#### STRATEGIC OBJECTIVES

#### MANDATE

: The Philippine Normal University under its original Charter, Republic Act No. 7168 dated December 26, 1991 is mandated to primarily provide higher professional and special instructions for special purposes and to promote research and extension services, advance studies and progressive leadership in education and other fields as may be relevant; and to offer undergraduate and graduate courses in the fields of education and other degree courses as the Board of Regents may deem necessary to carry out its objectives.

Under the PNU Modernization Act of 2009 Republic Act No. 9647 dated June 30, 2009, the University is mandated to provide technical support to DepED and CHED in their programs and projects on teacher training, teacher education, continuing professional education of teachers and academic supervisors and teacher education curricula; build and develop a database of education policies to serve as a resource to the country's policy makers; conduct researches, case studies and other appropriate methodologies to enhance curriculum and training designs for teacher training, teacher education and continuing professional education of teachers and academic supervisors; as may be directed by Congress, provide assistance to legislators in the design and analysis of legislative proposals concerning teacher training, teacher education, continuing professional education of teachers and academic supervisors, teacher education curricula, and other issues affecting teacher education.

VISION

: The Philippine Normal University envisions to become an internationally recognized and nationally responsive teacher education university. As the established producer of knowledge workers in the field of education, it shall be the primary source of high-quality teachers and education managers who can directly inspire and shape the quality of Filipino students and graduates in the country and the world.

MISSION

: The Philippine Normal University is dedicated to nurturing innovative teachers and education leaders.

KEY RESULT

AREAS

: Poverty reduction and empowerment of the poor and vulnerable

SECTOR OUTCOME : Enhanced knowledge and skills, attitudes and values of filipinos to lead productive lives

ORGANIZATIONAL

OUTCOME

- : 1. Relevant and quality tertiary education ensured to achieve inclusive growth
  - 2. Access of deserving but poor students to quality tertiary education increased
  - 3. Higher education research improved to promote economic productivity and innovation
  - 4. Community engagement increased

## SECTION 1 : EXPENDITURE PROGRAM (in pesos)

|                 | ASS / STO /                        | 2014        | 2015        | 2016        |
|-----------------|------------------------------------|-------------|-------------|-------------|
|                 | ATIONS / PROJECTS                  | Actual      | Current     | Proposed    |
| 000001000000000 | General Administration and Support | 125,240,000 | 107,106,000 | 163,227,000 |
|                 | PS                                 | 54,831,000  | 47,714,000  | 100,192,000 |
|                 | MOOE                               | 70,409,000  | 59,392,000  | 63,035,000  |

| 000002000000000    | Support to Operations | 21,508,000                              | 20,885,000                                | 21,484,000                               |
|--------------------|-----------------------|---|---|--|
|                    | PS<br>MOOE            | 9,142,000<br>12,366,000                 | 9,421,000<br>11,464,000                   | 9,074,000<br>12,410,000                  |
| 000003000000000    | Operations            | 301,435,000                             | 348,075,000                               | 307,223,000                              |
|                    | PS<br>MOOE            | 240,627,000<br>60,808,000               | 238,554,000<br>109,521,000                | 225,042,000<br>82,181,000                |
| Proj               | ects                  | 4,666,000                               | 214,682,000                               | 66,898,000                               |
|                    | CO                    | 4,666,000                               | 214,682,000                               | 66,898,000                               |
| TOTAL AGENCY BUDGE | т                     | 452,849,000                             | 690,748,000                               | 558,832,000                              |
|                    | PS<br>MOOE<br>CO      | 304,600,000<br>143,583,000<br>4,666,000 | 295,689,000<br>180,377,000<br>214,682,000 | 334,308,000<br>157,626,000<br>66,898,000 |

#### STAFFING SUMMARY

|  | 2014 | 2015 | 2016 |
|--|------|------|------|
| TOTAL STAFFING Total Number of Authorized Positions Total Number of Filled Positions | 615  | 615  | 615  |
|  | 498  | 455  | 455  |

PROPOSED 2016 OPERATIONS BY MFO PS MOOE CO TOTAL 235,278,000 MFO 1: HIGHER EDUCATION SERVICES 162,873,000 72,405,000 4,459,000 30,733,000 26,274,000 MFO 2: ADVANCED EDUCATION SERVICES 7,039,000 2,606,000 9,645,000 MFO 3: RESEARCH SERVICES MFO 4: TECHNICAL ADVISORY EXTENSION 2,711,000 15,399,000 12,688,000 SERVICES

# SECTION 2 : EXPENDITURE PROGRAM BY CENTRAL / REGIONAL ALLOCATION, 2016 (in pesos)

| REGION                                       | PS          | MOOE        | CO         | TOTAL       |
|--|-------------|-------------|------------|-------------|
| Regional Allocation (net of Central Office): | 314,359,000 | 157,626,000 | 66,898,000 | 538,883,000 |
| National Capital Region (NCR)                | 314,359,000 | 157,626,000 | 66,898,000 | 538,883,000 |
| TOTAL AGENCY BUDGET                          | 314,359,000 | 157,626,000 | 66,898,000 | 538,883,000 |

#### SECTION 4 : PERFORMANCE INFORMATION

#### KEY STRATEGIES :

All MFO of the University shall be fulfilled vis-a-vis PNU's Strategic Performance Development System (SPMS)

| ORGANIZATIONAL OUTCOMES (OOs) / PERFORMANCE INDICATORS (PIs)  | Baseline  | 2016 Targets                                   |
|---|---|--|
| Relevant and quality tertiary education ensured to  |   |  |
| achieve inclusive growth  Average percentage passing in licensure exam by the SUC graduates/national average percentage passing in board programs covered by the SUC  | 148.26% (90.036% / 60.73%)                                  | 150% (91.10% / 60.73%)                         |
| Percentage change in graduates tract who are employed in jobs related to their undergraduate programs   | 890   | .04%(894)                                      |
| Percentage change in number of graduates in priority programs   | 2,224   | .09%(2,226)                                    |
| Access of deserving but poor students to quality<br>tertiary education increased<br>Percentage change in number of students in<br>priority programs awarded financial aid   | 773   | .09%(777)                                      |
| Percentage change of students awarded financial aid who completed their degrees   | 34  | 5%(36)   |
| Higher education research improved to promote economic productivity and innovation  Number of R&D outputs patented/commercialized/used by the industry or   |   |  |
| by other beneficiaries  | _   |  |
| <ul><li>a. Applied for patenting;</li><li>b. Patented or Commercialized;</li></ul>  | a. 5<br>b   | a. 6<br>b. <u> </u>                            |
| c. Adopted by industry/small and medium   | C   | c  |
| enterprises/LGU/Community-based Organizations   |   |  |
| Number of research and development outputs in the fields of agro-industrial technology published in CHED recognized refereed journals   |   | 22   |
| Number of faculty engaged in research work applied in any of the following:   |   |  |
| a. Pursuing advanced research degree program  | a   | a. <u>.</u> .                                  |
| <pre>(Ph.D.) or; b. Publishing (investigating of basic and applied</pre>  | b. 34   | b. 38  |
| <pre>scientific research) or; c. Producing technologies for commercialization and livelihood improvement</pre>  | c   | c  |
| '   |   |  |
| Community engagement increased  Number of partnerships with LGUs, industry, small and medium enterprises, and local entrepreneurs and other national agency in developing, implementing or using new technologies relevant to agro-industrial development   | 6   | 33.33%((8)                                     |
| Number of poor beneficiaries of technology transfer/extension programs and activities leading to livelihood improvement   | 6   | 33.33%(8)                                      |
| MFO / PIs   |   | 2016 Targets                                   |
| MFO 1: HIGHER EDUCATION SERVICES  Total Number of Graduates  Total number of graduates  Percentage of total graduates that are in priority  Average passing percentage of licensure exams be average percentage passing across all disciplines Percentage of programs accredited at Level 1  Percentage of programs accredited at Level 2  Percentage of programs accredited at Level 3  Percentage of programs accredited at Level 4  Percentage of graduates who finished academic prescribed timeframe | oy the SUC graduates/national covered by the SUC            | 2140<br>100%<br>132%<br>6%<br>14%<br>74%<br>0% |
| MFO 2: ADVANCED EDUCATION SERVICES  |   |  |
| Total number of graduates<br>Percentage of graduates engaged in employment with<br>Percentage of students who rate timeliness of ed<br>as good or better  | nin 6 months of graduation<br>ducation delivery/supervision | 235<br>90%<br>85%                              |

#### MFO 3: RESEARCH SERVICES

| Number of research studies completed Percentage of research projects completed in the last 3 years Percentage of research outputs published in a recognized journal or submitted for patenting or patented Percentage of research projects completed within the original project timeframe  | 93<br>0%<br>79%<br>90%                 |
|---|--|
| MFO 4: TECHNICAL ADVISORY EXTENSION SERVICES  |  |
| Number of persons trained weighted by the length of training Number of persons provided with technical advice Percentage of trainees who rate the training course as good or better Percentage of clients who rate the advisory services as good or better Percentage of requests for training responded to within 3 days of request Percentage of requests for technical advice that are responded to within 3 days Percentage of persons who receive training or advisory services who rate timeliness of services delivery as good or better | 2000<br>38<br>95%<br>90%<br>90%<br>85% |

## Appropriations/Obligations

(In Thousand Pesos)

| Description  | 2014                            | 2015            | 2016    |
|--|---------------------------------|-----------------|---------|
| New General Appropriations   | 428,351                         | 669,086         | 538,883 |
| General Fund<br>R.A. No. 10633   | 428,351                         | 669,086         | 538,883 |
| Automatic Appropriations   | 21,895                          | 21,662          | 19,949  |
| Retirement and Life Insurance Premiums   | 21,895                          | 21,662          | 19,949  |
| Continuing Appropriations  |                                 | 96,309          |         |
| Unobligated Releases for Capital Outlays<br>R.A. No. 10633<br>Unobligated Releases for MOOE<br>R.A. No. 10633  |                                 | 87,481<br>8,828 |         |
| Budgetary Adjustment(s)  | 98,912                          |                 |         |
| Transfer(s) from: Allocation for Capital Outlays of State Universities and Colleges International Commitments Fund Miscellaneous Personnel Benefits Fund Pension and Gratuity Fund | 87,147<br>1,500<br>9,719<br>546 |                 |         |
| Total Available Appropriations   | 549,158                         | 787,057         | 558,832 |
| Unused Appropriations  | ( 96,309)                       | ( 96,309)       |         |
| Unobligated Allotment  | ( 96,309)                       | ( 96,309)       |         |
| TOTAL OBLIGATIONS  | 452,849                         | 690,748         | 558,832 |

Proposed New Appropriations Language
For general administration and support, support to operations, and operations, including locally-funded project(s), as indicated hereunder.......P 538,883,000

### Current Operating Expenditures

|                  |  | Personnel<br>Services | Maintenance<br>and Other<br>Operating<br>Expenses | Capital<br>Outlays | Total         |
|------------------|--|-----------------------|---|--------------------|---------------|
| PROGRAMS         |  |                       |   |                    |               |
| 000001000000000  | General Administration and<br>Support  | 97,063,000            | 63,035,000  |                    | 160,098,000   |
| 103001000100000  | General Management and<br>Supervision  | P 41,146,000 F        | P 63,035,000                                      | ı                  | 2 104,181,000 |
| 103001000200000  | Administration of Personnel<br>Benefits  | 55,917,000            |   |                    | 55,917,000    |
| Sub-total, Gener | al Administration and Support  | 97,063,000            | 63,035,000  | •                  | 160,098,000   |
| 000002000000000  | Support to Operations  | 8,422,000             | 12,410,000  |                    | 20,832,000    |
| 264002000100000  | Auxiliary Services   | 8,422,000             | 12,410,000  |                    | 20,832,000    |
| Sub-total, Suppo | ort to Operations  | 8,422,000             | 12,410,000  |                    | 20,832,000    |
| 000003000000000  | Operations   | 208,874,000           | 82,181,000  |                    | 291,055,000   |
| 000003010000000  | MFO 1: HIGHER EDUCATION<br>SERVICES  | 162,873,000           | 72,405,000  |                    | 235,278,000   |
| 264003010100000  | Provision of Higher Education<br>Services including P22,543,000 for Scholarship<br>of Poor and Deserving Students (Expanded<br>Students' Grants-in-Aid Program for Poverty<br>Alleviation-ESGP-PA) and P5,060,000 for Tulong<br>Dunong |                       | 72,405,000  |                    | 235,278,000   |
| 000003020000000  | MFO 2: ADVANCED EDUCATION SERVICES   | 26,274,000            | 4,459,000   |                    | 30,733,000    |
| 264003020100000  | Provision of Advanced<br>Education Services  | 26,274,000            | 4,459,000   |                    | 30,733,000    |
| 000003030000000  | MFO 3: RESEARCH SERVICES   | 7,039,000             | 2,606,000   |                    | 9,645,000     |
| 267003030100000  | Conduct of Research Services   | 7,039,000             | 2,606,000   |                    | 9,645,000     |
| 000003040000000  | MFO 4: TECHNICAL ADVISORY EXTENSION SERVICES   | 12,688,000            | 2,711,000   |                    | 15,399,000    |
| 265003040100000  | Provision of Extension Services  | 12,688,000            | 2,711,000   |                    | 15,399,000    |
| Sub-total, Opera | ntions   | 208,874,000           | 82,181,000  |                    | 291,055,000   |
| TOTAL PROGRAMS A | AND ACTIVITIES   | P 314,359,000 I       |   | 1                  | 471,985,000   |
| 000004000000000  | Locally-Funded Projects  |                       |   | 66,898,000         | 66,898,000    |
| 000004010000000  | Buildings and Other Structures   |                       |   | 66,898,000         | 66,898,000    |
| 000004010100000  | School Buildings   |                       |   | 66,898,000         | 66,898,000    |
| 268004010100002  | North Luzon - Innovation Hub<br>Laboratory for School Living Traditions  |                       |   | 16,000,000         | 16,000,000    |
| 268004010100003  | South Luzon - Innovation Hub<br>for Technology of Livelihood Education   |                       |   | 16,000,000         | 16,000,000    |
| 268004010100004  | Green Building for<br>Environmental and Green Technology Education<br>PNU - Visayas  |                       |   | 18,898,000         | 18,898,000    |

| Sub-total, locally-funded Project(s)   10  | 268004010100008 Science and Mathematics Building for Multicultural Education Hub - P Mindanao | NU      |         | 16,000,000 | 16,000,000 |
|--|---|---------|---------|------------|------------|
| Diligations, by Object of Expenditures   P   314,359,000 P   157,522,000 P   56,988,000 P   588,883,000 P      | Sub-total, Locally-Funded Project(s)  |         |         | 66,898,000 | 66,898,000 |
|  | TOTAL PROJECTS  |         |         |            |            |
| Cy 2014-2016   Cin Thousand Pesos   2014   2015   2016   | TOTAL NEW APPROPRIATIONS  |         |         |            |            |
| Current Operating Expenditures   | Obligations, by Object of Expenditures  |         |         |            |            |
| Personnel Services   |   |         |         |            |            |
| Personnel Services   |   | 2014    | 2015    | 2016       |            |
| Personnel Services   | Current Operating Expenditures  |         |         |            |            |
| Permanent Positions  |   |         |         |            |            |
| Total Permanent Positions   171,469   180,529   166,245  | Civilian Personnel  |         |         |            |            |
| Total Permanent Positions   171,469   180,529   166,245  | Permanent Positions   |         |         |            |            |
| Other Compensation Common to All Personnel Economic Relief Allowance 10,462 Representation Allowance 132 192 192 Transportation Allowance 58 192 192 Clothing and Uniform Allowance 58 192 192 Clothing and Uniform Allowance 58 192 192 Clothing and Uniform Allowance 917 996 Productivity Incentive Allowance 917 996 Honoraria 5, 2,490 2,275 Productivity Incentive Allowance 917 996 Overtime Pay 2,664 53,789 53,789 Overtime Pay 1,466 15,045 13,854 Year 1971 Step Increment 2,308 15,045 13,854 Performance Based Bonus 1,4667  Total Other Compensation Common to All 94,999 87,598 86,528  Other Compensation For Specific Groups Magna Carta for Public Health Workers 1,875 184 184 Night Shift Differential Pay 10,566 184 184 Night Shift Differential Positions - Civilian 44,257  Total Other Compensation for Specific Groups 10,722 184 44,441  Other Benefits 2,039 21,662 19,949 PAG-IBIG Contributions 532 598 545 Philhealth Contributions 532 598 545 Philhealth Contributions 533 596 598 Retirement and Life Insurance Premiums 21,039 21,662 1,437 Employees Compensation Insurance Premiums 33 596 598 Retirement Fortuity 979 933  Total Other Benefits 24,730 24,418 34,134  Non-Permanent Positions 2,770 2,960 2,960  TOTAL PERSONNEL SERVICES 304,600 295,689 334,308  Maintenance and Other Operating Expenses 25,578 5,889 35,121 Travelling Expenses 75,889 35,121 Supplies and Materials Expenses 3,555 34,992 34,992 Lommon Allowance Premiums 3,555 34,992 34,992 Lommon Allowance |   | 171,469 | 180,529 | 166,245    |            |
| Personnel Economic Relief Allowance         10,462         11,952         10,920           Representation Allowance         58         192         192           Transportation Allowance         58         192         192           Clothing and Uniform Allowance         917         996           Productivity Incentive Allowance         917         996           Monoraria         56,244         53,789         53,789           Overtime Pay         2,066         15,045         13,854           Cash Gift         2,264         2,490         2,275           Step Increment         452         756           Froductivity Enhancement Incentive         2,308         4,687           Performance Based Bonus         4,687         4,687           Total Other Compensation Common to All         94,909         87,598         86,528           Other Compensation for Specific Groups         10,566         184         184           Lump-sum for filling of Positions - Civilian         44,257           Total Other Compensation for Specific Groups         10,722         184         44,441           Other Benefits         2,090         21,662         19,949           PAG-IBIC Contributions         532         598         <  | Total Permanent Positions   | 171,469 | 180,529 | 166,245    |            |
| Representation Allowance   |   | 10 463  | 11 057  | 10 920     |            |
| Transportation Allowance (2,315 2,490 2,275 Productivity Incentive Allowance 917 996 Productivity Incentive Pay 2,086 Productivity Incentive 13,486 15,045 13,854 Productivity Enhancement Incentive 2,308 452 756 Productivity Enhancement Incentive 2,308 452 756 Productivity Enhancement Incentive 4,687 Productivity Enhancement Incentive 4,288 Productivity 10,566 Productiv |   | •       | •       | 192        |            |
| Productivity Incentive Allowance Honoraria         917 bits         996 bits         3,789 bits         53,789 bits         78,789 bits <t< td=""><td>Transportation Allowance</td><td></td><td></td><td></td><td></td></t<>   | Transportation Allowance  |         |         |            |            |
| Monoraria   56,244   53,789   53,789   Overtime Pay   2,086   Overtime Pay   2,264   2,490   2,275   Overtime Pay   |   | •       | •       | 2,273      |            |
| Year End Bonus         13,436         15,045         13,854           Cash Gift         2,264         2,490         2,275           Step Increment         452         756           Productivity Enhancement Incentive         2,308         2,275           Performance Based Bonus         4,687         36,528           Other Compensation Common to All         94,909         87,598         86,528           Other Compensation for Specific Groups         156         184         184           Night Shift Differential Pay Working         10,566         184         184           Lump-sum for filling of Positions - Civilian         44,257         44,257           Total Other Compensation for Specific Groups         10,722         184         44,441           Other Benefits         Retirement and Life Insurance Premiums         532         50         19,949           PAG-IBIG Contributions         1,647         1,562         1,437           Employees Compensation Insurance Premiums         533         506         543           Retirement Gratuity         979         933           Total Other Benefits         24,730         24,418         34,134           Non-Permanent Positions         2,770         2,960         2,960     <   |   | 56,244  |         | 53,789     |            |
| Cash Gift   2,264   2,490   2,275  |   |         | 15 0/15 | 13 854     |            |
| Step   Increment   Productivity Enhancement Incentive   2,308   2,275  |   |         |         |            |            |
| Performance Based Bonus  |   |         |         |            |            |
| Other Compensation for Specific Groups   |   | •       |         | 2,275      |            |
| Magna Carta for Public Health Workers       156       184       184         Night Shift Differential Pay       10,566       44,257         Total Other Compensation for Specific Groups       10,722       184       44,441         Other Benefits       21,039       21,662       19,949         PAG-TBIG Contributions       532       598       545         PhilHealth Contributions       1,647       1,562       1,437         Employees Compensation Insurance Premiums       533       596       543         Retirement Gratuity       10,727       10,727       1,727         Terminal Leave       979       933         Total Other Benefits       24,730       24,418       34,134         Non-Permanent Positions       2,770       2,960       2,960         TOTAL PERSONNEL SERVICES       304,600       295,689       334,308         Maintenance and Other Operating Expenses       4,284       9,590       4,590         Travelling Expenses       25,578       55,989       35,121         Supplies and Materials Expenses       26,146       22,501       20,051         Utility Expenses       33,525       34,992       34,992         Communication Expenses       30,086       3,578   | Total Other Compensation Common to All  | 94,909  | 87,598  | 86,528     |            |
| Total Other Compensation for Specific Groups 10,722 184 44,441  Other Benefits Retirement and Life Insurance Premiums 21,039 21,662 19,949 PAG-IBIG Contributions 532 598 545 Philhealth Contributions 1,647 1,562 1,437 Employees Compensation Insurance Premiums 533 596 543 Retirement Gratuity 797 10,777 Terminal Leave 979 933  Total Other Benefits 24,730 24,418 34,134 Non-Permanent Positions 2,770 2,960 2,960  TOTAL PERSONNEL SERVICES 304,600 295,689 334,308  Maintenance and Other Operating Expenses  Travelling Expenses 4,284 9,590 4,590 Training and Scholarship Expenses 25,578 55,989 35,121 Supplies and Materials Expenses 26,146 22,501 20,051 Utility Expenses 33,525 34,992 34,992 Communication Expenses 3,086 3,578 3,628 Confidential, Intelligence and Extraordinary Expenses Extraordinary and Miscellaneous Expenses 302 419 419 Professional Services 1,230 1,912 1,912   | Magna Carta for Public Health Workers   |         | 184     |            |            |
| Other Benefits Retirement and Life Insurance Premiums  | Lump-sum for filling of Positions - Civilian  |         |         |            |            |
| Retirement and Life Insurance Premiums   21,039   21,662   19,949   PAG-IBIG Contributions   532   598   545   545   545   7,667   1,562   1,437   545   1,647   1,562   1,437   545   543   546   543   546   543   546   543   546   543   546   543   545   543   546   543   546   543   546   543   546   543   546   543   546   543   546   543   546   543   546   543   546   543   546   543   546   543   546   5   |   | 10,722  | 184     | 44,441     |            |
| PAG-IBIG Contributions 532 598 545 Philhealth Contributions 1,647 1,562 1,437 Employees Compensation Insurance Premiums 533 596 543 Retirement Gratuity 10,727 Terminal Leave 979 933  Total Other Benefits 24,730 24,418 34,134  Non-Permanent Positions 2,770 2,960 2,960  TOTAL PERSONNEL SERVICES 304,600 295,689 334,308  Maintenance and Other Operating Expenses  Travelling Expenses 4,284 9,590 4,590 Training and Scholarship Expenses 25,578 55,989 35,121 Supplies and Materials Expenses 26,146 22,501 20,051 Utility Expenses 33,525 34,992 34,992 Communication Expenses 3,086 3,578 3,628 Confidential, Intelligence and Extraordinary Expenses  Extraordinary and Miscellaneous Expenses 302 419 419 Professional Services 1,230 1,912 1,912 Professional Services 1,230 1,912 1,912  | Other Benefits<br>Retirement and Life Insurance Premiums                                      | 21,039  |         | •          |            |
| Employees Compensation Insurance Premiums Retirement Gratuity 10,727 Terminal Leave 979 933   10,727 Terminal Leave 979 979   10,727 Terminal Leave 979  | PAG-IBIG Contributions  |         |         |            |            |
| Retirement Gratuity   10,727   733   733   753   |   |         |         |            |            |
| Total Other Benefits 24,730 24,418 34,134  Non-Permanent Positions 2,770 2,960 2,960  TOTAL PERSONNEL SERVICES 304,600 295,689 334,308  Maintenance and Other Operating Expenses  Travelling Expenses 4,284 9,590 4,590 Training and Scholarship Expenses 25,578 55,989 35,121 Supplies and Materials Expenses 26,146 22,501 20,051 Utility Expenses 33,525 34,992 34,992 Communication Expenses 3,086 3,578 3,628 Confidential, Intelligence and Extraordinary Expenses Straordinary and Miscellaneous Expenses 302 419 419 Professional Services 1,230 1,912 1,912   | Retirement Gratuity   |         |         | •          |            |
| Non-Permanent Positions   2,770   2,960   2,960  | Terminal Leave  | 979     |         | 933        |            |
| TOTAL PERSONNEL SERVICES  304,600  295,689  334,308  Maintenance and Other Operating Expenses  Travelling Expenses  4,284  9,590  4,590  Training and Scholarship Expenses  25,578  55,989  35,121  Supplies and Materials Expenses  26,146  22,501  20,051  Utility Expenses  33,525  34,992  Communication Expenses  Confidential, Intelligence and Extraordinary  Expenses  Extraordinary and Miscellaneous Expenses  302  419  419  Professional Services  31,230  1,912  1,912  | Total Other Benefits  | 24,730  | 24,418  | 34,134     |            |
| Maintenance and Other Operating Expenses  Travelling Expenses 4,284 9,590 4,590 Training and Scholarship Expenses 25,578 55,989 35,121 Supplies and Materials Expenses 26,146 22,501 20,051 Utility Expenses 33,525 34,992 34,992 Communication Expenses 3,086 3,578 3,628 Confidential, Intelligence and Extraordinary Expenses Extraordinary and Miscellaneous Expenses 302 419 419 Professional Services 1,230 1,912 1,912  | Non-Permanent Positions   | 2,770   | 2,960   | 2,960      |            |
| Travelling Expenses  | TOTAL PERSONNEL SERVICES  | 304,600 | 295,689 | 334,308    |            |
| Training and Scholarship Expenses 25,578 55,989 35,121 Supplies and Materials Expenses 26,146 22,501 20,051 Utility Expenses 33,525 34,992 34,992 Communication Expenses 3,086 3,578 3,628 Confidential, Intelligence and Extraordinary Expenses 302 419 419 Professional Services 1,230 1,912 1,912   | Maintenance and Other Operating Expenses  |         |         |            |            |
| Training and Scholarship Expenses 25,578 55,989 35,121 Supplies and Materials Expenses 26,146 22,501 20,051 Utility Expenses 33,525 34,992 34,992 Communication Expenses 3,086 3,578 3,628 Confidential, Intelligence and Extraordinary Expenses 8 Extraordinary and Miscellaneous Expenses 302 419 419 Professional Services 1,230 1,912 1,912  | Travelling Expenses   | 4,284   |         |            |            |
| Utility Expenses 33,525 34,992 34,992 Communication Expenses 3,086 3,578 3,628 Confidential, Intelligence and Extraordinary Expenses Extraordinary and Miscellaneous Expenses 302 419 419 Professional Services 1,230 1,912 1,912  | Training and Scholarship Expenses   |         |         |            |            |
| Communication Expenses Confidential, Intelligence and Extraordinary Expenses Extraordinary and Miscellaneous Expenses Professional Services 3,086 3,578 3,628 3,628 419 419 419 419 419 419 419 419 419 419  | Supplies and Materials Expenses   |         |         |            |            |
| Expenses Extraordinary and Miscellaneous Expenses Professional Services 1,30 1,912 1,912   | Communication Expenses  |         |         |            |            |
| Professional Services 1,230 1,912 1,912  | Expenses  | ลกว     | 419     | 419        |            |
|  | Professional Services   | 1,230   | 1,912   | 1,912      |            |

| 19,022       | 21,083  | 21,083   |
|--------------|---|--|
| 2,135        | 2,284   | 2,612  |
|              |   |  |
| 429          | 415   | 615  |
| <del>-</del> | 548   | 548  |
| -            |   | 3,024  |
| 124          | 85  | 385  |
|              |   |  |
|              |   | 1,763  |
| 193          | 204   | 1,030  |
| 143,583      | 180,377   | 157,626  |
| 448,183      | 476,066   | 491,934  |
|              |   |  |
|              |   |  |
|              | •   | 66,898   |
| •            | 10,000  |  |
| 1,166        |   |  |
| 4,666        | 214,682   | 66,898   |
| 452,849      | 690 748   | 558,832  |
|              | 2,135 429 270 2,895 124 1,660 193 143,583 448,183 | 2,135 2,284  429 415 270 548 2,895 124 85  1,660 924 193 204  143,583 180,377  448,183 476,066  204,682 3,500 10,000 1,166 4,666 214,682 |