



PERFORMANCE AGREEMENT



This Performance Agreement has been executed pursuant to the **PERFORMANCE EVALUATION SYSTEM FOR THE GOCC SECTOR (GCG MC No. 2013-02 [Re-Issued])** between the –

GOVERNANCE COMMISSION FOR GOCCs (GCG)

- and -

DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)

WITNESSETH: THAT –

The Parties agree to the following terms:

1. **Period.** – This Agreement shall be effective beginning from the execution of this Agreement and ending upon the determination by the Governance Commission of the eligibility of DAP for the FY 2015 PBB and PBI.
2. **Charter Statement and Strategy Map.** – DAP's Charter Statement and Strategy Map for the Period specified in Section 1 hereof, shall be as follows:



The DAP Strategy Map



3. **Measurement of Performance.** – Based on the Performance Scorecard 2015 attached hereto as **Annex A**, the DAP's Performance for 2015 shall

be based on the following Measures/Performance Indicators and Annual Targets, to wit:

	COMPONENT	WEIGHT	RATING SCALE	2015 TARGET	
CUSTOMERS	SO 1	Enhanced Competence of Government Officials			
	SM 1	Key Government Officials (Senior executives & middle managers) Capacitated	10%	Cumulative number of key government officials (Senior executives & middle managers) graduated or completed the programs	PMDP: 140 GSP: 792
	SM 2	Re-Entry Plans (REPs) or Action Plans & Projects (APPs) Success Rate	10%	Proportion of participants or students with accepted or implemented REPs & APPs	PMDP: 90% Graduate Programs: 92%
		Sub-total	20%		
	SO 2	Improved Effectiveness and Efficiency of Government Organizations Assisted			
	SM 3	Government Offices with ISO 9001 Certifiable QMS	10%	Actual number of agencies with ISO9001 Certifiable QMS	17
	SM 4	Participation Rate of National Government Agencies in RBPMS/PBIS Implementation	10%	No. of NGAs that participated in RBPMS-PBIS implementation over total no. of NGAs	100%
		Sub-total	20%		
	SO 3	Ensure Delivery of Relevant High Quality Training, Education, Technical Assistance and Research Services			
	SM 5	Customer Satisfaction	10%	Proportion of DAP clients that are satisfied with technical assistance services	94%
		Sub-total	10%		
	SO 4	Forge Partnerships/ Involvement of Key Stakeholders			
	SM 6	Increased Number of Programs Implemented in Collaboration with Key Agencies & Stakeholders	10%	Total number of programs implemented in collaboration with key agencies / stakeholders	12
	Sub-total	10%			
FINANCIAL	SO 5	Sustain Financial Viability			
	SM 7	Revenue Growth Rate	5%	Percentage Growth year to year	6%
	SM 8	Increased Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	5%	Earnings before interest, taxes, depreciation & amortization (EBITDA), year to year	7%
		Sub-total	10%		
INTERNAL PROCESS	SO 6	Achieve Operational Excellence			
	SM 9	On-Time Delivery Rate	10%	Amount Accrued over Total Accruable Amount	87%

	SM 10	Quality Management System (QMS) Conformance Rate -Project Management System -Support systems -Conference facilities management	5%	Sustained ISO Certification	Continued Certification (all Processes)
		Sub-total	15%		
LEARNING AND GROWTH	SO 7	Develop and Sustain High Performing Talents			
	SM 11	Organizational Climate/ Employee Morale Index	7.50%	100% Developed	Develop the Tool and System
	SM 12	Adoption and Implementation of Competency-Based Human Resource Management Framework	7.50%	Implementation of the competency-based framework	Fully implemented enhanced competency-based framework
		Sub-total	15%		
		TOTAL	100%		

It is understood that the GOCC must achieve a weighted-average of at least 90% to be eligible to grant any Performance-Based Bonus.

4. **Strategic Initiatives.** – DAP hereby commits to undertaking the following key programs and/or projects identified as having a significant impact on its Performance Scorecard (PES Form 2) attached hereto as **Annex B**, to wit:
- (a) Strategic Initiative 1 - Project Management Information System (PMIS);
 - (b) Strategic Initiative 2 – Strategic Linkages and Partnerships Development;
 - (c) Strategic Initiative 3 – Upgrade of Human Resources Management & Development Systems

The Commitment herein includes obtaining all necessary approvals, if applicable, such as those for Major Development Projects under GCG MC No. 2013-03. DAP shall include updates on the foregoing Strategic Initiatives in its submission of quarterly monitoring reports to the GCG.

5. **Quarterly Submission of Performance Monitoring.** – DAP shall submit a quarterly monitoring report to the GCG within thirty (30) calendar days from the close of each quarter using the monitoring report attached hereto as **Annex C**.
6. **Good Governance Conditions.** – In addition to the covered portions of the Performance Scorecard, the GOCC must fully comply with the Good Governance Conditions enumerated under GCG MC No. 2013-02 (Re-Issued), GCG MC No. 2014-02, and GCG MC No. 2014-03 namely:
- 6.1. *Conditions Common to National Government Agencies and GOCCs:*
 - (a) Transparency Seal;
 - (b) PhilGEPS Posting;
 - (c) Cash Advance Liquidation;
 - (d) Citizen's Charter or its equivalent; and
 - (e) Compliance with the submission and review requirements covering Statement of Assets, Liabilities and Networth (SALN);

6.2. *Conditions Specific to GOCCs Covered by R.A. No. 10149:*

- (a) Satisfaction of all statutory liabilities, including the payment of all taxes due to the Government, and declaration and payment of all dividends to the State as of the end of the applicable calendar year, whenever applicable. Liabilities that are still under dispute and there has been no final and executory judgment/decision as of the date of the release of the PBB by the GOCC shall be excluded for the purpose of this provision.
 - (b) Submission and execution of concrete and time bound action plans for addressing Notices of Disallowances and Audit Observation Memoranda from the Commission on Audit (COA), if any.
 - (c) Adoption of a “*Manual of Corporate Governance*” pursuant to Section 42 of the **CODE OF CORPORATE GOVERNANCE FOR GOCCs (GCG MC No. 2012-07)** that is approved by GCG and uploaded on the GOCC’s website.
 - (d) Compliance with posting on the GOCC’s website the information enumerated under Section 43 of GCG MC No. 2012-07.
 - (e) Adoption of a **NO GIFT POLICY** approved by the GCG and uploaded on the GOCC’s website pursuant to Section 29 of GCG MC No. 2012-07.
 - (f) Compliance with the deadlines and submission of reports through the Integrated Corporate Reporting System (ICRS) pursuant to GCG MC No. 2014-02.
 - (g) Compliance by all members of the Governing Board with the submission of all required forms for the Director Performance Review (DPR) pursuant to GCG MC. No. 2014-03 and implementing issuances pursuant thereto.
 - (h) Submission of Corporate Operating Budgets (COBs):
 - i. For GOCCs receiving national government budgetary support, COBs shall be submitted to the Department of Budget and Management (DBM) for review and approval on or before the deadline indicated in DBM National Budget Memorandum No. 120 on “Budget Call for FY 2015;”
 - ii. For GOCCs without national government budgetary support, COBs shall be submitted to the Governance Commission using the same deadline as provided in DBM National Budget Memorandum No. 120.
7. DAP hereby undertakes to have its Performance Scorecard rated by its customers and solicit feedback on how the same may be improved. DAP shall determine the most effective method for accomplishing the said purpose. Such information shall be reported to GCG together with the quarterly monitoring report. The rating shall not affect the performance indicators/measures in DAP’s Performance Scorecard, and shall be used solely as a reference by GCG and DAP during Performance Agreement Negotiations/Renegotiations.
8. DAP shall timely inform GCG of all audit observations and notices of disallowances within seven (7) working days from the time it receives the same from the Commission on Audit (COA) prior to the regular publication

of the final annual audit report. Accordingly, DAP shall copy furnish the Governance Commission copies of all written communications between DAP and COA on such matters, inform GCG of the schedule of its exit interview with COA seven (7) working days before the schedule or as soon as practicable, and other efficient means of inter-agency coordination.

Failure to timely disclose such matters to the Governance Commission prior to the same becoming public information or the submission of the application for the Performance-Based Bonus (PBB) or Performance-Based Incentive (PBI) may be considered as non-compliance with the Good Governance Condition of submitting Concrete and Time Bound Action Plans on findings of COA, rendering the Governing Board **INELIGIBLE** to apply for the PBI, without prejudice to a further determination on the impact of the same on the GOCCs PBB application.

9. Nothing herein shall be construed as limiting the authority of GCG to initiate renegotiations and/or revoke Performance Agreements in accordance with existing laws, rules and regulations.

DONE, this 8th day of June 2015, in the City of Makati, Philippines.

**GOVERNANCE COMMISSION
FOR GOCCs**
BY AUTHORITY OF THE COMMISSION:



CESAR E. VILLANUEVA
Chairman



MA. ANGELA E. IGNACIO
Commissioner



RAINIER B. BUTALID
Commissioner

**DEVELOPMENT ACADEMY
OF THE PHILIPPINES**



CAYETANO W. PADERANGA, JR.
Chairman



ANTONIO D. KALAW, JR.
President



RAMON J.P. PAJE
Board Member



PROCESO J. ALCALA
Board Member



NIEVES L. OSORIO
Board Member

DEVELOPMENT ACADEMY OF THE PHILIPPINES

Objective/Measure		Component			Data Provider	Baseline Data (if applicable)			Target
		Formula	Weight	Rating System		2012	2013	2014	
CUSTOMERS									
SO 1	Enhanced Competence of Government Officials								
SM 1	Key Government Officials (Senior executives & middle managers) Capacitated	Actual number of key government officials (Senior executives & middle managers) graduated or completed the programs	10%			Public Management Development Program (PMDP): 80	PMDP: 109 Graduate Program (GP): 912	PMDP: 137 GP: 657	PMDP: 140 GP: 792
SM 2	Re-Entry Plans (REPs) or Action Plans & Projects (APPs) Success Rate	Proportion of participants or students with accepted or implemented REPs & APPs	10%			85.5	PMDP: 80% GP: 88%	PMDP: 85% GP: 90%	PMDP: 90% GP: 92%
		Sub-total	20%						
SO 2	Improved Effectiveness and Efficiency of Government Organizations Assisted								
SM 3	Government Offices with ISO 9001 Certifiable QMS	Actual number of agencies with ISO9001 Certifiable QMS	10%			29	7	12	17
SM 4	Participation Rate of National Government Agencies in RBPMS/PBIS Implementation	No. of NGAs that participated in RBPMS-PBIS implementation over total no. of NGAs	10%	All or nothing, excluding the two (2) Constitutional Commissions		96%	96%	98%	100%
		Sub-total	20%						
SO 3	Ensure Delivery of Relevant High Quality Training, Education, Technical Assistance and Research Services								

Objective/Measure		Component			Rating System	Data Provider	Baseline Data (if applicable)			Target
		Formula	Weight				2012	2013	2014	
SM 5	Customer Satisfaction	Proportion of DAP clients that are satisfied with technical assistance services	10%				84%	92%	93%	94%
	Sub-total		10%							
SO 4	Forge Partnerships/ Involvement of Key Stakeholders									
SM 6	Increased Number of Programs Implemented in Collaboration with Key Agencies & Stakeholders	Total number of programs implemented in collaboration with key agencies / stakeholders	10%				N/A	10	11	12
	Sub-total		10%							
SO 5	Sustain Financial Viability									
SM 7	Revenue Growth Rate	Percentage Growth year to year	5%				N/A	5%	5%	6%
SM 8	Increased Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	Earnings before interest, taxes, depreciation & amortization (EBITDA), year to year	5%				N/A	5%	5%	7%
	Sub-total		10%							
SO 6	Achieve Operational Excellence									
SM 9	On-Time Delivery Rate	Amount Accrued over Total Accrueable Amount	10%				N/A	81%	84%	87%
INTERNAL PROCESS										
FINANCIAL										

Objective/Measure		Component			Baseline Data (if applicable)				Target	
		Formula	Weight	Rating System ^{a)}	Data Provider	2012	2013	2014		2015
SM 10	Quality Management System (QMS) Conformance Rate -Project Management System -Support systems -Conference facilities management	Sustained ISO Certification	5%			Continued Certification; Inclusion of DAP sa Mindanao	Re-certification; Inclusion of Conference Facilities Management		Continued Certification (all Processes)	
	Sub-total		15%							
SO 7 Develop and Sustain High Performing Talents										
SM 11	Organizational Climate/ Employee Morale Index	100% Developed	7.5%			N/A	N/A	N/A	Develop the Tool and System	
SM 12	Adoption and Implementation of Competency-Based Human Resource Management Framework	Implementation of the competency-based framework	7.5%			N/A	Enhanced competency-based human resource management framework	Existing competency-based human resource management framework	Fully implemented enhanced competency-based framework	
	Sub-total		15%							
	TOTAL		100%							
LEARNING AND GROWTH										

DEVELOPMENT ACADEMY OF THE PHILIPPINES

STRATEGIC INITIATIVES PROFILE I

1. Name of Project : **Project Management Information System (PMIS)**

2. Contract Person / Project Team Head:
Mr. Normandy T. Nangca, Director for Corporate Operations & Strategy Management Office (COSMO)

3. Project Description:
This project involves the strengthening of the information systems in support of decision-making and planning in the Academy. It involves improving of the Project Management Information System and Records Management System (RMS) as well as upgrading system the requisite IT equipment.

4. Project Milestone:

Activities	Timeline		Budget	Funding Source
	Start	End		
Enhancement of Project Management Information System (PMIS) and e-Project Implementation Plan (e-PIP)	Jan 2015	Dec 2015	PhP350K	Corporate Funds
Improvement of Records Management System	Jan 2015	Dec 2015	PhP1.5M	Corporate Funds

5. Measures Affected:

All measures will be indirectly affected.

DEVELOPMENT ACADEMY OF THE PHILIPPINES

STRATEGIC INITIATIVE PROFILE II

1. Name of Project: **Strategic Linkages and Partnerships Development**

2. Contact person/Team Head:

Ms. Merliza M. Makinano, Acting Director for International Relations and Institutional Strategic Partnerships (IRISP)

3. Project Description

This initiative involves the establishment of new and strengthening of existing strategic institutional partnerships of the Academy in support of its vision of being an internationally recognized institution producing topnotch Public Managers and innovative researches in public sector effectiveness and national productivity. Partnerships to be established will include both local and international counterpart education, research and/or training institutions/organizations/centers.

4. Project Milestones

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
Establishment of Strategic Linkages and Partnerships	January 2015	December 2015		Academy/OP	Ongoing
Strengthening of Existing Partnerships	January 2015	December 2015		Academy/OP	Ongoing
Monitoring and coordinating at the Academy level, the implementation of all partnerships and collaborations with local and foreign-based institutions with the cooperation of all Academy Groups/Centers	February 2015	December 2015		Academy/OP	Ongoing

5. Measures Affected:

All measures will be affected indirectly.

STRATEGIC INITIATIVE PROFILE III

1. Name of Project : **Upgrade of Human Resources Management & Development Systems**

2. Contract Person / Project Team Head:

Ms. Monina AR De Armas, Vice-President for Support Services Center (SSC)

3. Project Description: The development of these HR systems will enable the Academy to serve its Human Resources better and by extension our client's satisfaction.

4. Project Milestone:

Activities	Timeline		Funding Source
	Start	End	
Development of Tools and System for Measuring Organizational Climate / Employee Morale	March 2015	September 2015	Corporate funds
Adoption and implementation of Competency-based Human Resource Management Framework	October 2014	November 2015	Corporate funds
Development and implementation of Succession Plan	March 2015	December 2015	Corporate funds

5. Measures Affected:

Strategic Objective 8. Develop and Sustain High Performing Talents
 Strategic Measure 11. Organizational Climate and Employee Morale Index
 Strategic Measure 12. Adoption and Implementation of competency-based Human Resource Management Framework

DEVELOPMENT ACADEMY OF THE PHILIPPINES
MONITORING REPORT OF PERFORMANCE TARGETS

Component		Baseline	Weight	2015							
				1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter	
Objective/Measure	Formula	2014		Target	Actual	Target	Actual	Target	Actual	Target	Actual
SO 1	Enhanced Competence of Government Officials										
SM 1	Key Government Officials (Senior executives & middle managers) Capacitated	PMDP: 137 GP: 657	10%	PMDP: 35 GP: 198		PMDP: 35 GP: 198		PMDP: 140 GP: 792		PMDP: 35 GP: 198	
SM 2	Re-Entry Plans (REPs) or Action Plans & Projects (APPs) Success Rate	PMDP: 85% GP: 90%	10%	PMDP: 90% GP: 92%		PMDP: 90% GP: 92%		PMDP: 90% GP: 92%		PMDP: 90% GP: 92%	
	Sub-total		20%								
SO 2	Improved Effectiveness and Efficiency of Government Organizations Assisted										
SM 3	Government Offices with ISO 9001 Certifiable QMS	12	10%	N/A		N/A		17		N/A	7
SM 4	Participation Rate of National Government Agencies in RBPMS/PBIS Implementation	98%	10%	N/A		N/A		100%		N/A	100%
	Sub-total		20%								
SO 3	Ensure Delivery of Relevant High Quality Training, Education, Technical Assistance and Research Services										
SM 5	Customer Satisfaction	93%	10%	N/A		N/A		94%		N/A	93%
	Sub-total		10%								
CUSTOMERS											

Component		Baseline	2015									
			1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter			
Objective/Measure	Formula	Weight	2014	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
SO 4 Forge Partnerships/ Involvement of Key Stakeholders												
SM 6	Increased Number of Programs Implemented in Collaboration with Key Agencies & Stakeholders	Total number of programs implemented in collaboration with key agencies / stakeholders	11	3		3		3		12	3	3
	Sub-total											
SO 5 Sustain Financial Viability												
SM 7	Revenue Growth Rate	Percentage Growth year to year	5%	N/A		N/A		N/A		5%	N/A	5%
SM 8	Increased Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	Earnings before interest, taxes, depreciation & amortization (EBITDA), year to year	5%	N/A		N/A		N/A		5%	N/A	5%
	Sub-total											
SO 6 Achieve Operational Excellence												
SM 9	On-Time Delivery Rate	Amount Accrued over Total Accruable Amount	84%							87%		87%
SM 10	Quality Management System (QMS) Conformance Rate -Project Management System -Support systems -Conference facilities management	Sustained ISO Certification	Re-certification; Inclusion of Conference Facilities Management	IQA conducted		3 rd Party Surveillance Audit		IQA conducted		Continued Certification (All Processes)	IQA conducted	IQA conducted
	Sub-total											
SO 7 Develop and Sustain High Performing Talents												
SM 11	Organizational Climate/ Employee Morale Index	100% Developed	N/A			Design of Organizational Climate Survey (OCS)				Develop Tool and System	Presentation of OCS Results & Formulation of Action Plans	Monitoring of OCS Action Plans

