

ALBERTO C. AGRA

July 2, 2020

He is a lawyer, an incumbent and former government official, a Public-Private Partnership (PPP) advocate and lecturer, a professor of laws and bar reviewer, a PhD candidate, a sports servant-leader, and an active obstacle course racer, javelin thrower and jump rope enthusiast.

Chairman, Board of Directors, Philippine Reclamation Authority, appointed November 7, 2016; elected by the Board November 16, 2016; Chairman of Executive, Governance, Risk Management, Business Development and Marketing Committees, and member of Nomination and Remunerations, Reclamation, and Construction and Building Projects Committees

Certified Public-Private Partnership (PPP) Specialist™ and **Certified Regulation Specialist™**, **2013 IP3 Almuni of the Year (Finalist)**, Institute for Public-Private Partnerships, VA, U.S.A. and Water, Engineering and Development Centre of Loughborough University or WEDC, U.K.; one of only two certified specialists in the world with these two titles

Author, **33** PPP frameworks, **5** publications, **2** study aids (PPP Dashboard – PPP Airlines ACA 0407 and PPP Menu by Casa Agra), **1** audio-visual presentation (YouTube), policy papers and research materials on PPPs, local governments, election law, regulation and public corporations, where his template PPP and Joint Venture ordinances have been referred to by **116** local governments units (provinces, cities and municipalities), and **237** barangays of the Province of Bataan

PPP Lecturer, conducted, since 2011, **342** lectures and briefings (6 in 2020; 52 in 2019; 51 in 2018, to date; 37 in 2017; 50 in 2016; 41 in 2015; 66 in 2014) on PPPs and Joint Ventures for national and local government officials, private sector, civil society, lawyers, and members of academe

PPP Law Professor, Ateneo Law School, 2013 to present

PPP Resource Person, Local Government Academy – Department of Interior and Local Government (2014 to 2016); National Economic and Development Authority, Seminars/ Capability-Building on the PPP Legal Framework and Contract Management (2015 –2016)

Trademark Owner, 2018

1. Certified PPP Practitioner™ (for re-application)

2. Certified PPP Advocate™ (Conferred unto **51** attendees this trademark; for re-application)
3. Ready for Better™

Professor of Laws, Bar Reviewer, Lecturer and Author, Political Law Review, Public-Private Partnership Law, Local Government Law, Administrative Law, Election Law, Law on Public Corporations, and Law on Public Officers, Ateneo de Manila Law School, 1993 to present

Amicus Imperiorum Locorum (Friend of Local Governments):

1. Principal Author of 1,408-page law book for local government units titled *Amicus Imperiorum Locorum* (Friend of Local Governments);
2. Designated as *Amicus Imperiorum Locorum* by Quezon City, Manila and Navotas in the Supreme Case questioning the imposition of curfew on minors; and
3. Adviser to the Department of Interior and Local Government for Local Government PPPs (August 2016 to present).

Columnist, PPP Lead, *BusinessMirror*, November 23, 2015 up to 2018

Athlete and Sports Official:

Obstacle Sports:

1. **Central Board Member**, Fédération Internationale de Sports d'Obstacles (FISO)/ World OCR, May 2017 to present
2. **President**, Pilipinas Obstacle Sports Federation, the National Sports Association on obstacle sports accredited by the Philippine Sports Commission, and Recognized Member of the Philippine Olympic Committee, January 2017 to present
3. **President**, OCR Asia Pacific, March 2017 to present
4. **Technical Delegate**, Para-OCR as Demonstration Sport, 10th ASEAN Paragames, January 2019
5. **Obstacle Course Racer**
 - a) Podium Finishers: 1st placer, Age-Group (50+), Spartan Super-Age Group, Kaoshiung, Taiwan [October 2018], Spartan Sprint Age-Group, Kaoshiung, Taiwan [October 2018] 3rd placer, Age-Group (55 – 59), Spartan Sprint

Age-Group, Philippines [May 2019], 4th placer, Age-Group (55 – 59), Super Spartan Age-Group, Hong Kong [June 2019]; 2nd placer, Age-Group (55 – 59), Super Spartan, Philippines [July 2019], and

- b) Joined 34 Obstacle Course Races (9 in 2019, 16 in 2018, 7 in 2017, 2 in 2016): 2 Continental OCRs (1st Asian OCR Championships, [January 2018]; Charity Run, European Championships, [July 2017]); 1 Trifecta Spartan Race (Sparta, Greece [November 2018]; 24 Spartan Races: Hurricane Heat 4 Hours, Philippines [November 2019], Best-Age Group, World Championships, Lake Tahoe, U.S.A. [September 2019], Super Age-Group, SEA Series, Singapore [August 2019], Super Age-Group, SEA Series, Malaysia [July 2019], Super Age-Group, Philippines [July 2019]; Super Age-Group, Hong Kong [June 2019]; Sprint Age-Group, Philippines [May 2019], Stadion, Singapore [January 2019], Sprint Open [January 2019], Beast Open, Johor Bahru [December 2018], Beast Open, Sparta, Greece [November 2018], Super Open, Sparta, Greece [November 2018], Sprint Open, Sparta, Greece [November 2018], Super Age-Group, Kaoshiung, Taiwan [October 2018], Sprint Age-Group, Kaoshiung, Taiwan [October 2018], Beast Elite, Subic [September 2018], Sprint Age-Group, Foressa, Cebu [June 2018], Super Age-Group, Pampanga [February 2018], Beast Competitive, Johor Bahru [December 2017], Super Competitive, Tokyo [October 2017], Super-Open, Beijing [September 2017], Sprint Competitive, New York, [June 2017], Super Competitive, Singapore [May 2017], Sprint Competitive, Malaysia [March 2017], Sprint Open, Hong Kong [November 2016] and Sprint Open, San Diego, CA [September 2016]); 2 Tough Mudder Challenges (half [July 22, 2018], half [July 21, 2018]) and 3 Local Races (Frontrow 5km [June 2019], Color Manila Challenge [June 2018], Conquer Challenge [8km Elite, [August 2018], 7km, [May 2018])

- c) Participated in 2 OCR World Virtual Races (May and June, 2020)

Javelin Thrower, competed in 1 Seniors Tournament (25.70m, Sabah, September 7, 2019)

Jump Rope, Trustee, Philippine Jump Rope Association, July 2020

General Counsel and Assistant Corporate Secretary, Philippine Olympic Committee, March 2018 up to present

Member, Sports Lawyers Association, 2020

Arbitrator (2 cases) and **Expert Witness** in UNCITRAL Arbitration in Singapore

Adopted Son of Bataan, Provincial Government of Bataan, April 7, 2017

PhD Candidate, Leadership Studies major in Public Management, Ateneo School of Government, 2012-present, Dissertation topic on “Practicing Leadership to “Future-Proof” the General Welfare through Local Government Public-Private Partnerships”

Student, University of Texas at Austin Administrative Law Specialist Course on Administrative Law (June 2020 to present)

President, Chow Chow Club of the Philippines, 2012 to present

Convenor, Ateneo Law Running Club, March 2015 to present

President, Forensic Law and Policy Strategies, Inc. or Forensic Solutions, a private policy think tank offering services in the fields of policy, law reform, advocacy and governance, July 2010 to October 2016

President, Kape Teybol Buk Publishing House, March 2013 to present, published “No Body is Perfect,” and “Life as it should be” in celebration of 25th year of Aboitiz Foundation which won the Cardinal Sin Catholic Book Awards 2014 (Youth and Children Category) and was given a Special Citation in the Youth and Children Print Category in the Catholic Mass Media Awards 2014

Executive Director, Philippine – Lao PDR Business Council, 2012 to present

Lecturer, Faculty Member, Ateneo School of Government, Leadership in the Public Service, September 2013 to present; Pamantasan ng Lungsod ng Maynila, Art of Lawyering in the Public Service, January 2016

Election Law Lecturer, 2016

Contributing Author, Election Online, CD Technologies Asia

Team Leader, Ateneo Professional Schools, Project with Quezon City Government on Development of Global Growth Generator (3G++) Framework, October 2014; Co-organizing the QC Business Summit, May 2015

Trustee, Sentro ng Alternatibong Lingap Panlegal (SALIGAN), a legal resource non-governmental organization, 1987 to present

Awardee, Government Offices Category, 2009 CEO Excel given by International Association of Business Communicators – Philippines

Previous Positions

Former Government Official, Acting Secretary of Justice, Acting Solicitor General, Government Corporate Counsel, Acting Chief Regulator of the Regulatory Office, Metropolitan Waterworks and Sewerage System, 2007 – 2010

Founding Chairperson, Ateneo School of Government Alumni and Students Association (ASoG-ASA), 2013

Executive Director, Sentro ng Alternatibong Lingap Panlegal (SALIGAN); Archdiocese of Manila Labor Center (AMLC); Institute of Politics and Governance (IPG) and National Institute for Policy Studies (NIPS), pre-1997

Columnist, *Sea-Change*, Business Mirror, Companies/ Business Section, focusing on public corporations and public governance, April 2009 to 2010

Independent Director, Benguet Corporation, 2010 – November 11, 2016

Ex-Officio Chairman, Board of Trustees, Philippine Association of Government Corporate Lawyers (PAGCLAW), December 2008 to March 2010

Consultant, Associates in Rural Development, a USAID funded program on local governance, 1997

Social Development Worker, Workers College, Center for Community Services, 1983 to 1985

Reclamation

1. Chairman of the Board of Directors, Philippine Reclamation Authority [PRA] (appointed November 7, 2016; elected by the Board on November 16, 2016)
2. Chairman of PRA Executive, Governance, Risk Management, Business Development and Marketing Committees, and member of Nomination and Remunerations, Reclamation, and Construction and Building Projects Committees
3. Participant:
 - a. How to Conduct Risk Management, PRA, May 17, 2018;
 - b. Understanding Risk Management, PRA, April 24, 2018;
 - c. Seminar on Dredging and Reclamation, International Association of Dredging Companies, March 26 to 30 2017, Abu Dhabi
 - d. Reclamation Projects, Jan De Nul, Belgium, January 25 to 27, 2017;
 - e. Sustainable Coastal Zone Development, Deltares, The Netherlands, January 24, 2017;

- f. Port Expansion, Environmental Impact Assessments and Land Reclamation Strategic Planning Studies, ARUP, Hong Kong, January 20, 2017; and
 - g. Corporate Governance Orientation Program for GOCCs, Institute of Corporate Directors, December 8, 2016.
4. Resource Person/ Speaker, Future of Reclamation, National Executive Board, League of Cities of the Philippines, Tagum City, November 18, 2016

PPP Specialist and Advocate

1. Certified PPP Specialist™ by the Institute for Public-Private Partnerships or IP3 (Virginia, U.S.A.) and the Water, Engineering and Development Centre of Loughborough University or WEDC (U.K.).
2. Adviser to the Department of Interior and Local Government for Local Government PPPs (August 2016 to present);
3. Certified PPP Practitioner and Certified PPP Advocate, Trademark Holder, February 8, 2018
4. Author of 30 proposed PPP codes, ordinances and frameworks:
 - a) Draft PPP Guidelines:
 - i. National Housing Authority;
 - ii. Bases Conversion Development Authority;
 - iii. Tourism Infrastructure and Enterprise Zone Authority;
 - iv. Veterans Federation of the Philippines;
 - v. Philippine National Railways;
 - vi. Laguna Lake Development Authority;
 - vii. Cultural Center of the Philippines;
 - viii. Philippine National Oil Company (*adopted March 9, 2018*);
 - ix. Philippine Reclamation Authority;
 - x. Metropolitan Manila Development Authority (*approved August 7, 2018*);
 - xi. Department of Information and Communications Technology Digital Partnership Guidelines;
 - xii. Social Security System;
 - xiii. Philippine National Construction Corporation (*approved Lease Guidelines, published June 5, 2018*); and
 - xiv. Philippine Health Insurance Corporation.

- b) Memorandum Circular (No. 120, s. of 2016) on Public-Private Partnerships for the People (LGU P4), Department of Interior and Local Government, (September 2016);
- c) Surfacing the 5 PPP Pillar and Anchors (July 2014), revising the 5 Pillars of PPPs for the Public Good (February 2013);
- d) Drafted proposed PPP Frameworks for:
 - i. Commission on Elections on Joint Ventures and Leases (promulgated on September 2014);
 - ii. Department of Social Welfare and Development, for social services and infrastructure (July 2013);
 - iii. Department of Health (October 2013);
 - iv. Department of Interior and Local Government (October 2013);
 - v. University of the Philippines (November 2013); and
 - vi. National Irrigation Administration.
- e) Proposed PPP Integrated Code for Local Governments Units (January 2013), consolidating two PPP Codes (Pre-Award to Post Award/ Contract Management);
- f) Proposed PPP Code for Local Governments on Contract Management (December 2012);
- g) Proposed Code or Ordinance for PPP for Local Government Units. The Code has been referred to by **104** Philippine local governments: **23** provinces – Cavite, Camarines Sur, Northern Samar, Nueva Ecija, Pangasinan, Bataan, Bohol, Agusan del Norte, Southern Leyte, Pampanga, Tarlac, Zambales, Davao del Norte, Quezon, Cebu, Aklan, La Union, Batangas, Negros Oriental, Oriental Mindoro, Lanao del Norte, Palawan and Capiz; **48** cities – Quezon, Paranaque, Pasay, Makati, Navotas, Malabon and San Juan, Metro-Manila, and Batangas, Olongapo, Butuan, Imus, Cauayan, General Santos, Passi, Catbalogan, Legazpi, Davao, Antipolo, Bayawan, Puerto Princesa, Baguio, San Fernando (La Union), San Jose Del Monte, Bacoor, Kabankalan, Naga (Cebu), Tabuk, Tayabas, Alaminos, Cabuyao, Santa Rosa, Panabo, Surigao, Zamboanga, Bais, Talisay and Cadiz (Negros Occidental), Talisay (Cebu), Calapan, San Carlos, Carcar, Munoz, Sorsogon, Danao, Binan, Tagaytay, Dumaguete and Bacolod; and **33** municipalities – General Tinio, Nueva Ecija; Cordova and Consolacion, Cebu; Tiwi, Albay; Cainta, Binangonan and Taytay, Rizal; Dinalupihan, Abucay and Samal, Bataan; La Trinidad, Benguet; Coron, Palawan; Kalibo, Aklan; Villasis and Bolinao, Pangasinan; Tayabas and Gumaca, Quezon; Lemery and Talisay, Batangas; Boac and Santa Cruz, Marinduque; Mabalacat and Magalang, Pampanga and Sogod, Southern Leyte; Rosario, Cavite; Piddig, Ilocos Norte; Tapaz, Capiz; Alangalang and Palompon, Leyte; Pateros, Metro-Manila; Masinloc, Zambales; Malalag, Davao del Sur; Maco, Compostela Valley;
- h) Proposed Executive Order implementing the Proposed PPP Code (May 2012);

- i) Proposed Joint Venture Ordinance [To date, referred to by **10** local governments: **7** cities – Manila, Valenzuela and Caloocan, Metro-Manila, and Puerto Princesa, Palawan; San Fernando, La Union; and Naga and Danao, Cebu; and **5** municipalities – Opol, Misamis Oriental; Mendez, Cavite; Tuburan, Cebu; Bauan, Batangas; and San Luis, Aurora];
- j) For CLGP Holdings, Inc., Proposed PPP Code for Indonesian Provincial Governments (July 2012);
- k) Proposed National PPP Policy and Framework (NP4) and submitted the same to the National Economic Development Authority and Department of Finance (May 2011);
- l) For the Philippine-Lao Business Council, Proposed PPP Code for the Lao People's Democratic Republic (July 2012);
- m) Lease Ordinance for the Province of Camarines Sur (2011);
- n) Corporatization Ordinance for the Province of Camarines Sur (2011); and
- o) As team member, 2008 Joint Venture Guidelines for Government Corporations issued by the National Economic and Development Authority (2008).

5. Consultant:

- a) Together with Ar. Armando N. Alli, on PPP selection process by PPP-Selection Committee of Parañaque City of a Reclamation Project, November to December 2014;
- b) On PPPs and Joint Ventures, Province of Bataan, November 2014 to present;
- c) On PPPs and Joint Ventures, Province of Aklan, January 2015 to present;
- d) On PPPs and Joint Ventures, Municipality of Cordova, Cebu, March 2015 to present;
- e) On PPPs and Joint Ventures, Philippine National Oil Company – Renewables Corporation, August to December 2013;
- f) On PPPs, University of the Philippines, December 2013 to December 2014;
- g) Drafted policy paper and proposed ordinance for Post-PPP Award/ Contract Management (Local Governance Support Program for Local Economic Development (LGSP-LED)); and
- h) On PPP projects and arrangements on water, power, roads, health, airports, land development, infrastructure and development projects for private corporations and local governments. As consultant, he was responsible for developing intervention strategies, framing the PPP modality, drafting the agreements, handling negotiations, ensuring contract compliance, among strategic activities.

6. Professor and Lecturer on PPP:

- a) Professor of Laws, PPP Law, Law School, Ateneo de Manila University, June 2012 to present;

- b) Lectured in 7 International PPP Seminars: (1) *PPP and Local Governments*, IP3, Structuring and Negotiating Legal Agreements for PPP Concessions and Contracts, September 18, 2012, Virginia, U.S.A.; (2) *PPPs and Proposed PPP Framework for Lao People's Democratic Republic*, Philippine Embassy, January 17, 2013, Vientiane, Laos; and (3) *PPPs, Mandatory Continuing Legal Education*, Integrated Bar of the Philippines – California Chapter, June 13, 2013, Las Vegas, Nevada; (4) *Future of Philippine PPPs*, Metallurgical Corporation of China, Beijing, October 21, 2016; (5) *Future of Philippine PPPs*, Philippine Full Win Group, Xiamen, China, August 1, 2017; (6) *Future of Philippine PPPs*, Dentons Law Office, Beijing, September 22, 2017; (7) *Overview of Philippines PPPs*, Nvirogreen, Taiwan, March 30, 2018;
- c) In partnership with the *Center for Global Best Practices*, conducted 39 seminars: (1) *PPP Modes* on 28 January 2011, (2) *PPP Skills* on March 17 and 18, 2011, (3) *Sectoral Application of PPPs – Airports, Seaports, Tollways, Water and Land Development* on August 4 and 5, 2011, (4) *PPP Contracts* on November 25, 2011; (5) *PPPs and Local Governments* on March 30, 2012, (6) *PPPs* on March 8, 2013; and (7) *Joint Ventures under the 2013 Revised Guidelines* on July 12, 2013; (8) *Build-Operate-Transfer Law, BOT Implementing Rules and BOT Contracts* on October 3, 2013; (9) *Joint Ventures under the 2013 Revised Guidelines* on November 27, 2013; (10) *PPPs and Local Governments* on January 30, 2014; (11) *JVs with GOCCs and Local Governments* on August 22, 2014; (12) *JVs with GOCCs and Local Governments* on November 27, 2014, Cebu City; (13) *PPPs – Mandatory Continuing Legal Education* on November 28, 2014, Cebu City; (14) *Future of PPPs*, August 12, 2016; (15) *Future of LGU PPPs as part of Citizen's Guide on the Local Government Code*, April 28, 2017; (16) *Future of PPPs*, July 21, 2017; (17) *JVs with Public Corporations and Local Governments*, November 9, 2017; (18) *PPPs, Corporate Governance for Philippine Realty and Holdings Corporation*, November 21, 2017; (19) *PPPs, Corporate Governance for ATN Holdings Corporation*, November 22, 2017; (20) *JVs with Public Corporations and Local Governments*, January 24, 2018; (21) *How to prepare unsolicited proposals*, C.M. Pancho Construction, Inc., April 4, 2018; (22) *How to prepare unsolicited proposals*, April 19 and 20, 2018; (23) *Future of PPPs*, Harbor Star Shipping Services, May 30, 2018; (24) *Future of PPPs*, Vivant Corporation, June 26, 2018; (25) *Future of PPPs*, August 10, 2018; (26) *With Quantum Prisms Consulting, Inc., PPP Policy and Legal Framework. Module 1*, October 4 and 5, 2018; (27) *JVs with Public Corporations and Local Governments*, October 12, 2018; (28) *Recap of Module 1 – PPP Overview*, November 8, 2018; (29) *PPPs, Corporate Governance for Vivant Corporation*, November 14, 2018; (30) *How to prepare unsolicited proposals*, November 22, 2018; (31) *PPP Risk Allocation, Module 3, PPP Certification*, December 6, 2018; (32) *PPP Contracts, Module 3, PPP Certification*, December 7, 2018; (33) *PPP Review, Certification Course*, January 18, 2019; (34) *How to prepare Unsolicited Proposals*, May 16, 2019; (35) *Module 1, PPP Policy and Legal*

- Framework, Certified PPP Advocate, June 26 and 27, 2019; (36) PPP Contracts and Risks, Module 3, Certification Course, August 29, 2019; (37) Government Lease Arrangements, September 19, 2019; (38) PPP Review, Certification Course, October 11, 2019; (39) JVs, November 29, 2019;
- d) In partnership with *Orient Management Consultants*, conducted 4 seminars: (1) PPPs, Build-Operate-Transfer Law and NEDA Joint Venture Guidelines for regional officials and personnel of the National Economic and Development Authority (NEDA) on December 16 and 17, 2013 (Batch 3); (2) PPPs, Build-Operate-Transfer Law and NEDA Joint Venture Guidelines for regional officials and personnel of the NEDA on May 12 and 13, 2014 (Batch 4, Central and Regions CARAGA, 2, 3, 4-A, 7 and 9); (3) PPPs, Build-Operate-Transfer Law and NEDA Joint Venture Guidelines for regional officials and personnel of the NEDA on June 26 and 27, 2014 (Batch 5, Central and Regions CAR, 1, 10 and 11); (4) PPPs, Build-Operate-Transfer Law and NEDA Joint Venture Guidelines for regional officials and personnel of the NEDA on July 7 and 8, 2014 (Batch 6, Central and Regions 1, 4-B, 5, 6, 8 and 12);
- e) In collaboration with *Institute for Solidarity in Asia*: (1) 10th Performance Governance System Boot Camp, Agents of Change, Master Class, 9 Local Government Units on July 4, 2014; (2) The Future of LGU PPPs, October 17, 2016;
- f) In partnership with the *Local Government Academy*, Department of Interior and Local Government, conducted 9 3-day seminars attended by local government officials: (1) Training on Enhancing Local Governance Accountability and Reform through PPPs, attended by Officials of 8 cities – Pasig, Surigao, Calbayog, Catbalogan, Mati, Ormoc, Ilagan and Vigan, September 23 to 25, 2014; (2) Training on Local Governance and Development through PPPs, attended by Officials of 11 cities – Malabon, Muntinlupa, Lipa, San Pablo, San Jose Del Monte, Dagupan, Puerto Princesa, Cabanatuan, Santiago, Tabbuk and Tarlac, June 3 to 5, 2015; (3) Training on Local Governance and Development through PPPs, attended by Officials of 11 cities – Sagay, Toledo, Cebu, Maasin, Roxas, Victorias, Bayawan, Bais, Kabankalan, Silay and Baybay, August 26 to 28, 2015; (4) Training on Enhancing Local Governance Accountability and Reform through PPPs, attended by Officials of 10 cities and 2 municipalities – Santa Rosa, Cabuyao, Alaminos, San Carlos, Boac, Malolos, Tayabas, Batac, San Fernando, Munoz, Tingloy, and Mandaue, August 30 to September 1, 2016; (5) Training on Enhancing Local Governance Accountability and Reform through PPPs, Tacloban, attended by Officials of 5 Provinces (Samar, Eastern Samar, Northern Samar, Leyte and Biliran) and 5 Cities (Borongan, Tacloban, Naga, Cebu, Carcar and Talisay), October 11 to 13, 2016; (6) Enhancing Local Governance, Accountability and Reform through PPP – Technical, Financial and Environmental, Review of Policy and Legal Framework, attended by Officials of 14 Cities (Pasig, Malabon, Tabuk, San Fernando [La Union], San Carlos, Alaminos, Dagupan, Santiago, Munoz,

San Pablo, Sta. Rosa, Puerto Princesa and Carcar), September 6, 2017; (7) Enhancing Local Governance, Accountability and Reform through PPP – Technical, Financial and Environmental, Review of Policy and Legal Framework, attended by Officials of 12 Cities (Tayabas, Surigao, Kabankalan, Talisay, Calbayog, Roxas, Ormoc, Bais, Naga [Cebu] and Boac), April 25 to 27, 2018; (8) Training on Enhancing Local Governance Accountability and Reform through PPPs, attended by Officials of 11 Cities (San Juan, Valenzuela and Las Pinas, Metro-Manila; Urdaneta, Balanga, Mabalacat, Cavite, Bacoar, Trece Martires, Antipolo and Binan), May 23 to 25, 2018; (9) Training on Enhancing Local Governance Accountability and Reform through PPPs, Contract Drafting, Terms of Reference Preparation and Contract Management, attended by Officials of 10 Cities (Malabon, San Carlos, Munoz, Boac, Kabankalan, Carcar, Talisay [Cebu], Bayawan, Bais and Surigao), June 20 to 22, 2018;

- a) In partnership with the *Philippine Tax Academy*, served as resource person for 3 seminars: (1) PPPs and JVs for City Treasurers and Assessors, November 19, 2014; (2) PPPs and JVs for Local Treasurers and Assessors, March 4, 2015; (3) PPPs and JVs for Local Treasurers and Assessors, June 2, 2015;
- b) As resource person for the *National Economic and Development Authority* (NEDA), conducted 8 seminars: (1) PPP Contract Management and Administration, Module 1 on PPP Concept and Modalities, for officials of the NEDA, Department of Finance, Department of Justice, PPP Center, Governance Commission for GOCCs and Office of the Government Corporate Counsel, June 11, 2015; (2) PPP Contract Management and Administration, Module 2 on PPP Contracts and Risks, Liabilities of Agencies and Officers, for NEDA Central Office, September 22, 2015; (3) Capability-Building Course on PPP Framework and Contract Management, Batch 1, November 9 to 11, 2015; (4) Capability-Building Course on PPP Framework and Contract Management, Batch 2, November 23 to 25, 2015; (5) Capability-Building Course on PPP Framework and Contract Management, Batch 3, December 7 to 9, 2015; (6) Capability-Building Course on PPP Framework and Contract Management, Batch 4, December 14 to 16, 2015; (7) PPP Legal Framework, Officials of NEDA Central Office and Attached Agencies, March 16, 2016; (8) Orientation on the JV Guidelines, NEDA Central Visayas Region, Cebu City, December 13, 2017;
- c) For the *Public Sector* conducted 175 (local) seminars on: (1) PPP orientation for top officials of the Department of Health, 2011; (2) Briefing on PPP, BOT and JV for the Investments Unit of Department of Energy, 2011; (3) PPP Orientation for the Philippine Navy on April 11, 2011; (4) PPP on Healthcare, Hospitals and Cancer Care, Department of Health, May 7, 2012; (5) PPPs and Local Governments: The Link to Development, Legal Department, Department of Interior and Local Government, May 15, 2012; (6) PPPs and Local Governments for Lanao del Norte Provincial Officials, September 6, 2012; (7) PPPs, Philippine National Oil Company and its

subsidiaries, April 15, 2013; (8) PPPs, Office of the Solicitor General, May 9, 2013; (9) Build-Operate-Transfer Contracts, Office of the Solicitor General, July 17, 2013; (10) Provincial Reform and Development Strategy, PPP, Newly-Elected Governors, League of Provinces of the Philippines, Cebu City, August 15, 2013; and (11) Joint Ventures in Health, Department of Health, August 27, 2013; (12) PPPs for Local Governments, Municipality of Silang, September 2, 2013; (13) Overview of PPPs, Build-Operate-Transfer Law and Joint Ventures, Commission on Audit, September 4, 2013; (14) PPP Contracts, Commission on Audit, September 5, 2013; (15) PPPs and Local Governments, Union of Local Authorities, September 9, 2013; (16) PPPs and Local Governments, Province of Zambales and Municipalities of the Province, September 10, 2013; (17) PPPs and Local Governments, City and Municipal Officials of Province of Pampanga, Clark Economic Zone, September 19, 2013; (18) PPPs and Local Governments, City Officials of Marikina City, September 30, 2013; (19) PPPs, Local Governments and Benefits of Private Sector, Provincial Board and Private Sector of Pampanga, October 4, 2013; (20) PPPs, Local Governments for City and Municipal Officials of Pampanga, October 17, 2013; (21) PPPs and Local Governments for Provincial, City and Municipal Officials of Isabela, Ilagan, Isabela, October 21, 2013; (22) Joint Ventures, National Irrigation Administration, November 15, 2013; (23) PPPs and Local Governments for City Officials of Imus, Cavite, March 3, 2014; (24) PPPs and Local Governments for Provincial Officials of Davao del Norte, March 10 and 24, 2014; (25) PPPs and Local Governments for Municipal Officials of Cordova, Cebu, March 26, 2014; (26) PPPs and Local Governments for Provincial, City and Municipal Officials of Iloilo, March 27, 2014; (27) PPPs and Local Governments for City Officials of Cagayan de Oro, May 16, 2014; (28) PPPs and Local Governments for Municipal and Barangay Officials of Opol, Misamis Oriental, May 16, 2014; (29) PPPs and Local Governments for City Officials of Baguio City, May 22, 2014; (30) PPPs and Local Governments for Municipal Mayor and Private Sector of Itogon, Benguet, May 22, 2014; (31) PPPs and Local Governments for Municipal Officials of Cainta, Rizal, May 26, 2014; (32) PPPs and Local Governments for Provincial Officials of Zambales, May 29, 2014; (33) PPPs and Local Governments for City Officials of Palayan City, May 30, 2014; (34) PPPs and Local Governments for City Officials of Mandaue, Cebu, June 5, 2014; (35) PPPs and Local Governments for Municipal Officials of Opol, Misamis Oriental, June 10, 2014; (36) PPPs and Local Governments for Municipal Officials of Pila, Laguna, June 24, 2014; (37) PPPs and Local Governments for City Officials of Cebu, June 25, 2014; (38) PPPs and Local Governments for Local Legislative Officials of Quezon City, June 30, 2014; (39) PPPs and Local Governments for City Officials of Naga, July 1, 2014; (40) BOTs and JVs for the Legal Department of the Metropolitan Manila Development Authority, July 14, 2014; (41) Round Table Discussion on Proposed JV Ordinance for Councilors of Opol, Misamis Oriental, July 18, 2014; (42) PPPs and JVs for

Local Officials of San Fernando City, La Union, August 6, 2014; (43) PPPs, BOT Law and JV for Local Governments for Metro-Cebu Local Governments organized by NEDA Region 7 and Cebu City Chamber of Commerce, August 7, 2014; (44) PPPs and JVs for Municipal Officials of Kawit, Cavite, August 11, 2014; (45) Pampanga Development via PPPs for Provincial Officials of Pampanga, August 15, 2014; (46) PPPs and JVs for Municipal Officials of Tuburan, Cebu, August 18, 2014; (47) Comelec and PPPs for Commission on Elections en banc and officials, August 19, 2014; (48) PPPs and JVs for City Officials of Batangas, August 19, 2014; (49) JV for Provincial Engineering Office of Zambales and Mining Companies, August 27, 2014; (50) PPPs and JVs for City Officials of Passi, September 3, 2014; (51) PPPs and JVs for Municipal Officials of Mendez, Cavite, September 9, 2014; (52) JVs with Water Districts and LGUs, Officials of Borongan, Eastern Samar and Abuyog, Leyte Water Districts, September 11, 2014; (53) PPPs and JVs with the Vice-Governor and Provincial Board Members of Cebu Province, September 15, 2014; (54) PPPs and JVs with the Governor and Department Heads of Cebu Province, September 15, 2014; (55) PPPs and JVs with Provincial Officials of Quezon Province and Municipal Officials of Nakar, September 15, 2014; (56) PPPs and JVs with City Officials of Navotas, Metro-Manila, October 2, 2014; (57) JV Competitive Challenge Procedure with Municipal Officials of Opol, Misamis Oriental, October 17, 2014; (58) PPPs and JVs for the League of Municipalities, Cebu Chapter, October 30, 2014; (59) PPPs and JVs for the City Officials of Catbalogan City, Samar, November 5, 2014; (60) Competitive Challenge Process for JVs for Municipal Officials of Cordova, Cebu, November 14, 2014; (61) PPPs and JVs for Municipal Officials of Consolacion, Cebu, December 3, 2014; (62) PPPs and JVs for City Officials of, and National Government Officials and Civil Society Organizations based in San Fernando City, La Union, December 9, 2014; (63) Proposed Amendments to the Davao City PPP Code for selected members of the Davao City PPP Board, December 11, 2014; (64) PPPs and JVs and Proposed Amendments to the Davao City PPP Code for the members of the Committee on Trade and Industry, Sangguniang Panlungsod, Davao City, January 21, 2015; (65) PPPs and JVs and Proposed Amendments to the Davao City PPP Code for the members of the Davao City PPP Board, Davao City, January 21, 2015; (66) PPPs and JVs for Municipal Officials of Itogon, Benguet, January 23, 2015; (67) PPPs and JVs for Municipal Officials of La Trinidad, Benguet, January 23, 2015; (68) Round-Table Discussion on Proposed PPP Code of Baguio City, City Mayor and Councilors, January 23, 2015; (69) PPPs and JVs for Provincial Officials of Aklan, February 3, 2015; (70) PPPs and JVs for City Officials of Legaspi, February 16, 2015; (71) PPPs and JVs for City Officials of Ozamiz, February 26, 2015; (72) PPPs and JVs for Municipal Officials of Panglao, Bohol, March 2, 2015; (73) PPPs and JVs for Municipal Officials of Pinamalayan, Oriental Mindoro, March 9, 2015; (74) PPPs and JVs for Municipal Officials of Tuba, Benguet, March 17, 2015; (75) PPPs

and JVs for the Management Committee, Quezon City, April 29, 2015; (76) PPPs and JVs for the Municipal Officials of Dinalupihan, Bataan, June 8, 2015; (77) PPPs and JVs for the City Officials of Puerto Princesa, June 25, 2015; (78) PPPs and JVs for the City Officials of Antipolo, July 10, 2015; (79) PPPs and JVs for the Municipal Officials of Kalibo, Aklan, September 3, 2015; (80) JVs by Public Corporations, Cavite Association of Water Districts, September 11, 2015; (81) PPPs and JV, Officials of Metro-La Union, September 17, 2015; (82) PPPs and JV, Officials of Kabankalan City, November 27, 2015; (83) PPPs and JV, Officials of the Municipality of Itogon, Benguet, January 27, 2016; (84) Enabling LGU PPPs, National Convention, League of Local Planning and Development Coordinators of the Philippines, Clark, Pampanga, March 9, 2016; (85) NEDA JV Guidelines, Officials of Metro-Iloilo Water District, March 14, 2016; (86) JVs for Health, Officials of Provincial Government of Bataan, March 18, 2016; (87) Enabling LGU PPPs and JVs, Municipal Government of Abucay, Bataan, March 18, 2016; (88) JVs in Reclamation, Officials of Davao City Council, March 28, 2016; (89) Enabling LGU PPPs, Incoming Officials of San Jose Del Monte City, June 10, 2016; (90) Competitive Challenge Process, Quezon City Environmental Protection and Waste Management Department, June 22, 2016; (91) Competitive Challenge Process, Quezon City Executive Branch, June 24, 2016; (92) Overview of PPPs/ JVs and Competitive Challenge Process, Cordova Officials, July 25, 2016; (93) Enabling LGU PPPs, Office of the Secretary, Department of Interior and Local Government, July 28, 2016; (94) Competitive Challenge Process, Officials of Villasis, Pangasinan, July 30, 2016; (95) Enabling LGU PPPs, Bureau of Local Government Development, Department of Interior and Local Government, August 8, 2016; (96) The Future of LGU PPPs, Regional Directors, Bureau of Local Government Development, Department of Interior and Local Government, August 23, 2016; (97) The Future of LGU PPPs, Launching of PPP for the People, Department of Interior and Local Government, September 6, 2016; (98) Future of PPPs and Inter-Country PPPs, Office of the Undersecretary for International Economic Relations, Department of Foreign Affairs, October 3, 2016; (99) Future of LGU PPPs, League of Provinces of the Philippines, October 5, 2016; (100) PPP Requirements and Procedures and Civil Society Participation, DILG Bureau of Local Government Development Round Table Discussion on PPP, October 7, 2016; (101) The Future of Philexim in PPPs, Philexim, October 17, 2016; (102) Future of PPPs and NHA, National Housing Authority, October 25, 2016; (103) Future of LGU PPPs, City Government of Cabuyao, October 26, 2016; (104) Future of LGU PPPs, Provincial Government of Bataan, and component cities, municipalities and barangays, November 8, 2016; (105) Future of LGU PPPs, Provincial Government of Batangas, November 9, 2016; (106) Future of LGU PPPs, National Executive Board, League of Cities of the Philippines, Tagum City, November 18, 2016; (107) PPPs for Integrated Tourism, Tourism Infrastructure and Enterprise Zone

Authority, November 29, 2016; (108) Innovation and Market Engagement through PPPs, Philippine Reclamation Authority, January 11, 2017; (109) PPPs, Reclamation and PRA, Philippine Reclamation Authority, February 21, 2017; (110) Future Of PPPs by LGUs, Carcar City, February 22, 2017; (111) Future Of PPPs by LGUs, Panabo City, March 7, 2017; (112) PPP for Veterans, Veterans Federation of the Philippines, April 6, 2017; (113) PRA PPP Guide, Reclamation and Dredging Summit, Philippine Reclamation Authority, April 25, 2017; (114) Future of PPPs by LGUs, Liloan, Cebu, May 26, 2017; (115) PPP for Progress, Philippine National Railways, May 31, 2017; (116) Future of LGU PPPs, Santa Rosa City, Laguna, June 1, 2017; (117) Future of LGU PPPs, Province of Oriental Mindoro, July 18, 2017; (118) Future of LGU PPPs, Councilors, Zamboanga City, July 20, 2017; (119) Future of LGU PPPs, Talisay City, July 25, 2017; (120) Future of LGU PPPs, Bacoor City, August 9, 2017; (121) Public-Private Partnerships for the People, Laguna Lake Development Authority, August 17, 2017; (122) PPPs for GOCCs and LGUs, Office of the Government Corporate Counsel and Batangas Association of Water Districts, August 31, 2017; (123) Future of PPP, Cultural Center of the Philippines, September 29, 2017; (124) Future of PPP, Philippine National Oil Company, Management Committee, October 2, 2017; (125) Future of PPP, Philippine National Oil Company, Board of Directors, October 13, 2017; (126) PPPs for Integrated Tourism, Tourism Infrastructure and Enterprise Zone Authority, November 20, 2017; (127) Contrasting BOT Law and 4 JV Frameworks, Philippine Reclamation Authority, December 4, 2017; (128) Future of PPPP, Province of Negros Occidental and component local governments, January 8, 2018; (129) Overview of PPPs, Philippine National Construction Corporation, March 22, 2018; (130) Overview of PPPs, Social Security System, April 11, 2018; (131) Public-Private Partnerships for the People, Municipality of Binangonan, Rizal, April 12, 2018; (132) PPPs and Joint Ventures, City Council of Cebu, April 17, 2018; (133) The Future of PPP, Provincial Government of Palawan, May 8, 2018; (134) BOT Law, JVs and Leases, Social Security System, May 15, 2018; (135) Overview of PPPs, Provincial Government of Bohol, Tagbilaran City, and Municipalities of Antequerra, Panglao and Dawis, May 16, 2018; (136) LGU Joint Ventures, Cebu City, June 16, 2018; (137) BOT Law-Variants, JVs and Leases and Competitive Challenge, PPP-Selection Committee of the Province of Negros Occidental, June 18, 2018; (138) Overview of PPPs, Metropolitan Manila Development Authority, July 10, 2018; (139) Overview of Competitive Challenge Process, City of Sta. Rosa, July 16, 2018; (140) Department of Information and Communications Technology, Digital Partnership, August 3, 2018; (141) Overview of Competitive Challenge Process, Alangalang, Leyte Selection Committee, August 23, 2018; (142) PPPs and Joint Ventures, Metropolitan Waterworks and Sewerage System, September 25, 2018; (143) Department of Information and Communications Technology, Digital Partnership, Consultation with Government Agencies, September 28, 2018; (144)

Competitive Challenge Process, PPP-Selection Committee, Puerto Princesa City, December 13, 2018; (145) Divestment, PPP-Selection Committee, Negros Occidental, January 15, 2019; (146) Overview of PPP, Municipality of Taytay, Rizal, January 23, 2019; (147) Overview of PPP, City of Tagaytay, February 4, 2019; (148) PPP and Joint Ventures with Public Corporations, Talisay Water District, February 7, 2019; (149) PPPs for LGUs, Binan City, February 18, 2019; (150) Overview of PPPs, Philippine Health Insurance Corporation, March 14, 2019; (151) Proposed Lease Guidelines, Social Security System, March 19, 2019; (152) Competitive Challenge Procedure, Municipality of Bauan, April 12, 2019; (153) Lease, Philippine National Construction Corporation, April 13, 2019; (154) Future of PPPs, Department of Interior and Local Governments, May 7, 2019; (155) Proposed Lease Guidelines, Social Security System, May 10, 2019; (156) Proposed Lease Guidelines, Philippine Health Corporation, May 15, 2019; (157) Procurement, BOT Law-Variants, Joint Ventures and Leases, Philippine Health Corporation, May 23, 2019; (158) Overview of PPP, Olongapo City, June 21, 2019; (159) Overview of PPPs, Cadiz City, June 21, 2019; (160) Overview of PPPs and JVs, National Printing Office, July 19, 2019; (161) Overview of PPPs and JVs, Government Service Insurance System, Management, August 6, 2019; (162) Proposed Lease Guidelines, National Housing Authority, August 7, 2019; (163) Overview of PPPs, Office of Senator Emmanuel Pacquiao, August 13, 2019; (164) The Future of LGU PPPs, Provincial Government of Bohol, August 19, 2019; (165) Overview of PPPs, Tourism Infrastructure and Enterprise Zone Authority, August 30, 2019; (166) Overview of PPPs, National Development Company, September 5, 2019; (167) Overview of PPPs and JVs, Government Service Insurance System, Board, September 9, 2019; (168) Overview of PPPs and JVs, Philippine Postal Corporation, September 10, 2019; (169) The Future of LGU PPPs, Municipality of Maco, Compostela Valley, October 12, 2019; (170) Digital Partnerships, Department of Information and Communications Technology, October 18, 2019; (171) The Future of LGU PPPs, City Government of Manila, November 20, 2019; (172), Overview of PPPs, Philippine Health Insurance Corporation, November 28, 2019; (173) Overview of PPPs, Dumaguete City, February 18, 2020; (174) 2013 NEDA JV Guidelines, Social Security System, February 18, 2020; (175) Competitive Challenge, Baguio City, February 20, 2020;

- d) For the *Private Sector* conducted 56 seminars: on: (1) PPP briefing for trade officials of the Canadian Embassy and the Canadian International Development Agency, March 22, 2011; (2) PPP for Local Governments, Local Governance Support Program for Local Economic Development, May 30, 2011; (3) PPP Legal Framework, 19th Metro Manila Business Conference, Philippine Chamber of Commerce and Industry, July 29, 2011; (4) PPPs and Local Governments, Officials and Consultants of Australian Aid (AusAid), May 10, 2012; (5) PPPs and JVs, Maynilad, May 15, 2014; (6) Joint Ventures, Vista Land, July 17, 2014; (7) Joint Ventures with Local

Governments, Vista Land, September 4, 2014; (8) PPPs and JVs, Davao City Chamber of Commerce and Industry, September 26, 2014; (9) PPPs and JVs, LGU Guarantee Corporation, July 6, 2015; (10) PPPs, Philippine Veteran's Bank, September 2, 2015; (11) PPPs, LKY Development Corporation, September 2, 2015; (12) PPPs, Ayala Legal Group and Business Units, October 27, 2015; (13) Enabling LGU PPPs, Starmall, October 28, 2015; (14) Enabling LGU PPPs, Vistaland, October 29, 2015; (15) Enabling LGU PPPs, Villar Group, January 13, 2016; (16) Enabling JVs by LGUs and GOCCs, WaterKonsult, January 25, 2016; (17) Enabling and "Future-Proofing" LGU PPPs, Ateneo Center for Economic Research and Development, February 10, 2016; (18) PPPs with LGUs and GOCCs, Manila Water Company Inc., February 16, 2016; (19) Engaging LGUs, Water Districts and Electric Cooperatives, Aboitiz Government Relations, February 17, 2016; (20) Propriety and Legality of Philexim Sovereign Guarantees in PPPs and Private Sector Participation, Philippine Export-Import Credit Agency, February 24, 2016; (21) Capitalizing Market Trends and PPPs, Emerson, March 2, 2016; (22) Enabling LGU PPPs, Subido Pagente Certeza Mendoza and Binay Law Offices, June 2, 2016; (23) Enabling LGU PPPs, PJS Law, June 20, 2016; (24) PPPs with LGUs and GOCCs, Frabelle Group of Companies, July 14, 2016; (25) LGU JVs and Competitive Challenge, NECEBOLEY, July 16, 2016; (26) Overview of PPPs, AgriNurture, July 29, 2016; (27) Overview of PPPs, Robinsons Land, September 29, 2016; (28) Future of PPPs, Robinsons Land, October 25, 2016; (29) JV and Competitive Challenge, Star 8 Solar, November 28, 2016; (30) Future of PPPs, Robinsons Land, January 10, 2017; (31), PPPs for LGUs and GOCCs, Macroasia Properties Development Corporation, February 7, 2017; (32) Future of Local Government Public-Private Partnership for the People, Aidea, March 8, 2017; (33) PPP for LGUs and GOCCs, International Container Terminal Services, Inc., April 11, 2017; (34) PPPs and Joint Ventures for LGUs and GOCCs, Arthaland, June 2, 2017; (35) JVs with LGUs and GOCCs, Dentons Law Office (Beijing), June 24, 2017; (36) Future of LGU PPPs, Jolliville Holdings Corporation, August 29, 2017; (37) PPPs with LGUs and GOCCs, D.M. Consunji, Inc., October 26, 2017; (38) Competitive Challenge Procedure, Costco Capital, Inc., November 27, 2017; (39) Overview of PPPs, VA Tech WABAG (Philippines), February 27, 2018; (40) Overview of LGU PPPs, Globe Telecom, March 26, 2018; (41) PPPs, BOT Law and JVs, Libarios Law, March 27, 2018; (42) Future of PPPs, Rotary Club of Makati, May 29, 2018; (43) Partnerships in Sports, Sports Law 101, Philippine Olympic Committee, October 25, 2018; (44) Overview of PPPs, Ateneo Law School, PPP Law Class, November 23, 2018; (45) Overview of PPPs, Seawood, December 3, 2018; (46) Overview of JVs and Competitive Challenge, Flo Water Technologies, March 23, 2019; (47) Overview of PPPs, VS Group of Companies, April 10, 2019; (48) Overview of PPPs, Boracay Tubi System, April 25, 2019; (49) Overview of PPPs, Argent Ventures, May 20, 2019; (50) PPPs and JVs for GOCCs, Macroasia,

- June 11, 2019; (51) Overview of PPPs, SM Prime Holdings, June 19, 2019; (52) Overview of PPPs, Ascent Solutions, August 14, 2019; (53) PPP on Land Development, Developers in Bacolod City, October 14, 2019; (54) PPP on Rail, 2nd Philippine Railway Modernization and Expansion Summit, October 17, 2019; Overview of PPPs, Sprout Solutions, February 12, 2020; (56) Overview of PPP, OQCD Solutions Corporation, July 1, 2020;
- e) For the *Ateneo Center for Continuing Education*, conducted 3 seminars (1) PPPs, Project Finance Diploma Course, November 14, 2015; (2) PPPs, Project Finance Diploma Course, November 19, 2016; (3) PPP Procedures, Risks and Contracts, Project Finance Diploma Course, November 26, 2016;
- f) For *Civil Society and Academe*, conducted 2 seminars: (1) PPP, Ateneo School of Government, July 16, 2013; (2) Social Accountability in PPPs, CODE-NGO's 15th Social Development Celebration, November 13, 2015;
- g) For *Lawyers* as part of the Mandatory Continuing Legal Education or in-house programs, lectured on PPP in 30 occasions: (1) Ateneo School of Law, November 19, 2011; (2) Ateneo School of Law, March 1, 2013; (3) PECABAR, March 7, 2013; (4) Integrated Bar of the Philippines, March 15, 2013; (5) Southern Legal, April 13, 2013; (6) Ateneo School of Law, April 17, 2015; (7) Ateneo School of Law, June 26, 2015; (8) Ateneo School of Law, for Lawyers of Alliance Global, August 13, 2015; (9) Ateneo School of Law, for Lawyers of SGV, September 5, 2015; (10) PPP Contracts and Risks, Ateneo School of Law, for Lawyers of SGV, September 12, 2015; (11) Ateneo School of Law, September 18, 2015; (12) Ateneo School of Law, November 6, 2015; (13) Ateneo School of Law, February 12, 2016; (14) Ateneo School of Law, April 1, 2016; (15) Ateneo School of Law, April 6, 2016; (16) Ateneo Law School, April 6, 2017; (17) Asian Center for Legal Excellence, May 31, 2018; (18) Ateneo Law School, July 21, 2018; (19) Asian Center for Legal Excellence, July 24, 2018; (20) Ateneo School of Law, for Lawyers of SGV, September 7, 2018; (21) Asian Center for Legal Excellence, October 10, 2018; (22) Ateneo School of Law, October 27, 2018; (23) Ateneo School of Law, November 16, 2018; (24) 6th Compliance, MCLE, Platon Martinez Flores San Pedro & Leano Law Offices, December 7, 2018; (24) Gorriceta Africa Cauton & Saavedra Law Offices, February 19, 2019; (25) Ateneo School of Law for Office of the Solicitor General, March 4, 2019; (26) Ateneo School of Law, March 13, 2019; (27) Asian Center for Legal Excellence, Lucio Tan Group, March 16, 2019; (28) Ateneo School of Law, April 3, 2019; (29) Asian Center for Legal Excellence, June 18, 2019; (30) Ateneo Law School, Energy Regulatory Commission, October 25, 2019; and
- h) Organized more than 50 seminars for Government Corporations on Joint Ventures during his stint as Government Corporate Counsel, 2008 – 2009.

7. PPP Student:

- a) 1-week Classroom Training on Planning, Measuring and Managing Contingent Liabilities and Government Risks in PPP Projects (IP3, June 16 to 20, 2014);
- b) 2-week Classroom Training on Structuring Legal Agreements for Public-Private Partnership Concessions and Contracts (IP3, September 12 to 23, 2011);
- c) Online Training Programme on PPP Skills and Competency Development, (IP3, March to May 2011);
- d) Online Training Programme on Fundamentals of Infrastructure Project Finance (IP3, May to July 2011);
- e) 4-month online course on PPP in the Water Sector with UNESCO-IHE Institute for Water Education, September to December 2011; and
- f) e-Learning course on PPP on Irrigation (World Bank Institute, December 1 to 10, 2011).

8. Author of:

- a) Audio-Visual Presentation, PPP 101, YouTube (<https://youtu.be/defFkTA9oaQ>);
- b) PPP Menu by Casa Agra;
- c) PPP Airlines ACA 0407;
- d) As part of the requirements for his PhD program, "Practicing Leadership to "Future-Proof" the General Welfare through Local Government Public-Private Partnerships";
- e) For the Local Government Academy, a 2-volume course book on Public-Private Partnerships By Local Government Units (Volume 1: Enabling LGU PPPs, *Annotation and Commentary*; and Volume 2: Template Ordinances and Executive Order, PPP, JV, Lease and Corporatization Ordinances, Executive Order on Timelines and Schedule);
- f) Through Forensic Solutions, Proposed PPP Code for Local Governments: Annotated (March 30, 2012);
- g) Through Forensic Solutions, Knowing PPP, BOT and JV: A Legal Annotation (January 2011); and
- h) Through the Office of the Government Corporate Counsel, the Primer on the 2008 Joint Venture Guidelines issued by the National Economic and Development Authority.

9. Expert Witness on PPP/ Build-Operate-Transfer Law, Arbitration in Singapore under the UN Commission on International Trade Law, May 2019

10. Policy-Maker and Contributor to Policy-Reform:

- a) Reviewed and approved PPP contracts when he was the Acting Secretary of Justice, Acting Solicitor General and Government Corporate Counsel;
- b) Through Forensic Solutions:

- i. Rendered policy and legal advice to private companies, national government agencies and local governments, financial institutions, law firms and consultancy outfits on PPPs in the following sectors: water, power, healthcare, hospitals, education, airports, roads, and bridges;
- ii. Prepared a Memorandum for the Province of Bohol on its Joint Venture on Water and Power which was submitted to the Commission on Audit; and
- iii. Released 11 policy papers: (1) The Country Needs a Stable PPP Policy; (2) Swiss Challenge is Public Bidding; (3) The 2008 NEDA JV Guidelines Remains to be a Sound Legal Framework for PPP; (4) The Lease Option for Publicly-Owned Realty; (5) Corporatization as PPP; (6) Inadequacy of Regulatory Risks Protection; (7) Is the Phl really ready for PPP?; (8) Affordability of PPPs: 10 Ways to Mitigate Tariffs; (9) 50 PPP-related Risks: Has the Government considered them?; (10) 5 Good News and 5 Not-so-Good News about PPP; and (11) 5-page Comparative Matrix of 8 PPP Modalities.

11. Reactor on PPP Policies and Programs:

- a) Proposed Draft of the UNECE PPP Standard for Healthcare Policy, organized by ADEC Innovations Foundation, Makati Shangri-La Hotel, August 10, 2015

Regulation Specialist and Advocate

- 1. Certified Regulation Specialist™ by the IP3 and WEDC;
- 2. Professor of Laws, Administrative Law, Law on Public Corporations and Law on Public Officers, Law School, Ateneo de Manila University, November 1993 to present;
- 3. Student, Institute for Public-Private Partnership, Arlington VA:
 - a) 6-Week Online Training Programme on Advanced Rate Development and Subsidy Design Strategies for Utilities and Regulatory Authorities (November to December 2011);
 - b) 6-Week Online Training Programme on Fundamentals of Regulation (February to April 2012);
 - c) 5-day Course on Creating Anti-Corruption Measures to Improve Government Transparency and Accountability (September 28 to October 2, 2015);
- 4. Participant, Corporate Governance Orientation Program for Government-Owned or -Controlled Corporations, Institute of Corporate Directors, December 8, 2016;

5. Lecturer, Regulation before the Energy Regulatory Commission; and
6. Through Forensic Solutions:
 - a) Rendered policy and legal advice to private companies, national government agencies and local governments, financial institutions, law firms and consultancy outfits in the following sectors: water, power, healthcare, hospitals, education, airports, roads, and bridges; and
 - b) Issued a policy on "Competition Laws in the Face of the Merger Wave."

Political Law Practitioner

1. Professor of Laws, Political Law Reviewer, Law on Local Governments, Election Law, Administrative law, Law on Public Officers, Ateneo Law School, Ateneo de Manila University, November 1993 to present;
2. Lecturer, ACCESS, Online MCLE Provider: (1) Administrative Law under Normal and New Normal Times; (2) Writing Impactful Instruments by Administrative Agencies, and (3) Dos and Don'ts in Local Police Power;
3. Team Leader, Ateneo Professional Schools, Project with Quezon City Government on Development of Global Growth Generator (3G++), October 2014;
4. Legal Advisor-Contractor, Creation of Chief Financial Office, Philippine-Australia Public Financial Management Program, March 24 to May 26, 2014;
5. Principal Author of 1,408-page law book for local government units titled *Amicus Imperiorum Locorum* (Friend of Local Governments);
6. Through Forensic Solutions:
 - a) and Ateneo Law School and Ateneo School of Government, published *Election Case Law Compendium, Survey of Supreme Court Decisions from 1987 to August 2012* (2012);
 - b) Published *Case Law on Local Autonomy and Local Governance: A Survey of Supreme Court Decisions from 1901 to June 30, 2010*;
 - c) Drafted an Investment Code for Cities (2012); and
 - d) Released 2 policy papers: (1) Appointive Barangay and SK Officials and SK Abolition, Possible; and (2) Postponement of ARMM elections: A Human Rights Violation;
7. Author: (1) For the Ateneo Law School, 2014 Bar Review Notes on Political Law; and three (3) Reviewers on Local Government Law, Election Law and Law on Public Officers, (2) Compendium of Policy Issuances; and (3) Local Government Discourse – Series of Questions and Answers on Local Government concerns;
8. Consultant to the Union of Local Authorities, Leagues of Provinces, Cities and Municipalities of the Philippines (pre-2000);

9. Consultant, Associates in Rural Development, a USAID funded program on local governance, 1997;
10. Lecturer on the Philippine Competition Act: (1) Philippine Competition Act for Center for Global Best Practices, Harbor City Shipping, June 29, 2016; (2) Implementing Rules of the Philippine Competition Act for Center for Global Best Practices, September 2, 2016; (3) Implementing Rules of the Philippine Competition Act for Center for Global Best Practices, Oriental Peninsula, October 24, 2016; (4) Implementing Rules of the Philippine Competition Act for Center for Global Best Practices, D&L Industries, November 7, 2016;
11. Lecturer on Local Government Law: (1) Local Governance Context, Ateneo School of Government, August 1, 2013; and (2) Philippine Local Government Framework, International Institute for Rural Reconstruction, August 26, 2013; (3) Energizing the States: The Power Sector in Federal Philippines, National Power Corporation, June 14, 2016; (4) Citizen's Guide on the Local Government Code, Center for Global Best Practices, April 28, 2017; (5) Reviewer on Local Government Law, Ateneo Law School, Mandatory Continuing Legal Education, October 5, 2017; (6) LGU: Dos and Don'ts, Ayala, December 6, 2017; (7) LGU: Dos and Don'ts, Ayala, January 29, 2018; (8) 12 Features of Local Government and 12 Principles of Local Autonomy, Ateneo Law School MCLE, April 6, 2018;
12. Lecturer on Elections Laws: (1) Election Laws and the Party-List System, Alliance of Philippine Fishing Federation organized by the Center for Global Best Practices (CGBP), January 7, 2016; (2) Philippine Election Law, CGBP, January 23, 2016; (3) Candidates and Campaign, February 13, 2016; (4) Candidates and Campaign, Pulilan, Bulacan, February 15, 2016; (5) Candidates and Campaign, Nacionalista Party, February 17, 2016; (6) Philippine Election Law, CGBP, February 25, 2016; (7) Election Offenses and Statement of Contributions and Expenditures, March 12, 2016; (8) Voting and Canvassing, Alliance of Philippine Fishing Federation organized by the CGBP, April 14, 2016; (9) Voting and Canvassing, CGBP, April 15, 2016; (10) Voting and Canvassing, CGBP, Davao City, April 16, 2016; (11) Voting and Canvassing, San Fernando City, April 29, 2016;
13. Contributing Author, Election Online, CD Technologies Asia, January 2016; and
14. Webinar Lecturer: (1) The Big Role of Administrative Law in Extraordinary Times, Center for Global Best Practices, May 11, 2020; (2) LGUs in Action: Powers and Limits in Extraordinary Times, May 28, 2020; (3) Administrative Agencies under the Bayanihan Act, Philippine Association of Management Accountants, May 30, 2020; (4) Do's and Don'ts for LGUs under the Bayanihan Act, Ateneo Law Alumni Association, Inc., June 11, 2020; and (5) The Post-Bayanihan Act, Reclaiming LGUs' Local Autonomy, League of Provinces of the Philippines, June 25, 2020.

Arbitration Experience

Expert Witness on PPP/ Build-Operate-Transfer Law, Arbitration in Singapore under the UN Commission on International Trade Law, May 2019

Sole Arbitrator, National Power Corporation and PNOC-Energy Development Corporation, 2008

Member of Arbitration Panel, National Transmission Corporation and Canlubang Sugar Estates, Inc., 2008

Government Positions Held

1. Chairman, Philippine Reclamation Authority, November 14, 2016 to present
2. Acting Secretary of Justice, March to June 30, 2010
3. Acting Solicitor General, counsel of the National Government, January to June 30, 2010
4. Government Corporate Counsel, counsel of government-owned and -controlled corporations and government instrumentalities, March 2007 to March 2010
5. Chief Regulator, Officer-in-charge, Regulatory Office, Metropolitan Waterworks and Sewerage System, September 2007 to June 2008

Professional, Teaching and Educational Background

Philippine Bar (1991)

Certified PPP and Regulation Specialist™ (Institute for Public-Private Partnership)

Professor of Laws, Ateneo Law School (November 1993 to present): Political Law Review, Public-Private Partnership Law, Local Government Law, Administrative Law, Election Law, Law on Public Corporations, and Law on Public Officers

Lecturer, Faculty Member, Ateneo School of Government (September 2013 to present): Leadership in the Public Service

Student, University of Texas at Austin Administrative Law Specialist Course on Administrative Law (June 2020 to present)

PhD Candidate, Leadership Studies major in Public Management, Ateneo School of Government (2012-present)

LLB (Law), School of Law, Ateneo de Manila University (1985 to 1990)

AB (Philosophy), University of the Philippines, Diliman (1980 to 1984)

High School, Ateneo de Manila University (1976 to 1980)

Grade School, Victoria School Foundation (1967 to 1976)

Language Proficiency

Filipino (parent tongue)

English (2nd language; excellent, writing, speaking and teaching)

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