PHILIPPINE CENTER FOR ECONOMIC DEVELOPMENT

OPERATIONS MANUAL
as of October 2025

I. INTRODUCTION

This Operations Manual of PCED contains the operational guidelines that have been practiced by the Center since its established in 1974. It is intended as a handy reference on personnel matters and the basic guidelines governing conduct in the PCED offices. It presents the working environment, the duties and responsibilities of a PCED employee and contractor.

This Manual likewise contains the accounting and recording procedures on Financial established by the Center for management of its funds and accounts, including internal control guidelines and required forms.

Any revisions and amendments to this Manual should be approved by the Board of Trustees and officiated by a Board Resolution or memorandum signed by the Chairman and copy of which shall be attached to and form an integral part of this Manual.

II. DEFINITION OF TERMS AND ACRONYMS

For purposes of this Manual, the following terms shall have the following meanings:

Executive Officers - refer to Officers whose primary task is to serve the Board or to pursue the immediate functions of the Board, such as the Executive Director, and Division Chief.

Board of Trustees - refers to the collegial body that exercises the corporate powers, conducts all business and controls or holds all properties of the Center.

Executive Director - refers to the highest ranking corporate executive who heads Management.

Management - refers to the body given the authority to implement the policies determined by the Board in directing the course and business activities of the GOCC.

Employee - means any person who performs services for the Center in which either or both mental or physical efforts are used and who receives compensation for such services, and where there is an employer-employee relationship with the Center.

Center - means Philippine Center for Economic Development

Manual - refers to the Operations Manual

PCED - means Philippine Center for Economic Development

UPSE - means University of the Philippines School of Economics

III. GENERAL INFORMATION OF PCED

The Philippine Center for Economic Development (PCED) was created on 15 March 1974 by Presidential Decree (PD) No. 453 with the primary responsibility of giving "…financial and moral support to the research, teaching, training, and other programs of the School of Economics, University of the Philippines." Through the PCED, the UPSE undertakes its academic functions at a larger scale while still

maintaining a high degree of independence, relying on faculty initiative as the prime means of developing competent training and research.

PCED was created to support the following functions of the UPSE:

1. to conduct and engage in research work and studies oriented towards national policy and the needs of national development in the field of economics, particularly in the areas of:
    a. monetary and fiscal policy;
    b. tariff and trade policy;
    c. industrial and agricultural policy;
    d. regional economic development;
    e. manpower and employment;
    f. economic studies on the environment, energy, health, education, and development in general;
    g. statistical programs and policy; and,
    h. long-, medium-, and short-term economic planning;
2. to undertake training programs designed to provide government and the nation as a whole with planners, analysts and economic statisticians; and in general, with technicians skilled and knowledgeable in the problems issues in economic development;
3. to serve as the venue and initiator to bring together experts and specialists in other disciplines to conduct studies and investigations, and to engage in the interchange of ideas so as to bring their knowledge and experience to bear on common problems, with a view towards the creation of fresh ideas and approaches that could be effectively applied to economic development; and
4. to engage in the publication of the results of research.

IV. ORGANIZATION

4.1 PCED Board Composition. Pursuant of sec. 3 of PD 453, the affairs of the Center shall be managed by a Board of Trustees which shall be composed of the following:

a. The Director-General of the National Economic and Development Authority (NEDA), as Chairman;
b. The Executive Secretary; Whenever the Executive Secretary is unable to attend a meeting of the Board, he/she shall designate his/her alternate to attend the meeting;

c. The Secretary of the Department of Trade and Industry; Whenever the Secretary of Trade and Industry is unable to attend a meeting of the Board, he/she shall designate his/her alternate to attend the meeting;

d. The Secretary of the Department of Finance; Whenever the Secretary of Department of Finance is unable to attend a meeting of the Board, he/she shall designate his/her alternate to attend the meeting;

e. The Secretary of the Department of Budget and Management; Whenever the Secretary of Department of Budget and Management is unable to attend a meeting of the Board, he/she shall designate his/her alternate to attend the meeting;

f. The Governor of the Bangko Sentral ng Pilipinas; Whenever the Governor of the Bangko Sentral ng Pilipinas is unable to attend a meeting of the Board, he/she shall designate his/her alternate to attend the meeting;

h. The President of the University of the Philippines; Whenever the President of the University of the Philippine is unable to attend a meeting of the Board, he/she shall designate his/her alternate to attend the meeting; and

i. The Dean of the U.P. School of Economics

In addition, two members may be appointed by the President of University of the Philippines, upon recommendation of the Dean of the School of Economics. (Section of 3 of P.D. 453).

4.2 Functions and Responsibilities of the Board of Trustees.

The Board shall have the following functions:

a) To approve and authorize on an annual basis a program for financial assistance to the School of Economics;

b) To appoint the Executive Director and the other officers and staff of the Center, whose number, organizational structure and compensation shall be determined by the Board upon recommendation of the Executive Director;

c) To constitute themselves or their representatives into an Advisory Committee whose function shall be to make recommendations to the School with respect to the latter's academic and other programs;

d) To promulgate rules and regulations necessary for the discharge of its powers and functions and the internal organization and operations of the Center;

e) To monitor and review periodically the programs and projects of the Center.

4.3 The Management, Functions and Responsibilities

Management stands at the center of decision-making for the day-to-day affairs of the Center. It determines PCED's activities by putting the targets set by the Board in concrete terms and implementing basic strategies for achieving those targets.

4.3.1 The Executive Director of the Center – The Executive Director shall be the executive officer of the Center and shall receive such salary and remuneration as may be determined by the Board of Trustees. He shall have the following powers and duties:

a) To have control and supervision over the personnel, staff, operations and internal administration of the Center in accordance with existing laws and the rules and regulations promulgated by the Board of Trustees;

b) To recommend to the Board of Trustees such policies and measures which he deems necessary for the effective exercise and discharge of the powers and responsibilities of the Center;

c) To submit an annual report to the Board of Advisers on the operations, the status of the programs funded by, and the financial condition of, the Center, including a recommendation for its budget for the ensuing year.

4.3.2 Division Chief (Research)

a) Monitors the research activity of the Center.

b) Supervises workshops, seminar programs; and

c) Maintains the computer facilities and the library

4.3.3 Division Chief (Special Projects)

a) Coordinates the public service activities of the Center;
b) Supervises training programs and conferences;
c) Maintains continuing interaction between government official and academic research workers;
d) Coordinates special projects (e.g. international conferences) in cooperation with non-governmental and international agencies;
e) Designs training programs to fill the needs of government agencies for specialized training in economics, project evaluation and development planning.

4.3.4 Division Chief (Finance and Admin)

a) Responsible for financial and property matters

V. OPERATIONAL CONTROL AND SUPERVSION

The operations of the Center are classified as follows:

a. Research Management - refers to the research projects recommended by the Division Chief for Research and approved by the Executive Director.
b. General Administrative Services - refers to the day-to-day operations of the Center.
c. It likewise refers to the Center's Board of Directors and employees.

VI. OPERATING PROCEDURES

4.1 RESEARCH GRANT PROCEDURE

4.1.1 Awarding process

1. To avail of a grant, the faculty/Principal Investigator(s) submit a proposal in a form of rationale or abstract to the PCED Research Office
2. PCED Research Office drafts the contract for the approval of the Executive Director

4.1.2. Operational timeline

1. Last quarter of the year
   Call for submission of proposal for research grants / Call for intention to submit next year to research grants.

2. At the end of the first quarter, a review of the available funds will be made to determine if a call for proposal on collaborative research will be made.
3. At the end of the second quarter, a review of the available funds will be made to determine if a call for additional research will be made.

4.1.3. The outputs required by PCED are as follows

1. Research paper in Discussion Paper format.
2. Presentation at a Faculty Brown---bag Seminar with progress report

3. Presentation at the UPSE---PCED Friday seminar

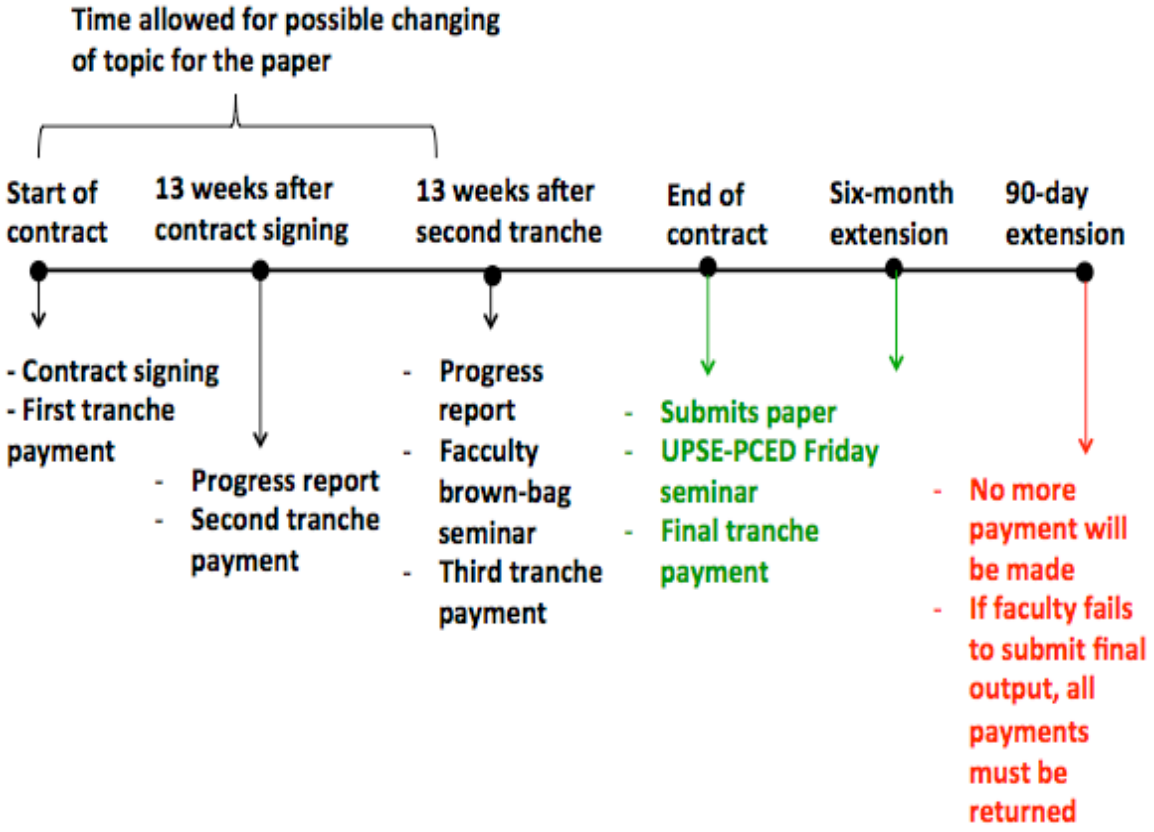
4.1.4. Payment Tranches

1. Principal Investigator (PI) submits an inception report upon acceptance of the inception report, PCED pays the PI the first tranche of payment (15% of the total contract fee).
2. PI submits a progress report within thirteen weeks after signing of contract. PCED pays the PI the second tranche of payment (25% of the total contract fee). Progress report includes an attachment of what has been done so far.
3. PI submits a progress report (first draft of paper) and presents initial results at a Faculty Brown---bag Seminar within thirteen weeks after the second payment is received. PCED pays the PI the third tranche of payment (25% of the total contract fee).
4. PI submits research paper in DP Format and present results of the study at the UPSE---PCED Friday Seminar. PCED pays the PI the final tranche of payment (35% of the total contract fee). For collaborative research, PCED pays the PIs the final tranche upon submission of the research paper and their approval of the digital print copy of the policy notes.

4.1.5. Contract Duration and other clauses (see Figure 1)

1. The contract duration is one year.
2. Topic substitution is only allowed prior to the third tranche of payment. PIs submit a written request to the Research Office.
3. In the event that the final output cannot be submitted on time, the PI must write a letter of request for an extension. PCED provides a six---month extension beyond the ending date of the contract.
4. If outputs are still not finished beyond the six months extension no further payments shall be made. PCED will give the faculty 90 days to complete the contract, i.e., submit the final output, otherwise the faculty must return to PCED all payment that have been made.
5. PCED may offer the faculty another research grant (i) after one year from the commencement of the contract or (ii) one week after the closure and completion of the contract, whichever is later and provided that you do not have any overdue research grant with PCED.
6. A faculty cannot avail of any other research grant from PCED if s/he has an overdue research contract.

Figure 1. Contract duration



4.1.6. Administrative processing of grants

1. PCED Research forwards to Finance Office a request for payment.
2. PCED Finance issues disbursement voucher.
3. PCED prepares check for signing by at least two of the following:
   a. Executive Director
   b. Division for Finance
   c. Division Chief for Special Projects
4. PCED Research releases payment to the PI/s.

4.2. PROCUREMENT: Purchase of Supplies and Materials

Supplies Requisition Flow

Requestor must fill up a request form indicating the item specifications, quantity and estimated cost.

Property officer will check if the item being requested is included in the budget or APP

No, not included in the APP

Include in supplemental APP

not approved? ► can be requested for the following year's budget allocation/ APP

yes, included in PCED budget

Budget officer will certify funds availability

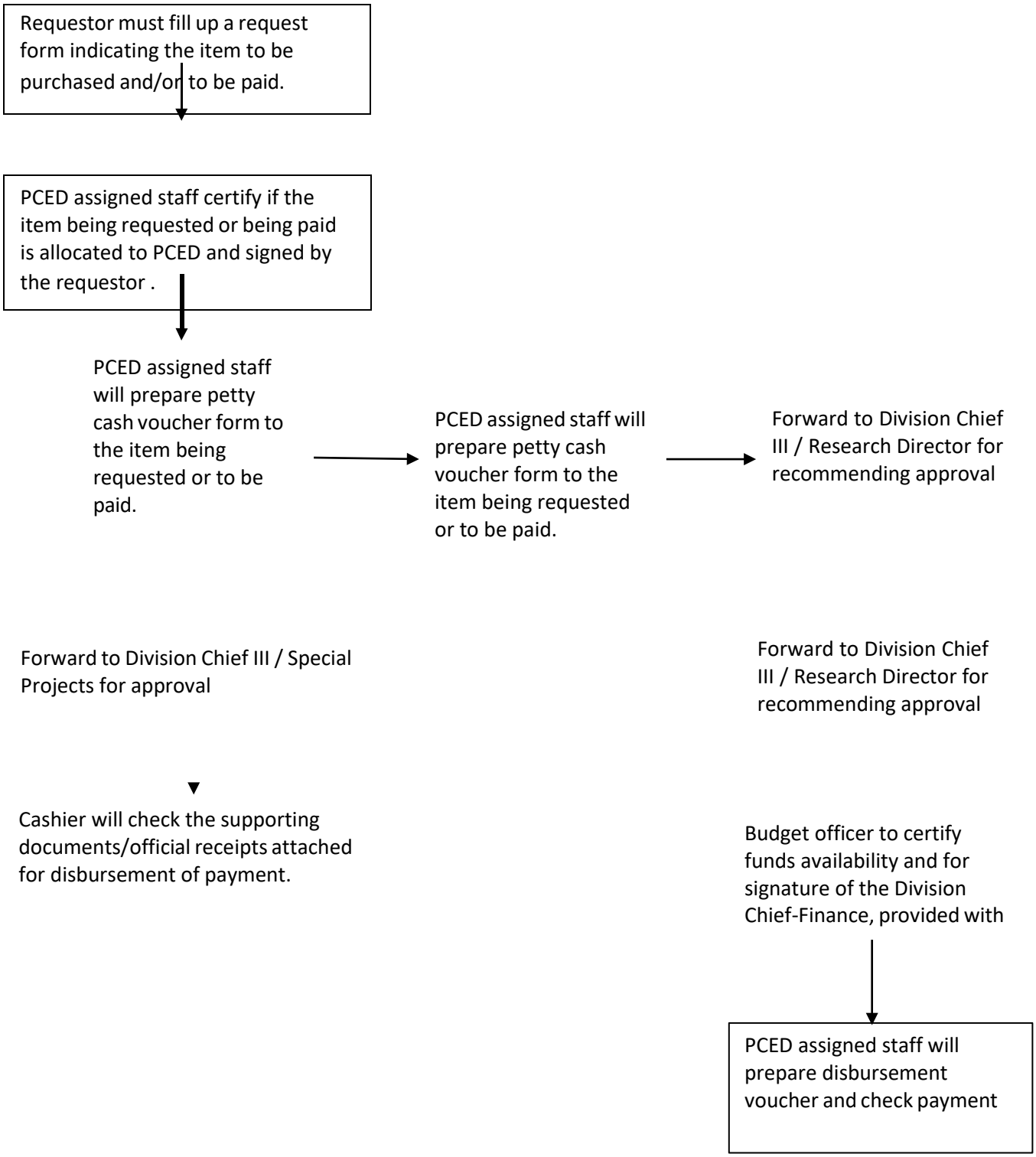
Forward to Division Chief for Special Projects for approval

Property Officer will prepare official forms for purchase request and purchase orders and other necessary documents for attachment

Division Chief III will sign the documents for approval, provided with all the necessary attachments

4.3 REQUEST FOR REIMBURSEMENT PROCESS FLOW

REIMBURSEMENT PROCESS FLOW



4.4 REQUEST FOR PAYMENT PROCESS FLOW

PAYMENT PROCESS FLOW

Requestor must fill up a request form indicating the item/research/projects to be to be paid.

PCED assigned staff certify if the item being requested or being paid is allocated to PCED and signed by the requestor .

PCED assigned staff will prepare request for payment form to the item being requested or to be paid.

If payment for research projects, seminar expenses and other research related expenses

Forward to Division Chief III / Research Director for recommending approval

Forward to the Executive Director for approval

Budget officer to certify funds availability and for signature of the Division Chief-Finance, provided with all the necessary attachments

PCED assigned staff will prepare disbursement voucher and check payment

Forward to Division Chief III / and/or the Executive Director for approval

Budget officer to certify funds availability and for signature of the Division Chief-Finance, provided with all the necessary attachments.

PCED assigned staff will prepare disbursement voucher and check payment

VII. CONTROL OF RECORDS AND DOCUMENTS

The office of the Executive Director, thru his/her secretary, shall keep a record of all official communication of the Center, including copies of all Board resolutions, minutes of meetings, and memoranda. The secretary shall also maintain a record and file of all signed PCED contracts and Memorandum of Agreement.

The office of the Division Chief-Finance, thru the accountant and clerk, shall maintain a record and file of all financial transactions of the Center. He/She shall also keep a file of all PCED contracts, MOA with funding agencies and institutions, particularly of the approved budgets and financial plans. A file of all other individual contracts of consultants and staff receiving payments from the Center shall also be maintained.