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REPUBLIC OF THE PHILIPPINES  
**DEPARTMENT OF BUDGET AND MANAGEMENT**  
GENERAL SOLANO STREET, SAN MIGUEL, MANILA

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<p>% of PCAB contractors administrative cases acted upon within the prescribed time</p>		<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100% or (539 out of 539 cases)</p> <p>For drafting of BRs: 80 cases  Awaiting pleadings: 142 cases  For 1st hearing: 141 cases  Resetting/2nd/3rd hearing: 69 cases  For sending our summons: 107 cases</p> <p>UNRESOLVED PENDING CASES/UNDERGOING INVESTIGATION are cases that have been acted upon by PCAB (by first issuing Summons for hearings) but are still undergoing investigation. For these cases, PCAB through the Monitoring and Enforcement Division ("PCAB – MED") has to carry out and complete its investigation within the time frame given to the parties during the hearing to submit their respective pleadings.</p> <p>In addition, upon presentment of their evidence and theories of the case, the PCAB – MED will now review all pleadings filed or submitted, for drafting and presentation to the Board. Hence, these cases are not considered completed and for presentation to the Board and Board Resolution. Without completion of the proper procedural process of submission of pleadings, hearings, and investigation will be in violative of the procedural and substantive right to due process of the parties, which is against the Constitution and the laws.</p> <p>* UNRESOLVED PENDING CASES/UNDERGOING INVESTIGATION are cases that have been acted upon by PCAB (by first issuing Summons for hearings) but are still undergoing investigation. For these cases, PCAB through the Monitoring and Enforcement Division ("PCAB – MED") has to carry out and complete its investigation within the time frame given to the parties during the hearing to submit their respective pleadings. In addition, upon presentment of their evidence and theories of the case, the PCAB – MED will now review all pleadings filed or submitted, for drafting and presentation to the Board. Hence, these cases are not considered completed and for presentation to the Board and Board Resolution.</p>
<p>% of arbitration cases resolved within the prescribed time</p>		<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Resolved - 100% (40 out of 40) with total sum in dispute (SID) of PHP 6,779,636,656.32  Settled - 100% (13 out of 13) with total sum in dispute (SID) of PHP277,078,298.98</p>
<p><b>CONSTRUCTION INDUSTRY DEVELOPMENT PROGRAM</b></p>					
<p><b>Outcome Indicator (s)</b></p>					
<p>% increase on CPES Utilization for each of the top 5 infrastructure implementing agencies (DPWH, DOTR, NIA, NHA and PPA)</p>		<p>10%</p>	<p>10%</p>	<p>-</p>	<p>Annual Target  (accomplishment to be determined by the end of the year)</p>

% increase in construction services export		20%	20%	-	Annual Target (accomplishment to be determined by the end of the year)
% rate of construction industry roadmap completed/ implemented		20% (ave)	20% (ave)	-	Annual Target (accomplishment to be determined by the end of the year)
<b>INDUSTRY POLICY DEVELOPMENT</b>					
<b>Output Indicator (s)</b>					
% of critical industry issues & concerns addressed		100%	100%	100%	100% or (9 out of 9)  1. CBR # 8 CIAP Board Resolution No. 8, series of 2024: Proposed Amendments to the National Building Code  2. CBR # 9 Endorsing the Re-Appointment of Dr. Pericles Dakay as Chairman of the Philippine Contractors Accreditation Board (PCAB) to the Office of the President  3. CBR # 10 Creation of the Technical Working Group (TWG) for the Formulation of the Human Capital Development Roadmap Plan  4. CBR # 11 Endorsing to the Anti-Red Tape Authority (ARTA) the need to ensure that the Local Government Units shall implement the Digitization of Building Permit Process in Accordance with the Provisions of RA 11032  5. CBR # 12 Endorsing to the Department of Interior and Local Government the Implementation of the Digitization of Building Permit Process in accordance with the provisions of RA 11032 or Anti-Read Tape Authority (ARTA) and Joint Administrative Order No. 01 Series of 2022: Strengthening Joint Administrative Order No. 01 Series of 2011 JAO No. 01 s. 2011  6. CIAP BOARD RESOLUTION 13, S. 2024 Revise, Revisit and Consult with stakeholders (especially contractors) regarding the proposed amendemnts to the constructor's performance evaluation system (CPES) implementing guidelines and submit the same to the CIAP board for discussion before its endorsement to the national economic and development authority committee on infrastructure (NEDA-INFRACOM)  7. CIAP BOARD RESOLUTION 16, S. 2024 Approved in principle the Philippine Contractors Accreditation Board (PCA) - construction manpower development foundation (cmdf) training rewards
Number of promotional activities conducted		19	19	20	<b>Domestic and Overseas Promotional Activities</b> 1. Know Your Contracts Information Session held on 05 April 2024 2. New Sustainable Building Technologies and Innovations to Build Better and More! Information Session held on 05 April 2024  AMO Seminars: 1. PCA Marivale - 22 April 2024 2. PCA Metro - 25 April 2024 3. SPECS - 25 April 2024
<i>Domestic</i>				15	

Domestic				10	<p>CPES Briefings:</p> <ol style="list-style-type: none"> <li>1. PLGU - Camarines Norte - 4 April 2024</li> <li>2. PLGU Cagayan - 16 April 2024</li> </ol> <p>AMO Seminars:</p> <ol style="list-style-type: none"> <li>1. SPECS - 23 May 2024</li> <li>2. PCA Marivale - 29 May 2024</li> <li>3. PCA Metro - 30 May 2024</li> </ol>
Overseas				5	<p>Philippine Benchmarking Mission to Australia Philippine Construction Business Mission to Sydney at the sidelines of Sydney Build 2024 with assistance from PTIC-Sydney and Austrade. Significant activities:</p> <ol style="list-style-type: none"> <li>1. Forum on the "The PH Advantage on Architectural and Engineering Services"</li> </ol>
Amount of construction services exports generated		\$ 89 Million	\$ 89 Million	-	<p align="center"><b>Cummulative Figure</b></p> <p align="center"><b>Annual Target</b> <b>(accomplishment to be determined by the end of the year)</b></p>
Number of advocacy, capacity building & stakeholder engagement activities with strategic partners		18	18	25	
Domestic				18	<p>CPES Accreditation Trainings:</p> <ol style="list-style-type: none"> <li>1. Department of Agriculture held on 15-17 April 2024 - 19 participants</li> <li>2. National Housing Authority held on 16-18 April 2024 - 35 participants</li> <li>3. Government Service Insurance System held on 22-25 April 2024 - 10 participants</li> <li>4. Department of the Interior and Local Government - Caraga - 23-25 April 2024 - 32 participants</li> </ol> <p>Briefing on the Proposed Training of Academe Towards Upskilling Engineering and Architecture Graduates About Construction Contracts and Standard Industry Practices Through Incorporation of CIAP Document 102 in Relevant Subject/Course Program:</p> <ol style="list-style-type: none"> <li>1. Pamantasan ng Lungsod ng Maynila (11 April 2024) <ol style="list-style-type: none"> <li>A. College of Architecture</li> <li>B. College of Engineering <ol style="list-style-type: none"> <li>i. Faculty of Civil Engineering</li> <li>ii. Faculty of Mechanical Engineering</li> <li>iii. Faculty of Electrical Engineering</li> </ol> </li> </ol> </li> <li>2. University of Santo Tomas (12 April 2024) <ol style="list-style-type: none"> <li>A. College of Architecture</li> </ol> </li> </ol>

Domestic				10	<p>A. College of Architecture  B. College of Engineering  i. Faculty of Civil Engineering  ii. Faculty of Mechanical Engineering  iii. Faculty of Electrical Engineering</p> <p>Inputs to the DTI-Philippine Quality Awards (PQA) Construction Criteria for Performance Excellence as Member of the Technical Working Group:  1. Inputs to Categories 2 and 3 (12 April 2024)  2. Inputs to Categories 4 and 5 (19 April 2024)  CPES Accreditation Trainings:  1. Department of Health held on 7-9 May 2024 - 46 participants  2. National Housing Authority held on 15-17 May 2024 - 35 participants</p> <p>Briefing on the Proposed Training of Academe Towards Upskilling Engineering and Architecture Graduates About Construction Contracts and Standard Industry Practices Through Incorporation of CIAP Document 102 in Relevant Subject/Course Program:1. University of the Philippines - Los Baños (09 May 2024)  A. College of Architecture</p>
Overseas				7	<p>POCB, in partnership with BOI, assisted in organizing business-to-business (B2B) meetings between POCB-registered companies and Turbulent Hydro, a Belgian investor.</p> <p>1. Meetings with PH associations / organizations related to architectural and engineering services for industry mapping and market scanning on Architectural, Engineering Services Outsourcing (AESO):  a) Association of Structural Engineers of the Philippines Inc. (ASEP) (04 June 2024)  b) United Architects of the Philippines. (UAP) (05 June 2024)  c) Institute of Integrated Electrical Engineers of the Philippines (IIEE) at the 49th Mid-Year National Convention (MYNC) in Iloilo. (30 May – 01 June 2024)</p> <p>3. Briefing with FTSC Officials - to introduce POCB and CIAP and present priority plans and programs to FTSC; explore potential areas of collaboration between FTSC and POCB&amp; CIAP with respect to countries of assignment (i.e. Spain, Saudi Arabia, ASEAN, USA, and Canada) and to help construction stakeholders in promoting the PH for opportunities in construction and infrastructure investments and trade. (06 June 2024)</p> <p>5. POCB Roadmap Workshop with Mr. Anthony Mariano, Executive Vice President, Triumph Development Corporation's - for POCB to focus on business development as its core competence and service to its stakeholders; and enhance its Strategic Plan with clearly defined Mission, Vision, SWOT, and Operational Activities using the "Go to Market" Approach. (08 June</p>

Number of Training/ Certification programs conducted		146 runs	146 runs	56	<p>Programs Implemented  Managerial &amp; Supervisory Programs - 3  Safety Programs - 15  Assessment and Certification Programs - 24  Industry-Supported Programs - 10  Technology Programs - 4  Academe Linkage Programs - 0</p> <p>Trained/Certified Individuals  Managerial &amp; Supervisory Programs - 123  Safety Programs - 452  Assessment and Certification Programs - 1176  Industry-Supported Programs - 905  Technology Programs - 571  Academe Linkage Program - 0</p> <p>PROGRAM IMPLEMENTATION</p> <p>1.Implementation of the Industry-Supported Programs at the PHILCONSTRUCT Luzon 2024  a.Eundamentals of Rigging Seminar – 04 April  b.Technology-Based Competency Assessment for Heavy Equipment Operations NC II – 04-05 April  c.Challenges in Concrete Construction Seminar – 05 April  d.Essentials of Supervisory Leadership Seminar – 06 April  e.Philippine Technical and Design Series: Formworks' Reliability, Cost, Efficiency, and Safety (FoRCES) Seminar – 06 April</p> <p>2.CMDF-TC Facility tour as part of the preliminaries for the implementation of CMDF programs and services in partnership with Alumpreneur Institute  Date: 15 April</p>
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Legend:

\*\* Runs - refers to the implementation of a Training or Certification program.

Training program – a human resource development (HRD) intervention or activity that aims to equip an individual with a particular

Certification - a human resource development (HRD) intervention or activity that aims to establish and ensure that an individual is capable

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In coordination with :

  
**KARISSA MARIE V. CASTILLO**  
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Certified Correct:

  
**ATTY. HERBERT DG. MATIENZO**  
Acting Executive Director, CIAP

SEMESTRAL PHYSICAL REPORT OF OPERATION  
1st SEMESTER 2024

DEPARTMENT OF TRADE & INDUSTRY  
CONSTRUCTION INDUSTRY AUTHORITY OF THE PHILIPPINES

Particulars	UACS Code						Total	SEM 1	Variance	Remarks
		1Q	2Q	3Q	4Q	6				
1	2	3	4	5	6	7	16	26	27	
<b>Part B. Operations</b>										
<b>Competitiveness of the construction industry increased</b>										
<b>CONSTRUCTION INDUSTRY REGULATORY PROGRAM</b>										
<b>Outcome Indicator (s)</b>										
% increase in the number of contractors with Philippine Contractors Accreditation Board license			28%			28%		-		Annual Target (accomplishment to be determined by the end of the year)
<b>Outcome Indicator (s)</b>										
% of licensing/registration/ processed within the prescribed time:										
- Domestic New & Renewal - 20 days										
- Additional Classification - 20 days										
- Change of AMO - 20 days										
- Change of Business Name - 7 days										
- Change of Business Name and Status - 20 days										
- Upgrading - 20 days										
- SP Joint Venture - 7 days										
- SP Consortium - 20 days										
- SP Foreign - 20 days										
- ARCC - 20 days										
- Pakyaw - 7 days										
% of Overseas licensing / registration/project authorization processed within the prescribed time:										
- New - 15 days; 2 hours & 55 mins										
- Renewal - 15 days; 2 hours & 25 mins										
- Project authorization - 7 days & 50 minutes										
% of PCAB contractors administrative cases acted upon within the prescribed time			100%			100%		100%		100% or (692 out of 692 cases)



% of arbitration cases resolved within the prescribed time		100%	100%	100%		Resolved - 100% (54 out of 54) Settled - 100% (21 out of 21)
<b>CONSTRUCTION INDUSTRY DEVELOPMENT PROGRAM</b>						
<b>Outcome Indicator (s)</b>						
% increase on CPES Utilization for each of the top 5 infrastructure implementing agencies (DPWH, DOTR, NIA, NHA and PPA)		10%	10%	-		Annual Target (accomplishment to be determined by the end of the year)
% increase in construction services export		20%	20%	-		Annual Target (accomplishment to be determined by the end of the year)
% rate of construction industry roadmap completed/implemented		20% (ave)	20% (ave)	-		Annual Target (accomplishment to be determined by the end of the year)
<b>INDUSTRY POLICY DEVELOPMENT</b>						
<b>Output Indicator (s)</b>						

<p>% of critical industry issues &amp; concerns addressed</p>		<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100% or (13 of 13)</p> <ol style="list-style-type: none"> <li>1. CIAP Board Resolution No. 1, series of 2024: Approving the Amendments to the Constructors' Performance Evaluators (CPES) Guidelines including its Checklist and Endorsing the same to the National Economic Development Authority (NEDA) Committee on Infrastructure (INFRACOM)</li> <li>2. CIAP Board Resolution No. 2, series of 2024: Approving and Encouraging the Use of the Short Form of Construction Contract for Private Construction Projects under CIAP Document 102</li> <li>3. Submitted to the NEDA-Infracom the CIAP-PDCB's inputs to the Organisation for Economic Cooperation and Development (OECD) Report: "Fostering climate resilience building in the Philippines"   23 February 2024</li> <li>4. Submitted to the CIAP-OED the Inputs of the PDCB to the Amendatory Bills regarding the Government Procurement Reform Act (RA No. 9184), particularly on the Section on the Green Local Market [SBN 2466]   23 February 2024</li> <li>5. CBR # 8 CIAP Board Resolution No. 8, series of 2024: Proposed Amendments to the National Building Code</li> <li>6. CBR # 9 Endorsing the Re-Appointment of Dr. Pericles Dakay as Chairman of the Philippine Contractors Accreditation Board (PCAB) to the Office of the President</li> <li>7. CBR # 10 Creation of the Technical Working Group (TWG) for the Formulation of the Human Capital Development Roadmap Plan</li> <li>8. CBR # 11 Endorsing to the Anti-Red Tape Authority (ARTA) the need to ensure that the Local Government Units shall implement the Digitization of Building Permit Process in Accordance with the Provisions of RA 11032</li> </ol>
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					<p>9. CBR # 12 Endorsing to the Department of Interior and Local Government the Implementation of the Digitization of Building Permit Process in accordance with the provisions of RA 11032 or Anti-Red Tape Authority (ARTA) and Joint Administrative Order No. 01 Series of 2022: Strengthening Joint Administrative Order No. 01 Series of 2011 JAO No. 01 s. 2011</p> <p>10. CIAP BOARD RESOLUTION 13, S. 2024 Revise, Revisit and Consult with stakeholders (especially contractors) regarding the proposed amendemnts to the constructor's performance evaluation system (CPES) implementing guidelines and submit the same to the CIAP board for discussion before its endorsement to the national economic and development authority committee on infrastructure (NEDA-INFRACOM)</p> <p>11. CIAP BOARD RESOLUTION 16., S. 2024 Approved in principle the Philippine Contractors Accreditation Board (PCA) - construction manpower development foundation (cmdf) training rewards system/program and draft the guidelines for the rewards, incentives and skills development for cotractors, including supervisory management and present the same to the board for its approval</p> <p>12. CIAP Board Resolution 17, s. 2024 Endorsing to the department of public works and highways (DPWH) the need to ensure the implementation of digitalization of the building permitting process in accordance with the provisions of ra 11032 (Anti-Red Tape Authority or ARTA)</p> <p>13. Review of the proposed Philippine Building Act vis-a-vis DTI, CIAP, and DPWH Position Papers   Submitted to CIAP on 14 June 2024</p>
Number of promotional activities conducted		19	19	30	<b>Domestic and Overseas Promotional Activities</b>
Domestic				25	<p>Three (3) AMO Seminars for the following:</p> <ol style="list-style-type: none"> <li>1. SPECS held on Jan 17-18, 2024</li> <li>2. PCA Marivalley held on Jan 24-25, 2024</li> <li>3. PCA Metro held on Jan 25-26, 2024</li> </ol> <p>Two (2) AMO Seminars for the following:</p> <ol style="list-style-type: none"> <li>1. PCA Metro held on Feb 22-23, 2024</li> <li>2. PCA Marivalley held on Feb 28-29, 2024</li> </ol> <p>Three (3) AMO Seminars for the following:</p> <ol style="list-style-type: none"> <li>1. SPECS held on 7-8 March 2024</li> <li>2. PCA Metro held on 18-19 March 2024</li> <li>3. PCA Marivalley held on 19-20 March 2024</li> </ol> <p>4. Participated in the SPECS PhilEnergy Forum 2024 held on 21 March 2024</p>

Domestic				23	<p>5. Participated as Resource Speaker on CIAP Document 102 at ACEL GMM held on 20 March 2024</p> <p>1. Know Your Contracts Information Session held on 05 April 2024</p> <p>2. New Sustainable Building Technologies and Innovations to Build Better and More! Information Session held on 05 April 2024</p> <p>AMO Seminars:</p> <p>1. PCA Marivaley - 22 April 2024</p> <p>2. PCA Metro - 25 April 2024</p> <p>3. SPECS - 25 April 2024</p> <p>CPES Briefings:</p> <p>1. PLGU - Camarines Norte - 4 April 2024</p> <p>2. PLGU Cagayan - 16 April 2024</p> <p>AMO Seminars:</p>
Overseas				5	<p>Philippine Benchmarking Mission to Australia</p> <p>Philippine Construction Business Mission to Sydney at the sidelines of Sydney Build 2024 with assistance from PTIC-Sydney and Austrade. Significant activities:</p> <p>1. Forum on the "The PH Advantage on Architectural and Engineering Services Outsourcing".</p> <p>2. Forum on the "Building Partnership Opportunities and Licensing of Foreign Contractors in the PH".</p> <p>3. Business meetings with Australian organizations and associations including one-on-one business meetings with Australian companies.</p> <p>4. Managed the PH booth at the International Convention Center Sydney including flyering, engaging with visitors at the booth, played video presentations of CIAP IBs.</p> <p>5. Courtesy visit with the PH Consul General in Sydney, Charmaine Rowena Aviquil.</p>
Amount of construction services exports generated		\$ 89 Million	\$ 89 Million	-	<p style="text-align: center;"><b>Cummulative Figure</b></p> <p style="text-align: center;"><b>Annual Target</b> <b>(accomplishment to be determined by the end of the year)</b></p>
Number of advocacy, capacity building & stakeholder engagement activities with strategic partners		18	18	43	

Domestic				28	<p>1. Facilitated/Conducted the CPES Accreditation Training for Metropolitan Waterworks and Sewerage System (MWSS) held on January 30-February 1, 2024 with 14 participants</p> <p>Conducted/Facilitated two (2) CPES Briefing for the following:</p> <ol style="list-style-type: none"> <li>1. PLGU CARAGA held on 1 February 2024</li> <li>2. Pag-IBIG held on 21 February 2024</li> <li>3. Conducted the 1st General Meeting of the Committee on CIAP Document 102 held on 5 February 2024</li> <li>4. Conducted the 4th JAO 01-2022 IACTF Meeting held on 7 February 2024</li> </ol> <p>Conducted/Organized CPES Briefing with the following:</p> <ol style="list-style-type: none"> <li>1. GSIS held on 4 March 2024</li> <li>2. PLGU Nueva Vizcaya held on 11 March 2024</li> </ol> <ol style="list-style-type: none"> <li>3. Attended the Makati Business Club - Roundtable Discussion on Right of Way Act held on 18 March 2024</li> <li>4. Attended the National Housing Authority (NHA) - Accreditation of Innovative Technologies for Housing (AITECH) Committee Meeting held on 20 March 2024</li> <li>5. Facilitated thay Authority of the Freeport Area of Bataan (AFAB) CPES 3rd Party Meeting held on 26 March 2024</li> </ol> <p>CPES Accreditation Trainings:</p> <ol style="list-style-type: none"> <li>1. Department of Agriculture held on 15-17 April 2024 - 19 participants</li> <li>2. National Housing Authority held on 16-18 April 2024 - 35 participants</li> <li>3. Government Service Insurance System held on 22-25 April 2024 - 10 participants</li> <li>4. Department of the Interior and Local Government - Caraga - 23-25 April 2024 - 32 participants</li> </ol> <p>Briefing on the Proposed Training of Academe Towards Upskilling Engineering and Architecture Graduates About Construction Contracts and Standard Industry Practices Through Incorporation of CIAP Document 102 in Relevant Subject/Course Program:</p> <ol style="list-style-type: none"> <li>1. Pamantasan ng Lungsod ng Maynila (11 April 2024)</li> </ol>
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Overseas				15	<p>1) Participation to the WeKconnect Reverse Buyer Seller Meet (RBSM) 2024 Distribulec, Buildelec, held on 13 – 20 January 2024</p> <p>2) Participation to the forum "Business Opportunities with the United Nations" held on January 22, 2024 Participated in the following:</p> <ol style="list-style-type: none"> <li>1. 1st Stakeholder Consultation on the proposed PH-UAE Comprehensive Economic Partnership Agreement (CEPA) organized by BITR ON - 06 February 2024</li> <li>2. FGD on Construction and Infrastructure for the PH-UAE CEPA - 20 February 2024</li> <li>3. Meeting with the BOI on CREATE incentives for the construction industry - 14 February 2024</li> <li>4. Infrastructure and Construction Forum in collaboration with the Italian Chamber of Commerce in the Philippines (GPCCI) - 29 February 2024</li> </ol> <p>Participated in the following:</p> <ol style="list-style-type: none"> <li>1. Meeting with ESCA Engineering and BOI on ESO held on 12 March 2024</li> <li>2. POCB Consultation with the Stakeholders of the Construction and Related Engineering Services Sector for the PH-UAE CEPA held on 19 March 2024 POCB, in partnership with BOI, assisted in organizing business-to-business (B2B) meetings between POCB-registered companies and Turbulent Hydro, a Belgian investor.</li> </ol> <p>1. Meetings with PH associations / organizations related to architectural and engineering services for industry mapping and market scanning on Architectural, Engineering Services Outsourcing (AESO):</p> <ol style="list-style-type: none"> <li>a) Association of Structural Engineers of the Philippines Inc. (ASEP) (04 June 2024)</li> <li>b) United Architects of the Philippines. (UAP) (05 June 2024)</li> </ol>
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Number of Training/ Certification programs conducted		146 runs	146 runs	87	<p>Programs Implemented  Managerial &amp; Supervisory Programs - 4  Safety Programs - 25  Assessment and Certification Programs - 43  Industry-Supported Programs - 10  Technology Programs - 4  Academe Linkage Programs - 1</p> <p>Trained/Certified Individuals  Managerial &amp; Supervisory Programs - 147  Safety Programs - 807  Assessment and Certification Programs - 2270  Industry-Supported Programs - 905  Technology Programs - 571  Academe Linkage Program - 5</p> <p>PROGRAM IMPLEMENTATION</p> <p>1.Implementation of the Industry-Supported Programs at the PHILCONSTRUCT Luzon 2024  a.Eundamentals of Rigging Seminar – 04 April  b.Technology-Based Competency Assessment for Heavy Equipment Operations NC II – 04-05 April  c.Challenges in Concrete Construction Seminar – 05 April  d.Essentials of Supervisory Leadership Seminar – 06 April  e.Philippine Technical and Design Series: Formworks' Reliability, Cost, Efficiency.</p>
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Legend:

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Training program – a human resource development (HRD) intervention or activity that aims to equip an individual with a particular

Certification - a human resource development (HRD) intervention or activity that aims to establish and ensure that an individual is capable

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