

PHILAMER CARLOS TORIO

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SUMMARY OF QUALIFICATIONS

I have a wealth of experience in management and business development, policymaking, as well as teaching and research from my work in the private and public sectors, and the academe. At present, I am the Associate Program Director for the Bachelor of Arts Program at the City University of Seattle in Canada. My teaching and research interests are in the areas of resource management, business and government, infrastructure development/finance, and Public-Private Partnerships. As the first Executive Director of the Public-Private Partnership Center of the Philippines, I was instrumental in shaping the government's policy as regards the development of public infrastructure through private sector participation. I have a PhD degree in Resource Management & Environmental Studies from the University of British Columbia, as well as master's degrees in various disciplines - Master of Engineering from the University of the Philippines, Master in Management from the Asian Institute of Management, Master in Public Administration from Harvard University, and Master of Arts in Asia Pacific Policy Studies from the University of British Columbia. My diverse work experience coupled with various graduate studies allows me to take an interdisciplinary approach towards teaching, research, and capacity building.

EDUCATION

PhD in Resource Management and Environmental Studies

The University of British Columbia

Master of Arts in Asia-Pacific Policy Studies & Certificate in Watershed Management

THE UNIVERSITY OF BRITISH COLUMBIA

Master in Public Administration & Certificate, Edward S. Mason Program in Public Policy and Management

HARVARD UNIVERSITY

Master in Management

ASIAN INSTITUTE OF MANAGEMENT

Master of Science in Mechanical Engineering

UNIVERSITY OF THE PHILIPPINES

Bachelor of Science in Mechanical Engineering

UNIVERSITY OF THE PHILIPPINES

Diploma, University Teaching Qualification Programme

IHE DELFT INSTITUTE FOR WATER EDUCATION

AWARDS / RECOGNITIONS

The University of British Columbia

Les Lavkulich Scholarship for Resources and Environment Studies
Walter W. Jeffrey Memorial Scholarship
College for Interdisciplinary Studies Graduate Award
Power Corporation of Canada Scholarship

International Development Research Centre

Doctoral Research Award

University of the Philippines

UP Alumni Engineers Professional Degree Award for Mechanical Engineering

Harvard University

Joint Japan/World Bank Graduate Scholarship

PROFESSIONAL EXPERIENCE

Visiting Assistant Professor

RIO GRANDE COLLEGE OF BUSINESS, SUL ROSS STATE UNIVERSITY

Associate Program Director, Canada BAM Program

CITY UNIVERSITY OF SEATTLE IN CANADA

Associate Professor / Senior Research Fellow

SCHOOL OF GOVERNMENT, ATENEO DE MANILA UNIVERSITY, PHILIPPINES

Senior Lecturer

IHE DELFT INSTITUTE FOR WATER EDUCATION, THE NETHERLANDS

Executive Director

PUBLIC-PRIVATE PARTNERSHIP (PPP) CENTER OF THE PHILIPPINES

Project Manager

VANCOUVER COASTAL HEALTH AUTHORITY, CANADA

Chief Financial Officer & Treasurer

MAYNILAD WATER SERVICES, INC., PHILIPPINES

Country Manager

ALLIANCE TO SAVE ENERGY, PHILIPPINES

Assistant Vice President

BENPRES HOLDINGS CORPORATION, PHILIPPINES

UNDERGRADUATE/GRADUATE COURSES

SUL ROSS STATE UNIVERSITY

Business Research and Reporting
Marketing Management

CITY UNIVERSITY OF SEATTLE IN CANADA

Sustainable Resource Use

ATENEO SCHOOL OF GOVERNMENT (PHILIPPINES)

Public-Private Partnerships for Infrastructure Development
Evidence-Based Policymaking

INSTITUTE FOR PUBLIC-PRIVATE PARTNERSHIPS (USA)

Public-Private Partnership Foundations
Value for Money
Regulating Public Utilities

IHE DELFT INSTITUTE FOR WATER EDUCATION (THE NETHERLANDS)

Finance in the Water Sector
Partnerships for Water Supply & Sanitation
Financial Modelling for Water PPP Projects in Developing Countries

RESEARCH PROJECTS

SCHOOL OF GOVERNMENT, ATENEO DE MANILA UNIVERSITY

Privatization of water districts through joint venture arrangements: An analysis

- A research examining the effectiveness of the joint venture framework for municipal water systems vis-a-vis the water needs of poor rural households in the Philippines

In search of developmental conglomerates: Rethinking Philippines business for inclusive development

- A book project (as Editor) on the contribution of the country's largest conglomerates to the country's economic growth and inclusive development

Clark International Airport PPP project: Its contribution to inclusive development

- A research on the contribution of the Clark International Airport PPP project to economic growth, job creation, and income inequality reduction

The Internet Transactions Act: Enhancing legislation through stakeholder engagement

- A study to assess the potential impact of the proposed Internet Transactions Act on the economy and the various stakeholders, such as the consumers, e-commerce platform providers, and micro, small, and medium enterprises

Understanding US-Philippines bilateral relations: Building a strong foundation for economic cooperation

- A review of US – Philippine relations through an examination of trade, FDIs and their national security implications, as well as cultural exchange programs via education, tourism, and research.

Improving customs governance through data analytics and citizens' engagement

- A study on improving operational and collection efficiency through the use of data analytics

Land value capture for transportation projects: A case study of the MRT-3 project in Metro Manila

- A research on additional tax revenues from increased land values brought about by a light rail transit project in Metro Manila

VITENS EVIDES INTERNATONAL (PHILIPPINES)

Performance enhancement of water utilities in the Philippines (PEWUP)

- Designed VEI's capacity development program for 4 water districts in Central Visayas, Philippines

IHE DELFT INSTITUTE FOR WATER EDUCATION (THE NETHERLANDS)

Boosting effectiveness of water operator partnerships, Part III

- Co-facilitator for the community of practice involved in the development of business plans and investment proposals

Boosting effectiveness of water operator partnerships, Part II

- Together with Waternet, developed the quality control handbook template for water and wastewater treatment processes;
- Developed the financial toolkit for pre-paid meters and water kiosks for water utilities in Africa

WaterWorX enabling environment

(Review of the enabling environment of six developing countries related to the effective implementation of water operator partnerships)

- Helped synthesize six country reports on the enabling environment for Dutch water operator partnerships

Capacity development for performance improvement of water utilities in secondary urban centres in East Africa (CAPIWUA)

(South to south capacity building program for water utilities in secondary urban centers in East Africa)

- Undertook the final performance and capacity surveys for two African urban water utilities

PUBLICATIONS

Journal Articles

- Torio, P., & Harris, L. (2024). Water tariffs and social equity: Towards water service connections and pricing instruments for the poor. *World Water Policy*, 1-23. <https://doi.org/10.1002/wwp2.12229>
- Torio, P.; Mendoza, T. & Torres, A. (2021). Metro Manila's 2019 water crisis: Of efficiency taps and dry taps. *World Water Policy*, 1– 15. <https://doi.org/10.1002/wwp2.12060>
- Torio, P. C., Harris, L. M., & Angeles, L. C. (2019). The rural-urban equity nexus of Metro Manila's water system. *Water International*. <https://doi.org/10.1080/02508060.2019.1560559>
- Torio, P. (2018). Levelling the playing field for Metro Manila's impoverished households. *Water Policy*, 20(2), 1-16. doi: [org/10.2166/wp.2018.191](https://doi.org/10.2166/wp.2018.191)
- Zwarveteen, M., Kemerink-Seyoum, J. S., Kooy, M., Evers, J., Acevedo Guerrero, T., Batubara, B., . . . Wesselink, A. (2017). Engaging with the politics of water governance. *WIREs Water* 2017, 4:e01245. doi: [10.1002/wat2.1245](https://doi.org/10.1002/wat2.1245)

Book

- Torio, P., Ang, R., & Deinla, I. (2023). *Philippine conglomerates and inclusive development: Tracking a unique trajectory in Asia*. World Scientific.

Book Section

- Torio, P. (Submitted). Quo vadis, Neoliberalism? In School of Business, City University of Seattle (Eds.). *A collection of articles in global business and leadership*. Second edition. City University of Seattle.
- Deinla, I., & Torio, P. (2023). Introduction. In P. Torio, R. Ang, & I. Deinla (Eds). *Philippine conglomerates and inclusive development: Tracking a unique trajectory in Asia*. Singapore: World Scientific.
- Torio, P. (2023). A partnership in crisis: The case of Metro Manila's 2019 water crisis. In P. Torio, R. Ang, & I. Deinla (Eds). *Philippine conglomerates and inclusive development: Tracking a unique trajectory in Asia*. Singapore: World Scientific.
- Torio, P., Feliciano, P., Manalo, M. & Jaminola, L (2023). *Philippine Conglomerates: Their Role in Promoting Inclusive Development*. In P. Torio, R. Ang, & I. Deinla (Eds). *Philippine conglomerates and inclusive development: Tracking a unique trajectory in Asia*. Singapore: World Scientific.

- Torio, P. (2023). Project finance: Financing Public-Private Partnerships for Infrastructure Development. In School of Business, City University of Seattle (Eds.). *A collection of articles in global business and leadership*. City University of Seattle.
- Torio, P., Harris, L., & Angeles, L. (2019). The rural-urban equity nexus of Metro Manila's water system. In L. Hommes, R. Boelens, L. Harris & G. J. Veldwisch (Eds.), *Rural-urban water struggles: Urbanizing hydrosocial territories and evolving connections, discourses and identities*. London and New York: Routledge.
- Torio, P., Feliciano, P., & Jaminola, L. (2021). Economic responses to the COVID-19 pandemic: Balancing flattening the curve with preserving the economy. In E. de Jesus, M. Dayrit, & I. Baysic (Eds). *Multi-disciplinary and whole of nation response to COVID-19: Caselets on crisis response and recovery*. Quezon City: Ateneo de Manila University Press.

Working Paper / Policy Brief

- Torio, P., Trinidad, E., Manlangit, A. (2024). *A review of the joint venture agreements of the water districts*. Quezon City: Ateneo School of Government.
- Torio, P., Grey, G., Feliciano, P., Trinidad, E., & Ramos, P. (2023). *Fostering a strong e-commerce industry in the post-pandemic era: Evidence-based policy through stakeholder consultations*. Quezon City: Ateneo School of Government.
- Torio, P., Ponce, B., & Foliente, J. (2023). *The regional economic impact of the Clark International Airport*. Quezon City: Ateneo School of Government.
- Torio, P., & Doytch, N. (2023). *Understanding US-Philippines bilateral relations: Building a strong foundation for economic cooperation*. <https://ssrn.com/abstract=4436822>
- Torio, P., Quinines, M., & Tuaño, P. (2022). *Public-private collaboration to foster economic recovery and shared prosperity: Options and challenges at the local level*. Quezon City: Ateneo School of Government.
- Torio, P. Feliciano, P., Martinez, E., & Evite, P. (2022). *Land Value Capture for transportation projects: A case study of the MRT-3 project in Metro Manila*. Quezon City: Ateneo School of Government.
- Torio, P., Feliciano, P., & Manalo, M. (2021). *Ensuring a resilient economy through public-private collaboration*. Quezon City: Ateneo School of Government.
- Torio, P., De Vera, M., Timbang, M., & Siriban, C. (2013). *Asian Public-Private Partnerships: An overview of trends and innovations*. Makati City: Asian Institute of Management.

Manuals (Co-Editor / Author)

- PPP Center of the Philippines. *A PPP Manual for LGUs*. Quezon City: PPP Center of the Philippines, 2012.
- PPP Center of the Philippines. (2011). *A guide to Public-Private Partnerships in the Philippines*. Quezon City: PPP Center of the Philippines.
- Torio, P. (2018). *A guide to developing quality control handbooks for water and wastewater treatment*. IHE Delft Institute for Water Education. Delft, The Netherlands.

Torio, P. (2018). *Matumaini Water & Sewerage Corporation: The financial sustainability of pre-paid meters as a pro-poor strategy*. IHE Delft Institute for Water Education. Delft, The Netherlands.

Reports

Torio, P. (2012). Energy Sector Report for Asia and the Pacific. In A. A. Laquian (Ed.), *Asia Pacific Chapter for GOLD III Project*. Vancouver.

Torio, P. (2020). *Metro Manila's water privatization: Making sense of the so-called "onerous" provisions*. Makati City: Stratbase ADR Institute.

Academic Papers

Torio, P. (2016). *Water privatization in Metro Manila: Assessing the state of equitable water provision*. Unpublished Dissertation, The University of British Columbia. Vancouver.

Torio, P. (2014). *The Neoliberal transformation of Asian water*. The University of British Columbia, Vancouver.

Torio, P. (2014). *A Social-Hydrological Systems approach for assessing performance of water utilities*. The University of British Columbia, Vancouver.

PRESENTATIONS

Conferences/Webinars/Roundtable Discussions

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| Sept 2023 | "The Rural-Urban Equity Nexus of Metro Manila's Water System". <i>Food Sustainability and Security Webinar</i> . Ateneo de Manila University, Manila, Philippines. |
| July 2023 | "The Role of the Private Sector in Ensuring Universal Access to Adequate, Safe, and Affordable Water". <i>Philippine Water Management Agenda: Ensuring Sustainability and Security</i> . Stratbase ADRI Institute, Manila, Philippines. |
| April 2023 | "Understanding US-Philippines Bilateral Relations: Building a Strong Foundation for Economic Cooperation". Policy Forum. Ateneo School of Government/US Embassy, Manila, Philippines. |
| Oct 2022 | "Public-Private Collaboration to Foster Economic Recovery and Shared Prosperity: Options and Challenges at the Local Level". <i>Roundtable Discussion</i> . Ateneo School of Government, Manila, Philippines |
| Jun 2021 | "Multi-stakeholder perspective on Infrastructure Development in the Philippines." <i>Paving the Way: Assessing the Infrastructure Development Agenda in the Philippines</i> . Manila, Philippines (Webinar) |
| Mar 2021 | "Recovery and Strategy: Restructuring Businesses and Building Stronger Partnerships." <i>Leadership during Crisis, Ensuring a Resilient Economy</i> |

- through Public-Private Collaboration*. Development Academy of the Philippines, Manila, Philippines. (Webinar)
- May 2020 "Investor Confidence: A Main Ingredient for the Success of the Country's Build-Build-Build Program." *Addressing the COVID-19 Economic Impact through Public-Private Partnership*. Stratbase ADRI Institute, Manila, Philippines. (Webinar)
- Sep 2018 "Equitable Water Provision for Metro Manila's Poor." *2018 Salzburg Conference on Interdisciplinary Poverty Research*. University of Salzburg, Austria.
- Jun 2018 "Expanding Water Services for Metro Manila's Impoverished Households." *Critical Perspectives on Governance by Sustainable Development Goals: Water, Food, and Climate*. CSDS, University of Amsterdam, The Netherlands.
- May 2016 "The Rural-Urban Equity Nexus for Angat Dam." *Community-Based Research and Water*. University of the British Columbia, Vancouver, Canada.
- Nov 2014 "Public-Private Partnerships for Healthcare." *Joint Conference of the Philippine Hospital Association and the Asian Hospital Federation*. Manila, Philippines.
- Nov 2014 "Public-Private Partnerships for Local Government Units: Funding and Implementing Angat River Projects." *Collaborative Governance and Institutional Design Alternatives for the Angat River Basin*. Bulacan Philippines.
- July 2014 "Assessing Water Poverty: The Social-Hydrological Systems Approach." *International Conference and Training Seminar on Contemporary Approaches to Collaborative Research and Service Learning*. Manila, Philippines.
- Apr 2011 "Public-Private Partnerships: Promoting Government Credibility in Partnership with Civil Society." *Annual Conference of the Philippine Association for Government Budget Administration*. Davao City, Philippines.
- Feb 2011 "Investing in Philippine Public-Private Partnerships." *Business and Trade Conference*. Makati City, Philippines.

Invited Presentations

- Feb 2020 "Financing Water PPP Projects." *St. Catherine's College Business Week Symposium*. Carcar City, Cebu, Philippines.
- Aug 2014 "Water Privatization in Metro Manila: Assessing the State of Equitable Access to Water." *MWSS Regulatory Office 17th Anniversary Celebration*. Quezon City, Philippines.
- May 2012 "Asian Public-Private Partnerships: An Overview of Trends and Innovations." *Lecture Series of the Asian Institute of Management Journal of Asian Business Editorial Office*. Makati City, Philippines.

- May 2011 "Public-Private Partnerships: Investing in Our Future." *Asia CEO Forum*. Makati City, Philippines.
- Apr 2011 "Public-Private Partnerships: Promoting Government Credibility in Partnership with Civil Society." *Annual Conference of the Philippine Association for Government Budget Administration*. Davao City, Philippines.
- Apr 2011 "Public-Private Partnerships in the Philippines: Recent Developments." *Roundtable Meeting with Donor Agencies*. Mandaluyong City, Philippines.
- Mar 2011 "Philippine PPP Framework and Process." *Forum on Public-Private Partnerships*. Makati City, Philippines.
- Jan 2011 "Official Philippine Position on Public-Private Partnerships." *First Philippine-US Defense and Policy Strategic Dialogue*. Manila, Philippines.