

**Development Academy of the Philippines**  
**STRATEGIC FRAMEWORK (UPDATED FOR 2013-2016)**

**Recommended by the DAP Executive Committee**  
**and**  
**Approved by the DAP Board of Trustees**  
**on 02 August 2013**

**Background**

This year, four decades after its creation in June 1973, the Development Academy of the Philippines remains dynamic and relevant. Just as it was in the days of its inception, DAP stands brimful with ideas, and it shows no signs of slowing down. It continues to live up to its mandate as an active, effective, and influential catalyst for growth, not only in the country but within the Asian region as well.

As the development agenda evolves over time and varies from one situation to another, so do the challenges that the Academy must address. Note that among the Board's responsibilities under the Charter is to review, periodically, the administration and the programs of the Academy (PD 205, section 5(e)). In this context, the DAP Board of Trustees (BOT) saw the timeliness of revisiting the Academy's mission and vision to enhance its responsiveness to present-day aspirations and realities.

This strategic review, as spearheaded by the BOT, comes at a most opportune time in view of the following:

- 1) The increased accountability that is now being placed on the governing boards of government-owned and controlled corporations (GOCCs) as provided under R.A. 10149 (the law that created the Governance Commission for GOCCs) and consistent with the principles of Good Corporate Governance;
- 2) The Academy's desire for increased relevance to, and support of, the country's development goals as President Benigno S. Aquino III's administration enters into its second half, and shifts to a legacy-building mode;
- 3) The revisiting of the 2011-2016 Philippine Development Plan spearheaded by NEDA as it reaches its mid-term implementation;

- 4) The roles and nature of involvement that the Academy has been mandated to discharge relative to certain government program thrusts and priorities;
- 5) The expected increase in demand for DAP's services as the Aquino administration calls on all government instrumentalities to harmonize their operations with the goals and targets of Aquino's "*Tuwid na Daan*" policy;
- 6) The Board of Trustees "back-to-basics" philosophy which seeks to reconcile the prevailing management paradigm with theses and *raison d'être* of the DAP of the 70's; and
- 7) DAP Management's view that organizational fine-tuning is one of the most meaningful ways of commemorating the Academy's 40<sup>th</sup> founding anniversary.

### **Revisiting the Academy's Mission and Vision**

In revisiting the Academy's mission and vision, the BOT was guided by its new role as fiduciary of the state as per RA 10149. It also considered reviewing the Philippine Development Plan 2011-2016 and the President's Social Contract.

The BOT also took into account the Academy's different mandates as embodied in various laws, issuances, and programs. Furthermore, the review was done with the backdrop of the mandates of other institutions that may be complementary to those of the Academy.

The updating process of the Strategic Plan involved a review of the Academy's original mandate cited in the DAP Charter (PD 205) as amended by PD 1061 and Executive Order 288, the current articulation of its Mission and Vision, its philosophies, historical operating models, practices, and major interventions over the last forty years.

## **Mandate**

As reference and guide, the DAP Board of Trustees re-articulated the DAP Mandate as follows:

**THE DAP SHALL DEVELOP TRANSFORMATIVE LEADERS, INNOVATIVE IDEAS, AND SYNERGISTIC SOLUTIONS TO MAKE THE PUBLIC SECTOR MORE EFFECTIVE AND EFFICIENT.**

Taking off from the above and in order to further determine the Academy's focus and strategy, its Mission Statements were in turn rearticulated thusly:

## **Mission Statements**

**The Academy shall:**

- 1. Train senior government officials to be highly effective;**
- 2. Conduct strategic and innovative research in public sector efficiency and effectivity including fostering organizational innovations;**
- 3. Provide technical assistance along the lines of public sector efficiency and productivity; and**
- 4. Serve as nexus for catalyzing the exchange of ideas and expertise in productivity and development in Asia and the Pacific.**

While DAP was given a wide developmental mandate by its founding fathers, the main task of producing development-oriented leaders in the public sector has always been a priority. In the new crafting of the DAP Mandate, the spirit of the developmental aspirations of the original founding fathers are retained even as its developmental goals are explicitly articulated. Moreover, it has defined development orientation as transformative leadership.

The Mandate enshrines the tasks involved in producing transformative leaders even as it generates innovative and synergistic ideas that would ensure the productivity and efficiency of the Government and its institutions. The Mandate, in other words, affirms the tasks of developing innovative ideas, synergistic solutions, and training programs that would address the nation's development needs and priorities.

The “public sector” named in the Mandate could cover a whole range of people and groups that have a public character. The DAP itself, being a public agency, is behooved to (provide) service (to) all persons and groups that play a vital role or have an impact on the public. Needless to state, this does not mean that the Academy shall forego its engagements in the private sector consistent with its APO/NPO mandates. It shall continue to foster developmental forces in the private sector. This is in fact reflected in the rearticulated Mission Statements.

The foregoing considerations, along with DAP BOT’s appreciation of their attendant challenges, have led to the reformulation of the Academy’s Vision into:

### **Vision**

**AN INTERNATIONALLY RECOGNIZED INSTITUTION PRODUCING TOPNOTCH PUBLIC MANAGERS AS WELL AS INNOVATIVE & STRATEGIC RESEARCH IN PUBLIC SECTOR EFFECTIVITY AND ENHANCING NATIONAL PRODUCTIVITY.**

There are three elements to the proposed DAP vision. One, the vision affirms DAP’s commitment to development and productivity, its two original focus areas. As explained earlier, development orientation has been focused on transformative leadership. Two, notwithstanding its refocusing of development orientation, it still supports other development forces at work in our society. And three, DAP aspires to be active, hence recognized, in the international development and productivity scene as provided for in its charter.

The foregoing MANDATE, MISSION and VISION statements further define the **GOALS** of the Academy which, when viewed in the context of the DAP’s charter and the paradigm adopted by DAP’s founding fathers, have been distilled into three primary goals i.e., ***developing transformational leaders, fostering organizational innovations and generating strategic research.*** These are complemented by an internal development objective which aims to enhance the Academy’s operational efficiency and viability.

Further, DAP BOT took cognizance of the mandated engagements as well as the thrusts and programs of the Aquino administration (which are fertile entry points for the Academy) and adopted these as among the premises for strategic planning. These considerations are outlined in Table 1.

**Table 1. Planning Premises**

Considerations	Particulars
Legislative Policy Framework	RA 10149 : Governance Act of 1011 RA 9485: Anti-Red Tape Act RA 9013: Philippine Quality Award RA 10155 /0352 (GAA 2012/2013) <ul style="list-style-type: none"> <li>• Public Management Development Program</li> <li>• Productivity Development Council / APO</li> <li>• Priority Development Assistance Fund (PDAF)</li> </ul>
Special Programs	Public Management Development Program (PMDP) Executive Development Program for SUCs DBM Financial Management Reform Program Public Sector Human Resource Management & Development Program (PSHRMDP) Bangsa Moro /ARMM
Recent Executive Mandates	EO 605: ISO Quality Management System EO 910: Equivalency and Accreditation System AO 25: Results-Based Performance Management System EO 80: Performance-Based Bonus (PBB) AO 99: Office of the Cabinet Secretary AO 34: Land Management & Rural Development

The foregoing elements of the 2013-2016 Strategic Plan also provide a **cogent basis for defining the functional, structural, and staffing design attributes** that are aligned with and best supports the achievement of the Academy’s mission and vision.

The Academy’s client-centered goals of *developing transformational leaders, fostering organizational innovations and generating strategic research* could be conceived as the core of DAP’s functional model, manifested in terms of Training & Education vis-à-vis Research & Outreach/Consulting, respectively, and complemented and strengthened by international relations & the pursuit of special synergy projects, which are being implemented toward improved

governance and productivity. All these strategic concerns are given substance and form as they are done within the context of the Academy's corporate governance philosophy and institutional viability/sustainability objectives. (See Figure 1 below.)

**Figure 1. DAP Functional Model**



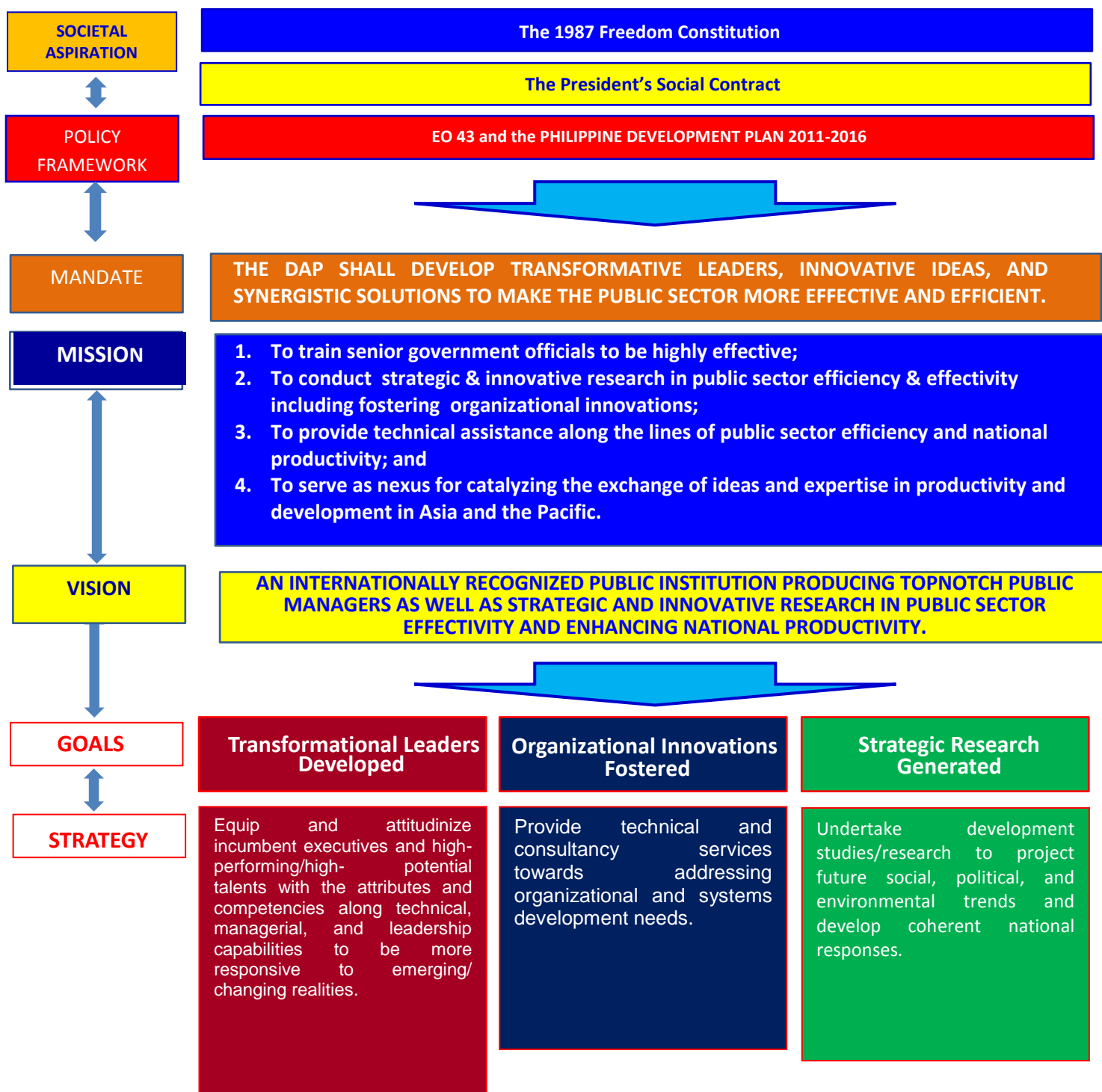
The Functional model also provides insights into how DAP can best re-align the way it delivers its services to implement the strategic plan. Among the key considerations in the re-alignment of the way DAP can best set up itself are as follows:

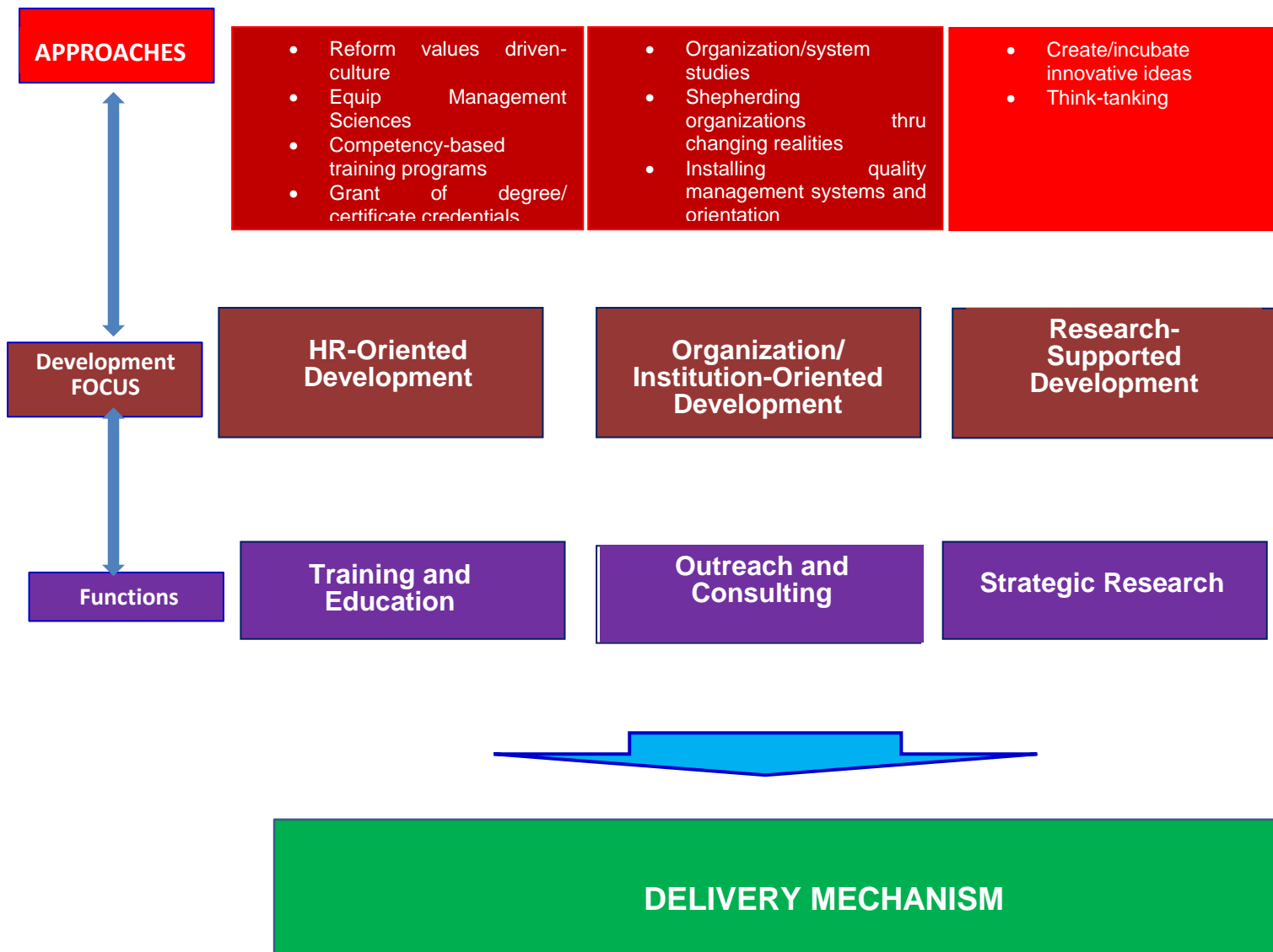
1. The delivery mechanism flows or logically derives from, and supports the, updated strategic plan;
2. The delivery mechanism is flat and thus has less layers.
3. The delivery mechanism is lean, that is, it minimizes redundancies.
4. The delivery mechanism promotes accountability with respect to key result areas and functions.

- The delivery mechanism is flexible enough to accommodate arrangements such as the use of task forces and project teams.
- The delivery mechanism ensures internal control and good corporate governance.

All of the above are summarized in Figure 2 below.

**Figure 2. PREMISES AND ELEMENTS OF THE DAP STRATEGIC PLAN**







## Internal Efficiency and Viability

In view of the above strategic framework, it is imperative for the Academy to align its operations in support of promoting and maximizing the Academy's internal efficiency and viability. The functional model presented earlier highlights how the Academy can strengthen its core management and support functions, as these two are expected to provide a solid base and serve as a strong foundation that would direct and support the Academy's over-all internal operations as it seeks to attain its redefined performance thrusts and goals.

The mechanism by which internal alignment is viewed to be delivered is summarized as follows:

