

PEOPLE'S TELEVISION PARASA BAYAN

PEOPLE'S TELEVISION NETWORK, INC.

Toughing It Out for the New Normal

ANNUAL REPORT 2020

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FAST FACTS

The People's Television Network, Inc. (PTNI) is a government-owned and - controlled corporation (GOCC) in the Philippines created on 26 March 1992 under Republic Act No. 7306 or "An Act Providing for the Establishment of the People's Television Network, Incorporated, Defining Its Powers and Functions, Providing for Its Sources of Funding and for Other Purposes" as amended by Republic Act No. 10390 or An Act Amending Republic Act. 7306, "An Act Providing for the Establishment of the People's Television Network, Incorporated, Defining Its Powers" and Functions, Providing for the Establishment of the People's Television Network, Incorporated, Defining Its Powers and Functions, Providing for Its Sources of Funding for Its Sources of Funding and for Other Purposes".

VISION

By 2022, the People's Television Network shall be in the forefront of news and public information in the country, inspiring the Filipino People to become active partners in nation building.

MISSION

To inform, inspire, and empower the Filipino people through relevant, credible, and world-class quality programming and services, and innovative partnerships with the global community.

CORE VALUES

<u>P</u>rofessionalism, Integrity and Commitment <u>T</u>eamwork, Innovation and Service Excellence <u>V</u>alue for God, Country and People

Functions of the Network

(Title IV, Section 9 of PTNI charter)

- 1) To serve primarily as a vehicle for the State for purposes of education, science and technology, arts, culture, and sports in order to foster national pride and identity;
- 2) To serve as a vehicle for bringing the Government closer to the people in order to enhance their awareness of the programs, policies, thrusts, and directions of the Government;
- 3) To ensure that the programs broadcast by the Network maintain a high general standard in all respects, and in particular, in respect to their content and quality and proper balance of educational, news, public affairs, entertainment, and sports programs;
- 4) To serve as an effective outlet for alternative programming;
- 5) To provide subsidized air time to legitimate people's organizations and non-government organizations (NGOs) in the promotion of their programs and projects;
- 6) To serve as an effective medium for national unity and political stability by reaching as much of the Filipino population as possible through the effective use of modern broadcasting technology; and
- 7) To ensure that nothing is included in the programs broadcast by the Network which shall:
 - a. offend public morals, good taste, or decency;
 - b. offend any racial group or promote ill-will between different races or different public groups, prescribing such programs as would promote strictly partisan politics and propaganda;
 - c. offend the followers of any religious faith, sect, or order; or
 - d. outrage public feeling in general.

Strategic Objectives

- 1) Informed, inspired, and empowered Filipino people;
- 2) Be a source of quality news and information that educated, inspires, and empowers;
- 3) Be a relevant and progressive media partner;
- 4) Update key management and operational, guidelines, systems, and processes;
- 5) Maintain economic viability; and
- 6) Strengthen Human Resource Development to maximize performance and professionalize the workforce.

TRANSMITTAL LETTERS

25 June 2021

HIS EXCELLENCY RODRIGO ROA DUTERTE President, Republic of the Philippines Malacanang, Manila

Through: SECRETARY JOSE RUPERTO MARTIN M. ANDANAR Presidential Communications Operations Office

Dear Mr. President:

It is my honor and privilege to present to you the Annual Report of the People's Television Network, Inc. for the year 2020.

It has been an arduous task for all of us to balance the need to deliver news and information to the Filipinos and ensure the health, safety, and well-being of our employees. Though grueling, it was fulfilling nevertheless as we believe we were able to tackle all challenges that came our way.

While there is a pandemic in our midst, we expect these trials to linger. But with your support, we know we can move the Network to even greater heights, the results of which may be felt even beyond our terms of office.

We sincerely thank you for your unstinting support for the government television network.

Very truly yours,

Chairperson, Board of Directors

25 June 2021

CHAIRPERSON SAMUEL G. DAGPIN, JR. Governance Commission for Government-Owned and Controlled Corporations (GCG) 3/F, Citibank Centre, Citibank Plaza Paseo De Roxas, Makati City

Dear Chairperson Dagpin:

It is my honor to present to you the Annual Report of the People's Television Network, Inc. for the year 2020.

It has been an arduous task for all of us to balance the need to deliver news and information to the Filipinos and ensure the health, safety and well-being of our employees. Though grueling, it was fulfilling nevertheless as we did our best to tackle the challenges that came our way.

Thank you very much.

Very truly yours,

MAL FE ALIÑO Chairperson, Board of Directors

MESSAGE FROM THE NETWORK GENERAL MANAGER & COO

What a year 2020 was!

Though the challenges were unprecedented, we were able to pull through with flying colors. I had the honor to be appointed by the President to fill the last seat of the 5-member Board of Directors. I was designated Network General Manager & COO at the height of the Enhanced Community Quarantine (ECQ). To say that it was tough is an understatement. I had the difficult task of getting to know the officers and staff of the Network and navigating through its operations virtually at most times.

Though our hearts broken with every positive result received after a swab test and more so with news of the passing of a co-employee, we had to soldier on.

We worked under the most peculiar of circumstances. We are proud of Public Briefing #LagingHandaPH, newscasts and public affairs programs and Rise and Shine Pilipinas, among others. Despite the pandemic, we were able to launch television shows that the country needed. These served as the citizens' go-to for unadulterated and timely news and public information straight from the sources. Because we stayed true to our principles and values and avoided editorializing and sensationalism, I believe the Network deflected panic and chaos and became the face and voice of calm and logic.

I thank President Rodrigo Roa Duterte, PCOO Secretary Jose Ruperto Martin M. Andanar and the Board of Directors, for their untiring support for PTV. Rest assured of our continued commitment to fulfill our mandate as the government television network.

Finally, my most heartfelt gratitude to the men and women of PTV without whose efforts this Annual Report would not come to be. This is a written testament of our humble efforts to serve the Filipino people through television broadcast and social media.

Together, let us strive to excel in the new normal.

OE S. DE CASTRO Network General Manager & COO

Year 2020 literally started with a bang with the unexpected eruption of one of the smallest yet most active volcanoes in the world – Taal. Government quickly responded by providing assistance to communities that have been directly and indirectly affected by the catastrophe; and PTV was there every step of the way through the delivery of timely news on the disaster and recovery efforts to the public.

(L) File-photo of Taal Volcano and (R) an aerial view after its eruption in January 2020.



Source: File-photo, PTV News and "Aerial inspection sa Taal Volcano, isiniwalat ang pinsala ng Bulkang Taal". *YouTube*, uploaded by PTV. 21 January 2020. https://youtu.be/5ozg3MBxpKs

Still reeling from the Taal Volcano disaster, the country had to face what could be the world's toughest challenge in modern times. The unseen enemy suddenly shut down robust economies and caused chaos and confusion even in the world's most developed countries. International travels were cancelled, schooling was stopped – everything was at a standstill. No amount of preparation and advanced health care system could have geared up the world for COVID-19.

Immediately, the Philippine government buckled down to work to mitigate the effects of the virus. The Presidential Communications Operations Office (PCOO) mobilized its information and communication system and PTV, as its television broadcast component became the face and voice of government in the fight against the disease. Through its main and provincial stations and social media accounts, PTV provided unadulterated news to the anxious and fearful public.

While major parts of the country were placed in Enhanced Community Quarantine, the men and women of PTV braved the situation to deliver news as it happens, where it happens.

In this time of desperation, PTV is the voice of calm and truth. It is the source of accurate public information. This is and will always be the Network's commitment.

CORPORATE GOVERNANCE: THE PTNI BOARD OF DIRECTORS

After a long wait, His Excellency President Rodrigo Roa Duterte finally filled the last seat in the PTNI Board of Directors with his designation of well-respected broadcast media practitioner, Ms. Katherine Chloe "Kat" Sinsuat De Castro.



Ms. Katherine Chloe "Kat" Sinsuat De Castro (Photo credits: PNA website)

Fresh from her stint as IBC 13 President and CEO, Ms. De Castro's exceptional background in the television industry and government is an advantage that is expected to push PTV to the right direction. Well-known for her professionalism, determination, grit, and compassion in her former offices, Ms. De Castro was immediately elected Network General Manager and COO by the PTNI Board of Directors. The body also appointed the following:

•	Ms. Ma. Fe Aliño	-	Chairperson
•	Mr. Benhur Baniqued	-	Vice Chairperson

Prof. Julio Castillo, Jr., PhD and Ms. Julieta Claveria Lacza complete the Board of Directors.

Ms. De Castro assumed office on 16 May 2020 at the height of the Network's support of the government's information drive on COVID-19 virus.

OPERATIONAL HIGHLIGHTS

1) PROGRAMMING

- For the year 2020, PTV devoted a huge chunk of its airtime to programs that are in fulfillment of its mandate. News, public affairs, public service and support to Presidential and government information projects particularly those that provide accurate news and updates on the COVID-19 got the biggest chunk, or 62% of the Network's airtime.
- Because of the enhanced community quarantine, suspension of face-toface classes in schools and universities and implementation of strict health protocols in NCR and other parts of the country, almost all award-giving bodies ceased operations. Only a handful re-entered the scene and gave away recognitions virtually. PTV was able to submit twenty-seven (27) entries out of the targeted sixty (60) and received nineteen (19) nominations from submissions in 2019.

PTV Program winners of Gandingan 2020 and 42nd Catholic Mass Media Awards



2020 for DILG Tayo Na! and Public Eye). Source: File-photos, PTV Public Affairs (2020)

> The Network aired the following special programs in line with the government's efforts to assist the citizenry in these times.

<u>Public Briefing #LagingHandaPH</u> [Monday to Saturday - 11:00AM – 12:00NN (Original) and 3:00PM – 4:00PM (Replay) Aired beginning 16 March 2020]. The program has become the face and voice of reliable and timely news and public information on the fight against COVID-19. Announcements from government offices on matters pertaining to the pandemic are first aired in Public Briefing. Secretary Andanar and Undersecretary Rocky Ignacio make a formidable team as they seek clarifications from concerned personalities and address queries of the media and the public.

Photo capture of Sec. Andanar and USec. Ignacio for Public Briefing



Source: "PANOORIN: Public Briefing #LagingHandaPH | June 8, 2020". YouTube, uploaded by PTV. 8 June 2020. https://youtu.be/sg7Hi9FE5As

• <u>PRRD Talks to the Nation</u> [As necessary - Aired beginning 12 March 2020]. From the declaration of the Community Quarantine in areas in the country, the President himself has been regularly reporting to the nation. With the Cabinet secretaries and key people as guests, the President gives regular updates on efforts of government to curb the virus.



Photo capture of PRRD Talks to the Nation Source: File-photo, PTV Public Affairs (2020)

- <u>The New Normal</u> [Aired beginning 28 May 2020]. The 30-minute documentary series on how the pandemic changed the lives of the people and how different sectors adapt to the current situation.
- <u>Counterpoint with Sec. Salvador Panelo</u> [Monday/Wednesday/ Friday, 2:00 PM – 3:00 PM- Aired beginning 01 May 2020]. Sec. Sal, as he is lovingly called, focuses on the most current and pressing issues the government is facing.



Photo capture of Counterpoint with Sec. Salvador Panelo Source: File-photo, PTV News (2020)

- To empower the Filipino public in this time of crisis through timely and accurate information on the COVID-19 virus, PTV also dedicated its airtime and resources to the broadcast of the following programs:
 - <u>Tutok Erwin Tulfo COVID-19 Special</u> [Monday to Friday, 10:30 AM 11:00 AM - Aired beginning 23 March 2020]
 - <u>Malacañang Press Briefing with Spokesperson Harry Roque</u> [Monday/Tuesday/Thursday, 12:00 NN – 1:00 PM - Aired beginning 23 April 2020]
 - <u>DSWD Virtual Presser</u> [Tuesday/Thursday, 2:00 PM 2:30 PM -Aired beginning 23 April 2020]
 - <u>Department of Agriculture Virtual Presser</u> [Tuesday/Thursday, 2:30 PM – 3:00 PM - Aired beginning 23 April 2020]
 - <u>Department of Health Virtual Presser</u> [Monday Sunday, 4:00 PM 5:00 PM - Aired beginning 20 March 2020]

- <u>Cabinet Report COVID-19 Special with Sec. Martin Andanar</u> [Friday, 7:00 PM 8:00 PM Aired beginning 20 March 2020]
- <u>NTF COVID-19 Day-End Presser</u> [As necessary Aired beginning 02 April 2020]
- <u>Laging Handa Dokyu Series</u> [Sunday, 9:00 PM 9:30 PM Aired beginning 13 September 2020]
- <u>Network Briefing News with Secretary Martin Andanar</u> [Monday to Friday, 10:30 PM 11:30 PM Aired beginning 03 August 2020]
- While PTV continued to air its regular television programs, the trials that beset the world necessitated for PTV to produce specials. These productions are in support of government's projects and programs meant to ease the negative effects on the Filipinos of the disasters that came one after the other.
 - <u>Bangis ng Taal</u> [20-24 January 2020]. The Network produced an hourly update on the Taal Volcano eruption. The updates featured government's efforts in helping the communities cope with the disaster.
 - <u>Pagbangon</u> [24 January to 07 February 2020]. The 30-minute talk show hosted by Jules Guiang delved into government programs and projects focusing on the recovery of communities from the volcanic eruption.
 - <u>Battle for Manila Bay (Year 2)</u> [26 January 2020]. A co-production with the Department of Environment and Natural Resources, the special documented the clearing operations at the Manila Bay. It was aired live on 26 January 2020.
 - <u>ALERTO: A COVID-19 Special by Secretary Martin Andanar</u> [14 February to 11 May 2020]. What started as a documentary special to explain the origins of the COVID-19 pandemic, ALERTO transformed into a talk show hosted by PCOO Secretary Martin M. Andanar. The program tackled how government is handling the health crisis.
- The following are the other programs dedicated to COVID-19 and aired on a limited run:
 - <u>Youth for Truth</u> [17 April to 29 May 2020]
 - <u>Virtual Presser of CabSec. Karlo Nograles</u> [Monday to Sunday, 9:30 AM – 10:30 AM - 31 March to 21 April 2020]

Relaunched PTV Programs. True to her word, newly designated Network General Manager Ms. Katherine De Castro paved the way for the revitalization of PTV's news programs with the introduction of upgraded production values, new sets of hosts/anchors, more dynamic segments, and well-researched news stories.

These programs are:

• <u>Rise and Shine Pilipinas</u> [Monday to Friday, 7:00AM – 8:00AM - Aired beginning 07 September 2020]



Hosts of PTV's Rise and Shine Pilipinas. Source: File-photo, PTV (2020) and Rise and Shine Facebook page. https://www.facebook.com/riseandshinepilipinas/photos/

<u>Ulat Bayan (Formerly PTV News)</u> [Monday to Friday, 6:00PM – 7:00PM
 Aired beginning 07 September 2020]



The Hosts of PTV's Ulat Bayan. Source: File-photo, PTV (2020)

• <u>Ulat Bayan Weekend</u> [Saturday and Sunday, 6:00PM – 6:30PM -Aired beginning 12 September 2020]

• <u>Sentro Balita (Reformatted)</u> [Monday to Friday, 1:00PM – 2:00PM – Aired beginning 07 September 2020]



PTV's Sentro Balita hosts. Source: File-photo, PTV (2020)

• <u>PTV News Tonight (formerly PTV News Headlines)</u> [Monday to Friday, 9:30PM – 10:30PM - Aired beginning 07 September 2020]



Source: File-photo, PTV (2020)

> The newly launched programs also showcased a modern and flexible set.



The PTV News Tonight on the new set in 2020. Source: "PTV Network to debut new studio". *Manila Bulletin*, published by Robert Requintina. 8 September 2020. https://mb.com.ph/2020/09/08/ptv-network-to-debut-new-studio/

- The production of PTV's regular public affairs programs was momentarily halted because of the declared community quarantine. After restrictions have been eased and new normal production guidelines were put in place, production and telecast of the following programs were resumed:
 - <u>Digong 8888 Hotline</u> [Fridays, 8:00PM 9:00PM Resumed airing on 22 May 2020]. Launched last 11 July 2019, **DIGONG 8888 HOTLINE** continues to be the Network's flagship regular program. It supports the President's 8888 hotline campaign and is the ultimate public service program.
 - <u>Iskoolmates</u> [Thursdays, 8:00PM 9:00PM Resumed airing on 07 May 2020]. This award-winning program serves as an avenue for intelligent discourse and social awareness set in different schools and universities. The show empowers today's free-thinking individuals with information through a program featuring Pinoy teens voicing their views on matters that impact their lives as active stakeholders of the future.
 - <u>Public Eye</u> [Tuesdays, 8:00PM 9:00PM Resumed airing on 01 December 2020]. This is a weekly documentary-formatted show that features ordinary people with extraordinary stories. The program ventures out from the usual host-driven documentaries. In Public Eye, the subjects do the talking. After all, the best persons to tell these stories are the ones who lived through the experiences themselves. The program airs every Tuesday from 8:00pm to 9:00pm.
- Because of the pandemic, the Network lost a number of blocktime programs as these producers relied on advertising to fund their production costs. We acknowledge the support of our long-term partners as follows:
 - PCSO Lotto Draw
 - o Bitag Live
 - Unlad Pilipinas
 - Magandang Gabi Pilipinas
 - o Isyu One-on-One
 - Yan ang Marino
 - Lakbayin ang Magandang Pilipinas
 - Mag-Agri Tayo
 - Auto Review
 - o Tulay
 - o Oras ng Himala
 - o Jesus Miracle Crusade
 - Word of God

2) <u>PTV'S EXPANSION OF ONLINE PRESENCE ACROSS MULTIPLE</u> <u>PLATFORMS</u>

PTV continued to expand its online presence across multiple platforms. Below are PTV's social media accounts standing for 2020:



• <u>Facebook</u>. While the network may not be among the top five (5) Philippine news pages followed on Facebook, it has presented a strong upward growth in the number of subscribers and followers as follows:

ANALYTICS	DECEMBER 2019	AS OF DECEMBER 2020
Likes	2,098,666	2,614,802
Followers	2,580,856	3,969,803



• <u>PTV Cordillera Facebook</u>. Apart from the flagship FB page of PTV, New Media also monitors the FB pages of PTV Cordillera, PTV Davao and PTV Cebu. The status of PTV's regional Facebook pages as of December 2020 is as follows:

PTV Cordillera		
ANALYTICS DECEMBER 2019		AS OF DECEMBER 2020
Likes	85,000	209,716
Followers	100,631	170,393



<u>PTV Davao Facebook</u>

PTV Davao		
ANALYTICS DECEMBER 2019		AS OF DECEMBER 2020
Likes	85,000	111,834
Followers	100,631	149,006



• <u>PTV Cebu Facebook</u>

PTV Cebu		
ANALYTICS	DECEMBER 2019	AS OF DECEMBER 2020
Likes	628	937
Followers	662	1196



• <u>YouTube</u>. As of December 2020, PTV's YouTube channel, which streams PTV's shows online and serves as the online repository of spliced news segments, PTV programs, and New Media original content, showed a significant increase in its analytics.

ANALYTICS	DECEMBER 2019	AS OF DECEMBER 2020
Subscribers	604,969	913,358
Views	85,707,537	61,638,793
Watch Time	3,232,869	3,093,536 hours

• <u>Twitter</u>. Compared to the numbers of 2019, there is a significant increase in the average number of followers and new followers per month on PTV's Twitter page for the year 2020.

ANALYTICS	DECEMBER 2019	AS OF DECEMBER 2020
Followers	134,061	160,404

• <u>Instagram</u>. We have also created an Instagram account showcasing photos stories of the President and his activities. As of December 2020, the account has the following followers:

ANALYTICS	DECEMBER 2019	As of DECEMBER 2020
Followers	31,800	73,126

Its other major endeavors comprise of:

- Monthly-themed video banners for the different social media accounts. Every month, New Media creates short animated videos that highlight the months' theme. This is then uploaded across all PTV Social Media platforms and regional FB pages.
- Thematic and celebratory social cards. Thematic social cards in support of monthly/weekly government celebrations as well as greeting cards for Filipino achievers are posted on Facebook and Twitter.
- Continuous team training and consultation with YouTube. Under the tutelage of a YouTube Strategic Manager, New Media underwent continuous training regarding content creation and harnessing online content to allow the team to further explore the avenues for improvement in our audience reach and experience on YouTube.
- Production of content. Apart from the continuing production of original New Media contents PAK and iDokyu, BAYANi, another original, was introduced at the time of the Taal Volcano eruption. BAYANi are short video contents that highlight "Bayanihan Para sa Bayan". These are based on viral stories on the *bayanihan* spirit of the Filipinos during times of great need.

3) THE PTV BRAND - PARA SA BAYAN

The PTV Merchandising and Creatives team, working on the PTV brand *Para sa Bayan*, produced and aired infomercials and plugs to respond to the needs of the communities affected by the Taal Volcano eruption.

- It conceptualized and produced Ashfall Advisory, what to do during and after an ashfall, and a music video on the cooperative spirit seen during the calamity.
- Plugs on the COVID-19 were produced and aired one after the other. Many of these were also broadcast in other networks in support of the government's continuing efforts to mitigate the virus.



Photo captures of COVID-19 plugs (Workplace Must-Do's and RA 11469 Bayanihan Act) Source: File-videos, PTV Merchandising and Creatives (2020).

Support to PhilGEPS and the Procurement Law. As support to the drive to promote transparency in the government procurement process and as directed by the Office of the President with PhilGEPS, DBM, PCOO, and GPPB as partner agencies, PTV continued to produce and air the FYI Billboard featuring the PhilGEPS' Notices of Award and Procurement.

4) COVID-19 CONTENT PRODUCED AND AIRED IN 2020

As an attached agency of the Presidential Communication Operations Office (PCOO) and part of the government information dissemination system, PTV produced and aired COVID-19 related materials in 2020.

Type of Content	Total
NEWS DIVIS	ION (NEWS)
No. of News Stories Published	2,784 news stories Total Running Time: 14,675 minutes & 7 seconds

NEW MEDIA (SOCIALS)		
No. of News Published in Social Media Sites	5,698 stories	
No. of Social Cards Produced	597 social cards	
No. of Fake News Debunked/Clarified	52 stories	
PUBLIC AFFAIRS and PROGRAM PRODUCTIONS SERVICES DIVISION (PROGRAMS & SEGMENTS)		
No. of Programs/Segments Produced	334 episodes/ segments	
No. of Interviews Made Regarding the Topics	441 interviews	
MERCHANDISING & TR	AFFIC UNITS (PLUGS)	
No. of Television Plugs Produced (Merchandising)	210 plugs	
No. of Television Plugs Aired (Traffic)	11,614 plugs	
PROGRAMMING UNIT		
Airtime Usage	51 COVID-19 & other related programs Total Airtime Usage: 857 hours & 49 minutes	

5) <u>NATIONWIDE PRESENCE/MODERNIZATION AND UPGRADING</u> <u>PROJECTS</u>

- For 2020, PTV has fifteen (15) fully operational analog stations all over the country as follows:
 - <u>Luzon</u>
 - o PTV-8 Cordillera
 - o PTV-4 Palawan
 - o PTV-8 Naga
 - o PTV-4 Manila
 - <u>Visayas</u>

		~ .
0	PTV-2	Guimaras
0	PTV-11	Cebu
0	PTV-10	Dumaguete
0	PTV-12	Calbayog
0	PTV-8	Tacloban

• <u>Mindanao</u>

0	PTV-11	Sibugay
0	PTV-48	Davao del Norte
0	PTV-11	Davao
0	PTV-8	Agusan del Sur
0	PTV-7	Zamboanga
0	PTV-8	Cotabato

and the following affiliate stations:

- <u>Mindanao</u>
 - PTV DavNor
 - o PTV Agusan del Sur
- > PTV operates four (4) operational digital transmitting stations as follows:
 - <u>Luzon</u>
 - o PTV-4 Manila
 - o PTV-8 Naga
 - <u>Visayas</u>
 o PTV-11 Cebu
 - <u>Mindanao</u>
 o PTV-11 Davao
- Regional News Centers established continue to be on full operation in 2020:
 - <u>Luzon</u>

0	PTV-8	Cordillera
0	PTV-4	Manila

<u>Mindanao</u>
 o PTV-11 Davao

- In preparation for the full operation of the Mindanao Media Hub (MMH) in 2021, PTV began the hiring of key personnel and completed the procurement and installation of the following:
 - High- speed dedicated internet service connection;
 - Technical Broadcast Operation Center (TBOC), Master Control (MC), Playout Automation System, File Based/Base Band Ingest Station, Media Asset Management System (MAMS) and Deep Archive Solutions and Complete Audio/Video/Data System and Operation Workflow of the High-Definition Technical Operation Center;
 - Two (2) Portable Sets of Digital Microwave Transmitter Units and Accessories and Two (2) Portable Sets of Digital Microwave Receiver Units and Accessories for the Live Broadcast Link;
 - High-Definition Multipurpose Studio Video System;
 - Three (3) Sets of Cellular Bonded Transmitters and One (1) Set of Receiver with Complete Standard Accessories using Wireless Live Broadcasting Transmission Via Internet for the Live News Coverage Operations;
 - One (1) Unit Single Channel Motion Graphics;
 - Seven (7) Units of Electronic News Gathering (ENG) Shoulder Mount and Three (3) Units of Handheld Type Camcorders with Memory Cards and Complete Accessories;
 - Standard C-BAND SATELLITE EARTH STATION;
 - Multipurpose Studio Lighting Facilities for the High-Definition Studio;
 - Complete Digital Audio Processing System with All Necessary Required Accessories for the Completion of Operation as Part of the Studio Audio System;
 - TV Broadcast IT Equipment with Complete Accessories; and
 - News Production Editing System with Complete Accessories.
- > The following are the 2020 upgrades on the provincial stations:
 - Replacement of the PTV Calbayog antenna and delivery of camera to PTV Bacolod;
 - Provision of live broadcast capability equipment to PTV Cebu. Its transmission capability was strengthened with the full transfer and installation of the analog antenna from its old 100-ft transmitter tower to the new 250-foot transmission tower;

- Installation and testing of antenna panels for the Zamboanga transmitter station;
- Supply, delivery, installation, testing, commissioning and training of six (6) units of audio processors for the Manila, Zamboanga, Guimaras, Naga, and Cotabato transmitter stations of the People's Television Network, Inc.;
- On site repair of analog transmitter of PTV Naga; repair of analog and digital antenna of PTV Naga;
- On site repair of transmitter in PTV Guimaras;
- Installation of antenna panels for the Zamboanga transmitter station;
- Procurement of six (6) units of audio processors for the Manila, Zamboanga, Guimaras, Naga, and Cotabato transmitter stations; and
- On the DICT MOA, DICT Zamboanga has given the go-signal for the Network to build the PTV Pagadian transmitter building in one of its sites in the area.
- > The following were procured for the PTV Main Station:
 - 60kW Main Analog Transmitter Capacitor Spare Parts
 - ENG Camcorders
 - LiveU Service Level Agreement (SLA)
 - Licensed Professional RF Network Planning Software
- DTTB Project. Following are the highlights of the tasks undertaken by the PCOO and the Network this 2020 relative to the DTTB Project:
 - PCOO Secretary Jose Ruperto Martin M. Andanar wrote the DOF confirming the request for support and prioritization of the DTTB project.
 - Meetings and discussions between PCOO and PTV and the PCOO and PTV with DOF were held.
 - Requirements needed by the DOF and NEDA were completed.
 - PCOO and PTV met with the Embassy of Japan and the Ministry of Internal Affairs and Communications (MIC) to discuss the project. Documents showing the project phases, stations to be established, and amount per phase with detailed expenses were finalized.
 - The MIC provided PTV with the concept note for its comments.

- PCOO and PTV met with the Government of Japan in October regarding the DTTB project.
- The final concept note and project matrix were prepared and submitted. PTV completed all its DOF and NEDA submissions.
- Preparatory technical discussions among GPH agencies for the 10th Level Meeting were conducted.
- The MIC sent a Japan Study Team consisting of experts from Nippon Koei Co., Ltd. Nomura Research Institute Singapore Pte. Ltd., and Access Co., Ltd.

6) ORGANIZATIONAL DEVELOPMENT

- <u>Reconstitution of Committees</u>. The composition of all CSC-mandated committees and the Network's own were reconstituted in 2020 following the designation of a new Network General Manager.
- Table of Organization. The new management, after thorough study, has taken the track of developing a new Table of Organization (T.O.) that is modern and forward-looking. This T.O. shall adhere to the Joint Memorandum Circular of the CSC and DBM enjoining agencies to regularize contract of service (COS) employees.

An expert was hired to be on top of this project which the Network hopes to finish by 2021.

Training and Development. PTV's Personnel Development Committee (PDC) facilitated the attendance of the following officers and employees in seminars, workshops and symposia held abroad for the year 2020:

Title/Sponsoring Agency	Date and Venue	PTV Participants
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ASEAN-Japan Workshop to Promote Authorized Online Distribution Phase II	Tokyo, Japan 21-22 January 2020	Mr. Cyril Collao, IT Supervisor, IT Section
NOTE:		
Japan CODA requested that the same participants in the 1 st Workshop attend the 2 nd Phase		
4 th ABU Intellectual Property & Legal Committee	Kuala Lumpur, Malaysia 2-3 March, 2020	Mr. Jason Salendab PTNI Legal Officer and Corporate Secretary
International Online Broadcasting Leadership Program and Online Media Conference	Virtual Seminar 09-20 November 2020	Balueta, Kate Marielle, Bantigue, Marie Lizette, Capisonda, Joey, Chua, Elaine Joy, Dalumpines, Joecen Kevin, De Ramon, Reychell Clarisse, Derano, Mark Vincent, Gallos, Ashcan Gyllien, Olaco, Maela Grace, Osuyos, John Louise, Pangilinan, Marinell, Raganit, Lara Mae, Ramos, Carlito, and Zosimo, Jossana

The following seminars originally offered to the Network were put on hold because of the pandemic:

- Cinematography for TV Documentary Production scheduled for Malaysia on 06-28 July 2020 through the sponsorship by the Malaysian Technical Cooperation Programme (MTCP); and
- ABU Media Academy Secondment

7) INTERNATIONAL PARTNERSHIPS AND COMMITMENTS

PTV fulfilled its commitment to undertake the following activities related to several international partnerships and commitments:

> ASEAN and International Relations

PTV implemented the following ASEAN Projects in 2020:

• <u>9th ASEAN Quiz National Competition (FY 2019)</u>

Handled the implementation of the 9th ASEAN Quiz National Competition in cooperation with PTV partner agencies – Department of Foreign Affairs, Department of Education, Presidential Communications Operations Office, Philippine Information Agency, and the Philippine Broadcasting Service. The ASEAN Quiz is a project of the ASEAN Committee on Culture and Information. The top three winners in the National Competition represented the Philippines in the 9th ASEAN Quiz Regional Competition hosted by Singapore in 2020.

The 9th ASEAN Quiz National Competition was held on 20-23 January 2020 at PTV Studio in Quezon City. A total of sixteen (16) students representing the country's administrative regions participated in the Competition.

Owing to restrictions on the pandemic, the DepEd decided to withdraw from the Quiz Show hosted by Singapore.

- ASEAN Women Entrepreneurs Network TV Documentary Project (FY 2019)
- Workshop on Capacity-Building of ASEAN TV Broadcasters through Documentary Production on ASEAN- Japan Cooperation (FY 2019)
- Faces of ASEAN: Opportunities for All (FY 2020)
- ASEAN Television News: Integrates, Informs, Inspires (FY 2020)
- JAIF Monitoring and Evaluation Activity, 5 May 2020
- Promotion of ASEAN Communication Master Plan (ACMP) II (FY 2020) 1st Project: "Sama-Sama ASEAN: (We Are One) Webinar Series 2nd Project: Video Production
- ASEAN-Japan Capacity Building of ASEAN TV Broadcasters through documentary program production on Marine Plastic Waste
- > Other International Involvements and Commitments
 - Asia-Pacific Broadcasting Union (ABU)

- Registered as Member of the ABU COVID-19 Content Database and ABU Asia Pacific View Platform (APV), a programme exchange platform.
- As shared by ABU, transmitted to the relevant PTV Divisions/Units the COVID-19 Emergency Broadcast Guidelines from RAI Italy, ABC Australia and Deustche Welle Germany as well as an NHK Documentary "COVID-19: Fighting a Pandemic".
- <u>PTNI-Public Relations Department of Thailand Bilateral Cooperation</u>
 - Under existing MOU, PTV News Division sent to the PRDT/National Broadcasting Services of Thailand some footages and news reports about how the Philippines is dealing with the COVID-19 pandemic.
- <u>Asia-Pacific Institute for Broadcasting Development (AIBD)</u>
 - AIBD Webinar on Public Broadcasters and TV Audience Measurement, 3 September 2020.

8) <u>NETWORK RESPONSE TO MITIGATE THE COVID-19 VIRUS IN THE</u> <u>WORKPLACE</u>

- As one of the acknowledged frontliners in this pandemic, PTV's employees have been risking their lives performing their duties and responsibilities. Fully recognizant of the importance of preventing the spread of the virus in the workplace and caring for its affected employees and their loved ones, management undertook the following initiatives in 2020:
 - Creation of the Crisis Committee to handle any and all concerns pertaining to the virus;
 - Strengthening of the Contact Tracing Committee to ensure the timely and accurate tracing of all employees exposed to the virus; proper coordination with government agencies including LGUs; distribution of care packages to employees who contracted the virus;
 - Strict implementation of minimum health protocols in the workplace;
 - Provision of sleeping quarters, transport service and meals in accordance with established guidelines; and
 - Adoption of alternative work arrangements.

Following is a list of other initiatives embarked on by management to tend to the health and safety of its employees

NETWORK-INITIATED COVID-19 TESTING

COVID-19 IgM/ IgG Rapid Tests		
	Dates	Number of Employees Tested
1	13 July 2020	202
2	14 July 2020	177
3	15 July 2020	65
4	17 July 2020	25
5	25 July 2020	69
6	28 July 2020	165
7	1 September 2020	4
	TOTAL	707

	COVID-19 RT-PCR Tests		
	Dates	Number of Employees Tested	
1	16 July 2020 (PNP)	15	
2	16 July 2020 (Lung Center)	4	
3	29 July 2020	3	
4	4 August 2020	19	
5	6 August 2020	75	
6	14 August 2020	109	
7	17 August 2020	13	
8	25 August 2020	95	
9	28 August 2020	12	
10	10 September 2020	72	
11	21 September 2020	30	
12	1 October 2020	1	
13	5 October 2020	15	
14	22 December 2020	26	
15	29 December 2020	15	
	TOTAL	504	



PTV employees for COVID-19 testing in 2020. Source: File-photos, PTV Admin-HR (2020)

DISINFECTION AND SANITATION DATES FOR 2020 BY A PROFESSIONAL THIRD-PARTY SERVICE PROVIDER:

- 1) 9 July 2020
- 2) 20 August 2020
- 3) 6 September 2020
- 4) 25 October 2020
- 5) 29 November 2020



Disinfection of PTV's premises in Quezon City. Source: File-photos, PTV Admin-HR (2020)

Further, the Administrative Division also conducted weekly and as needed disinfection of the network's premises, including all official vehicles, to ensure the health and safety of all employees.

Item	Description	Dates/ Frequency
Alcohols	Bottles were distributed to each office, and refilled upon request.	Daily
Disinfectants (Lysol)	Bottles were distributed to each office, and refilled upon request.	Daily
Face Masks	Donated face masks were distributed to each personnel	Occasional
Face Shields	Donated face shields were distributed to each personnel	Once
Rapid Testing	Testing of employees as part of the COVID-19 mitigation measures of the Network.	July to August 2020
Provision of Meals	Meals were provided to employees who were physically reporting to work.	During Lockdown
Sodium Ascorbate	Vitamins were distributed to each employee	30 March 2020
Power Sprayer, Orange Nozzle & Stick Gun	Used for disinfection	31 March 2020
Rubber & Hose Drums	Used for disinfection	1 April 2020
Lysol Concentrate & Gloves	Used for disinfection	8 April 2020
Masking Tape/ Duct Tape	Used by the Motor-pool Unit to create plastic barriers in each network vehicle	15 April 2020
Medical supplies	Used for protection	18 April 2020
Props disinfecting chamber	Used for disinfection	5 May 2020
Fiber Barrier Installed at the lobby (guard station) as a barrier		5 May 2020

PURCHASE AND DISTRIBUTION OF CARE/HEALTH PACKS

Chlorine & Plastic Labo	Used for disinfection	11 May 2020
Steel tray, Foot soaking (lobby & doormat)	Used for disinfection	21 May 2020
Isopropyl Alcohol	Used for disinfection	1 June 2020
Alcohol & Gloves	Used for disinfection	11 September 2020
Distribution of Care Packs for COVID- 19 Positive employees	Provided Care Packs to employees who tested positive and underwent quarantine	July to September 2020





Distribution of care/health packs by PTV to its employees. Source: File-photos, PTV Admin-HR (2020)

PAVING THE WAY TO THE NEW NORMAL

In order for PTV to lend its voice of calm and truth to the nation, leaders of exemplary character must arise. The Network buckled down and created eleven (11) committees to steer the Network's rudder, so to speak, in the storm that is COVID-19. Led by the formidable team of Chairperson Ma. Fe Aliño and Network General Manager Katherine Chloe de Castro, the 5-member Board of Directors started working to deal with the challenges that the times has brought upon us.

THE BOARD OF DIRECTORS' COMMITTEES

1) <u>Executive Committee (Policy Development Committee)</u>

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Maria Fe P. Aliño
Vice-Chairperson	-	Katherine Chloe S. De Castro
Members	-	Director Ben-Hur B. Baniqued Director Julieta C. Lacza Director Julio O. Castillo Jr.

Functions: (Stated in GCG MC No. 2012-07)

The Executive Committee, in accordance with the authority granted by the Board, or during its absence, shall act by a vote of at least two-thirds (2/3) of its members on such specific matters within the competence of the body as may from time to time be delegated to the Executive Committee in accordance with the GOCC'S Charter or By-Laws, except with respect to:

- a) Approval of any action for which shareholders' approval is also required;
- b) Filling of vacancies on the Board or in the Executive Committee;
- c) Amendment or repeal of By-Laws or the adoption of new By-Laws;
- d) Amendment or repeal of any resolution of the Board which by its express terms cannot be amended or subject to repeal;
- e) Distribution of cash dividends; and
- f) Exercise of powers delegated by the Board exclusively to other committees.

2) <u>Governance Committee</u>

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Maria Fe P. Aliño
Vice-Chairperson	-	Director Ben-Hur B. Baniqued
Members	-	Director Katherine Chloe S. De Castro Director Julieta C. Lacza Director Julio O. Castillo, Jr.

Functions: (Stated in GCG MC No. 2012-07)

The Governance Committee shall assist the Board of Directors in fulfilling its corporate governance responsibilities. The Committee shall be responsible for the following:

- a) Overseeing the periodic performance evaluation of the Board and its committees and Management; and also conducting an annual self-evaluation of their performance;
- b) Deciding whether or not a Director is able to and has been adequately carrying out his/her duties as director bearing in mind the director's contribution and performance (e.g., competence, candor, attendance, preparedness and participation). Internal guidelines shall be adopted that address the competing time commitments that are faced when directors serve on multiple boards;
- c) Recommending to the Board regarding the continuing education of Directors, assignment to Board Committees, succession plan for the Executive Officers, and their remuneration commensurate with corporate and individual performance; and
- d) Recommending the manner by which the Board's performance may be evaluated and proposing objective performance criteria to be approved by the Board. Such performance indicators shall address how the Board will enhance long-term shareholder value.

3) <u>Audit Committee</u>

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson - Director Julio O. Castillo, Jr.

Vice-Chairperson	-	Director Maria Fe P. Aliño
Members	-	Director Ben-Hur B. Baniqued Director Julieta C. Lacza Director Katherine Chloe S. De Castro

Functions: (Stated in GCG MC No. 2012-07)

The Committee shall be responsible for the following:

- a) Overseeing, monitoring and evaluating the adequacy and effectiveness of the GOCC'S internal control system, engage and provide oversight of the GOCC'S internal and external auditors, and coordinate with the Commission on Audit (COA);
- b) Reviewing and approving audit scope and frequency, the annual internal audit plan, quarterly, semi-annual and annual financial statements before submission to the Board, focusing on changes in accounting policies and practices, major judgmental areas, significant adjustments resulting from the audit, going concern assumptions, compliance with accounting standards, and compliance with tax, legal, regulatory and COA requirements;
- c) Receiving and reviewing reports of internal and external auditors and regulatory agencies, and ensuring that Management is taking appropriate corrective actions, in a timely manner in addressing control and compliance functions with regulatory agencies;
- d) Ensuring that internal auditors have free and full access to all the GOCC'S records, properties and personnel relevant to and required by its function and that the internal audit activity shall be free from interference in determining its scope, performing its work and communicating its results; and
- e) Developing a transparent financial management system that will ensure the integrity of internal control activities throughout the GOCC through a procedures and policies handbook that will be used by the entire organization.

4)	Nomination and Remuneration/ Compensation Committee	
	Created under Board Resolution No. 2020-04 dated 13 May 2	2020

Chairperson	-	Director Ben-Hur B. Baniqued
Vice-Chairperson	-	Director Maria Fe P. Aliño

Members	-	Director Katherine Chloe S. De Castro
		Director Julio O. Castillo, Jr.
		Director Julieta C. Lacza

Functions: (Stated in GCG MC No. 2012-07)

The Committee shall be responsible for the following:

- a) Installing and maintaining a process to ensure that Officers to be nominated or appointed shall have the qualifications and none of the disqualifications mandated under the law, rules and regulations;
- b) Reviewing and evaluating the qualifications of all persons nominated to positions in the GOCC which require appointment by the Board;
- c) Recommending to the GCG nominees for the shortlist in line with the GOCC's and its subsidiaries' Board composition and succession plan; and
- d) Developing recommendations to the GCG for updating the CPCS and ensuring that consistent with the GOCC'S culture, strategy, control environment, as well as pertinent laws, rules and regulations.

Number of Meetings Held: One (1)

01 April 2020 – All Members Present

Committee Report:

Corollary to the thrust of the Board of Directors that prioritizes employee welfare and in consonance with the Department of Budget and Management (DBM) Budget Circular No. 2020-01 issued last 24 March 2020, the release of hazard pay for personnel who physically report for work was unanimously approved.

Because of the pandemic and its effect on the employees and their families, the Committee realigned its remuneration and compensation strategies by granting the following:

- a) increase of the salary premiums of all Contracts of Service (COS) personnel from five percent (5%) to ten percent (10%) of the Network as allowed under the Civil Service Commission (CSC)-DBM–Commission on Audit (COA) Joint Circular;
- b) grant of the Performance Recognition Premium in recognition of the efforts exerted by COS personnel in the midst of the pandemic through Board Resolution Numbers 2020-055 and 2020-063; and

c) grant of authority to management to provide meal allowances to qualified employees in accordance with par. (f) of the Civil Service Commission (CSC) Memorandum Circular No. 10 s. of 2020 through Board Resolution No. 2020-042.

5) <u>Risk and Management Committee</u>

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Julio O. Castillo, Jr.
Vice-Chairperson	-	Director Ben-Hur B. Baniqued
Members	-	Director Katherine Chloe S. De Castro Director Maria Fe P. Aliño Director Julieta C. Lacza

Functions: (Stated under GCG MC No. 2012-07)

The Risk Management Committee shall be responsible for the following:

- a) Performing oversight risk management functions specifically in the areas of managing credit, market, liquidity, operational, legal, reputational and other risks of the GOCC, and crisis management, which shall include receiving from Senior Management periodic information on risk exposures and risk management activities:
- b) Developing the Risk Management Policy of the GOCC, ensuring compliance with the same and ensuring that the risk management process and compliance are embedded throughout the operations of the GOCC, especially at the Board and Management level: and
- c) Providing quarterly reporting and updating the Board on key risk management issues as well as ad hoc reporting and evaluation on investment proposals.

6) Programming and Content Development Committee

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Katherine Chloe S. De Castro
Vice-Chairperson	-	Director Julieta C. Lacza
Members	-	Director Ben-Hur B. Baniqued Director Maria Fe P. Aliño
		Director Julio O. Castillo, Jr.

Functions:

The Committee shall be responsible for the following:

- a) Issuing guidelines on programming standards and protocols to be practiced by the Network;
- b) Monitoring the general programming of the Network from the proper scheduling of programs to the quality and content of materials to be produced and aired; and
- c) Suggesting programs for production and development.

Present during the Meetings of 20 February 2020 and 05 March 2020:

- Committee Chairperson Julieta C. Lacza
- Committee Vice-Chairperson Maria Fe P. Aliño
- Committee Member Ben-Hur B. Baniqued
- Committee Member Julio O. Castillo, Jr.

Present during the Meeting of 17 June 2020:

- Committee Chairperson Katherine Chloe S. De Castro
- Committee Vice-Chairperson Julieta C. Lacza
- Committee Member Maria Fe P. Aliño
- Committee Member Julio O. Castillo, Jr.
- Committee Member Ben-Hur B. Baniqued

Number of Meetings Held: Three (3)

- 20 February 2020 Absent Member Julio O. Castillo, Jr.
- 05 March 2020 Absent Member Julio O. Castillo, Jr.
- 17 June 2020 All Members Present

On both 20 February and 05 March 2020 meetings, the Committee invited the Programming Committee Chairperson, Ms. Maria Angela C. Gatan, to present the programming plans of the Network as it prepares for a reboot of program concepts and marketing strategy on contents. Ms. Gatan stressed the following: first, the target market or viewers of the program and, second, the branding of the Network to bring in more and appeal to various clients.

It was proposed that the Network focus on news and public information programming rather than other genres, such as entertainment, as the goal is to be the leading news provider in the country. Ms. Gatan suggested that the first step towards that goal is to provide training to the Network's news staff, anchors, reporters, and other news personnel to further tap into the potential of the people working for the Network. The committee proposed that management take advantage of the classification of the Network as a government-owned and -controlled corporation and a venue where other agencies can promote and provide news and information regarding their programs, sectors, and groups through co-productions, blocktiming, special event primers, plugs, and other media values.

Furthermore, Ms. Gatan informed the Board of the plan to revitalize and revamp the news program of PTNI to be carried out by the new Chairperson of the Committee, Network General Manager Katherine De Castro. She presented to the Board the re-launching of PTNI Programs last 17 June 2020 meeting of the committee.

The following are the key points of the program re-launching presentation:

- a) To accommodate the proposed news segments and its existing features, PTV's morning show *Bagong Pilipinas*, will have an extended timeslot of two (2) hours, from 6:00AM to 8:00AM.
- b) Every newscast will have its own identity. For instance, *Bagong Pilipinas* featuring morning news stories will be live and interactive with its audience.
- c) *Sentro Balita* news program will be revamped into a public service news program.
- d) The primetime PTV News will become Ulat Bayan.
- e) To veer away from being wrongly labeled as a government propaganda machine, PTV will feature stories on both the pro-government and opposition individuals and groups.
- f) The English newscast *PTNI News Headlines* will be given a catchier title. Program concept will focus on stories that will cater to businessmen and entrepreneurs.

g) *Ulat Bayan Weekend* will now feature new segments highlighting Overseas Filipino Workers (OFW) and will be utilizing the Mobile Journalism which will allow people from different corners of the world to be a reporter. Said idea is an accurate representation of the Network's name "People's Television".

Personnel assignments for the above proposed revamped newscasts will depend on the employees' respective specializations and potentials. This way, productivity and creativity are maximized thereby benefitting the production of the revitalized programs.

The Committee members strongly recommended ideas for content that will spotlight Technical Education and Skills Development Authority's (TESDA) various vocational and livelihood programs. A segment on skills-building such as those about business/entrepreneurship and success stories on micro, small, and medium enterprises (MSMEs) will greatly help empower Filipinos at this critical time.

7) <u>Revenue Generating Committee</u>

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Katherine Chloe S. De Castro
Vice-Chairperson	-	Director Maria Fe P. Aliño
Members	-	Director Ben-Hur B. Baniqued Director Julieta C. Lacza Director Julio O. Castillo, Jr.

Functions:

The Committee shall be responsible for the following:

- a) Approving the partnerships of the Network such as authorizing the Network General Manager to enter into an agreement with an organization or government account;
- b) Formulating policies that the Network should adhere to in finalizing projects or initiatives to generate or earn income; and
- c) Reviewing and approving of Network Airtime, Production Services, Social Media, Facilities and Equipment Rental, and Lease rates and discounts, and other revenue generating transactions of the Network.

Number of Meetings Held: Two (2)

26 June 2020 – Absent Member Maria Fe P. Aliño

23 November 2020 – Absent Member Julio O. Castillo, Jr.

Committee Report:

To complete the rates of various production services being offered by the Network, such as production of OBB/CBB, crawlers and plugs, outside broadcast coverage, conceptualization among others, the Committee, on 26 June 2020, formulated additional fees and passed Board Resolution No. 2020-041 approving such. The rates were arrived at after taking into consideration the prevailing market situation, private organizations' rental charges and the Network's target audience.

In a subsequent meeting in November, the Operations Revenue Generating Committee proposed a revision of the entire Network Media Rates through Board Resolution No. 2020-056. This was brought about by the COVID-19 pandemic which adversely affected the economy. The television broadcast and advertising sectors were among those which were greatly impacted. The Committee also took into account the differences between government and private service rates.

The Committee also decided on the grant of discounted rates for certain establishments as such will earn substantial additional income for the Network.

8) <u>Human Resource Committee</u>

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Ben-Hur B. Baniqued		
Vice-Chairperson	-	Director Katherine Chloe S. De Castro		
Members	-	Director Maria Fe P. Aliño Director Julieta C. Lacza Director Julio O. Castillo, Jr.		

Functions:

The Committee shall be responsible for the following:

a) Overseeing of personnel movements;

- b) Providing guidance to the Human Resource Division of the Network on decision makings involving the Network employees and personnel, including their benefits and incentives; and
- c) Overseeing the creation of the Table of Organization of the Network.

Number of Meetings Held: Five (5)

28 July 2020 – Absent Member Julio O. Castillo, Jr.

25 November 2020 – Absent Member Julio O. Castillo, Jr.

09 October 2020 – All Members Present

15 December 2020 – All Members Present

29 December 2020 – All Members Present

Committee Report:

The Committee mostly focused on discussions on the proposed reorganization of the Network after it was decided that the table of organization approved by the GCG as contained in the 2015 Reorganization Plan will be abandoned. This ruling is contained in Board Resolution No. 2020-061 which also highlights the need to follow the steps and guidelines provided in the Governance Commission for Government Owned and Controlled Corporations (GCG) Memorandum Circular No. 2015-04. Management hired an organizational development team to handle the creation of the most suitable Table of Organization. The Network General Manager and the Board of Directors Human Resource Committee oversee the work of the team.

The organizational development team presented its output to the Committee on 25 November 2020. The Committee members suggested revisions to further improve the table of organization (T.O.) such as merging of certain positions, creation of a Human Resources Management and Development Division separate from the Administrative Division and the designation of an Internal Auditor, among others.

Over-all, the proposed T.O., as of the November 2020 meeting, has eight hundred forty-three (843) plantilla positions and can absorb the present number of contractuals and Contract of Service (COS) employees in compliance with existing directives on regularization.

The Committee instructed management to come up with a strategy or road map to slowly transition to the regularization through 2022. This will

enable the Network to adjust financially and logistically when the reorganization is implemented.

A Change Management Team (CMT) whose functions are provided in the GCG guidelines on reorganization was created and put into action. The same GCG guidelines contain the roles and functions of parties who will be involved in the reorganization process.

In its meeting during the latter part of 2020, the Committee was updated that six (6) out of the thirteen (13) required steps and documentation to apply for reorganization have been accomplished. The completion of the more difficult steps will require the assistance of organizational development experts from the Development Academy of the Philippines.

Target date of completion of the requirements is early 2021.

9) Legislative Agenda Committee

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Maria Fe P. Aliño
Vice-Chairperson	-	Director Katherine Chloe S. De Castro
Members	-	Director Julieta C. Lacza Director Julio O. Castillo, Jr. Director Ben-Hur B. Baniqued

Function:

The Committee shall be responsible for the following:

a) Handling legislative bills or rules affecting and/or in connection with the Network.

10) Crisis Management Committee

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Katherine Chloe S. De Castro
Vice-Chairperson	-	Director Julieta C. Lacza
Members	-	Director Maria Fe P. Aliño Director Julio O. Castillo, Jr.

Functions:

The Committee shall be responsible for the following:

- a) Acting on and addressing man-made or natural calamities whereby the Network and its stakeholders are affected; and
- b) Setting policies on how the Network will handle all emergencies, with the end in view of protecting the Network's assets and properties and the health, safety and welfare of its employees and their families.

11) Labor Management Committee

Created under Board Resolution No. 2020-04 dated 13 May 2020

Chairperson	-	Director Ben-Hur B. Baniqued
Vice-Chairperson	-	Director Maria Fe P. Aliño
Members	-	Director Katherine Chloe S. De Castro Director Julio O. Castillo, Jr. Director Julieta C. Lacza

Functions:

The Committee shall be responsible for the following:

- a) Setting the parameters in negotiations and discussions with the PTNI Employees Association; and
- b) Dealing with any and all matters pertaining to the concerns of the PTNI Employees' Association.

Number of Meetings Held: Two (2)

20 May 2020 – All Members Present

29 May 2020 – All Members Present

Committee Report:

In early 2020 the People's Television Employee Association (PTEA) submitted a letter of intent to the Board of Directors to negotiate a new Collective Negotiation Agreement (CNA). The PTEA deemed that the conditions under the last CNA may not be applicable anymore in the current times considering the sudden outbreak of COVID-19. It prompted the Committee to call for a meeting to discuss the proposal of PTEA. After its evaluation, the Board forwarded the proposal to the Office of the Government Corporate Counsel (OGCC) for a review of the legality of the

CNA's proposed conditions. The OGCC immediately reviewed and provided its comment.

In view of the reviews and comments provided by the OGCC, the Committee created the Operations Labor Management Committee through Board Resolution No. 2020-046 to handle negotiations with PTEA. The committee includes Board Labor Management Committee Chairperson Baniqued, Technical Assistant for Legal Affairs Atty. Jason Shaheer H. Salendab, and Technical Assistant for Administrative and Finance Atty. Raymond C. Sanchez.

In a subsequent meeting, Committee Chairperson Baniqued reported that he has agreed with the PTEA President on the establishment of the proposed manner of negotiation, the ground rules for the negotiation, and inclusion of only legally accepted conditions during negotiation. The Committee recommended that a member of the contractual and Contract of Service (COS) personnel be present during negotiations so that their perspective may also be considered. After all, they will benefit from the new CNA too once they are regularized.

BOARD OF DIRECTORS PROFILE



CHAIRPERSON MARIA FE P. ALIÑO

Appointed: 04 June 2019

Elected as Chairperson: 05 May 2020

People's Television Network Inc. Chairperson Maria Fe P. Aliño is a veteran broadcast personality with a career spanning almost five (5) decades. As a retired broadcast journalist, she represents the private sector in the Board of Directors. Chairperson Aliño's exposure to the intricacies of government media makes her more than qualified to head the government television network. Her agency involvements include the Presidential Communications Operations Office, the Philippine Broadcasting Service Bureau of Broadcast Services where she was stationed the longest, and the People's Television Network Inc.

She has a distinguished career as Broadcast and Radio Producer, Station Manager and Media Consultant. She is well known for her professionalism, easy demeanor and compassion for her co-workers.



VICE-CHAIRPERSON BEN-HUR B. BANIQUED

Appointed: 10 June 2019

Elected as Vice-Chairperson: 05 May 2020

With twenty-eight (28) years of exemplary

public service tucked under his belt, Vice Chairperson Baniqued is more than qualified to represent government in the PTNI Board. Currently, he serves as the Provincial Director of Technical Education and Skills Development Authority (TESDA) for the province of Cavite.

He is proficient in Human Resource and Organizational Development, and Planning Management. Learning and Development is a passion which led him to organize and participate in workshops, trainings and seminars.

In 2008, he was designated as TESDA Provincial Director for Pampanga, Tarlac in 2014, and Zambales last 2017. Mr. Baniqued completed his Master's Degree Graduate Studies in Industrial Relations at the UP School of Labor and Industrial Relations last 2000. He earned a Diploma in Resource Development at HRC-Ateneo De Manila University (CORD) last 2002, and Diploma on Development Management at Development Academy of the Philippines last 2013. Mr. Baniqued is also a holder of a Career Executive Service Certificate of Eligibility.



<u>NETWORK GENERAL MANAGER</u> <u>AND BOARD DIRECTOR</u> <u>KATHERINE CHLOE S. DE</u> <u>CASTRO</u>

Appointed: 06 February 2020

Elected as Network General Manager: 05 May 2020

President Rodrigo Roa Duterte appointed

broadcaster par excellence Ms. Katherine Chloe S. De Castro to the last seat in the PTNI Board of Directors. She was also rightfully designated as Network General Manager.

Having parents who are considered royalty in the broadcast industry, Ms. De Castro has TV production and management running in her blood since her conception. She literally grew up in the Newsroom as her mother, Ms. Arlene Sinsuat-De Castro is celebrated for her works in the fields of News and Public Affairs. Of course, who does not know Vice President Noli De Castro, inarguably the most recognizable face on Philippine television. Despite her sterling family background, Ms. De Castro was able to stand on her own merits with her involvement in ABS-CBN and Bayan Productions. She has been a media practitioner since 2001.

She honed her know-how in civil service after having served as the Undersecretary for Public Affairs, Communications, and Special Projects in the Department of Tourism (2016 to 2018) and President of the Intercontinental Broadcasting Corporation (2018 to 2020).

She graduated from Miriam College with a Degree in Communications and is currently completing her Master's Degree in *Integrated Marketing Communications*.

Ms. De Castro is a recognized specialist in TV production, program conceptualization, scriptwriting, administration and management. Previous co-workers wholeheartedly attest to her persistence, doggedness, drive and benevolence.



DIRECTOR JULIETA C. LACZA

Appointed:

28 November 2016

Ms. Julieta C. Lacza is the longest serving Network Board Director having been appointed last 2016. She represents the private sector in the esteemed body.

Ms. Lacza started her career in media in 2000 as the Publisher and Editor-in-Chief of the newspaper *Eyewatch*, positions which she holds until the present. In addition, she also served as the Station Manager of DZEL Radyo Station from 2014 to 2016. Her stints in these media companies exposed her to all elements and provided her with the tenacity required in joining government.

One of Ms. Lacza's notable stints was her membership in the Governing Board of the Kapisanan ng mga Broadkaster ng Pilipinas (KBP) for eleven (11) years.

From 2019 to 2020, Ms. Lacza served as the Officer-In-Charge and eventually as Network General Manager of the People's Television Network Inc.

Simple and humble, yet tough, Ms. Lacza has a Degree in Communications from Manuel S. Enverga University (Quezon).



DIRECTOR JULIO O. CASTILLO, JR.

Appointed: 21 March 2019

Dr. Julio O. Castillo, Jr. was appointed

to Governing Board of the People's Television Network, Inc. as representative of the academe. He was chosen specifically due to his experience as a professor of notable universities in Metro Manila such as San Beda University and Far Eastern University.

His experiences in the public sector have been nothing less than remarkable having worked in the United Nations Conference on Trade and Development, Ministry of Foreign Affairs, and the local government of the City of Manila.

Prior to public service, Dr. Castillo was engaged in sales and marketing having been connected with Wrangler Philippines and Sharkies, Inc.

Most recently, he served as Head of the Business Cluster Program for the Business Clinic Program San Beda University – Institutional Community Engagement Center, Chairperson of the Mendiola Consortium Business Education Center, and Honorary Vice-President Strategic Business of Royal Institute of Business Administration.

The well-loved and respected Dr. Castillo graduated from the University of the East, has a Master's Degree in Business Administration from the Eulogio Amang Rodriguez Institute of Science and Technology (Manila), and earned a Doctorate degree in Business Administration from the Polytechnic University of the Philippines.

FINANCIAL STATEMENTS



P579.861 million between the Accounting records and Report on the Physical Count of PPE.

Likewise, the over-provision of depreciation for PPE-Office Equipment sub-account in prior and current years totaling P20.305 million resulted in the overstatement of Depreciation Expense (for CY 2020) and Accumulated Depreciation in the amounts of P2.050 million and P20.305 million, respectively, and understated the PPE-Office Equipment sub-account and Accumulated Surplus/Deficit account by P20.305 million and P18.255 million, respectively. Moreover, the non-derecognition of various unserviceable PPE items costing P4.968 million due to non-disposal thereof resulted in the overstatement of the PPE account in the same amount, contrary to Paragraph 82 of IPSAS 17.

We were not able to perform alternative audit procedures to determine if any adjustments to the Cash in Bank and PPE accounts are necessary due to the status of records of the PTNI's Finance and Administrative Divisions.

We conducted our audits in accordance with International Standards of Supreme Audit Institutions (ISSAIs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the PTNI in accordance with the Revised Code of Conduct and Ethical Standards for the Commission on Audit Officials and Employees (Code of Ethics) together with the ethical requirements that are relevant to our audit of the financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

We draw attention to Note 8 to financial statements disclosing, that the PTNI received various technical equipment amounting to approximately US\$4 million from the Ministry of Internal Affairs and Communications of Japan in 2010 as part of the latter's objective to promote Japanese Digital Terrestrial Broadcasting standards in the Philippines. These remained unrecorded in the books pending completion of required documents. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSASs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the PTNI's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the PTNI or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the PTNI's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAI's will always detect a material misstatement when it exists. Misstatement can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAI's we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the PTNI's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on PTNI's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the PTNI to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and the significant audit findings, including any significant deficiencies in the internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information for the year ended December 31, 2020, required by the Bureau of Internal Revenue as disclosed in Note 28 to the financial statements is presented for purposes of additional analysis and is not a required part of the basic financial statements prepared in accordance with IPSASs. Such supplementary information is the responsibility of management.

COMMISSION ON AUDIT

SUZETTE G. PORNALES

OIC - Supervising Auditor Audit Group G – Development, Media and Other Agencies Cluster 6-Social, Cultural, Trading, Promotional and Other Services Corporate Government Sector

July 15, 2021



STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The Management of the People's Television Network, Inc. (PTNI) is responsible for the preparation of the financial statements as at December 31, 2019 and 2018, including the additional components attached thereto in accordance with the prescribed financial reporting framework indicated therein. The responsibility includes designing and implementing internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error, selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

The Board of Directors reviews and approves the financial statements before such statements are issued to the regulators, creditors and other users.

The Commission on Audit has audited the financial statements of the People's Television Network, Inc. (PTNI) in accordance with the International Standards of Supreme Audit Institutions and has expressed its opinion on the fairness of presentation upon completion of such audit, in its report to the Board of Trustees.

MS. MARIA FE P. ALIÑO Chairman of the Board **MS. MONETTA S. NIGOS MS. JULIETA C. LACZA** Network General Manager Officer-In-Charge, Finance Division monigos

PEOPLE'S TELEVISION NETWORK, INC. STATEMENTS OF FINANCIAL POSITION

As at December 31, 2020 and 2019 (In Philippine Peso)

	Note	2020	2019
ASSETS			
Current assets			
Cash and cash equivalents	5	301,232,396	136,274,520
Receivables	6	146,756,970	122,165,901
Inventories	7	2,811,352	2,796,351
Other current assets	10	433,748,426	397,520,463
Total current assets		884,549,144	658,757,235
Non-current assets			
Receivables	6	100 510 500	122 525 107
		122,513,522	122,525,197
Property, plant and equipment	8	2,284,116,940	2,063,004,322
Intangible assets	9	6,408,643	6,419,772
Other non-current assets	10	1,601,297	2,095,425
Total non-current assets		2,414,640,402	2,194,044,716
TOTAL ASSETS		3,299,189,546	2,852,801,951
LIABILITIES			
Current liabilities			
Financial liabilities	11	3,073,046	16,213,400
Inter-agency payables	12	(24,706,814)	(18,525,880)
Trust liabilities	13	37,598,427	29,911,792
Deferred credits/unearned income	14	41,412,456	37,478,659
Total current liabilities		57,377,115	65,077,971
Non-current liabilities			
Financial liabilities	11	148,651,071	7,584,975
Inter-agency payables	12	374,291,213	374,291,213
Trust liabilities	13	58,216,999	58,216,999
Deferred credits/unearned income	14	74,212,792	74,212,792
Other payables	15	2,408,601	5,250,684
Total non-current liabilities		657,780,676	519,556,663
TOTAL LIABILITIES		715,157,791	584,634,634
NET ASSETS (TOTAL ASSETS LESS TOTAL LIABILITIES)		2,584,031,755	2,268,167,317
NET ASSETS/EQUITY			
Accumulated surplus/(deficit)	26	1,584,031,755	1,268,167,317
Government equity	25	1,000,000,000	1,000,000,000
TOTAL NET ASSETS/EQUITY		2,584,031,755	2,268,167,317

PEOPLE'S TELEVISION NETWORK, INC. STATEMENTS OF FINANCIAL PERFORMANCE

For the Years Ended December 31, 2020 and 2019 (In Philippine Peso)

	Note	2020	2019
REVENUE			
Service and business income	16	170,501,527	212,574,784
TOTAL REVENUE		170,501,527	212,574,784
CURRENT OPERATING EXPENSES			
Personnel services	17	93,331,729	90,558,133
Maintenance and other operating expenses	18	228,939,332	219,799,223
Financial expenses	19	16,674	157,577
Non-cash expenses	20	106,282,723	105,159,653
TOTAL CURRENT OPERATING EXPENSES		428,570,458	415,674,586
SURPLUS/(DEFICIT) FROM CURRENT OPERATIO	NS	(258,068,931)	(203,099,802)
Other non-operating income	21.1	58,006	781,550
Gains	21.2	53,238	581,342
Losses	21.3	(545,231)	(231,223)
SURPLUS/(DEFICIT) BEFORE SUBSIDY		(258,502,918)	(201,968,133)
Assistance and subsidy from national government	22	615,145,313	385,891,898
NET SURPLUS/(DEFICIT) FOR THE PERIOD		356,642,395	183,923,765

PEOPLE'S TELEVISION NETWORK, INC. STATEMENTS OF CHANGES IN NET ASSETS/EQUITY

For the Years Ended December 31, 2020 and 2019 (In Philippine Peso)

	Accumulated surplus/(deficit)	Government equity	
	Note 26	Note 25	Total
BALANCE AT JANUARY 1, 2019	1,053,116,628	1,000,000,000	2,053,116,628
Changes in Net Assets/Equity for CY 2019			
Add/(deduct):			
Surplus for the period	183,923,765	-	183,923,765
Other adjustments	31,126,924	-	31,126,924
BALANCE AT DECEMBER 31, 2019	1,268,167,317	1,000,000,000	2,268,167,317
Changes in Net Assets/Equity for CY 2020			
Add/(deduct):			
Surplus for the period	356,642,395	-	356,642,395
Other adjustments	(40,777,957)	-	(40,777,957)
BALANCE AT DECEMBER 31, 2020	1,584,031,755	1,000,000,000	2,584,031,755

PEOPLE'S TELEVISION NETWORK, INC. STATEMENTS OF CASH FLOWS

For the Years Ended December 31, 2020 and 2019

(In Philippine Peso)

	Note	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash inflows			
Collection of revenue		172,948,844	227,093,451
Receipt of assistance/subsidy		615,145,313	385,891,898
Collection of receivables		-	3,786,255
Other receipts		4,930,028	6,360,440
Total cash inflows		793,024,185	623,132,044
Adjustments		1,802,301	3,905,192
Adjusted cash inflows		794,826,486	627,037,236
Cash outflows			
		202 578 050	000 044 084
Payment of expenses		302,578,950	266,241,081
Payment of inventories Grant of cash advances		185,557	1,648,467
		13,802,641	24,219,389 14,488,098
Prepayments		4,220,543 2,281,352	21,448,920
Payment of accounts payable Remittance of personnel benefit contributions			
Other disbursements		40,523,055	34,138,348 3,864,136
Total cash outflows		363,592,098	366,048,439
Adjustments		303,392,090	1,412,520
Adjusted cash outflows		363,592,098	367,460,959
		000,002,000	,
Net cash provided by (used in) operating activities	23	431,234,388	259,576,277
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash outflow			
Purchase/construction of property, plant and equipment		266,276,512	272,424,809
Total cash outflows		266,276,512	272,424,809
Adjustments		- , , , _	47,574,636
Adjusted cash outflows		266,276,512	319,999,445
Net cash provided by/(used in) investing activities		(266,276,512)	(319,999,445)
Net increase/(decrease) in cash and cash equivalents		164,957,876	(60,423,168)
Effects of exchange rate changes		-	(,,,,,,,,
Cash and cash equivalents, January 1		136,274,520	196,697,688
	-		
Cash and cash equivalents, December 31	5	301,232,396	136,274,520

PEOPLE'S TELEVISION NETWORK, INC. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

For the Year Ended December 31, 2020

(In Philippine Peso)

	Budgeted Amount		Actual	
	Original	Final	Amounts on Comparable	Difference Final Budget
	Note 27		Basis	and Actual
RECEIPTS				
Service and business income	275,150,000	275,150,000	170,501,527	104,648,473
Assistance and subsidy - MOOE	278,380,000	278,380,000	265,598,000	12,782,000
Assistance and subsidy - Capital outlay	-	-	349,547,313	(349,547,313)
Total receipts	553,530,000	553,530,000	785,646,840	(232,116,840)
PAYMENTS				
Personnel services	276,265,000	130,242,000	93,331,729	36,910,271
Maintenance & other operating expenses	410,675,000	243,826,000	228,939,332	14,886,668
Capital outlay	-	-	106,299,397	(106,299,397)
Total payments	686,940,000	374,068,000	428,570,458	(54,502,458)
NET RECEIPTS/(PAYMENTS)	(133,410,000)	179,462,000	357,076,382	(177,614,382)