



development academy of the philippines

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2014 ACCOMPLISHMENT REPORT

I. Executive Summary

For 2014, the Development Academy of the Philippines (DAP) continued to provide support to the government in development research, technical assistance and capacity building.

As the government's premier technical support institution, the Academy implemented a total of 208 projects with a total project value of P926 million. This value however will not be accrued solely in 2014 as some projects are multi-year projects with about 30%, or 63 projects being spillovers from 2013, while 145 were new projects contracted in 2014. Likewise, of the total number of projects in 2014, 73 will spillover into 2015, an indicator of increasing number of multi-year projects being implemented by the Academy.

These projects and programs were implemented in line with the Philippine Development Plan (PDP), and in line with the Academy's Mandate, Vision and Mission.

This year, the Academy continued to adopt the Balanced Scorecard (BSC) format for target setting, monitoring and reporting to get a more holistic picture of the Academy's operations beyond the financial aspect.

II. Performance Commitments

The Academy continues to fulfill its commitments to the Government Commission on GOCC's (GCG) via the accomplishments of its performance commitments, as agreed during the Performance Agreement Negotiation.

In 2014, the Academy generally achieved and in some cases, exceeded its performance targets with an overall performance rating of 97.5%, based on its identified Major Final Outputs (MFO).

The Academy has two Major Final Outputs: (1) Training and Education Services for Public Managers; and (2) Research and Technical Assistance Services on Public Sector Productivity. It has also identified performance indicators under General Administrative and Support Services (GASS).

Under the first MFO, performance is based on five (5) performance indicators. Under the first indicator, it can be seen that 137 public officials were taken in under the Public Management Development Program (PMDP) and/or the National Career

Executive Service Development Program (NGCESDP). This is 97% of the Academy's annual target of 140. The shortfall is attributed to some last minute requests for deferment from accepted candidates.

For its second performance indicator, the Academy has exceeded its target of going into partnership with at least two (2) international organizations, with the signing of three (3) Memorandum of Understanding (MOU) in the previous year. These are: (a) with the Ecole Nationale d'Administration in Paris, France; (b) the Erasmus University Rotterdam in the Netherlands; and (c) the Center for Southeast Asian Studies of the Kyoto University in Japan.

The third performance indicator looks at increase in graduate satisfaction in PMDP. For this indicator, the Academy garnered an overall average rating of 4.7, thus giving it a 100% achievement. The target for the period was 90%.

The fourth indicator also shows that of the 52 non-PMDP courses conducted, 42 were rated with "4.5" or higher in a 5-point scale, giving the Academy 81% out of its target 90% increased graduate satisfaction in non-PMDP courses.

With all training and education programs implemented within the agreed duration, the Academy has achieved 100% of its target for this performance indicator.

Under the second MFO, performance is based on four (4) indicators. The first looks at the cumulative number of strategic programs on Public Sector Productivity (PSP). Using this as indicator, the Academy implemented four (4) strategic projects on PSP, completing the target of 11 cumulative projects from the previous year. These projects include:

1. Training on the Formulation of Citizen's Charter for ARMM Agencies;
2. ARMM Regional Government on the Implementation of the RBPMS;
3. Organizational Transformation towards Performance Excellence / Business Excellence and Service Transformation (BEST)/ Business Excellence Self-Assessment Tool;
4. Orientation Seminar on Corporate Governance for Board of Directors /Trustees of GOCCs.

The second indicator looks at the actual number of research or policy papers in PSP initiated and formally submitted to Board. While the target for the year was only three (3), the Academy was able to complete four (4) researches on PSP. These researches covered topics on the following:

1. ASEAN Eco-integration: Implications for the Philippines and Recommended Actions
2. ASEAN Political-Security Community: Prospects, Challenges and Recommended Actions
3. ASEAN Socio-Cultural Community: Implications for the Philippines and Recommended Actions

4. Knowledge Management

The third indicator measures customer satisfaction in DAP's technical assistance services by looking at the percentage of DAP's technical assistance rated "4.0" or higher in a 5-point scale by its customers. Initial results of customer satisfaction surveys returned to the Academy show that 82% of the Academy's customers rated its technical assistance "4.0" or higher, compared to the target of 90%.

The fourth indicator under the second MFO measures the percentage of technical assistance programs completed within the agreed duration. Of the total projects implemented in the past year, 94% were implemented on time.

The Academy's performance for its MFO in General Administrative and Support Services (GASS) shows that it has exceeded its targets in terms of customer satisfaction for its facilities, financial performance and proportion of contracts reviewed within three (3) working days, and improved overall customers rating. The average percentage of customers satisfied who have expressed satisfaction with the Academy's Pasig and Tagaytay facilities is 97%, with 98% for Pasig and 95% for Tagaytay.

For its financial target, the Academy reflected a growth rate of net income (year on year) at 42% or P5.854 million from the previous year, as against its target of 35%. The proportion of contracts reviewed within three (3) working days is at 94% compared to the target of 90%. This is likely due to the hiring of a full-time legal officer for the Academy. On client satisfaction with DAP Support Services, 98.5% of clients rated the Academy's services as Excellent.

III. The DAP Balanced Scorecard for 2014

A. Relevance Perspective

During the previous year, the various projects implemented by the Academy were able to benefit a total of 4,201 individuals through its various training programs. Consultancy and technical assistance was likewise provided to national agencies and local government units in various aspects of planning, operations, and monitoring.

Indicator	2014 Target	Accomplishment (as of June 2014)
Number of Participants Capacitated	2, 320	4,201
Number of Agencies Assisted	66	151
Number of LGUs Assisted	40	62
Student Completion		
Doctorate	5	5
Masters	445	266
Certificate	429	365

Likewise, in accordance with its objective to capacitate management and development executives, leaders in support of the agency's mandates and thrusts, by the end of the year, the Academy has facilitated the completion of 5 Doctorates, 266 Masters Degrees, and 365 Certificate Program graduates.

In addition, to ensure program responsiveness, the Academy conducted a review of its five (5) academic program curricula.

1. The Academy's Flagship Programs

In the pursuit of its relevance mandate, the Academy's flagship programs continued to be the major focus of the Academy. These programs serve as the channel with which the bureaucracy is consistently infused with competent, honest, and committed government leaders who are expected to initiate and implement reforms in government.

a. Public Management Development Program (PMDP)

For 2014, two (2) Middle Managers' Class and one (1) Senior Executives Class graduated with a total of 102 participants having completed their MDM, 11 having completed their DDM and 9 having completed the residential phase. These three (3) classes started with a total of 122 participants.

Aside from these, PMDP also started three (3) batches of the Middle Managers' Class and one (1) Senior Executives' Class, adding 137 participants who have started the PMDP. One batch, the Fifth Batch of the Middle Managers Class, had just concluded its residential phase in December and participants will thereafter be finalizing their Re-Entry Project Papers and will be presenting these in January of 2015.

It is worth noting that in 2014, the PMDP saw the nomination and acceptance of candidates from 27 new agency partners. These new agency partners under the PMDP include the Armed Forces of the Philippines (AFP), four (4) government owned and controlled corporations (GOCCs), as well as bureaus and commissions, and the Presidential Management Staff (PMS), among others. The Academy also noted increasing participation in the program from the regions. This is attributed to a more intensive marketing and promotion campaign by the PMDP staff.

b. Results-based Performance Management System (RBPMS)

Aimed at formulating a unified results-based performance management framework for the entire bureaucracy, the Academy developed an executive information system design for the purpose of providing easy access to

accurate and latest whole-of-government, sectoral, and organizational performance information, on a nationwide basis.

In 2014, participation of agencies increased even more to 99% from 96% in 2012 and 98% in 2013, with only two constitutional offices remaining. This represents 190 of 192 agencies which include line agencies, GOCCs under the DBM, OEOs, State Universities and Colleges (SUCs), constitutional offices and others. Noteworthy is the participation in the past year of the water districts with 168 of 514 water districts participating.

c. Executive Development Program for State Universities and Colleges (EDPS)

The EDPS is a joint program of the Development Academy of the Philippines (DAP) and the Commission on Higher Education (CHED), implemented pursuant to the Public Higher Education Reform (PHER) Roadmap 2011-2016. The EDPS is developed as a six-year program in line with the timeline of the PHER Roadmap, which has been recognized by the current administration as its major strategy towards the improvement of the quality of public higher education in the country.

Based on the PHER, the EDPS aims to “enhance the capability of managers of public higher education institutions to implement the reforms and program initiatives of the PHER Roadmap.” In general, the EDPS is designed to strengthen the key leadership and management capabilities of senior executives and middle managers of state universities and colleges (SUCs) all over the country, putting emphasis on SUC performance excellence, entrepreneurship, strategic innovation and global competitiveness.

In 2014, the EDPS completed the implementation of 8 batches of five (5) Executive and Flagship courses. These were participated in by a total of 311 senior management level individuals from State Universities and Colleges (SUCs).

A summary of EDPS Executive/Flagship courses are shown in the following matrix.

Title of Activity	Batch No.	Participants Level	Number	Inclusive Dates of Implementation
Executive Course in Education Management and Leadership	-	President	92	September 27, 2012 – May 6, 2014
Flagship Course on the Management of Research in SUCs	Batch 3	Vice President and/or Director for Research	67	November 4, 2013 – January 16, 2014
Flagship Course on the Management of SUC Extension Services	Batches 1 & 2	Vice President and/or Director for Research	68	December 9, 2013 – April 30, 2014; January 20, 2014 – April 30, 2014

Flagship Course on Administrative Service Excellence for Middle Managers	Batches 1 & 2	Directors for Administration/Finance	61	December 8, 2013 – March 7, 2014; February 17, 2014 - April 2, 2014
Flagship Course on Academic Excellence for Middle Managers	Batches 1 & 2	Deans	89	November 24, 2013 – February 6, 2014; December 9, 2013- February 21, 2014
Total			311	

As part of the curriculum of the Executive Course in Education Management and Leadership, the EDPS conducted a Foreign Academic Trip (FAT) to New York-New Jersey in April 2014 with five (5) participants. During the FAT, students were exposed to practices of selected higher education institutions, namely Cornell, Rutgers and Alfred Universities.

d. Public Financial Management (PFM) Reform Program, Unified Accounts Code Structure (UACS).

The Public Financial Management Reform Program aims to ensure the direct, immediate, substantial and economical delivery of public services especially to the poor through improved efficiency, transparency and accountability in public fund use.

For this program, the Academy continues to provide administrative support to the Department of Budget and Management (DBM), as well as play the role of fund manager for the program.

Since it was initially implemented, the Program has benefited several agencies and individuals alike through the conduct of various orientation and capability building sessions, preparation of communication materials and activities towards the establishment of a comprehensive human resource information system.

In 2014, the PFM Program conducted 17 orientation and training sessions participated in by 2,741 officers and employees from the DBM and its bureaus and regional offices, and other government agencies. The orientation and training sessions conducted were on the topics of Online Submission of Budget Proposal System, the Unified Account Code Structure, and Performance Informed Budgeting.

Towards establishing a Comprehensive Human Resource Information System (CHRIS), the program conducted several activities including mapping of pilot agencies, procurement of payroll system, harmonization of human resources/payroll policies, gathering of HR/payroll data in coordination with DBM HRDD, assist in the configuration with software provider, validation of Foundation policies in CHRIS and validation of the April payroll.

Likewise, the Program continue to prepare collaterals and information materials including briefers and FAQs, Audio Visual Presentations and various pull-ups, a brand book, the PFM Accomplishment Report, and development of the PFM website and intranet.

e. Capacity Building Assistance to the ARMM

In 2014, the Academy provided assistance to the Autonomous Region of Muslim Mindanao (ARMM) through the implementation of four (4) projects that included an institutional assessment, technical assistance and training towards instituting administrative reforms and enhances the delivery of public services.

Assistance to the ARMM started with an institutional assessment of the ARMM that enabled the JICA (the project funder) to derive and synthesize lessons from ARMM's experience of decentralization and devolution and generate recommendations on how to strengthen the institutional capacity of the ARMM Regional Government and the prospective Bangsamoro government.

During the year, the Academy likewise provided technical assistance to the ARMM Regional Government on the implementation of the Results-Based Performance Management System (RBPMS), as well as technical assistance and training on the formulation of the Citizen's Charter, and management development training for ARMM top officials.

The technical assistance on the RBPMS enabled the ARMM Regional Government to organize itself for implementation of the Performance Based Bonus (PBB), implement good governance conditions, and obtain conditional approval of its proposed guidelines, performance targets and indicators from the AO25 Inter-Agency Task Force.

The technical assistance and training on the formulation of the Citizen's Charter for ARMM agencies resulted in at least 90% of the total ARMM agencies targeted by the ARTA report card survey being rated as "acceptable", "good", and/or "excellent." In addition, at least 70% of regional departments/agencies received a passing client satisfaction rate.

The management development training for ARMM officials enabled the ARMM regional government to enhance its organizational practices and systems in support of administrative reforms and better delivery of priority programs.

f. Framework Formulation and Study of Spatial Development, Climate Change and Environment (Safer Settlements Project)

The Safer Settlements Project or the DENR-Framework Formulation and Study of Spatial Development Climate Change and Environment Project was implemented with the objective of undertaking studies and formulating projections on six priority thematic areas that are relevant in formulating a guide for the development of sustainable human settlements in Metro Manila and other major urban areas across the country. The studies, which will be based on existing data and information from various sources in the public and private sectors (including the academe), will take the form of technical reports that will be presented and submitted to the Climate Change Cabinet Cluster, which is chaired by the DENR Secretary.

For the year, the project team conducted three technical meetings with Lead Consultants and the first integration workshop, as well as two integration meetings, and several thematic and inter-thematic meetings in between. Thirty-two (32) experts/consultants were engaged to conduct the studies in five thematic groups which are now in various stages of completion. Existing studies such as policies, laws and plans were likewise reviewed and needed maps and data secured for the different thematic groups.

The initial presentation of study findings of the Physical Infrastructure group was made through the round table discussion series of the Academy's Council of Fellows. Once the integration report of the Physical Infrastructure is completed, the Project Integration Report can likewise be completed.

The project resulted in nine (9) studies on the subcomponents of transportation, communication, housing, water supply and drainage, energy, solid waste management, water resources, and livestock section of the agriculture sector, as well as other outputs that determine and identify suitable settlement areas. The project has shown that the determination and identification of suitable settlement areas has to proceed from a systematic and data-based process involving relevant indicators of suitability which integrates the five thematic. Thus, the need for the project to have a GIS-based settlement suitability model that will answer the first project question of "where are the areas suitable for human settlement?"

While not all components of each thematic group and their respective variables will be used for the suitability model, these will be useful however in answering the question "what makes a location appropriate for human settlement?" which relates to how these areas will be kept safe and sustainable.

2. Contributions to the Philippine Development Plan (PDP) Agenda

The 2014 Operations Plan of the Academy continued to be anchored on the Philippine Development Plan (PDP) for 2011-2016, particularly on the four (4) strategic agenda for development, namely: (a) good governance and the rule of law; (b) competitive industry and services sectors; (c) social development, and (d) conservation, protection and rehabilitation of the environment and natural resources.

a. Good Governance and Rule of Law

Performance Management System

The projects implemented by the Academy along this area of concern aimed at ensuring high quality, efficient, effective, transparent, and accountable public service delivery. Among these are:

- *Development of a Tourism Guidebook for LGUs.* This project involves the development of a tourism guidebook for provinces, municipalities and cities that will prescribe a minimum standard for the process and contents of a local tourism development plan. The Guidebook was completed in 2013. In 2014, it was Guidebook was piloted among local government units in Negros Occidental, and the draft Guidebook finalized and approved. In addition, training modules for local tourism development planning were developed.
- *Impact Evaluation of Financial Assistance to SUCs.* A research cum technical assistance intervention, this project involves the conduct of impact evaluation on the financial assistance provided by the Commission on Higher Education (CHED) to SUCs from the higher education development fund (HEDF). In 2014, the Academy produced four (4) reports including: Inception Report, Process Evaluation Report, Implementation Evaluation Report and the Impact Evaluation Report. Next steps will include identification of additional data requirements for CHED, and the expansion of outcome indicators and specification of assumptions to the research design.
- *Corporate Governance Seminar for Board of Directors/Trustees of GOCCs.* Having been accredited as one of only two providers authorized to conduct training on public corporate governance for members of Boards of Directors/Trustees of GOCCs, the Academy has designed and implemented a seminar aimed at equipping GOCC Board members with the knowledge to effectively carry out their functions. This seminar was designed with the end result in view of ensuring transparent, responsible, and accountable governance in GOCCs. In 2014, the Academy conducted 3 batches participated in by a total of 172 participants.
- *Strengthening Good Governance in the Bangko Sentral ng Pilipinas (BSP).* The intervention of DAP in this project involves the conduct of a second

round of assessment of good government systems in the BSP. Key activities implemented include a survey of employees, documents review, focus group discussions, problem analysis and the crafting and presentation of Governance Initiatives Roadmap. The roadmap that was developed helped guide the BSP in pursuing integration of good governance principles in their systems and procedures.

- *Enhancing LGU Capacities on Child Rights Responsive Governance.* In the last quarter of 2013, the Council for the Welfare of Children (CWC) partnered with the Academy to jumpstart the establishment of the Communities of Practice (CoP) on Child-Friendly Local Governance (CFLG). This was carried out through the development of a CFLG Course and the conduct of a competency assessment of the members of the Local Council for the Protection of Children. The CFLG course aimed to equip the LCPC members with essential knowledge, values and skills on child-friendly local governance. While the project was able to complete its first two components, the course roll-out or public offering had to be postponed due to lack of participants. UNICEF however has expressed interest to fund the enrolment of specific LGUs under their program.

Strategic Planning

The Academy provided technical assistance to the Duty Free Philippines Corporation (DFPC) to enable them to develop the components/elements of the Performance Agreement that would embody DFPC's commitments to the government in accordance with the guidelines set by the GCG. It also sought to help them define their strategic direction for the next five years. In the first semester, the Academy was able to assist the DFPC in formulating its plan and scorecard.

Aside from this, the Academy likewise implemented a project to assist the Securities and Exchange Commission (SEC) formulate its Strategic and Operations Plan for the next five (5) years. Activities conducted toward this end include the formulation of a plan and scorecard for 10 out of 18 SEC departments, and the conduct of a training participated in by 50 staff members of the SEC.

The Academy also provided assistance in various aspects of strategic planning to the local government of San Juan, the Zamboanga City Water District, and the Philippine Council for Health Research and Development.

Organizational Development and Management

- *Promoting Organizational and Leadership Excellence for DENR.* Under this project, the Academy prepared two (2) sets of guidelines and evaluated 45 units/offices under the DENR, as well as 75 individuals. Feedback reports were provided to these offices and individuals. Aside from determining the

efficiency and effectiveness of the Department and its line bureaus, the project also aims to commend field executives and officers for exemplary leadership and achievements towards promoting a culture of leadership performance excellence in the Department. The implementation of the project has been completed in 2014 with the Terminal Report submitted to the client for their review.

Integrity Development

Strengthening Integrity Development in the Bases Conversion Development Authority (BCDA). Strengthening Integrity Development (STRIDE) in the Bases Conversion and Development Authority (BCDA) is a project implemented to install an Integrity Management System (IMS) in BCDA. It started on November 15, 2013 and ended on January 30, 2015

It was implemented in three (3) components.

The first component is the conduct of the Integrity Development/Integrity Management Review (IDR/IMR) in BCDA. It involved the customization of IDR/IMR indicators, conduct of orientations to management, board-level and rank-and-file employees on the IMS formation of core team and the actual conduct of the IDR/IMR.

The second component involved the development of integrity standards within the BCDA through the development of customized Code of Conduct and the Integrity Policy to substantiate the integrity efforts of BCDA.

The last component laid groundwork for IM in BCDA through the formulation of an Integrity Management Plan (IM Plan) and a corresponding Monitoring and Evaluation Plan (M&E Plan). This completes the installation of the IMS in BCDA.

Quality Management System (QMS)

In 2014, the Academy assisted and capacitated 33 government agencies, both at national and local levels, in establishing and implementing a productivity and quality program and/or a quality management system certifiable to ISO 9001:2008 standard. Among those assisted by the Academy, the following have been ISO-certified:

- Philippine Air Force 410th Maintenance Wing
- Provincial Government of Quirino
- Quirino General Hospital
- Provincial Government of Pangasinan
- Department of Social Welfare and Development (DSWD)
- Philippine Health Insurance Corporation (PhilHealth)
- Housing and Land Use Regulatory Board (HLURB)

- Governance Commission on GOCCs (GCG)
- Duty Free Philippines Corporation (DFPC)
- Poro Point Management Corporation (PPMC)
- Agricultural Training Institute (ATI)
- Isabela State University
- Corazon Locsin Montelibano Memorial Regional Hospital
- Naval Base Camp
- Naval Construction and Engineering Brigade
- Bases Conversion Development Authority
- DAP Conference Center
- City Government of Tanauan

b. Competitive Industry and Service Sectors

Agricultural Productivity

Supply Chain Analysis of Identification Agricultural Commodities: A Benchmarking Study in Selected Countries in Asian and Latin American Countries

This research project is the second phase of the benchmarking study that was recently implemented by the Academy for the DA-BAR. The study covered seven (7) out of 11 commodities included in the local benchmarking study.

The project has resulted in the completion of the following reports:

- (a) a Benchmarking Main Report which highlights findings on cross-cutting findings and recommendations on management and support system in eight countries, namely, Philippines, Indonesia, Thailand, India, Vietnam, Taiwan and Mexico;
- (b) Seven commodity Benchmarking Reports (on Mango, Shallot, Young Coconut, Chili, Tamarind, Mungbean, and Peanut); and
- (c) Revised Local Benchmarking Reports (on Mango, Shallot, Young Coconut, Chili, Tamarind, Mungbean, and Peanut, Lanzones, Mangosteen, Saba-banana, and Garlic.

The project can be considered with high impact and trailblazing for the agricultural sector. While the study initially covers the production and marketing chains of 11 identified agricultural commodities, the study has evolved into a more holistic perspective by studying the entire commodity systems of seven (7) priority commodities to include analyses on other important intervening agricultural factors such as management and systems.

Although considered an internationally accepted tool, this is the first time that the current administration has embarked on a benchmarking study with particular focus on agricultural performance and the practices of the countries covered which are considered advanced when it comes to commodity performance.

c. **Social Development**

For 2014, the Academy continues to design and implement programs and projects in environmental management, community development, energy management, health equity and other areas of sustainable human development. The Academy continues to provide capacity building and technical assistance interventions that contribute to climate change mitigation and adaptation, health reform agenda, as well as energy efficiency and conservation. Some of the key projects that contribute to this are presented below.

Environmental Management

Capacity Building of the DENR Project Managers' Pool for Foreign Assisted Project. The scope of the project is the development of a capacity building program to help the Department of Environment and Natural Resources' (DENR's) pool of project managers develop their personal and organizational skills, knowledge and abilities to meet the requirements of their respective tasks. The project is divided into two phases: training needs analysis and the conduct of the basic course on project management tools and techniques. By the end of 2014, the Academy had conducted a training needs assessment and individual competency assess to determine appropriate human interventions towards the development of competency indicators and the conduct a 10-day intensive training course on project management.

Vulnerability and Adaptation Assessment (V&A) in Eastern Samar. The project is part of the scaled-up implementation of the eco-town framework project initiated by the Climate Change Commission which is anchored on the National Climate Change Action Plan. Initially implemented in four (4) municipalities in Siargao, the current project aims to apply the lessons learned in another three (3) municipalities and one (1) city in Eastern Samar. The LGUs being assisted by the project are vulnerable to climate change, this vulnerability having been emphasized during the onslaught of Typhoon Yolanda. The assistance provided them by the Academy in identifying and prioritizing their climate change adaptation strategies, the preparation of local early action in implementing these strategies and the monitoring and evaluation plan will make them more prepared and resilient in facing the adverse effects of climate change. The assistance includes conduct of focused group discussions, and other similar data gathering of hazards, vulnerabilities

and adaptive capacity, presentation and validation of the assessment results and findings, and the conduct of a workshop for the prioritization of adaptation strategies.

Energy Programs

Developing a Roadmap on the use of Alternative Fuels for Transportation Vehicles. The project aims to develop a roadmap on alternative fuels that will focus on the promotion of electric vehicles, liquefied petroleum gas (LPG), and compressed natural gas (CNG) for transportation vehicles to decrease dependence on fossil fuels.

Towards this end, the Academy conducted several activities (such as consultation meetings and workshops, preliminary survey, and strategic planning workshops) as well as profiling of tricycle and pedicab operations for seven (7) LGUs and one (1) agency. The Academy likewise prepared information collaterals on e-trikes, and the Information, Education Campaigns (IECs), as well as meetings and consultations on the implementation of e-vehicle projects (e-trikes) increased the awareness of both LGUs and tricycle operators on the causes and impact of climate change, in turn enabling them to realize the need to shift to other technologies such as renewable energy systems (solar and wind).

Effective Governance of the Philippine Electric Cooperatives: Course on Credentialed Cooperative Director. The course, which is being implemented by the Academy in partnership with the National Electrification Administration (NEA) and with support from NRECA, is adopted from the US- National Rural Electric Cooperative Association (NRECA) Certificate Program which promotes governance among board member of electric cooperatives. It integrates topics in all aspects of cooperative operations and financial management. It also presents the challenges in the electricity business and the strategies to meet them head on.

During the year, the Academy conducted eight (8) batches of the course (Batches 15-22) participated in by 170 members of the Board of Directors of Electric Cooperatives.

Health Programs

Development of the Integrated Human Resource Information Management System (IHRIS). This is a spillover project that aims to develop a personnel career and competency mapping system under the Department of Health (DOH) Quality Management System, which will improve the capacity and competency of DOH central and regional offices.

The project design was presented and discussed with DOH-HHRDB. An inception report containing the approach, expected outputs and arrangements for project implementation was submitted for approval. The project has likewise resulted in the conduct of focused group discussions and consultations and the completion of a Systems Review Report.

Capacity Development Services for CHD Regional Offices and DOH Representatives. In order to better respond to the capacity development needs of Development Management Officers (DMOs) IV and V, the project aimed to develop functional competency standards for the said DMO levels, develop an appropriate TDNA tool, and identify competency gaps and appropriate learning interventions.

By end of 2014, the project has resulted in the following outputs: (a) Competency model and standards for DMOs IV and V; a Learning and Development Needs Assessment Tool in Excel format and a User's Guide for Accomplishing the LDNA Tool and Administration.

Development and Implementation of the Policy Legislative Planning and Research (PLPR) Module for the Health Policy Development and Planning Bureau (HPDPB). Recognizing the need to build and strengthen DOH's capacity on policy making and regulation, the re-engineering efforts in the DOH mandates that all health program officers should have sufficient knowledge and skills on policy and decision-making. On this premise, the project will develop a standard module on policy development, legislation, program management and planning, and research (PLPR) for DOH personnel.

By the end of the year, Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) have been conducted and a summary of Literature Review on PLPR processes of the DOH and other agencies like the PCHRD were presented and discussed with client. Likewise, a Training Needs Assessment on PLPR was conducted and its results presented and validated with the client.

Following the development of modules on PLPR, an Initial Competency Assessment Tool has been completed, as well as an initial Trainers Guide. These are currently awaiting comments from the client.

3. International Relations and Partnerships

a. DAP as National Productivity Organization (NPO) of the Asian Productivity Organization (APO)

As the country's National Productivity Organization (NPO), the Academy implements programs in partnership with Asian Productivity Organization (APO), its members, alumni and grantees, and participates in relevant conferences, fora and workshops. The Academy likewise facilitates technology adaptation and exchange of best practices, partnership building, and development of human capital on productivity and innovation.

By end of 2014, the Academy facilitated the implementation of 14 APO project commitments/hostings in cooperation with Academy project teams and the APO Secretariat, benefitting a total of 541 local and foreign participants. These include project hostings in the sectors of agriculture, industry and service, public sector and green productivity.

Following is a breakdown of these project hostings per sector:

Sector	No. of Projects	Total Participants
Agriculture	4	157
Industry/Service	5	199
Public Service	1	24
Green Productivity	4	161
TOTAL	14	541

In human capital development, DAP facilitated the participation of 105 Filipino professionals to 51 multi-country projects. Of the 105, 71 are from the public sector, while 34 are from the private sector.

b. Partnerships with Non-APO International Organizations

In 2014, the Academy actively pursued partnerships with international organizations with core competencies similar to the Academy's. Thus, in 2014, the Academy forged partnerships with: (a) with the Ecole Nationale d'Administration in Paris, France; (b) the Erasmus University Rotterdam in the Netherlands; and (c) the Center for Southeast Asian Studies of the Kyoto University in Japan through the signing of Memorandum of Understanding (MOU) with these institutions.

Likewise, in the previous year, as a result of the partnership with ENA, the Academy was able to send one of its officer, Mr. Alan S. Cajes, to attend training on "Managing Big Cities" in ENA in Paris. In his post-travel and study

report, Mr. Cajes recounted that the training program was successful and relevant. While short, the training covered topics that were “helpful in understanding the dynamics of urban settlements and in applying basic knowledge on how to plan them well.”

B. Process Perspective

1. Quality Management System

As the Academy entered its sixth year of ISO certification, it successfully underwent the third party surveillance and re-certification audits on June 10 for DAP sa Mindanao (DSM), July 3 for DAP Conference Center (DAPCC) and July 4, 2014 for DAP Head Office, Pasig. The audits not only resulted in the re-certification of the Academy for the next three years under ISO 2001:9008, but the inclusion of its Conference Facilities Management System as a support system under the certification. The conclusion of the audit was very positive, with no “non-conformities”, even for the DAPCC which was audited for the first time.

In addition, the Academy’s Graduate School has completed the crafting of the Learning Management System (LMS) which defines the various processes and sub-systems towards the completion of the graduate programs, diploma programs and certificate programs being implemented by the Graduate School for Public and Development Management (GSPDM). It is hoped that the LMS will likewise be certified under ISO, together with the Academy’s Project Management System and the recently-certified Facilities Management System (FMS).

2. Asset and Conference Facilities Management

As part the Academy’s efforts to improve its systems and processes, it sought to adapt new processes and services comparable with similar operations in Tagaytay City. While the Academy targeted benchmarking against 12 institutions, it has been able to conduct its benchmarking activities against 16 institutions of similar operations.

Processes / Systems Benchmarked	Benchmark Companies
Reservation System	View Park Hotel
Rates/Pricing & Registration Process	Summit Ridge Hotel
	One Tagaytay Hotel
	Kimberly Hotel
Food Services Best Practices	Moriellis Restaurant

Facilities and Pricing	Cebu Parklane
	Harolds Hotel-Cebu
	Seda Hotel-BGC
	New Horizon Hotel-Mandaluyong
	F1 Hotels & Resort-BGC
	Marriot Hotel-Pasay
	Sequoia Hotel-Timog
	Hyatt Regency-Manila
	Oakwood Hotel-Ortigas
	Solaire-Paranaque
	Luxent Hotel-Timog

As a result of the benchmarking activities, the Academy adopts some best practices in its Conference Center in Tagaytay.

The Academy also targeted the completion of its Repair, Rehabilitation and Renovation – 4th Tranche (3RT4) Project by the end of the first semester. However, the completion of the project has been delayed due to the additional works and variation order that needs to be done prior to completion.

3. Compliance with Requirements of RBPMS

In conforming with the Results-Based Performance Management System (RBPMS), the Academy complied with all the requirements of the Governance Commission on GOCCs for the granting of the Performance Based Bonus (PBB) for 2013.

GCG Memorandum Circular 2014-05 enumerates all the requirements which include compliance with Good Governance Conditions, as well as conditions specific to GOCCs that include satisfaction of all statutory liabilities, submission and execution of action plans for addressing Audit Observation Memoranda (AOMs) from the Commission on Audit, maintenance, updating and implementation of the corporation’s Manual of Corporate Governance, and the “no gift policy.”

C. Learning and Growth Perspective

As of end of December 2014, the Academy's total manpower is 533. Of these, 256 are non-plantilla and 277 are plantilla-based personnel. These are shown in the following table.

Plantilla Personnel	Non-Plantilla Personnel	TOTAL (end of December 2014)
277 (52%)	256 (48%)	533

As part of the Academy's continuing endeavor to operationalize a Competency-Based HR (CBHR), it has engaged the expertise of the Academy's Center for Knowledge Management (CKM). As a milestone towards its establishment, a Dictionary of Competencies is already in place as a result of a workshop participated in by different Centers.

Towards operationalizing a Strategic Performance Management System (SPMS), the Civil Service Commission has conditionally approved the Academy's SPMS Guidelines and the same have been cleared for pilot testing for the first semester of 2015.

The Academy is unwavering in its efforts to invite, assess and interview candidates who would make up the pool of our competent candidates. Requests for personnel action are promptly acted upon.

The Records Management Unit has been re-activated to establish a systematic records keeping and efficient generation and retrieval of data/information.

As a major consideration in the retention and satisfaction of our human resources, the Academy maintains a competitive compensation package and is quick to respond to adjustments in compensation and benefits as required by law.

1. Recruitment and Selection

After years of hiatus in the area of Recruitment and Selection due to constraints imposed by the government's Rationalization Program (E.O. 366), the Department of Budget and Management has pronounced this year that the Academy is no longer covered by the Government's Rationalization Plan. With this pronouncement, the Academy was able to favorably act on thirty-six (36) requests for promotion which have been held in abeyance pending said clearance. Subsequent requests for hiring, regularization and promotion have been promptly acted upon such that 85 applicants were engaged as non-plantilla personnel and four (4) were hired as plantilla personnel.

In an effort to address COA's audit observation by way of a transparent and open system for accreditation and inclusion into DAP's Register of Consultants and Resource Persons, the Academy came up with the "Implementing Guidelines on the Engagement and Payment of Consultants and Resource Persons" by way of Memorandum Circular-2014-007. The MC took effect on 11 June 2014.

The Academy's Manpower Planning and Placement Unit (MPPU) continued to build up its pool/roster of pre-assessed applicants to be able to promptly address the increasing and pressing needs of the Academy for manpower. It has likewise established a system in the HRIS to track and monitor how quick it responds to requests for manpower in relation to its target to endorse candidates within 22 working days from receipt of request.

2. Retention, Compensation and Benefits

Compensation Administration is another major area being delved into by the Academy in its effort to accord due value to its human resource.

The DAP kept itself at a competitive level by implementing compensation and benefits adjustments authorized within the bureaucracy to ensure that its staff members receive equitable reparation for their proficiency and hard work. In 2014, the review of the Academy's Compensatory Day Off (CDO) policy was commenced to guarantee the continual provision of non-monetary incentive to our staff for better productivity and improved cooperation whenever the exigency of the service so requires.

The DAP Management has upheld the timely release of all compensation and benefits due its staff. In 2014, there had been zero-delay in the discharge of all compensation-related payments.

In the context of employee retention, existing benefits provisions were reviewed recurrently to make certain that our staff members receive the utmost number and value of grants within the bounds of the law. During the year, we have appraised and firmed up our policies on Rice Allowance and Health Benefit which resulted to increasing the amount of our Rice Allowance from P500/month to P1,500/month and our Health Benefit from P700/month to P833/month.

3. Staff Development

In its continual commitment in shifting to a Competency-based Human Resource Management and Development System, in 2014, the Academy has validated and finalized the DAP Competency Dictionary composed of core and functional competencies that is needed by the Academy. This will form the basis for the assessment of individuals from hiring to training. This year we will be able to finalize the competency rubrics, competencies by position

and an assessment of the all the staff of the Academy to assess their staff development needs.

As a part of the requirement by the bureaucracy, the Academy developed its' DAP Strategic Performance Management System and submitted it to Civil Service Commission for approval. This will replace the Performance Appraisal Rating System that the Academy is currently using. This updated PMS aims to shift from performance evaluation to more of a tool for performance management as it shows how employee contributes or hinder organizational effectiveness in attaining its goals. We have already received a conditional approval from the CSC to install the system this 2015.

In 2014, there are a total of 118 learning initiatives made available to the staff. It consists of 31 foreign-based programs and 87 local offerings. Of the 87 local programs, 36 were conducted in-house by the Academy's HRMD Office.

These 118 learning initiatives covered a total of 16,521 training hours attended by a total of 451 DAP staff members which translates to roughly 82% of the staff has attended at least one learning initiative.

It is noteworthy to mention that equal opportunity for training was given to non-plantilla and plantilla-based personnel, with 49% or 223 non-plantilla versus 51% or 228 plantilla based having attended the trainings, a total of 451 of the 533 current staff.

The in-house training programs which were conducted by the Academy focused on programs which enhances their technical capacities, promote effective communication and continual improvement, instill gender and development awareness and uphold work standards which are all essential for staff efficiency and service excellence.

In terms of cost, the Academy spent an average of P9,460.00 per personnel for HR development initiatives and learning interventions.