

The 2011
ANNUAL REPORT



development academy of the philippines

Forging Partnerships Towards Developing a Culture of Integrity and Performance Excellence

of the philippines

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Acronyms

ASEAN	Association of Southeast Asian Nations
AFP	Armed Forces of the Philippines
AFP-CGSC	AFP- Command General Staff College
APO	Asian Productivity Organization
BFAR	Bureau of Fisheries and Aquatic Resources
BFP	Bureau of Fire Protection
BIR	Bureau of Internal Revenue
BOC	Bureau of Customs
BOT	Board of Trustees
BSC	Balanced ScoreCard
BSU	Benguet State University
CARD-MRI	Center for Agriculture and Rural Development – Mutually Reinforcing Institutions
CESDP	Career Executive Service Development Program
CHED	Commission on Higher Education
CSC	Civil Service Commission
DA-ATI	Department of Agriculture - Agricultural Training Institute
DBM	Department of Budget and Management
DAP	Development Academy of the Philippines
DepEd	Department of Education
DOE	Department of Energy
DOH	Department of Health
DSWD	Department of Social Welfare and Development
DPWH	Department of Public Works and Highways
DOST	Department of Science and Technology
DTTBs	Doctors to the Barrios
EST	Environmentally Sound Technologies
EVP	Executive Vice President
GHG	Greenhouse Gas
GOCC	Government-Owned and Controlled Corporations
GQMC	Government Quality Management Committee
GSPDM	Graduate School of Public and Development Management

HDMF	Home Development Mutual Fund
IDAP	Integrity Development Action Plans
ISA	Institute for Solidarity in Asia
ISMS	Information Security Management System
LCEs	Local Chief Executives
LGU	Local Government Units
LSPU	Laguna State Polytechnic University
MIRDC	Metals Industry Research and Development Center
MDGs	Millennium Development Goals
MPM	Master in Public Management
MPQM	Master in Productivity and Quality Management
MOOE	Maintenance and Other Operating Expenses
NAPC	National Anti-Poverty Commission
NAPOLCOM	National Police Commission
NCC	National Competitiveness Council
NDC	National Development Company
NEDA	National Economic and Development Authority
NGA	National Government Agency
NGICS	National Guidelines on Internal Control Systems
NGOs	Non-Government Organizations
NPO	National Productivity Organization
OP	Office of the President of the Philippines
PCIC	Philippine Crop Insurance Corporation
PEGR	Philippines-Australia Partnership for Economic Governance Reforms
PSG	Presidential Security Group
PGS	Performance Governance System
PNP	Philippine National Police
PPP	Public-Private Partnership
P&Q	Productivity and Quality
PQPM	Philippine Quality and Productivity Movement
QMS	Quality Management System
SITS	Special Intelligence Training School
SMEs	Small and Medium Enterprises
SUCs	State Universities and Colleges
SSS	Social Security System
TES	Technical Expert Services
TESDA	Technical Education Skills Development Authority
TIEZA	Tourism Industrial Estate Zone Authority
UNEP	United Nations Environment Programme
VP	Vice President

Message from the Chairman



When I was elected in February 2011 as Chairman of the Academy's Board of Trustees, I said that the Development Academy of the Philippines (DAP) should do what it does best—creating programs and projects that make a significant impact on the country's development efforts, just as it did during its early years of existence.

I commend the Academy for having crafted innovative programs in the areas of good governance and productivity improvement even before they became the trend. The DAP has gained a reputation as a pioneer in development initiatives. Its programs today are clearly aligned with and supportive of the Aquino Administration's Philippine Development Plan 2011–2016 and these can be adopted across leadership styles as well as the times.

I am particularly pleased that the DAP Management has pursued the programs the Board members suggested since its first meeting in 2011. These include the revival of the Career Executive Service Development Program, a banner program in the early 1970s that established career

professionalism in the third level of the bureaucracy; the formulation and implementation of the Capability Building Program on *Public-Private Partnership* (PPP); and the development of a *Result-based Performance Management System*, among others.

With the dedication, enthusiasm and hard work shown by the DAP officers and staff, I firmly believe that DAP continues to be relevant to the demands of development now and in the future.

Congratulations on a year well spent!

A handwritten signature in black ink, reading "C. Paderanga, Jr." in a cursive style.

CAYETANO W. PADERANGA, JR.

*Secretary for Socio Economic Planning
Director-General, National Economic & Development Authority
Chairman, Development Academy of the Philippines*

Message from the President

The year 2011 was a transition year for the Development Academy of the Philippines (DAP). With the onset of the new Administration of His Excellency, President Benigno S. Aquino III, the DAP aligned its Strategic Plan for 2011 to 2016 to support his Social Contract, as embodied in the Philippine Development Plan (PDP).

Guided by two Institutional Focus Areas of “*Accountable Governance*” and “*National Productivity and Competitiveness*” as its main contributions to the new Administration’s goal of “*Inclusive Growth*,” the Academy started pursuing in 2011 a four-point agenda for transformational change in the bureaucracy: competence building for transformation and for excellence in the public sector; countering corruption and enhancing integrity in governance; promotion of a culture of continuing improvement and innovations and capacity-building to manage policy reform initiatives.


Even if it was a transition year of adjustments and alignments, 2011 was a productive one for the Academy, as it generated an increase of 5 percent in its volume of business. It also posted a modest income 34 percent higher than that of 2010.

Inspired by the new DAP Board of Trustees, headed by Sec. Cayetano W. Paderanga, and with its full support, the Academy developed—as well as secured mandates and funding for—banner programs which were developed in 2011 and will be implemented in 2012. These programs include the National Government’s Career Executive Service Development Program; the development of a harmonized Results-based Performance Management System; the rationalization and harmonization of the Public Sector Human Resources Management and Development Plan; and Capacity-Building for Public-Private Partnerships.

Indeed, its accomplishments in 2011 show that the Academy has proven its continuing relevance and viability as an institution.

I thank the Chairman and the DAP Board of Trustees, my fellow career officials in Top Management, and the entire staff who made 2011 a year of success. It has launched the realization of our shared vision for the Academy as “*the foremost catalyst of transformational change towards effective governance and productivity for sustainable development.*”




ANTONIO D. KALAW JR., CESO I
President, Development Academy of the Philippines
Chairman, Career Executive Service Board

Corporate Profile

Our Vision

The Academy is the foremost catalyst of transformational change towards effective governance and productivity for sustainable development.

Our Legal Mandate

Its Charter (Section 1 of Presidential Decree No. 205, dated June 7, 1973) states that the purposes of the Academy are:

- “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;”
- “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

- “To discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Far East.”

Our Mission

- To enhance the capacities of agencies of government in fulfilling their mandates to serve the citizenry;
- To foster and support synergy among the development forces at work in nation-building; and
- To catalyze/promote exchange of innovative ideas and expertise on development in the Philippines and Asia.

*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.**”*



Onofre D. Corpuz
Founding President, DAP

Our Roles

The Academy serves as a Change Catalyst, Capacity Builder, and Partnership Builder for Development and Performance Excellence.

Our Services

The Academy conducts training, education, consultancy or technical assistance, policy and action-oriented research, and publications.

Our Institutional Focus Areas

In support of the Philippine Government's priorities to achieve Inclusive Growth, Academy programs and projects promote its Institutional Focus Areas of "Accountable Governance" and "National Productivity and Competitiveness."

Our Clients

Its primary client is the Government (i.e., National Government Agencies [NGAs], Local Government Units [LGUs], Government-Owned and Controlled Corporations [GOCCs], Constitutional Bodies, Legislature, Judiciary, Private Sector, Civil Society, Academe and International Organizations).

Our Products and Programs

• Good Governance:

- ▶ Executive and Management Development
- ▶ Results-Based Performance Management
- ▶ Code of Conduct Development
- ▶ Citizens' Charter Formulation and Enhancement
- ▶ Strategic Operations Planning and Management
- ▶ Integrity Development
- ▶ Internal Control Systems Development
- ▶ Policy Research, Development and Evaluation
- ▶ Program/Project Development, Management, and Evaluation
- ▶ Capacity Building for Public-Private Partnerships
- ▶ Local Development Planning
- ▶ Local Legislation

- ▶ Local Resource Generation and Mobilization
- ▶ Local Enterprise Development Management
- ▶ Tourism Development Planning

• Productivity, Quality and Competitiveness:

- ▶ Whole-of-Government Service Delivery System Improvement and Development
- ▶ ISO 9001 Quality Management System Development and Installation
- ▶ Productivity and Quality Improvement for SMEs and Agriculture
- ▶ Public Service Excellence
- ▶ Value Chain Productivity Enhancement
- ▶ Philippine Quality Award (PQA) Administration for the Public Sector
- ▶ Frontline Service Quality Standards Development for the Public Sector
- ▶ Productivity Measurement and Quality Management Audit/Assessment

• Knowledge Management:

- ▶ Leadership Development
- ▶ Supervisory Development
- ▶ Training of Trainers
- ▶ Presentation Skills Development
- ▶ Information Security Management System
- ▶ Information Communications and Technology Skills Development
- ▶ Organizational Assessment
- ▶ Competency and Training Needs Assessment
- ▶ Competency Modeling, Profiling and Development
- ▶ Knowledge Mapping, Knowledge Audit, and Application
- ▶ Systems Development

• Sustainable Human Development:

- ▶ Energy Efficiency and Conservation
- ▶ Renewable Energy Promotions and Training
- ▶ Disaster Risk Reduction-Climate Change Adaptation
- ▶ Integrated Solid Waste Management
- ▶ Eco-Tourism Planning and Development
- ▶ Social Equity Advancement
- ▶ Rural Development
- ▶ Community Development

• **Graduate Education:**

- ▶ Executive Doctorate in Educational Leadership (EDEL)
- ▶ Master in Public Management (MPM)
 - Regular Class
 - Major in Development and Security
 - Major in Integrity Development in Governance
 - Major in Local Governance and Development
 - Major in Biodiversity and Conservation Management
 - Major in Health Systems and Development
 - Major in Rural Development
 - Major in Development and Entrepreneurship
- ▶ Master in Productivity and Quality Management (MPQM)
 - Regular Class
 - Major in Micro-Finance
- ▶ Graduate Certificate Courses or Diploma Courses on:
 - Corruption Prevention
 - Development of Productivity Practitioners
 - International Development and Security

Our Facilities

The Academy operates and maintains office, classroom, and live-out training facilities in its corporate headquarters in Ortigas Center, Pasig City. It also has conference and live-in training facilities complete with board and lodging amenities in Tagaytay City. Both these facilities generate 40% of the Academy’s revenues.

Our Structure

The Academy operates as a project organization primarily because of its nature of business. Its policy making body is its Board of Trustees composed of ex-officio members headed by a Chairman elected from among the Trustees. The President of the Academy implements the policies of the Board and manages its operations. The Academy has basically four (4) major groups: Corporate Affairs, headed by a Vice-President; Program Operations, headed by a Senior Vice-President; the Graduate School, headed by a Dean with the rank of Senior Vice-President; and Support Operations, headed by a Senior Vice-President. There are centers, institutes, and offices under each of the major Groups, each headed by Vice-Presidents, Managing Directors, Directors, or Managers, as the case may be. Project Teams, headed by Project Managers, are created in each Center to implement projects as contracted for with Academy clients. The Academy expands and contracts depending on its volume of business.

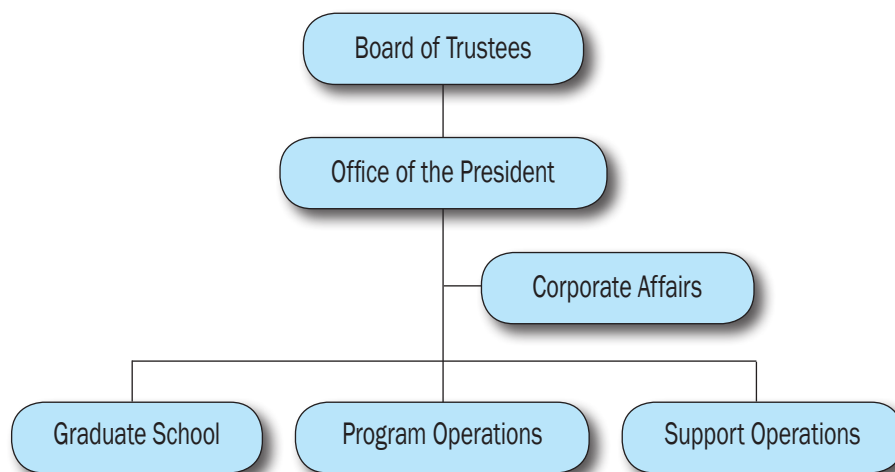


Figure 1. The DAP Organizational Structure

Accomplishment Highlights

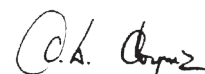
The year 2011 was a transition year for the Academy for a number of reasons. First, the need for time to complete programs and projects that had been initiated in 2010 was acknowledged. Secondly, new programs were being developed in anticipation of the implementation of the 2011-2016 Strategic Plan. This plan is to serve as a guidepost for DAP in its mandate as think-tank and capacity builder, as well as for its advocacy of public sector productivity among development forces involved in nation-building. Third, the Academy made use of this time to consolidate its resources towards maintaining its relevance as the bureaucracy's major support institution. This was of particular consequence in terms of aligning its programs and projects to the 16-point agenda of the recently-installed administration of President Benigno S. Aquino III.

Thus, in its continuing role as innovator and facilitator, the Academy welcomed the year as an opportunity to develop and implement programs along the focus areas of accountable governance, national productivity and competitiveness, innovative policy reforms, and internal organizational sustainability. And, as in previous years, its performance was to be measured based on criteria established in the BSC (balanced scorecard) —namely, relevance, stakeholders, financials, process, and people.

Program Operations

In support of the Social Contract of President Benigno S. Aquino III which was translated into the Philippine Development Plan (PDP), which aims for “Inclusive Growth,” the Academy pursued its proposed Four-Point Strategic Agenda for Transformational Change in the Bureaucracy starting 2011. Aimed at reforming institutions, rebuilding integrity, and achieving effectiveness in the performance of developmental tasks, the Academy's development agenda built on a) competence building for transformation and for excellence in the bureaucracy; b) countering corruption and enhancing integrity in governance; c) promoting a culture of continuing improvement and innovation; and d) engaging in capacity building to manage policy reform and implementation. The agenda thus focused on programs that would help transform the Philippine bureaucracy into a clean, enabling, and service-oriented government; and that

What was needed then, ... was an institution capable of gearing government agencies to play their proper roles, principally through attitudinizing not only their officials and personnel but also their clients in order to maximize the utilization of their resources and capabilities.



Onofre D. Corpuz
Founding President, DAP



Figure 2. Distribution of Projects by Thrust Area

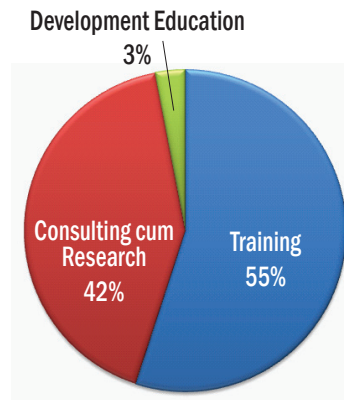


Figure 3. Distribution of Projects by Delivery Mode



Figure 4. Distribution of Revenues by Delivery Mode

would capacitate government agencies in effecting desired outcomes in critical sectors of the economy.

With accountable governance and national productivity and competitiveness as its twin institutional focus areas, the Academy implemented and completed 182 projects in 2011. Figure 2 shows that the Academy had more programs and project interventions in the area of productivity (55 percent) than governance (45 percent). In terms of the mode of delivery, most project interventions fell under training (55 percent), followed by consultancy cum research (42 percent) and although development education a share of 3 percent, most of the projects were long running and continuing (Fig. 3). However, in terms of revenue share (Fig. 4), training contributed the highest at 42 percent, followed by consultancy cum research (32 percent) and development education (26 percent). The programs stemming from the development agenda carried the banner of public sector productivity, utilizing programmatic innovations and value-adding application of productivity tools, techniques and measurements. Programs and projects on education and human capital development were adjunct interventions implemented generally to capacitate the development institutions and individuals in government, as well as those in the private sector and community organizations.

The Academy's development agenda was implemented in the following areas:

Competence-building for Transformation and Excellence in the Bureaucracy—Programs in this cluster are geared towards the professionalization and competence of public servants in the bureaucracy.

Countering Corruption and Enhancing Integrity in Governance—Efforts that focus on these goals are coursed through advocacy, technical assistance, and capacity building to foster whole-of-government anti-corruption programs towards strengthening systems integrity in government.

Promoting a Culture of Continuing Improvement and Innovation—This cluster centers on promoting a seamless and citizen-focused service delivery system in government; the productivity-driven development of small and medium enterprises (SMEs); and an upscaling of e-Villages to digitally connect agricultural communities towards raising agricultural productivity.

Capacity Building to Manage Policy Reform and Implementation—These initiatives involve the strengthening of educational institutions to manage educational reforms; the cascading of public-private partnerships to stakeholders; and the conduct of capability-building exercises on disaster risk reduction and management, as well as on climate change adaptation.

The programs and projects in the Academy's development agenda were delivered by the core business groups of the Academy, namely the Program Operations Group and the Graduate School of Public and Development Management (GSPDM); and were provided via consulting on technical assistance, professional education, training, and policy research. These interventions likewise focused on capacitating development institutions and individuals in government, as well as those in the private sector and community organizations.

Accountable Governance. In working towards strengthening integrity and accountability in the public sector, the Academy continued to take the lead in capacitating and providing technical assistance to national government agencies (NGAs) and local government units (LGUs). Among the significant interventions undertaken during the year were the following:

- **Performance Governance System.** In a public-private partnership with the Institute for Solidarity in Asia (ISA), the Office of the President of the Philippines

(OP), and the National Competitiveness Council (NCC), the Academy continued to install and institutionalize a BSC-based Performance Governance System (PGS) in selected NGAs pursuant to Executive Order No. 823 and other memoranda directives from the Office of the President. Among the agencies assisted during the year were the Department of Social Welfare and Development (DSWD), the Department of Public Works and Highways (DPWH), the Civil Service Commission (CSC), the Philippine National Police (PNP), the Department of Health (DOH), Bureau of Customs (BOC) and the Bureau of Internal Revenue (BIR).

- **Strategic Planning.** A significant strategic planning exercise conducted by the Academy was in the formulation of the Strategic Plan for the Public-Private Partnership (PPP) Center of the Philippines, an agency attached to the National Economic and Development Authority (NEDA), which helped define the Center's strategic directions for 2011-2016. This provided the PPP Center with the strengthened institutional capacity to deliver its mandate—as stipulated in Executive Order No. 8—which is to render financial and technical assistance to implementing agencies, LGUs and other government instrumentalities in the project management of PPPs. Other strategic planning interventions of the Academy were for the National Police

The Academy must assist government in preparing the structural framework within which the people are to participate in the decision-making and problem solving processes. This involves the learning of new skills, and new attitudes.

Onofre D. Corpuz
Founding President, DAP



▲ One of the series of workshops on Supporting the Government's Push for Public-Private Partnerships. In this photo are: (L-R) PPP Center Executive Director Cosette V. Canilao, NEDA Director-General Cayetano W. Paderanga, Jr., British Ambassador Stephen Lillie, British Embassy Director for Trade and Investment Derek Page and DAP President Antonio D. Kalaw, Jr.

Commission (NAPOLCOM), Bureau of Fire Protection (BFP), Tourism Infrastructure and Enterprise Zone Authority (TIEZA), and Laguna State Polytechnic University (LSPU).

- *Integrity Development Review.* The Academy conducted this program for the Department of Labor and Employment (DOLE), Technical Education Skills Development Authority (TESDA) and the Land Bank of the Philippines (LBP). This technical assistance cum training program intervention led to the promotion of professionalism and integrity among the public officials and employees of these three agencies, by raising their awareness about corruption prevention. The program also made useful and practical corruption prevention tools available for participants to use in improving their organization and systems integrity. All these agencies were assisted in the formulation of their respective Integrity Development Action Plans (IDAP).

K-to-12 key resource persons (L-R): CHED Chairperson Patricia B. Licuanan; DepEd Secretary Armin A. Luistro, FSC; and TESDA Director-General Joel J. Villanueva. ▼



- *National Guidelines on Internal Control Systems (NGICS).* Commissioned by the Department of Budget and Management (DBM), the Academy developed generic NGICS-based learning modules and sets of instructions to be used in the capacity building and mainstreaming of internal control systems, for adaptation by government agencies in their respective operations.



▲ Labor and Employment Secretary Rosalinda D. Baldoz (right) addresses the participants during the consultation-workshop on the formulation of DOLE's Integrity Development Action Plan for 2012-2016.

- *K to 12 (Phase 2).* Meant to provide management assistance to the Department of Education (DepEd) in finalizing the implementation plan and building support for the Enhanced K to 12 Basic Education Program, DAP's technical assistance was instrumental in the timely development of critical reform outputs that led to the K to 12 implementation roadmap. The Academy also helped organize a multi-sectoral body and working groups that would be responsible for the various aspects of K to 12 program development.
- *DAP Programs/Projects for LGUs.* A number of training programs on various areas were conducted by the Academy for different LGUs. Among these were training on Revenue Generation (in Puerto Princesa, Zambales, and Aklan), Capability Building on Governance Training (in Occidental Mindoro), Feasibility Studies for LGUs in setting up slaughter houses (funded by the National Meat Inspection Service), and Urban Health Equity (for the city governments of Caloocan, Manila, Las Piñas, Mandaluyong, Pasig, Baguio, Cebu, Butuan, and Cagayan de Oro—the completion of the course is creditable to the MPM Major in Health Systems Development in the Academy's Graduate School). The Academy likewise provided technical assistance to 609 priority LGUs in terms of orienting the local chief executives (LCEs) on the National Anti-Poverty Commission's (NAPC) poverty

reduction and empowerment program of the government.

- *Environmental Management: Climate Change Adaptation.* The Academy also undertook advocacies related to the global warming concerns of the world, aimed at strengthening safety measures towards cushioning the damaging effects of climate change brought about by global warming on the health of the population. Also worth mentioning is the convening during the year 2011 of the LGU Summit 3i: Climate Change Adaptation in the Philippines, targeted at city LGUs, particularly their planning officers. The Summit was designed to provide a venue to increase the country's awareness to climate change adaptation measures at the local level and to meet its 2015 Millennium Development Goal (MDG) commitments.
- *National Productivity and Competitiveness.* As a pioneer in the area of productivity and total quality management advocacy,

the Academy has been a model for various movements and organizations, as well as the institutionalization of the Philippine Quality Awards (PQA) System, for which it is the administrator for the public sector. Throughout the past year, it has furthered its initiatives in this area, by way of the following:

- *The Quality Management Program.* The Academy has continued to serve as the Secretariat of the Government Quality Management Committee (GQMC), as mandated by Executive Order No. 605. In line with this mandate, it has continued to be involved in the installation of Quality Management Systems (QMS) towards ISO certification in various national agencies and local government units, as well. In 2011, QMS programs implemented resulted in agencies being ISO 9001:2008-certified. Among them are: the NEDA-Regional Office 1, the Bureau of Internal Revenue (BIR),



▲ President Benigno S. Aquino III poses with the awardees and guests during the third recognition ceremony for ISO 9001-certified government organizations at the Rizal Hall, Malacanang Palace. With him are: (front row, L-R) Deputy Executive Secretary Alberto A. Bernardo, DTI Secretary Gregory L. Domingo, DPWH Secretary Rogelio L. Singson and DAP President Antonio D. Kalaw, Jr.



◀ At the ceremonial launching of the Benguet AgriPinoy Trading Center, DA Secretary Proceso Alcala (7th from left) is joined by other key players behind setting up of the P400M facility. With him are: (L-R) DAP President Antonio D. Kalaw, Jr.; DA Undersecretary Claron Alcantara; DA-APTC Program Director Ariel Mañalac, Benguet farmers' marketing cooperative Vice-Chairman John Sagpaey, La Trinidad Mayor Gregorio Abalos, Benguet Representative Ronald Cosalan, Benguet Governor Nestor Fongwan; DA Regional Director Marilyn Sta. Catalina; and Benguet State University President Rogelio Colting.

the Social Security System (SSS), the Philippine Crop Insurance Corporation (PCIC), the Philippine Ports Authority (PPA), the Philippine Navy Finance Center (PNFC), the City Government of Tanauan (Batangas), the National Development Company (NDC), and the Home Development Mutual Fund (HDMF). Four other agencies still have to undergo audit before becoming ISO 9001:2008 certified, namely: the Technical Education and Skills Development Authority (TESDA), Benguet State University (BSU), the Bureau of Fisheries and Aquatic Resources (BFAR)-RFO1, and Don Mariano Marcos Memorial State University (DMMMSU).

- *Knowledge Management (KM).* The Academy has also conducted training for three batches of the recently-developed ISO 27001 Information Security Management System (ISMS), which establishes clear strategies for managing information security in an organization. The course provides insights into the risk management framework, which involves the process of selecting control structures that are aligned with business needs.
- *Agricultural Productivity Enhancement Program.* The Academy conducted training courses on productivity and quality (P&Q) to further develop the competencies of P&Q champions and specialists, particularly in the agricultural sector.

Towards this, the Academy conducted training programs on the Development of P&Q Champions and Specialists in Agriculture, specifically to develop and produce a pool of agricultural productivity and quality leaders and specialists from the Department of Agriculture-Agricultural Training Institute (DA-ATI), and selected provinces and municipalities. Particularly significant is the major role it played in the preparation of the Feasibility Study on AgriPinoy Trading and Processing Center, intended to link farmer producers to market, trading, and processes. Particularly, the Academy was involved in the formulation of a business model for a trading center, which was piloted in La Trinidad, Benguet. Continuing intervention was also done in the implementation of Phases 1 and 2 of the Aurora e-Village Program, in terms of sustainable growth.



▲ Sen. Edgardo J. Angara and DAP President Kalaw visit the Aurora eVillage website.

- *SME/Industry Competitiveness Program.* In partnership with the Asian Productivity Organization or APO, five training programs towards enhancing the competitiveness of SMEs were implemented. These are: *e-Learning Course on ISO 26000, Guidance on Social Responsibility, e-Learning on Management Systems ISO 9001 and ISO 14001, National Training Program on Innovations in Production Systems, and Development of Productivity Practitioners Basic Program.*
- *Philippine Quality Awards.* The Academy continued to handle the administration of the *Philippine Quality Awards (PQA)* for the public sector per RA 9013. It is worth noting that in 2011, two DOST agencies – Metals Industry Research and Development Center (MIRDC) and DOST-Region 9 – were recipients of the PQA Recognition for Commitment to Quality Management.
- *Environmental Management: Energy Efficiency.* The Academy implemented and conducted foreign-assisted e-learning courses and renewable energy training programs aimed at promoting energy efficiency and conservation methodologies towards enabling individuals who are expected to be knowledgeable in designing, installing, operating and maintaining solar, biogas, and wind technologies. Worth noting is the training workshop conducted by the Academy on Energy Efficiency and Conservation for the Department of Energy (DOE), which aimed at introducing the concept of an Energy Management System using the ASEAN-developed *Energy Management Handbook*,

towards training the participants on the conduct of energy audit and energy consumption monitoring. Other projects implemented in the area of environmental management focused on building the capacities of local communities towards enabling them to identify and implement environmentally sound technologies (EST) for waste, agricultural biomass and plastic waste recycling. These are intended to assess their potential for resource conservation and greenhouse gas (GHG) emissions reduction. Specifically, the Academy provided technical assistance to the provinces of Nueva Ecija and Bohol on Converting Waste Agricultural Biomass into a Fuel/Resource in the Philippines, with fund assistance from the United Nations Environment Programme (UNEP).

DAP-APO Linkage. Meanwhile, as the local implementing organization for the Philippine Government's commitment to APO, the Academy hosted two international courses in 2011, namely that for the *Development of Productivity Practitioners*, aimed at developing future experts and specialists in productivity improvement in member countries; and of the *International Training Course for Trainers*



▲ President Benigno S. Aquino with DOST-MIRDC and DOST-Region IX officials and staff during the 14th PQA Conferment Ceremonies at the Malacanang Palace. Joining them are DTI Secretary Gregory L. Domingo (3rd from left), DOST Secretary Mario G. Montejo, DAP President Antonio D. Kalaw, Jr. and former CSC Chair Corazon Alma de Leon (5th, 6th and 7th from left, respectively).

on *Planning and Management of Ecotourism*, which was expected to train trainers from relevant government agencies, non-government organizations (NGOs), industry associations, academia, and consultants of NPOs on ecotourism planning and management, as well as familiarize participants from member countries with the training tools and techniques for different ecotourism stakeholders.

Moreover, in collaboration with the APO, the Academy hosted a number of international e-learning courses during the year, particularly in the areas of knowledge management, corporate social responsibility (ISO 26000) guidelines, integrated management systems (ISO 9001, ISO 14001 and OHSAS 18001), and the international trade of agriculture and food products. These programs were aimed at enhancing the competitiveness of the industry sector, particularly the SMEs.

As 2011 marked the 50th founding anniversary of the APO, DAP played a major role in the year's Awarding Program. As NPO, the Academy facilitated the APO Regional Awards and hosted the National Awards, of which two prominent personalities were recipients: His Excellency, Former President of the Philippines Fidel V. Ramos was the APO Regional Awardee, while Philippine Quality for Productivity Movement (PQPM) Former President Feliciano Torres was given the National Award. They were cited for their outstanding contributions to the Productivity Movement in the region and in the country, respectively.

Likewise, the Academy assisted APO Secretary-General Ryuichiro Yamazaki during his official visit to the Philippines where he met with government officials and business leaders as part of his mission to raise awareness on the APO and its programs among key stakeholders in member-countries.

As administrator of the APO capacity-building programs in the Philippines, the Academy continued to facilitate the processing of qualified candidates to APO. In 2011,



▲ APO Secretary General Yamazaki (second from right) meets Finance Secretary Cesar Purisima (second from left) during the former's working visit to the Philippines. Joining them are DAP President Kalaw (left) and APO Director for Agriculture Joselito Bernardo (right).

93 Filipinos attended various APO training scholarships abroad after having been screened and nominated by the Academy. Around 65% were from government and 35% from the private sector. Out of the 60 APO grantees from government, 24 came from National Agencies, 31 from GOCCs and 5 from SUCs. Of the 33 APO grantees from the private sector, 19 came from industry, 7 from agriculture and 7 from NGOs.

The Academy also continued to adopt its strategy of harnessing the expertise of the pool of APO Alumni or APO grantees, as partners of the NPO, to help drive its program thrusts and the national productivity movement. This was done through the conduct of action-planning activities for the grantees (echo/knowledge sharing seminars, debriefing workshop sessions, and APO grantees' forum), updating of grantees' profile and development of grantees database, and tapping of the grantees/alumni as experts/resource persons/consultants for the P&Q programs of the NPO.

As the NPO, the Academy also managed the deputation of the Technical Expert Services (TES) Program. Significantly, three DAP officials were deputed as Technical Experts, namely, DAP President Antonio D. Kalaw, Jr. for Experts Meeting for the APO Strategic Planning; VP Carlos A. Sayco, Jr. for the Special APO 50th Anniversary; and Dir. Ma. Theresa A. Agustin for the Study Meeting on KM Clusters for SMEs in Asia. For foreign



▲ 2011 APO National Award recipient Feliciano Torres (center), President, Yazaki-Torres Manufacturing, Inc. and former PQPM President poses with fellow P& Q Champions: (L-R) Mr. Roberto Sison, President, Employers Confederation of the Philippines; Ms. Marilou Calzado, President, Calzado Management Consultancy; Mr. Alejandro Escano, President, Meralco Foundation Institute; Mr. Antonio D. Kalaw, Jr., President, DAP; Engr. Felimon Berba, Jr., President, Philippine Foundation for Science and Technology; Ms. Margarita R. Songco, Deputy Director-General, NEDA; Atty. Lyn Danao-Moreno, Assistant Secretary, Office of the President; and Mr. Arturo Tolentino, independent consultant; and Carlos A. Sayco, Jr., Vice President, DAP.

technical experts, the Academy facilitated the deputation of Ms. Mariette Du Tolt-Hembold and Mr. Rajendra Narsingh Suwal for the National Conference on Community-based Rural Tourism; Mr. Hans Peter Jespersen for Capacitating Small Farmers towards a Climate Change Resilient and Profitable Citrus-based Industry in Mindanao; Mr. Brian Marson for Fostering Innovation in the Public Sector: Development of a Public Sector Innovation Framework for the Philippines (Citizen-centric Government); and Mr. Ab. Rahim Yusoff for Capability Building for Promoting Innovation for the Competitiveness of SMEs in the Service and Industry Sectors.

Special Projects. The Academy also initiated a number special projects that were proposed by the members of the DAP Board of Trustees under the leadership of Chairman Cayetano W. Paderanga.

National Government Career Executive Service Development Program. This is a revival of Career Executive Service Development Program (CESDP), a banner program of the DAP in the '70s that sought to foster careerism in the bureaucracy. An undertaking of the National



▲ Dr. Dong-Kyu-Choi, outgoing APO Governing Body Chair, presents the 2011 Regional Award to former Philippine President Fidel V. Ramos in Kuala Lumpur, Malaysia.

Government, the program aims to train non-CES eligibles and non-CESOs appointed to CES positions and high performing and high potential middle managers who could be promoted and appointed to CES positions



starting 2012. The Program obtained its mandate and funding approval in 2011 for inclusion in the Government Appropriations Act (GAA) for 2012, with an oversight Inter-Agency Steering Committee composed of NEDA, CSC, DBM, DOF and CESB and with DAP as the implementing agency.

Public Sector Human Resources Management and Development Plan Formulation. The Academy likewise served as secretariat to an inter-agency task force composed of NEDA, CSC, DBM and DILG that agreed to convene to review, rationalize, and harmonize public sector human resources management and development institutions, plans, and programs to maximize government resources as well as introduce reform initiatives in human resources management and development.

Results-Based Performance Management System. Through Malacañang Administrative Order No. 25 in December 2011, the Academy was mandated to provide technical assistance as secretariat and technical resource institution to an Inter-Agency Task Force (composed of OP-OES, OP-PMS, DBM, NEDA, DOF, CSC, COA, OMB, GCG, and CHED) to harmonize, rationalize, and introduce a Results-Based Performance Management System in 2012.

Graduate School Operations

Since the establishment of its **Graduate School of Public and Development Management**, the Academy has produced a “critical mass of development-oriented bureaucrat scholars and public managers who are team builders, problem solvers, and change leaders.” In furthering the momentum gained from these successes in its professional education programs, DAP accomplished the following:

- *Executive Doctorate in Education Leadership (EDEL).* The Academy, through its GSPDM, serves as a Professional School of Development Education. CHED asked and funded the Academy to develop and implement an experimental EDEL Program to enhance the knowledge, attitudes and skills of Presidents, Administrators and Deans in strategically guiding and managing SUCs to attain world-class competitiveness. Some 60 SUC and private Higher Educational Institution (HEI) officials are CHED scholars in the first batch of EDEL, which started in 2011.
- *Master in Public Management (MPM) Major in Development and Security.* This is a customized program designed for and funded by the AFP for the mandatory mid-career course of AFP officers before they become eligible for promotion. The intensive degree program seeks to



▲ AFP Chief of Staff Gen. Eduardo SL Oban addresses the graduates of the MPM major in International Development and Security during the graduation rites at the DAP building in Pasig City.



▲ Brig. Gen. Ramon Mateo Dizon, PSG Commander, and DAP President Kalaw present the Certificate in Public Management to a MPM DevSec student from the Presidential Security Group.

build the competencies of future leaders within the overarching framework of development and security. The program is designed to balance the relevant and key substantive subfields of national security and national development into a focused, single-minded, and reasonably coherent whole towards achieving enduring peace and prosperity in the country. In 2011, the Academy graduated the third batch of 120 students from the Armed Forces of the Philippines-Command and General Staff College (AFP-CGSC), a first batch of 28 from Presidential Security Group (PSG), and a first batch of 25 from Special Intelligence Training School (SITS).

- *Master in Public Management Major in Integrity Development in Governance.* The Academy was able to graduate 28 government senior staff from the Presidential Management Staff, who took the MPM Major in Integrity Development course.
- *Master in Public Management Major in Local Governance and Development.* With funding from Senate President Juan Ponce Enrile and Cagayan Congressman Juan Ponce “Jack” Enrile Jr., 30 vice governors from the League of Vice Governors of the Philippines took the MPM Major in Local Governance and Development course in 2011.
- *Master in Public Management Major in Health Systems and Development.* This is a special Master’s Program for the

Department of Health (DOH)’s Doctors to the Barrios (DTTB) Program. The Program addresses the need to provide the DTTBs with continuing medical education, which will further their skills and performance in the field. The Program is an 18-month interdisciplinary graduate program for local and national practitioners and policy makers in the health sector. It incorporates the Academy’s distinctive features of combining both theoretical and practical cum functional competencies, as well as building stewardship values. Major Program learning areas involve strengthening scientific and technical knowledge and skills on one hand, and developing personal and managerial efficacy on the other. These areas cover research, planning and implementation of programs on health sector reform and other related initiatives. The Program produced 32 graduates for the year 2011.

- *Master in Productivity and Quality Management (MPQM).* Some 15 students from different sectors individually enrolled in Batch 3 of the Academy’s MPQM Regular Public Offering in CY 2011. Through funding from the Center for Agriculture and Rural Development—Mutually Reinforcing Institutions (CARD-MRI), one of the most famous micro-finance NGOs in the country headed by Dr. Jaime Aristotle Alip, 25 key officials and senior personnel were able to take the MPQM Major in Micro-Finance program.

The DAP Graduate School also developed and implemented ladderized Diploma and Certificate Courses leading to either of the two existing graduate degrees, the MPM and MPQM. Below are the Diploma and Certificate Courses that were undertaken last year:

- *Course in Management of Higher Education Institutions (Filipinos for Leadership and Management Excellence/FLAME).* The program is designed in partnership with CHED, specifically for middle-level managers and officials of HEIs in the Philippines. The over-all program design is anchored on CHED's mandate in driving and sustaining the country's growth and development through quality education, seeking to assemble a league of 'education leaders' to implement reforms in higher education in the Philippines, both on the national and institutional levels. In general, FLAME aims to contribute to the development and enhancement of the core competencies of school administrators and potential heads of HEIs. In November of 2011, 32 students graduated from this program.
- *Diploma in International Development and Security (Diploma in IDevSec).* This is a diploma course intended for students of the AFP Special Intelligence Training School (SITS) who are taking up their required Strategic Intelligence Course. It aims to prepare the students to become more effective and competent intelligence officers for middle and upper level command and staff positions in the AFP Intelligence Community, Defense and Armed Forces Attaches and Officers for Foreign Listening Posts. A total of 18 students graduated from this program within the school year.
- *Graduate Certificate Course in Corruption Prevention.* This program is been designed to provide public managers from all over the bureaucracy with the skills, knowledge, and interventions for attitudinal change to implement corruption prevention reforms, within their respective localities. A learner-centered course, that it gives participants latitude to find solutions for actual problems encountered. Lectures, workshops and small group discussions are designed to enable students to integrate theories for practical application in the formulation and implementation of a corruption prevention action plan for their respective local government unit. The program graduated 18 students last year.
- *8th Flagship Course on Health Sector Reform and Sustainable Financing.* The program is the result of another partnership between DAP and the DOH, designed to provide students with an in-depth understanding of the principles behind the reform initiatives of the DOH, and to translate these principles into doable strategies that will hasten implementation of health reforms. For 2011, there were 30 participants in the program.
- *Certificate Course on Advanced Managerial and Stakeholder Collaboration Skills.* The course was developed in partnership with the DOH to provide training and skills development focusing on effective management programs, people, partnerships, and communication processes. The program was conducted for four batches nationwide, in Cebu, Davao, Baguio, and Manila. A total of 139 students graduated from the program last year.

Client Profile

Stakeholder Perspective

Majority of the Academy's clients in 2011 have been from the public sector, most of which are NLAs, followed by LGUs and GOCCs (Figures 5 and 6). For the non-government sector, almost half (48 percent) are foreign funding institutions, followed by private industries and the academe (Figure 7).

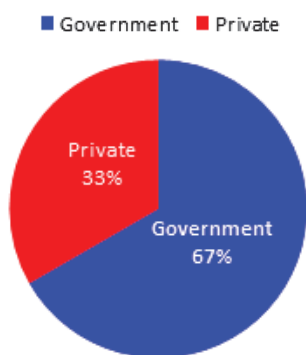


Figure 5. Distribution of Projects by Sector

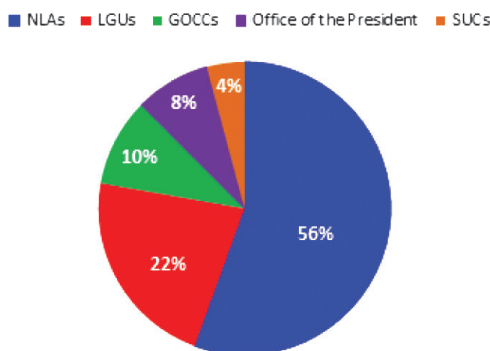


Figure 6. Distribution of Projects in the Executive Branch of Government

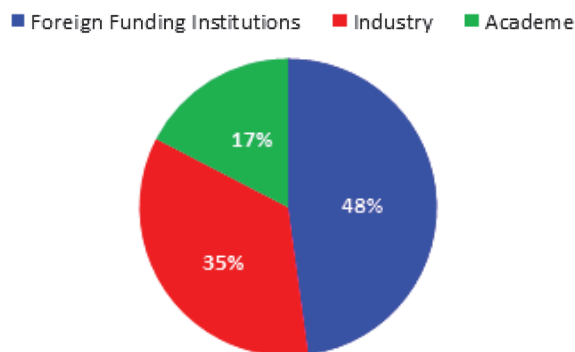


Figure 7. Distribution of Projects in the Non-Government Sector

Council of Fellows

The most significant development regarding the Council of Fellows for CY2011 was the conferment as eminent fellows of five prominent personalities who have, in one way or another, contributed and continue to contribute to the institutional prestige and relevance of the Academy. They are:

- **Horacio R. Morales, Jr.**, former EVP and BOT Chair of DAP. He was also a former Secretary of the Department of Agrarian Reform (DAR). He has consistently been consulted by the Academy particularly with regard to strategic directions and development areas that DAP can pursue in alignment with the government's goals and aspirations.
- **Sixto K. Roxas**, Chairman of the Maximo T. Kalaw Institute for Sustainable Development. He was formerly Chairman of the National Economic Council (NEC), the predecessor of NEDA, and former Undersecretary of the Department of Foreign Affairs. He is presently a member of the Academy's Graduate School faculty. As a strong advocate of sustainable development, he is also heavily involved in the development of courses pertaining to his advocacy.
- **Mahar K. Mangahas**, presently CEO and President of the Social Weather Station. Dr. Mangahas was formerly Vice-President of the Academy's Research for Development Program of the Academy. He was Program Director of the Academy's Social Indicators project and the Populations, Resources, Environment, and the Philippine Future (PREPF) study.
- **William T. Torres**, former DAP Senior Vice-President and presently a Professor at the Mapua Institute of Technology. In the 70s, he was the Academy's most senior expert on management information systems and information technology. He was a Director-General of the National Computer Center and President of Mozcom. He continues



▲ Eminent Fellows Carlyzar S. Divinagracia, Sixto K. Roxas and Horacio R. Morales, Jr.

Membership to the Council of Fellows is DAP's acknowledgement of a person's eminence in his area of expertise. Likewise, the individual joins the Academy's pool of experts, who provide advice to the Academy's leadership regarding strategic directions as well as operational concerns.

The roster of fellows on the Council includes DAP Founding President Dr. Onofre D. Corpuz, Chairman Emeritus of the Board Cesar E.A. Virata, former DAP President and Transportation and Communication Secretary Jose P. De Jesus, Dr. Emanuel V. Soriano, Dr. Serafin Talisayon, former DAP Presidents Dr. Lourdes R. Quisumbing and Dr. Eduardo T. Gonzalez, Dr. Ben Malayang III, Dr. Antonio Pineda and former DAP Chair Jimmy T. Yaokasin, Jr.

to provide the Academy with advice and updated developments on ICT.

- **Arturo L. Tolentino**, former Vice-President and Managing Director of DAP's Productivity and Development Center (PDC) who spearheaded the promotion and application of productivity and quality principles tools, and techniques at first level and later in the different sectors.
- **Carlyzar S. Divinagracia**, former BOT Chair of DAP. He was President of National Defense College of the Philippines Alumni Association. He contributed greatly to the asset development aspect of the Academy. He also initiated the crafting of Executive Order 910, granting accreditation and equivalency of management training programs to the Academy's graduate degree programs.



▲ Eminent Fellows William T. Torres, Arturo L. Tolentino and Mahar K. Mangahas



◆ Newly refurbished cottages at the DAP Conference center in Tagaytay.

Asset Management

The DAP buildings in Pasig City and Tagaytay City comprise the Academy’s prime assets. Historically, they have generated 40 percent of the Academy’s revenues to cover its institutional overhead costs and its day-to-day cash flow, aside from the office and training/classroom requirements of the Academy.

Seven years ago, the Academy initiated the 3 “R’s” program – the repair, rehabilitation and renovation of the DAP Tagaytay and DAP Pasig facilities, with funding subsidy from the national government. Construction projects will be completed in 2012.

Major works were divided into four tranches:

- **Tranche 1** concentrated on the enhancement of the facade of both facilities in Pasig and Tagaytay to create one corporate look for DAP. Work included exterior repainting and the improvement of the perimeter areas, the replacement of dilapidated structures, and the installation of more visible DAP corporate signages;

- **Tranche 2** dealt with the refurbishing and renovation of the main headquarters in DAP Pasig, which included not only the workstations but also the major repair of furniture and fixtures as well as the buildings’ engineered utilities. In DAP Tagaytay, 92 rooms including the dining facilities were fully renovated and refurbished, in order for the Conference Center to be at par with new establishments mushrooming in the area;

New function room at DAP Pasig. ▼



- **Tranche 3**, implemented in CY2011, was largely devoted to the repair of some function rooms and the construction of facilities that may serve as classrooms (in DAP Pasig) for the School's operations. In DAP Tagaytay, four of the nine cottages were renovated/refurbished. To address environmental concerns, restoration of the Sewage Treatment Plant was also done. Re-waterproofing of the roof deck of the conference areas was completed;
- **Tranche 4**, the last tranche of the 3R-program, was also awarded in CY2011 to a contractor via competitive public bidding. The work will address the repair and rehabilitation as well as construction of the comfort rooms for differently-abled persons on all floors of the DAP Pasig building. The area just one flight of stairs away from ground floor will be converted into a new Assembly Hall. The basement's

New classroom at DAP Pasig. ▼



electrical, mechanical and sanitary systems, in addition to the engineering office, will also be renovated. On the other hand, the entire conference area at DAP Tagaytay will be renovated. Work in the compound will include the refurbishing of workshop rooms, lecture halls, conference rooms and the auditorium, and is scheduled to be completed before the end of CY 2012.

Financial Performance

The Academy registered another year of positive financial performance in 2011 as it yielded a modest net income of P1.96M which is 35 percent higher compared to the P1.46M net income in 2010. Graph 1 presents the growth of the Academy's net income for the past four years.

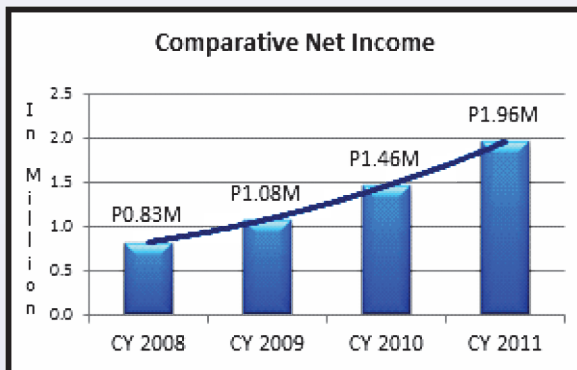


Figure 8. Comparative Net Income

Revenues

In 2011, the Academy's accrued revenues increased by 18 percent compared to what it generated in 2010 as it realized 76 percent of what it targeted. Note that historically, the Academy realizes on the average 75 percent of its target revenues.

Its core business (training, education, consulting and research) is the Academy's major source of revenues, contributing 50 percent of the amount generated in 2011. With a total of 182 projects implemented during this

period, its volume of core business increased by 25 percent compared to the previous year.

The next largest source of revenues in 2011 was its support business derived from the utilization of its conference and office facilities which generated 38 percent of the Academy's total revenues. Revenues from support business increased by 18 percent compared to the previous year's performance despite its reduced capacity, because of its on-going renovation.

Graph 2 shows the Academy's actual revenue performance in 2011 compared with 2010, as well as the earmarked revenue budget for 2011.

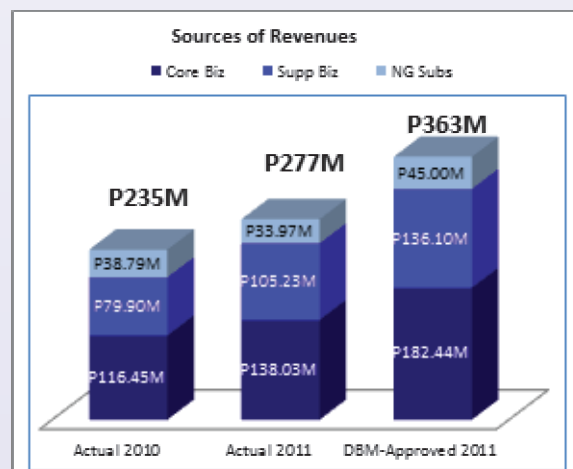


Figure 9. Sources of Revenues

Expenses

The Academy's Actual Total Operating Expenses in 2011 increased by 18 percent as compared to the previous year's level. The increase is primarily due to the increase in project-related MOOE (which is directly proportional to the increase in the volume of business), the implementation of the third tranche of the Salary Standardization Law (SSL), and the increase in the depreciation costs of Academy facilities.

Graph 3 shows the actual costs of 2011 and 2010 and the 2011 approved expense budget.

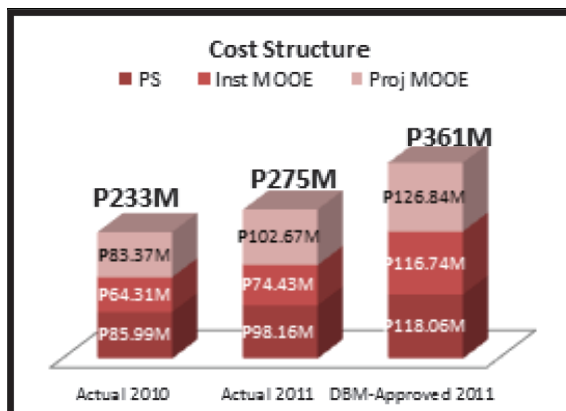


Figure 10. Cost Structure

Financial Efficiency

The ratio of "Total Costs-to-Total-Revenues" in the last five years (2007 to 2011) remained at 0.99:1. The modest surplus over this period,

averaging a million pesos, is reflective of the Academy's nature as a development or service institution that is not expected to generate huge profits but just enough resources to sustain its viability.

Although annual ratios have relatively changed on a year-to-year basis, project-related MOOE remained generally to be the largest, driven primarily by the Academy's volume of business.

As to the ratio of institutional MOOE to total revenues, the Academy during this period maintained this below its threshold level of 20 percent. This was achieved by keeping its costs at the barest minimum.

The Academy was able to keep itself financially afloat by maintaining a contribution margin that was sufficient enough to support fixed expenses such as Personal Services and Institutional MOOE.

Financial Condition

The Academy is financially sound. Equity has grown by 1 percent. As of 2011, the Academy remained highly liquid. With a Current Ratio of 2.27:1, the Academy has the ability to pay its short-term current liabilities as they fall due. Its track record shows that the Academy is 'solvent' with a debt-to-equity ratio of 0.41:1.

Table 1. Total Costs-to-Total Revenues, 2007-2011

PARTICULARS	CY2007	CY2008	CY2009	CY2010	CY2011
✓ LIQUIDITY	1.754	1.484	1.818	2.815	2.27
✓ PROFITABILITY	0.70%	0.30%	0.54%	0.62%	0.71%
✓ SOLVENCY	1.962	1.609	1.023	0.766	0.414
✓ Return on Assets (ROA)	0.35%	0.20%	0.24%	0.32%	0.41%
✓ Return on Equity (ROE)	1.03%	0.52%	0.48%	0.57%	0.77%

Governance

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DAP Officers



Program Operations

(from L-R): OIC-Managing Director Imelda C. Caluen, Center for Governance; Managing Director Alan S. Cajés, Center for Sustainable Human Development; SVP Magdalena L. Mendoza; Managing Director Arnel D. Abanto, Center for Quality and Competitiveness; OIC-Managing Director Sylvia Angelique S. Umbac, Center for Knowledge Management; and, OIC-Managing Director Vilma A. Horca, DAP sa Mindanao.



Graduate School Operations

(seated L-R): Managing Director Lalaine P. Cortes, Knowledge Resource Institute and SVP/Dean Gloria Jumamil-Mercado; (standing L-R) Managing Director Jonas George S. Soriano, Institute of Productivity and Quality, and Managing Director Rodney A. Jagolino, Institute of Public Management.



Support Operations

(from L-R): OIC-Director Veronica V. Ferrer, Center for Office and Conference Facilities; Managing Director Monina A.R. De Armas, Support Services Center and Director, Human Resource Development and Management Office (concurrent); SVP Bernardo A. Dizon; Director Teresita S.B. Castillo, DAP Conference Center; Director Angela R. Manikan, Finance and Administrative Office; and Managing Director Ermarie A. Mondejar, Asset Management Center.



Corporate Affairs

(from L-R): Director Winefrida M. Manzo, Business Development and Revenue Generation Office; Internal Auditor Michael L. Gapuz, Internal Audit Services; Executive Fellow Elizabeth Y. Manugue, Council of Fellows; Vice President Trygve A. Bolante; Director Maria Aurora O. Umali, Corporate Marketing and Communications Office; and, Director Normandy T. Nangca, Corporate Operations and Strategy Management Office.

Projects

CLIENT	PROJECT TITLE
AFP-Command General Staff College	Master in Public Management Major in Development and Security Batch 2
	Master in Public Management Major in Development and Security Batch 3
Agri Sector	e-Learning Course on International Trade in Agricultural and Food Products
Asian Productivity Organization	National Conference on Community Based Rural Tourism
	Development of Productivity Practitioners Basic Course
	e-Learning Course on Integrated Management Systems (ISO 14001 and OHSAS 18001)
	e-Learning Course on ISO 26000: Guidance on Social Responsibility
	National Training Program on Innovation in Production Systems
Urban Toolkit Evaluation Project	
APO Alumni/Grantees	APO Alumni Network and Partnership Development & Pilot Implementation
Benguet State University	Training Course on Basic Quality and Productivity (Q&P) Improvement Approaches for BSU
Bureau of Fisheries and Aquatic Resources	Strategic Planning Workshop for the BFAR
	Training Workshop on Internal Quality Audit for BFAR-RF01
Bureau of Fire Protection	Development of a Performance Management Framework for the Implementation of BFPS Anti Red Tape Initiatives
	Training on Procurement Planning for BFP
	Seminar on Basic Computer Literacy
	Training Seminar on Effective Knowledge Management Towards Information Based Decision Making
	Seminar on Basic Technical Writing for BFP
Bureau of Internal Revenue	Performance Governance System Compliance for BIR
	Development of Quality Management System Certifiable to ISO 9001:2008 for the Business Registration Process
Bureau of Customs	Performance Governance System Batch 2
British Embassy Manila	Supporting Government Push for Public-Private Partnerships of the PPP Center of the Philippines
City/Municipal Treasurers League of Bukidnon, Inc	Training Workshop on Strengthening Revenue Generation and Resource Mobilization for the 22 LGUs in the Province of Bukidnon
BW Shipping Philippines, Inc.	MTC DAP T/C for Instructors IMO Model Course 6.09 Batch 61
CARD MRI Development Institute	Master in Productivity and Quality Management major in Microfinance
Central Luzon College of Science and Technology	IMO Model Course 6.09 Batch 65 (Training Course for Instructors)
Commission on Higher Education	Development of Standards for State Universities and Colleges (SUCs) Organizational Structure & Staffing
	Course on Management of Higher Education Institutions (Component 3: FLAME PROGRAM)
	Program on Competency Development and Enhancement for CHED Executives (CDECHED): Component 5
City Government of Puerto Prinsesa	Seminar Workshop on Revenue Generation and Resource Mobilization for the City Government of Puerto Prinsesa
	Seminar Workshop on Barangay Citizen's Charter for Puerto Prinsesa
College of Maritime Education	IMO Model Course 6.09 Batch 64 (Training Course for Instructors)
Commission on Population	Training for the Commission on Population on the Revised Implementing Rules and Regulations of RA 9184
Civil Service Commission	Performance Governance System Initiation for CSC
	Performance Governance System Compliance for CSC
Department of Agriculture	AGRIPINOY Trading Center: Modernizing Farmers Access to Viable Markets
	Conduct of Feasibility Study on the Central Philippines Rural Development Project

CLIENT	PROJECT TITLE
Department of Agriculture and Center for Information and Communications Technology	Aurora e-Village Project Phase 2 2010
	Aurora E-Village Project (Providing Greater Access to the Rural Families of Aurora Province: Connecting Villages Amidst Mountains Through ICT)
DA-Agricultural Training Institute	Developing Competencies of ATI's Directors and Field Implementers towards becoming productivity & quality champions & Specialists in Agriculture (First of the Series)
	Environmental Impact Assessment of the Benguet Agripinoy Trading Center Facility
Department of Agrarian Reform	Master in Public Management major in Rural Development (Pre-Implementation)
Development Bank of the Philippines	DBP Expansion of ISO 9001-2008 Certified QMS
	Seminar Workshop on Quality Plan Preparation and Packaging
	Development of Quality Management System (QMS) Certifiable to ISO 9001:2008 for the DBP Maritime Leasing Corporation
Department of Environment and Natural Resources	Capacity Building of the Project Manager's Pool for Foreign Assisted Projects
Department of Tourism	Implementing A Competency Based Assessment Process in the Screening and Selection of DOT Officers for Deployment to Foreign Posts
	Comprehensive Situational Analysis: Sustainable Tourism Inclusive Growth in the Regions
Department of Education	Program Management for the Enhanced K+12 Education Program (Phase II)
	Enhancement of Operations Management System Towards ISO 9001:2008 Certification for Baguio Teachers Camp
Department of Foreign Affairs - International Commitment Fund	Training of Trainers on Planning and Managing Ecotourism
Department of National Defense	Institutionalizing Development Programs in the DND (INDEP-DND)
	Development of a QMS of DND-Selected Agencies Certifiable to ISO 9001-2008
Department of Energy	National Training Workshop on Energy Efficiency and Conservation
	Training Workshop on Energy Efficiency and Conservation FRO Households Power Plants, and Distribution Utilities and Energy Efficiency Policy framework and Legislation Strategy (Component 1 and 2)
	Developing A Roadmap on the Use of Alternative Fuels for Transportation Vehicles
	Training Workshop on Energy Efficiency and Conservation FRO Households Power Plants, and Distribution Utilities and Energy Efficiency Policy framework and Legislation Strategy (Component 3)
	NEDA Integrated Competency Development Programme(ICDP) for Climate Change Adaptation
Department of Health	Institutionalizing the Short Course in Urban Health Equity in the Philippines (SCUHE)-Batch 1
	Development of Training and Orientation Package on KM For DOH
	8th Flagship Course on Health Sector Reform and Sustainable Financing
	Master in Public Management Major in Health Systems and Development (Batches 1-3)
	Performance Governance System for the DOH- Proficiency Stage
	Short Course on Urban Health Equity Batch 3 (SCUHE 3)
	Technical Assistance for Health Facilities
	Development of a National Strategy (2010-2016) and Medium Term Plan (2011-2013) for Tobacco Control
	Establishing and Strengthening the Systems and Sustainable Institutional Structures of the National Center for Disease Prevention and Control
	Facilitators Workbook for the Flagship Course on Health Sector Reform & Sustainable Financing
	Institutionalization of Quality Management System Certifiable to ISO 9001:2008 for the DOH
	Certificate Course on Advance Managerial and Stakeholder Collaboration Skills
	Certificate Course in Training Management
	Short Course on Urban Health Equity (SCUHE) Batches IV & V
	Technical Writing Program For the National Nutrition Council
Managing Results for the Universal Health Care: A Training Program for DOH's Assistant Regional Directors	
Department of Justice	Leadership and Management Development Course for Prosecutors as Heads of Agencies and Offices

CLIENT	PROJECT TITLE
Department of Labor and Employment	Formulation of the Integrity Development Plan of the Department of Labor and Employment
Department of Labor and Employment - Maritime Training Council	MTC DAP T/C for Instructors IMO Model Course 3.12 Batch 32
	MTC DAP T/C for Instructors IMO Model Course 3.12 Batch 33
Don Mariano Marcos Memorial University	Training Workshop on Internal Quality Audit
Department of Science and Technology	Training Course on Enhancing Competencies of the Team-Set-up through Productivity and Quality
	Organizational Transformation of DOST Agencies Towards Performance Excellence
	Training of Trainers On Methane to Markets
Department of Transportation and Communication	Performance Governance System Compliance for DOTC
	Development of Quality Management System Certifiable to ISO 9001:2000 for the DOTC
	ISO 27001 Executive Awareness for LTO
Department of Public Works and Highways	Performance Governance System Compliance for DPWH
Department of Social Welfare and Development	Performance Governance System for the Department of Social Welfare and Development
	Comprehensive Pilot Intervention Plan against Gender Violence in Caraga
	Comprehensive Pilot Intervention Plan against Gender Violence in Caraga
DTI-National Development Co.	Appreciation Course on ISO 9001:2008 Requirements and NDC Quality Management System
DTI-Philippine Trade Training Center	Development of Policy and Program Framework for the Implementation of the Contact Center ng Bayan (CCB)
Eastern Research Group, Inc. (ERG)	Construction of Stacked Fixed-Dome Displacement Biogasifier (SFDBB)
	GMI-PH on Training on Stacked Fixed-Dome Digester in Solano, Nueva Vizcaya
	GMI-PMI Hands on Training on Flare Installation, Operation and Maintenance
	GMI-PMI Project on Hands-on Training on Tube-Bag Digester Installation, Operation and Maintenance
	GMI-PH Establishment of Philippine Methane Initiative (PMI)
Electric Cooperatives	National Rural Electric Cooperatives Association Credentialed Cooperative Directors Course
Home Development Mutual Fund	Development of Quality Management System Certifiable to ISO 9000:2008 for the Home Development Mutual Fund
Laguna State Polytechnic University	Strategic and Operations Planning for the Laguna State Polytechnic University
Land Bank of the Philippines	Pride-Integrity Development Review of the Land Bank of the Philippines
	Expansion ISO 9001:2008 Certified QMS for the LBP (Phase 3: National Capital Region, Branch, Group)
League of Vice Governors of the Philippines	Diploma in Local Governance and Development for the League of Vice Governors of the Philippines
	Diploma in Local Governance and Development for the League of Vice Governors of the Philippines
LGU-Butuan	Davao City Water District - Social Economic Health and Willingness to Pay Survey
LGUs	Training Courses on Basic Productivity and Quality Improvement Approaches
LGU-Tanauan, Batangas	Development of QMS Certifiable to ISO 9001:2008 for City Gov't. of Tanauan Batangas
Mactan-Cebu International Airport Authority	Training & Technical Assistance on Citizens Charter Formulation for the MACTAN-CEBU INTERNATIONAL AIRPORT
Maritime Sector	IMO Model Course 6.09 (Batch 62)- Training Course for Instructors
LGU-Mamburao, Occidental Mindoro	Seminar Orientation on Barangay Governance for Mamburao
MWSS	Development of Quality Management System Certifiable to ISO 9001:2008 for the Project and Prosperity Management Process of the Metropolitan Waterworks and Sewerage System (MWSS)
National Anti-Poverty Commission	National Consultation Workshop on Localizing Poverty Reduction and Empowerment Strategy
National Police Commission	Strategic and Annual Planning for the 5 Pillars of the Criminal Justice System

CLIENT	PROJECT TITLE
NERBAC	Knowledge Management Training and Action Planning for the National Economic Research and Business Action Center
National Mapping and Resource Information Authority	Development of Quality Management System (QMS) Certifiable to ISO 9001:2008 for the National Mapping and Resource Information Authority
National Computer Center	Conduct of the Essentials of CEC Management Training for CEC Knowledge Workers
	Roll-Out of Two TPCA Foundation Courses for CEC Managers of the Strengthening CECS Component of the Philippine CEC Program
	Electronic Business Licensing System – Users Training for 275 LGUs
	eBusiness Permit and Licensing System
National Commission on Culture and the Arts	Technical Writing Courses for NCAA
National Economic Development Authority	Technical Guidance on the Establishment of ISO 9001:2008 Quality Management System for Region 1
	LGUs Summit 31: Mainstreaming Climate Change Adaptation in the Philippines
	Technical Guidance on the Establishment of ISO 9001:2008 Quality Management System for Region 2
NEDA CAR and BSU	Technical Guidance on the Establishment of ISO 9001:2008 Quality Management System for NEDA-CAR and Benguet State University
National Meat Inspection Service	Course on Feasibility Study Preparation for the NMIS
National Productivity Organization	Strengthening Partnership with APO and Development of International Cooperation Program
NPO, SMES & SME Support Organizations	Development of Innovation Promotion Support Program for Competitiveness in SMEs
NRECA International Limited	Electric Cooperatives Governance Training
National Youth Commission	Development of Quality Management System Certifiable to ISO 9001:2008 for the NYC
Office of the Government Corporate Counsel	Development of Quality Management System Certifiable to ISO 9001:2000 for the Case Docket System of the OGCC
Presidential Anti-Graft Commission	Graduate Certificate Course on Corruption Prevention - Batch 4
	Graduate Certificate Course on Corruption Prevention - Batch 4
Philippine Crop Insurance Council	Development of QMS Certifiable to ISO 9001:2008 QMS for the Provision of Insurance of Claims Processing of the PCIC
Philippine Deposit Insurance Corporation	Institutionalization of 5S Program for PDIC
Philippines-Australia Partnership for Economic Governance Reforms	Strengthening the Internal Control System and Internal Audit in the DEPED
	Developing Generic Whole Government, NGICS Based Modules and set of instructions on Key Internal Control Subsystems
	Technical Assistance on Developing and Installing A Performance Reporting System on Organizational Performance Indicator Framework (DBM)
Philippine Navy	Development of Quality Management System Certifiable to ISO 9001:2008 for the Philippine Navy Finance Center
Philippine Forest Corporation	Strategic and Operations Planning for the Philippine Forest Corporation
Philippine Public Safety College	Instructors Programs Towards Standardization of Instructional Materials of PPSC
Philippine Mining Development Corporation	Enhancement of PMDC's Contract Management and Monitoring System for ISO 9001:2008 Certification
Philippine National Police	PGS Compliance for Philippine National Police
General Public (Public Offering)	Self Learning e-Course on the Occupational Health and Safety Management System
	Seminar-Workshop on Updating the City Revenue Code (PO4)
	Seminar Workshop on Updating Revenue Code (PO Batch 2)
	Seminar Workshop on Updating the City Revenue Code - Batch 3
	Train the Right Way Developing Presentation and Facilitation Skills
	Basic Course on Supervisory Development(BCSD)
	IMO Model Course 6.09 Batch 66 (Training Course or Instructions)
	Website Development Course Using JOOMLAI

CLIENT	PROJECT TITLE
General Public (Public Offering)	A Practical Course on Risk Management Using ISO 27001 Information Security Management System - Batch 2
	A Practical Course on Risk Management Using ISO 27001 Information Security System Batch 3
	Localizing Asian Productivity Organization-Center Excellence (APO-COE) Program
	Training Course on Quality Management System for Micro, Small & Medium Enterprises
	Training and Seminar Workshops on QMS Improvement Approaches
	Ecotourism Planning and Development Course
	Course on Disaster Risk and Management
	Course on Effective Technical Writing
	Training Course on ISO 9001:2008 and GQMSS - Davao City
	Executive Doctorate in Education Leadership
	Master in Public Management Major in Integrity Development in Governance
	MPM Program Re-enrollment for Academic Year 2010
	Master in Productivity and Quality Management Batch 2
Presidential Security Group	Master in Public Management Major in Development and Security for the Presidential Security Group
Provincial Government of Aklan	Seminar Workshop on Updating Revenue Code of the Province of Aklan
Provincial Government of Cavite	Development of Quality Management System (QMS) Certifiable to ISO 9001:2008 for the Provincial Government of Cavite
Provincial Government of Oriental Mindoro	Revisiting the Organizational Improvement Program of the Provincial Government of Oriental Mindoro
Provincial Government of Pangasinan	Development of a Quality Management System (QMS) Certifiable to ISO 9001:2008 for the Hospital and Public Health Services of the Provincial Government of Pangasinan
Provincial Government of Zambales	Workshop on Updating the Revenue Code of the Province of Zambales
Public-Private Partnership (PPP) Center of the Philippines	Strategic Planning Workshop for the PPP Center
	Updating of the 1997 LGU BOT Manual for the PPP Center
Seafarers	IMO Model Course 6.09-Training Course for Instructors (Batch 62)
Service Sector	e-Learning Course on Knowledge Management for the Service Sector
Small and Medium Enterprises	Promoting Food Safety Management System to Philippine Enterprises 2011
Special Intelligence Training School	Diploma in International Development and Security
Technical Education Skills Development Authority	Development of A Customized Code of Conduct and Integrity Development Action Plan (IDAP) for the TESDA
	Development of QMS Certifiable to ISO 9001:2000 for the TESDA- Phase 1
Tourism Infrastructure and Enterprise Zone Authority	Strategic Planning of the Tourism Infrastructure and Enterprise Zone Authority
United Nations Environment Programme	Converting Waste Agricultural Biomass Into A Fuel/Resource in the Philippines
	Converting Waste Plastics Into Fuels in the Philippines (Final stage)
University of Mindanao	Basic Course on Facilitating Sessions
World Health Organization	Training Workshop on Results- Based Management
	Urban School Health Kit: An External Evaluation

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The interrelatedness and continuity of natural and social energies. The transformation of the triangle (stability, multi-directions) to the circle (totality) recalls the development process: penetrating all dimensions of social concern, liberating new and vibrant forms of experience and value, seeking a life of completeness and plenitude.

