

# 2017

# ANNUAL REPORT



Republic of the Philippines  
DEPARTMENT OF BUDGET AND MANAGEMENT



**2017** is a year we, the Department of Budget and Management (DBM), ought to be proud of. We have sustained the momentum of our public financial management reform agenda, further enhancing the delivery of public services. We have widened avenues to strengthen transparency, accountability, and citizen participation in the government.

We have delivered on the promises of the President, particularly in funding the country's infrastructure development and free tuition program for college students in state universities and colleges, quickening government spending, and increasing the compensation of public sector employees, including the military and uniformed personnel.

The accomplishments and initiatives highlighted in this report only articulate the DBM's desire to live up to its mandate and help provide a comfortable life for all.

Looking ahead, and with fervor for reforms, the DBM will continue to implement game-changing initiatives that will transform the way government thinks and delivers its services. Equally important, the DBM will continue to engage the Filipino people in the art of policy formulation and budget allocation, for its ultimate aim is the upliftment of their welfare.

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# THE DBM Milestones



Earliest submission of the proposed National Budget since the Estrada Administration



Infrastructure spending reached 5.4% of GDP in the 2017 GAA



Deficit maintained within 3% of GDP



Social Services allocation increased by 21% in 2017, from the 2016 level



DBM is FOI Champion (Department Category)



Competitive salaries for civil servants



National Government Rightsizing Bill filed in Congress and approved by the HOR



Open Government Partnership Action Plan under Duterte Administration co-crafted with the private sector

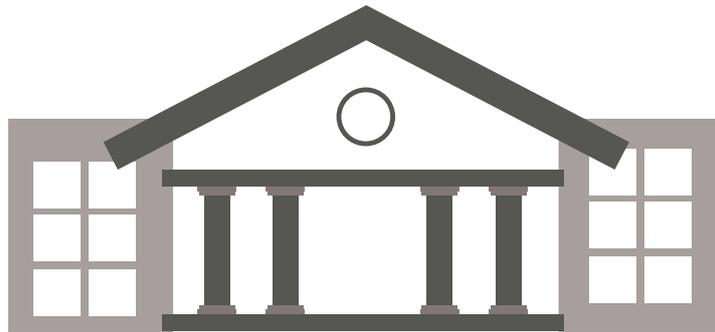


Budget Reform Bill filed in Congress



Almost a thousand participants trained on PFM competencies

# INTRODUCTION



## DBM: A Steward of Progress

For 81 years, the Department of Budget and Management (DBM) has been a steward of the gains from the country's economic progress and development. Implicit in its mandate to craft and implement the National Budget for each year, is the vital task to ensure not only that the rewards of growth are experienced by the most number of people, but also that they will impact positively on the lives of future generations of Filipinos.

All the more has this been felt in the past 12 months, which corresponded to the first full fiscal year of the governance of President Rodrigo Roa Duterte.

The President committed his Administration to the fulfillment of the people's desire for change - real change that was promised to them, and which revived their hope and renewed their confidence in the government.

2017 was thus, for the DBM, the banner year to set the tone and pace for the accomplishment of its mission to deliver on the Administration's promises. It was a year of fruitful transition, launching the initiatives for reform while keeping constant the good budgeting principles.

Through judicious and prudent management of government resources and credible fiscal policies, we have sustained fiscal discipline, containing the deficit within the target of 3% of GDP, yet still managing to grow by 6.7 percent in 2017.

With a growing economy, more funds have become available, enabling the government to provide more for those who have less.

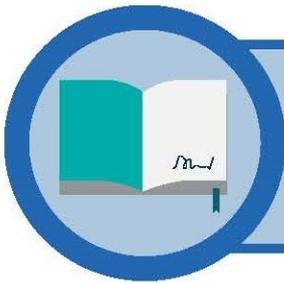
With a strong commitment to transparency, the country has been put on the map as a leader in fiscal openness.

The story of our success is within the pages of this Report.

# IMPROVING EXPENDITURE MANAGEMENT

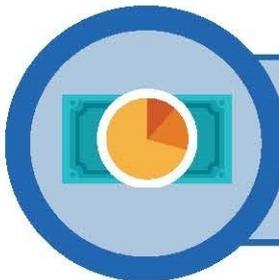
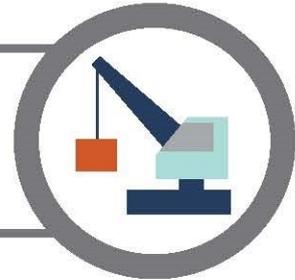


# IMPROVING EXPENDITURE MANAGEMENT



Earliest submission of the proposed Budget since the Estrada Administration

Infrastructure spending reached 5.4% of GDP in the 2017 GAA, 6.1% in 2018



Deficit level maintained within the target of 3% of GDP

Budget Reform Bill filed in Congress



Budget and Treasury Management System adopted

# Pursuing the Timely Preparation and Passage of the National Budget



On July 24, 2017, the day of President Rodrigo Duterte's second State of the Nation Address (SONA), the Executive Branch submitted to Congress the PhP3.767 trillion proposed Budget for FY 2018.

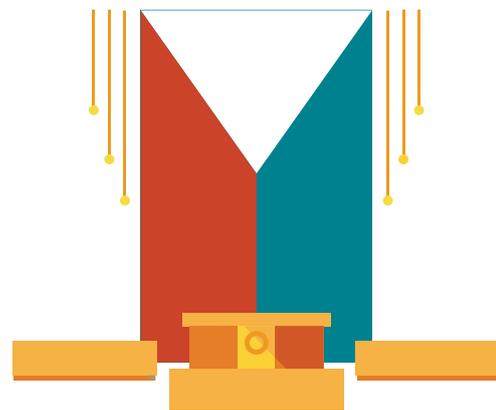
The early submission, the earliest since the Estrada Administration, gave Congress more time to scrutinize the Budget. It also paved the way for the early enactment of the 2018 Budget which was signed on December 19, 2017.

The early passage would ensure the immediate implementation of programs and projects, particularly those infrastructure projects that need to be implemented before the rainy season begins.

Dubbed as "a budget that reforms and transforms", the 2018 Budget is the largest budget of the country to date. It is 12.4% higher than the PhP3.35 trillion 2017 National Budget and supports the goal of achieving robust and inclusive growth of 7 to 8 percent in the medium term.

In line with the Administration's thrust to promote inclusive development and reduce poverty, hefty allocations were provided to the education sector and the infrastructure development program, "Build, Build, Build."

Proposed 2018 Budget submitted on the day of the SONA, the earliest submission of a proposed Budget since the Estrada Administration



President Duterte signs into law the FY 2018 National Budget

# Funding the Pillars of the Philippine Development Plan



**2018 Budget**  
**PhP3,767.0 B**



**Infrastructure spending in 2018 equivalent to 6.1% of GDP**



**Allocation for social services higher by PhP74.2 B from the 2017 level**



**PhP672.4 B for the Education Sector, higher by PhP16.1 B from the 2017 level**



**PhP239.3 B for Public Order and Safety, higher by 17% from the 2017 level**

As the government's blueprint for progress, the national budget should be tightly linked to the country's development plan. To realize this, the government's expenditure priorities for Fiscal Year (FY) 2018 were anchored on the pillars of the Philippine Development Plan 2017-2022, the Duterte Administration's master plan for inclusive and sustainable development.



## INEQUALITY-REDUCING TRANSFORMATION

To enable ordinary Filipinos to feel real change, the government funded the following aimed at expanding economic opportunities, accelerating human economic development, and reducing vulnerabilities of individuals and families:

- ▶ PhP672.4 B for the Education Sector, higher by PhP16.1 B from the 2017 level, to fund the K-to-12 Program, and creation of teaching and non-teaching positions, among others
- ▶ PhP179.4 B for the Health Sector to fund the hiring of additional health personnel, the implementation of the National Health Insurance Program, construction of health facilities, and prevention and control of diseases, among others
- ▶ PhP284.1 B for social security, welfare, and employment to ensure that the poor and the marginalized sectors of society benefit from the government's social protection and livelihood programs such as the Conditional Cash Transfer Program, Social Pension for Indigent Senior Citizens, and Sustainable Livelihood Program, among others
- ▶ PhP142.7 B for Agriculture and Agrarian Reform to ensure food security for the Filipinos and improve the income of farmers



## ENHANCING THE SOCIAL FABRIC

To restore the people's trust in the government, hefty allocations were provided for the following:

- ▶ PhP34.3 B for the Judiciary to fast-track justice delivery through the construction of 23 Halls of Justice and the hiring of Court Decongestion Officers, among others
- ▶ PhP2.7 B for the Office of the Ombudsman, higher by 17.4% from the 2017 level, to fight corruption
- ▶ PhP5.4 B for the Department of Information and Communications Technology, from PhP3.6 B in 2017, to provide better services to citizens and businesses through the Free Wi-Fi Internet Access, National Broadband Program, and National Government Portal, among others



## MAINTAINING THE FOUNDATIONS FOR SUSTAINABLE DEVELOPMENT

Infrastructure development, peace and security, and ecological integrity are being pursued to ensure sustainable development.

- ▶ PhP1,068.3 B to finance critical and strategic public infrastructure such as roads, airports, bridges, ports, etc.. The construction of these infrastructures will not only improve mobility but will also provide job opportunities and improve access to the countryside.
- ▶ PhP239.3 B for public order and safety to fund the creation of Police Officer positions, and construct more police stations, among others
- ▶ PhP19.6 B for the National Risk Reduction and Management Fund to cover disaster relief, recovery, and rehabilitation services for communities affected by disasters

*See the 2018 People's Budget for a more detailed discussion on the programs and projects funded under the 2018 Budget.*

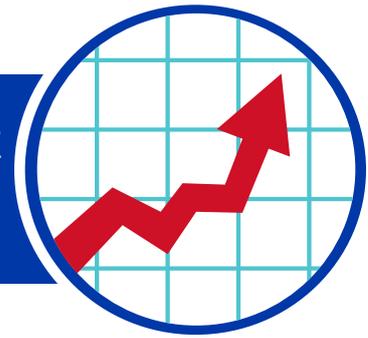


## INCREASING GROWTH POTENTIAL

To aid in building a strong foundation for sustainable growth, funds were provided for programs and projects that promote efficient population management and advancement in science and technology.

- ▶ PhP21.2 B for the Department of Science and Technology to support its scholarship programs and technological innovation programs and projects
- ▶ PhP492 M for the Commission on Population, higher by PhP69 M from the 2017 allocation, to manage the country's growing population
- ▶ PhP3.6 B for the Department of Health's Family Health, Nutrition, and Responsible Parenting Program

# Improving the National Government Disbursement Performance

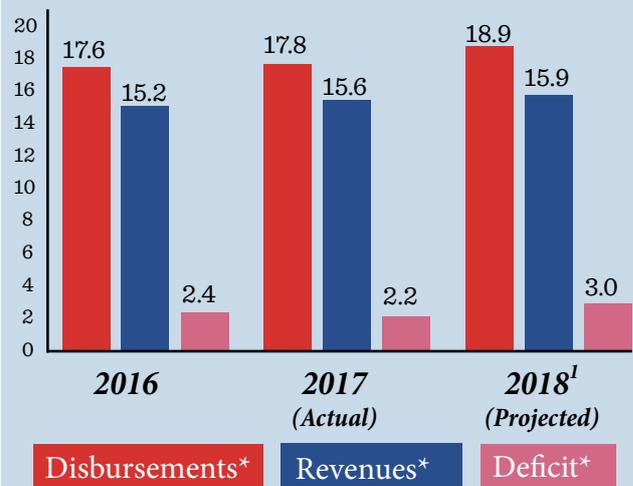


The Administration has adopted an expansionary fiscal policy to allow more spending for priority expenditures, thus enabling disbursements to grow from 17.6% of GDP in 2016 to 17.8% in 2017. For 2018, disbursements are expected to reach 18.9% of GDP.

Even with the expansionary policy, the government was able to keep the deficit within the 3.0 percent target due to the combined effect of the improved revenue collection performance by the Bureau of Internal Revenue (BIR) and the Bureau of Customs (BOC), and the higher non-tax revenue collections (PAGCOR remittances and dividends on NG shares of stocks), as well as lower-than-programmed interest payments and net lending.

As of December 2017, the national government spending has reached Php2,823.8 billion. The amount is up by 10.8% from the same period (January-December) in 2016. Part of the increase is due to higher spending in infrastructure and other capital outlays such as the implementation of road infrastructure projects of the DPWH, AFP Modernization Program, and repair and rehabilitation of school facilities.

Deficit maintained  
within **3%** of GDP



\*As a % of GDP

<sup>1</sup> Consistent with the medium-term fiscal targets and growth assumptions approved during the 171st DBCC meeting on December 22, 2017

## NATIONAL GOVERNMENT DISBURSEMENT PERFORMANCE For the Period January to December 2017 (in billion pesos)

PARTICULARS	January to December			Variance		Increase/(Decrease)	
	2016 Actual*	2017		Amount	Percent	Amount	Percent
		Program	Actual				
<b>CURRENT OPERATING EXPENDITURES</b>	<b>1,909.3</b>	<b>2,195.6</b>	<b>2,113.9</b>	<b>(81.6)</b>	<b>(3.7)</b>	<b>204.6</b>	<b>10.7</b>
Personnel Services	723.2	882.4	808.4	(74.0)	(8.4)	85.2	11.8
Maintenance and Other Operating Exp.	419.8	474.5	465.4	(9.1)	(1.9)	45.5	10.8
Subsidy	103.2	95.5	131.1	35.6	37.3	27.9	27.0
Allotment to LGUs	342.9	392.3	390.2	(2.1)	(0.5)	47.2	13.8
Interest Payments	304.5	334.9	310.5	(24.3)	(7.3)	6.1	2.0
Tax Expenditure	15.7	16.0	8.3	(7.7)	(47.9)	(7.4)	(47.1)
<b>CAPITAL OUTLAYS</b>	<b>624.7</b>	<b>696.6</b>	<b>714.1</b>	<b>17.4</b>	<b>2.5</b>	<b>89.4</b>	<b>14.3</b>
Infrastructure/Other Capital Outlays	493.0	549.4	568.8	19.4	3.5	75.8	15.4
Equity	11.7	4.1	5.4	1.3	30.8	(6.3)	(54.1)
Capital Transfers to LGUs	120.0	143.2	140.0	(3.2)	(2.3)	19.9	16.6
<b>NET LENDING</b>	<b>15.3</b>	<b>16.8</b>	<b>(4.2)</b>	<b>(21.0)</b>	<b>(125.3)</b>	<b>(19.5)</b>	<b>(127.7)</b>
<b>GRAND TOTAL</b>	<b>2,549.3</b>	<b>2,909.0</b>	<b>2,823.8</b>	<b>(85.2)</b>	<b>(2.9)</b>	<b>274.4</b>	<b>10.8</b>

Memo items:

Revenues	2,195.9	2,426.9	2,473.1	46.3	1.9	277.2	12.6
Surplus/(Deficit)	(353.4)	(482.1)	(350.6)	131.4	(27.3)	2.8	(0.8)

\*The Local Government Support Fund was reclassified under the Allotment to LGUs and Capital Transfers to LGUs. This was previously treated as part of the NG MOOE.



## Leading PFM Reforms



### Modernizing the PH Budgetary System

As part of its efforts to institutionalize PFM reforms, address government underspending, and support the Duterte Administration's spending policy of doubling infrastructure spending and increasing social services spending by 2022, the DBM is pushing for the passage of the Budget Reform Bill (BRB) into law.

Said Bill, which was filed at the Lower House on May 9 and at the Upper House on May 11, is seen to improve budget execution and service delivery by shifting to an annual cash-based budget from an obligation-based budget, with a one-year validity of appropriations, from a two-year validity.

Said shifts would speed up budget execution through prompt payment of goods and services delivered and rendered within the fiscal year, as well as improve budget credibility or the degree of deviation between what was planned and the actual spending in a fiscal year.

In preparation for this milestone change, five briefings on the BRB and on the Budget Reform Program were held for national government agencies and Other Executive Offices from July to August 2017 to enlighten them on what the Program is all about, its benefits, features, and impact on the Filipino people. A total of 338 government officials and staff attended the fora.

Seven Budget Reform Program Task Teams, composed of representatives from the DBM, Bureau of the Treasury (BTr), Commission on Audit (COA), National Economic and Development Authority (NEDA), Department of Public Works and Highways (DPWH), Department of Social Welfare and Development (DSWD), Department of Education (DepEd), Department of Health (DOH), and Government Procurement Policy Board-Technical Support Office (GPPB-TSO), were also created to look into the policies that need to be reformulated, procedures that need to be improved, and changes that have to be managed.

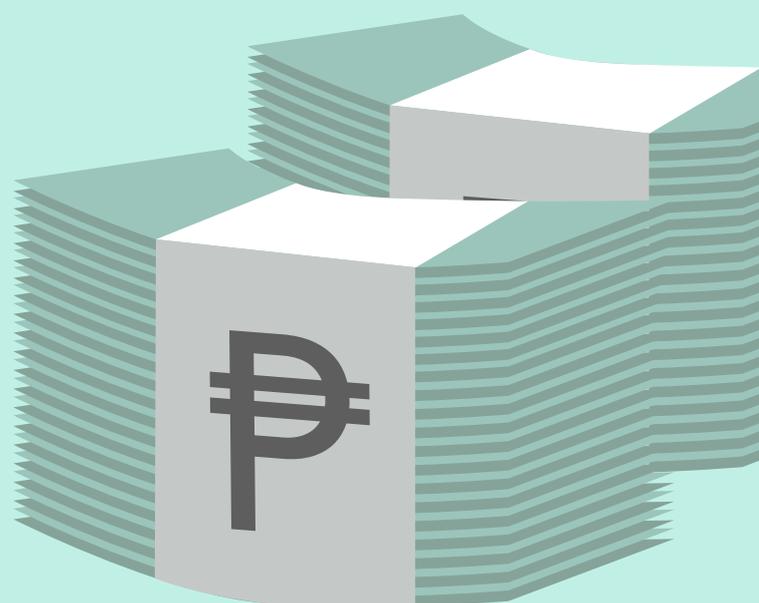
#### BUDGET REFORM BILL FILED IN CONGRESS

##### House of Representatives

- House Bill No. 5590 filed by Reps. Karlo Alexei B. Nograles and Jericho B. Nograles on May 9, 2017
- 1st HOR Committee on Appropriations Public Hearing on the BRB held last May 23, 2017

##### Senate

- Senate Bill No. 1450 was filed by Sen. Legarda on May 11, 2017
- 1st Senate Committee on Finance Public Hearing on the BRB held last August 7, 2017
- 1st Senate Committee on Finance Technical Working Group Meeting on the BRB held last September 25, 2017



# Adopting the Budget and Treasury Management System

To pave the way for an integrated Philippine public financial management system, the Budget and Treasury Management System (BTMS) is being developed.

It aims to enhance efficiency, accuracy, and timeliness in financial management and reporting by establishing a common, modern, integrated, accurate, reliable, and secure information system for the country's public financial management (PFM) operations. The BTMS likewise provides a sustainable government resource planning solution that is extensible and flexible, thereby supporting a range of public financial requirements, and adaptable to reform and modernization.

Said System will be used to collect and organize government financial information through a central database that supports the following seven crucial PFM functions:

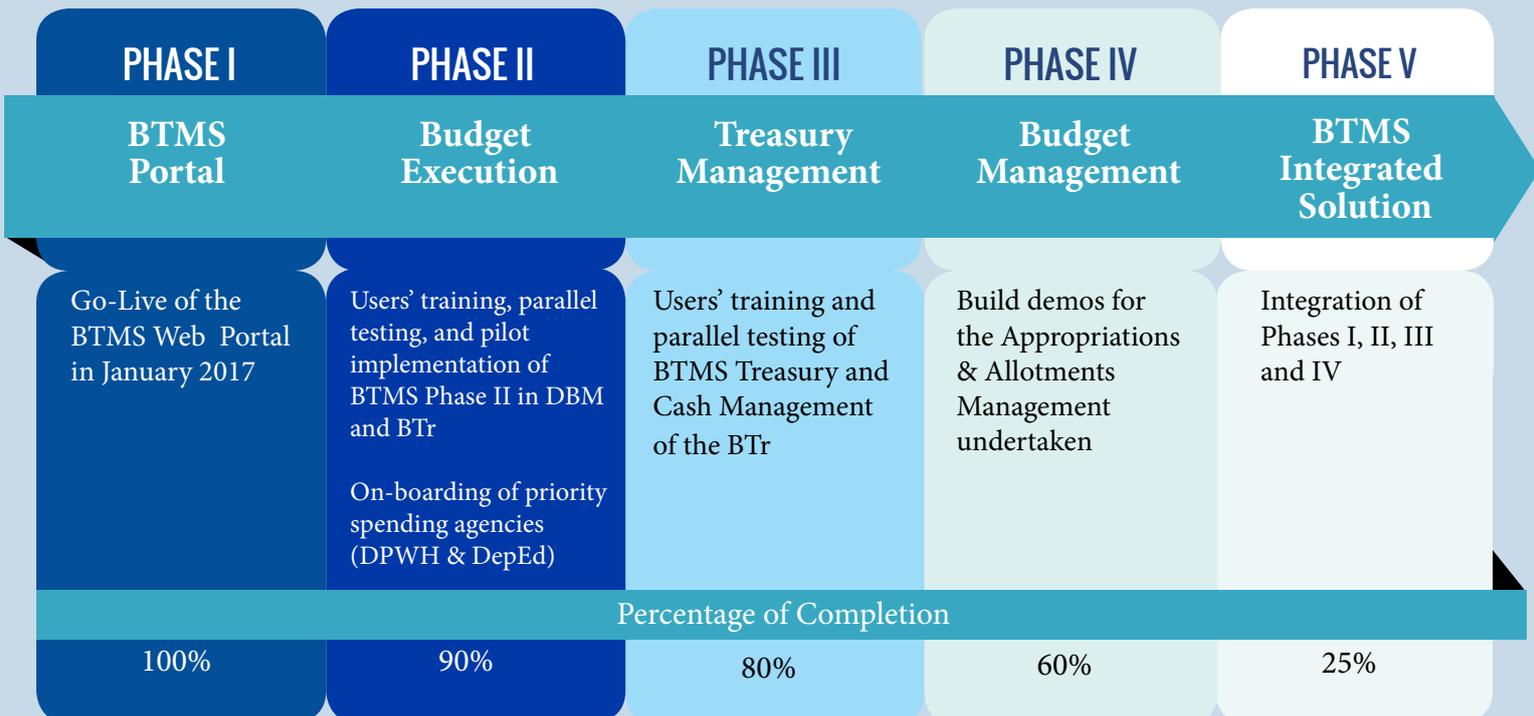
- Budget Management
- Commitments Management
- Payments Management
- Receipts Management
- Cash Management
- Property, Plant and Equipment
- Accounting and Financial Reporting



The BTMS IT infrastructure has also been installed and operationalized in 2017. In the short to medium-term, the DBM plans to fully deploy the complete and integrated solution and roll-out the BTMS to other national government agencies.

To know more about the BTMS, go to [www.btms.gov.ph](http://www.btms.gov.ph).

The BTMS Project is divided into five phases, with updates on each phase as of December 2017, indicated below:



# ENHANCING PUBLIC SERVICE DELIVERY



# ENHANCING PUBLIC SERVICE DELIVERY



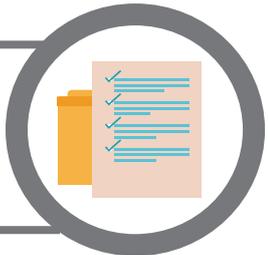
PH-OGP National Action Plan 2017-2019  
co-crafted by the government and private sector

National Government Rightsizing Bill filed  
in Congress and approved by the House of  
Representatives in July 2017



Competitive pay for civil servants considered

Php27.8 billion worth of projects awarded  
by the Procurement Service



Compliance to ISO standards sustained

DBM FOI Champion Award received  
(Department Category)



## Promoting Open Government Partnership

#goodgovPH  
#opengovPH



Signing of Memorandum of Understanding for the PH-OGP Subnational Commitments under the 4th National Action Plan held during the High-Level Regional Conference on Open Government on August 15, 2017

In drafting the Philippine Open Government Partnership (PH-LOGP) 4th National Action Plan (NAP) in 2017, the DBM as the Chair and Secretariat, has conducted public consultations and multi-stakeholder fora through regional dialogues and workshops. Anchored on the PDP pillar of *Malasakit* or enhancing the social fabric, the PH-OGP NAP 2017-2019 was formulated at the start of the new Administration which prioritizes the enhancement of citizen participation as one of the foundations of its good governance framework.

As the PH-OGP promotes greater citizen engagement, transparency, and accountability, the National Action Plan was uniquely co-created by the government (executive, local government, legislative) and the non-government sectors such as civil society organizations, academe, public sector unions, and business sector. It features the inclusion of commitments not only from the government, but also from the civil society, a sign of a successful co-creation strategy with non-government partners.

The Action Plan was submitted on time to the OGP International Support Unit on June 30, 2017 and launched as an ASEAN side event on August 15, 2017, themed “Co-creating Good Governance Outcomes with the Filipino People”. The event was attended by international and local champions of open government.

Further, in the push for greater budget transparency, the DBM has created the Fiscal Openness Working Group to facilitate coordination and handle activities related to the conduct of the Open Budget Survey.

*PH-OGP National Action Plan 2017-2019 uniquely co-created by the public and private sectors*



*Action Plan launched as an ASEAN side event on August 15, 2017, themed “Co-creating Good Governance Outcomes with the Filipino People”*



# Pushing for the National Government Rightsizing Program



## The NGRP can:

**1** Focus government efforts on its vital functions

**2** Channel government resources to core public services

**3** Minimize or eliminate overlaps and duplication of functions among agencies

**4** Rationalize the delivery and support systems, organizational structure and staffing pattern of NGAs

Since the National Government Rightsizing Program (NGRP) was pursued in 2016, four Senate Bills (SB) and four House Bills (HB) on the implementation of the NGRP have been filed as of April 2017.

Said HBs were consolidated into HB No. 5707 which was approved on third and final reading on July 26, 2017. The SBs were consolidated into SB No. 1395, which is currently under second reading.

For 2018, the DBM will continue to pursue the passage of the NGRP Bills in Congress as the Program is vital in enhancing the government's institutional capacity for a more effective and efficient service delivery.

Once enacted into law, the DBM, through its Systems and Productivity Improvement Bureau (SPIB) which serves as the Secretariat of the Committee on Rightsizing the Executive Branch, will undertake preliminary interventions and activities for the implementation of the NGRP such as the following:

- Organize the Committee on Rightsizing the Executive Branch;
- Submit the draft Implementing Rules and Regulations of the National Government Rightsizing Act to the Committee; and
- Draft policies, framework, strategies, and mechanisms to be adopted in the implementation of the NGRP, and identify priority sectoral areas to be included in its implementation, including the agencies within said sectors.

At the end of its implementation, the NGRP is expected to result in a government that is appropriately-sized vis-à-vis the scope of public goods and services demanded from agencies.



# Supporting a Better Compensated Workforce



Increased the salaries of civilian personnel by 11%, on the average, across all salary grades

Salary adjustment resulted in parallel increases in the Mid-year and Year-end Bonuses, and Performance-Based Bonus of civilian personnel

Hazard pay of military and uniformed personnel increased to PhP540/month from PhP390/month

PhP41.24 B allocated in the FY 2017 GAA to cover the costs of the compensation adjustments (2nd tranche) for NGAs

Draft Joint Resolution on the compensation adjustment of the MUP submitted to the House of Representatives (HOR) on September 24, 2017 and the Senate on November 17, 2017

Joint Resolution was passed by the HOR on December 11, 2017 while the Senate adopted the HOR version on December 13, 2017

About 380,000 MUP to benefit from the compensation

## Second Tranche of Compensation Adjustment Implemented

Of 2017 marks the second year of the implementation of the compensation adjustments as provided for in Executive Order No. 201 (Modifying the Salary Schedule for Civilian Government Personnel and Authorizing the Grant of Additional Benefits for Both Civilian and Military and Uniformed Personnel).

In line with this, the DBM issued National Budget Circular No. 568 to provide the guidelines for the implementation of said adjustments.

By 2019, the DBM will conduct another salary survey to benchmark the salaries and other compensation of government workers with the private sector.



## Compensation Adjustment for the Military and Uniformed Personnel (MUP)

On September 11, 2017, the DBM submitted to the Office of the President a draft Congressional Joint Resolution providing for the compensation adjustment of the military and uniformed personnel (MUP). This is in compliance with the directive of President Duterte to the DBM in July 2017 to increase the base pay of the MUP by January 2018.

Said effort is deemed timely and valuable to boost the morale of the MUP and provide due recognition to their critical role in maintaining national security and peace and order.

The Joint Resolution will provide for a modified Base Pay Schedule (BPS) to around 380,000 MUP and will be implemented in two years, beginning January 1, 2018.

# Enhancing Government Services through Better Procurement



As part of the Administration's efforts to foster efficient and faster delivery of services to the people, the government allows Agency-to-Agency Procurement, either as Procurement Agent or Procuring Entity.

In 2017, the DBM's attached agency – the Procurement Service – served as a procuring agent, and was able to award PhP27.8 billion worth of projects from 124 Agency Procurement Requests. This undertaking was able to generate PhP2.3 billion savings for the government from public bidding, direct contracting, and negotiated procurement.

Some of the awarded projects were from the following:



## Department of Transportation

Projects: 9  
 Amount: PhP23.2 B  
 Contract Price: PhP21.6 B  
 Savings: PhP1.6 M



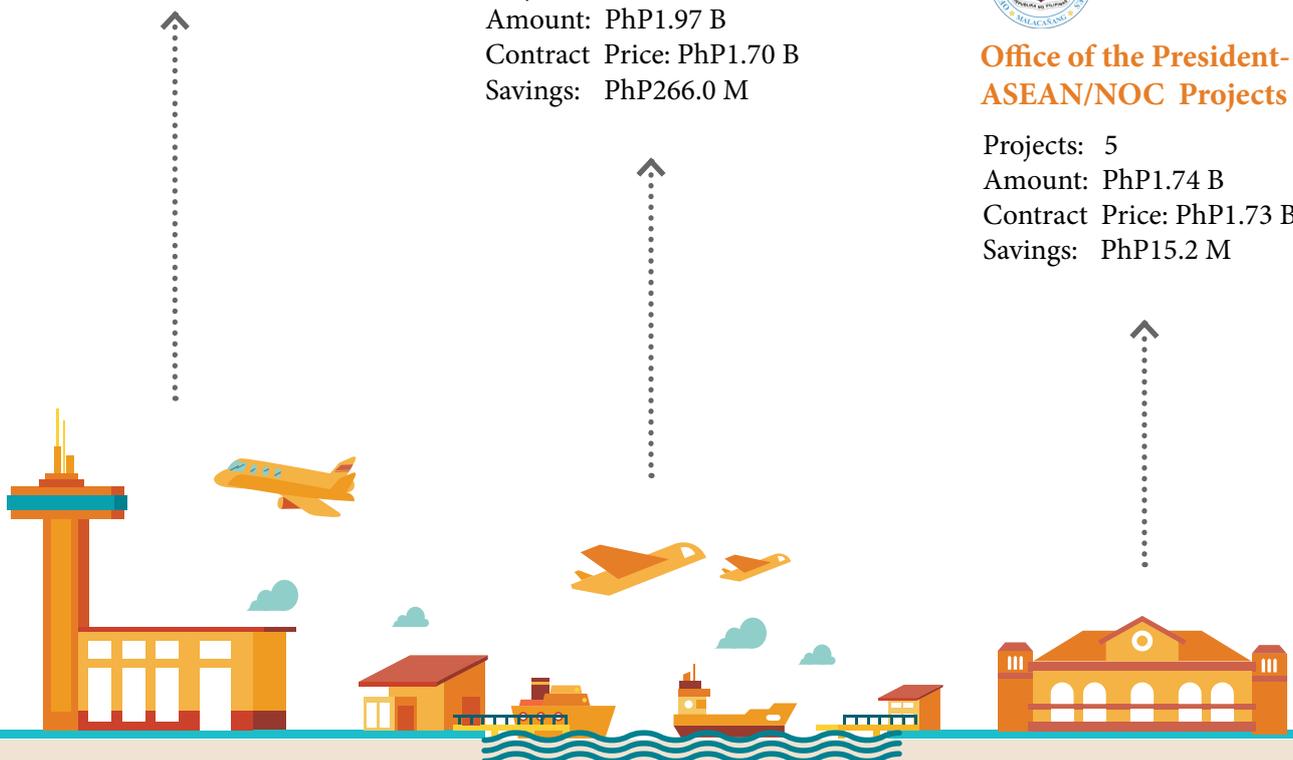
## Department of National Defense

Projects: 4  
 Amount: PhP1.97 B  
 Contract Price: PhP1.70 B  
 Savings: PhP266.0 M

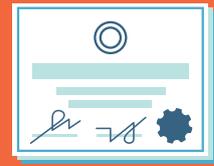


## Office of the President-ASEAN/NOC Projects

Projects: 5  
 Amount: PhP1.74 B  
 Contract Price: PhP1.73 B  
 Savings: PhP15.2 M



# Sustaining Compliance to ISO 9001 Standards



## DBM as an Agency

The DBM started its journey towards ISO certification in 2012 pursuant to Executive Order (EO) No. 605 (Institutionalizing the Structure, Mechanisms and Standards to Implement the Government Quality Management Program) which enjoined all departments to pursue ISO 9001 certification.

It secured its department-wide ISO 9001:2008 certification, on its first try, on October 29, 2015. Said certification, which covers the central and the 16 regional offices, is the first department-wide certification in the government. It is valid until September 14, 2018 as long as it sustains its compliance with its Quality Management System (QMS) and the certifying body's regulations.

In 2016, the DBM underwent its First Surveillance Audit and passed the same. Surveillance audits, a requirement for continuing certification to ISO 9001, are conducted to ensure the DBM's continued compliance with the QMS standards.

By 2018, the DBM targets the continued ISO certification, but this time under the ISO 9001:2015 standards, the latest version of the ISO 9001 QMS. Thus, it had underwent its

Second Surveillance and Transition Audit under the ISO 9001:2015 QMS standards in 2017. The results are to be revealed by the external auditor in early 2018.

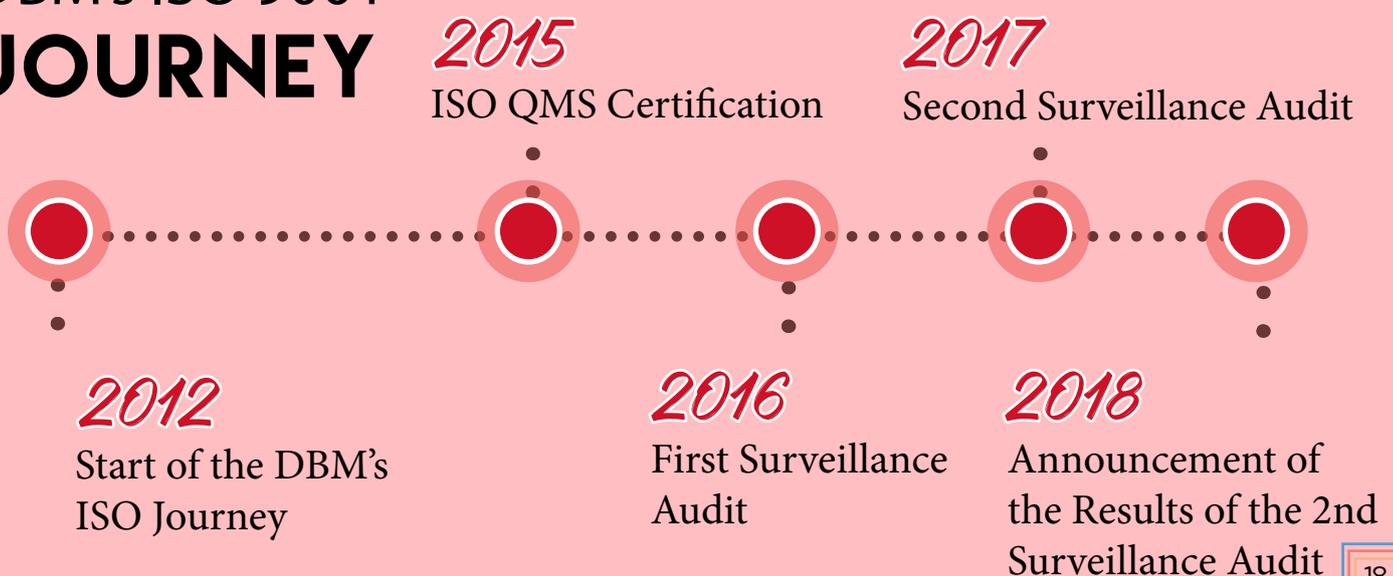
## DBM as an Oversight Agency

As the Chair of the Government Quality Management Committee (GQMC) which was created under EO No. 605, the DBM spearheads the implementation of the Government Quality Management Program (GQMP).

Under the GQMP, certain agencies (departments/agencies, government-owned and/or -controlled corporations/government financial institutions, and local water districts) are directed to establish a QMS certified to the ISO 9001 standard and the applicable Government Quality Management System Standards; while some, such as the SUCs, LGUs, Constitutional Offices, Legislative Branch, and the Judiciary, are encouraged.

As of May 2017, 77.1 percent of the 489 government validated agencies were found ISO compliant.

## DBM's ISO 9001 JOURNEY



# Improving Access to and Content of Budget Information



## DBM Recognized as FOI Champion

Since the launch of the Freedom of Information (FOI) Program on November 25, 2016 pursuant to Executive Order No. 2, the DBM has been one of the top four agencies being requested information in the FOI electronic portal. It is also among the first few agencies which was able to comply with the preparation of its own FOI Manual. The contents of which were disseminated to the DBM Central and Regional Offices (ROs) through briefings and email blast.

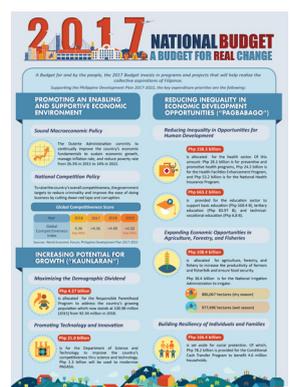
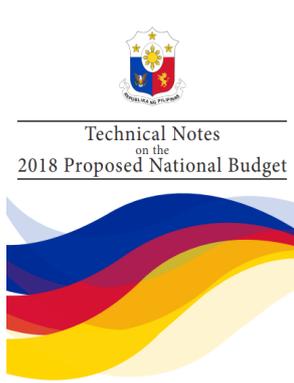
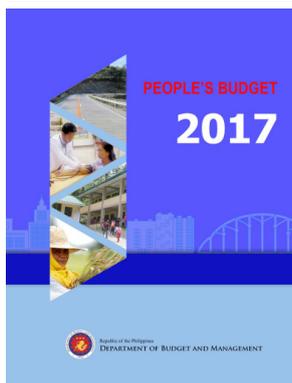
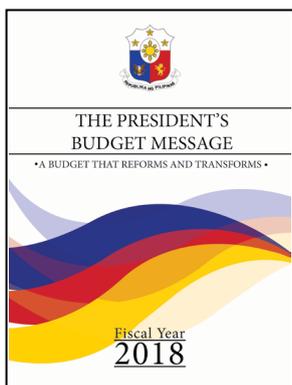
DBM FOI Officers were likewise designated in both the DBM CO and ROs to ensure that requests for information are responded to.

Also, to ensure the Program's irreversibility, the passage of an FOI Law was included as one of the commitments in the PH-OGP's 4th National Action Plan 2017-2019.

Given the Department's strong commitment and efforts to ensure the success of the FOI Program, the DBM was conferred with an FOI Champion Award (Department category) on December 4, 2017 during the 2017 FOI Annual Awards organized by the Presidential Communications Operations Office (PCOO). DBM Secretary Benjamin E. Diokno and Undersecretary Lilia Guillermo, the Department's Chief Information Officer and FOI Champion, received the prestigious award at the Rizal Park Hotel.



Secretary Diokno receives the FOI Champion Award. With him are (from left to right) Rep. Bernadette Herrera-Dy of Bagong Henerasyon Party List, DBM Usec. Lilia Guillermo, PCOO Sec. Martin Andanan, and Executive Secretary Salvador Medialdea.



## 'Meatier' Budget Publications

More than making budget publications accessible to the general public, the DBM is also making the content of its publications 'meatier' to cater to the information needs of its readers. Doing so helps stimulate public engagement in the budget process.

To get the readers' feedback, readership surveys are conducted regularly particularly for the Technical Notes on the Proposed Budget, DBM Bulletin (newsletter), and the People's Budget series which features the proposed and enacted budget in a laymanized manner.

The contents of the budget publications are also being aligned with the requirements of the Open Budget Survey (OBS), a biennial survey done by the International Budget Partnership, to assess budget



## First DBM Library Exhibit Held

As part of its efforts to promote fiscal transparency, the DBM conducted the first-ever DBM Library Exhibit on November 24, 2017.

About 50 students from various schools and universities in Metro Manila and DBM officials and staff attended said event which showcased budget documents as far back as the Spanish times, in-house publications, and books provided by international organizations and other government agencies.

To better appreciate the government budget, DBM Assistant Secretary Amelita Castillo, who also serves as the concurrent head of the Budget Information and Training Service (BITS), gave a brief lecture on the national budget. An audio visual presentation on the budget process was also shown. DBM publications such as the People's Budget, Technical Notes on the Proposed Budget, Government Directory, and DBM Bulletin newsletters were given to the students.

In general, the event was a success as it was able to quench the students' thirst for budget information, as well as promote awareness on what the DBM does.



transparency of governments. For instance, under the 2018 Technical Notes released in September 2017, more comprehensive discussions on government disbursements, revenues, earmarked revenues, and off-budget accounts were included, as well as a multi-year period for expenditures were presented to address the OBS recommendation to improve the comprehensiveness of the Executive's Budget Proposal.

# BUILDING EXCELLENT WORKFORCE



# BUILDING EXCELLENT WORKFORCE



Almost a thousand participants on PFM competencies trained

First-ever Executive Course on PFM conducted



Nine (9) Memoranda of Agreement on the professionalization of public procurement practitioners signed by GPPB-TSO with SUCs

97 trainings for DBM employees provided in 2017, higher by 64.4% than the previous year



First-ever DBM Careership Program launched

Lactation Room and Day Care Facility established



# Enhancing the Competency of the PFM Workforce



## PFM Competency Program Implemented

The Public Financial Management Competency Program (PFMCP) was developed to provide PFM practitioners access to quality and relevant learning interventions that will enable them to effectively perform their PFM functions.

The Program is based on a PFM Competency Framework that covers the following functions: budgeting, procurement, cash management, accounting, and auditing (internal and external).

Since its launch in 2015, a total of 1,675 participants from various government agencies have attended PFMCP trainings as of December 2017. In 2017 alone, 980 participants were able to avail of the PFMCP trainings, higher by 74.4 percent than the 2016 attendees.

A PFMCP Monitoring and Evaluation Framework and Assessment Manual was also developed in 2017 to assess the qualifications of the training providers (subject-matter experts and partner institutions), effectiveness of the trainers and facilitators, and the participants' knowledge, among others.

Said Evaluation Framework has been used to determine possible partner institutions which could deliver the PFMCP courses, as well as facilitators, lecturers, and trainers who could be tapped for the delivery of the PFMCP.

By 2018, the DBM will partner with various universities in the country to serve as learning service providers for the PFMCP. The intent is to make the PFMCP more accessible to PFM practitioners in Luzon, Visayas, and Mindanao, as well as open up the potential accreditation of the PFMCP courses as learning/academic units for post-graduate degree courses.

### PFMCP'S GROWING NUMBER OF PARTICIPANTS



## First-ever PFM Executive Course Conducted

For the first time, the DBM organized a PFM Executive Course which was attended by 39 executives from the DBM, COA, Department of Finance, DPWH, DSWD, and NEDA. The objective was to build professionalism in PFM by providing senior officials with a systematic overview of key PFM issues and bridge silos in PFM areas.

Professor Steve Peterson, who is currently handling the same course in the University of Melbourne, served as the lecturer for the whole duration of the Course, which ran every Friday from October 20 to December 8, 2017.

- Renowned PFM Professor Steve Peterson, formerly from the Harvard Kennedy School of Government and now with the University of Melbourne, has trained over 1,600 senior executives from 54 countries and has 35 years of experience in PFM.
- A “cadre of 39 reformers” from various government offices attended the first-ever PFM Executive Course.



## Professionalization Program Pursued

In line with the GPPB-TSO's mandate to institutionalize the professionalization of parties involved in the procurement process, a sustainable program to develop the capacity of procurement practitioners has been established by entering into partnership with venerable State Universities and Colleges (SUCs) through an offering of the Public Procurement Specialist Certification Course.

For CY 2017, nine (9) Memoranda of Agreement (MOA) were signed by GPPB-TSO with SUCs on the Professionalization Program for Public Procurement Practitioners, wherein three (3) SUCs commenced actual implementation.

328  
(Government Sector)

5  
(Private Sector)

attended the Procurement Certification Course conducted by the University of the Philippines, Kalinga State University, and Central Luzon State University.



## Composite Team Training Roll-out on RA 9184 and its IRR

The pool of GPPB-TSO Recognized Trainers is divided into: a) Composite Team Members (CTMs) who are made up of Trainers from the Regional Offices of the DBM, DPWH, and DILG; the Philippine League of Local Budget Officers (PHILLBO); and COA (115); b) Trainers from SUCs (48); and c) Trainers from NGAs and GOCCs in NCR (70). To date, there are 233 active GPPB -TSO Recognized Trainers.

CTMs from Regions I, II, and VII conducted

12  
trainings

1,257  
participants

# Capacitating the DBM Workforce



DBM key officials and technical staff gathered during the Forum on the 2017 Budget Execution.

To effectively deliver on its mandate, the DBM continues to enhance the knowledge, skills, and attitudes of its workforce for optimal work performance.

In 2017, a total of 97 trainings, with almost 1,200 attendees, were provided to DBM employees, higher by 64.4% than the 59 trainings held in 2016. The trainings targeted all levels/positions, covering all necessary aspects of government work, particularly leadership and technical skills. Soft skills trainings were also included to completely shape DBM employees into well-rounded and highly-skilled individuals.

This momentum will follow through in the years ahead to ensure the competence of its workforce.



Trainings conducted:



# Launching the DBM Careership Program



In support of the Department's goal to establish a competent workforce which is highly trained in the field of development economics, the DBM partnered with the Philippine Center for Economic Development (PCED), housed by the University of the Philippines School of Economics (UPSE), for the DBM Careership Program. Said Program aims to hone new college graduates into technically proficient government staff with core competencies in economic analysis and public policy.

The first batch of scholars was accepted into the program in July 2017. They are currently enrolled in the Masters in Development Economics Program of the UPSE. Upon completion, they will be given regular appointment in the DBM.

DBM Secretary Benjamin Diokno, the man behind the Program, said that having "a more professional and competent technical staff will undoubtedly enhance the efficiency and effectiveness of the government."



# Unveiling the DBM Lactation Room and Day Care Facility



To provide a caring space for the children of DBM employees, as well as lactating mothers, the DBM launched on May 8, 2017 its first-ever Lactation Room and Day Care Facility, which are open from Monday to Friday, 8:00 AM to 5:00 PM. These facilities are just a few of the key projects of the DBM Gender and Development Focal Point System.

The Day Care Facility, which currently caters to 21 toddlers, aged 2 to 5, features a study and play area, television set, chairs, tables, and instructional materials.

The establishment of the Lactation Room not only provides privacy to lactating mothers when they express milk, but also helps promote breastfeeding.



# ACCELERATING OUR PFM JOURNEY



# ACCELERATING OUR PFM JOURNEY



Goal: DBM as one of the top budget institutions in the world

Increase infrastructure spending to 7.3% of GDP by 2022

Improve the government's fiscal transparency rating (Open Budget Index score) to 69 by 2019 and to 71 by 2021 to remain on top of our game

Roll out the BTMS to other spending agencies by 2018 onwards

Continue to shepherd the Budget Reform Bill in Congress, and at the same time, implement major changes in the budget process such as the Annual Cash-Based Budget by 2019 to improve budget credibility



# ANNEXES



# FINANCIAL STATEMENTS

## Financial Accountability Report Summary

DEPARTMENT OF BUDGET AND MANAGEMENT											
Financial Accountability Report Summary											
As of December 31, 2017											
In Thousand Pesos											
Particulars	Appropriations			Allotments			Obligation	Balance	Disbursement	Budget Utilization Rate	
	Authorized Appro	Adjustment	Adjusted Appro	Allotments Received	Adjust-ment	Adjusted Allotment				Obligation	Disbursement
<b>CURRENT APPRO</b>	<b>1,430,019</b>	<b>1,593,374</b>	<b>3,023,393</b>	<b>3,005,277</b>	<b>(58,951)</b>	<b>2,946,326</b>	<b>2,678,845</b>	<b>267,481</b>	<b>2,553,762</b>	<b>90.92</b>	<b>95.33</b>
<b>DBM-OSEC</b>	<b>1,397,052</b>	<b>1,589,838</b>	<b>2,986,890</b>	<b>2,968,774</b>	<b>(58,951)</b>	<b>2,909,823</b>	<b>2,645,520</b>	<b>264,303</b>	<b>2,520,680</b>	<b>90.92</b>	<b>95.28</b>
Agency Specific Budget	1,397,052	-	1,378,936	1,378,936	(58,951)	1,319,985	1,058,156	261,829	933,990	80.16	88.27
PS	629,832	-	629,832	611,716	23,975	635,691	628,362	7,329	623,630	98.85	98.25
MOOE	671,084	-	671,084	671,084	(140,233)	530,851	374,661	156,190	278,013	70.58	74.20
FinEx	107	-	107	107	-	107	17	90	17	15.89	100.00
CO	96,029	-	96,029	96,029	57,307	153,336	55,116	98,220	32,330	35.94	58.66
Special Purpose Funds	-	22,916	22,916	22,916	-	22,916	22,814	102	22,523	99.55	98.72
MPBF - PS	-	17,097	17,097	17,097	-	17,097	17,074	23	16,783	99.87	98.30
PGF - PS	-	5,819	5,819	5,819	-	5,819	5,740	79	5,740	98.64	100.00
Automatic Appro	-	52,055	52,055	52,055	-	52,055	51,269	786	51,269	98.49	100.00
Foreign Grants	-	5,342	5,342	5,342	-	5,342	3,756	1,586	3,373	70.31	89.80
MOOE	-	5,342	5,342	5,342	-	5,342	3,756	1,586	3,373	70.31	89.80
ARMM Dep-Ed	-	1,509,525	1,509,525	1,509,525	-	1,509,525	1,509,525	-	1,509,525	100.00	100.00
Regular	-	862,297	862,297	862,297	-	862,297	862,297	-	862,297	100.00	100.00
RLIP	-	647,228	647,228	647,228	-	647,228	647,228	-	647,228	100.00	100.00
GPPB-TSO	32,967	3,536	36,503	36,503	-	36,503	33,325	3,178	33,082	91.29	99.27
Agency Specific Budget	32,967	-	32,967	32,967	-	32,967	29,818	3,149	29,575	90.45	99.19
PS	22,667	-	22,667	22,667	750	23,417	22,444	973	22,366	95.84	99.79
MOOE	10,299	-	10,299	10,299	(750)	9,549	7,374	2,175	7,179	77.22	97.86
FinEx	1	-	1	1	-	1	-	1	-	-	-
CO	-	-	-	-	-	-	-	-	-	-	-
Special Purpose Funds	-	1,465	1,465	1,465	-	1,465	1,465	-	1,465	100.00	100.00
MPBF - PS	-	756	756	756	-	756	756	-	756	100.00	100.00
PGF - PS	-	709	709	709	-	709	709	-	709	100.00	100.00
Automatic Appro	-	2,071	2,071	2,071	-	2,071	2,042	29	2,042	98.60	100.00
RLIP	-	2,071	2,071	2,071	-	2,071	2,042	29	2,042	98.60	100.00
<b>CONTINUING APPROPRIATION</b>	<b>-</b>	<b>425,249</b>	<b>425,249</b>	<b>425,249</b>	<b>-</b>	<b>425,249</b>	<b>381,916</b>	<b>43,333</b>	<b>249,564</b>	<b>89.81</b>	<b>65.35</b>
<b>DBM-OSEC</b>	<b>-</b>	<b>415,376</b>	<b>415,376</b>	<b>415,376</b>	<b>-</b>	<b>415,376</b>	<b>375,269</b>	<b>40,107</b>	<b>246,499</b>	<b>90.34</b>	<b>65.69</b>
Agency Specific Budget	-	415,376	415,376	415,376	-	415,376	375,260	40,107	246,499	90.34	65.69
MOOE	-	385,987	385,987	385,987	(45,517)	340,470	311,717	28,753	230,497	91.55	73.94
FinEx	-	94	94	94	-	94	12	82	12	12.77	100.00
CO	-	29,286	29,286	29,286	45,517	74,803	63,531	11,272	15,990	84.93	25.17
Special Purpose Funds	-	9	9	9	-	9	9	-	-	100.00	-
MPBF - MOOE	-	9	9	9	-	9	9	-	-	100.00	-
GPPB-TSO	-	9,873	9,873	9,873	-	9,873	6,647	3,226	3,065	67.33	46.11
Agency Specific Budget	-	9,873	9,873	9,873	-	9,873	6,647	3,226	3,065	67.33	46.11
MOOE	-	6,105	6,105	6,105	-	6,105	3,542	2,563	2,885	58.02	81.45
FinEx	-	1	1	1	-	1	-	1	-	-	-
CO	-	3,767	3,767	3,767	-	3,767	3,105	662	180	82.43	5.80
<b>TOTAL DBM, CURRENT AND CONTINUING</b>	<b>1,430,019</b>	<b>2,018,623</b>	<b>3,448,642</b>	<b>3,430,526</b>	<b>(58,951)</b>	<b>3,371,575</b>	<b>3,060,761</b>	<b>310,814</b>	<b>2,803,326</b>	<b>90.78</b>	<b>91.59</b>
Agency Specific Budget	1,430,019	425,240	1,855,259	1,837,143	(58,951)	1,778,192	1,469,881	308,311	1,213,129	82.66	82.53
OSEC	1,397,052	415,367	1,812,419	1,794,303	(58,951)	1,735,352	1,433,416	301,936	1,180,489	82.60	82.35
GPPB-TSO	32,967	9,873	42,840	42,840	-	42,840	36,465	6,375	32,640	85.12	89.51
Agency Specific Budget	1,430,019	425,240	1,855,259	1,837,143	(58,951)	1,778,192	1,469,881	308,311	1,213,129	82.66	82.53
PS	652,499	-	652,499	634,393	24,725	659,198	650,806	8,302	646,026	98.74	99.27
MOOE	681,383	392,082	1,073,475	1,073,475	(186,500)	886,975	697,294	189,681	518,574	78.61	74.37
FinEx	108	95	203	203	-	203	29	174	29	14.29	100.00
CO	96,029	33,053	129,082	129,082	102,824	231,906	121,752	110,154	48,500	52.50	39.84
Transfers/Adjustments	-	1,593,383	1,593,383	1,593,383	-	1,593,383	1,590,880	2,503	1,590,197	99.84	99.96
MPBF (PS)	-	17,853	17,853	17,853	-	17,853	17,830	23	17,539	99.87	98.37
MPBF (MOOE)	-	9	9	9	-	9	9	-	9	100.00	-
PGF (PS)	-	6,528	6,528	6,528	-	6,528	6,449	79	6,449	99.79	100.00
RLIP (PS)	-	54,126	54,126	54,126	-	54,126	53,311	815	53,311	98.49	100.00
Grants (MOOE)	-	5,342	5,342	5,342	-	5,342	3,756	1,586	3,373	70.31	89.80
ARMM-DepED (PS)	-	1,509,525	1,509,525	1,509,525	-	1,509,525	1,509,525	-	1,509,525	100.00	100.00
Regular	-	647,228	647,228	647,228	-	647,228	647,228	-	647,228	100.00	100.00
RLIP	-	862,297	862,297	862,297	-	862,297	862,297	-	862,297	100.00	100.00

Prepared by:

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 DBM

Certified Correct by:

*Eden D. Pangilinan*  
 Eden D. Pangilinan  
 Budget Division, Finance Service  
 DBM

# Condensed Statement of Financial Position



REPUBLIC OF THE PHILIPPINES  
**DEPARTMENT OF BUDGET AND MANAGEMENT**  
 Office of the Secretary  
 GENERAL SOLANO STREET, SAN MIGUEL, MANILA

**CONDENSED STATEMENT OF FINANCIAL POSITION**  
**CONSOLIDATION OF ALL FUND CLUSTERS (FC 01, 04, 07)**  
**AS OF DECEMBER 31, 2017**

	<u>Note</u>	<u>2017</u>	<u>2016</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	5	4,872,849.24	4,157,778.76
Receivables	7	1,124,069,298.58	1,127,333,818.91
Inventories	8	11,038,700.05	7,099,357.66
Other Current Assets	11	11,715,763.55	127,371,443.16
<b>Total Current Assets</b>		<b>1,151,696,611.42</b>	<b>1,265,962,398.49</b>
<b>Non - Current Assets</b>			
Investments	6	1,000.00	1,000.00
Property, Plant and Equipment	9	1,030,596,382.48	1,039,402,011.58
Intangible Assets	10	114,990,885.28	18,468,414.86
<b>Total Non-Current Assets</b>		<b>1,145,588,267.76</b>	<b>1,057,871,426.44</b>
<b>Total Assets</b>		<b>2,297,284,879.18</b>	<b>2,323,833,824.93</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Financial Liabilities	12	44,127,927.53	42,540,461.69
Inter-Agency Payables	13	71,818,051.94	772,104,728.51
Trust Liabilities	14	7,473,526.96	3,947,248.71
Deferred Credits	15	123,446.54	134,626.21
Other Payables	16	740,538.46	40,264.47
<b>Total Current Liabilities</b>		<b>124,283,491.43</b>	<b>818,767,329.59</b>
<b>Total Liabilities</b>		<b>124,283,491.43</b>	<b>818,767,329.59</b>
<b>Total Assets less Total Liabilities</b>		<b>2,173,001,387.75</b>	<b>1,505,066,495.34</b>
<b>NET ASSETS/EQUITY</b>			
<b>Government Equity</b>			
Accumulated Surplus/(Deficit)		<b>2,173,001,387.75</b>	<b>1,505,066,495.34</b>
<b>Total Net Assets/Equity</b>		<b>2,173,001,387.75</b>	<b>1,505,066,495.34</b>

# Condensed Statement of Financial Performance



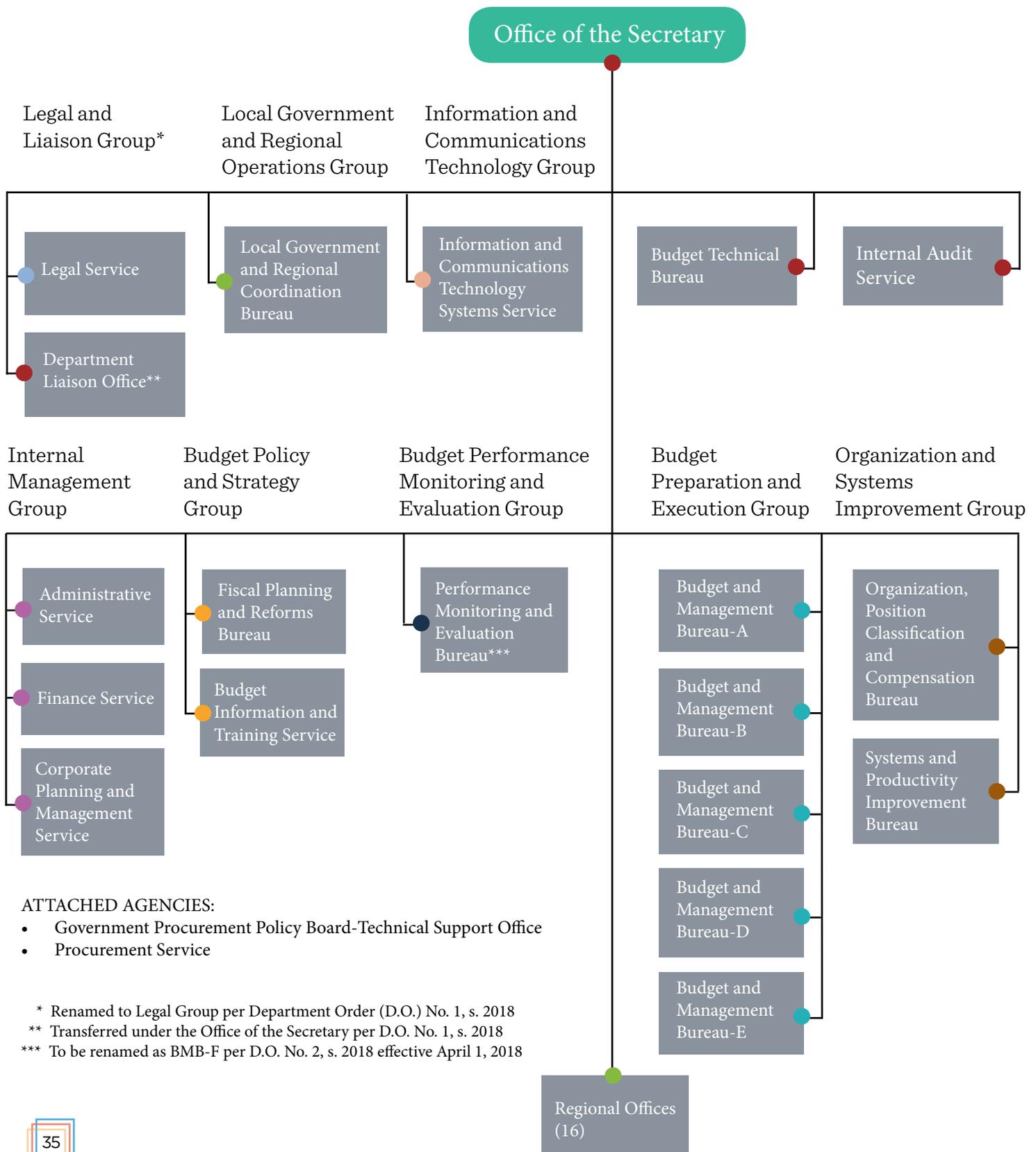
REPUBLIC OF THE PHILIPPINES  
**DEPARTMENT OF BUDGET AND MANAGEMENT**  
 Office of the Secretary  
 GENERAL SOLANO STREET, SAN MIGUEL, MANILA

**CONDENSED STATEMENT OF FINANCIAL PERFORMANCE**  
**CONSOLIDATION OF ALL FUND CLUSTERS (FC 01, 04, 07)**  
**FOR THE PERIOD ENDING DECEMBER 31, 2017**

	<u>Note</u>	<u>2017</u>	<u>2016</u>
<b>Revenue</b>			
Tax Revenue			
Service and Business Income	17	3,552,072.70	2,569,549.37
Shares, Grants and Donations	18	9,781,420.08	2,791,567.75
<b>Total Revenue</b>		<b>13,333,492.78</b>	<b>5,361,117.12</b>
<b>Less: Current Operating Expenses</b>			
Personnel Services	19	2,099,130,707.31	1,891,545,365.13
Maintenance and Other Operating Expenses	20	530,996,554.97	382,179,316.23
Financial Expenses	21	29,015.00	22,971.00
Non-Cash Expenses	22	64,866,491.39	58,388,961.94
<b>Total Current Operating Expenses</b>		<b>2,695,022,768.67</b>	<b>2,332,136,614.30</b>
<b>Surplus/(Deficit) from Current Operations</b>		<b>(2,681,689,275.89)</b>	<b>(2,326,775,497.18)</b>
Net Financial Assistance/Subsidy	23	2,911,856,220.95	2,990,778,041.57
Non-Operating Income, Gain or Losses	24	(195,120.24)	(520,587.97)
<b>Surplus/(Deficit) for the period</b>		<b>229,971,824.82</b>	<b>663,481,956.42</b>

# ORGANIZATIONAL STRUCTURE

## DEPARTMENT OF BUDGET AND MANAGEMENT



**ATTACHED AGENCIES:**

- Government Procurement Policy Board-Technical Support Office
- Procurement Service

\* Renamed to Legal Group per Department Order (D.O.) No. 1, s. 2018

\*\* Transferred under the Office of the Secretary per D.O. No. 1, s. 2018

\*\*\* To be renamed as BMB-F per D.O. No. 2, s. 2018 effective April 1, 2018

# DBM Directory

Office/Bureau/Service	Name	Contact Details
Office of the Secretary	Sec. Benjamin E. Diokno	(02) 657-3300 Local 2302
Office of the Undersecretary for Budget Policy and Strategy Group	Usec. Laura B. Pascua	(02) 657-3300 Locals 2304; 2604
Office of the Undersecretary for Local Government and Regional Operations Group	Usec. Luz M. Cantor	(02) 657-3300 Local 2319
Office of the Undersecretary for Local Government and Regional Operations Group	Usec. Janet B. Abuel (on study leave)	(02) 657-3300 Locals 2607; 2359
Internal Audit and Special Concerns	Usec. Agnes Joyce G. Bailen	(02) 657-3300 Local 2361
Office of the Undersecretary for Budget Preparation & Execution Group	Usec. Tina Rose Marie L. Canda	(02) 657-3300 Local 2304
Office of the Undersecretary for Information and Communications Technology Group/ Chief Information Officer	Usec. Lilia C. Guillermo	(02) 657-3300 Locals 2305; 2605
Office of the Undersecretary for Mindanao Affairs	Usec. Herman B. Jumilla	(02) 657-3300 Local 2303
Office of the Assistant Secretary for Budget Policy and Strategy Group	ASec. Amelita D. Castillo	(02) 657-3300 Locals 2306; 2606
Office of the Assistant Secretary for Organization & Systems Improvement Group/ Internal Management Group	ASec. Myrna S. Chua	(02) 657-3300 Local 2667
Chief of Staff	ASec. Amenah F. Pangandaman	(02) 657-3300 Local 2656
Office of the Assistant Secretary for Information and Communications Technology Group	ASec. Clarito Alejandro D. Magsino	(02) 657-3300 Local 2663
Office of the Legal Group	Dir. Rowena Candice M. Ruiz Officer-in-Charge	(02) 657-3300 Locals 1112; 1119
Budget and Management Bureau-A	Dir. Lorenzo C. Drapete*	(02) 657-3300 Locals 2313; 2314
Budget and Management Bureau-B	Dir. Mary Anne A. Dela Vega*	(02) 657-3300 Locals 2307; 2320
Budget and Management Bureau-C	Dir. Carmencita P. Mahinay*	(02) 657-3300 Locals 2325; 2326
Budget and Management Bureau-D	Dir. Ma. Soledad G. Doloiras	(02) 657-3300 Locals 2331; 2332
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Local Government and Regional Coordination Bureau	Dir. Leila Magda G. Rivera	(02) 657-3300 Locals 2347; 1120
Organization, Position Classification and Compensation Bureau	Dir. Gerald R. Janda	(02) 657-3300 Locals 1210; 1211
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DBM Region III	Dir. Elisa D. Salon**	(02) 657-3300 Locals 8201; 8202
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DBM Region V	Dir. Renato M. de Vera**	(02) 657-3300 Locals 8816; 8231
DBM Region VI	Dir. Mae L. Chua	(02) 657-3300 Locals 8301; 8302
DBM Region VII	Dir. Imelda C. Laceras**	(02) 657-3300 Locals 8331; 8332
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DBM Caraga	Dir. Gary R. Martel**	(02) 657-3300 Locals 8631; 8632

\* Per DO No. 2, s. 2018 effective April 1, 2018

\*\* Per DO No. 3, s. 2018 effective April 1, 2018, except the reassignment of Directors Cells and de Vera which shall be effective Aug. 1, 2018. Likewise, the transfer of Dir. Taguinod to RO III shall take effect upon the retirement of Dir. Salon.

\*\*\* Designated as OIC-Director IV of the DBM NCRO effective April 1, 2018 per Office Order No. 151, s. 2018

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Administrative Service

BTMS Project Management Office

Budget and Management Bureaus

Budget Technical Bureau

Corporate Planning and Management Service

Finance Service

Fiscal Planning and Reforms Bureau

Government Procurement Policy Board-

Technical Support Office

Local Government and Regional Coordination Bureau

Organization, Position Classification and

Compensation Bureau

Procurement Service

Systems and Productivity Improvement Bureau

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