



development academy of the philippines

2017

Annual Report

THE DAP 2017 ANNUAL REPORT

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CORPORATE PROFILE

VISION

Under its new leadership, the DAP management has formulated a fresh vision:

The DAP thinks and acts ahead of the curve in accelerating the transformation of people and organizations for nation-building.

MISSION AND MANDATE

The Academy's mission is as follows:

1. Initiate research and strategic studies that address the current issues and foresighted trends to generate better policy and action.
2. Provide consultancy, training and education that is relevant and responsive to the public and private sector towards increased productivity and excellence.
3. Initiate concrete programs and projects that accelerate growth, development, and security for replication, as well as assist in sustaining public and private collaboration.

The DAP fulfills its mandate through its core competencies in training and education, outreach and consulting, and strategic research/studies as it works toward the fulfillment of its two-pronged relevance thrusts of accountable governance and national productivity.

*The Academy is "...essentially a **support institution**. It does not exist apart from or even in spite of the bureaucracy but because of it and ...for its continuity in strength. Neither does the Academy seek to be anything other than what it already is. Even the limits of what it can be are ... determined primarily by **what the needs and the problems of government and people are.**"*

Dr. Onofre D. Corpuz
Founding President, DAP

RECENT DAP MANDATES

Under Republic Act 9013, or the "Philippine Quality Award Act of 2001," the DAP serves as Administrator of the Philippine Quality Award (PQA) for Performance Excellence in the Public Sector. In connection with this, the DAP extends assistance to government agencies, including government-owned and controlled corporations (GOCCs), local government units (LGUs) and state universities and colleges (SUCs), in PQA Assessment and Application Development.

Executive Order No. 605, s. 2007 directed the institutionalization of the structure, mechanisms and standards to implement the Government Quality Management Program. As a member of the Government Quality Management Committee, the DAP is the lead agency tasked with promoting awareness and developing organizational capabilities in the establishment of the ISO 9001-certifiable Quality Management System (QMS) in public sector organizations.

To facilitate the implementation of Republic Act No. 9485 or the "Anti-Red Tape Act of 2007," the DAP is also mandated to assist government agencies in the reengineering of systems and procedures and in the establishment of a Citizen's Charter for frontline services.

Section 10 of RA 9485, in addition, mandates the DAP to assist the Civil Service Commission (CSC) in undertaking the Report Card Survey, which shall be used to obtain feedback on how the provisions of the Charter are being followed and how an agency is performing.

The Academy, by virtue of Administrative Order (AO) 25, s. 2011, is designated as secretariat and technical resource institution of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (AO IATF) which is mandated to harmonize, unify, streamline and simplify all existing monitoring and reporting requirements and processes of government agencies through the Results-Based Performance Management System (RBPMS).

The DAP also serves as the implementing agency of the Public Management Development Program (PMDP), the National Government's Career Executive Service Development Program (NGCESDP), which was implemented with funding from RA 10155, RA 10352, RA 10633, RA 10651, and RA 10717 or the General Appropriations Act (GAA) of 2012, 2013, 2014, 2015, and 2016, respectively. The PMDP aims to foster careerism in government and thereby promote stability in the bureaucracy by producing a corps of public managers that embody competence, integrity, and commitment.

CORE VALUES

The DAP will be guided by the core values of **integrity**, **professionalism**, and **patriotism** in all its activities and dealings with stakeholders, both internal and external.

CLIENTS

The DAP is an entirely self-financing GOCC. It finances its operations through the programs and projects it contracts with its clients. The government—national line agencies (NLAs), LGUs, GOCCs, constitutional bodies, legislature, judiciary—is its primary client, but it also provides services to the private sector, civil society, the academe and international organizations.

PROGRAM AREAS

Governance

- Public Sector Governance
- Corporate Governance
- Local Governance and Development
- Results-Based Performance Management
- Integrity Development
- Policy Research
- Strategic Management
- Institutional Analysis
- Change Management

Productivity and Quality

- Philippine Quality Award
- SME Productivity Development
- ISO 9001 Quality Management System
- Green Productivity
- Productivity Measurement
- Food Safety Management System
- Agriculture Productivity
- Public Sector Productivity

Organizational Development

- Human Capital Development
- Benchmarking on Best Practices
- Knowledge and Information Management

Sustainable Human Development

- Environmental Management
- Urban Health
- Climate Change Adaptation
- Energy Efficiency/Renewable Energy
- Disaster Management
- Solid Waste Management

Cross-Cutting Tools/Processes

- Project Development and Management
- Monitoring and Evaluation
- Capacity Needs Assessment
- Organizational Assessment
- Strategic and Operational Planning
- Training Management
- Managing Program for Results

Graduate Education

- Master in Public Management major in:
 - Development and Security
 - International Development and Security
 - Integrity Development in Governance
 - Local Governance and Development
 - Rural Development
 - Health Systems and Development
- Master in Productivity and Quality Management
- Master in Development Management

DAP STRATEGY MAP

The Academy commits to perform efficiently and effectively its Mandate and Mission, pursue the attainment of its Vision, and live up to its Core Values as indicated in the DAP Strategy Map 2017-2022. The ten strategic objectives along the four perspectives—customer/stakeholders, financial, internal process, learning and growth—are set to support

the priorities of the administration towards accountable governance and national productivity and the overall competitiveness of the country.

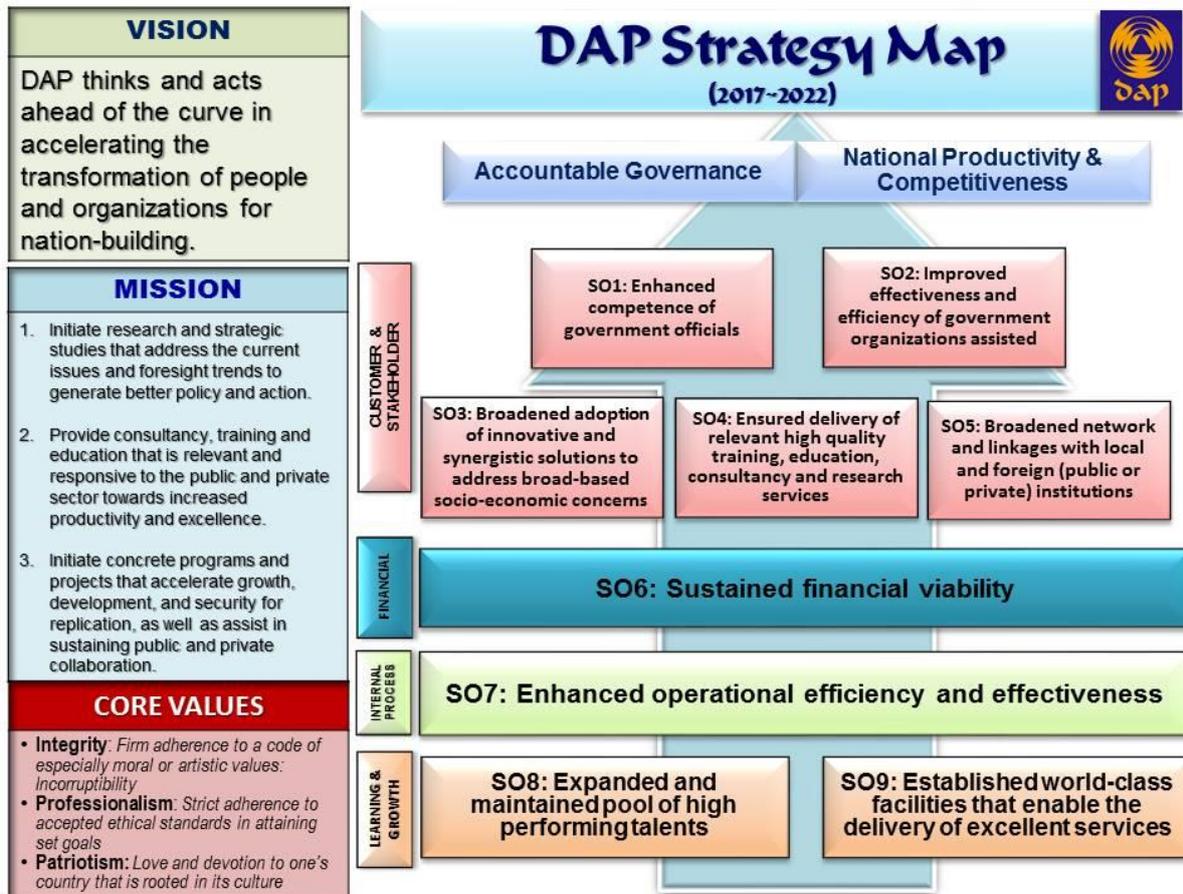


Figure 1. DAP Strategy Map, 2017

FACILITIES

The DAP's main office is located in Ortigas Center in Pasig City. It is a six-storey building with conference and office facilities. It also has a facility in Tagaytay City, the DAP Conference Center (DAPCC), which is ideal for live-in training, seminars and workshops as well as for rest and recreational activities. Both facilities generate 40 percent of the DAP's revenues. The Academy also maintains a satellite office that serves as its project implementing arm in Davao City, the DAP sa Mindanao.

ACCOMPLISHMENT HIGHLIGHTS

The Academy's strategic initiatives, which are its way in attaining its committed targets, are composed of various project interventions for its customers.

For the period January to August 2017, the Academy implemented **181** project interventions for **82** clients. These projects were a mix of training, technical assistance and consultancy, research, and education. These were in the areas of governance, productivity and environment, which were in line with the Academy's mandate, vision and mission.

A. PERFORMANCE SCORECARD

The metrics of the DAP's performance are reflected in its Performance Scorecard. Table 1 shows in a snapshot the Academy's FY 2017 targets and accomplishments to-date.

Table 1. DAP FY2017 Performance Scorecard

Performance Measure	2017 Target	January-November 2017 Accomplishments
Strategic Objective 1: Enhanced competence of government officials		
PM1: Key government officials capacitated	GSDAP: 825 PMDP: 140	GSDAP: 185 PMDP: 78 (Graduates); 63 (Intake)
PM2: Percentage of REPs/APPs accepted for implementation	GSDAP: 100% PMDP: 85%	GSDAP: 84.5% PMDP: 84%
Strategic Objective 2: Improved effectiveness & efficiency of Government Organizations assisted		
PM3: Percentage of client government offices w/ ISO9001 Certifiable QMS	65%	100%
Strategic Objective 3: Broadened adoption of innovative and synergistic solutions to address broad-based socio-economic concerns*		
Strategic Objective 4: Engaged in policy-oriented research and strategic studies on priority socio-economic development agenda of the country*		
Strategic Objective 5: Ensured delivery of relevant high quality training, education, consultancy and research services		
PM4: Customer satisfaction rating	85%	TBD
PM5: Percentage completion of bidding for construction (contracted/awarded)	100% contracted/ awarded (<i>construction</i>)	Bidding process was moved to Aug-Nov 2017

Performance Measure	2017 Target	January-November 2017 Accomplishments
	phase)	
Strategic Objective 6: Broadened network and linkages with local and foreign (public or private) institutions		
PM6: Number of partnership with institutions	Local – 9 International - 3	Local – 5 International – 2
Strategic Objective 7: Sustained financial viability		
PM7: Revenue growth year to year	8%	6%
PM8: EBITDA (<i>Earnings Before Interest, Taxes, Depreciation & Amortization</i>)	9%	8%
Strategic Objective 8: Achieved operational efficiency and effectiveness		
PM9: On-time delivery rate	88%	GCG asked DAP to change the formula to: completed projects vs. planned. This will be reported at the end of the year.
PM10: QMS conformance rate (<i>Project Management System, Support Systems, & Conference Facilities Management</i>)	Continued Certification: ISO 9001:2015 (closed NCs)	ISO Re-Certification Audit scheduled in September and October 2017
Strategic Objective SO9: Expand and maintained pool of high performing talents		
PM11: Organizational climate/employee morale index	3.84 (maintain)	Employee morale survey will be conducted in 4 th quarter of 2017
PM12: Adoption & implementation of Competency-Based Human Resource Management Framework	100% of incumbents in the Support Group that underwent position & person profiling	On-going
	100% of applicants/recruits for PA to Fellow II positions assessed based on competencies	Applicants for 2017 were assessed based on competencies for PA to Fellow II positions.
Strategic Objective 10: Established world class facilities that enable the delivery of excellent services*		

* New strategic objectives, performance indicators/targets to be applied in 2018

B. TYPES OF PROJECTS

Out of the total projects implemented for the period, 147 are regular projects (i.e., contracted by clients), 17 are funded under the General Appropriations Act (GAA) as program subsidy, and 17 are public offerings. Of the regular projects, **64** are spill-overs from the previous year while **83** are new contracts.

Table 2. Projects Implemented, January - August 2017

PROJECT TYPE	Education	Research	Technical Assistance	Training	Training (Ladderized)	Total
GAA-Current Year	1	1	3	1		7
GAA-Spill-Over	1	3		2		6
GAA-Support to PDC				5		5
Public Offering				17		17
Regular Project-Contracted	6	2	41	13	2	64
Regular Project-Spill-Over	12	8	44	12	7	83
Grand Total	20	14	88	50	9	181

In terms of type of intervention, majority of the projects implemented were in the form of technical assistance (48%) and training (33%) although the Academy also implemented a number (11%) of academic programs through its Graduate School. A small percentage of projects (8%) were research in nature.

C. CLIENT MIX

Majority of the projects implemented were for public sector clients, with a few projects implemented for the private sector and foreign funding institutions/international NGOs (Figure 2).

Figure 2 Number of Projects, by Client Sector, Jan-Aug 2017

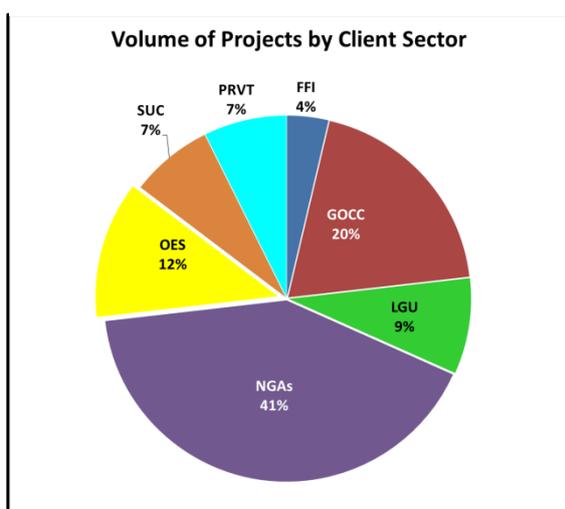


Figure 3 Value of Projects, by Client Sector, Jan-Aug 2017

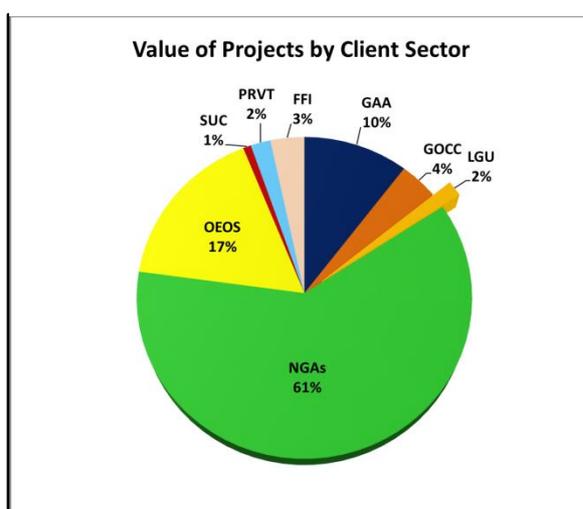


Figure 2 shows the distribution of projects by client type. Figure 3 shows the distribution of projects based on the cumulative project price by client type. This only shows the distribution of revenues from projects based on cumulative project price, but does not reflect the complete source of revenue of the Academy as it does not include revenues from facilities use and other revenue sources.

D. TRAINING AND EDUCATION

For the first eight months of the year, the Academy has trained about 3,669 individuals, mostly from the public sector. Among the 26 short-cycle training courses and seminars conducted during the period are as follows:

- Local Governance and Legislation are Driving Excellence in Governance for the League of Vice Governors of the Philippines
- City/Municipal Leadership and Governance
- Public Corporate Governance for the Board of Directors of GOCCs
- Basic and Advanced Productivity and Quality Tools and Techniques
- Development of Quality Management System Certifiable to ISO 9001
- Basic Policy Process, Project Management, Monitoring and Evaluation
- 5Ps of Management and Leadership
- Public Service Ethics and Accountability
- Regulatory Impact Analysis and Research Tools for Government Regulators
- Incident Command System and Mountain Search and Rescue for LGUs
- Supply Chain Management: Theory and Practice
- Localizing Asian Productivity Organization Center of Excellence 2017

In the first half of the year, 78 middle managers graduated from the Public Management Development Program (PMDP), the National Government Career Executive Service Development Program (NGCESDP). The Academy also opened two batches of the Middle Managers Class (MMC 14 and MMC 15) with 38 and 26 scholars, respectively. The NGCESDP-PMDP is an intensive, purposive and continuing training program for incumbent executives and middle managers and their potential successors in the bureaucracy.

For its academic programs, the DAP completed the implementation of three classes of the Master in Public Management (MPM), and one class of the Master in Productivity and Quality Management (MPQM), graduating a total of 224 students. In addition, 60 students from Batch 4 of the Philippine Public Safety College (PPSC) were awarded Certificates in Public Management.

Table 3 Number of Graduates, Academic Programs, January –August 2017

Program and Batch	Date Graduated	Number of Graduates
MPM Major in Development and Security for the PPSC Batch 2	February 4, 2017	57
MPM Major in Development and Security for PPSC Batch 3	July 1, 2017	62
MPM Major in Rural Development Batch 3	April 20, 2017	66
MPQM Batch 4	June 30, 2017	39
Certificate in Public Management for PPSC Batch 4	August 25, 2017	60
Total		284

Also in the first half of the year, four classes of the MPM with were opened with a total of 402 students.

Aside from the various customized training programs and public offerings, the Academy also organized roundtable discussions and fora, which have been collectively branded as Kartilya sessions, on the following topics:

- Migration, Gender Empowerment and Public Management
- Towards a Climate Smart Philippines-How to Access the PSF with the Environmental and Climate Change Research Institute and the Harvard Club of the Philippines
- Comparative Perspectives on the Federal Structures of Russia, France and the US with the Harvard Club of the Philippines
- Federalism: In Search of a Philippine Model (series)
- The ASEAN Way: Bedrock or Stumbling Block
- Managing Innovative Organizations in a Disrupted World
- Filipino Children in Armed Conflict
- Harnessing Foresight for the Public Sector through Quality Education
- Increasing Productivity through Quality Education
- Beyond the BRICS: New Patterns of Development Cooperation in the Trans-Eurasian Corridor
- What “DEVELOPS” in Leader Development
- Rightsizing the Government and its Impact on Productivity
- Well-Being in Southeast Asia
- Measuring Public Sector Productivity

- Build, Build, Rebuild Marawi
- Performance Management and Productivity
- Smart Regulation
- Do Culture and the Arts Matter?
- New Concepts in Visual Arts
- Harnessing Knowledge Productivity

E. TECHNICAL ASSISTANCE AND RESEARCH

During the period, the Academy assisted about 30 agencies and 132 local government units. Among the technical assistance projects are as follows:

- **Modernizing Government Regulations (MGR).** The MGR Program is a comprehensive regulatory reform program that aims to improve the ease of doing business in the Philippines through regulatory and non-regulatory solutions in partnership with government agencies and the industries they regulate. This year, the MGR focuses on these sectors: Power, Chemicals, Logistics, Housing, and Public Transportation. One public consultation, six industry dialogues, two capability development sessions on Regulatory Impact Analysis (RIA) and perception surveys among industry players were completed during the first semester.
- **Establishment of Quality Management System (QMS) Certifiable to ISO 9001.** In the first semester of 2017, the Academy assisted nine agencies in establishing and/or expanding their respective QMS, certifiable to ISO 9001. These include, among others, the Bureau of Animal Industry, Department of Public Works and Highways, Mines and Geosciences Bureau, National Historical Commission of the Philippines, National Meat Inspection Service, Pasig River Rehabilitation Commission, Philippine Army-Office of the Army Adjutant, Philippine Carabao Center, and the Zamboanga City Special Economic Zone Authority, ..
- **Harmonization of National Government Performance Monitoring, Information and Reporting System.** The DAP continues to serve as technical secretariat and resource institution of the Administrative Order No. 25 Inter-Agency Task Force in the implementation of the Performance-Based Bonus for government employees. For the first semester, DAP assisted in assessing final eligibility of national agencies for the grant of FY 2016 Performance-Based Bonus and in orienting and monitoring the compliance of some 307 agencies on the criteria and conditions for FY 2017 PBB.
- **Philippine Higher Education Career System (PhilHECS).** PhilHECS is a system which DAP helped develop and implement for the Commission on Higher Education to hone the competencies of incumbent and aspiring presidents of state universities and colleges. During the period, the DAP pilot-implemented several President Leadership courses including international academic visits to Japan and Taiwan, qualified the first batch of higher education executives (HECO) candidates and opened the second batch of Executive Development Program with 36 aspiring leaders for SUCs.
- **Other consulting services.** The DAP has also extended other services to a number of agencies in the areas of strategic planning, development of roadmap,

competency modelling, determination of customer satisfaction, organizational assessment and restructuring, and program management.

F. APO PROGRAMS AND PROJECTS

The APO/NPO Secretariat hosted a number of programs/projects to support the Productivity Development Center. Some of these programs/projects hosted by the Philippines are as follows:

- **Development of Productivity Practitioners (DPP) Basic Course.** The DAP implemented the 22nd batch of the DPP with 21 delegates from NPO member countries in the second quarter of this year (May 8 to June 2, 2017).
- **Workshop on Public Sector Leadership** with 24 international and local participants (May 15-19, 2017)

As a key strategy to propagate best practices and further strengthen national productivity organizations, the Asian Productivity Organization (APO) designates countries as Centers of Excellence (COE) where its National Productivity Organization possess unique strengths and expertise. The Philippines has been declared the COE for Public Sector Productivity. In support of this role, the DAP undertook following projects:

- Workshop on the Common Assessment Framework for the Public Sector with 28 participants (August 21-25, 2017); and
- International Conference on Public Sector Productivity with 650 participants (October 10-11, 2017).

Likewise, the DAP, through its President and Chief Executive Officer, participated in following APO ministerial meetings:

- 59th Session of the APO Governing Body Meeting (10–12 April 2017, Tehran, Islamic Republic of Iran);
- Strategic Planning Workshop for Senior Planning Officers of NPOs and APO Liaison Officers (19-21 July 2017, Tokyo, Japan); and
- 58th Workshop Meeting of Heads of NPOs (24-26 October 2017, Seoul, Republic of Korea).

For the remaining months of the year and until 2020, the APO-DAP Secretariat has proposed new APO Programs and activities as follows:

- Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products (September 13-15, 2017)
- International Conference on Public Sector Productivity (October 10-12, 2017)
- Workshop on Performance Management for the Public Sector (November 6-10, 2017)
- E-learning Course on Food Safety Risk Management
- E-learning Course on Customer Satisfaction Measurement for the Service Sector

For 2018, the APO/NPO Secretariat has proposed the following projects as part of the APO's programs plan:

- Certified Productivity Practitioners' Course
- Multi-Country Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity

- Forum on the Impact of Education Policies on National Productivity Growth
- Workshop on Development of Framework on Foresight in Public Sector Organizations
- Training Course on Performance Measurement for Public-sector Organizations

And in line with the APO Secretariat's call for new programs to support national priority agendas, the APO/NPO Secretariat has proposed multi-year national projects for the Philippines starting in 2018. These include:

- **Development of Courses on Strategic Foresight to Build National Capacities on Scenario Planning.** Phases 1 and 2 will be conducted in 2018 and Phase 3 in 2019-2020. This course aims to develop a core group of consultants and trainers on strategic foresight to mainstream foresight and scenario planning in national government and business organizations' long term planning.
- **Development of Smart Cities in the Philippines** to be conducted in 2018 (Phase 1 and 2) and in 2019 (Phase 3). This course will develop national capacities in planning and management of smart cities and develop sustainable smart cities to meet the demands of the future population.
- **Development of Model Sustainable Agricultural Communities** to be conducted in 2018-2019. This course aims to develop model communities to demonstrate sustainable productivity in agriculture and inclusive development model, increase labor productivity, and family incomes in rural communities.

G. PARTNERSHIPS

The DAP was able to forge partnerships with six international and 11 local organizations, through the signing of Memoranda of Understanding (MOU) in 2017. Partnerships are pursued with institutions of the same interest as the DAP. Possible areas of cooperation may be in the form of academic exchange and collaboration, mutual assistance in preparation of seminars, conferences, and workshops, facilitation of faculty and experts visits, and research collaboration.

These new international partners are:

1. Admiral Makarov State University of Maritime and Inland Shipping
2. Moscow State Institute of International Relations
3. National Research University Higher School of Economics
4. Moscow Polytechnic University/Shiffers Institute of Advanced Studies
5. Russian Presidential Academy of National Economy and Public Administration
6. Centre for South-East Asia, Australia and Oceania Studies, Institute of Oriental Studies of RAS Conference

The new local partners include the following:

1. Harvard Kennedy School Alumni Association of the Philippines, Inc.
2. Enderun Colleges
3. Environmental Climate Change Research Institute
4. Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development
5. Humanitarian Leadership Academy
6. Integrated Bar of the Philippines-Central Luzon
7. Civika Knowledge Management Solutions, Inc.
8. CLIMBS Life and General Insurance Cooperative
9. Institute for Peace and Development in Mindanao of the Mindanao State University
10. University of Sto. Tomas

11. Philippine Economic Zone Authority (PEZA)

H. ORGANIZATIONAL DEVELOPMENT

Starting April 2017, the Academy transitioned to a new management that brought changes to its organizational structure, processes, and physical set-up of the offices and facilities.

A new management committee was convened which has since met weekly to be updated on new developments, to tighten communication and collaboration between and among groups/centers/offices, and to monitor status of previous agreements. Internal issues and concerns are likewise expressed and provided responses and solutions in the meeting,

An external change management team was likewise engaged to conduct several change management workshops and to facilitate the finalization of the new functional structure, as well as coming out with new service codes for the various units. New units which were seen as critical to the effective delivery of the Academy's mandate, as well as to its efficient operations were introduced, including: the Center for Research and Strategic Studies, Center for Marketing, Branding and Promotions, Center for Advanced Studies, Office for Project Development and Innovation, and Office for Culture and the Arts. Other offices were spun off from their mother units and given individual mandates, such as the Office of the Chief Information Officer and the Center for Asset Development.

New systems and procedures were brought in by the new management, particularly by the Office of the Corporate Legal Counsel, specifically in the contract review process.

The Resource Administration Group (formerly Support Services Group) has also implemented a financial review process for new projects to ensure that projects provide financial returns that will contribute to the Academy's sustainability.

The newly-created Marketing, Branding and Promotions team, together with the Center for Institutional Partnerships and the Council of Fellows have initiated the production of several print and non-print collaterals. They also created official DAP accounts on social media such as Twitter, Facebook and Instagram.

In preparation for the forthcoming third Party ISO Audit which has been scheduled for September and October, the Academy conducted its Midyear Management Review. Outputs from the Midyear Management Review served as inputs to the recently conducted Strategic Planning Sessions of the DAP Management. The DAP under the new management has redefined the strategic direction of the Academy for the next six years.

I. PHYSICAL IMPROVEMENTS

Upon the assumption of the new management, and as initiated by the new DAP President, several improvements to the physical set-up of both the Head Office in Pasig and the Conference Center facilities in Tagaytay were put in place.

Notable among these are the establishment of the DAP Art Gallery at the Conference Center in Tagaytay, which now houses over 50 artworks of both national and new local artists. In addition to the art gallery, the DAP gardens have likewise been redesigned, additional artworks put on display in strategic areas, and the old mini theatre refurbished into the DAP Learning Center. Since the assumption of the Academy's new leadership, artworks with a total value of Php6.8 million have been donated by various artists and

included either in the gallery or placed in strategic locations around the Academy's premises. In Pasig, the offices were rearranged to maximize space, the garden was redesigned, and the canteen was renovated.

Some areas in both Tagaytay and Pasig facilities were allocated for setting their respective Learning Commons to serve as spaces for modern learning.

J. CORPORATE SOCIAL RESPONSIBILITY

On September 9, 2017, the Academy, together with the Kunst Gallery, Grupo Sining Batangueño, Tareptep Baler, and Acapella Manila launched *Obra Filipinismo: Tagpi-Tagping Kulay ng Pagdamay para sa Marawi*, an art exhibit to benefit affected Marawi residents. The exhibit showcased 52 artworks by 50 artists. In fact, some 21 artworks have already been sold on the opening day.