





30 March 2021

MS. ALICIA DELA ROSA-BALA
Chairperson
ATTY. ENGELBERT C. CARONAN, JR.
President
DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)
DAP Building, San Miguel Avenue
Ortigas Center, Pasig City

RE: TRANSMITTAL OF 2021 PERFORMANCE SCORECARD

Dear Chairperson dela Rosa-Bala and Pres. Caronan,

This is to formally transmit the Charter Statement and Strategy Map *(Annex A)* and 2021 Performance Scorecard *(Annex B)* of DAP. The same is to be posted in DAP's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The DAP-proposed Performance Scorecard submitted through its letter dated 28 August 2020² was **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 04 November 2020 and evaluation of additional documents submitted via emails on 25 November 2020³ and 15 December 2020.4

We take this opportunity to remind DAP that Item 5 of GCG Memorandum Circular No. 2017-02⁵ mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. DAP is thus requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the 1st Quarterly Monitoring Report for 2021.

FOR DAP'S COMPLIANCE.

Very truly yours,

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 01 September 2020.

³ Officially received by the Governance Commission on 27 November 2020.

⁴ Officially received by the Governance Commission on 16 December 2020.

⁵ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

DAP Strategy Map (2018-2023) Regional and Local Technological Innovation in **Governance and Productivity** Development VISION SO3: Broadened DAP is the leading CUSTOMERS & STAKEHOLDERS SO1: Enhanced adoption of SO2: Improved competence of innovative and knowledge organization effectiveness and government synergistic solutions efficiency of providing innovative, officials to address broadgovernment based socioeffective and responsive organizations economic concerns assisted solutions to the country's development challenges. SO4: Ensured delivery of relevant SO5: Broadened high quality training, network and linkages education. with local and foreign **MISSION** research/studies. (public or private) and consultancy institutions DAP fosters synergy and services supports the development forces at work towards sustainable and inclusive growth. Specifically, DAP commits to: SO6: Sustained financial 1. Generate policy and viability action through research INTERNAL PROCESS and strategic studies that address development issues and emerging challenges. SO7: Enhanced 2. Promote excellence in operational efficiency and effectiveness leadership and organizations through training, education, and LEARNING & GROWTH consultancy. 3. Catalyze the exchange of SO8: Expanded and ideas and expertise in maintained pool of high productivity and performing talents development in the region of Asia and the Pacific. **CORE VALUES** Dangal Galing Tatag (Honor and Integrity) (Smart and Innovative) (Stable and Future-ready)

DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)

Component						Baseline Data		Recalibrated Target	Target		
	0	bjective/Measure	Formula	Wt.	Rating System ^{a/}	2018	2019	2020	2021		
CUSTOMERS / STAKEHOLDERS	SO 1	1 Enhanced Competence of Government Officials									
	SM 1	Completion Rate (GSPDM & PMDP)	Number of graduates over enrolled students per class	10%	Actual / Target	GSPDM: 96.40% PMDP: 99.18%	GSPDM: 94.74% PMDP: 98.40%	GSPDM: 90% PMDP: 90%	GSPDM: 90% PMDP: 90%		
	SM 2	Percentage of Capstone Project Plans (CPPs) or Action Plans & Projects (APPs) Success Rate	Proportion of participants or students with accepted or implemented CPPs/ APPs or Capstones	10%	Actual / Target	GSPDM: 100% PMDP: 83.47%	GSPDM: 100% PMDP: 89.42%	GSPDM: 90% PMDP: 85%	GSPDM: 90% PMDP: 85%		
	SM 3	Number of Local and International Public- Sector Productivity Specialist Trained	Total number of graduates from productivity specialist courses	5%	Actual / Target	89	100% of Participants (99) Trained	75	100		
3 / S	SO 2	Improved Effectiveness and Efficiency of Government Organizations Assisted									
CUSTOMER	SM 4	Percentage of Client Government Agencies Assisted on QMS with ISO 9001-Certifiable QMS	No. of agencies with ISO 9001 Certifiable QMS over total number of agencies assisted on QMS	5%	Actual / Target	95.12% (39 out of 41)	100.00%	50%	80%		
	SM 5	Agencies Assisted in Innovation and Productivity Improvement Project (IPIP) Plan Development and Innovation Laboratory Projects	Total count of agencies assisted in innovation projects	5%	Actual / Target	28	13	8	20		

		Component		Baseline Data		Recalibrated Target	Target		
O	bjective/Measure	Formula	Wt.	Rating System ^{a/}	2018	2019	2020	2021	
SO 3	Broadened Adoption of Innovative and Synergistic Solutions to Address Broad-based Policy and Socio-Economic Concerns								
SM 6	New Government Programs Institutionalized	Total number of programs that have been institutionalized	5%	Actual / Target	Adoption of the Alternative Learning System – Education and Skills Training (ALS-EST) by the Dep. of Education	Draft Administra- tive Order for the Policy on Service Quality Standards (SQS) in Frontline Govt. Service Providers	Institutionalization of One (1) Program	Institutionalizatior of One (1) Prograr	
SM 7	Researches and Studies Completed	Total number of research and studies completed	5%	Actual / Target	6	6	7	7	
SM 8	Strategic Research Utilized by Clients	Total count of research utilized by client/s	5%	Actual / Target	N/A	N/A	1	1	
SO 4	Ensured Delivery of Relevant High-Quality Training, Education, Research/Studies and Consultancy Services								
SM 9	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	5%	Actual / Target 0% = If less than 80%	93.29%	97.57% (402 of 412)	85%	85% ⁱⁱ	

ⁱⁱ Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

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	Component						Baseline Data		Target		
	0	bjective/Measure	Formula	Wt.	Rating System ^{a/}	2018	2019	2020	2021		
	SO 5	Broadened Network and Linkages with Local and Foreign (Public and Private) Institutions									
	SM 10	Active Partnership with Institutions	Total number of partnerships with existing activities over total number of partnerships	5%	Actual / Target	14 out of 17 partners	8/8 (100%)	80% of existing and new partners	80% of existing and new partners		
	SM 11	Implemented International Projects/ Hostings	Total count of APO projects hosted or implemented by DAP	5%	Actual / Target	17	16	15	15		
			Sub-total	60%							
	SO 6	Sustained Financial Viability									
HAL	SM 12	Gross Revenues (in million pesos)	Actual Figure	5%	Actual / Target	₽653.82	₽673.65	₽570 Million	₽597 Million		
FINANCIAL	SM 13	Earnings Before Income Tax, Depreciation and Amortization (EBITDA)	Actual Figure	5%	Actual / Target	₽97.16	₽64.25	P49 Million	₽54 Million		
			Sub-total	10%							
	SO 7	Enhanced Operational Efficiency and Effectiveness									
INTERNAL	SM 14	Budget Utilization Rate for Major Government Programs from NG	Total amount disbursed by DAP over total amount released by DBM	10%	Actual / Target	99.74%	100%	100%	100%		

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Component						Baseline Data		Recalibrated Target	Target		
	Objective/Measure		Formula	Wt.	Rating System ^{a/}	2018	2019	2020	2021		
	SM 15	On-Time Delivery Rate	No. of projects completed on or before agreed project duration / total no. of projects completed	3%	Actual / Target	81.29%	93.58%	80%	80%		
	SM 16	Quality Management System (QMS) Conformance Rate	Actual Accomplishment	5%	All or Nothing	Continued Certification ISO 9001:2015	Passed 2 nd Surveillance Audit	Continued Certification ISO 9001:2015	Passed 1 st Surveillance Audit (ISO 9001:2015)		
	SM 17	e-government Initiative Developed/ Implemented	Actual count of e- government initiative developed/ implemented	2%	All or Nothing	N/A	N/A	N/A	1		
			Sub-total	20%							
4	SO 6	Expanded and Maintain	Expanded and Maintained Pool of High-performing Talents								
S & GROWTH	SM 18	Organizational Climate/ Employee Morale Index	Score on Employee Morale of Employees Surveyed	5%	Actual / Target	3.8	4.0	3.5	3.5		
LEARNING	SM 19	Percentage of Employees Meeting Required Competencies	Incumbents meeting required competency / filled plantilla	5%	Actual / Target	95.96% (261 out of 272 plantilla personnel)	54.55% (6 of 11 from POG and GSPDM)	95% of Employees Meeting Required Competencies	95% of Employees Meeting Required Competencies		
		Sub-total 1									
			TOTAL								

a/ But not to exceed the weight assigned per indicator.