

BENJAMIN E. DIOKNO

SECRETARY DEPARTMENT OF BUDGET AND MANAGEMENT



Specialization: Professor Diokno provides policy advice and conducts research in the following areas: public economics (which focus on structure and scope of government, tax policies and tax reform; government expenditure analysis; national budget, deficit and debt; and decentralization and intergovernmental fiscal relations), public expenditure analysis; national budget, deficit and debt; and decentralization and intergovernmental fiscal relations), public expenditure management, resource economics (with focus on public policy on water and oil), and economic development (with focus on ASEAN transitional economies).

Immediate Past Positions:

Senior Advisor, International Tax and Investment Center (ITIC)
Professorial Lecturer, School of Economics, University of the Philippines (Diliman)
Chairman, Board of Regents, Pamantasan ng Lungsod ng Maynila (University of the City of Manila), concurrently as Chairman of the Board of Trustees, Ospital ng Maynila Medical Center and Independent Director, Asia United Bank

PERSONAL BACKGROUND

Date of Birth: March 31, 1948
Place of Birth: Taal, Batangas, Philippines
Nationality: Filipino

Educational Background

Highest Degree Earned	School Attended and Address of School	Year Graduated
Ph.D. (Economics)	Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, New York, U.S.A.	1981
M.A. Political Economy	Johns Hopkins University, Baltimore, Maryland, U.S.A.	1976
M.A. Economics	University of the Philippines, Diliman, Quezon City, Philippines	1974
Certificate in Development Economics	University of the Philippines-Wisconsin Program in Development Program in	1972

(With Very High Distinction)	Development Economics, School of Economics, University of the Philippines, Diliman	
Master of Public Administration	University of the Philippines, Diliman, Quezon City, Philippines	1970
B.A. Public Administration	University of the Philippines, Diliman, Quezon City, Philippines	1968

HONORS, AWARDS RECEIVED

- Recipient, 2014 Most Outstanding Citizen Award, Quezon City (Philippines)
- Recipient, Visiting Professorship in International and ASEAN Studies, University of Toronto, January-December 1998. This is an award to select scholars in the ASEAN region; it was subsequently given up by the recipient in order to serve as Secretary of Budget and Management in the Philippine Government.
- 1998 Outstanding Scientific Paper: "Exchange Rate Policy: Recent Failures and Future Tasks." *Public Policy* 1(1): 15-41 (Oct-Dec. 1997). Awarded by the national Academy of Science and Technology, July 1998. (Jointly with Emmanuel S. de Dios, Raul V. Fabella, Felipe M. Medalla and Solita C. MOnsod).
- Most Outstanding Faculty Member (for Public Service), University of the Philippines (Diliman), June 1991.
- Fellow, The Rockefeller Foundation, August 1974 to November 1976.
- University of the Philippines Economics Project Fellow, School of Economics, University of the Philippines, 1972-73.
- Graduate Study Grantee, University of the Philippines College of Public Administration, 1968-69.

EMPLOYMENT RECORD

FROM 2014	TO June 20, 2016
EMPLOYER	City Government of Manila
Position held and Description of duties	Chairman, Board of Regents of the Pamantasan ng Lungsod ng Maynila (City University of Manila). Chairs the governing board of the 50-year old, chartered city university with a student population of approximately 10,000 students
FROM 2012	TO June 30, 2016
EMPLOYER	Asia United Bank
Position held and Description of duties	Independent Director Chairs the Risk Oversight Committee. Member of the following AUB Committees: Audit: Corporate Governance; Performance Evaluation, Compensation and Remuneration sub-committee; and Nomination Sub-committee
FROM June 1974	TO March 2013
EMPLOYER	School of Economics, University of the Philippines
Position held and Description of duties	Philippine National Bank Professor of Economics Teach courses at the graduate and undergraduate levels. Courses taught include: Public Economics, Microeconomics, Development Economics, and Special Topics (Public Enterprises Investment and Pricing Policies; Public Sector Reforms). Conduct research and

provide policy advice in the following areas: public economics (with focus on structure and scope of government tax policies and tax reform; government expenditure analysis; national budget, deficit and debt; and decentralization and intergovernmental relations), resource economics (with focus on public policy on water and oil), and economic development with focus on ASEAN transitional economies.

FROM July 1998
EMPLOYER

TO January 2001
Department of Budget and Management, Republic of the Philippines

Position held and Description of duties

Secretary of Budget and Management

Prepared the President's annual budget for submission to and action by Congress. Implemented the annual budgets as approved by Congress. Chaired two Cabinet-level committees: The Development Budget Coordination Committee (DBCC) and the Presidential Committee on Effective Governance (PCEG). DBCC is responsible for annual and multi-year budget planning while PCEG is mandated to coordinate all efforts to reform the public sector. *Major accomplishments:* (a) initiated and implemented a package of public sector reforms that includes the strengthening of public expenditure management systems (such as the Medium-term Expenditure Framework (MTEF), Performance Measurement, and Procurement Reforms); (b) caused the moratorium on the creation of new state universities and colleges; (c) effected the abolition of several government agencies; (d) initiated the conduct of several public expenditure sector studies; and (e) initiated the creation of the Budget Dialogue Group, a joint public-private sector top-level consultative group on strategic budget planning.

FROM January 1993
EMPLOYER
Position held and Description of duties

TO September 1995
Office of the Senate President, Philippine Senate
Fiscal Adviser

Provided economic advice to the Philippine Senate with focus on fiscal affairs. Served as senior technical representative of the Senate to the Legislative-Executive Development Advisory Council (LEDAC), the highest economic policy advisory council of the Philippine government. *Major accomplishments:* (a) assisted in the preparation of the Social Pact for People Empowered Economic Development (SPEED), a joint legislative-executive action plan for economic development and structural reform and (b) coordinated the technical work for the ratification of the GATT-WTO by the Senate.

FROM December 1998
EMPLOYER
Position held and Description of duties

TO August 1991
Philippine National Oil Company
Chairman and CEO: April- August 1991
Member, Board of Directors: December 1998-March 1991

PNOC, the Philippine Government's energy company, has 13 subsidiaries in petroleum refinery and marketing, energy exploration and development, oil and coal shipping and shipyard operations, and coal mining. *Major accomplishments:* (a) initiated the groundwork for

the privatization of Petron, PNOC's refinery and marketing operations, and (b) put back on track the government's investment in indigenous (geothermal and natural gas) energy development.

FROM February 1986
EMPLOYER

TO March 1991
Department of Budget and Management, Republic of the Philippines

Position held and Description of duties

Undersecretary for Budget Operations
Prepared the President's annual budgets from 1987 to 1991 for submission and action by Congress. Assisted the Secretary of Budget and Management in executing the annual budgets. Chaired the Executive Technical Board (ETB) of the Development Budget Coordination Committee. *Major accomplishments:* (a) a dramatic rise in the budget allocation for social services; (b) initiated a close link between the budget and the economic plan; (c) actively assisted in the design and sponsorship of the 1986 Tax Reform Program which increased significantly tax effort and tax responsiveness of the Philippine tax system; and **(d) actively involved in the preparation of draft legislation for the Local Government Code of 1991 which led to significant fiscal decentralization in the Philippines.**

FROM January 1990
EMPLOYER

TO March 1991
**Local Water Utilities Administration
Chairman of the Board of Directors**

Position held and Description of duties

This public corporation is responsible for providing financing and technical assistance to water districts all over the Philippines except for Metropolitan Manila. *Major accomplishment:* effected the reorganization of LWUA along regional lines to foster competition and improve internal efficiency.

MEMBERSHIP IN PROFESSIONAL, CIVIC AND CULTURAL ORGANIZATION

Organization	Position	Dates
Philippine Economic Society	President/Member	1990/since 1974
Rotary Club of Manila, Inc.	Acting President/Member	
Rebisco Foundation, Inc.	Independent Trustee	2013

PARTICIPATION IN INTERNATIONAL WORKSHOPS

- Speaker and Participant, "Seminar on Countercyclical Fiscal Policy in Asia," Tokyo, Japan, April 26-27, 2012, sponsored jointly by the IMF Regional Office for Asia and Pacific (OAP) and the IMF Fiscal Affairs Department (FAD).
- Participant, Macro and Growth Policies in the Wake of the Crisis, Washington D.C., March 7-8, 2011, organized by the International Monetary Fund.
- Resource Speaker, Workshop on Fiscal Decentralization to Rural Governments in India, New Delhi and Chandigarh (India), June 7 and 8, 2004, sponsored by the World Bank.
- Paper Presenter, "Decentralization in the Philippines After Ten Years: What Have We Learned? What Have I Learned?" Asian Development Conference, 2003 on Development and Decentralization in Asia, Kitakyushu City, Fukuoka Prefecture, Japan, November 10 and 11, 2003, organized by the World Bank, Asian Development Bank, The International

Center for the Study of East Asian Development, Kitakyushu, and Council of Local Authorities for International Relations.

- Resource Person and Member, Preparatory Committee for the 2003 Asian Development Conference on Development and Decentralization in Asia, Kitakyushu City, Fukuoka Prefecture, Japan, November 2002.
- Resource Speaker, International Financial Management Workshop, Jakarta (Indonesia), 15-18 October 2002, organized by ADB, ADB Institute, and the Indonesian Government project group.
- Resource Speaker, Workshop on Making and Managing Policy Module I, Singapore, 24-28 June 2002, organized by the Asian Development Bank Institute.
- Represented the Philippine Government (as Alternate Governor, World Bank) in three joint IMF-World Bank Annual Meetings (Prague, Czech Republic, 2000; Washington, D.C., USA, 1999 and 1998).
- Resource Speaker, Public Expenditure Management Workshop, Ho Chi Minh City (Vietnam) and Phnom Penh (Cambodia), 21-26 January, organized by the ADB and ADB Institute.
- Member, Philippine Delegation to APEC Annual Meetings (Malaysia, 1998; New Zealand, 1999; Brunei Darussalam, 2000).
- Member, Philippine Delegation to the United Nations Millennium Summit, New York, New York, USA, 2000
- Paper Presenter, World Economic Forum, Singapore, 1998 and 1999.
- Head of Delegation of Philippine senior officials to study public sector reforms in Australia (19-30 April 1999) and New Zealand (10-18 September 1999).
- Guest Lecturer, "Prospects and Emerging Policy Challenges: ASEAN-4," Campus in Asia of INSEAD, Singapore, January 18, 2001.
- Resource Person and Moderator (Session: Toward A New International Financial Architecture), Ninth Seminar on International Finance, sponsored by the Asian Development Bank, Bangkok, Thailand, October 26-29, 1999.
- Participant and Chair (Session: Corporate Employment and Public Policy), Asian Corporate Recovery: Corporate Governance, Government Policy, organized by the World Bank, Bangkok, Thailand, March 31-April 2, 1999.
- Participant and Paper Presenter, Conference on Public Sector Management for the Next Century, sponsored by the Institute of Development Policy and Management, University of Manchester, Manchester, England, June 29-July 2, 1997.
- Resource Person, Symposium on Tax Policy and Reform in the Asia-Pacific Region, sponsored by the Asian Development Bank, Bangkok, Thailand, October 24-30, 1996.
- Participant, Workshop on Fiscal Reform and Structural Change, sponsored by the International Development Research Centre (IDRC) of Canada, Mexico City, Mexico, April 14-17, 1994.
- Participant, Third Biennial Conference on Asian Correspondent Institutes, sponsored by the International Centre for Economic Growth (ICEG) in collaboration with the Centre for Strategic Studies, Jakarta, Indonesia, April 6-9, 1994.
- Coordinator, Technical Assistance Mission to Cambodia, sponsored by the International Development Research Centre (IDRC) of Canada, Phnom Penh, Cambodia, December 26, 1993- January 9, 1994.
- Resource Person, Third Symposium on Tax Policy and Reforms in the Asia-Pacific Region, sponsored by the Asian Development Bank, Kuala Lumpur, Malaysia, April 14-16, 1993.
- Member of Mission, Policy Training and Technical Assistance Facility (PTTAF), sponsored by the Canadian International Development Administration (CIDA), October 1-20, 1990.

- Participant, Seminar on Collaborative Approaches to Economic Adjustment,” sponsored by the IBRD Economic Development Institute and the Government of Japan, Washington, D.C., June 5-16, 1989.
- Participant, Seminar on Environmental Cooperation, sponsored by the Carl Deisberg-Gesselcraft and the Organization of Economic Cooperation and Development (OECD), Germany and France, November 1- 7, 1987.
- Participant, Seminar on the Role of the IMF and the International Monetary System, sponsored by the International Monetary Fund, Washington, D.C., July 7-17, 1987.
- Member, Expert Group on the Feasibility of Establishing an Institute for Public Finance in Asia and the Pacific, sponsored by the Economic and Social Commission for Asia and the Pacific (ESCAP), August 1986-February 1987.

RECENT PUBLICATIONS

- “Education and NDOs in the Philippines,” with L. Symaco in Lorraine Pe Symaco, editor, *Education and NGOs*, London: Bloomsbury Academic, 2016.
- “Recent Philippine budget reforms: separating the chaff from the grain, the whimsical from the real,” *The Philippine Review of Economics*, Vol. LI, No. 1, June 2014, pp. 60-83.
- “Fiscal decentralization after 20 years: What have we learned? Where do we go from here?” *The Philippine Review of Economics*, Vol. XLIX, No. 1, June 2012, pp. 9-26.
- “Evaluating the Philippine Primary Education System,” *International Journal of Educational and Psychological Assessment*, Vol. 5 (September 2010), pp. 255-264.
- “Philippines: Fiscal Behavior in Recent History,” *The Philippine Review of Economics*, June 2010.
- “Decentralization in the Philippines After Ten Years: What Have We Learned?” in Shinichi Ichimura and Roy Bahl, editors, *Decentralization Policies in Asian Development*, Singapore: World Scientific, 2009.
- “General Equilibrium Calculation of Tax Collection Costs for Border and Domestic Taxes: The Case of the Philippines,” with Ramon Clarete, in Guillermo Perry, John Whalley and Gary McMahon, editors, *Fiscal Reform and Structural Change in Developing Countries*, Vol. 2, London: Macmillan, 2000.
- “Foreword” in Magdalena L Mendoza (ed), *Measuring Good Governance in the Philippines*, Development Academy of the Philippines, Pasig City, Philippines, December 2000.
- “Local Governments’ Expenditures for Social Services Delivery, in Asian Development Bank and the World Bank, *The New Social Policy Agenda in Asia: Proceedings of the Manila Social Forum*, Manila, August 2000.
- “Beyond the Basics: The Philippine Case,” in Salvatore Schiavo-Campo, *Governance, Corruption and Public Financial Management*, Manila: Asian Development Bank, November 1999.
- “Exchange Rate Policy: Recent Failures and Future Tasks,” *Public Policy*, 1, No.1 (October-December 1997), with Emmanuel S. de Dios and others.
- “Philippines: Public Sector Employment Pattern, Priorities and Policies,” in Emmanuel Esguerra and Kazuhisa Ito, *Employment, Human Capital and Job Security: Recent Perspectives on the Philippine Labor Market*, Institute of Developing Economies, Japan, 1997.
- “Financial Reforms and Credit Finance for Local Governments,” in Raul Fabella and Kazuhisa Ito, *Financial Sector Issues in the Philippines*, Institute of Developing Economies, Japan, 1996.

- “Fiscal Policy for Sustainable Growth,” in R. Fabella and H. Sakai, Towards Sustained Growth, Institute of Developing Economies, Japan, 1995.
- “Budgeting in the Philippines: In Search of Political Discipline and Technical Expertise,” Policy Review, 2, No. 1 (January-March 1995).
- “Taxes and Public Sector Resource Mobilization,” in R. Fabella and H. Sakai, Resource Mobilization and Resource Use in the Philippines, Institute of Developing Economies, Japan, 1994.
- “Debt Service and the Budget Process,” Policy Review, 1, No. 1 (January-March 1994).
- “Structural Adjustment Policies and the Role of Tax Reform,” Asian Development Review, 11, No. 2 (1993).

DISCUSSION PAPERS

- “Of Budget Rules and Fiscal Outcomes: The Philippine Case”, School of Economics, University of the Philippines, September 2010 [forthcoming]
- “Economic and Fiscal Policy Determinants of Public Deficits: The Philippine Case,” Discussion Paper No. 0702, School of Economics, University of the Philippines, February 2007.
- “The Economy on a Cusp: The Proposed VAT amendments and their larger significance,” Discussion Paper No. 0505, School of Economics, University of the Philippines, March 2005, with Emmanuel S. de Dios and nine other Economics professors from the U.P. School of Economics.
- “Reforming the Philippine Tax System: Lessons from Two Tax Reform Programs,” Discussion Paper No. 0502, School of Economics, University of the Philippines, March 2005.
- “The Deepening Crisis: The Real Score on Deficits and the Public Debt,” Discussion Paper No. 0409, School of Economics, University of the Philippines, August 2004, with Emmanuel S. de Dios and nine other Economics professors from the U.P. School of Economics.
- “Decentralization in the Philippines After Ten Years: What Have We Learned? What Have I Learned?” Discussion Paper No. 0308, School of Economics, University of the Philippines, December 2003.

CONSULTING ASSIGNMENTS

- International Fiscal Decentralization Adviser. Public Financial Management Reform Program (PFMRP) of the Ministry of Economy and Finance of the Royal Government of Cambodia. Funded by a Multi-Donor Trust Fund, August 2010 to December 2012. The task involves providing advice to the Ministry of Economy and Finance in the implementation of the objective to strengthen and develop fiscal decentralization policy and strategy under the PFMRP Stage 2 and the Organic Law, including the design and implementation of related reforms of the sub-national financing and management systems to support the transfer of functions to lower levels of administration in line with the National Program for Sub-National Democratic Development (NP-SNDD) and as envisaged by the decentralization and deconcentration reforms.
- International Consultant. European Commission Technical Assistance to the Health Sector Policy Support Programme in the Philippines (EC-TA HSPSP), June 13-September 30, 2010. The task is to develop a diagnostic framework for revenue generation for local government units (LGUs).

- Advisor for Public Expenditure Management. Medium Term Budget Framework project for Mongolia. Sponsored by the World Bank. January 2007 to December 2007. The assignment involves a sector review process through which the Ministry of Social Welfare and Labor's strategic objectives and program activities are documented, costed and prioritized. The MSWL is Mongolia's most important ministry in terms of the size of the budget and the government's direct service provision to its people.
- Team Leader/Economist. Agricultural Taxation Reform Project for the People's Republic of China. Sponsored by the Asian Development Program. May 2005 to February 2006.
- Consultant, Department of Health (Philippines) – Preparation for Health Sector Reform Project. Sponsored by the World Bank. January to December 2006. The assignment involves proposing a revised budget structure for the Department of Health consistent with a MTEF, proposing changes in its internal budget process, and preparing an analysis of health sector expenditures with the view of identifying areas of reprioritization.
- Consultant, Asian Development Bank. The assignment was to write a paper for the Asia Recovery Information Center (ARIC) on "Post-crisis Fiscal Policy in East Asia: Trends, Issues and Challenges." October to December 2004.
- Public Finance Management Expert: European Commission's Public Finance Diagnostic Mission. Contracting party: Altair Asesores. The assignment was to assess the robustness of the financial management systems of the Republic of the Philippines, the Department of Health, and select provinces, preparatory to a proposal for direct budgetary support for health services to Government of the Philippines by the European Union. September to October 2004.
- Principal Fiscal Adviser: Asian Development Bank's Strengthening Public Financial Management (Technical Assistance Cluster) for Cambodia. The TA is a component of the Technical Capacity Assistance Programme (TCAP) in Cambodia. The assignment was to provide policy advice and specialized training to achieve the following objectives of the TA's Fiscal Management Component: (a) improve the capacity of the Ministry of Economy and Finance and other priority ministries in budget formulation and strategic expenditure analysis; (b) design a medium-term expenditure framework (MTEF); (c) assist in the fiscal devolution initiatives of the Royal Government of Cambodia; and (d) train budget and financial specialists and managers. Intermittent missions to Cambodia from June 2001 to January 2004.
- International Education Finance Specialist: Asian Development Bank's Vietnam Social Finance Project. Contracting party: Abt Associates, Inc. The assignment was to assist the team leader, and collaborate with other team members to attain the objectives of the technical assistance, namely: assist the Government of Viet Nam in developing (a) a policy framework for designing and implementing reforms in the social sectors and (b) guidelines for evaluating social sector projects in that policy context. June 1995 to April 1996.
- Consultant: World Bank. The task was to evaluate the process of decentralization in the Philippines and its impact on fiscal policy and to analyse the budgetary process and priorities in the Philippines. Both papers were used in a World Bank report entitled: Public Expenditure Management for Sustained and Equitable Growth (September 5, 1995). April 1994- May 1995.
- Program Director: Canadian International Development Administration (CIDA) Technical Assistance Program to the Ministry of Social Affairs, Labour and Veteran Affairs of Cambodia. The task was to head a mission of economists and design a program of assistance for the Ministry. December 1993 to May 1994.
- Consultant: The World Bank. The task was to evaluate the impact of the devolution process on health expenditures based on a large cross-section of Philippine provinces,

cities and municipalities. It involved the supervision of a team of research assistants that gathered local fiscal and other socio-economic data. January-December 1994.

- Budget systems specialist: International Management and Communications Corporations (IMCC) project with US AID (Manila) on the review of capital budgeting process in the Philippines. March to May 1994.
- Consultant and member of mission: World Bank health sector study for the Philippines. The task was to look into the fiscal impact of devolution on the delivery of health services. May to November 1992.
- Local finance specialist: Pragma Corporation project funded by USAID (Manila). Impact evaluation and decentralization assessment of the Local Development Assistance Project (LDAP). August to October 1992.
- Macroeconomist: Nathan Associates project with USAID. The task involved monitoring and assessment of the SDP II Second Tranche Project. August to October 1992.
- Public finance expert: International Management and Communications Corporations (IMCC) project with USAID (Manila). Public Debt Management Study. October 1991 to February 1992.

POLITICAL AND ECONOMIC COMMENTATOR

He used to be a political and economic commentator. He wrote a weekly op-ed for *Business World*, *Malaya Business Insight*, and *The Daily Tribune* until he was appointed Secretary of Budget and Management.

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