



**DAP Mandates, Charter, Strategy Map,
Recalibrated 2020, and Proposed 2021 Performance Commitments**

I. The DAP Mandates, Charter, Mission and Vision

The Development Academy of the Philippines is a Government-Owned or-Controlled Corporation established in 1973 with an original charter created by Presidential Decree 205, amended by Presidential Decree 1061 and further amended by Executive Order 288.

Mandates

Pursuant to its charter, the DAP is mandated to:

1. To foster and support the development forces at work in the nation's economy through selective human resources development programs, research, data collection, and information services, to the end that optimization of wealth may be achieved in a manner congruent with the maximization of public security and welfare;
2. To promote, carry on and conduct scientific, inter-disciplinary and policy-oriented research, education, training, consultancy, and publication in the broad fields of economics, public administration, and the political and social sciences, generally, involving the study, determination, interpretation, and publication of economic, political, and social facts and principles bearing upon development problems of local, national, or international significance; and,
3. To discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Pacific.

Anchored on these mandates are the DAP's Mission, Vision and Core Values.

Mission

DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth. Specifically the DAP commits to:

1. Generate policy and action through research and strategic studies that address development issues and emerging challenges.
2. Promote excellence in leadership and organizations through training, education, and consultancy.
4. Catalyze the exchange of ideas and expertise in productivity and development in the region of Asia and the Pacific.

Vision

DAP is the leading knowledge organization providing innovative, effective and responsive solutions to the country's development challenges.

Core Values

The officers and personnel live up to the following core values:

- Dangkal (*Honor and Integrity*)
- Galing (*Smart and Innovative*)
- Tatag (*Stable and Future-ready*)

II. DAP Strategy Map

The DAP's new strategic direction under the new DAP management focuses on reinforcing the Academy's Mandates, Mission, Vision, and Core Values through the eight (8) strategic objectives or goals indicated in its Strategy Map 2018-2023. These strategic objectives are expounded in the four strategic perspectives of customers/stakeholders, finance, internal process, and learning and growth. The Strategy Map reflects the priority thrusts of the DAP management on Innovation in Governance, Public Sector Productivity, and Regional and Local Development. (see *illustration of strategy map in next page*)

DAP Strategy Map (2018-2023)

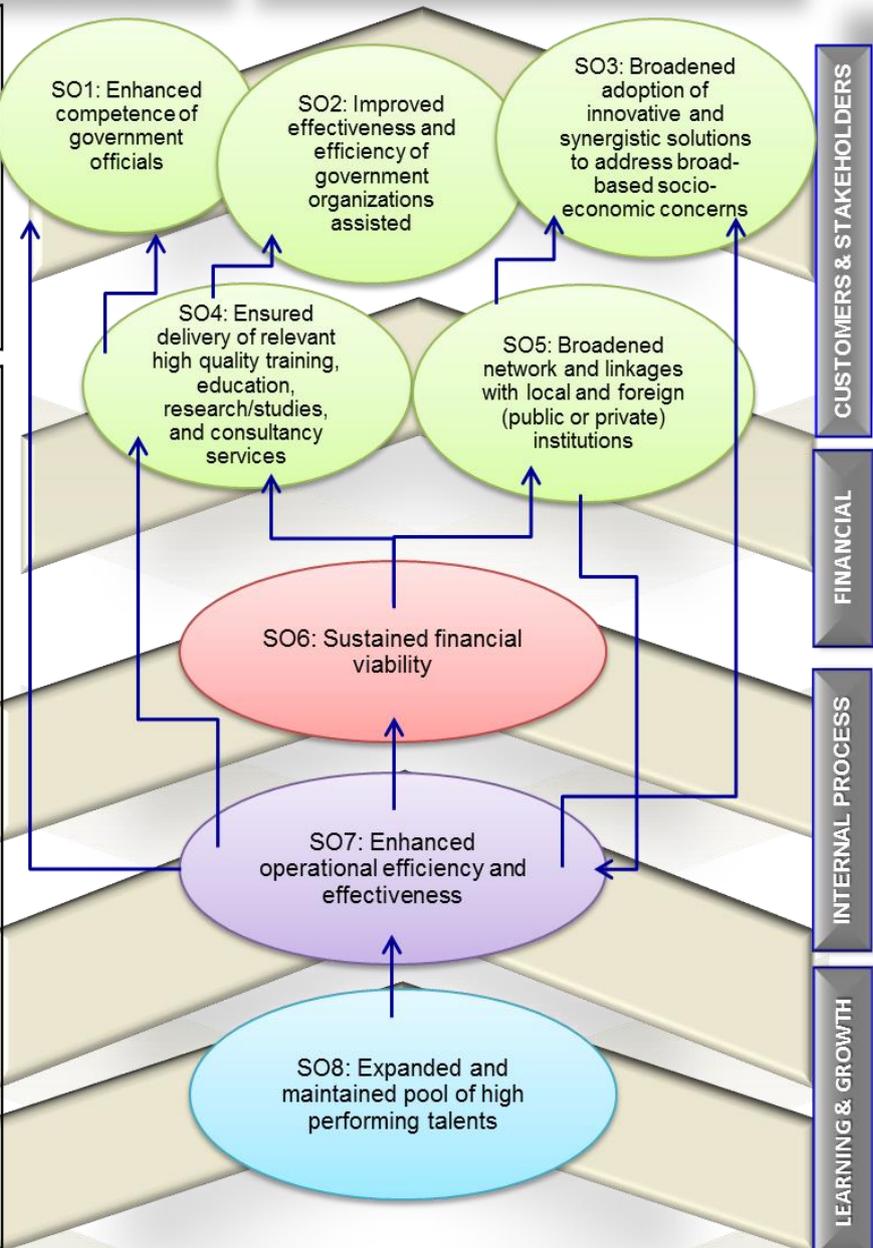
Technological Innovation in Governance and Productivity

Regional and Local Development

VISION
DAP is the leading knowledge organization providing innovative, effective and responsive solutions to the country's development challenges.

MISSION
DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth. Specifically, DAP commits to:

1. Generate policy and action through research and strategic studies that address development issues and emerging challenges.
2. Promote excellence in leadership and organizations through training, education, and consultancy.
3. Catalyze the exchange of ideas and expertise in productivity and development in the region of Asia and the Pacific.



CORE VALUES

<p>Dangal (Honor and Integrity)</p>	<p>Galing (Smart and Innovative)</p>	<p>Tatag (Stable and Future-ready)</p>
--	---	---

III. DAP 2020-2021 Performance Scorecard

The DAP's performance commitments are specified in the strategic objectives, measures and targets for FY 2020-2021.

	Component				Baseline Data					Approved Targets 2020	Recalibrated Targets 2020	Proposed Targets 2021	
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2015	2016	2017	2018	2019				
CUSTOMERS/STAKEHOLDERS	SO1: Enhanced Competence of Government Officials												
	PM1	Completion rate	Number of graduates in GSPDM and PMDP over enrolled students per class	10%		No. of graduates GSPDM: 1,187 PMDP: 136	No. of graduates GSPDM: 845 PMDP: 143	No. of graduates GSPDM: 802 PMDP: 120	GSPDM: 96% PMDP: 99%	GSPDM: 95% (270/285) PMDP: 98% (123/125)	At least 90%	90%	90%
	PM2	Percentage of Capstone Project Plans (CPP) and Action Plan & Project (APP) accepted	Number of CPP and APP accepted by the panel over total number of CPP and APP presented	10%		GSPDM: 100% PMDP: 98%	GSPDM: 100% PMDP: 84.3%	GSPDM: 100% PMDP: 100%	GSPDM: 100% PMDP: 90%	GSPDM: 100% (232/232) PMDP: 89.6% (95/106)	GSPDM: 100% PMDP: 85%	GSPDM: 90% PMDP: 85%	GSPDM: 90% PMDP: 85%
	PM3	Number of local and international public sector productivity courses/specialist trained	Total count of local and international public sector productivity specialist trained	5%		NA	NA	NA	89	99	75	75	100
			Sub-total	25%									
	SO2: Improved effectiveness and efficiency of government organizations assisted												
	PM4	Percentage of client government agencies assisted on QMS with ISO 9001 certifiable QMS	No. of government agencies assisted on QMS with ISO9001 Certifiable QMS over total number of client agencies	5%		Actual no. of agencies with ISO 9001 certifiable: 29	70%	100%	95.65%	100% (24/24)	80%	50%	50%

	Component				Baseline Data					Approved Targets 2020	Recalibrated Targets 2020	Proposed Targets 2021	
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2015	2016	2017	2018	2019				
CUSTOMERS / STAKEHOLDERS		Participation rate of NGAs in RBPMS/PBIS implementation	No. of NGAs that participated in RBPMS-PBIS implementation over total no. of NGAs		100%	99%	99%	NA	NA	NA	NA	NA	
	PM5	Number of agencies assisted in innovation projects	Total count of agencies which have been assisted in Innovation projects	5%	NA	NA	NA	28	13	8	8	8	
			Subtotal	10%									
	SO3: Broadened adoption of innovative and synergistic solutions to address broad-based policy and socio-economic concerns												
	PM6	Number of new programs institutionalized	Total number of programs that have been institutionalized	5%	NA	NA	NA	1 (ALS-EST)	1 (SQS)	1	1	1	
	PM7	Number of researches and studies completed	Total number of research and studies completed	5%	NA	NA	NA	6	7	7	7	7	
	PM8	Number of strategic research utilized by clients	Total count of strategic research utilized by client/s	5%	NA	NA	NA	NA	NA	1	1	1	
			Subtotal	15%									
CUSTOMERS /STAKEHOLDERS	SO4: Ensured delivery of relevant high quality training, education, research/studies, consultancy services												
	PM9	Customer satisfaction rating	Proportion of DAP clients that are satisfied with all DAP services	5%	85%	87%	90.79%	93.95%	97%	At least 85%	85%	85%	
			Subtotal	5%									

	Component				Baseline Data					Approved Targets 2020	Recalibrated Targets 2020	Proposed Targets 2021	
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2015	2016	2017	2018	2019				
	SO5: Broadened network and linkages with local and foreign (public or private) institutions												
	PM10	Percentage of active partnership with institutions	Total number of partnerships with existing activities over total number of partnerships forged	5%		No. of program w/agencies: 11	No. of program w/agencies: 14	No. of program w/agencies: 17	14 active Partners (82%)	100%	At least 80%	70%	80%
	PM11	Number of international projects/ hostings implemented	Total count of APO projects hosted or implemented by DAP	5%		NA	NA	NA	17	16	15	15	15
			Subtotal	10%									
	SO6: Sustained financial viability												
FINANCIAL	PM12	Revenue growth year to year (Gross Revenue)	Percentage growth year to year	5%		18.5% (P521.98M)	24%	(-7%)	P599 M	P 673.65 M (EO Dec)	P632 Million	P570 Million	P597 Million
	PM13	Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	EBITDA (% increase from year to year) absolute value average 3 year	5%		18.8% (P31M)	22%	41%	P42 M	P 64.24 M (EO Dec)	P51 Million	P49 Million	P54 Million
			Subtotal	10%									
	SO7: Enhanced operational efficiency and effectiveness												
INTERNAL PROCESS	PM14	Budget Utilization Rate for Major Government Programs from NG	Total amount disbursed by DAP over total amount released by DBM	5%		NA	NA	NA	100%	133% (Released: 223.8 M) (Disbursed: 296.7 M)	100%	100%	100%

	Component				Baseline Data					Approved Targets 2020	Recalibrated Targets 2020	Proposed Targets 2021	
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2015	2016	2017	2018	2019				
INTERNAL PROCESS	PM15	On-time delivery rate	Number of projects completed on or before the agreed project duration over total number of projects completed	3%		Amount accrued over total accruable amount: 94%	Amount accrued over total accruable amount: 95%	Amount accrued over total accruable amount: 98%	81%	94% (146/156)	At least 80%	80%	80%
	PM16	Quality Management System (QMS) Conformance Rate	Sustained ISO certification	5%		DAP is ISO 9001:2008 Certified	DAP is ISO 9001:2008 Certified	DAP is ISO 9001:2015 Certified	DAP is ISO 9001:2015 Certified	DAP is ISO 9001:2015 Certified	Continued Certification ISO 9001:2015	Surveillance Audit scheduled in November 2020	Continued Certification ISO 9001:2015
	PM17	Number of e-government initiative developed/implemented	Actual count of e-government initiative developed/implemented	2%		NA	NA	NA	NA	NA	NA	NA	1
			Subtotal	15%									
SO8: Expanded and maintained pool of high performing talents													
LEARNING AND GROWTH	PM18	Organizational climate employee morale index	Score on employee morale of surveyed employees	5%		3.8 (Positive Perception)	3.84 (Positive Perception)	3.89 (Positive Perception)	3.8 (Positive Perception)	3.9 (Positive Perception)	At least 4.0	3.5	3.5
	PM19	Percentage of employees meeting the required competencies	No. of plantilla employees meeting the required competency over total no. of plantilla employees with competency gaps	5%		83% of incumbents (PA-Fellow I) underwent position and person profiling	83% of incumbents (PA-Fellow I) underwent position and person profiling	100% of incumbents in Support Offices underwent position & person profiling	239 out of 272 plantilla personnel or 88% met the required competency	85% of employees meeting the required competencies	95% of employees meeting the required competencies	95% of employees meeting the required competencies	95% of employees meeting the required competencies
			Subtotal	10%									
		GRAND TOTAL	100%										

Prepared and Certified True and Correct:



CATHERINE S. LUZURIAGA

Director, Corporate Operations and Strategy Management (COSM)



ANATALIA SD BARAWIDAN

Managing Director, Finance

Verified and Noted By:



ALAN S. CAJES

DAP Compliance Officer and Vice President for Corporate Concerns Center

Approved by:



ATTY. ENGELBERT C. CARONAN, JR., MNSA

President and CEO