

ALBERTO C. AGRA

March 9, 2016

Certified Public-Private Partnership (PPP) Specialist™ and **Certified Regulation Specialist™**, 2013 IP3 Alumni 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.

Author, 17 PPP frameworks, 4 publications, 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 56 local governments

PPP Lecturer, conducted, since 2011, 154 lectures and briefings (9 in 2016; 41 in 2015, to date; 66 in 2014) on PPPs and Joint Ventures for national and local government officials, private sector, civil society, lawyers, and members of academe

Resource Person, National Economic and Development Authority, Seminars/ Capability-Building on the PPP Legal Framework and Contract Management

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

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

Columnist, PPP Lead, BusinessMirror, November 23, 2015 up 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 present

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

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”

Independent Director, Benguet Corporation, 2010 - present

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

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

Convenor, Ateneo Law Running Club, March 2015 to present

Half-Marathoner, Ran his half-marathon (21 kms.) in 2’ 22” in November 2015; Ran in **14** races in 2015 for a total distance of **125** kms.

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

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

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. Author of 17 proposed PPP codes, ordinances and frameworks:
 - a) Surfacing the 5 PPP Pillar and Anchors (July 2014), revising the 5 Pillars of PPPs for the Public Good (February 2013);
 - b) 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.
 - c) Proposed PPP Integrated Code for Local Governments Units (January 2013), consolidating two PPP Codes (Pre-Award to Post Award/ Contract Management);
 - d) Proposed PPP Code for Local Governments on Contract Management (December 2012);
 - e) Proposed Code or Ordinance for PPP for Local Government Units. The Code has been referred to by 46 Philippine local governments: 16 provinces – Cavite, Camarines Sur, Northern Samar, Nueva Ecija, Pangasinan, Bataan, Bohol, Agusan del Norte, Southern Leyte, Pampanga, Tarlac, Zambales, Davao del Norte, Quezon, Cebu and Aklan; 21 cities – Quezon, Paranaque, Pasay and San Juan, Metro-Manila, and Batangas, Olongapo, Butuan, Imus, Cauayan, General Santos, Passi, Catbalogan, Navotas, Malabon, Legazpi, Davao, Antipolo, Bayawan, Puerto Princesa, Baguio and San Fernando, La Union; and 9 municipalities – General Tinio, Nueva Ecija, Cordova, Cebu,

- Tiwi, Albay, Cainta, Rizal, Consolacion, Cebu, Dinalupihan, Bataan, La Trinidad, Benguet and Coron, Palawan, Kalibo, Aklan;
- f) Proposed Executive Order implementing the Proposed PPP Code (May 2012);
 - g) Proposed Joint Venture Ordinance [To date, referred to by 10 local governments: 5 cities – Manila, Valenzuela and Caloocan, Metro-Manila, and Puerto Princesa and San Fernando, La Union; 1 Province – Camarines Sur; and 4 municipalities – Opol, Misamis Oriental, Mendez, Cavite, Tuburan, Cebu, and San Luis, Aurora);
 - h) For CLGP Holdings, Inc., Proposed PPP Code for Indonesian Provincial Governments (July 2012);
 - i) Proposed National PPP Policy and Framework (NP4) and submitted the same to the National Economic Development Authority and Department of Finance (May 2011);
 - j) For the Philippine-Lao Business Council, Proposed PPP Code for the Lao People's Democratic Republic (July 2012);
 - k) Lease Ordinance for the Province of Camarines Sur (2011);
 - l) Corporatization Ordinance for the Province of Camarines Sur (2011); and
 - m) As team member, 2008 Joint Venture Guidelines for Government Corporations issued by the National Economic and Development Authority (2008).

3. 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.

4. Professor and Lecturer on PPP:

- a) Professor of Laws, PPP Law, Law School, Ateneo de Manila University, June 2012 to present;
- b) Lectured in 3 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;
- c) In partnership with the *Center for Global Best Practices*, conducted 13 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;
- 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;
- f) In partnership with the *Local Government Academy*, Department of Interior and Local Government, conducted 3-day seminars attended by representatives from 30 cities: (1) 3-day 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) 3-day 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) 3-day 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;
- g) 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;
- h) As resource person for the *National Economic and Development Authority*, conducted 6 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;
- i) For the *Public Sector* conducted 84 (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;
- j) For the *Private Sector* conducted 22 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) PPPs, Project Finance Diploma Course, Ateneo Center for Continuing Education, November 14, 2015; (16) Enabling LGU PPPs, Villar Group, January 13, 2016; (17) Enabling JVs by LGUs and GOCCs, WaterKonsult, January 25, 2016; (18) Enabling and "Future-Proofing" LGU PPPs, Ateneo Center for Economic Research and Development, February 10, 2016; (19) PPPs with LGUs and GOCCs, Manila Water Company Inc., February 16, 2016; (20) Engaging LGUs, Water Districts and Electric Cooperatives, Aboitiz Government Relations, February 17, 2016; (21) Propriety and Legality of Philexim Sovereign Guarantees in PPPs and Private Sector Participation, Philippine Export-Import Credit Agency, February 24, 2016; (22) Capitalizing Market Trends and PPPs, Emerson, March 2, 2016;
- k) 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;
- l) For *Lawyers* as part of the Mandatory Continuing Legal Education, lectured on 13 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; and

m) Organized more than 50 seminars for Government Corporations on Joint Ventures during his stint as Government Corporate Counsel, 2008 – 2009.

5. 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).

6. Author of:

- a) As part of the requirements for his PhD program, “Practicing Leadership to “Future-Proof” the General Welfare through Local Government Public-Private Partnerships”;
- b) 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);
- c) Through Forensic Solutions, Proposed PPP Code for Local Governments: Annotated (March 30, 2012);
- d) Through Forensic Solutions, Knowing PPP, BOT and JV: A Legal Annotation (January 2011); and
- e) Through the Office of the Government Corporate Counsel, the Primer on the 2008 Joint Venture Guidelines issued by the National Economic and Development Authority.

7. 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.
8. 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
9. Columnist, BusinessMirror, PPP Lead (every Monday):
- a) We are Payors of PPPs (January 11, 2016)
 - b) More and Better PPPs in 2016 and Beyond, Please! (January 4, 2016)
 - c) The 6 Evils of PPPs (December 28, 2015)
 - d) De- or Recentralizing PPPs (December 21, 2015)
 - e) The Chilling Effect of Successor Risk (December 14, 2015)
 - f) PPP Laws, Not PPP Law (December 7, 2015)
 - g) PPP an Election Issue (November 30, 2015)

Regulation Specialist and Advocate

1. Certified Regulation SpecialistTM 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. Chief Regulator, Officer-in-Charge, Regulatory Office, Metropolitan Waterworks and Sewerage System, September 2007 to June 2008;
4. Former Acting Secretary of Justice, Department of Justice, March to June 2010;
5. Former Acting Solicitor General, Office of the Solicitor General, January to June 2010;

6. Former Government Corporate Counsel, Office of the Government Corporate Counsel, March 2007 to March 2010;
7. 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);
8. Lecturer, Regulation before the Energy Regulatory Commission; and
9. 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. Team Leader, Ateneo Professional Schools, Project with Quezon City Government on Development of Global Growth Generator (3G++), October 2014;
3. Legal Advisor-Contractor, Creation of Chief Financial Office, Philippine-Australia Public Financial Management Program, March 24 to May 26, 2014;
4. 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;

5. 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;
6. Consultant to the Union of Local Authorities, Leagues of Provinces, Cities and Municipalities of the Philippines (pre-2000);
7. Consultant, Associates in Rural Development, a USAID funded program on local governance, 1997;
8. Lecturer, in 2013, (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;
9. Lecturer on Elections Laws: (1) Election Laws and the Party-List System for the Alliance of Philippine Fishing Federation organized by the Center for Global Best Practices, January 7, 2016; (2) Philippine Election Law, Center for Global Best Practices, 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, Center for Global Best Practices, February 25, 2016; and
10. Contributing Author, Election Online, CD Technologies Asia, January 2016

Government Positions Held

1. Acting Secretary of Justice, March to June 30, 2010
2. Acting Solicitor General, counsel of the National Government, January to June 30, 2010
3. Government Corporate Counsel, counsel of government-owned and -controlled corporations and government instrumentalities, March 2007 to March 2010
4. 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

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)

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