CESO and non-CESO officials, civil service eligibility rules for GOCC employees, etc.
    - c. Consultation with the Commission on Audit (COA) on fiscal issues and the operational management of specific GOCCs, development of a Uniform Chart of Accounts, clarification of the process for restitution under R.A. No. 10149, and improving the timeliness of GOCCs in complying with COA requirements for the purpose of the audit report.
    - d. Coordination with the Privatization and Management Office (PMO) on the monitoring of GOCCs under its care and initial mechanics of the transfer of its privatization functions.
    - e. Coordination with the Presidential Commission on Good Government (PCGG) regarding surrendered corporations under GCG coverage.
  10. The Governance Commission also provided guidance and advice on the encompassing provisions of R.A. No. 10149 to specific departments, agencies and GOCCs, particularly on the following matters:

**Table 1**  
**Summary of Rulings**

Subject	Ruling
<b>Compensation for Appointive Directors</b>	<i>Per diems</i> constitute compensation for directors despite the absence of any employer-employee relationship between Directors/Trustees and the GOCCs where they serve. Pending the development and formal approval by the President of the Republic of the Philippines of the Compensation and Position and Classification System (CPCS) provided in Chapter III of R.A. No. 10149, Appointive Directors are entitled to <i>per diems</i> and performance-based incentives only in line with the classifications and maximum limits provided under Executive Order No. 24, s. 2011.
<b>Compensation for Ex Officio Directors</b>	<i>Ex Officio</i> Directors are entitled only to reimbursable expenses in the performance of their functions as members of the Boards where they have been duly designated. They are not entitled to <i>per diems</i> or performance-based incentives from the GOCC since their functions as a member on the Board thereof is in performance of the <i>primary</i> functions of their original office, such as Secretary, Undersecretary, or Assistant Secretary.
<b>The nature of Appointive Positions vis-à-vis Ex Officio Positions</b>	<i>Ex Officio</i> members of boards of GOCCs refer to those who sit on the board by virtue of their position and without warrant of further appointment, <i>i.e.</i> the charter of the GOCC expressly states a specific position in the composition of the Board. Provisions that merely provide for a representative from the government or public sector refer to appointive positions, not <i>ex officio</i> , since an appointment is still necessary to determine exactly who the said representative will be. The representative sits by virtue of his or her appointment and not by virtue of his or her being a public official or employee. The requirement that the representative be a public official or employee is a qualification to the said office, and not a specification of who shall occupy the seat on the Board of the GOCC concerned.
<b>Interim Procedure on Compensation of Officers and Employees pending formulation of the CPCS</b>	Pending the formulation and final approval by the President of the CPCS and in light of the moratorium under Executive Order No. 7, s. 2010, any increase in compensation of Officers and Employees, whether SSL-exempt or covered, must be specifically approved by the President upon the recommendation of the Department of Budget and Management.

<b>Compensation Structures of SSL-Exempt GOCCs</b>	GOCCs that are SSL-exempt do not have <i>carte blanche</i> authority in adopting and implementing their respective compensation structures. While their compensation structures need not follow the framework of Republic Act No. 6758, otherwise known as the “ <i>Salary Standardization Law</i> ,” their compensation structures must nonetheless be approved / authorized by the President regardless of whether the GOCC is receiving its budget or a part thereof from the government.
<b>State of Collective Bargaining and the Right to Strike in GOCCs created through registration with the Securities and Exchange Commission (SEC)</b>	Collective bargaining and the right to strike is premised on the condition that the compensation can be fixed upon the voluntary agreement of the parties. With the advent of R.A. No. 10149 mandating all GOCCs under its coverage to adhere to the CPCS therein, the relations between the Boards of SEC-registered GOCCs and the personnel of such corporations <i>insofar as compensation is concerned</i> no longer rests on a voluntary basis to allow collective bargaining or exercise of the right to strike. The officers and employees of GOCCs are now in the same situation as the rest of the personnel of government.
<b>Directors and Officers Liability Insurance</b>	DOLI taken out by a GOCC from a duly accredited insurance company, such as the GSIS, as a measure of protection from the costs involved in meeting litigation arising from official acts of the Board of Directors and Management constitute legitimate company expenses for a GOCC.
<b>Participation of GOCCs in Derivative Suits in relation to their investments in subsidiaries and affiliates</b>	The Boards of GOCCs must exercise their business judgment in determining whether to participate in derivative suits. There is no obligation to participate in such suits. Rather, their duty is to determine, using their business judgment, whether such participation is necessary in protecting the corporation’s name, reputation and/or investments or if the gain from such participation is not worth the costs involved.
<b>Reclassification of GOCCs under E.O. No. 24, s. 2011</b>	While E.O. No. 24 is clear on the classification of GOCCs based on average revenues and asset size using audited income statements, the E.O. also allows the GCG to review the classification and provide exceptions in certain cases. For example, the GCG can take into consideration the peculiar situation of the board of a GOCC whose business judgment may have been restricted by the GOCC’s charter.



11. The GCG organized the GOCC Governance Day on 06 February 2012, which served as the venue for twenty two (22) GOCCs to remit dividends to the National Treasury. With over two hundred (200) guests as witnesses including Vice President Jejomar Binay, Senator Franklin M. Drilon, Congressman Joseph Emilio Abaya, Secretary Cesar Purisima, and Treasurer Roberto Tan, the GOCCs turned over a total of ₱19.859 Billion in dividends to President Benigno S. Aquino III.



Congressman Joseph Emilio Abaya, Senator Franklin M. Drilon, Vice President Jejomar Binay, President Benigno S. Aquino III, Finance Secretary Cesar V. Purisima, GCG Chairman Cesar L. Villanueva, and Treasurer Roberto Tan.



Commissioner Ma. Angela E. Ignacio leading the invocation.

The event saw PAGCOR remit dividends to the National Government for the first time, joining MIAA, PPA, CAAP, PNOC, DBP and LBP in the elite Billionaires' Club. MWSS capped the turnaround in its financial performance by turning over ₱150 Million in dividends.



PAGCOR board led by Chairman Cristino Naguiat remitting ₱1 billion to the National Government.



**Table 2**  
***GCG Summary of Major Activities***

Activity	Objective	Status
<b>Procurement of consulting services of a firm specializing in the talent management and rewards industry</b>	Facilitate development of the CPCS and ensure that the compensation levels and designs therein are benchmarked against international standards	Undergoing procurement process; Target date for implementation is Third Quarter 2013.
<b>Meeting with Boards of GOCCs to determine Balanced Scorecards and Performance Targets</b>	Began institutionalization of the Balanced Scorecards system as the basis for the implementation of Performance-Based Incentives and assessment of the performance of Appointive Directors in relation to possible reappointment	PBI under formulation; Meetings with GOCCs scheduled for June
<b>Formulation of ICT GCG Roadmap</b>	Develop ICT capacity of GCG towards development of the ICRS and MIS solutions to facilitate preparation of the shortlist of nominees for appointive directors	Canvassing existing systems and dealing with legal impediments/hurdles in acquiring such technology from other government agencies.
<b>Finalizing the list of GOCCs under R.A. No. 10149</b>	Clean up the official list in order to exclude inoperative/inactive GOCCs	Collecting official documentation to serve as basis for recommendation to the President to issue the necessary instrument for formal closure and removal from the list of such GOCCs
<b>Adoption of an Ownership Manual</b>	Provide the policy framework for exercise by the Government of its ownership rights in GOCCs	Pending approval of the President
<b>Adoption of a Code of Corporate Governance of GOCCs</b>	Provide the policy framework for the performance by the Board of Directors/Trustees of GOCCs of their duties as a collegial body and clarifying the lines of control of accountability between the Board and Management	Pending approval of the President
<b>Adoption of a Fit and Proper Rule for the Members of the Boards of GOCCs</b>	Provide a policy framework for the nomination, shortlisting, and selection of competent and qualified individuals to serve on the Boards of GOCCs	Pending approval of the President

**The GCG – Moving Forward**

The real work for the GCG is just about to begin. With the statutory requirements under R.A. No. 10149 now complied with, the Commission intends to focus on the fulfillment of its other mandates:

1. Establish a performance evaluation system that shall apply to all GOCCs. The GCG will work closely with the task force organized under Administrative Order No. 25, s. 2011, which will simplify, harmonize, and boost the monitoring and reporting systems on the performance of national government offices.
2. Develop performance scorecards for each GOCC recognizing that the mandate of each is unique. Metrics to be used will be able to measure 5 Key Perspectives namely: social impact, stakeholders, finance, internal processes, and learning & growth. The GCG will sit down with each of the Boards to establish a set of measures, targets and initiatives that would facilitate the achievement of breakthrough results. There will also be consultation with supervising departments to ensure consistency with their respective plans.
3. Coordinate and monitor the operations of GOCCs, ensuring alignment and consistency with the national development policies and programs (e.g. NEDA's Medium Term Philippine Development Plan and the President's 16-point social contract with the Filipino people).
  - a. Quarterly review of strategy maps and performance scorecards. In coordination with relevant government agencies, the GCG is set to schedule quarterly reviews of strategy maps and performance scorecards of specific sectors GO.
  - b. Quarterly review of performance-related policies. The review includes the assessment of compensation of directors and trustees and recommendation of appropriate revisions and actions.
  - c. The GCG will schedule meetings with the members of the Board of each GOCC to discuss and evaluate their respective strategy maps to ensure that they are aligned with national development policies as well as the President's social contract with the people.
4. Review the functions of each GOCC and, upon determination that there is a conflict between the regulatory and commercial functions of a GOCC, recommend to the President in consultation with the Supervising Department or Agency the privatization of the GOCC's commercial operations, or the transfer of the regulatory functions to the appropriate government agency, or such other plan of action to resolve institutional conflicts of interest. Some of the GOCCs that fall under this category and will therefore be reviewed immediately by the GCG include the Manila Water and Sewerage System (MWSS), Local Water Utilities Administration (LWUA), Philippine Amusement and Gaming Corporation (PAGCOR), and the Philippine Ports Authority (PPA).
5. Evolve a Compensation and Position Classification System (CPCS) for all GOCCs regardless of whether they are SSL-covered or exempt.
6. Establish an Integrated Corporate Reporting System (ICRS) to facilitate the effective and efficient monitoring of GOCCs. The ICRS will meet

the following objectives: (a) to streamline the various corporate reports submitted by GOCCs to the GCG and Service-Wide Agencies to prevent redundancy and ensure consistency in the content of these reports and (b) to harmonize the frequency and timing of submission of corporate reports in order to reduce the burden on GOCCs. The vision is for the GCG to serve as the central repository of all GOCC data.

7. Conceptualize and help design the corporate governance seminar mandated under the GCG's Fit and Proper Rule and intended to lay the foundation for members of the Governing Boards in the performance of their functions under R.A. No. 10149. It is also meant to help Appointive Directors from the private sector transition to public service.
8. Clarify, update and refine the State Policy on the use of the corporate form as a vehicle for addressing social and economic problems as well as natural monopolies,<sup>6</sup> and developing the system for measuring the social and economic returns of GOCCs as an additional measure of their performance beyond financial statements.



### Role in the Economy

At the onset, the National Government had employed GOCCs to pursue activities that were not adequately serviced by the private sector. Those GOCCs ended up playing very important roles in key industries. Some of the examples and their mandates include the following:

#### Banking & Finance

**Development Bank of the Philippines (DBP)** – Provide banking services principally catering to the medium and long-term financing needs of agricultural and industrial enterprises in the countryside with emphasis on small and medium-scale industries.

**Home Guaranty Corporation (HGC)** – Operate a credit guaranty program in support of the government's effort to promote home ownership. HGC provides risk guarantees and fiscal incentives for housing credits extended by financing institutions, thereby stimulating the flow of funds from both the government and private sectors for housing and urban development.

**Land Bank of the Philippines (LBP)** – Serve as the financing arm of the government's agrarian reform program, promote countryside development and engage in full-service commercial banking, financing, leasing real estate, insurance brokering and other related services to personal, commercial, corporate and institutional clients.

#### Transport & Infrastructure

**Philippine National Railways (PNR)** – Serve as the government instrumentality which will own or operate railroad train ways, bus lines, truck lines, subways, and other kinds of land transportation, vessels, and pipelines, for the purposes of transporting for consideration, passengers, mail and property between any points in the Philippines.

**Light Rail Transit Authority (LRTA)** – Provide mass rail transit system for the public and primarily responsible for the construction, operation, maintenance and/or lease of light rail transit systems in the Philippines, giving due regard to reasonable requirements of the public transportation system of the country.

#### Power

**National Power Corporation (NPC)** – Perform the missionary electrification functions through its Small Power Utilities Group (SPUG) to manage the watersheds and operate as well as maintain the power generation assets transferred to PSALM pending its disposal, in furtherance of industrial development and of rural electrification in the Philippines.

**National Transmission Corporation (TransCo)** – Took over the electric transmission function of National Power Corporation and the responsibility for planning, construction, centralized operations as well as the maintenance of high voltage transmission facilities, grid interconnections and ancillary services.

<sup>6</sup>Natural Monopolies as used in this report refers both to those industries that are highly capital intensive such as public utilities wherein competition results in economic waste to the detriment of the consuming public, as well as 'structural monopolies' or those that are such by the nature of the market and not necessarily the activities of the industry. See Record of the 1986 Constitutional Commission, Vol. 3, 262-263; *Batangas Transportation Co. vs Orlanes*, 52 Phil 455.

## Water

**Local Water Utilities Administration (LWUA)** – Serve as a “specialized lending institution” for the promotion, development and financing of local water utilities with the end view of providing safe, potable and piped drinking water.

**Metropolitan Waterworks and Sewerage System (MWSS)** – Ensure uninterrupted and adequate supply and distribution of potable water for domestic and other purposes to its consumers at just and equitable rates and to provide and maintain sewerage and sanitation services to the public.

## Agriculture

**National Food Authority (NFA)** – Engage in the procurement of palay from farmer-producers at such floor or support prices as it may determine for the purpose of stabilizing the price of palay or of maintaining a desirable buffer stock level, provided it has the exclusive authority to import rice when necessary and when authorized by the President.

**National Irrigation Administration (NIA)** – Mandated to develop, maintain, operate, improve and rehabilitate irrigation systems including communal and pump irrigation projects.

## Health

**Philippine Heart Center** – Enhance the undertaking of research in heart and allied diseases, particularly those affecting the people of Asia, train medical and technical personnel, and render specialized medical services for the prevention and treatment of heart and allied diseases.

**National Kidney and Transplant Institute** – Specialize in the prevention, diagnosis, rehabilitation and treatment of kidney as well as allied diseases and to focus on service, training and research in the field of renal diseases through dialysis and transplantation.

Looking at the examples, it appears that the government had the right concept in mind as the country back then badly needed to provide services to the people in industries that were not attractive to the private sector or were natural monopolies. The idea was for government to enter the market first and remain there until such time that it is developed and becomes profitable enough for private companies to take over without prejudicing the social rights of the public, particularly with respect to the costs for the delivery of basic social services.

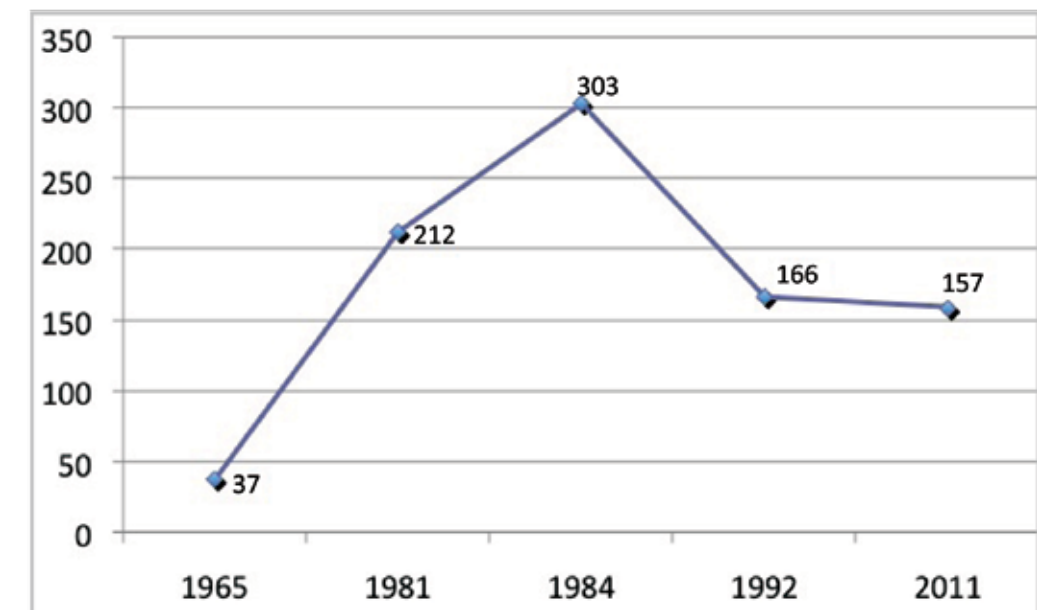
While this is common practice in many countries, this was abused in the Philippines due to poor regulations and the lack of a clear policy framework with regard to state ownership. This resulted in the proliferation of GOCCs, many of which are either no longer necessary because they have served their purpose or are in sectors that are already well served by the private sector.

## **Size of the Government Corporate Sector**

### **Number of GOCCs**

According to a study conducted by the ADB in 2008, there were around thirty seven (37) GOCCs in 1965. The number grew to two hundred and twelve (212) by 1981 and continued unabated, ballooning further to three hundred and three (303) by 1984. The alarming increase in the number prompted President Corazon C. Aquino to undertake a reform program in 1988. This resulted in the streamlining of the government corporate sector with the number of GOCCs falling to 166 by 1992. When President Benigno S. Aquino III took over in 2010, there were approximately 157 GOCCs (excluding Local Water Districts).

**Figure 1**  
**Number of GOCCs**



## Total Assets

A large amount of government resources had been funneled into GOCCs over the past twenty years. Table 3 shows how the size of the government corporate sector in terms of total assets has increased and why GOCCs need to be monitored closely.

As of 31 December 2010, the total assets of GOCCs, excluding BSP, have reached almost P5 Trillion or over US\$116 Billion. Clearly, GOCCs have great potential in becoming significant tools of the government for economic growth and national development for as long as we ensure that competent Boards of Directors and CEOs manage them properly.

**Table 3**  
**Total Assets of the Government Corporate Sector**  
(in ₱ Billions)

GOCC Sector	2009	2010
<b>Covered Under R.A. No. 10149</b>		
Government Financial Institutions	2,196.181	2,385.013
Social Services and Housing	51.636	62.010
Land and Water Resources	229.491	237.848
Power	1,608.847	1,711.083
Support Services	4.193	4.042
Commercial, Trade and Tourism	48.062	49.531
Transport, Infra, Communications	413.492	426.092
<b>Excluded from R.A. No. 10149</b>		
Research Institutions	11.661	12.027
Economic Zone Authorities	47.771	49.348
BSP attached agency and subsidiary	1.978	2.356
<b>Dissolved/Liquidated/Inactive</b>	4.441	4.770
<b>TOTAL</b>	<b>4,617.752</b>	<b>4,944.121</b>

Source: COA Annual Audit Report, CY 2010

## Total Liabilities

The total liabilities of the government corporate sector have also reached alarming levels. Table 4 below shows that it has increased from ₱3.2 Trillion in 2009 to ₱3.46 Trillion in 2010.

GOCCs continue to pose fiscal risks to the government given that the liabilities of the entire government corporate sector have increased to forty one percent (41%) of GDP as of 2010. The combined amount of liabilities of the fourteen (14) closely monitored GOCCs is almost twenty percent (20%) of GDP for that same year. Rigorous monitoring of these GOCCs is necessary due to their impact on the country's fiscal balance and to ensure that the borrowing activities of GOCCs result in at least significant social and economic returns for the Filipino people.

**Table 4**  
**Government Corporate Sector Liabilities**  
(in ₱ Billions)

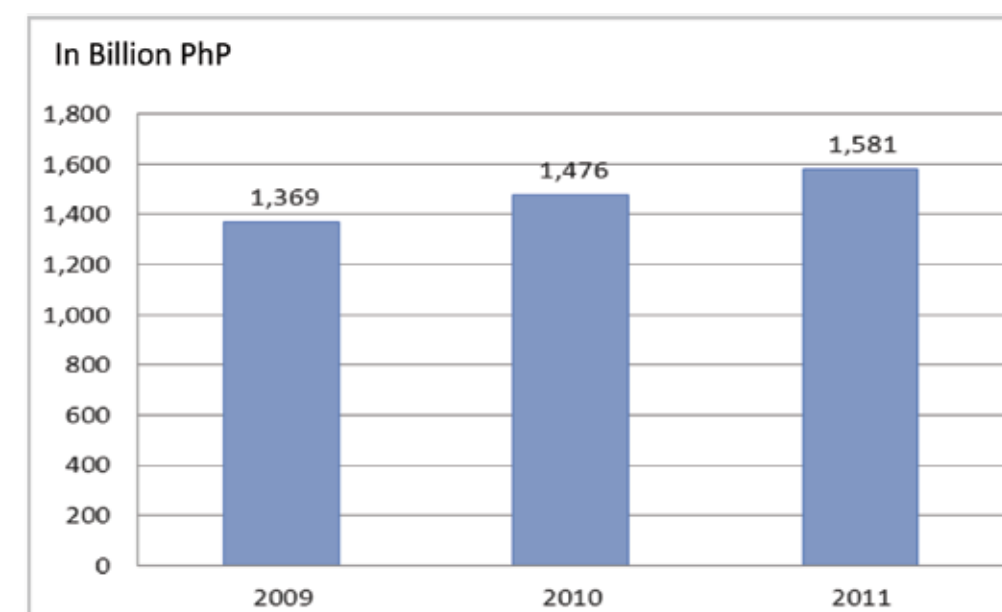
GOCC Sector	2009	2010
<b>Covered Under R.A. No. 10149</b>		
Government Financial Institutions	989.752	1,049.950
Social Services and Housing	15.867	18.777
Land and Water Resources	246.744	269.358
Power	1,300.351	1,421.465
Support Services	2.603	2.498
Commercial, Trade and Tourism	28.281	27.319
Transport, Infra, Communications	219.838	234.004
<b>Excluded from R.A. No. 10149</b>		
Research Institutions	3.284	3.221
Economic Zone Authorities	17.365	17.671
BSP attached agency and subsidiary	416.664	416.788
<b>Dissolved/Liquidated/Inactive</b>	0.147	0.051
<b>TOTAL</b>	<b>3,240.897</b>	<b>3,461.101</b>

Source: COA Annual Audit Report, CY 2010

## Net Worth

Given the total assets and liabilities of the GOCCs, the net worth of the government corporate sector amounted to ₱1.369 Trillion in 2009 and increased to ₱1.476 Trillion in 2010. Unaudited financial statements of 129 GOCCs for FY2011 show a total net worth ₱1.581 Trillion.

**Figure 2**  
**Net Worth of GOCCs**





**Table 5**  
**Liabilities of 14 Closely Monitored GOCCs**  
**(in ₱ Billions)**

GOCCs	2010	% of GDP
National Power Corporation***		
a. NPC	330.47	3.88%
b. TransCo	13.98	0.16%
c. PSALM	891.65	10.47%
Philippine National Oil Company	6.00	0.07%
Metropolitan Waterworks & Sew. System	21.88	0.26%
National Irrigation Administration	41.89	0.49%
National Development Company	9.47	0.11%
Light Rail Transit Authority	69.23	0.81%
Local Water Utilities Administration	12.22	0.14%
National Electrification Administration	14.84	0.17%
National Housing Authority	9.62	0.11%
Philippine National Railways	24.96	0.29%
Philippine Ports Authority	16.26	0.19%
National In Billion ₱	178.41	2.10%
Philippine Economic Zone Authority	1.55	0.02%
Home Guaranty Corporation	25.52	0.30%
<b>TOTAL</b>	<b>1,667.95</b>	<b>19.59%</b>

**Notes:**

1. Total Liabilities for 2010 are based on COA Annual Audit Reports C.Y. 2010.
2. GDP figures are sourced from the Development Budget Coordination Committee's "Fiscal Risks Statement C.Y. 2012"
3. Nominal GDP is used, with C.Y. 1985 as base year. This is the base year followed by DBCC. Please note that the National Statistical Coordination Board (NSCB) has adopted C.Y. 2000 as base year starting from May 12, 2011.
4. National Power Corporation (NPC) figure includes NPC, TransCo and PSALM counted as one corporation.

**Government Financial Support to GOCCs**

The fact that government has been constantly extending financial support to the GOCC sector cannot entirely be blamed on the Governing Boards and officers of GOCCs. The lack of an appropriate State Policy on the use of GOCCs to undertake development projects and deliver social services is perhaps the most basic problem. It is evident that in the past, many GOCCs were either given mandates or directed to implement projects that were not very well studied and planned in terms of feasibility, execution, fund sourcing and sustainability. Coupled with lax supervision, this has resulted in the proliferation of GOCCs with many requiring regular government support either for their debt servicing requirements or funding their operations.

The government provides financial support to GOCCs in three ways:

1. **Subsidy** – The amounts granted to GOCCs from the national government's General Fund, to cover either operational expenses that are not supported by corporate revenues or corporate deficits and losses.
2. **Equity** – Pertains to the amount received by GOCCs as payment of capital subscriptions, and generally capital investment of the National Government in said corporations which form part of their capitalization.
3. **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.

It will be useful to look at some examples to illustrate the problem:

**National Food Authority (NFA)** – The NFA has been a regular recipient of government subsidy for its operations because of the unsustainable nature of its "buy high, sell low" policy, which does not allow full cost recovery from its selling price. Such policy is warranted by its primary function of ensuring the food security of the country and the stability of supply and price of rice.

**National Housing Authority (NHA)** – The NHA likewise regularly receives funding from the government as it performs its mandate of implementing the relocation programs of the government with very minimal sources of revenues.

**Philippine Health Insurance Corporation (PhilHealth)** – The government provides financial support for the indigents under the government's Sponsored Program.

**Land Bank of the Philippines (LBP)** – LBP receives government funding because in addition to its mandate of promoting countryside development, it has also been tasked to act as the implementing agency for the Comprehensive Agrarian Reform Program (CARP).

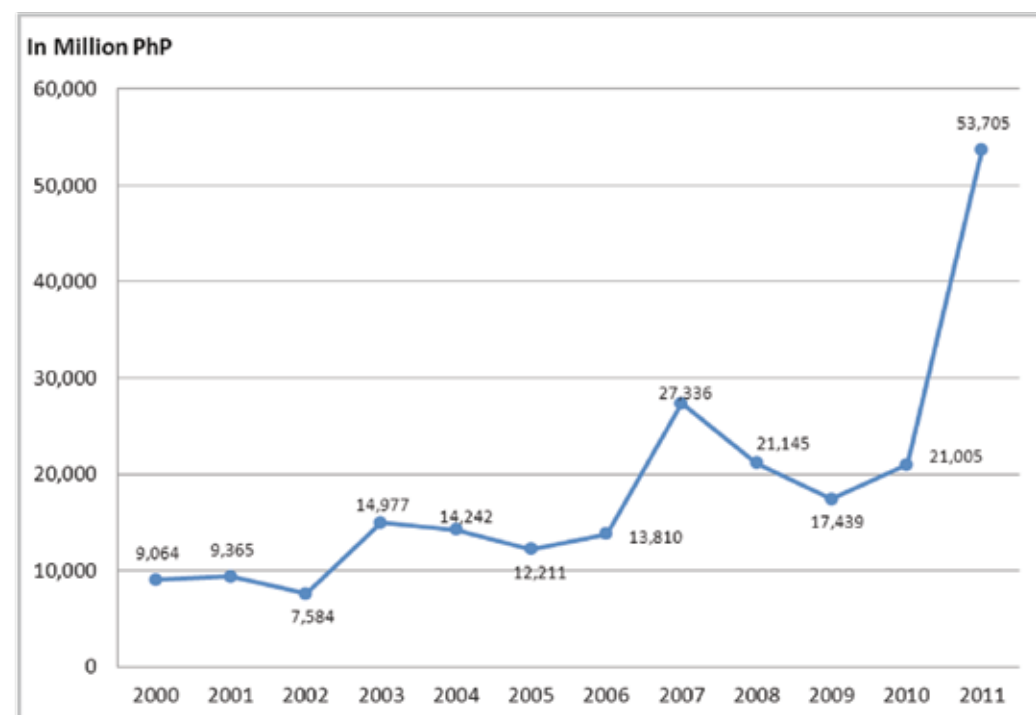
**Philippine National Railways (PNR)** – PNR is a major recipient of subsidies because of the capital-intensive nature of its mandate that is financially not viable given the challenges and regulations surrounding its ability to charge the appropriate fares.



## Subsidy

The National Government has continued to subsidize the operations of quite a number of GOCCs. Data from the Bureau of the Treasury (BTr) shows an increase in the level of subsidies of 493% from ₱9.064 Billion in 2000 to ₱53.705 Billion in 2011.

**Figure 3**  
**Subsidies to GOCCs from 2000-2011**



During the last twelve (12) years (2000-2011), the government has provided a total of ₱221.9 Billion in subsidy to fifty nine (59) GOCCs with NHA, LBP, NFA, PHIC, LRTA, NEA, NPC, NHMFC, PNR and PCA emerging as the top ten (10) most heavily subsidized GOCCs. It is important to note however that, as discussed earlier, most of these GOCCs are victims of the State's lack of policy on the use of GOCCs to undertake development projects and deliver social services. With no sustainable source of revenues to fund these projects, these GOCCs naturally need regular subsidies to enable them to continue performing their mandates.

The two most heavily subsidized sectors in 2009 and 2010 were: (1) Land and Water Resources (₱8.538 Billion in 2009 and ₱9.792 Billion in 2010) on account of NFA and NLDC; and (2) Social Services and Housing (₱4.202 Billion in 2009 and ₱3.670 Billion in 2010) due to the NHA.

In 2011, subsidies to GOCCs more than doubled to ₱53.6 billion as the government implemented an accelerated spending program to help pump prime the domestic economy. Social Services and Housing topped the list with ₱16.978 Billion as the subsidy to NHA alone jumped to ₱16.197 Billion. The government continues to support the sector as the housing backlog persists. The Philippines' public spending on housing is still one of the lowest in Asia.<sup>7</sup> The poor returns in this area may be attributed to the lack of both clarity

<sup>7</sup>Id.

on the role of government in providing access to housing opportunities and services and systems for measuring the effectiveness of programs.<sup>8</sup>

The Government Financial Institutions sector came in second with ₱15.704 Billion as Land Bank, acting as the implementing agency for the Comprehensive Agrarian Reform Program, was allocated ₱7.932 Billion for the same year.

**Table 6**  
**Subsidies to the Government Corporate Sector**  
**(in ₱ Millions)**

GOCC Sector	2009	2010	2011
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	1,117	4,081	15,704
Social Services and Housing	4,202	3,670	16,978
Land and Water Resources	8,538	9,792	6,370
Power	524	1,035	8,294
Support Services	0	0	0
Commercial, Trade and Tourism	259	581	213
Transport, Infra, Communications	1,302	296	2,919
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	1,358	1,496	3,110
Economic Zone Authorities	139	54	117
<b>TOTAL</b>	<b>17,439</b>	<b>21,005</b>	<b>53,705</b>

## Equity

Data from the BTr showed that the government's cumulative equity investments as of end- December 2011 to sixty four (64) GOCCs amounted to ₱182.6 Billion. It must be noted however that due to budget constraints, some of these GOCCs never received the full capitalization committed by the government in the first place. As a result, operations of these GOCCs were severely hampered by the lack of capital and were therefore unable to effectively pursue functions provided for by their charters. Some Equity releases therefore in the past years were merely to fund the unpaid balance of the government's subscription.

Equity infusion by the government in GOCCs increased by 58% from ₱1.359 Billion in 2009 to ₱2.149 Billion in 2010. This increased further to ₱2.889 Billion in 2011 as the government gave the Home Guaranty Corporation a total of ₱900 Million partial equity infusion for its credit insurance and mortgage guarantee operations, Philippine Postal Corporation – ₱479 Million as partial payment of its balance of unpaid subscription amounting to ₱1.2 Billion and ₱153 Million to HSDC.

<sup>8</sup>Id.

**Table 7**  
**Equity Infusion to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2009	2010	2011
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	330	647	1,628
Social Services and Housing	300	0	0
Land and Water Resources	0	0	153
Power	0	0	0
Support Services	0	0	0
Commercial, Trade and Tourism	0	0	0
Transport, Infra, Communications	0	0	479
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	0	0	0
Economic Zone Authorities	729	1,502	629
<b>TOTAL</b>	<b>1,359</b>	<b>2,149</b>	<b>2,889</b>

### Net Lending

Data from the BTr showed that Net Lending to GOCCs almost doubled from ₱9.258 Billion in 2010 to ₱18.055 Billion in 2011 as more guaranteed borrowings fell due. The NFA accounted for the largest share with ₱8 Billion.

GOCCs under the Transportation, Infrastructure and Communications sector also accounted for a large part of the advances particularly LRTA, Northrail and PNR. Northrail received ₱392 Million for the payment of the amortizations of its loans used to finance the first phase of the rehabilitation of the train line connecting Metro Manila to provinces in Northern Luzon. LRTA and PNR received ₱3.04 Billion and ₱689 Million, respectively.

A large portion of the NG Advances is also accounted for by the GOCCs under the Land and Water Resources sector (*i.e.* NIA) and the Power sector (*i.e.* NPC) in relation to BOT projects undertaken (*e.g.* Casecanan project).

**Table 8**  
**Net Lending to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2009	2010	2011
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	-42	22	236
Social Services and Housing	230	172	191
Land and Water Resources	4,096	3,757	10,767
Power	-3,103	1,379	2,482
Support Services	0	0	0
Commercial, Trade and Tourism	69	64	61
Transport, Infra, Communications	3,586	3,858	4,131
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	0	0	0
Economic Zone Authorities	2	90	237
<b>Others</b>	<b>226</b>	<b>-84</b>	<b>-50</b>
<b>TOTAL</b>	<b>5,064</b>	<b>9,258</b>	<b>18,055</b>

### Financial Returns from GOCCs

#### Net Income

Net Income of GOCCs reached ₱123 Billion in 2010, a decline of 6.8% from ₱132.6 Billion in 2009. The performance of the sectors were mixed with Government Financial Institutions and Land and Water Resources showing improvements while Power and Transportation, Infrastructure and Communications deteriorated.

The net income from the Power sector fell by ₱20 Billion. A significant portion of the decline is attributed to PSALM due to the non-recurring nature of its revenues in 2009 relating to the privatization of its generation assets. BCDA and LRTA led the decline in the net income of the Transportation, Infrastructure and Communications sector as both booked significantly higher foreign exchange losses and depreciation expenses.

The net income for 2011 based on unaudited figures submitted by 129 GOCCs is ₱149 Billion.

**Table 9**  
**Net Income of GOCCs**  
*(in ₱ Millions)*

GOCC Sector	2009	2010	2011*
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	116,891	126,265	126,021
Social Services and Housing	3,673	1,797	4,748
Land and Water Resources	-25,602	-13,389	787
Power	30,088	10,027	9,127
Support Services	68	-30	-101
Commercial, Trade and Tourism	1,496	3,402	4,950
Transport, Infra, Communications	4,678	-6,186	2,117
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	256	450	565
Economic Zone Authorities	350	-82	930
BSP Attached Agency and Subsidiary	-237	-256	-288
<b>Dissolved/Liquidated/Inactive</b>	<b>941</b>	<b>1484</b>	<b>0</b>
<b>TOTAL</b>	<b>132,604</b>	<b>123,481</b>	<b>148,854</b>

\* 2011 Figures based on Unaudited Financial Statements submitted to the GCG by 129 GOCCs

## Dividends

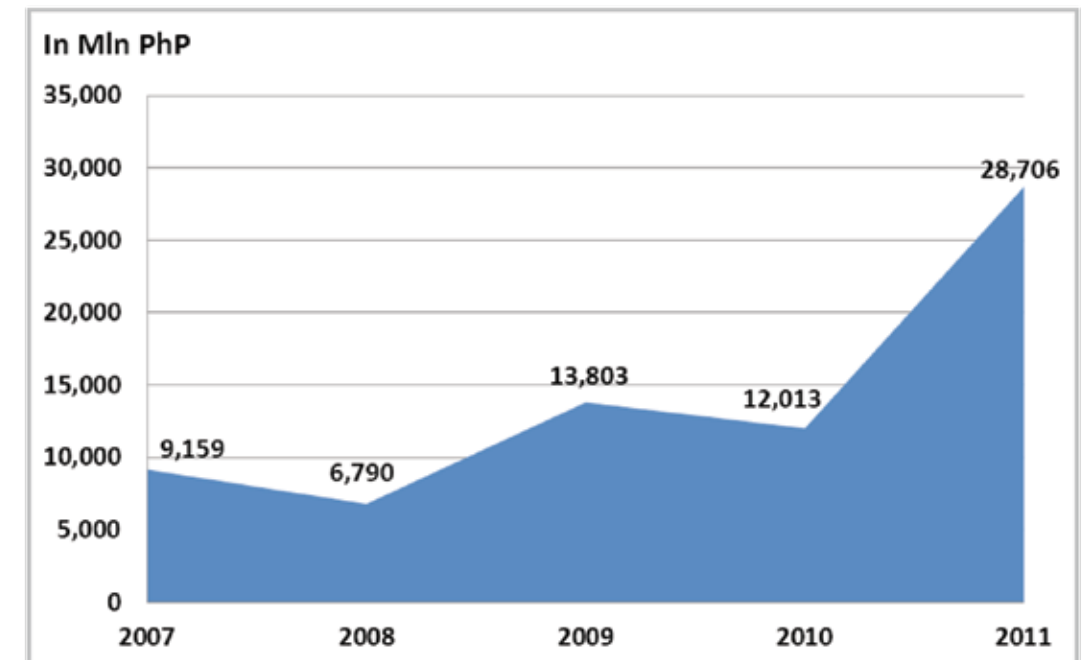
GOCCs are required to declare dividends to the National Government under Republic Act No. 7656, to wit:

Sec. 3. Dividends. — All government-owned or -controlled corporations shall declare and remit at least fifty percent (50%) of their annual net earnings as cash, stock or property dividends to the National Government. This section shall also apply to those government-owned or -controlled corporations whose profit distribution is provided by their respective charters or by special law, but shall exclude those enumerated in Section 4 hereof: Provided, That such dividends accruing to the National Government shall be received by the National Treasury and recorded as income of the General Fund.

Sec. 4. Exemptions. — The provisions of the preceding section notwithstanding, government-owned or -controlled corporations created or organized by law to administer real or personal properties or funds held in trust for the use and the benefit of its members, shall not be covered by this Act such as, but not limited to: the Government Service Insurance System, the Home Development Mutual Fund, the Employees Compensation Commission, the Overseas Workers Welfare Administration, and the Philippine Medical Care Commission.

Data from the BTr shows that dividends from GOCCs (including the BSP) increased by an average of 33.5% in the last five years. There was a marked improvement in the dividends for 2011 as the Aquino administration improved its monitoring of GOCCs. The DOF led the effort by introducing the GOCC Dividend Day and strictly enforcing the provisions of R.A. No. 7656, even going after the arrears of some GOCCs. This netted the government a record ₱28.7 Billion in dividends for the year.

**Figure 4**  
**Dividends from 2007-2011**





For 2012, the first batch of dividends was remitted last February 2012 during the 2<sup>nd</sup> GOCC Day. Twenty-two (22) GOCCs turned over a total of ₱19.859 Billion in dividends to the National Treasury.

**Table 10**  
**2012 GOCC Day Dividends**

GOCC Name	Amount (₱M)
National Housing Authority (NHA)	7.30
National Home Mortgage Finance Corporation (NHMFC)	18.00
Social Housing Finance Corporation (SHFC)	26.88
Mactan-Cebu International Airport Authority (MCIAA)	48.00
Cebu Port Authority (CPA)	50.00
National Development Company (NDC)	50.00
Trade and Investment Development Corporation (TIDCORP)	65.00
National Livelihood Development Corporation (NLDC)	70.00
Clark Development Corporation (CDC)	100.00
Philippine Leisure and Retirement Authority (PLRA)	106.19
Metropolitan Waterworks and Sewerage System (MWSS)	150.00
Philippine Economic Zone Authority (PEZA)	276.58
Philippine Deposit Insurance Corporation (PDIC)	470.00
Bases Conversion Development Authority (BCDA)	504.00
Philippine Reclamation Authority (PRA)	700.00
Philippine Amusement and Gaming Corporation (PAGCOR)	1,000.00
Manila International Airport Authority (MIAA)	1,142.28
Philippine Ports Authority (PPA)	1,200.00
Civil Aviation Authority of the Philippines (CAAP)	1,362.98
Philippine National Oil Company (PNOC)	3,500.00
Development Bank of the Philippines (DBP)	4,012.20
Land Bank of the Philippines (LBP)	5,000.00
<b>TOTAL</b>	<b>19,859.41</b>



## CLASSIFICATION OF GOCCs BY SECTORS

### I. GOVERNMENT FINANCIAL INSTITUTIONS (GFIs)

1. Al-Amanah Islamic Investment Bank of the Philippines
2. Credit Information Corporation
3. DBP Leasing Corporation
4. Development Bank of the Philippines
5. Employees Compensation Commission
6. Government Service Insurance System
7. GSIS Family Bank
8. Home Development Mutual Fund (Pag-IBIG)
9. Home Guaranty Corporation
10. Land Bank of the Philippines
11. LBP Financial Services SpA (Rome, Italy)
12. LBP Insurance Brokerage, Inc.
13. LBP Leasing Corporation
14. LBP Remittance Company (USA)
15. Masaganang Sakahan, Inc.
16. Millenium Challenge Corporation
17. National Home Mortgage Finance Corporation
18. People's Credit and Finance Corporation
19. Philippine Crop Insurance Corporation
20. Philippine Deposit Insurance Corporation
21. Philippine Export-Import Credit Agency (Philexim formerly TIDCORP)
22. Philippine Health Insurance Corporation
23. Philippine Postal Savings Bank, Inc.
24. Philpost Leasing and Financing Corporation
25. Quedan & Rural Credit Guarantee Corporation
26. Small Business Guarantee and Finance Corporation
27. Social Housing Finance Corporation
28. Social Security System



## **II. SOCIAL SERVICES AND HOUSING**

29. Boy Scouts of the Philippines
30. Cultural Center of the Philippines
31. Development Academy of the Philippines
32. Girl Scouts of the Philippines
33. HGC Subic Corporation
34. National Housing Authority
35. Performance Investment Corporation (PCGG)
36. Philippine Charity Sweepstakes Office
37. Philippine Institute of Traditional and Alternative Health Care
38. Philippine Veterans Assistance Commission
39. PITC Pharma, Inc.
40. Technology and Livelihood Resources Center

## **III. LAND AND WATER RESOURCES**

41. Batangas Land Company, Inc.
42. Batong Buhay Gold Mines, Inc. (PMO)
43. Bukidnon Forest, Inc.
44. Food Terminal, Inc.
45. G.Y. Real Estate, Inc.
46. Human Settlements Development Corporation
47. Independent Realty Corporation (PCGG)
48. Integrated Feedmills Manufacturing Corporation
49. Kamayan Realty Corporation
50. Laguna Lake Development Authority
51. Local Water Utilities Administration
52. Menzi Development Corporation (PMO)
53. Metropolitan Waterworks and Sewerage System
54. Mid-Pasig Land Development Corporation (PCGG)
55. National Agri-Business Corporation
56. National Dairy Authority
57. National Food Authority
58. National Irrigation Administration
59. National Livelihood Development Corp. (Merged Livecor and NLSF)
60. National Sugar Development Company (PMO)
61. National Tobacco Administration
62. Natural Resources Development Corporation
63. North Davao Mining Corporation (PMO)
64. Northern Foods Corporation
65. Philippine Coconut Authority
66. Philippine Fisheries Development Authority
67. Philippine Forest Corporation

68. Philippine Fruits and Vegetables Industries, Inc.
69. Philippine Mining Development Corporation (formerly NRMD)
70. Philippine Sugar Corporation
71. Phividec Panay Agro-Industrial Corp.
72. Pinagkaisa Realty Corporation
73. San Carlos Fruits Corporation
74. Sugar Regulatory Administration

## **IV. POWER**

75. National Electrification Administration
76. National Power Corporation
77. National Transmission Corporation
78. Philippine National Oil Company
79. PNOC Alternative Fuel Corp.
80. PNOC Exploration Corporation
81. PNOC Renewables Corporation
82. Power Sector Assets and Liabilities Management Corporation

## **V. SUPPORT SERVICES**

83. BCDA Management and Holdings, Inc.
84. DBP Data Center, Inc.
85. DBP Management Corporation
86. Land Bank Countryside Dev't Foundation, Inc.
87. LBP Resources and Development Corporation
88. Metro Transit Organization, Inc.
89. NIA Consult, Inc.
90. PNOC Development and Management Corporation
91. PNOC Shipping and Transport Corporation
92. Poro Point Management Corporation

## **VI. COMMERCIAL, TRADE AND TOURISM**

93. Bataan Technological Park, Inc.
94. Center for International Trade Expositions and Missions, Inc.
95. Clark Development Corporation
96. Chemfields, Inc. (PCGG)
97. Corregidor Foundation, Inc.
98. Cottage Industry Technology Center
99. Duty Free Philippines Corporation
100. First Centennial Clark Corporation
101. Freeport Services, Inc.
102. John Hay Management Corporation
103. Manila Gas Corporation

104. Marawi Resort Hotel, Inc.
105. National Development Company
106. Nayong Pilipino Foundation, Inc.
107. Partido Development Administration
108. Paskuhan Development, Inc.
109. Phil. Centennial Expo '98 Corp. (Expo Filipino)
110. Philippine Amusement and Gaming Corporation
111. Philippine International Trading Corporation
112. Philippine Leisure and Retirement Authority
113. Philippine Veterans Investment Development Corporation
114. Southern Philippines Development Authority
115. Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)
116. Tourism Promotions Board (formerly PCVC)

#### **VII. TRANSPORTATION, INFRASTRUCTURE AND COMMUNICATIONS**

117. Alabang-Sto. Tomas Development, Inc.
118. APO Production Unit, Inc.
119. Aviation Services and Training Institute
120. Banahaw Broadcasting Corporation (PCGG)
121. Bases Conversion Development Authority
122. Cebu Port Authority
123. Civil Aviation Authority of the Philippines
124. Clark International Airport Corporation
125. First Cavite Industrial Estate, Inc.
126. International Broadcasting Corporation (IBC-13) (PCGG)
127. Light Rail Transit Authority
128. Mactan-Cebu International Airport Authority
129. Manila International Airport Authority
130. NDC-Philippine Infrastructure Corporation
131. North Luzon Railway Corporation
132. Panay Railways Inc.
133. PEA Tollway Corporation
134. People's Television Network, Inc.
135. Philippine Aerospace Development Corporation
136. Philippine National Construction Corporation
137. Philippine National Railways
138. Philippine Ports Authority
139. Philippine Postal Corporation
140. Philippine Reclamation Authority (Formerly PEA)

#### **VIII. GOCCs EXCLUDED FROM THE COVERAGE OF RA NO. 10149**

##### ***Bangko Sentral ng Pilipinas***

141. Central Bank - Board of Liquidators
142. Philippine International Convention Center, Inc.

##### ***Research Institutions\****

143. Lung Center of the Philippines
144. National Kidney and Transplant Institute
145. Philippine Center for Economic Development
146. Philippine Children's Medical Center
147. Philippine Heart Center
148. Philippine Institute for Development Studies
149. Philippine Rice Research Institute

##### ***Economic Zone Authorities\****

150. Aurora Pacific Economic and Freeport Zone Authority
151. Authority of Freeport Area of Bataan
152. Cagayan Economic Zone Authority
153. Philippine Economic Zone Authority
154. Phividec Industrial Authority
155. Subic Bay Metropolitan Authority
156. Zamboanga City Special Economic Zone Authority

##### ***By Supreme Court Decision***

157. Radio Philippines Network (RPN-9)

#### **IX. DISSOLVED / LIQUIDATED / INACTIVE**

158. Anchor Estate, Inc.
159. GSIS Mutual Fund, Inc.
160. GSIS Properties, Inc.
161. Meat Packing Corporation of the Philippines

\* Section 4 of RA10149 provides that for Economic Zone Authorities and Research Institutions, the President shall appoint one-third (1/3) of the board members from the list submitted by the GCG.



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
 FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS

**GCG MEMORANDUM CIRCULAR NO. 2012-01.**

**TO** : The Chairpersons and the CEOs (Highest Ranking Corporate Executive) of All GOCCs Covered by RA No. 10149

**SUBJECT** : Inventory-Taking from Goccs Covered by RA No. 10149, “GOCC Governance Act of 2011,” in Preparation for the Ownership and Operations Manual and Code of Corporate Standards Governing GOCCs

**DATE** : 08 FEBRUARY 2012

**1. GOCC Ownership and Operations Manual and GOCC Code of Corporate Governance**

1.1. Under Section 5(c) of RA No. 10149, the Commission is mandated to adopt, in consultation with the relevant government agencies and stakeholders, an Ownership and Operations Manual and Corporate Standards Governing GOCCs (the “Manual”) which shall be consistent with the NEDA Medium-Term Philippine Development Plan, and shall include, among other things:

- (a) Objectives of State Ownership;
- (b) Role of National Government in the governance of GOCCs;
- (c) Modes of Implementation of the Ownership Policy;
- (d) Guidelines on the monitoring of the operations of all GOCCs including their related corporations, which shall include:
  - Strategy Maps
  - Charter Statements
  - Performance Commitments
  - Other Mechanisms
- (e) The roles, relationships and responsibilities of the State, the Government Agencies to which the GOCC is attached, and the GOCC;
- (f) Disclosure and transparency requirements;
- (g) Code of Ethics of Directors and Officers;
- (h) Creation of Board Committees and Similar Oversight Bodies;
- (i) Integrated Corporate Reporting System;
- (j) Statement of Social Responsibilities of the GOCC; and
- (k) Such other matters as the GCG may deem proper to include in the Ownership Policy.

**2. Submission of GOCC Corporate Documents and Data**

2.1. In order to allow the Commission to proceed in an orderly and timely manner in fulfilling its mandate as discussed above, all GOCCs, through their Board of

Directors as represented by their Chairperson and CEO, are directed to submit to the Commission **by 15 March 2012 or within thirty (30) days from formal receipt of this Memorandum, whichever is later**, the following:

2.1.1. **In electronic form and duly notarized hard copy:**

- (a) **GOCC Corporate Information Sheet (GCIS)** that can be downloaded from <http://www.gcg.gov.com> . Please save the accomplished GCIS in a CD.

2.1.2 **In electronic form only:**

- (a) For Chartered GOCCs: latest version of the Charter, *as a PDF file*
- (b) For Non-Chartered GOCCs, *as PDF files*
  - Articles of Incorporation
  - By-Laws
  - SEC Certificates of Registration
  - Latest General Information Sheet (GIS) for Non-Chartered GOCCs
- (c) Audited Financial Statements for the last five (5) years, *in Excel format*, including :
  - Separate Listing of Outstanding Loans, and the nature of Government Guarantees, if any
  - Separate Listing of Equity and Subsidies received from the National Government Subsidies
  - Separate Listing and Complete Description of Projects and Activities covering the delivery or rendering of non-commercial goods and services to the public, including of the treatment (subsidy, equity or others) of the funds received from the National Government.
- (d) Other Corporate Governance Related Documents, *as PDF files*, if formally adopted:
  - Organizational Chart
  - Charter Statement/ Mission-Vision Statement
  - Ownership Manual
  - Formally Adopted Manual of Corporate Governance or its equivalent
  - Performance Evaluation System
  - Performance Scorecard
  - Strategy Map
  - Code of Ethics of Directors and Officers

**BY AUTHORITY OF THE COMMISSION:**

  
**CESAR L. VILLANUEVA**  
 Chairman

  
**MA. ANGELA E. IGNACIO**  
 Commissioner

  
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**GCG MEMORANDUM CIRCULAR NO. 2012 - 02 (Re-Issued)**

**SUBJECT : Revised Interim Rules on Per Diem and Other Compensation Entitlements of Members of the Governing Boards of GOCCs Covered by R.A. 10149**

**DATE : 02 May 2012**

**I. GCG Mandate to Set Rules on the Per Diem and Other Compensation Entitlements of Members Gocc Boards**

1. Section 23 of Republic Act No. 10149, otherwise known as the “GOCC Governance Act of 2011” (R.A. 10149), provides GCG the power to set the limits to the *per diem*, compensation, allowance, and incentive entitlements of members of the Board of Directors/Trustees of GOCCs (“Governing Boards”), thus:

*Sec. 23. Limits to Compensation, Per Diems, Allowances and Incentives. – The charters of each of the GOCCs to the contrary notwithstanding, the compensation, *per diems*, allowances and incentives of the members of the Board of Directors/Trustees of the GOCCs shall be determined by the GCG using as reference, among others, Executive Order No. 24 dated February 10, 2011; Provided, however, That Directors/Trustees shall not be entitled to retirement benefits as such director/trustees. x x x.<sup>9</sup>*

Such authority of the GCG is further affirmed under Section 20 of R.A. 10149, which in effect provides that Directors and Officers shall hold in trust for the GOCC any amounts received in excess of “the *per diem* received for actual attendance in board meetings and the reimbursement for actual and reasonable expenses and incentives as authorized by the GCG.”<sup>10</sup>

2. As part of the Compensation and Position Classification System (CPCS) that the GCG is mandated to promulgate, and which shall be applicable to all GOCCs covered by R.A. 10149,<sup>11</sup> the Commission shall be evolving a Directors’ Compensation System

<sup>9</sup>Emphasis supplied.

<sup>10</sup>Emphasis supplied.

<sup>11</sup>R.A. 10149, “Sec. 8. Coverage of the Compensation and Position Classification System. – The GCG, after conducting a compensation study, shall develop a Compensation and Position Classification System which shall apply to all officers and employees of the GOCCs whether under the Salary Standardization Law or exempt therefrom and shall consist of classes



(DCS) which shall pursue the principles laid out in Executive Order No. 7, s. 2011,<sup>12</sup> using as starting point the base figures contained in Executive Order No. 24, s. 2011 (E.O. 24),<sup>13</sup> and implementing the principles contained in the relevant provisions of R.A. 10149.

3. In the interim, the terms of E.O. 24, together with other relevant statutory provisions as indicated hereunder, constitute the rules and regulations pertaining to entitlement to *per diems* and other forms of compensation, as well as the limitation on the right to obtain reimbursements for expenses incurred, of members of the Governing Boards of GOCCs, unless otherwise formally amended or revised by the Commission pursuant to its power under Sections 20 and 23 of R.A. 10149.

## II. Bases for the Revised Interim Rules on *Per Diem* and Other Compensation Entitlements of Directors'/Trustees' of GOCC Boards

1. **Formal Adoption of E.O. 24.** – A copy of E.O. 24 is attached hereto and made an integral part of this Memorandum as **Annex A**, and the particular provisions thereof as indicated immediately hereunder, including the contents of this Memorandum, are hereby formally promulgated as the “**Revised Interim Rules on *Per Diem* and Other Compensation Entitlements of Directors'/Trustees' of GOCC Boards Covered by R.A. 10149,**” thus:

**Section 1. Policy Considerations**

**Section 2. Definition of Terms**

**Section 3. General Provisions**

**Section 6. GOCC Classification**

**Section 7. Compensation of Members of the Board of Directors/Trustees**

**Section 8. Compensation Structure**

**Section 9. *Per Diems* for Board Meetings**

**Section 10. *Per Diems* for Committee Meetings**

**Section 12. Reimbursable Expenses**

- 1.1. Performance-Based Incentives (PBIs) for GOCCs Boards as allowed under Section 11 of E.O. 24 are suspended until a comparative and comprehensive study has been undertaken by the GCG, with the results of which shall form part of the DCS that shall be promulgated as an integral part of the **CPCS for GOCCs**.

of positions grouped into such categories as the GCG may determine, subject to the approval of the President.”

<sup>12</sup>Entitled “Directing the Rationalization of the Compensation and Position Classification System in the Government-Owned and -Controlled Corporations (GOCCs) and Government Financial Institutions (GFIs), and for Other Purposes.”

<sup>13</sup>Entitled “Prescribing Rules to Govern the Compensation of Members of the Board of Directors/Trustees in Government-Owned or -Controlled Corporations, Including Government Financial Institutions.”

2. **Restitution Rule.** – The applicable rule on Restitution shall be Section 24 of R.A. 10149 which provides:

SEC. 24. *Restitution.* – Upon the determination and report of the Commission on Audit (COA) that properties or monies belonging to the GOCC are in the possession of a member of the Board or Officer without authority, or that profits are earned by the member of the Board or Officer in violation of the fiduciary duty, or the aggregate *per diems*, allowances and incentives received in a particular year are in excess of the limits provided under this Act, the member of the Board or Officer receiving such properties or monies shall return the same to the GOCC.

Failure to make the restitution within thirty (30) days after a written demand has been served shall, after trial and final judgment, be punished by an imprisonment of one (1) year and a fine equivalent to twice the amount to be restituted and in the discretion of the court of competent jurisdiction, disqualification to hold public office.

3. **Constitutional Provisions Applicable.** – The following provisions of the 1987 Constitution, as they are applicable to the GOCCs covered by R.A. 10149, are hereby made an integral part of the Revised Interim Rules, thus:

- 3.1. Section 6, Article VII, containing the *Rule on the Salaries and Other Emolument Entitlement of the President and the Vice President of the Philippines*:

### ARTICLE VII

#### EXECUTIVE DEPARTMENT

Sec. 6. The President shall have an official residence. The salaries of the President and Vice-President shall be determined by law and shall not be decreased during their tenure. No increase in said compensation shall take effect until after the expiration of the term of the incumbent during which such increase was approved. **They shall not receive during their tenure any other emolument from the Government or any other source.**<sup>14</sup>

- 3.2. Sections 3 and 13, Article VII, containing the *Cabinet Rule Against Dual or Multiple Offices or Employment Covering the President, Vice President, the Members of the Cabinet and their Deputies and Assistants*:

### ARTICLE VII

#### EXECUTIVE DEPARTMENT

Sec. 3. x x x . **The Vice-President may be appointed as a Member of the Cabinet.** Such appointment requires no confirmation.<sup>15</sup>

Sec. 13. The President, Vice-President, the Members of the Cabinet, and their deputies or assistants **shall not, unless otherwise provided in this Constitution, hold any other office or employment during their tenure.** They shall not, during said tenure, directly or indirectly,

<sup>14</sup>Emphasis supplied.

<sup>15</sup>Emphasis supplied.

practice any other profession, participate in any business, or be financially interested in any contract with, or in any franchise or special privilege granted by the Government or any subdivision, agency, or instrumentality thereof, including government-owned or controlled corporations or their subsidiaries. They shall strictly avoid conflict of interest in the conduct of their office.

The spouse and relatives by consanguinity or affinity within the fourth civil degree of the President shall not, during his tenure, be appointed as Members of the Constitutional Commissions or the Office of the Ombudsman, or as Secretaries, Undersecretaries, Chairmen or heads of bureaus or offices, including government-owned or controlled corporations and their subsidiaries.<sup>16</sup>

- 3.3. Sections 7, Article IX-B, containing the *General Rule Against Dual or Multiple Offices or Employment of Public Officials, Not Covering Cabinet Officials*, thus:

ARTICLE IX-BI

THE CIVIL SERVICE COMMISSION

Sec. 7. x x x Unless otherwise allowed by law or by the primary functions of his position, no appointive official shall hold any other office or employment in the Government or any subdivision, agency or instrumentality thereof, including government-owned or controlled corporations or their subsidiaries.

- 3.4. Section 8, Article IX-B, providing for the *Rule Against Additional or Double Compensation for Public Officials and Employees*:

ARTICLE IX

B. THE CIVIL SERVICE COMMISSION

Sec. 8. No Elective or appointive public officer or employee shall receive additional, double, or indirect compensation, unless specifically authorized by law, nor accept without the consent of the Congress, any present, emolument, office, or title of any kind from any foreign government.

Pensions or gratuities shall not be considered as additional, double, or indirect compensation.

4. **Administrative Code Provisions Applicable.** – The following provisions of the Administrative Code of 1987<sup>17</sup> are hereby made an integral part of the Revised Interim Rules, thus:

- 4.1. Section 56 of Book V, Title I, Subtitle A (Civil Service Commission), Chapter 7, on the *Rule Against Additional or Double Compensation*:

Sec. 56. *Additional or Double Compensation.* – No elective or appointive public officer or employee shall receive additional or double compensation

unless specifically authorized by law nor accept without the consent of the President, any present, emolument, office, or title of any kind from any foreign state.

Pensions and gratuities shall not be considered as additional, double or indirect compensation.<sup>18</sup>

- 4.2. Section 49 of Book IV (The Executive Branch), Chapter 10, on the *Rule Limiting to Two Additional Positions Where Multiple Positions is Allowed for Members of the Executive Branch*, thus:

Sec. 49. *Inhibitions Against Holding More than Two Positions.* – Even if allowed by law or by the primary functions of his position, a member of the Cabinet, undersecretary, assistant secretary and other appointive official of the Executive Department may, in addition to his primary position, hold not more than two positions in the government and government corporations and receive the corresponding compensation thereof. *Provided*, That this limitation shall not apply to *ad hoc* bodies or committees, or to boards, councils or bodies of which the President is the Chairman.

If a Secretary, Undersecretary, Assistant Secretary or other appointive official of the Executive Department holds more than what is allowed in the preceding paragraph, he must relinquish the excess positions in favor of a subordinate official who is next in rank, but in no case shall any official hold more than two positions other than his primary position.<sup>19</sup>

### III. GCG Rulings Constituting Part of the Revised Interim Rules

The GCG has issued rulings to various GOCC applications under E.O. 24, which are hereby consolidated and made an integral part of the original Interim Rules, and which rulings are hereby amended by the changes introduced in this Revised Interim Rules, thus:

#### 1. Distinguishing Between “Appointive Directors” and “Ex-Officio Directors”

- 1.1. The distinction between “Ex Officio Directors” and “Appointive Directors” is critical in determining who among the members of the Governing Boards are entitled to *per diems* under E.O. 24, acting as directors/trustees.

Likewise, since directors or trustees of GOCCs and Subsidiaries are by definition considered to be “public officers”<sup>20</sup> or “public officials,”<sup>21</sup> then public officers who are members of GOCC Boards, whether they are classified as “Ex Officio Members” or “Appointive Members”, would be governed by the rule against additional or double compensation governing public officials and employees.

<sup>18</sup>Emphasis supplied.

<sup>19</sup>Emphasis supplied.

<sup>20</sup>Sec. 2(b), Anti-Graft and Corrupt Practiced Act (R.A. 3019, as amended): “Public officer: includes elective and appointive officials and employees, permanent or temporary, whether in the classified or unclassified or exempt service receiving compensation, even nominal, from the government as defined in the preceding subparagraph.”

<sup>21</sup>Sec. 3(b), Code of Conduct and Ethical Standards for Public Officials and Employees (R.A. No. 6713): “Public Officials: includes elective and appointive officials and employees, permanent or temporary, whether in the career or non-career service, including military and police personnel, whether or not they receive compensation, regardless of amount.”

<sup>16</sup>Emphasis supplied.

<sup>17</sup>Executive Order No. 292, 25 July 1987, which was made effective on 23 November 1989 by Proclamation No. 495 of the Office of the President of even date.

## 1.2. Who Are “Ex Officio Directors” of GOCCs?

1.2.1. *Statutory “Ex Officio Director”*. – Both E.O. 24<sup>22</sup> and R.A. 10149<sup>23</sup> define an “Ex Officio Board Member” to mean “any individual who sits or acts as a member of the Board of Directors/Trustees by virtue of one’s title to another office, and without further warrant or appointment,”<sup>24</sup> with the term “another office” pertaining to a public office.

Whenever a public official requires a formal appointment into a GOCC Board or requires a formal nomination and election into the Board in a stockholders’ or members’ meeting, then such appointed/elected director or trustee would **not** technically be an *Ex Officio* Board Member, and would in fact qualify to be an Appointive Director.

*To illustrate*, if the Charter of a Chartered GOCC provides for three (3) representatives from the government sector, those who are appointed by the President of the Philippines to fill those slots, are considered to be Appointive Members of the Board, even though the main consideration for their appointment or election into the GOCC Board is by virtue of their being public officials. (They would actually be “Appointive Directors from the Public Sector” as discussed below.)

*To illustrate further*, if the By-laws of a Nonchartered GOCC provides expressly that a seat in the Board is expressly reserved for a particular public office, e.g., Chairman of the Parent-Chartered GOCC, when such director-position is assumed by the incumbent of the indicated public office by virtue of such by-law provisions (without appointment or formal nomination and election), he would technically qualify as *Ex Officio* Director.

1.2.2. *Jurisprudential “Ex Officio Director”*. – There is a jurisprudential definition of “Ex Officio Member of the Board” that has evolved from decisions of the Supreme Court covering the application of Section 13, Article VII of the 1987 Constitution which essentially prohibits the President, the Vice-President, the Members of the Cabinet, their deputies and assistants (hereinafter referred to as “Cabinet Officials”), from holding any other office or employment during their tenure, **unless otherwise provided in the Constitution itself**, thus:

Where the law or the Charter of a GOCC designates Cabinet Officials to be members of the Governing Board of a GOCC, then:

- (a) They are deemed to be *Ex Officio* Members of the Board “as required by the primary functions of their office and constitute merely additional duties and functions to their primary office;” “[t]he additional duties must not only be closely related to, but must be required by the official’s primary functions.”<sup>25</sup>

Their being “Ex Officio Member of the Board” constitute mere “*designation*” or imposition of additional duties upon a person

already in the public service by virtue of an earlier appointment, and does not constitute “any other office”.<sup>26</sup>

(b) Moreover, such Cabinet Officials:

- (i) “[C]annot receive any form of additional compensation by way of per diems and allowances” because their designation does not constitute an appointment to a another office to which they can draw compensation from such office;<sup>27</sup> and
- (ii) “[A]ny amount received by them in their capacity as members of the Board of Directors should be reimbursed to the government, since they are prohibited from collecting additional compensation by the Constitution.”<sup>28</sup>

1.2.3. If the Articles and/or By-laws of a Nonchartered GOCC provide that a seat in the Board is expressly reserved for a Cabinet Official, then according to the prevailing jurisprudence covering Section 13, Article VII of the 1987 Constitution, such provision would be unlawful since it is only Legislature which can lawfully designate additional duties pertaining to the primary functions of Cabinet Officials.

## 1.3. Who Are “Appointive Directors” in the GOCC Sector?

1.3.1. *Statutory Definition of “Appointive Director”*. – Section 3(b) of R.A. 10149 defines an “Appointive Director” as follows:

(b) *Appointive Director* refers to:

- (1) In the case of chartered GOCCs, all members of its Board of Directors/Trustees who are not *ex officio* members thereof;
- (2) In the case of nonchartered GOCCs, members of its Board of Directors/Trustees whom the State is entitled to nominate, to the extent of its percentage shareholdings in such GOCC; and
- (3) In the case of subsidiaries and affiliates, members of its Board of Directors/Trustees whom the GOCC is entitled to nominate to the extent of its percentage shareholdings in such subsidiary or affiliate.

1.3.2. By reason of the statutory definitions, there are actually two types of “Appointive Directors”, namely:

- (a) Appointive Directors, who are public officials ***outside the coverage of Section 13, Article VII of the 1987 Constitution***,<sup>29</sup> and who are formally appointed by the President of the Philippines into the

<sup>26</sup>*National Amnesty Commission v. COA*, 437 SCRA 655 (2004); *Betoy v. The Board of Directors, National Power Corporation*, G.R. Nos. 156556-57, 04 October 2011.

<sup>27</sup>*Civil Liberties Union v. Executive Secretary*, 194 SCRA 317 (1991); *Betoy v. The Board of Directors, National Power Corporation*, G.R. Nos. 156556-57, 04 October 2011.

<sup>28</sup>*Betoy v. The Board of Directors, National Power Corporation*, G.R. Nos. 156556-57, 04 October 2011.

<sup>29</sup>It is not legally allowed for a Cabinet Official to ever fall into the category of Appointive Directors from the Public Sector because the restrictive provisions of Section 13, Article VII of the 1987 Constitution requires that the exception against dual or multiple positions or employments can only be provided for in the Constitution, or a mere designation of additional duties in an *ex officio* capacity as provided for by law. A statutory provision expressly providing for the **appointment** of a Cabinet Official into the Governing Board of any GOCC would be unconstitutional; his statutory **designation** to the Governing Board of any GOCC must always be in an *ex officio* capacity.

<sup>22</sup>Sec. 2(f).

<sup>23</sup>Sec. 3(i).

<sup>24</sup>*Emphasis supplied*.

<sup>25</sup>*Civil Liberties Union v. Executive Secretary*, 194 SCRA 317 (1991); *Betoy v. The Board of Directors, National Power Corporation*, G.R. Nos. 156556-57, 04 October 2011.



Governing Board of a GOCC, even if one of the requirements for his/her qualification is his/her being in the public service (hereinafter referred to as “Appointive Directors from the Public Sector”); and

- (b) Appointive Directors, who are appointed from the private sector by the President of the Philippines into the Governing Board of GOCCs (hereinafter referred to as “Appointive Directors from the Private Sector”).

## 2. Restrictive Delineation of the Compensation Structure for Members of the Boards of Directors/Trustees of GOCCs

2.1. *Board Compensation Limited to Per Diem and Performance-Based Incentives (PBI).* – Section 8 of E.O. 24 defines the “Compensation Structure” for members of the Governing Board of GOCCs to be *limited to the following components*:

- (a) *Per Diems*, but only up to the limits provided for under Sections 9 and 10; and
- (b) Performance-Based Incentives (PBI), as limited under Section 11 (and which are in the interim suspended).

**2.1.1. *Per Diems Treated as “Compensation”.*** – Section 8 of E.O. 24 operates within the context of treating *per diems* as compensation given to members of the Governing Boards of GOCCs, and Section 2(i) thereof defines “*Per Diems*” as “Compensation granted to members of the Board of Directors/ Trustees of a GOCC for attendance in meetings.”

Section 3(s) of R.A. 10149 also defines “*Per Diems*” as “compensation granted to members of the Board of Directors or Trustees of a GOCC for actual attendance in meetings.”

The statutory treatment of *per diems* as a form of compensation to members of the Board for actual attendance in meetings formally adopts a line of Supreme Court decisions<sup>30</sup> which have ruled to that effect, and effectively rejects another line of decisions which treat of *per diem* as merely “reimbursement of expenses incurred in attendance of meetings.”<sup>31</sup>

2.2. *Absolute Ban of Retainer Fees and Stock Plans as Part of Board Compensation.* – Section 8 of E.O. 24 also provides that retainer fees and stock plans are absolutely not allowed to be given to, and received by, members of the Governing Boards of GOCCs as part of their compensation, acting as such directors/trustees.

The applicable rule is now Section 20 of R.A. 10149, which considers such items when received by GOCC Directors as trust properties held on behalf of the GOCC they represent, thus:

<sup>30</sup>For such attendance, therefore, he is not entitled to collect any extra compensation, whether it be in the form of a per diem or an honorarium or an allowance, or some other such euphemism. By whatever name it is designated, such additional compensation is prohibited by the Constitution.” *Civil Liberties Union v. Executive Secretary*, 194 SCRA 315, 335 (1991).

Also *GSIS v. CSC*, 245 SCRA 179 (1995); *De la Cruz v. COA*, 371 SCRA 157 (2001); *Baybay Water District v. COA*, 374 SCRA 482 (2002); *De Jesus v. CSC*, 471 SCRA 624 (2005); *Bitonio, Jr. v. COA*, 425 SCRA (2004); *National Amnesty Commission v. Commission on Audit*, 437 SCRA 655 (2004); *Cabili v. Civil Service Commission*, 492 SCRA 252 (2006).

<sup>31</sup>*Lexal Laboratories v. Nat’l Chemical Industries Workers Union*, 25 SCRA 668 (1968); *GSIS v. Baradero*, 245 SCRA 179 (1995).

Sec. 20. *Trustee Relation to the Properties, Interests and Monies of the GOCC.* – Except for the *per diem* received for actual attendance in board meetings and the reimbursement for actual and reasonable expenses and incentives as authorized by the GCG, any and all realized and unrealized profits and/or benefits including, but not limited to, the share in the profits, incentives of members of the Board or Officers in excess of that authorized by the GCG, stock options, dividends and other similar offers or grants from corporations where the GOCC is a stockholder or investor, and any benefit from the performance of members of the Board or Officers of the Corporation acting for and in behalf of the GOCC in dealing with its properties, investments in other corporations, management of subsidiaries and other interest, are to be held in trust by such member of the Board or Officer for the exclusive benefit of the GOCC represented.

2.3. *Salaries, Allowances, Benefits and Other Bonuses As Prohibited Forms of Board Compensation.* – Section 8 of E.O. 24 provides that salaries, allowances, benefits and other bonuses are not allowed to be given to the members of the Board, “*except when specifically authorized by law or the charter and approved by the President of the Philippines; provided that even when so allowed the total of the foregoing compensation and per diems shall not exceed the limits stipulated under Sections 9 and 10.*”

The afore-quoted Section 20 of R.A. 10149 also governs the treatment of unwarranted salaries, allowances, benefits and other bonuses received by members of the Governing Boards of GOCCs, as being thereby held in trust for the GOCC they represent.

2.4. *Reimbursable Expenses Should Not Be Used as a Form of Compensation.* – Section 12 of E.O. 24 ensures that GOCC Directors do not abuse the structure of reimbursement of expenses as a means to gain indirect compensation by:

- (a) Making it a matter of policy that expenses of members of the Governing Board to attend Board and other meetings and discharge their official duties *shall be disbursed directly by the GOCC*;
- (b) The only time that Directors obtain a reimbursement of expenses can be:

- (i) “when due only to the exigency of the service and subject to the submission of receipts”; and
- (ii) limited only to transportation expenses for attending meetings; travel expenses for official travel; communications expenses; and meals during business meetings.

## 3. Ex Officio Directors: Rules on Entitlement/Non-Entitlement to *Per Diems*

3.1. ***Ex Officio Directors Are Generally Not Entitled to Per Diems and Other Allowable Compensations with the Parent/Holding GOCC*** – Section 7(a) of E.O. 24 specifically prohibits Department Secretaries, Undersecretaries, Assistant Secretaries **and other government officials**, who are *Ex Officio* Board Members,

including their Authorized Alternates/ Representatives,<sup>32</sup> from receiving any form of *per diem* and other forms of compensations “for their services as such,” thus:

- a) Department Secretaries, Undersecretaries, Assistant Secretaries and other government officials, who are *Ex-Officio* Board Members, including their Authorized Alternates/Representatives, shall not be entitled to any additional compensation for their services as such;

With respect to Non-Cabinet Officials, the aforementioned *executive order provision* conflicts with the *statutory provisions* found in Section 49, Chapter 10, Book IV of the Administrative Code of 1987, which allows in the Executive Department *limited multiple positions, with compensation*, thus:

Sec. 49. *Inhibitions Against Holding More than Two Positions.* – Even if allowed by law or by the primary functions of his position, a member of the Cabinet, undersecretary, assistant secretary and other appointive official of the Executive Department may, in addition to his primary position, hold not more than two positions in the government and government corporations and receive the corresponding compensation thereof; *Provided*, That this limitation shall not apply to *ad hoc* bodies or committees, or to boards, councils or bodies of which the President is the Chairman.

x x x

**3.1.1. Resolution of the Conflict with Respect to Cabinet Officials.** – When it comes to *Ex Officio* Directors who are Cabinet Officials, the non-entitlement clause under Section 7(a) of E.O. 24 prevails over the limited entitlement clause under Section 49, Chapter 10, Book IV of the Administrative Code of 1987 Cabinet Officials, because the former rule is consistent with standing jurisprudence under Section 13, Article VII of the 1987 Constitution, where the Supreme Court held that no *per diems* or any other form of compensation may be allowed to Cabinet Officials who become *Ex Officio* Directors of GOCCs.<sup>33</sup>

**3.1.2. Resolution of the Conflict with Respect to Non-Cabinet Officials.** – When it comes to Non-Cabinet Officials who become *Ex Officio* Directors, the non-entitlement clause under Section 7(a) of E.O. 24 prevails over limited-multiple-position-with-compensation rule under Section 49, Chapter 10, Book IV of the Administrative Code of 1987, because the former rule is consistent with prevailing jurisprudence that an *ex officio* position is not “another office” but merely a designation of additional duties to the primary office, and would not authorize the drawing of additional *per diems* and other allowance compensation, thus:

<sup>32</sup>The agent, alternate or representative cannot have a better right than his principal, the *ex officio* member. The laws, rules, prohibitions or restrictions that cover the *ex officio* members apply with equal force to his representative. In short, since the *ex officio* member is prohibited from receiving additional compensation for a position held in an *ex officio* capacity, so is his representative likewise restricted.” *National Amnesty Commission v. COA*, 437 SCRA 655, 668 (2004).

<sup>33</sup>*Betoy v. The Board of Directors, National Power Corporation*, G.R. Nos. 156556-57, 04 October 2011.

The *ex-officio* position being actually and in legal contemplation part of the principal office, it follows that the official concerned has no right to receive additional compensation for his services in the said position. The reason is that these services are already paid for and covered by the compensation attached to his principal office. . . . For such attendance, therefore, he is not entitled to collect any extra compensation, whether it be in the form of a *per diem* or an honorarium or an allowance, or some other such euphemism. By whatever name it is designated, such additional compensation is prohibited by the Constitution.<sup>34</sup>

### **3.2. Ex Officio Directors Are Generally Not Entitled to Per Diems and Other Allowable Compensations Given by the Subsidiary or Affiliate.**

3.2.1. *Obligation to Remit to the Parent/Holding GOCC the Per Diems and Other Forms of Compensation Received.* – Section 7(c) of E.O. 24 obliges *Ex Officio* Directors to remit to the GOCC represented (*i.e.*, Parent/Holding GOCC) the *per diems* and other forms of compensation they may have received or be entitled from the Subsidiaries and Affiliates (“private corporations”) wherein a GOCC has investment, thus:

- c) Compensation granted to *Ex-Officio* Board Members of subsidiaries or private corporations wherein a GOCC has investments shall accrue to the GOCC represented;

As previously discussed, Section 20 of R.A. 10149 governs the treatment of *per diems* and other forms of compensation that have been received by *Ex Officio* Directors but who were disqualified from receiving such items for themselves.

### **4. Appointive Directors from the Public Sector: Rules on Entitlement/Non-Entitlement to Per Diems and Other Forms of Compensation**

**4.1. Rules of Entitlement/Non-Entitlement Pertaining to Appointive Directors from the Public Sector When It Comes to the Parent/Holding GOCC Primary Appointed To.** – There are three legal provisions governing the entitlement or non-entitlement of Appointive Directors from the Public Sector to receive *per diems* given to the members of the Governing Boards of GOCCs to which they are primarily appointed to (*i.e.*, Parent/Holding GOCC), namely:

- (a) Section 7(b) of E.O. 24 which provides that “Appointive . . . Board Members may receive compensation as set forth herein unless specifically prohibited by law or Charter;”
- (b) The rule against additional or double compensation, as mandated in Section 8 of Article IX-B of the 1987 Constitution, and implemented under Section 56 of Book V, Title I, Subtitle A, Chapter 7 of the Administrative Code of 1987; and
- (c) The rule on “*limited multiple positions, with compensation*” as

<sup>34</sup>*Civil Liberties Union v. Executive Secretary*, 194 SCRA 317, 335 (1991).



provided for under Section 49 of Book IV, Chapter 10 of the Administrative Code of 1987.

There is a conflict between and among the three legal provisions: Section 7(b) of E.O. 24 and Section 49 of Book IV, Chapter 10 of the Administrative Code of 1987 authorize Appointive Directors from the Public Sector to receive *per diems* and other allowable compensation given to the members of the Governing Board of Parent/Holding GOCCs; whereas, Section 8 of Article IX-B of the 1987, and as implemented in Section 56 of Book V, Title I, Subtitle A, Chapter 7 of the Administrative Code would disqualify such public official from receiving any form of *per diem* and other allowable compensation from the Parent/Holding GOCCs (as it would amount to additional or double compensation), *except in the case of a Chartered Parent/Holding GOCC where the Charter expressly allows the payment of per diems and other allowable compensation to the members of the Governing Board.*

Neither Section 7(b) of E.O. 24 nor Section 49 of Book IV, Chapter 10 of the Administrative Code of 1987 can be considered as the exception to the rule against double compensation because the prevailing doctrine is that found in *Sadueste v. Municipality of Surigao*,<sup>35</sup> that the meaning of the phrase “*unless specifically authorized by law*” does not cover a general grant of authority under statutory law for all government officers (such as in that case for all district engineers in that case), but that: “The authority required by the Constitution to receive additional or double compensation is a specific authority given to a particular employee or officer of the Government because of peculiar or exceptional reasons warranting the payment of extra or additional compensation.”<sup>36</sup> Besides, E.O. 24 does not qualify to fall into the category “specifically authorized by law.”

#### 4.1.1. Resolution of the Conflict in Chartered Parent/Holding GOCCs. –

- (a) When there is a specific provision in the Charter providing for the payment of *per diems* to the members of the Governing Board, Appointive Directors from the Public Sector shall be authorized to receive said *per diems* to the extent of the limitations provided for under Section 9 and 10 of E.O. 24, since the charter provision is equivalent to the exception “*unless specifically authorized by law*,”
- (b) When there is no provision in the Charter providing for the payment of *per diems* to the members of the Governing Board, Appointive Directors from the Public Sectors are wholly unauthorized to receive any *per diems* or other form of compensation from the Parent/Holding GOCC.

#### 4.1.2. Resolution of the Conflict in Nonchartered Parent/Holding GOCCs.

– Regardless of what may be provided for in the Articles and/or By-laws, Appointive Directors from the Public Sector are wholly unauthorized to receive any *per diems* or any other form of compensation from

the Nonchartered Parent/Holding GOCCs, since Articles and By-law provisions are not equivalent to statutory provisions to all within the exception “*unless specifically authorized by law*.”

#### 4.2. Limitation on the Entitlement to Receive Per Diems and Other Forms of Compensation from Subsidiaries and Affiliates. – Section 7(c) of E.O. 24, which pertains to Appointive Directors from the Public Sector since it obligates them to receive on behalf of, and to remit to, the Parent/Holding GOCC all forms of *per diem* and other compensation received from a Subsidiary or Affiliate, thus:

- c) Compensation granted to *Ex-Officio* Board Members of subsidiaries or private corporations wherein a GOCC has investments shall accrue to the GOCC represented;

It cannot be legally assumed that the afore-quoted Section 7(c) should pertain only to *Ex Officio* Directors because almost all Subsidiaries (Nonchartered GOCCs), and definitely all Affiliates (private corporations), would necessarily be corporations organized under the Corporation Code of the Philippines, and usually every appointment/election thereto as a member of the Governing Board, even of a public official when done lawfully, would make the appointee an Appointive Director by definition under both E.O. 24 and R.A. 10149.

Therefore, the rule mandated under Section 7(c) of E.O. 24, as it applies to Appointive Directors from the Public Sector would be consistent with the rule against addition or double compensation, and would also be consistent with the principle provided for in Section 20 of R.A. 10149. Since Nonchartered GOCCs and private corporations have only Articles and By-laws which do not rise to the level of statutory law, then even when they expressly allow the payment of dividends and other compensation to the members of the Board, they would not fall within the exception (“*unless specifically authorized by law*”) on the rule against additional or double compensation for public officials.

#### 5. Appointive Directors from the Private Sector: Rules on Entitlement/Non-Entitlement to Per Diems and Other Forms of Compensation

##### 5.1. Authority to Receive Per Diems and Allowable Compensation from the Parent/Holding GOCC Primarily Appointed To. – Section 7(b) of E.O. 24 which specifically allows Appointive Directors from the Private Sector to receive *per diems* to the extent of the limits provided for under Sections 9 and 10 thereof, thus:

- b) Appointive or Elective Board Members may receive compensation as set forth herein unless specifically prohibited by law or Charter;

Other the limitations on the amounts of *per diems* that may be received for actual attendance at meetings as provided for in Section 9 and 10 in E.O. 24, the only other statutory limitation applicable to Appointive Directors from the Private Sector is found in Section 20 of R.A. 10149, to hold in trust for, and remit to, the GOCC any form of interests and monies received in excess of those they are authorized to receive by GCG.

<sup>35</sup>72 Phil. 485 (1941).

<sup>36</sup>*Ibid*, at pp. 487-488.



**5.2. Authority to Receive Per Diems and Other Forms of Compensation from Subsidiaries and Affiliates.** – Section 7(d) of E.O. 24 authorizes the receipt of compensation given by Affiliates (“private corporations”) only to the extent of the amounts Appointive Directors are authorized to receive with the Parent/Holding GOCC he/she represents, and to remit the GOCC represented any amounts received in excess of those amounts authorized, thus:

- d) Compensation granted to Appointive or Elective Board Members representing a GOCC in a private corporation where the GOCC has investments shall not exceed the allowable compensation of the members of the Board of Directors/Trustees of the GOCC represented. Any excess shall accrue and be remitted to the GOCC represented within fifteen (15) days.

Section 7(d) actually authorizes the payment of double compensation to the Appointive Director from the Private Sector, namely:

- (a) The *per diems* for actual attendance of Board and Committee meetings paid by the Holding GOCC at the limitations set in Sections 9 and 10 of E.O. 24;

- and -

- (b) The compensation paid by the Affiliate but at the same rate as the *per diems* paid by the Holding GOCC at the limitations set in Section 9 and 10 of E.O. 24;

BUT: with the excess to be remitted to the Holding GOCC.

The rule against additional or double compensation in government service does apply in this case because technically and legally speaking, the *per diems* and compensation paid by the Affiliate (“private corporation”) do not come from government funds, and the service rendered as Appointive Director in the Affiliate (“private corporation”) is not public service. Consequently, the limitations placed upon such Appointive Directors is by reason that they remain public officers as official nominees of the Holding GOCC to the Affiliates.

**5.3. Authority to Receive Per Diems and Other Allowable Compensation from Subsidiaries and Second GOCC.** – Strictly speaking, Section 7(d) of E.O. 24 as it refers particularly to “a private corporation where the GOCC has investments,” does cover a Subsidiary which by definition is itself GOCC;<sup>37</sup> much less does it cover the appointment of Appointive Director from the Private Sector to another unrelated GOCC.

Unlike in an Affiliate situation where the Appointive Director of the Holding GOCC may be nominated and elected during the stockholders’ meeting to the Governing Board of the Affiliate, an Appointive Director can only become a member of the Governing Board of a Subsidiary by a formal appointment coming from the President of the Philippines from a shortlist prepared by the GCG as

<sup>37</sup>Section 3(z) in relation to Section 3(o) of R.A. No. 10149, where “Subsidiary” is defined as “a corporation where at least a majority of the outstanding capital stock is owned or controlled, directly or indirectly, through one or more intermediaries, by the GOCC;” and in turn “GOCC” is defined to include “a stock . . . corporation . . . owned by the Government of the Republic of the Philippines, directly or through its instrumentalities either wholly or, where applicable as the case of stock corporations, to the extent of at least a majority of its outstanding capital stock.”

provided for in Section 15 of R.A. No. 10149. This is the same situation when it comes to a second appointment to another unrelated GOCC.

The rules that would apply then would be the constitutional and statutory rules on dual or multiple appoints, and on additional or double compensation.

**5.3.1. Rule in a Subsidiary Situation.** – Since an Appointive Director from the Private Sector has become a public official by his/her first appointment in the Parent GOCC, strictly speaking he/she can only be appointed to a Subsidiary when “allowed by law or by the primary functions of his position,” as provided for under Section 49, of Book IV, Chapter 10 of the Administrative Code of 1987.

**Consequently:**

- (a) If his/her appointment to the Subsidiary is contrary to law, he/she has no authority to receive any *per diem* or other forms of compensation to an office to which he has no authority to fill-up, and all amounts received must actually be remitted to the Parent GOCC;
- (b) If his/her appointment to the Subsidiary is allowed by law or by the primary functions of his/her position, such as when he/she is appointed to the Subsidiary by reason of his being the Chairman and/or President of the Parent GOCC, he/she shall be entitled to receive the same amount of compensation from the Subsidiary as that of an Appointive Director serving in the Affiliate as authorized under Section 7(d) of E.O. 24, because such Appointive Director is expected to discharge to the Parent GOCC the same primary duties as that expected when representing a Holding GOCC in the Affiliate; but such entitlement shall cover not more than two (2) Subsidiaries.

**5.3.2. Rule in a Second GOCC Situation.** – Since an Appointive Director from the Private Sector has become a public official by his/her appointment in the first GOCC, strictly speaking he/she can only be appointed to a second GOCC when “allowed by law or by the primary functions of his position,” as provided for under Section 49, of Book IV, Chapter 10 of the Administrative Code of 1987.

**Consequently:**

- (a) If his/her appointment to the second GOCC is contrary to law, he/she has no authority to receive any *per diem* or other forms of compensation to an office to which he has no authority to fill-up, and all amounts received must actually be remitted to the Parent GOCC;
- (b) If his/her appointment to the second GOCC is allowed by law or by the primary functions of his/her position, his/her entitlement to *per diems* in the second GOCC shall be treated independently of what *per diems* and other compensation he/she is entitled to

in the first GOCC, as mandated under Section 49, Book IV, Chapter 10 of the Administrative Code of 1987, but this shall be limited to at most two (2) GOCCs.

BY AUTHORITY OF THE COMMISSION:

  
CESAR L. VILLANUEVA  
Chairman

  
MA. ANGELA E. IGNACIO  
Commissioner

  
RAINIER B. BUTALID  
Commissioner



Annex D

## GCG MEMORANDUM CIRCULAR NO. 2012-03.

SUBJECT : STATUS OF HOLDOVER AND ACTING APPOINTIVE DIRECTORS/  
TRUSTEES IN GOCC BOARDS AND REQUIRING THE SUBMISSION  
OF INFORMATION ON THEIR RESPECTIVE QUALIFICATIONS

DATE : 08 FEBRUARY 2012

### 1. LEGAL BACKGROUND

- 1.1. Section 15 of Republic Act No. 10149, otherwise known as the "GOCC Governance Act of 2011" (RA No. 10149), provides that an appointive director or trustee (hereinafter "Appointive Director") to any covered Government-owned or -controlled (GOCC) shall be appointed by the President of the Philippines from a shortlist prepared by the Governance Commission for GOCCs (GCG).
- 1.2. Section 17 of RA No. 10149 limits the term of Appointive Directors to one (1) year "unless sooner removed for cause: *Provided, however,* That the Appointive Director shall continue to hold office until the successor is appointed."
- 1.3. Section 17 also provides that "Any provision of law to the contrary notwithstanding, all incumbent CEOs and appointive members of the Board of GOCCs shall, upon approval of this Act, have a term of office until June 30, 2011, unless sooner replaced by the President."
- 1.4. The exigency of public service requires that there be a definitive legal characterization of the positions of incumbent Appointive Directors in accordance with the provisions of RA No. 10149, and that the Boards to which they belong must be made accountable for the performance of their companies.
- 1.5. There is a need to lay down the rules that shall govern the terms and manner of preparation of the shortlists of candidates for appointment by the President of the Philippines of the Appointive Directors of GOCCs covered by RA No. 10149.

### 2. STATUS OF INCUMBENT APPOINTIVE DIRECTORS

- 2.1. Under the "Hold-over Principle" in Philippine Corporation Law,<sup>38</sup> in the event no new Board is elected and qualified after the official term of the Board of Directors, the existing Board, if still constituting a quorum, is still a legitimate Board with full authority to bind the corporation.<sup>39</sup>
- 2.2. All Appointive Directors of GOCCs whose term expired last 30 June 2011 by virtue

<sup>38</sup>RA No. 10149, Sec. 30 provides: "The provisions of the „Corporation Code of the Philippines" and the provisions of the charters of the relevant GOCC, insofar as they are not inconsistent with the provisions of this Act, shall apply suppletorily to GOCCs."

<sup>39</sup>SEC Opinion No. 06-18, 20 March 2006.

of the provision in Section 17 of RA No. 10149, as well as all those appointed thereafter in an acting capacity, have been legally deemed to be on holdover capacity, having the full powers and prerogatives of regular Appointive Directors until they shall have either been re-appointed or replaced, as the case may be.

2.3. All such Appointive Directors shall be evaluated by GCG Search Committee for possible re-appointment, and when found to continue to be fit in accordance with the original assessment when they were first appointed, their names shall be formally submitted as part of the shortlists for appointment by the President for the "Term of Office" as discussed hereunder.

### 3. OFFICIAL TERM OF OFFICE

3.1. Section 17 of RA No. 10149 establishes the "Official Term of Office" of the Boards of Directors as follows:

- (a) **For a period of one (1) year.** "Any provision in the charters of each GOCC to the contrary notwithstanding, the term of office of each Appointive Director shall be for one (1) year, unless sooner removed for cause;" and
- (b) **Starting point of 1 July of each year, and ending on 30 June of the following year.** "Any provision of law to the contrary notwithstanding, all incumbent CEOs and appointive members of the Board of GOCCs shall, upon approval of this Act, have a *term of office until June 30, 2011*, unless sooner replaced by the President."

When Section 17 provided that the "term of office" of all incumbent Appointive Directors shall end on "June 30, 2011," it established the Official Term of Office for all Appointive Directors for GOCCs covered by RA No. 10149 begins on 1 July of each year and ending on 30 June of the following year.

3.2. The "Term of Office" of Appointive Directors should not be confused with their "Tenure", which officially begins from the time they are appointed by the President and qualified into office, and it may be less than a year, as when they are replaced by the President for cause, or may even exceed one year when they continue to remain with the Board under a hold-over capacity until their successors are qualified and appointed.

### 4. REQUIRED SUBMISSION OF SUPPORTING DOCUMENTS

4.1. Each of the incumbent GOCC Boards, through their Chairman and CEO, shall submit to the GCG the following documents on or before **15 March 2012**:

- a. Complete Listing, with Bio-data or Bio-Write-Up of the incumbent (i) Directors/Trustees; (ii) Chairperson; (iii) President or Chief-Executive Officer (CEO); and (iv) including those appointed to the Boards of Affiliates and Subsidiaries;
- b. Report of the Highlights and Achievements of the GOCC for calendar year 2011;
- c. Report of Operations and Financial Condition of the GOCC in 2011, accompanied by covering Financial Statements, whether or not audited, covering said period;
- d. Corporate Plans for calendar year 2012.
- e. Official assessment of the performance of the Board, and each

of the members and CEO for the calendar year 2011, as certified separately by the Chairman and the CEO, including adoption and achievements of strategy maps, charter statements and performance commitments;

- f. Other corporate documents adopted by the Board during its incumbency that would allow the Commission a better manner of assessing the performance of the members of the Board, including the adoption of Code of Ethics for the Directors, Officers and Employees, CSR Projects.
- g. Clearances from the following government sectors: Office of the Ombudsman, Civil Service Commission, Sandiganbayan and the National Bureau of Investigation (NBI).
- h. Compliance with other requirements provided for by law, or the specific Charters of the GOCCs.

4.2. Non-submission or incomplete submission will be considered as disinterest on the part of the Directors/Trustees to be considered for re-appointment.

BY AUTHORITY OF THE COMMISSION:

  
CESAR L. VILLANUEVA  
Chairman

  
MA. ANGELA E. IGNACIO  
Commissioner

  
RAINIER B. BUTALID  
Commissioner





## GCG MEMORANDUM CIRCULAR NO. 2012-04.

Subject : Nomination and Appointment of Appointive Members of the Board of Directors/Trustees of GOCCs, Subsidiaries and Affiliates

DATE : 28 February 2012

### 1. APPLICABLE LEGAL PROVISIONS

1.1. **Coverage of the Law** – Section 4 of Republic Act No. 10149, otherwise known as the “GOCC Governance Act of 2011” (RA No. 10149), provides that “***This Act shall be applicable to all GOCCs, GICPs/GCEs, and government financial institutions, including their subsidiaries***, but excluding the Bangko Sentral ng Pilipinas, state universities and colleges, cooperatives, local water districts, economic zone authorities and research institutions; ***Provided, That in economic zone authorities and research institutions, the President shall appoint one-third (1/3) of the board members from the list submitted by the GCG.***”<sup>40</sup>

1.2. **Definition of “GOCC”** – Section 3(o) of RA No. 10149 defines “Government-Owned or -Controlled Corporation (GOCC)” as “any agency organized as a stock or nonstock corporation, vested with functions relating to public needs whether governmental or proprietary in nature, ***and owned by the Government of the Republic of the Philippines directly or through its instrumentalities either wholly or, where applicable as in the case of stock corporations, to the extent of at least a majority of its outstanding capital stock.***”<sup>41</sup> It also provides that the term “GOCC” includes Government Instrumentalities with Corporate Powers (GICP), Government Corporate Entities (GCE) and Government Financial Institutions (GFI).

1.2.1. Section 3(z) defines “***Subsidiary***” as “a corporation ***where at least a majority of the outstanding capital stock is owned or controlled, directly or indirectly, through one or more intermediaries, by the GOCC.***”<sup>42</sup>

Subsidiaries therefore fall within the definition of “GOCCs” and are also expressly stated within the coverage of RA No. 10149, Section 4 thereof.

1.2.2. Section 3(a) defines “***Affiliate***” as “a corporation fifty percent (50%) or less of the outstanding capital stock of which is owned or controlled, directly or indirectly, by the GOCC.”

Affiliates, therefore, do not fall within the definition of “GOCC” and in fact

<sup>40</sup>Emphasis supplied.

<sup>41</sup>Emphasis supplied.

<sup>42</sup>Emphasis supplied.

are not within the defined coverage of RA No. 10149, Section 4 thereof.

1.3. **Appointive Directors** – Section 15 of RA No. 10149 provides that “An Appointive Director shall be appointed by the President of the Philippines from a shortlist prepared by the GCG,” which does not distinguish whether the Appointive Director is with the GOCC, a Subsidiary, or an Affiliate.

1.2.1. Section 3(b) defines “**Appointive Director**” as:

“(1) In the case of chartered GOCCs, all members of its Board of Directors/Trustees who are not *ex officio* members thereof;

“(2) In the case of nonchartered GOCCs, members of its Board of Directors/Trustees whom the State is entitled to nominate, to the extent of its percentage shareholdings in such GOCC; and

“(3) In the case of subsidiaries and affiliates, members of its Board of Directors/Trustees whom the GOCC is entitled to nominate to the extent of its percentage shareholdings in such subsidiary or affiliate.”

1.2.2. Section 15 also states that “the GCG shall formulate its rules and criteria in the selection and nomination of prospective appointees and shall cause the creation of search committees to achieve the same. The GCG shall ensure that the shortlist shall exceed by at least fifty percent (50%) of the number of directors/trustees to be appointed. In the event that the President does not see fit to appoint any of the nominees included in the shortlist, the President shall ask the GCG to submit additional nominees.”

1.4. **Term of Office** – Under GCG Memorandum Circular No. 2012-3, the GCG has formally taken cognizance of the fact that Section 17 of RA No. 10149 has provided for the “Term of Office” of Appointive Directors in GOCCs to officially begin on 01 July of each year and ending on 30 June of the following year, thus:

(a) “**Any provision in the charters of each GOCC to the contrary notwithstanding**, the term of office of each Appointive Director shall be for one (1) year, unless sooner removed for cause . . . ;”

(b) “**Any provision of law to the contrary notwithstanding, all incumbent CEOs and appointive members of the Board of GOCCs shall**, upon approval of this Act, have a term of office until June 30, 2011, unless sooner replaced by the President . . .”

1.4.1. Since Affiliates are not covered within the term “GOCCs” and do not fall within the defined coverage of RA No. 10149 per Section 4 thereof, they are not bound by the provisions of Section 17 on the “Term of Office” of the Appointive Directors.

1.4.2. Since economic zone authorities and research institutions are expressly excluded from the defined coverage of RA No. 10149 per Section 4 thereof, they are also not bound by the provisions of Section 17 on the “Term of Office” of Appointive Directors.

## 2. Levels of GOCCs

2.1. For purposes of administering the nomination, appointment or election processes for Appointive Directors in GOCCs and Subsidiaries, Affiliates, economic zone authorities and research institutions, the following levels are hereby recognized:

2.1.1. **GOCCs under GCG Annex A:** Attached hereto is Annex A which lists down in six (6) sectors the one-hundred-fifty-eight (158) GOCCs that have been recognized by various government agencies at the time of the enactment of RA No. 10189 as constituting the covered “GOCCs, GICPs/GCEs, and government financial institutions [GFIs], and their subsidiaries,” referred to in Section 4 of the Act.

The listing in Annex A shall be without prejudice to the power of GCG to update and reclassify them further as the need arises. The GOCCs appearing in Annex A shall hereinafter be referred to as “GOCCs under GCG Annex A.”

2.1.2. **GOCC Subsidiaries:** All subsidiaries of GOCCs which fall under the definition under Section 3(z) of RA No. 10149 which are not listed in GCG Annex A shall hereinafter be referred to as “Subsidiaries”.

2.1.3. **GOCC Affiliates:** All affiliates of GOCCs which fall under the definition under Section 3(a) of RA No. 10149 shall hereinafter be referred to as “Affiliates”.

2.1.4. **Economic Zone Authorities:** The term “economic zone authorities” referred to in Section 4 of RA No. 10149 as being excluded from the coverage of the Act, shall cover only those having a charter which provides the primary purpose of which is to act as an economic zone authority, such as the Philippine Economic Zone Authority (PEZA), Aurora Pacific Economic Zone and Freeport Authority (APEZFA), Authority of the Freeport Area of Bataan (AFAB), Cagayan Economic Zone Authority (CEZA), Subic Bay Metropolitan Authority (SBMA), Tourism Infrastructure and Enterprise Zone Authority (TIEZA), and Zamboanga City Special Economic Zone Authority (ZCSEZA).

All other chartered GOCCs where regulation of zone authorities is just an additional function, such as the Bases Conversion and Development Authority (BCDA), or nonchartered GOCCs organized and registered with the Securities and Exchange Commission, which under their articles of incorporation are to engage in the regulation of economic zones, such as the Clark Development Corporation (CDC), John Hay Management Corporation (JHMC), and Poro Point Management Corporation (PPMC) are within the full coverage of RA No. 10149, not falling within the technical term of “authorities.”

2.1.5. **Research Institutions:** The term “research institutions” referred to in Section 4 of RA No. 10149 as being excluded from the coverage of the Act, shall cover only those having a charter which provides the primary purpose of which is to act as a research institution, such as Philippine Rice Research Institute (IRRI) and the Philippine Institute for Development Studies (PIDS).

All other chartered GOCCs where engaging in research constitutes merely an additional function of the GOCC, such as the Development Academy of the Philippines (DAP), or nonchartered GOCCs organized

under their articles of incorporation to engage into institutional research, are within the full coverage of RA No. 10149.

### **3. Nomination and Appointment of Appointive Directors of GOCCs and Subsidiaries.**

#### **3.1 From Whom Formal Nomination Shall Be Solicited**

3.1.1. **GOCCs Under GCG Annex A:** GCG shall formally solicit nominations for all the positions of Appointive Directors in each of the GOCCs, with indications as to who are being endorsed to the positions of Chairman and CEO, from the following:

- (a) The Department or Government Agency to which the GOCC is attached;
- (b) Board of Directors/Trustees of the parent GOCC, when applicable;
- (c) Sectoral organizations for Appointive Members who are designated to represent such sector, when applicable; and
- (d) Stakeholder groups affected by the GOCC.

3.1.2. **Subsidiaries:** GCG shall formally solicit nominations for all the positions of Appointive Directors in each of the GOCCs, with indications as to who are being endorsed to the positions of Chairman and CEO, from the following:

- (a) The Department or Government Agency to which the GOCC is attached; and
- (b) Board of Directors/Trustees of the parent GOCC.

#### **3.2. Submissions Required for Nominations:**

3.3.1. All nominations shall be accomplished by a Formal Nomination Form submitted to the GCG that shall:

- (a) Contain a certification that the nominees are qualified under the law and the charter of the GOCC, as well as the Fit and Proper Rules of the GCG for the positions to which they have been nominated; and
- (b) Accompanied for or each of the individuals nominated by:
  - A biographical write-up or curriculum vitae
  - Clearance from: Office of the Ombudsman, Civil Service Commission, Sandiganyan and the National Bureau of Investigation.

3.3.2. For Department or Government Agency to which the GOCC is attached, the formal nomination form addressed to the GCG, shall be:

- (a) Certified by Head of Agency;
- (b) The nominees shall be a number of at least 150% of the positions for which the nomination is made.

3.3.3. For the Board of Directors/Trustees of parent GOCCs, the formal nomination form addressed to the GCG shall be:

- (a) Certified by the Chairman of the Board;

(b) Accompanied by a formal Board resolution confirming the nomination by the Board of each of the nominees;

(c) The nominees shall be a number of at least 150% of the positions for which the nomination is made.

3.3. **Individual Applications and Other Nominations/Endorsements:** The foregoing provisions are without prejudice to GCG processing individual applications received from interested candidates, as well as nominations/endorsements received from other sectors, and imposing the same or similar documentary requirements as provided for above.

### **4. Nomination and Election of Appointive Directors of Affiliates**

#### **4.1 From Whom Formal Nomination Shall Be Originate**

4.1.1. Affiliates, not being within the coverage of RA No. 10149, continue to be governed by their articles of incorporation and by-laws as registered with the SEC, and consequently the nomination of Appointive Directors to their Boards shall remain within the business judgment prerogative of the Board of Directors/Trustees of the parent or holding GOCCs.

4.1.2. In preparation for the annual stockholders' or members' meetings of the Affiliates at which the members of their Board are nominated and elected, the Boards of Directors/Trustees of parent or holding GOCCs shall, through formal board resolutions, nominate candidates for the Appointive Directors for each Affiliate whom the parent or holding GOCC is entitled to nominate to the extent of its percentage shareholdings in such Affiliates.

4.2. **Election of Appointive Directors at the Annual Stockholders' or Members' Meetings** – At each of the annual stockholders' or members' meetings, or any other special meetings, at which the members of the Affiliate's Board of Directors/Trustees shall be elected, the nominees to the Board of the parent or holding GOCC shall be formally announced during the portion on the election of the members of the Board of Directors/Trustees, with the nomination and election of the rest of the members being then conducted where the parent or holding GOCC shall no longer be casting any votes. At the end of such exercise the nominees of the parent or holding GOCC, together with the rest of the candidates receiving the highest number of votes for the rest of the position available in the Board shall be formally announced as duly nominated and elected members of the Affiliate's Board of Directors/Trustees.

Any other similar proceedings may be conducted in the formal election of the members of the Board of Directors/Trustees of the Affiliate, provided it preserves the right of the Board of Directors/Trustees of the parent or holding GOCCs to nominate and elect into office such number of members into the Affiliate's Board as it is entitled by the percentage of its equity holding or investments in the Affiliate.

4.3. **Report to the GCG** – Within fifteen (15) days from the election of Appointive Directors in Affiliates, the Chairman of the Board of the parent or holding GOCC shall submit to the GCG the following:

- (a) The board resolution nominating their candidates;
- (b) Biographical write-ups or curriculum vitae for all the individuals nominated and elected into the Board of the Affiliate; and



- (b) Certification of the amounts of *per diem* and other benefits they are receiving as Appointive Directors of the Affiliate.

## **5. Nomination, Appointment or Election of Appointive Directors of Economic Zone Authorities and Research Institutions**

### **5.1 The Peculiar Situation of Economic Zone Authorities and Research Institutions**

- 5.1.1. Economic Zone Authorities and Research Institutions, being expressly excluded from the coverage of RA No. 10149, continue to be governed by their charters, and consequently the Term of Office of the members of their Board of Directors/Trustees, or their equivalent continue to be governed by the relevant provision of their charters.
- 5.1.2. Except for the provision of Section 4 of RA No. 10149 "That in economic zone authorities and research institutions, the President shall appoint one-third (1/3) of the board members from the list submitted by the GCG," the nomination and appointment of the rest of the Appointive Directors to the boards of Economic Zone Authorities and Research Institutions, remains governed by the provisions of their charters and all other laws related thereto.

### **5.2. From Whom Formal Nomination Shall Be Solicited**

- 5.2.2. In preparing the shortlist for the one-third (1/3) of the members of their boards of Economic Zone Authorities and Research Institutions, GCG shall formally solicit nominations from the following:
- (a) The Department or Government Agency to which they are attached;
  - (b) Board of Directors/Trustees of the parent GOCC, when applicable; and
  - (c) Sectoral organizations for Appointive Members who are designated to represent such sector, when applicable.
- 5.2.2. **Individual Applications and Other Nominations/Endorsements:** The foregoing provisions are without prejudice to GCG processing individual applications received from interested candidates, as well as nominations/endorsements received from other sectors, and imposing the same or similar documentary requirements as provided for above.

### **5.3. Submissions Required for Nominations:**

- 5.3.1. All nominations shall be accomplished by a Formal Nomination Form submitted to the GCG that shall:
- (a) Contain a certification that the nominees are qualified under the law and the charter of the particular Economic Zone Authority or the Research Institution covered; and
  - (b) Accompanied for or each of the individuals nominated by:
    - A biographical write-up or curriculum vitae
    - Clearance from: Office of the Ombudsman, Civil Service Commission, Sandiganyan and the National Bureau of Investigation.

- 3.3.2. For Department or Government Agency to which the GOCC is attached, the formal nomination form addressed to the GCG, shall be:
- (a) Certified by Head of Agency;
  - (b) The nominees shall be a number of at least 150% of the one-third (1/3) of the numbers of the Board for which they shall be appointed.
- 3.3.3. For the Board of Directors/Trustees of parent GOCCs, the formal nomination form addressed to the GCG shall be:
- (a) Certified by the Chairman of the Board;
  - (b) Accompanied by a formal Board resolution confirming the nomination by the Board of each of the nominees;
  - (c) The nominees shall be a number of at least 150% of the one-third (1/3) of the positions for which the nomination is made.

**By Authority of the Commission:**

  
CESAR L. VILLANUEVA  
Chairman

  
MA. ANGELA E. IGNACIO  
Commissioner

  
RAINIER B. BUTALID  
Commissioner



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
 FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS

### TABLES

**Table 1**  
Summary of Rulings

Subject	Ruling
<b>Compensation for Appointive Directors</b>	<i>Per diems</i> constitute compensation for directors despite the absence of any employer-employee relationship between Directors/Trustees and the GOCCs where they serve. Pending the development and formal approval by the President of the Republic of the Philippines of the Compensation and Position and Classification System (CPCS) provided in Chapter III of R.A. no. 10149, Appointive Directors are entitled to <i>per diems</i> and performance-based incentives only in line with the classifications and maximum limits provided under Executive Order No. 24, s. 2011.
<b>Compensation for Ex Officio Directors</b>	<i>Ex Officio</i> Directors are entitled only to reimbursable expenses in the performance of their functions as members of the Boards where they have been duly designated. They are not entitled to <i>per diems</i> or performance-based incentives from the GOCC since their functions as a member on the Board thereof is in performance of the <i>primary</i> functions of their original office, such as Secretary, Undersecretary, or Assistant Secretary.
<b>The nature of Appointive Positions vis-à-vis Ex Officio Positions</b>	<i>Ex Officio</i> members of boards of GOCCs refer to those who sit on the board by virtue of their position and without warrant of further appointment, <i>i.e.</i> the charter of the GOCC expressly states a specific position in the composition of the Board. Provisions that merely provide for a representative from the government or public sector refer to appointive positions, not <i>ex officio</i> , since an appointment is still necessary to determine exactly who the said representative will be. The representative sits by virtue of his or her appointment and not by virtue of his or her being a public official or employee. The requirement that the representative be a public official or employee is a qualification to the said office, and not a specification of who shall occupy the seat on the Board of the GOCC concerned.

<b>Interim Procedure on Compensation of Officers and Employees pending formulation of the CPCS</b>	Pending the formulation and final approval by the President of the CPCS and in light of the moratorium under Executive Order No. 7, s. 2010, any increase in compensation of Officers and Employees, whether SSL-exempt or covered, must be specifically approved by the President upon the recommendation of the Department of Budget and Management.
<b>Compensation Structures of SSL-Exempt GOCCs</b>	GOCCs that are SSL-exempt do not have <i>carte blanche</i> authority in adopting and implementing their respective compensation structures. While their compensation structures need not follow the framework of Republic Act No. 6758, otherwise known as the “ <i>Salary Standardization Law</i> ,” their compensation structures must nonetheless be approved / authorized by the President regardless of whether the GOCC is receiving its budget or a part thereof from the government.
<b>State of Collective Bargaining and the Right to Strike in GOCCs created through registration with the Securities and Exchange Commission (SEC)</b>	Collective bargaining and the right to strike is premised on the condition that the compensation can be fixed upon the voluntary agreement of the parties. With the advent of R.A. No. 10149 mandating all GOCCs under its coverage to adhere to the CPCS therein, the relations between the Boards of SEC-registered GOCCs and the personnel of such corporations <i>insofar as compensation is concerned</i> no longer rests on a voluntary basis to allow collective bargaining or exercise of the right to strike. The officers and employees of GOCCs are now in the same situation as the rest of the personnel of government.
<b>Directors and Officers Liability Insurance</b>	DOLI taken out by a GOCC from a duly accredited insurance company, such as the GSIS, as a measure of protection from the costs involved in meeting litigation arising from official acts of the Board of Directors and Management constitute legitimate company expenses for a GOCC.
<b>Participation of GOCCs in Derivative Suits in relation to their investments in subsidiaries and affiliates</b>	The Boards of GOCCs must exercise their business judgment in determining whether to participate in derivative suits. There is no obligation to participate in such suits. Rather, they must exercise the duty to determine using their business judgment whether such participation is necessary in protecting the corporation’s investments or if the gain from such participation is not worth the costs involved.
<b>Reclassification of GOCCs under E.O. No. 24, s. 2011</b>	While E.O. No. 24 is clear on the classification of GOCCs based on average revenues and asset size using audited income statements, the E.O. also allows the GCG to review the classification and provide exceptions in certain cases. For example, the GCG can take into consideration the peculiar situation of the board of a GOCC whose business judgment may have been restricted by the GOCC’s charter.

**Table 2**  
**GCG Summary of Major Activities**

Activity	Objective	Status
<b>Procurement of consulting services of a firm specializing in the talent management and rewards industry</b>	Facilitate development of the CPCS and ensure that the compensation levels and designs therein are benchmarked against international standards	Undergoing procurement process; Target date for implementation is Second Quarter 2013.
<b>Meeting with Boards of GOCCs to determine Balanced Scorecards and Performance Targets</b>	Begin institutionalization of the Balanced Scorecards system as the basis for the implementation of Performance-Based Incentives and assessment of the performance of Appointive Directors in relation to possible reappointment	PBI under formulation; Meetings with GOCCs scheduled for June
<b>Formulation of ICT GCG Roadmap</b>	Develop ICT capacity of GCG towards development of the ICRS and MIS solutions to facilitate preparation of the shortlist of nominees for appointive directors	Canvassing existing systems and dealing with legal impediments/ hurdles in acquiring such technology from other government agencies.
<b>Finalizing the list of GOCCs under R.A. No. 10149</b>	Clean up the official list in order to exclude inoperative/inactive GOCCs	Collecting official documentation to serve as basis for recommendation to the President to issue the necessary instrument for formal closure and removal from the list of such GOCCs
<b>Adoption of an Ownership Manual</b>	Provide the policy framework for exercise by the Government of its ownership rights in GOCCs	Pending approval of the President
<b>Adoption of a Code of Corporate Governance of GOCCs</b>	Provide the policy framework for the performance by the Board of Directors/Trustees of GOCCs of their duties as a collegial body, clarifying the lines of control of accountability between the Board and Management	Pending approval of the President
<b>Adoption of a Fit and Proper Rule for the Members of the Boards of GOCCs</b>	Provide a policy framework for the nomination, shortlisting, and selection of competent and qualified individuals to serve on the Boards of GOCCs	Pending approval of the President



**Table 3**  
**Total Assets of the Government Corporate Sector**  
(in ₱ Billions)

GOCC Sector	2009	2010
<b>Covered Under R.A. No. 10149</b>		
Government Financial Institutions	2,196.181	2,385.013
Social Services and Housing	51.636	62.010
Land and Water Resources	229.491	237.848
Power	1,608.847	1,711.083
Support Services	4.193	4.042
Commercial, Trade and Tourism	48.062	49.531
Transport, Infra, Communications	413.492	426.092
<b>Excluded from R.A. No. 10149</b>		
Research Institutions	11.661	12.027
Economic Zone Authorities	47.771	49.348
BSP attached agency and subsidiary	1.978	2.356
<b>Dissolved/Liquidated/Inactive</b>	<b>4.441</b>	<b>4.770</b>
<b>TOTAL</b>	<b>4,617.752</b>	<b>4,944.121</b>

Source: COA Annual Audit Report, CY 2010

**Table 4**  
**Government Corporate Sector Liabilities**  
(in ₱ Billions)

GOCC Sector	2009	2010
<b>Covered Under R.A. No. 10149</b>		
Government Financial Institutions	989.752	1,049.950
Social Services and Housing	15.867	18.777
Land and Water Resources	246.744	269.358
Power	1,300.351	1,421.465
Support Services	2.603	2.498
Commercial, Trade and Tourism	28.281	27.319
Transport, Infra, Communications	219.838	234.004
<b>Excluded from R.A. No. 10149</b>		
Research Institutions	3.284	3.221
Economic Zone Authorities	17.365	17.671
BSP attached agency and subsidiary	416.664	416.788
<b>Dissolved/Liquidated/Inactive</b>	<b>0.147</b>	<b>0.051</b>
<b>TOTAL</b>	<b>3,240.897</b>	<b>3,461.101</b>

Source: COA Annual Audit Report, CY 2010

**Table 5**  
**Liabilities of 14 Closely Monitored GOCCs**  
(in ₱ Billions)

GOCCs	2010	% of GDP
<b>National Power Corporation***</b>		
a. NPC	330.47	3.88%
b. TransCo	13.98	0.16%
c. PSALM	891.65	10.47%
Philippine National Oil Company	6.00	0.07%
Metropolitan Waterworks & Sew. System	21.88	0.26%
National Irrigation Administration	41.89	0.49%
National Development Company	9.47	0.11%
Light Rail Transit Authority	69.23	0.81%
Local Water Utilities Administration	12.22	0.14%
National Electrification Administration	14.84	0.17%
National Housing Authority	9.62	0.11%
Philippine National Railways	24.96	0.29%
Philippine Ports Authority	16.26	0.19%
National Food Authority	178.41	2.10%
Philippine Economic Zone Authority	1.55	0.02%
Home Guaranty Corporation	25.52	0.30%
<b>TOTAL</b>	<b>1,667.95</b>	<b>19.59%</b>

**Notes:**

1. Total Liabilities for 2010 are based on COA Annual Audit Reports C.Y. 2010.
2. GDP figures are sourced from the Development Budget Coordination Committee's "Fiscal Risks Statement C.Y. 2012"
3. Nominal GDP is used, with C.Y. 1985 as base year. This is the base year followed by DBCC. Please note that the National Statistical Coordination Board (NSCB) has adopted C.Y. 2000 as base year starting from May 12, 2011.
4. National Power Corporation (NPC) figure includes NPC, TransCo and PSALM counted as one corporation.

**Table 6**  
**Subsidies to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2009	2010	2011
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	1,117	4,081	15,704
Social Services and Housing	4,202	3,670	16,978
Land and Water Resources	8,538	9,792	6,370
Power	524	1,035	8,294
Support Services	0	0	0
Commercial, Trade and Tourism	259	581	213
Transport, Infra, Communications	1,302	296	2,919
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	1,358	1,496	3,110
Economic Zone Authorities	139	54	117
<b>TOTAL</b>	<b>17,439</b>	<b>21,005</b>	<b>53,705</b>

**Table 7**  
**Equity Infusion to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2009	2010	2011
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	330	647	1,628
Social Services and Housing	300	0	0
Land and Water Resources	0	0	153
Power	0	0	0
Support Services	0	0	0
Commercial, Trade and Tourism	0	0	0
Transport, Infra, Communications	0	0	479
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	0	0	0
Economic Zone Authorities	729	1,502	629
<b>TOTAL</b>	<b>1,359</b>	<b>2,149</b>	<b>2,889</b>

**Table 8**  
**Net Lending to the Government Corporate Sector**  
(in ₱ Millions)

GOCC Sector	2009	2010	2011
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	-42	22	236
Social Services and Housing	230	172	191
Land and Water Resources	4,096	3,757	10,767
Power	-3,103	1,379	2,482
Support Services	0	0	0
Commercial, Trade and Tourism	69	64	61
Transport, Infra, Communications	3,586	3,858	4,131
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	0	0	0
Economic Zone Authorities	2	90	237
<b>Others</b>	<b>226</b>	<b>-84</b>	<b>-50</b>
<b>TOTAL</b>	<b>5,064</b>	<b>9,258</b>	<b>18,055</b>

**Table 9**  
**Net Income of GOCCs**  
(in ₱ Millions)

GOCC Sector	2009	2010	2011*
<b>Covered Under R.A. No. 10149</b>			
Government Financial Institutions	116,891	126,265	126,021
Social Services and Housing	3,673	1,797	4,748
Land and Water Resources	-25,602	-13,389	787
Power	30,088	10,027	9,127
Support Services	68	-30	-101
Commercial, Trade and Tourism	1,496	3,402	4,950
Transport, Infra, Communications	4,678	-6,186	2,117
<b>Excluded from R.A. No. 10149</b>			
Research Institutions	256	450	565
Economic Zone Authorities	350	-82	930
BSP Attached Agency and Subsidiary	-237	-256	-288
<b>Dissolved/Liquidated/Inactive</b>	<b>941</b>	<b>1484</b>	<b>0</b>
<b>TOTAL</b>	<b>132,604</b>	<b>123,481</b>	<b>148,854</b>

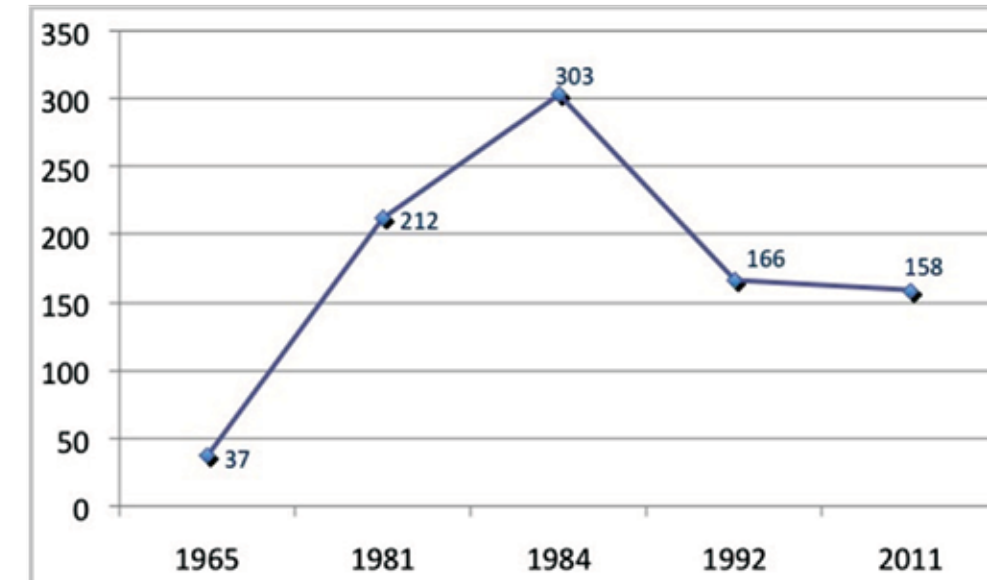
\* 2011 Figures based on Unaudited Financial Statements submitted to the GCG by 129 GOCCs

**Table 10**  
**2012 GOCC Day Dividends**

GOCC Name	Amount (P M)
National Housing Authority (NHA)	7.30
National Home Mortgage Finance Corporation (NHMFC)	18.00
Social Housing Finance Corporation (SHFC)	26.88
Mactan-Cebu International Airport Authority (MCIAA)	48.00
Cebu Port Authority (CPA)	50.00
National Development Company (NDC)	50.00
Trade and Investment Development Corporation (TIDCORP)	65.00
National Livelihood Development Corporation (NLDC)	70.00
Clark Development Corporation (CDC)	100.00
Philippine Leisure and Retirement Authority (PLRA)	106.19
Metropolitan Waterworks and Sewerage System (MWSS)	150.00
Philippine Economic Zone Authority (PEZA)	276.58
Philippine Deposit Insurance Corporation (PDIC)	470.00
Bases Conversion Development Authority (BCDA)	504.00
Philippine Reclamation Authority (PRA)	700.00
Philippine Amusement and Gaming Corporation (PAGCOR)	1,000.00
Manila International Airport Authority (MIAA)	1,142.28
Philippine Ports Authority (PPA)	1,200.00
Civil Aviation Authority of the Philippines (CAAP)	1,362.98
Philippine National Oil Company (PNOC)	3,500.00
Development Bank of the Philippines (DBP)	4,012.20
Land Bank of the Philippines (LBP)	5,000.00
<b>TOTAL</b>	<b>19,859.41</b>

## FIGURES

**Figure 1**  
**Number of GOCCs**



**Figure 2**  
**Net Worth of GOCCs**

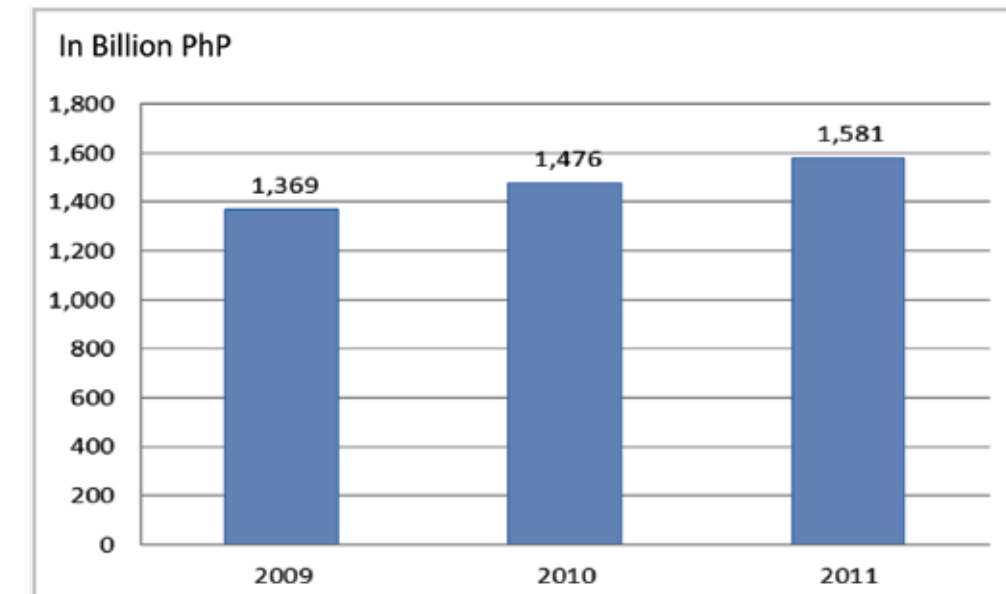




Figure 3  
Subsidies to GOCCs from 2000-2011

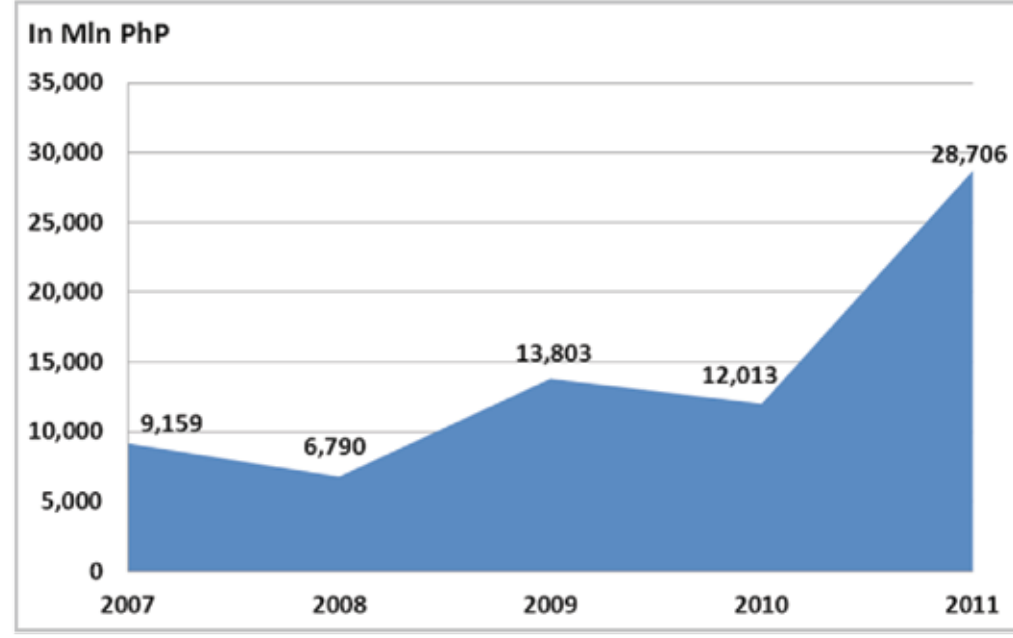


Figure 4  
Dividends from 2007-2011

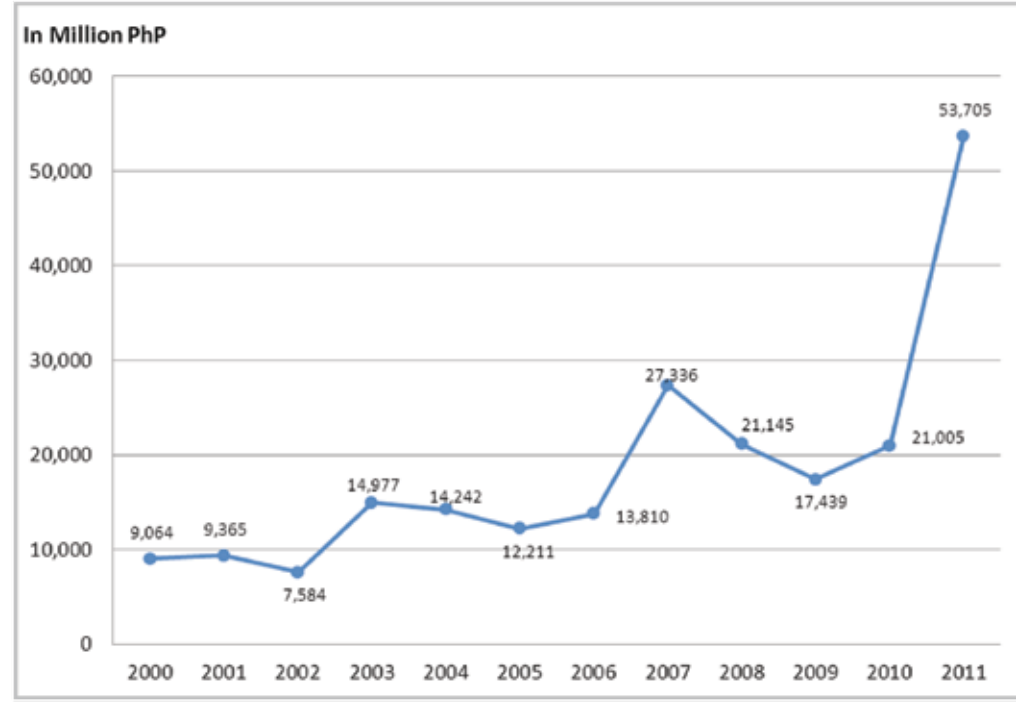


TABLE 11: ASSETS, LIABILITIES, AND NET WORTH FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	ASSETS		LIABILITIES		NET WORTH	
	2009	2010	2009	2010	2009	2010
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS (GFIs)</b>						
1. Al-Amanah Islamic Investment Bank of the Philippines	884,569,222	1,120,005,192	310,309,241	582,272,935	574,259,981	537,732,257
2. Credit Information Corporation	N/A	N/A	N/A	N/A	N/A	N/A
3. DBP Leasing Corporation	847,967,008	1,127,081,977	265,249,023	528,088,533	582,717,985	599,013,444
4. Development Bank of the Philippines	291,745,544,000	297,093,023,000	251,761,551,000	257,677,845,000	39,983,993,000	39,415,178,000
5. Employees Compensation Commission	298,431,944	319,063,178	20,478,511	23,783,226	277,953,433	295,279,952
6. Government Service Insurance System	506,192,433,486	570,991,795,113	20,706,125,366	17,045,032,662	485,486,308,120	553,946,762,451
7. GSIS Family Bank	3,926,847,245	3,575,351,835	3,212,155,031	2,885,295,375	714,692,214	690,056,460
8. Home Development Mutual Fund (Pag-IBIG)	250,084,365,834	277,990,865,475	50,827,853,415	60,900,491,190	199,256,512,419	217,090,374,285
9. Home Guaranty Corporation	29,347,224,498	29,796,790,703	24,937,077,374	25,518,574,951	4,410,147,124	4,276,215,752
10. Land Bank of the Philippines	513,760,543,000	569,014,404,000	462,286,959,000	502,404,963,000	51,473,584,000	66,609,441,000
11. LBP Financial Services SpA (Rome, Italy)*	N/A	N/A	N/A	N/A	N/A	N/A
12. LBP Insurance Brokerage, Inc.	846,099,219	860,495,042	134,580,600	119,410,856	711,518,619	741,084,186
13. LBP Leasing Corporation	2,577,108,000	2,716,244,000	1,627,651,000	1,658,401,000	949,457,000	1,057,843,000
14. LBP Remittance Company (USA)*	N/A	N/A	N/A	N/A	N/A	N/A
15. Masaganang Sakahan, Inc.	110,974,964	111,112,546	25,132,265	21,470,612	85,842,699	89,641,934
16. Millennium Challenge Corporation	N/A	N/A	N/A	N/A	N/A	N/A
17. National Home Mortgage Finance Corporation	35,133,091,753	35,234,721,733	41,945,658,340	42,007,846,777	(6,812,566,587)	(6,773,125,044)
18. People's Credit and Finance Corporation	3,808,165,514	3,777,078,796	2,605,477,883	2,563,593,299	1,202,687,631	1,213,485,497
19. Philippine Crop Insurance Corporation	1,239,271,382	1,196,795,048	305,062,117	280,264,258	934,209,265	916,530,790
20. Philippine Deposit Insurance Corporation	150,052,899,000	156,729,061,000	89,793,783,000	92,140,392,000	60,259,116,000	64,588,689,000
21. Philippine Export-Import Credit Agency	2,856,414,000	3,318,763,000	2,254,708,000	2,576,234,000	601,706,000	742,529,000
22. Philippine Health Insurance Corporation	102,918,851,758	106,049,410,513	5,929,819,929	8,014,627,261	96,989,031,829	98,034,783,252
23. Philippine Postal Savings Bank, Inc.	5,589,086,141	5,316,678,475	5,175,734,022	4,871,747,788	413,352,119	444,930,687
24. Philpost Leasing and Financing Corporation*	N/A	N/A	N/A	N/A	N/A	N/A
25. Quedan & Rural Credit Guarantee Corporation	6,834,699,338	5,110,085,752	6,479,065,439	6,417,908,105	355,633,899	(1,307,822,353)
26. Small Business Guarantee and Finance Corporation	5,892,659,615	6,278,497,250	3,448,831,485	3,760,270,899	2,443,828,130	2,518,226,351
27. Social Housing Finance Corporation	8,622,629,000	9,694,093,000	8,418,135,000	9,454,752,000	204,494,000	239,341,000
28. Social Security System	272,610,650,419	297,591,340,536	7,280,832,581	8,496,307,280	265,329,817,838	289,095,033,256
<b>Sub-total</b>	<b>2,196,180,526,340</b>	<b>2,385,012,777,164</b>	<b>989,752,229,622</b>	<b>1,049,949,553,007</b>	<b>1,206,428,296,718</b>	<b>1,335,063,224,157</b>
<b>II. HOUSING AND SOCIAL SERVICES</b>						
29. Boy Scouts of the Philippines	2,930,780,045	2,915,829,225	93,703,416	71,494,415	2,837,076,629	2,844,334,810
30. Cultural Center of the Philippines	1,577,156,725	1,485,823,694	216,621,735	209,583,591	1,360,534,990	1,276,240,103
31. Development Academy of the Philippines	482,605,424	449,484,337	229,591,296	195,009,867	253,014,128	254,474,470
32. Girl Scouts of the Philippines	N/A	N/A	N/A	N/A	N/A	N/A
33. HGC Subic Corporation	N/A	N/A	N/A	N/A	N/A	N/A
34. National Housing Authority	37,221,840,914	46,428,046,553	8,844,834,376	9,619,690,813	28,377,006,538	36,808,355,740
35. Performance Investment Corporation (PCGG)*	N/A	N/A	N/A	N/A	N/A	N/A
36. Philippine Charity Sweepstakes Office**	7,388,654,157	8,746,671,843	3,852,206,514	5,970,684,747	3,536,447,643	2,775,987,096
37. Philippine Institute of Traditional and Alternative Health Care	250,221,301	278,313,838	22,525,773	24,961,966	227,695,528	253,351,872
38. Philippine Veterans Assistance Commission	N/A	N/A	N/A	N/A	N/A	N/A
39. PITC Pharma, Inc.	172,172,451	134,214,573	338,258,757	361,841,029	(166,086,306)	(227,626,456)
40. Technology and Livelihood Resources Center	1,612,542,974	1,571,181,648	2,269,675,678	2,323,843,537	(657,132,704)	(752,661,889)
<b>Sub-total</b>	<b>51,635,973,991</b>	<b>62,009,565,711</b>	<b>15,867,417,545</b>	<b>18,777,109,965</b>	<b>35,768,556,446</b>	<b>43,232,455,746</b>

TABLE 11: ASSETS, LIABILITIES, AND NET WORTH FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	ASSETS		LIABILITIES		NET WORTH	
	2009	2010	2009	2010	2010	2009
<b>III. LAND AND WATER RESOURCES</b>						
41. Batangas Land Company, Inc.	42,055,299	52,988,185	1,532,036	13,711,902	40,523,263	39,276,283
42. Batong Buhay Gold Mines, Inc. (PMO)*	N/A	N/A	N/A	N/A	N/A	N/A
43. Bukidnon Forest Incorporated	223,757,945	212,887,753	12,732,964	20,407,264	211,024,981	192,480,489
44. Food Terminal, Inc.	19,560,152,794	19,007,355,533	1,548,633,350	1,164,333,218	18,011,519,444	17,843,022,315
45. G.Y. Real Estate, Inc.	9,685,111	9,738,824	54,539	57,650	9,630,572	9,681,174
46. Human Settlements Development Corporation	1,001,323,903	1,023,362,347	165,175,556	160,438,332	836,148,347	862,924,015
47. Independent Realty Corporation (PCGG)	70,153,496	189,394,916	43,092,351	167,687,863	27,061,147	261,707,053
48. Integrated Feedmills Manufacturing Corporation*	N/A	N/A	N/A	N/A	N/A	N/A
49. Kamaayan Realty Corporation	15,222,072	11,632,216	4,345,371	988,386	10,876,701	10,633,830
50. Laguna Lake Development Authority	640,664,851	647,660,224	100,927,487	99,838,037	539,737,094	547,842,187
51. Local Water Utilities Administration	17,561,362,583	18,169,765,429	11,809,443,034	12,216,211,662	5,751,919,549	5,953,553,767
52. Menzi Development Corporation (PMO)	N/A	N/A	N/A	N/A	N/A	N/A
53. Metropolitan Waterworks and Sewerage System	56,119,972,000	55,227,896,000	21,884,730,000	21,705,163,000	34,235,242,000	33,522,733,000
54. Mid-Pasig Land Development Corporation (PCGG)	220,951,280	161,952,427	61,031,236	110,873,314	159,920,044	51,079,113
55. National Agr-Business Corporation	3,044,693,186	3,275,877,918	4,028,217,072	4,274,004,575	(983,523,886)	(998,126,657)
56. National Dairy Authority	717,312,866	886,211,959	532,289,850	717,540,520	185,023,016	168,671,439
57. National Food Authority	53,389,970,416	62,122,089,823	155,577,577,778	178,412,908,383	(102,187,607,362)	(116,290,818,560)
58. National Irrigation Administration	61,141,491,004	60,322,238,580	42,583,295,360	41,885,329,024	18,558,195,644	18,436,909,556
59. National Livelihood Development Corp. (Merged Livacor and PMO)	5,160,444,000	5,238,055,000	357,843,000	422,640,000	4,802,601,000	4,815,415,000
60. National Sugar Development Company (PMO)	N/A	N/A	N/A	N/A	N/A	N/A
61. National Tobacco Administration	780,520,486	1,133,668,741	102,832,351	109,291,843	677,688,135	1,024,376,898
62. Natural Resources Development Corporation	520,648,951	504,511,230	304,999,179	280,980,043	215,649,772	223,531,187
63. North Davao Mining Corporation (PMO)*	N/A	N/A	N/A	N/A	N/A	N/A
64. Northern Foods Corporation	1,943,732,989	2,271,610,327	891,027,547	925,654,538	(695,680,352)	(698,044,211)
65. Philippine Coconut Authority	948,188,808	1,835,396,334	464,080,651	248,669,539	1,479,652,338	1,586,726,795
66. Philippine Fisheries Development Authority	16,641,993	32,034,186	1,936,195	7,969,946	14,705,798	24,064,241
67. Philippine Forest Corporation	N/A	N/A	N/A	N/A	N/A	N/A
68. Philippine Fruits and Vegetables Industries, Inc.	318,780,441	373,093,221	184,717,933	191,081,531	134,062,508	182,011,691
69. Philippine Mining Development Corporation (formerly NRMDC)	5,332,846,011	5,691,862,319	4,978,919,035	5,084,962,706	353,926,976	606,899,613
70. Philippine Sugar Corporation	N/A	N/A	N/A	N/A	N/A	N/A
71. Phividec Panay Agro-Industrial Corp.	2,624,106	2,654,797	70,912	48,039	2,553,194	2,606,758
73. San Carlos Fruits Corporation*	N/A	N/A	N/A	N/A	N/A	N/A
74. Sugar Regulatory Administration	512,449,000	480,253,000	129,266,000	106,181,000	383,183,000	374,072,000
<b>Sub-total</b>	<b>229,449,992,786</b>	<b>237,848,296,025</b>	<b>246,744,392,167</b>	<b>269,358,287,048</b>	<b>(17,253,399,649)</b>	<b>(31,509,991,021)</b>
<b>IV. POWER</b>						
75. National Electrification Administration	17,680,823,731	16,021,205,206	16,627,444,630	14,839,192,847	1,053,379,101	1,182,012,359
76. National Power Corporation	38,440,702,628	338,895,860,883	30,406,705,600	330,471,499,274	8,033,997,028	8,424,361,609
77. National Transmission Corporation	380,333,032,725	363,934,780,994	179,856,993,103	174,280,397,462	200,476,039,622	189,654,383,531
78. Philippine National Oil Company	45,156,375,111	41,202,991,353	10,502,843,027	5,999,747,160	34,653,532,084	35,203,244,193
79. PNOC Alternative Fuel Corp.	3,630,920,481	3,203,372,237	674,255,803	431,459,032	2,956,664,678	2,771,913,205
80. PNOC Exploration Corporation	13,501,847,292	15,178,903,695	3,498,451,881	3,699,543,906	10,003,395,411	11,479,359,789
81. PNOC Renewables Corporation	1,102,840,336	1,095,624,276	103,381,845	93,391,794	999,458,491	1,002,232,482
82. Power Sector Assets and Liabilities Management Corporation	1,109,000,057,001	931,550,371,024	1,058,680,697,851	891,649,936,187	50,319,359,150	39,900,434,837
<b>Sub-total</b>	<b>1,608,846,599,305</b>	<b>1,711,083,109,668</b>	<b>1,300,350,773,740</b>	<b>1,421,465,167,662</b>	<b>308,495,825,565</b>	<b>289,617,942,005</b>

TABLE 11: ASSETS, LIABILITIES, AND NET WORTH FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	ASSETS		LIABILITIES		NET WORTH	
	2009	2010	2009	2010	2010	2009
<b>V. SUPPORT SERVICES</b>						
83. BCDA Management and Holdings, Inc.	458,959,442	463,292,380	142,725,392	143,162,835	316,234,050	320,129,545
84. DBP Data Center, Inc.	62,961,881	51,132,938	26,374,930	16,878,637	36,586,951	34,254,301
85. DBP Management Corporation	90,743,118	92,581,847	9,217,135	8,633,912	81,525,983	83,947,935
86. Land Bank Countryside Dev't Foundation, Inc.	95,071,392	92,538,207	6,337,080	2,438,772	88,734,312	90,099,435
87. LBP Resources and Development Corporation (formerly LBP	409,462,446	412,405,170	350,184,933	359,047,252	59,277,513	53,357,918
88. Metro Transit Organization, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
89. NIA Consult, Inc.	28,732,330	25,713,292	17,108,621	18,440,762	11,623,708	7,272,530
90. PNOC Development and Management Corporation	809,411,002	816,137,456	276,955,936	265,199,254	532,455,066	550,938,202
91. PNOC Shipping and Transport Corporation	1,563,138,639	1,427,095,852	1,165,509,328	1,089,053,984	397,629,311	338,041,868
92. Poro Point Management Corporation	674,400,000	661,261,000	608,392,000	594,723,000	66,008,000	66,538,000
<b>Sub-total</b>	<b>4,192,880,249</b>	<b>4,042,158,142</b>	<b>2,602,805,355</b>	<b>2,497,578,408</b>	<b>1,590,074,894</b>	<b>1,544,579,734</b>
<b>VI. COMMERCIAL, TRADE AND TOURISM</b>						
93. Bataan Technological Park, Inc.	125,640,000	94,890,212	424,518,000	456,735,464	(298,878,000)	(361,845,253)
94. Center for International Trade Expositions and Missions, Inc.	536,980,768	509,457,815	88,709,992	71,722,263	448,270,776	437,735,552
95. Clark Development Corporation	6,660,743,000	6,550,324,000	3,004,106,000	3,150,776,000	3,656,637,000	3,399,548,000
96. Chemfields, Inc. (PCGG)	N/A	N/A	N/A	N/A	N/A	N/A
97. Corregidor Foundation, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
98. Cottage Industry Technology Center	55,022,540	47,687,401	14,126,042	9,437,248	40,896,498	38,250,153
99. Duty Free Philippines Corporation	1,887,385,768	2,180,912,428	2,559,600,999	2,569,817,089	(672,215,231)	(388,904,661)
100. First Centennial Clark Corporation	N/A	N/A	N/A	N/A	N/A	N/A
101. Freeport Services, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
102. John Hay Management Corporation	157,763,000	128,384,000	47,492,000	42,984,000	110,271,000	85,400,000
103. Manila Gas Corporation	688,516,929	677,284,883	3,180,663	19,719,628	685,336,266	657,565,255
104. Marawi Resort Hotel, Inc.	40,554,000	41,990,000	3,103,000	3,658,000	37,451,000	38,332,000
105. Nayong Pilipino Foundation, Inc.	7,699,685,203	7,711,829,626	13,990,787	21,356,820	7,685,694,416	7,690,472,806
106. Partido Development Administration	558,716,623	536,022,052	1,152,669,986	1,160,985,748.11	(593,953,364)	(624,963,696.45)
107. Paskuhan Development, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
108. Phil. Centennial Expo '98 Corp. (Expo Filipino)	N/A	N/A	N/A	N/A	N/A	N/A
109. Philippine Amusement and Gaming Corporation	26,733,758,974	28,551,993,304	19,224,506,600	18,260,793,324	7,509,252,374	10,291,199,980
110. Philippine International Trading Corporation	1,802,848,686	1,521,211,626	1,579,467,357	1,319,134,590	223,381,329	202,077,036
111. Philippine Leisure and Retirement Authority	707,855,898	809,972,570	138,754,279	194,417,283	569,101,619	615,555,287
112. Philippine Veterans Investment Development Corporation	N/A	N/A	N/A	N/A	N/A	N/A
113. Southern Philippines Development Authority	356,306,000	137,234,000	9,237,000	23,601,000	347,069,000	113,633,000
114. Tourism Promotions Board (formerly PCVC)	50,379,053	32,037,484	17,357,590	13,797,959	33,021,463	18,239,525
115. Tourism Infrastructure & Enterprise Zone Authority	8,275,674,460	9,099,778,916	1,147,830,811	1,197,740,587	7,127,843,649	7,902,038,329
<b>Sub-total</b>	<b>56,337,830,902</b>	<b>58,631,010,316</b>	<b>29,428,651,106</b>	<b>28,516,677,004</b>	<b>26,909,179,795</b>	<b>30,114,333,313</b>

TABLE 11: ASSETS, LIABILITIES, AND NET WORTH FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	ASSETS		LIABILITIES		NET WORTH	
	2009	2010	2009	2010	2010	2009
<b>VII. TRANSPORTATION, INFRASTRUCTURE AND COMMUNICATIONS</b>						
116. Alabang-Sto. Tomas Development, Inc.	281,822,908	486,427,729	118,052	1,839,495	281,704,856	484,588,234
117. APO Production Unit, Inc.	307,610,376	195,788,539	1,267,660,832	1,211,307,737	(960,050,456)	(1,015,519,198)
118. Aviation Services and Training Institute*	N/A	N/A	N/A	N/A	N/A	N/A
119. Banahaw Broadcasting Corporation (PCGG)*	N/A	N/A	N/A	N/A	N/A	N/A
120. Bases Conversion Development Authority	114,826,509,684	124,496,862,572	42,939,751,822	45,765,604,235	71,886,757,862	78,731,258,337
121. Cebu Port Authority	5,011,470,000	5,060,551,000	326,183,000	287,742,000	4,685,287,000	4,772,809,000
122. Civil Aviation Authority of the Philippines	16,035,680,692	17,354,422,038	1,960,430,800	1,315,016,467	14,075,249,892	16,039,405,571
123. Clark International Airport Corporation	2,037,643,000	2,297,104,000	2,751,271,000	3,127,797,000	(713,628,000)	(830,693,000)
124. First Cavite Industrial Estate, Inc.	13,219,113	11,611,144	3,866,808	8,604,071	9,352,305	3,007,073
125. International Broadcasting Corporation (IBC-13) (PCGG)	517,876,749	350,631,814	1,581,951,380	1,514,331,097	(1,064,074,631)	(1,163,699,283)
126. Light Rail Transit Authority	53,299,007,809	52,332,443,740	64,422,247,849	69,232,677,817	(11,123,240,040)	(16,900,234,077)
127. Mactan-Cebu International Airport Authority	6,061,446,000	6,339,191,000	251,824,000	485,324,000	5,809,622,000	5,853,867,000
128. Manila International Airport Authority	26,926,630,000	27,246,239,000	9,665,332,000	10,720,200,000	17,261,298,000	16,526,039,000
129. National Development Company	10,241,630,216	10,544,324,410	9,372,637,392	9,466,392,392	868,992,824	1,077,932,018
130. NDC-Philippine Infrastructure Corporation	60,811,883	59,191,772	2,494,806	2,342,806	58,317,077	56,848,966
131. North Luzon Railway Corporation	18,259,543,000	21,154,049,000	14,655,580,000	16,347,524,000	3,603,963,000	4,806,525,000
132. Panay Railways Inc.*	N/A	N/A	N/A	N/A	N/A	N/A
133. PEA Tollway Corporation	182,591,000	214,447,285	179,338,727	211,047,707	3,252,273	3,399,578
134. People's Television Network, Inc.	1,143,721,278	1,089,809,959	416,797,381	502,295,571	726,923,897	587,514,388
135. Philippine Aerospace Development Corporation	154,634,597	111,378,332	52,079,674	48,296,721	102,554,923	63,081,611
136. Philippine National Construction Corporation	13,852,546,235	9,524,395,730	4,992,271,773	8,859,142,132	8,860,274,462	665,253,598
137. Philippine National Railways	13,034,363,132	13,471,699,381	23,922,079,471	24,959,212,639	(10,887,716,339)	(11,487,513,258)
138. Philippine Ports Authority	93,729,445,445	95,212,828,334	16,800,415,427	16,263,129,680	76,929,030,018	78,949,698,654
139. Philippine Postal Corporation	4,748,985,396	6,571,157,795	4,401,588,187	4,927,940,758	347,417,209	1,643,217,037
140. Philippine Reclamation Authority (Formerly PEA)	32,764,987,462	31,967,709,020	19,872,591,614	18,746,368,778	12,892,395,848	13,221,340,242
<b>Sub-total</b>	<b>413,492,175,975</b>	<b>426,092,263,594</b>	<b>219,838,491,995</b>	<b>234,004,137,103</b>	<b>193,653,683,980</b>	<b>192,088,126,491</b>
<b>TOTAL COVERED BY R.A. NO. 10149</b>	<b>4,560,176,979,548</b>	<b>4,884,719,180,621</b>	<b>2,804,584,781,530</b>	<b>3,024,568,510,196</b>	<b>1,755,592,217,750</b>	<b>1,860,150,870,425</b>

TABLE 11: ASSETS, LIABILITIES, AND NET WORTH FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	ASSETS		LIABILITIES		NET WORTH	
	2009	2010	2009	2010	2010	2009
<b>VIII. GOCCs EXCLUDED FROM THE COVERAGE OF RA NO. 10149</b>						
<b>Bangka Sentral ng Pilipinas</b>						
141. Central Bank - Board of Liquidators	1,587,844,000	1,928,067,000	416,485,852,000	416,585,870,000	(414,898,008,000)	(414,657,803,000)
142. Philippine International Convention Center, Inc.	389,746,127	428,173,021	177,941,615	201,698,279	211,804,512	226,474,742
<b>Sub-total</b>	<b>1,977,590,127</b>	<b>2,356,240,021</b>	<b>416,663,793,615</b>	<b>416,787,568,279</b>	<b>(414,686,203,488)</b>	<b>(414,431,328,258)</b>
<b>Research Institutions*</b>						
143. Lung Center of the Philippines	4,977,467,888	5,104,000,481	352,471,357	478,441,301	4,624,996,531	4,625,559,180
144. National Kidney and Transplant Institute	2,478,625,029	2,849,962,497	746,520,977	970,578,897	1,732,104,052	1,879,383,600
145. Philippine Center for Economic Development	103,429,613	131,756,554	1,206,122	240,245	102,223,491	131,516,309
146. Philippine Children's Medical Center	734,274,708	607,875,330	340,321,370	268,083,262	393,953,338	339,792,068
147. Philippine Heart Center	1,502,718,673	1,460,792,694	857,496,079	856,990,389	645,222,594	603,802,305
148. Philippine Institute for Development Studies	448,989,890	454,777,731	11,043,840	21,314,903	437,946,050	433,462,828
149. Philippine Rice Research Institute	1,415,566,091	1,418,257,246	975,134,887	624,999,017	440,431,204	793,258,229
<b>Sub-total</b>	<b>11,661,071,892</b>	<b>12,027,422,553</b>	<b>3,284,194,632</b>	<b>3,220,648,014</b>	<b>8,376,877,260</b>	<b>8,806,774,519</b>
<b>Economic Zone Authorities*</b>						
150. Aurora Pacific Economic and Freeport Zone Authority	325,629,000	458,468,000	139,000	15,851,000	325,490,000	442,617,000
151. Authority of Freeport Area of Bataan	N/A	1,156,958,864	N/A	403,710,739	N/A	753,248,125
152. Cagayan Economic Zone Authority	2,748,925,422	4,048,907,457	166,588,940	165,038,995	2,582,336,482	3,883,868,462
153. Philippine Economic Zone Authority	5,361,142,352	4,161,844,500	2,107,296,751	1,554,839,656	3,253,845,601	2,607,004,844
154. Phividec Industrial Authority	N/A	N/A	N/A	N/A	N/A	N/A
155. Subic Bay Metropolitan Authority	30,393,177,000	29,764,514,000	13,934,544,000	14,316,448,000	16,458,633,000	15,448,066,000
156. Zamboanga City Special Economic Zone Authority	666,492,000	657,226,000	8,122,000	17,225,000	658,370,000	640,001,000
<b>Sub-total</b>	<b>39,495,365,774</b>	<b>40,247,918,821</b>	<b>16,216,690,691</b>	<b>16,473,113,390</b>	<b>23,278,675,083</b>	<b>23,774,805,431</b>
<b>By Supreme Court Decision</b>						
157. Radio Philippines Network (RPN-9)	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL EXCLUDED FROM R.A. NO. 10149</b>	<b>53,134,027,793</b>	<b>54,631,561,375</b>	<b>436,164,678,938</b>	<b>436,481,329,683</b>	<b>(383,030,651,145)</b>	<b>(381,849,748,308)</b>
<b>IX. DISSOLVED / LIQUIDATED / INACTIVE</b>						
158. Anchor Estate, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
159. GSIS Mutual Fund, Inc.	3,528,296,344	4,682,044,612	53,700,078	51,361,037	3,474,596,266	4,630,683,575
160. GSIS Properties, Inc.	84,499,200	87,150,890	-	-	84,499,200	87,150,890
161. Meat Packing Corporation of the Philippines	828,666,000	1,130,000	93,577,000	-	735,089,000	1,130,000
<b>Sub-total</b>	<b>4,441,461,544</b>	<b>4,770,325,502</b>	<b>147,277,078</b>	<b>51,361,037</b>	<b>4,294,184,466</b>	<b>4,718,964,465</b>
<b>TOTAL</b>	<b>4,617,752,468,885</b>	<b>4,944,121,087,498</b>	<b>3,240,896,717,546</b>	<b>3,461,101,200,916</b>	<b>1,376,855,751,071</b>	<b>1,483,019,886,582</b>



TABLE 12: ASSETS, LIABILITIES AND NETWORTH

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS	LIABILITIES	NET WORTH
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS (GFIs)</b>				
1.	AI-Amanah Islamic Investment Bank of the Philippines	758,528,970	268,048,516	490,480,453
2.	Credit Information Corporation	N/A	N/A	N/A
3.	DBP Leasing Corporation	1,150,868,598	543,243,934	607,624,664
4.	Development Bank of the Philippines	340,055,616,000	298,351,261,000	41,704,355,000
5.	Employees Compensation Commission	331,544,646	26,435,770	305,108,876
6.	Government Service Insurance System	638,024,642,342	17,747,749,716	620,276,892,626
7.	GSIS Family Bank	2,095,638,705	1,686,097,563	409,541,142
8.	Home Development Mutual Fund (Pag-IBIG)	302,847,411,890	61,721,685,393	241,125,726,497
9.	Home Guaranty Corporation	29,489,232,799	23,192,327,838	6,296,904,961
10.	Land Bank of the Philippines	638,892,930,000	567,278,670,000	71,614,260,000
11.	LBP Financial Services SpA (Rome, Italy)*	N/A	N/A	N/A
12.	LBP Insurance Brokerage, Inc.	872,579,862	101,027,850	771,552,011
13.	LBP Leasing Corporation	2,958,699,855	1,828,604,728	1,130,095,127
14.	LBP Remittance Company (USA)*	N/A	N/A	N/A
15.	Masaganang Sakahan, Inc.	120,301,545	24,864,910	95,436,635
16.	Millennium Challenge Corporation	N/A	N/A	N/A
17.	National Home Mortgage Finance Corporation	35,234,721,733	42,007,846,777	(6,773,125,044)
18.	People's Credit and Finance Corporation	3,625,459,266	2,440,484,822	1,184,974,444
19.	Philippine Crop Insurance Corporation	1,081,788,700	339,549,314	742,239,387
20.	Philippine Deposit Insurance Corporation	160,904,274,330	84,182,288,764	76,721,985,566
21.	Philippine Export-Import Credit Agency	3,938,036,389	2,444,503,467	1,493,532,922
22.	Philippine Health Insurance Corporation	117,211,425,806	9,328,030,332	107,883,395,474
23.	Philippine Postal Savings Bank, Inc.	6,015,026,716	5,328,025,459	687,001,256
24.	Philpost Leasing and Financing Corporation*	N/A	N/A	N/A
25.	Quedan & Rural Credit Guarantee Corporation	4,013,606,832	6,709,651,213	(2,696,044,381)
26.	Small Business Guarantee and Finance Corporation	6,251,894,009	3,782,134,661	2,469,759,348
27.	Social Housing Finance Corporation	N/A	N/A	N/A
28.	Social Security System	322,379,900,066	7,707,067,892	314,672,832,174
	<b>Sub-total</b>	<b>2,618,254,129,059</b>	<b>1,137,039,599,919</b>	<b>1,481,214,529,138</b>
<b>II. SOCIAL SERVICES and HOUSING</b>				
29.	Boy Scouts of the Philippines	N/A	N/A	N/A
30.	Cultural Center of the Philippines	N/A	N/A	N/A
31.	Development Academy of the Philippines	482,473,630	226,919,760	255,553,870
32.	Girl Scouts of the Philippines	N/A	N/A	N/A
33.	HGC Subic Corporation	N/A	N/A	N/A
34.	National Housing Authority	50,961,645,360	10,187,433,218	40,774,212,143
35.	Performance Investment Corporation (PCGG)*	N/A	N/A	N/A
36.	Philippine Charity Sweepstakes Office**	11,302,174,555	11,318,448,672	(16,274,117)
37.	Philippine Institute of Traditional and Alternative Health Care	N/A	N/A	N/A
38.	Philippine Veterans Assistance Commission	N/A	N/A	N/A
39.	PLTC Pharma, Inc.	109,908,317	353,644,589	(243,736,272)
40.	Technology and Livelihood Resources Center	1,695,985,130	2,388,080,659	(692,095,529)
	<b>Sub-total</b>	<b>64,552,186,992</b>	<b>24,474,526,898</b>	<b>40,077,660,095</b>

TABLE 12: ASSETS, LIABILITIES AND NETWORTH

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS	LIABILITIES	NET WORTH
<b>III. LAND AND WATER RESOURCES</b>				
41.	Batangas Land Company, Inc.	59,231,054	13,074,433	46,156,621
42.	Batong Buhay Gold Mines, Inc. (PMO)*	N/A	N/A	N/A
43.	Bukidnon Forest Incorporated	199,455,725	36,601,593	162,854,132
44.	Food Terminal, Inc.	19,027,927,167	1,190,972,112	17,836,955,055
45.	G. Y. Real Estate, Inc.	153,876,233	766,720	153,109,513
46.	Human Settlements Development Corporation	1,030,953,559	160,532,384	870,421,175
47.	Independent Realty Corporation (PCGG)	218,630,359	189,175,092	29,455,267
48.	Integrated Feedmills Manufacturing Corporation*	N/A	N/A	N/A
49.	Kamayon Realty Corporation	11,038,320	544,048	10,494,272
50.	Laguna Lake Development Authority	675,334,011	133,307,893	542,026,119
51.	Local Water Utilities Administration	17,986,249,488	11,548,537,756	6,437,711,732
52.	Menzi Development Corporation (PMO)	N/A	N/A	N/A
53.	Metropolitan Waterworks and Sewerage System	53,097,427,305	18,448,075,539	34,649,351,766
54.	Mid-Pasig Land Development Corporation (PCGG)	176,990,344	162,987,203	14,003,141
55.	National Agri-Business Corporation	3,000,771,138	4,699,374,125	(1,698,602,987)
56.	National Dairy Authority	1,119,584,490	881,086,268	238,498,222
57.	National Food Authority	39,438,738,000	171,499,237,000	(132,060,499,000)
58.	National Irrigation Administration	57,027,932,419	44,067,167,220	12,960,765,199
59.	National Livelihood Development Corp. (Merged Livedeop)	5,435,321,817	455,180,971	4,980,140,845
60.	National Sugar Development Company (PMO)	N/A	N/A	N/A
61.	National Tobacco Administration	1,095,594,972	102,061,327	993,533,645
62.	Natural Resources Development Corporation	476,498,913	294,331,179	182,167,734
63.	North Davao Mining Corporation (PMO)*	N/A	N/A	N/A
64.	Northern Foods Corporation	233,810,260	956,303,768	(722,493,508)
65.	Philippine Coconut Authority	1,997,468,923	317,659,387	1,679,809,536
66.	Philippine Fisheries Development Authority	1,007,261,000	965,913,000	41,348,000
67.	Philippine Forest Corporation	319,738,919	6,874,813	312,864,105
68.	Philippine Fruits and Vegetables Industries, Inc.	N/A	N/A	N/A
69.	Philippine Mining Development Corporation (formerly N	337,131,017	194,196,091	142,934,926
70.	Philippine Sugar Corporation	6,019,298,506	5,190,662,186	828,636,319.88
71.	Phividec Panay Agro-Industrial Corp.	N/A	N/A	N/A
72.	Pinagkaisa Realty Corporation	3,891,968	125,540	3,766,428
73.	San Carlos Fruits Corporation*	N/A	N/A	N/A
74.	Sugar Regulatory Administration	472,691,737	113,526,685	359,165,052
	<b>Sub-total</b>	<b>210,622,847,544</b>	<b>261,628,274,334</b>	<b>(51,005,426,690)</b>
<b>IV. POWER</b>				
75.	National Electrification Administration	16,055,921,074	13,946,542,499	2,109,378,575
76.	National Power Corporation	38,431,289,520	24,784,528,910	13,646,760,610
77.	National Transmission Corporation	353,071,949,228	167,501,918,846	185,570,030,382
78.	Philippine National Oil Company	43,379,225,044	5,544,950,032	37,834,275,012
79.	PNOC Alternative Fuel Corp.	3,015,602,366	427,902,667	2,587,699,699
80.	PNOC Exploration Corporation	13,162,573,314	3,663,388,786	9,499,184,529
81.	PNOC Renewables Corporation	1,111,649,540	108,863,702	1,002,785,838
82.	Power Sector Assets and Liabilities Management Corp	924,183,465,309	883,277,981,841	40,905,483,468
	<b>Sub-total</b>	<b>1,392,411,675,596</b>	<b>1,099,256,077,283</b>	<b>293,155,598,113</b>

TABLE 12: ASSETS, LIABILITIES AND NETWORTH

CLASSIFICATION OF GOCCs BY SECTORS	ASSETS	LIABILITIES	NET WORTH
<b>V. SUPPORT SERVICES</b>			
83. BCDA Management and Holdings, Inc.	468,442,803	142,107,791	326,335,012
84. DBP Data Center, Inc.	50,789,731	11,589,538	39,200,193
85. DBP Management Corporation	95,463,418	2,924,344	92,539,074
86. Land Bank Countryside Dev't Foundation, Inc.	100,601,006	1,783,459	98,817,547
87. LBP Resources and Development Corporation (former)	429,744,474	372,414,261	57,330,213
88. Metro Transit Organization, Inc.	N/A	N/A	N/A
89. NIA Consult, Inc.	33,396,402	24,410,851	8,985,552
90. PNOC Development and Management Corporation	829,141,182	246,755,313	582,385,869
91. PNOC Shipping and Transport Corporation	1,381,381,165	1,213,302,654	168,078,511
92. Poro Point Management Corporation	647,324,263	579,900,577	67,423,686
<b>Sub-total</b>	<b>4,036,284,444</b>	<b>2,595,188,788</b>	<b>1,441,095,656</b>
<b>VI. COMMERCIAL, TRADE AND TOURISM</b>			
93. Bataan Technological Park, Inc.	67,980,880	484,622,460	(416,641,579)
94. Center for International Trade Expositions and Missions	475,705,299	75,570,550	400,134,750
95. Clark Development Corporation	6,132,895,929	2,033,437,591	4,099,458,338
96. Chemfields, Inc. (PCGG)	N/A	N/A	N/A
97. Corregidor Foundation, Inc.	N/A	N/A	N/A
98. Cottage Industry Technology Center	42,515,118	5,750,985	36,764,133
99. Duty Free Philippines Corporation	2,990,790,357	2,506,976,772	483,813,585
100. First Centennial Clark Corporation	N/A	N/A	N/A
101. Freeport Services, Inc.	N/A	N/A	N/A
102. John Hay Management Corporation	127,288,328.10	35,045,321	92,243,007
103. Manila Gas Corporation	413,365,306	2,404,121	410,961,185
104. Marawi Resort Hotel, Inc.	35,086,707	630,204	34,456,502
105. Nayong Pilipino Foundation, Inc.	7,726,828,020	30,981,198	7,695,846,822
106. Partido Development Administration	514,533,941	1,164,032,908	(649,498,966)
107. Paskuhan Development, Inc.	N/A	N/A	N/A
108. Phil. Centennial Expo '98 Corp. (Expo Filipino)	N/A	N/A	N/A
109. Philippine Amusement and Gaming Corporation	30,459,437,382	16,965,382,495	13,494,054,887
110. Philippine International Trading Corporation	1,758,468,551	1,567,763,159	190,705,392
111. Philippine Leisure and Retirement Authority	824,733,438	164,457,395	660,276,043
112. Philippine Veterans Investment Development Corporati	N/A	N/A	N/A
113. Southern Philippines Development Authority	154,119,473	21,337,315	132,782,158
114. Tourism Promotions Board (formerly PCVC)	65,543,454	37,480,598	28,062,856
115. Tourism Infrastructure & Enterprise Zone Authority	N/A	N/A	N/A
<b>Sub-total</b>	<b>51,789,292,183</b>	<b>25,095,873,071</b>	<b>26,693,419,112</b>

TABLE 12: ASSETS, LIABILITIES AND NETWORTH

CLASSIFICATION OF GOCCs BY SECTORS	ASSETS	LIABILITIES	NET WORTH
<b>VII. TRANSPORTATION, INFRASTRUCTURE AND COMMUNICATIONS</b>			
116. Alabang-Sto. Tomas Development, Inc.	497,741,296	17,810,855	479,930,441
117. APO Production Unit, Inc.	289,997,582	202,216,524	87,781,058
118. Aviation Services and Training Institute*	N/A	N/A	N/A
119. Banahaw Broadcasting Corporation (PCGG)*	N/A	N/A	N/A
120. Bases Conversion Development Authority	127,817,214,195	46,694,385,731.00	81,122,828,464
121. Cebu Port Authority	5,223,372,951	328,467,536	4,894,905,415
122. Civil Aviation Authority of the Philippines	25,537,657,503	3,205,974,731	22,331,682,772
123. Clark International Airport Corporation	1,616,266,585	1,721,539,532	(105,272,946.90)
124. First Cavite Industrial Estate, Inc.	10,555,648	9,813,286	742,362
125. International Broadcasting Corporation (IBC-13) (PCGG)	537,251,649	1,589,710,417	(1,052,458,768)
126. Light Rail Transit Authority	58,352,794,232	77,132,521,913	(18,779,727,681)
127. Mactan-Cebu International Airport Authority	6,506,341,620.66	224,126,882.79	6,282,214,737.87
128. Manila International Airport Authority	27,891,423	10,612,345	17,279,078
129. National Development Company	10,177,259,418	8,558,174,513	1,619,084,905
130. NDC-Philippine Infrastructure Corporation	59,357,960	2,342,806	57,015,154
131. North Luzon Railway Corporation	22,481,604,344	17,528,886,684	4,952,717,660
132. Panay Railways Inc.*	N/A	N/A	N/A
133. PEA Tollway Corporation	222,269,373	218,691,815	3,577,558
134. People's Television Network, Inc.	992,724,842.59	560,490,523	432,234,319.59
135. Philippine Aerospace Development Corporation	122,086,110	30,519,349	91,566,761
136. Philippine National Construction Corporation	8,765,653,298	8,478,186,811	287,466,487
137. Philippine National Railways	13,966,940,427.43	25,596,667,124.70	(11,629,726,697)
138. Philippine Ports Authority	104,728,170,819	16,681,354,841	88,046,815,979
139. Philippine Postal Corporation	8,207,391,788	5,937,861,815	2,269,529,974
140. Philippine Reclamation Authority (Formerly PEA)	31,463,928,532	18,106,698,127	13,357,230,405
<b>Sub-total</b>	<b>427,604,471,597</b>	<b>232,837,054,162</b>	<b>194,767,417,437</b>
<b>TOTAL COVERED BY R.A. NO. 10149</b>	<b>4,769,270,887,315</b>	<b>2,782,926,594,454</b>	<b>1,986,344,292,862</b>

TABLE 12: ASSETS, LIABILITIES AND NETWORK

CLASSIFICATION OF GOCCs BY SECTORS		ASSETS	LIABILITIES	NET WORTH
<b>VIII. GOCCs EXCLUDED FROM THE COVERAGE OF RA NO. 10149</b>				
<i>Bangko Sentral ng Pilipinas</i>				
141.	Central Bank - Board of Liquidators	1,735,240,000	416,568,420,000	(414,833,180,000)
142.	Philippine International Convention Center, Inc.	491,586,822	186,767,575	304,819,248
	<b>Sub-total</b>	<b>2,226,826,822</b>	<b>416,755,187,575</b>	<b>(414,528,360,752)</b>
<i>Research Institutions*</i>				
142.	Lung Center of the Philippines	N/A	N/A	N/A
143.	National Kidney and Transplant Institute	2,998,069,429	874,504,187	2,123,565,242
144.	Philippine Center for Economic Development	131,756,554	240,245	131,516,309
145.	Philippine Children's Medical Center	929,628,918	313,239,264	616,389,654
146.	Philippine Heart Center	1,761,786,255	825,819,819	935,966,436
147.	Philippine Institute for Development Studies	466,750,190	28,763,609	437,986,581
148.	Philippine Rice Research Institute	1,672,601,971	735,016,869	937,585,101
	<b>Sub-total</b>	<b>7,960,593,317</b>	<b>2,777,583,993</b>	<b>5,183,009,323</b>
<i>Economic Zone Authorities*</i>				
149.	Aurora Pacific Economic and Freeport Zone Authority	N/A	N/A	N/A
150.	Authority of Freeport Area of Bataan	1,307,653,732	524,201,935	783,451,798
151.	Cagayan Economic Zone Authority	N/A	N/A	N/A
152.	Philippine Economic Zone Authority	4,792,378,068	1,571,992,158	3,220,385,910
153.	Phividec Industrial Authority	N/A	N/A	N/A
154.	Subic Bay Metropolitan Authority	N/A	N/A	N/A
155.	Zamboanga City Special Economic Zone Authority	N/A	N/A	N/A
	<b>Sub-total</b>	<b>6,100,031,800</b>	<b>2,096,194,093</b>	<b>4,003,837,708</b>
<i>By Supreme Court Decision</i>				
156.	Radio Philippines Network (RPN-9)	N/A	N/A	N/A
	<b>TOTAL EXCLUDED FROM R.A. NO. 10149</b>	<b>16,287,451,939</b>	<b>421,628,965,661</b>	<b>(405,341,513,721)</b>
<b>IX. DISSOLVED / LIQUIDATED / INACTIVE</b>				
157.	Anchor Estate, Inc.	N/A	N/A	N/A
158.	GSIS Mutual Fund, Inc.	N/A	N/A	N/A
159.	GSIS Properties, Inc.	N/A	N/A	N/A
160.	Meat Packing Corporation of the Philippines	N/A	N/A	N/A
	<b>Sub-total</b>	-	-	-
	<b>TOTAL</b>	<b>4,785,558,339,254</b>	<b>3,204,555,560,115</b>	<b>1,581,002,779,141</b>

TABLE 12: ASSETS, LIABILITIES AND NETWORK

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES	EXPENSES	NET INCOME (LOSS)
Annex A		2009	2009	2009
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS (GFIs)</b>				
1.	Al-Amanah Islamic Investment Bank of the Philippines	13,578,395.00	76,829,034.00	(63,250,639)
2.	Credit Information Corporation	N/A	N/A	N/A
3.	DBP Leasing Corporation	42,709,828.00	22,063,047.00	20,646,781
4.	Development Bank of the Philippines	18,883,315,000.00	12,861,703,000.00	6,021,612,000
5.	Employees Compensation Commission	67,367,867.00	59,443,759.00	7,924,108
6.	Government Service Insurance System	100,941,271,359.00	65,950,107,975.00	34,991,163,384
7.	GSIS Family Bank	419,178,253.00	398,170,721.00	21,007,532
8.	Home Development Mutual Fund (Pag-IBIG)	20,159,342,729.00	8,056,825,805.00	12,103,516,924
9.	Home Guaranty Corporation	687,299,779.00	2,460,085,013.00	(1,772,785,234)
10.	Land Bank of the Philippines	38,850,078,000.00	24,574,367,000.00	14,275,711,000
11.	LBP Financial Services SpA (Rome, Italy)*	N/A	N/A	N/A
12.	LBP Insurance Brokerage, Inc.	118,134,474.00	48,565,960.00	69,568,514
13.	LBP Leasing Corporation	388,448,000.00	302,918,000.00	85,530,000
14.	LBP Remittance Company (USA)*	N/A	N/A	N/A
15.	Masaganang Sakahan, Inc.	26,091,951.00	18,192,879.00	7,899,072
16.	Millenium Challenge Corporation	N/A	N/A	N/A
17.	National Home Mortgage Finance Corporation	2,246,331,950.00	1,107,546,031.00	1,068,121,129.00
18.	People's Credit and Finance Corporation	359,183,230.00	308,030,391.00	299,052,824.00
19.	Philippine Crop Insurance Corporation	113,996,039.00	154,264,790.00	(40,268,751)
20.	Philippine Deposit Insurance Corporation	15,403,403,000.00	15,000,929,000.00	402,474,000.00
21.	Philippine Export-Import Credit Agency	586,171,000.00	389,401,000.00	196,770,000
22.	Philippine Health Insurance Corporation	37,734,795,284.00	27,790,655,170.00	9,944,140,114
23.	Philippine Postal Savings Bank, Inc.	574,610,349.00	545,431,133.00	29,179,216
24.	Philpost Leasing and Financing Corporation*	N/A	N/A	N/A
25.	Quedan & Rural Credit Guarantee Corporation	1,055,817,222.00	1,619,192,285.00	(563,375,063)
26.	Small Business Guarantee and Finance Corporation	280,070,950.00	232,974,567.00	47,096,383
27.	Social Housing Finance Corporation	305,769,048	222,222,030	253,108,002
28.	Social Security System	118,932,737,375.00	108,179,430,022.00	84,288,568,277.00
	<b>Sub-total</b>	<b>358,189,701,082</b>	<b>241,298,398,436</b>	<b>116,891,302,646</b>
<b>II. HOUSING AND SOCIAL SERVICES</b>				
29.	Boy Scouts of the Philippines	140,167,530.00	100,548,815.00	39,618,715
30.	Cultural Center of the Philippines	287,596,752.00	315,594,347.00	(27,997,595)
31.	Development Academy of the Philippines	201,145,049.00	200,062,263.00	1,082,786
32.	Girl Scouts of the Philippines	N/A	N/A	N/A
33.	HGC Subic Corporation	N/A	N/A	N/A
34.	National Housing Authority	5,121,533,433.00	2,340,357,969.00	2,007,237,812.00
35.	Performance Investment Corporation (PCGG)*	N/A	N/A	N/A
36.	Philippine Charity Sweepstakes Office**	17,330,215,890.00	16,283,373,898.00	24,040,520,999.07
37.	Philippine Institute of Traditional and Alternative Health	82,107,199.00	59,545,127.00	22,562,072
38.	Philippine Veterans Assistance Commission	N/A	N/A	N/A
39.	PITC Pharma, Inc.	34,218,176	82,654,780	(48,436,604)
40.	Technology and Livelihood Resources Center	81,586,638	223,733,944	(142,147,306)
	<b>Sub-total</b>	<b>23,278,570,667</b>	<b>19,605,871,143</b>	<b>3,672,699,524</b>
	<b>TOTAL</b>	<b>4,785,558,339,254</b>	<b>3,204,555,560,115</b>	<b>1,581,002,779,141</b>



TABLE 13: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	REVENUES		EXPENSES		NET INCOME (LOSS)	
	2009	2010	2009	2010	2009	2010
<b>III. LAND AND WATER RESOURCES</b>						
41. Batangas Land Company, Inc.	24,153,120	35,063,664	23,715,422	11,710,965	437,698	23,352,699
42. Batong Buhay Gold Mines, Inc. (PMO)*	N/A	N/A	N/A	N/A	N/A	N/A
43. Bukidnon Forest Incorporated	17,276,659	26,498,195	23,973,537	30,417,624	(6,696,877)	(3,919,429)
44. Food Terminal, Inc.	388,370,019	335,770,616	265,862,497	283,217,122	122,507,522	52,553,494
45. G.Y. Real Estate, Inc.	400,418	400,403	337,733	349,689	62,685	50,714
46. Human Settlements Development Corporation	34,962,102	38,415,090	31,887,825	34,068,119	3,074,277	4,346,971
47. Independent Realty Corporation (PCGG)	1,922,378	31,340,851	4,134,055	15,560,647	(2,211,677)	15,780,204
48. Integrated Feedmills Manufacturing Corporation*	N/A	N/A	N/A	N/A	N/A	N/A
49. Kanayan Realty Corporation	3,908,742	3,881,049	1,815,930	2,030,947	2,092,812	1,850,102
50. Laguna Lake Development Authority	198,633,919	187,709,650	154,391,277	158,251,391	44,242,642	29,458,260
51. Local Water Utilities Administration	1,731,577,572	1,723,666,947	1,662,278,546	1,487,447,133	69,299,026	236,219,814
52. Menzi Development Corporation (PMO)	N/A	N/A	N/A	N/A	N/A	N/A
53. Metropolitan Waterworks and Sewerage System	2,520,668,000	2,298,325,000	2,121,287,000	2,332,192,000	399,381,000	(33,867,000)
54. Mid-Pasig Land Development Corporation (PCGG)	92,051,593	72,497,021	37,954,384	41,905,377	54,097,209	30,591,644
55. National Agri-Business Corporation	66,919,188	40,990,451	54,506,785	51,748,445	12,412,403	(10,757,994)
56. National Dairy Authority	62,178,974	74,428,362	88,487,564	90,779,939	(26,308,590)	(16,351,577)
57. National Food Authority	46,328,520,695	52,374,424,305	72,749,973,406	66,778,454,371	(26,421,452,711)	(14,404,030,066)
58. National Irrigation Administration	2,672,456,486	2,692,015,939	2,868,326,032	2,906,879,924	(195,869,546)	(214,863,985)
59. National Livelihood Development Corp.	328,545,920	338,003,272	236,130,754	219,959,741	92,415,166	118,043,531
60. National Sugar Development Company (PMO)	N/A	N/A	N/A	N/A	N/A	N/A
61. National Tobacco Administration	179,130,887	565,278,158	184,383,569	218,589,395	(5,252,682)	346,688,763
62. Natural Resources Development Corporation	84,120,888	45,584,196	44,552,573	37,957,079	39,568,285	7,627,117
63. North Davao Mining Corporation (PMO)*	N/A	N/A	N/A	N/A	N/A	N/A
64. Northern Foods Corporation	73,640,362	159,197,118	103,807,695	144,638,472	(30,167,333)	14,558,646
65. Philippine Coconut Authority	787,398,376	857,274,921	726,271,295	753,362,197	61,127,081	103,912,724
66. Philippine Fisheries Development Authority	505,958,846	506,883,898	526,397,763	502,658,738	(20,438,917)	4,225,160
67. Philippine Forest Corporation	8,984,617	81,188,055	12,125,147	71,829,612	(3,140,530)	9,358,442
68. Philippine Fruits and Vegetables Industries, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
69. Philippine Mining Development Corporation	46,190,488	115,148,476	40,516,754	64,374,814	5,673,744	50,773,662
70. Philippine Sugar Corporation	343,696,266.00	370,551,500	124,161,126.00	117,578,862	219,535,140	252,972,638
71. Phividec Panay Agro-Industrial Corp.	N/A	N/A	N/A	N/A	N/A	N/A
72. Pinagkaisa Realty Corporation*	697,162	697,540	632,758	643,915	64,404	53,625
73. San Carlos Fruits Corporation*	N/A	N/A	N/A	N/A	N/A	N/A
74. Sugar Regulatory Administration	268,007,051	287,755,683	284,325,035	295,071,960	(16,317,984)	(7,316,276)
<b>Sub-total</b>	<b>56,770,370,708</b>	<b>63,262,990,360</b>	<b>82,372,236,462</b>	<b>76,651,678,478</b>	<b>(25,601,865,753)</b>	<b>(13,388,688,117)</b>
<b>IV. POWER</b>						
75. National Electrification Administration	1,245,572,675	716,532,400	923,932,548	575,461,167	321,640,127	141,071,233
76. National Power Corporation	4,437,520,206	6,084,855,987	7,311,664,770	8,865,253,458	(2,874,144,564)	(2,780,397,471)
77. National Transmission Corporation	20,083,971,561	19,447,362,330	7,279,250,087	4,746,126,697	12,804,721,474	14,701,225,633
78. Philippine National Oil Company	2,713,830,551	1,524,667,579	272,352,203	411,717,806	2,441,478,348	1,112,949,774
79. PNOC Alternative Fuel Corp.	435,995,819	76,804,754	286,528,891	246,029,513	149,466,928	(169,224,759)
80. PNOC Exploration Corporation	6,819,920,213	9,050,247,346	5,020,812,836	6,573,280,836	1,799,107,377	2,476,966,510
81. PNOC Renewables Corporation	53,257,107	26,148,400	26,461,105	23,374,409	26,796,002	2,773,992
82. Power Sector Assets and Liabilities Management Corp	40,226,798,952	21,853,689,679	24,808,217,604	27,312,322,501	15,418,581,348	(5,458,632,822)
<b>Sub-total</b>	<b>76,016,867,084</b>	<b>58,780,298,475</b>	<b>45,929,220,044</b>	<b>48,753,566,387</b>	<b>30,087,647,040</b>	<b>10,026,732,090</b>

TABLE 13: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	REVENUES		EXPENSES		NET INCOME (LOSS)	
	2009	2010	2009	2010	2009	2010
<b>V. SUPPORT SERVICES</b>						
83. BCDA Management and Holdings, Inc.	79,324,213	59,539,828	76,632,725	54,298,589	2,691,488	5,241,239
84. DBP Data Center, Inc.	71,010,098	56,500,216	68,861,481	53,832,866	2,148,617	2,667,350
85. DBP Management Corporation	20,902,558	4,332,781	12,993,985	1,910,829	7,908,573	2,421,952
86. Land Bank Countryside Dev't Foundation, Inc.	26,788,506	31,331,340	24,700,596	29,966,217	2,087,910	1,365,123
87. LBP Resources and Development Corporation	98,630,791	137,953,679	88,368,997	128,930,795	10,261,794	9,022,884
88. Metro Transit Organization, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
89. NIA Consult, Inc.	28,858,143	20,896,351	32,224,869	23,224,834	(3,366,726)	(2,328,482)
90. PNOC Development and Management Corporation	98,771,247	83,203,706	75,480,454	65,833,294	23,290,793	17,370,412
91. PNOC Shipping and Transport Corporation	445,655,187	446,336,667	423,556,978	509,325,072	22,096,210	(62,988,405)
92. Poro Point Management Corporation	55,673,139	51,789,644	54,397,406	54,928,976	1,275,733	(3,139,332)
<b>Sub-total</b>	<b>925,613,862</b>	<b>891,884,212</b>	<b>857,219,491</b>	<b>922,261,471</b>	<b>68,394,391</b>	<b>(30,367,259)</b>
<b>VI. COMMERCIAL, TRADE AND TOURISM</b>						
93. Bataan Technological Park, Inc.	N/A	1,666,360	N/A	60,855,277	(58,197,000)	(59,188,917)
94. Center for International Trade Expositions and Missions	138,881,133	136,464,848	134,654,553	141,169,642	4,226,580	(4,704,794)
95. Clark Development Corporation	994,886,080	1,063,616,597	873,228,080	886,674,597	121,658,000	176,942,000
96. Chemfields, Inc. (PCGG)	N/A	N/A	N/A	N/A	N/A	N/A
97. Corregidor Foundation, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
98. Cottage Industry Technology Center	17,912,920	18,248,917	18,820,856	20,631,897	(907,936)	(2,382,980)
99. Duty Free Philippines Corporation	1,895,307,006	1,924,688,551	1,413,081,843	1,435,766,731	482,245,164	486,921,820
100. First Centennial Clark Corporation	N/A	N/A	N/A	N/A	N/A	N/A
101. Freepoint Services, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
102. John Hay Management Corporation	28,730,918.00	40,383,020.30	42,963,995.00	54,035,325.95	(14,230,882)	(13,650,111)
103. Manila Gas Corporation	13,406,417	12,874,099	7,429,773	7,025,026	5,976,644	5,949,073
104. Marawi Resort Hotel, Inc.	10,731,242	10,553,876	12,877,941	9,672,915	(2,146,699)	880,961
105. Nayong Pilipino Foundation, Inc.	40,610,609	46,037,592	28,465,837	35,186,816	12,144,772	10,850,776
106. Partido Development Administration	66,807,578	76,060,904	100,162,907	105,537,372	(33,355,328)	(29,476,468)
107. Paskuhan Development, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
108. Phil. Centennial Expo '98 Corp. (Expo Filipino)	N/A	N/A	N/A	N/A	N/A	N/A
109. Philippine Amusement and Gaming Corporation	30,384,865,744	31,460,656,926	29,581,327,734	28,678,709,320	803,538,010	2,781,947,606
110. Philippine International Trading Corporation	147,267,778	117,117,296	145,166,027	137,989,297	2,101,751	(20,872,001)
111. Philippine Leisure and Retirement Authority	263,105,026	295,933,874	160,461,683	195,388,167	102,643,343	100,545,707
112. Philippine Veterans Investment Development Corporation	N/A	N/A	N/A	N/A	N/A	N/A
113. Southern Philippines Development Authority	127,278,772	35,316,126	60,135,815	53,712,312	67,142,957	(18,396,186)
114. Tourism Promotions Board (formerly PCVC)	72,357,041	66,140,985	69,294,777	80,922,923	3,062,264	(14,781,938)
<b>Sub-total</b>	<b>34,202,148,264</b>	<b>35,305,759,971</b>	<b>32,648,051,821</b>	<b>31,903,277,618</b>	<b>1,495,901,640</b>	<b>3,402,484,548</b>

TABLE 13: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	REVENUES		EXPENSES		NET INCOME (LOSS)	
	2009	2010	2009	2010	2009	2010
<b>VII. TRANSPORTATION, INFRASTRUCTURE AND COMMUNICATIONS</b>						
115. Alabang-Sto. Tomas Development, Inc.	3,663,576	5,670,597	5,290,476	10,499,313	(1,626,900)	(4,828,716)
116. APO Production Unit, Inc.	205,022,075	329,205,138	268,773,068	367,362,954	(63,750,993)	(38,157,816)
117. Aviation Services and Training Institute*	N/A	N/A	N/A	N/A	N/A	N/A
118. Banahaw Broadcasting Corporation (PCGG)*	N/A	N/A	N/A	N/A	N/A	N/A
119. Bases Conversion Development Authority	3,431,081,459	2,912,333,817.00	2,999,584,478	6,219,666,627	431,496,981	(3,307,332,810)
120. Cebu Port Authority	643,505,861	707,443,861	433,430,861	502,964,861	210,075,000	204,479,000
121. Civil Aviation Authority of the Philippines	3,826,629,995	3,679,316,399	2,586,031,162	2,261,642,126	1,240,598,833	1,417,674,273
122. Clark International Airport Corporation	341,912,121.11	314,016,516.61	468,618,121.11	442,519,440.33	(126,706,000)	(128,502,924)
123. First Cavite Industrial Estate, Inc.	649,931	597,047	750,344	3,375,558	(100,413)	(2,778,511)
124. International Broadcasting Corporation (IBC-13) (PCGG)	103,280,722	120,031,321	322,945,014	170,342,672	(219,664,292)	(50,311,351)
125. Light Rail Transit Authority	4,267,950,950	3,289,689,867	5,162,214,048	9,221,538,755	(894,263,098)	(5,931,848,888)
126. Mactan-Cebu International Airport Authority	1,098,721,091.00	1,226,383,206.00	757,297,091	759,635,206	341,424,000	466,748,000
127. Manila International Airport Authority	7,496,197	8,008,744	6,754,419	7,469,236	741,778	539,508
128. National Development Company	589,281,737	838,406,741	774,708,029	643,501,701	(185,426,292)	194,905,040
129. NDC-Philippine Infrastructure Corporation	2,018,848	1,459,202	926,449	1,002,193	1,092,399	457,009
130. North Luzon Railway Corporation	465,045,477	648,385,749	306,777,134	144,318,283	158,268,343	504,067,466
131. Panay Railways Inc.*	N/A	N/A	N/A	N/A	N/A	N/A
132. PEA Tollway Corporation	6,138,874	5,659,809	21,411,935	2,429,133	(15,273,061)	3,230,676
133. People's Television Network, Inc.	288,425,655.00	151,356,530.00	411,857,320	290,766,039.00	(123,431,665)	(139,409,509)
134. Philippine Aerospace Development Corporation	27,233,079	14,038,611	31,725,792	54,308,046	(4,492,713)	(40,269,435)
135. Philippine National Construction Corporation	1,458,588,576	197,331,943	1,125,216,717	895,597,570	333,371,859	(698,265,627)
136. Philippine National Railways	1,504,884,612.00	341,072,426.00	690,316,864.00	882,483,869.00	814,567,748	(541,411,437)
137. Philippine Ports Authority	7,424,874,133	8,295,629,666	5,812,036,831.00	6,803,766,278	1,612,837,302	1,491,863,388
138. Philippine Postal Corporation	3,205,081,181	3,191,073,594	3,583,320,364.00	3,457,134,164	(378,239,183)	(266,060,571)
139. Philippine Reclamation Authority (Formerly PEA)	2,514,858,119	1,152,693,408	967,992,885.00	473,417,341.00	1,546,865,234	679,276,067
<b>Sub-total</b>	<b>31,416,344,269</b>	<b>27,429,804,193</b>	<b>26,737,979,402</b>	<b>33,615,741,365</b>	<b>4,678,364,867</b>	<b>(6,185,937,167)</b>
<b>TOTAL COVERED BY R.A. NO. 10149</b>	<b>580,799,615,957</b>	<b>582,655,021,339</b>	<b>449,448,976,799</b>	<b>460,768,993,383</b>	<b>131,292,444,355</b>	<b>121,886,030,159</b>

TABLE 13: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2009-2010

CLASSIFICATION OF GOCCs BY SECTORS Annex A	REVENUES		EXPENSES		NET INCOME (LOSS)	
	2009	2010	2009	2010	2009	2010
<b>VIII. GOCCs EXCLUDED FROM THE COVERAGE OF RA NO. 10149</b>						
<b>Bangko Sentral ng Pilipinas</b>						
140. Central Bank - Board of Liquidators	2,598,000	3,230,000	300,488,000	295,681,000	(297,890,000)	(292,451,000)
141. Philippine International Convention Center, Inc.	124,883,743	160,405,592	64,026,831	124,812,357	60,856,912	35,593,235
<b>Sub-total</b>	<b>127,481,743</b>	<b>163,635,592</b>	<b>364,514,831</b>	<b>420,493,357</b>	<b>(237,033,088)</b>	<b>(256,857,765)</b>
<b>Research Institutions*</b>						
142. Lung Center of the Philippines	470,449,454.00	513,521,654.00	429,465,678.00	512,959,005.00	40,983,776	562,649
143. National Kidney and Transplant Institute	1,716,449,528.00	1,577,829,905.00	1,420,683,333.00	1,430,664,357.00	295,766,195	147,165,548
144. Philippine Center for Economic Development	9,169,787	38,388,234	8,698,483	8,855,214	471,304	29,533,020
145. Philippine Children's Medical Center	393,176,301.00	426,162,784.00	423,314,528.00	480,324,054.00	(30,138,227)	(54,161,270)
146. Philippine Heart Center	1,688,771,703.00	1,767,289,012.00	1,771,719,232.00	1,809,233,300.00	(82,947,529)	(41,944,288)
147. Philippine Institute for Development Studies	47,258,106	49,914,889	51,846,523	54,151,628	(4,588,417)	(4,236,739)
148. Philippine Rice Research Institute	395,708,577	768,421,665	358,786,283	395,758,263	36,922,294	372,663,402
<b>Sub-total</b>	<b>4,720,983,456</b>	<b>5,141,528,143</b>	<b>4,464,514,060</b>	<b>4,691,945,821</b>	<b>256,469,396</b>	<b>449,582,322</b>
<b>Economic Zone Authorities*</b>						
149. Aurora Pacific Economic and Freeport Zone Authority	N/A	N/A	N/A	N/A	(23,018,000)	(19,346,000)
150. Authority of Freeport Area of Bataan	N/A	342,930,231	N/A	381,879,427	N/A	(38,949,195)
151. Cagayan Economic Zone Authority	270,017,276	156,946,826	148,801,731	159,317,368	121,215,545	(2,370,562)
152. Philippine Economic Zone Authority	5,706,537,839	6,290,916,898	5,333,995,587	5,869,994,088	372,542,252	420,922,810
153. Phividec Industrial Authority	N/A	N/A	N/A	N/A	N/A	N/A
154. Subic Bay Metropolitan Authority	1,885,158,000	1,488,416,000	2,302,538,000	2,692,065,000	(417,380,000)	(1,203,649,000)
155. Tourism Infrastructure & Enterprise Zone Authority	1,435,334,725	1,950,446,080	1,116,416,069	1,170,299,118	318,918,656	780,146,962
156. Zambanga City Special Economic Zone Authority	N/A	N/A	N/A	N/A	(22,097,000)	(18,632,000)
<b>Sub-total</b>	<b>9,297,047,840</b>	<b>10,229,656,035</b>	<b>8,901,751,387</b>	<b>10,273,555,021</b>	<b>350,181,453</b>	<b>(81,876,985)</b>
<b>By Supreme Court Decision</b>						
157. Radio Philippines Network (RPN-9)	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL EXCLUDED FROM R.A. NO. 10149</b>	<b>14,145,513,039</b>	<b>15,534,819,770</b>	<b>13,730,780,278</b>	<b>15,385,994,199</b>	<b>369,617,761</b>	<b>110,847,572</b>
<b>IX. DISSOLVED / LIQUIDATED / INACTIVE</b>						
158. Anchor Estate, Inc.	N/A	N/A	N/A	N/A	N/A	N/A
159. GSIS Mutual Fund, Inc.	1,038,748,092	1,641,622,444	82,280,488	97,526,735	956,467,604	1,544,095,709
160. GSIS Properties, Inc.	3,840,652	3,336,046	838,782	684,356	3,001,870	2,651,690
161. Meat Packing Corporation of the Philippines	N/A	N/A	17,869,000	62,497,000	(17,869,000)	(62,497,000)
<b>Sub-total</b>	<b>1,042,588,744</b>	<b>1,644,958,490</b>	<b>100,988,270</b>	<b>160,708,091</b>	<b>941,600,474</b>	<b>1,484,250,399</b>
<b>TOTAL</b>	<b>595,987,717,740</b>	<b>599,834,799,599</b>	<b>463,280,745,347</b>	<b>476,315,695,673</b>	<b>132,603,662,590</b>	<b>123,481,128,129</b>

TABLE 14: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2011

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES	EXPENSES	NET INCOME
<b>I. GOVERNMENT FINANCIAL INSTITUTIONS (GFIs)</b>				
1.	Al-Amanah Islamic Investment Bank of the Philippines	33,565,649.79	73,174,849.91	(39,609,200)
2.	Credit Information Corporation	N/A	N/A	N/A
3.	DBP Leasing Corporation	76,005,081.59	67,532,044.01	8,473,037
4.	Development Bank of the Philippines	17,900,983,000.00	13,879,771,000.00	4,021,212,000
5.	Employees Compensation Commission	77,440,413.18	67,611,488.67	9,828,924
6.	Government Service Insurance System	133,867,396,503.00	61,717,141,786.00	72,150,254,717
7.	GSIS Family Bank	21,939,512.00	241,300,895.00	(219,361,383)
8.	Home Development Mutual Fund (Pag-IBIG)	24,797,006,540.00	12,837,777,061.00	11,959,229,479
9.	Home Guaranty Corporation	771,432,931.00	1,200,323,445.00	(428,890,514)
10.	Land Bank of the Philippines	34,142,980,000.00	25,124,950,000.00	9,018,030,000
11.	LBP Financial Services SpA (Rome, Italy)*	N/A	N/A	N/A
12.	LBP Insurance Brokerage, Inc.	123,649,471.01	51,636,009.76	72,013,461
13.	LBP Leasing Corporation	N/A	N/A	126,633,324
14.	LBP Remittance Company (USA)*	N/A	N/A	N/A
15.	Masaganang Sakahan, Inc.	20,556,926.00	14,818,406.00	5,738,520
16.	Millenium Challenge Corporation	N/A	N/A	N/A
17.	National Home Mortgage Finance Corporation	2,511,212,218.50	797,133,553.97	1,714,078,665
18.	People's Credit and Finance Corporation	359,892,402.00	297,612,455.00	62,279,947
19.	Philippine Crop Insurance Corporation	443,898,789.58	627,782,422.92	(183,883,633)
20.	Philippine Deposit Insurance Corporation	23,775,930,000.00	15,102,760,000.00	2,722,300,463.00
21.	Philippine Export-Import Credit Agency	510,058,150.00	442,757,223.00	67,300,927.00
22.	Philippine Health Insurance Corporation	39,968,945,067.00	39,022,340,668.00	946,604,399
23.	Philippine Postal Savings Bank, Inc.	395,355,139.72	390,019,593.20	5,335,547
24.	Philpost Leasing and Financing Corporation*	N/A	N/A	N/A
25.	Quedan & Rural Credit Guarantee Corporation	152,810,544.10	1,651,829,476.60	(1,499,018,933)
26.	Small Business Guarantee and Finance Corporation	302,049,175.00	350,000,518.00	(47,951,343)
27.	Social Housing Finance Corporation	N/A	N/A	N/A
28.	Social Security System	115,830,000,000.00	90,280,000,000.00	25,550,000,000.00
	<b>Sub-total</b>	<b>396,083,107,513</b>	<b>264,238,272,896</b>	<b>126,020,598,403</b>

TABLE 14: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2011

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES	EXPENSES	NET INCOME
<b>II. HOUSING AND SOCIAL SERVICES</b>				
29.	Boy Scouts of the Philippines	N/A	N/A	N/A
30.	Cultural Center of the Philippines	N/A	N/A	N/A
31.	Development Academy of the Philippines	277,228,315.73	275,263,751.64	1,964,564
32.	Girl Scouts of the Philippines	N/A	N/A	N/A
33.	HGC Subic Corporation	N/A	N/A	N/A
34.	National Housing Authority	5,276,454,846.14	1,082,341,539.17	4,194,113,307
35.	Performance Investment Corporation (PCGG)*	N/A	N/A	N/A
36.	Philippine Charity Sweepstakes Office**	4,752,932,730.77	4,073,861,594.12	679,071,136
37.	Philippine Institute of Traditional and Alternative Health Care	N/A	N/A	N/A
38.	Philippine Veterans Assistance Commission	N/A	N/A	N/A
39.	PITC Pharma, Inc.	42,062,414	61,104,991	(19,042,577)
40.	Technology and Livelihood Resources Center	119,449,864	227,637,479	(108,187,615)
	<b>Sub-total</b>	<b>10,468,128,171</b>	<b>5,720,209,355</b>	<b>4,747,918,815</b>
<b>III. LAND AND WATER RESOURCES</b>				
41.	Batangas Land Company, Inc.	18,043,279	8,519,423	9,523,856
42.	Batong Buhay Gold Mines, Inc. (PMO)*	N/A	N/A	N/A
43.	Bukidnon Forest Incorporated	7,702,362	32,178,566	(24,476,203)
44.	Food Terminal, Inc.	370,025,298	260,386,133	109,639,165
45.	G.Y. Real Estate, Inc.	8,321,816	9,045,348	(723,532)
46.	Human Settlements Development Corporation	39,881,046	36,203,671	3,677,375
47.	Independent Realty Corporation (PCGG)	11,371,100	3,622,886	7,748,214
48.	Integrated Feedmills Manufacturing Corporation*	N/A	N/A	N/A
49.	Kamayon Realty Corporation	3,711,797	2,003,188	1,708,609
50.	Laguna Lake Development Authority	158,910,762	153,936,719	4,974,043
51.	Local Water Utilities Administration	1,092,854,087	1,083,416,540	9,437,547
52.	Menzi Development Corporation (PMO)	N/A	N/A	N/A
53.	Metropolitan Waterworks and Sewerage System	2,496,654,652	2,163,558,944	333,095,707
54.	Mid-Pasig Land Development Corporation (PCGG)	81,772,302	43,848,274	37,924,028
55.	National Agri-Business Corporation	6,742,622	52,098,899	(45,356,277)



TABLE 14: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2011

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES	EXPENSES	NET INCOME
56.	National Dairy Authority	104,472,067	100,280,525	4,191,541
57.	National Food Authority	30,976,987	46,643,796	(15,666,809)
58.	National Irrigation Administration	2,773,817,118	3,067,816,426	(293,999,308)
59.	National Livelihood Development Corp.	366,140,061	208,103,924	158,036,136
60.	National Sugar Development Company (PMO)	N/A	N/A	N/A
61.	National Tobacco Administration	186,548,642	217,573,847	(31,025,204)
62.	Natural Resources Development Corporation	22,716,691	29,058,588	(6,341,897)
63.	North Davao Mining Corporation (PMO)*	N/A	N/A	N/A
64.	Northern Foods Corporation	85,042,991	119,340,818	(34,297,828)
65.	Philippine Coconut Authority	834,929,369	743,992,576	90,936,793
66.	Philippine Fisheries Development Authority	516,032,000	512,382,000	3,650,000
67.	Philippine Forest Corporation	316,743,184	27,943,319	288,799,865
68.	Philippine Fruits and Vegetables Industries, Inc.	N/A	N/A	N/A
69.	Philippine Mining Development Corporation	39,656,621	75,117,178	(35,460,557)
70.	Philippine Sugar Corporation	338,458,068	118,954,296	219,503,771.72
71.	Phividec Panay Agro-Industrial Corp.	N/A	N/A	N/A
72.	Pinagkaisa Realty Corporation	13,846,270	4,312,963	9,533,307
73.	San Carlos Fruits Corporation*	N/A	N/A	N/A
74.	Sugar Regulatory Administration	324,945,620	343,018,330	(18,072,710)
	<b>Sub-total</b>	<b>10,250,316,810</b>	<b>9,463,357,177</b>	<b>786,959,632</b>
<b>IV. POWER</b>				
75.	National Electrification Administration	1,535,941,644	455,706,358	1,080,235,286
76.	National Power Corporation	7,459,581,192	9,735,342,168	(2,275,760,977)
77.	National Transmission Corporation	17,553,205,447	4,840,969,147	12,712,236,301
78.	Philippine National Oil Company	5,607,443,915	345,382,276	5,262,061,639
79.	PNOC Alternative Fuel Corp.	78,941,646	259,944,755	(181,003,109)
80.	PNOC Exploration Corporation	10,121,898,790	7,094,844,189	3,027,054,601
81.	PNOC Renewables Corporation	85,522,139	84,671,596	850,543
82.	Power Sector Assets and Liabilities Management Corporation	18,309,214,291	28,807,556,913	(10,498,342,622)
	<b>Sub-total</b>	<b>60,751,749,064</b>	<b>51,624,417,403</b>	<b>9,127,331,662</b>

TABLE 14: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2011

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES	EXPENSES	NET INCOME
<b>V. SUPPORT SERVICES</b>				
83.	BCDA Management and Holdings, Inc.	55,654,380	49,530,029	6,124,351
84.	DBP Data Center, Inc.	58,071,617	52,710,252	5,361,365
85.	DBP Management Corporation	6,856,749	3,605,610	3,251,138
86.	Land Bank Countryside Dev't Foundation, Inc.	31,947,660	23,229,548	8,718,112
87.	LBP Resources and Development Corporation	153,875,239	140,599,631	13,275,608
88.	Metro Transit Organization, Inc.	N/A	N/A	N/A
89.	NIA Consult, Inc.	56,212,784	54,499,763	1,713,021
90.	PNOC Development and Management Corporation	78,803,992	47,356,325	31,447,667
91.	PNOC Shipping and Transport Corporation	252,576,620	420,713,113	(168,136,493)
92.	Poro Point Management Corporation	58,286,631	61,330,051	(3,043,420)
	<b>Sub-total</b>	<b>752,285,672</b>	<b>853,574,322</b>	<b>(101,288,650)</b>
<b>VI. COMMERCIAL, TRADE AND TOURISM</b>				
93.	Bataan Technological Park, Inc.	4,902,662	59,827,683	(54,925,021)
94.	Center for International Trade Expositions and Missions, Inc.	116,767,734	154,368,536	(37,600,802)
95.	Clark Development Corporation	1,143,242,952	899,970,033	243,272,919
96.	Chemfields, Inc. (PCGG)	N/A	N/A	N/A
97.	Corregidor Foundation, Inc.	N/A	N/A	N/A
98.	Cottage Industry Technology Center	15,962,994	17,640,273	(1,677,279)
99.	Duty Free Philippines Corporation	9,922,194,230	9,298,922,673	623,271,556
100.	First Centennial Clark Corporation	N/A	N/A	N/A
101.	Freeport Services, Inc.	N/A	N/A	N/A
102.	John Hay Management Corporation	50,194,972.86	53,701,332.99	(3,506,360.13)
103.	Manila Gas Corporation	6,889,439	6,323,611	565,828
104.	Marawi Resort Hotel, Inc.	20,215,427	18,032,210	2,183,217
105.	Nayong Pilipino Foundation, Inc.	43,691,269	32,939,865	10,751,404
106.	Partido Development Administration	78,122,224	102,169,602	(24,047,378)
107.	Paskuhan Development, Inc.	N/A	N/A	N/A
108.	Phil. Centennial Expo '98 Corp. (Expo Filipino)	N/A	N/A	N/A
109.	Philippine Amusement and Gaming Corporation	36,658,751,728	32,632,412,406	4,026,339,322
110.	Philippine International Trading Corporation	103,181,172	113,697,542	(10,516,370)
111.	Philippine Leisure and Retirement Authority	315,621,876	164,710,819	150,911,057
112.	Philippine Veterans Investment Development Corporation	N/A	N/A	N/A
113.	Southern Philippines Development Authority	64664829.49	49,854,144	14,810,685
114.	Tourism Promotions Board (formerly PCVC)	87,776,739	77,953,409	9,823,330
115.	Tourism Promotions Board (formerly PCVC)	N/A	N/A	N/A
	<b>Sub-total</b>	<b>48,632,180,248</b>	<b>43,682,524,139</b>	<b>4,949,656,108</b>

TABLE 14: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2011

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES	EXPENSES	NET INCOME
<b>VII. TRANSPORTATION, INFRASTRUCTURE AND COMMUNICATIONS</b>				
116.	Alabang-Sto. Tomas Development, Inc.	5,671,860	10,253,112	(4,581,252)
117.	APO Production Unit, Inc.	271,152,435	255,118,843	16,033,592
118.	Aviation Services and Training Institute*	N/A	N/A	N/A
119.	Banahaw Broadcasting Corporation (PCGG)*	N/A	N/A	N/A
120.	Bases Conversion Development Authority	4,778,839,931.00	5,932,533,887	(1,153,693,955.69)
121.	Cebu Port Authority	741,784,545	484,193,289	257,591,256
122.	Civil Aviation Authority of the Philippines	4,056,906,096	2,380,895,405	1,676,010,691
123.	Clark International Airport Corporation	355,190,471.59	473,397,935	(118,207,463)
124.	First Cavite Industrial Estate, Inc.	527,455	2,439,787	(1,912,332)
125.	International Broadcasting Corporation (IBC-13) (PCGG)	203,065,081	195,285,306	7,779,775
126.	Light Rail Transit Authority	5,182,361,858	6,912,141,855	(1,729,779,997)
127.	Mactan-Cebu International Airport Authority	1,349,046,869.96	1,107,987,107	241,059,762.88
128.	Manila International Airport Authority	8,737,630	6,856,109	1,881,521
129.	National Development Company	1,043,752,640	443,731,547	600,021,093
130.	NDC-Philippine Infrastructure Corporation	1,329,731	945,936	383,795
131.	North Luzon Railway Corporation	309,309,994	108,686,828	200,623,166
132.	Panay Railways Inc.*	N/A	N/A	N/A
133.	PEA Tollway Corporation	6,564,944	1,258,141	5,306,803
134.	People's Television Network, Inc.	152,036,171.88	251,672,961.72	(99,636,789.84)
135.	Philippine Aerospace Development Corporation	37,400,000	33,001,377	4,398,623
136.	Philippine National Construction Corporation	47,001,981	486,993,897	(439,991,916)
137.	Philippine National Railways	1,209,039,000.00	999,433,000.00	209,606,000
138.	Philippine Ports Authority	8,523,913,848	7,493,003,756	1,030,910,092
139.	Philippine Postal Corporation	3,602,606,063	3,424,777,102	177,828,960
140.	Philippine Reclamation Authority (Formerly PEA)	1,970,862,159	735,847,891.49	1,235,014,267
	<b>Sub-total</b>	<b>33,857,100,764</b>	<b>31,740,455,071</b>	<b>2,116,645,692</b>
<b>TOTAL COVERED BY R.A. NO. 10149</b>		<b>560,794,868,242</b>	<b>407,322,810,363</b>	<b>147,647,821,662</b>

TABLE 14: REVENUES, EXPENSES, AND NET INCOME (LOSS) FOR C.Y. 2011

CLASSIFICATION OF GOCCs BY SECTORS		REVENUES	EXPENSES	NET INCOME
<b>VIII. GOCCs EXCLUDED FROM THE COVERAGE OF RA NO. 10149</b>				
<b>Bangko Sentral ng Pilipinas</b>				
141.	Central Bank - Board of Liquidators	3,460,000	294,480,000	(291,020,000)
142.	Philippine International Convention Center, Inc.	168,015,667	165,264,979	2,750,688
	<b>Sub-total</b>	<b>171,475,667</b>	<b>459,744,979</b>	<b>(288,269,312)</b>
<b>Research Institutions*</b>				
142.	Lung Center of the Philippines	N/A	N/A	N/A
143.	National Kidney and Transplant Institute	N/A	N/A	148,566,115
144.	Philippine Center for Economic Development	N/A	N/A	29,533,020
145.	Philippine Children's Medical Center	N/A	N/A	271,393,735
146.	Philippine Heart Center	N/A	N/A	(39,729,112)
147.	Philippine Institute for Development Studies	64,819,293	60,408,371	4,410,922
148.	Philippine Rice Research Institute	568,590,222	417,968,401	150,621,821
	<b>Sub-total</b>	<b>633,409,515</b>	<b>478,376,772</b>	<b>564,796,501</b>
<b>Economic Zone Authorities*</b>				
149.	Aurora Pacific Economic and Freeport Zone Authority	N/A	N/A	N/A
150.	Authority of Freeport Area of Bataan	786,614,837	855,651,949	(69,037,112)
151.	Cagayan Economic Zone Authority	N/A	N/A	N/A
152.	Philippine Economic Zone Authority	7,150,423,451	6,151,640,642	998,782,809
153.	Phividec Industrial Authority	N/A	N/A	N/A
154.	Subic Bay Metropolitan Authority	N/A	N/A	N/A
155.	Zamboanga City Special Economic Zone Authority	N/A	N/A	N/A
	<b>Sub-total</b>	<b>7,937,038,287</b>	<b>7,007,292,590</b>	<b>929,745,697</b>
<b>By Supreme Court Decision</b>				
156.	Radio Philippines Network (RPN-9)	N/A	N/A	N/A
	<b>TOTAL EXCLUDED FROM R.A. NO. 10149</b>	<b>8,741,923,469</b>	<b>7,945,414,341</b>	<b>1,206,272,886</b>
<b>IX. DISSOLVED / LIQUIDATED / INACTIVE</b>				
157.	Anchor Estate, Inc.	N/A	N/A	N/A
158.	GSIS Mutual Fund, Inc.	N/A	N/A	N/A
159.	GSIS Properties, Inc.	N/A	N/A	N/A
160.	Meat Packing Corporation of the Philippines	N/A	N/A	N/A
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL</b>	<b>569,536,791,711</b>	<b>415,268,224,704</b>	<b>148,854,094,548</b>

TABLE 15: EQUITY FOR C.Y. 2009-2011

GOCCs	Equity		
	2009	2010	2011
Aurora Pacific Economic and Freeport Zone Authority	150.0	132.0	131.0
Authority of Freeport Area of Bataan	N/A	N/A	98.0
Cagayan Economic Zone Authority	566.0	1,333.0	379.0
Credit Information Corporation	N/A	17.0	58.0
Home Guaranty Corporation	200.0	600.0	900.0
Laguna Lake Development Authority	N/A	N/A	153.0
National Housing Authority	300.0	N/A	N/A
Philippine Crop Insurance Corporation	30.0	30.0	N/A
Philippine Export-Import Credit Agency (Philexim formerly TIDCORP)	N/A	N/A	570.0
Philippine Postal Corporation	N/A	N/A	479.0
Quedan & Rural Credit Guarantee Corporation	100.0	N/A	100.0
Zamboanga City Special Economic Zone Authority	13.0	37.0	21.0
<b>TOTAL</b>	<b>1,359.0</b>	<b>2,149.0</b>	<b>2,889.0</b>

TABLE 16: SUBSIDY FOR C.Y. 2009-2011

GOCCs	Subsidy		
	2009	2010	2011
Aurora Pacific Economic and Freeport Zone Authority	N/A	23	68
Bases Conversion Development Authority	N/A	92	424
Cagayan Economic Zone Authority	103	N/A	N/A
Center for International Trade Expositions and Missions, Inc.	66	75	79
Cottage Industry / Technology Center	8	13	9
Credit Information Corporation	N/A	N/A	19
Cultural Center of the Philippines	210	101	193
Development Academy of the Philippines	80	20	216
Laguna Lake Development Authority	N/A	N/A	117
Land Bank of the Philippines	N/A	N/A	7,932
Light Rail Transit Authority	34	N/A	1,868
Local Water Utilities Administration	1,950	N/A	56
Lung Center of the Philippines	160	180	297
National Agri-Business Corporation	N/A	20	N/A
National Dairy Authority	50	52	315
National Electrification Administration	524	10	1,670
National Food Authority	4,000	7,685	2,525
National Home Mortgage Finance Corporation	900	462	1,000
National Housing Authority	3,858	3,500	16,197
National Irrigation Administration	892	N/A	450
National Kidney and Transplant Institute	277	298	347
National Livelihood Development Corp. (Merged Livecor and NLSF)	885	1,299	1,438
National Power Corporation	N/A	N/A	6,624
National Tobacco Administration	117	71	N/A
National Transmission Corporation	N/A	1,025	N/A
Natural Resources Development Corporation	45	15	N/A
North Luzon Railway Corporation	N/A	100	N/A
People's Television Network, Inc.	100	4	41
Philippine Center for Economic Development	N/A	30	N/A
Philippine Children's Medical Center	248	258	647
Philippine Coconut Authority	586	585	543
Philippine Crop Insurance Corporation	114	113	114
Philippine Fisheries Development Authority	13	N/A	500
Philippine Forest Corporation	N/A	65	426
Philippine Health Insurance Corporation	103	3,506	6,639
Philippine Heart Center	255	293	638
Philippine Institute for Development Studies	65	19	684
Philippine Institute of Traditional and Alternative Health Care	29	49	36
Philippine National Railways	1,168	100	421
Philippine Postal Corporation	N/A	N/A	165
Philippine Rice Research Institute	353	418	497
Southern Philippines Development Authority	121	30	60
Technology and Livelihood Resources Center	25	N/A	336
Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	5	N/A	N/A
Tourism Promotions Board (formerly PCVC)	64	463	65
Zamboanga City Special Economic Zone Authority	31	31	49
<b>TOTAL</b>	<b>17,439</b>	<b>21,005</b>	<b>53,705</b>



TABLE 17: NET LENDING FOR C.Y. 2009-2011

GOCCs	NET LENDING		
	2009	2010	2011
Cebu Port Authority	14.00	(12.00)	N/A
Development Bank of the Philippines	29.00	65.00	89.00
Land Bank of the Philippines	(69.00)	(43.00)	(17.00)
Light Rail Transit Authority	2,597.00	2,858.00	3,040.00
Local Water Utilities Administration	40.00	(35.00)	11.00
Manila International Airport Authority	(3.00)	4.00	14.00
Metropolitan Waterworks and Sewerage System	(6.00)	(18.00)	(12.00)
National Development Company	(103.00)	5.00	1.00
National Electrification Administration	(112.00)	(224.00)	(187.00)
National Food Authority	N/A	N/A	8,000.00
National Home Mortgage Finance Corporation	(2.00)	N/A	(9.00)
National Housing Authority	40.00	34.00	N/A
National Irrigation Administration	4,061.00	3,812.00	2,768.00
National Power Corporation	(3,046.00)	2,344.00	2,788.00
National Transmission Corporation	N/A	N/A	9.00
North Luzon Railway Corporation	405.00	349.00	392.00
Partido Development Administration	69.00	64.00	61.00
Philippine Airlines*	N/A	(67.00)	(50.00)
Philippine Economic Zone Authority	(17.00)	(6.00)	88.00
Philippine Fisheries Development Authority	1.00	(2.00)	N/A
Philippine National Bank*	249.00	N/A	N/A
Philippine National Oil Company	55.00	(745.00)	(132.00)
Philippine National Railways	688.00	651.00	689.00
Philippine Ports Authority	(12.00)	3.00	(5.00)
Phividec Industrial Authority	19.00	96.00	149.00
Power Sector Assets and Liabilities Management Corporation	N/A	4.00	4.00
Small Business Guarantee and Finance Corporation	N/A	N/A	173.00
Technology and Livelihood Resources Center	190.00	138.00	191.00
Visayan Electric Company	(23.00)	(17.00)	N/A
<b>TOTAL</b>	<b>5,064.00</b>	<b>9,258.00</b>	<b>18,055.00</b>