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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 completeness and plenitude.

ANNUAL REPORT

2015

Revolutionizing
Public Sector
Productivity in
Asia and Beyond



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ABOUT THE COVER

A New Breed of Leaders.

The Public Management Development Program, the national government's career executive service development program, infuses the bureaucracy with a corps of public managers who embody competence, integrity, and commitment. Undersecretary Bernardino Sayo (SEC 3-Sinagtala) of the Presidential Legislative Liaison Office and Commissioner Marilou Mendoza (SEC 1-Molave) of the Tariff Commission are two of the program's scholars who graduated with distinction.

CORPORATE PROFILE

VISION

An internationally recognized institution producing top-notch Public Managers as well as Strategic and Innovative Research in Public Sector Effectivity and enhancing National Productivity.

MANDATE AND MISSION

The DAP shall develop transformative leaders, innovative ideas, and synergistic solutions to make the public sector more effective and efficient. In particular, it shall:

1. Train senior government officials to be highly effective;
2. Conduct strategic and innovative research in public sector efficiency including fostering organizational innovations;
3. Provide technical assistance along the lines of public sector efficiency and national productivity; and
4. Serve as nexus for catalyzing the exchange of ideas and expertise in productivity and development in Asia and the Pacific.

The DAP fulfills its mandate through its core competencies in Training and Education, Outreach and Consulting, and Strategic Research/Studies toward the fulfillment of its two-pronged relevance thrusts of Accountable Governance and National Productivity.

RECENT DAP MANDATES

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

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

To facilitate the implementation of Republic Act No. 9485 or the “Anti-Red Tape Act of 2007,” the DAP is mandated to assist government agencies in the reengineering of systems and procedures and in the establishment of a Citizen’s Charter for frontline services. Section 10 of RA 9485 also mandates the DAP to assist the Civil Service Commission (CSC) in undertaking the Report Card Survey, which shall be used to obtain feedback on how the provisions of the Charter are being followed and how the agency is performing.

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

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

CORPORATE PROFILE

CLIENTS

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

PROGRAM AREAS

Governance

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

Productivity and Quality

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

Organizational Development

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

Sustainable Human Development

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

Cross-Cutting Tools/Processes

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

Graduate Education

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

ORGANIZATIONAL STRUCTURE

The DAP operates as a project organization primarily because of the nature of its 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 DAP President implements the policies of the Board and manages its operations. The DAP basically has three major groups: Program Operations, headed by a Senior Vice President; the Graduate School, headed by a Dean with

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



Dr. Onofre D. Corpuz
Founding President, DAP

the rank of Senior Vice President; and Services, 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 contracted with DAP clients. The DAP expands and contracts depending on the volume of its business.

FACILITIES

The DAP's main office is located at Ortigas Center in Pasig City. It is a six-storey building with conference and office facilities. It also has a facility in Tagaytay City, the DAP Conference Center, which is ideal for live-in training, seminars and workshops as well as for rest and recreation activities. Both facilities generate 40 percent of the DAP's revenues.

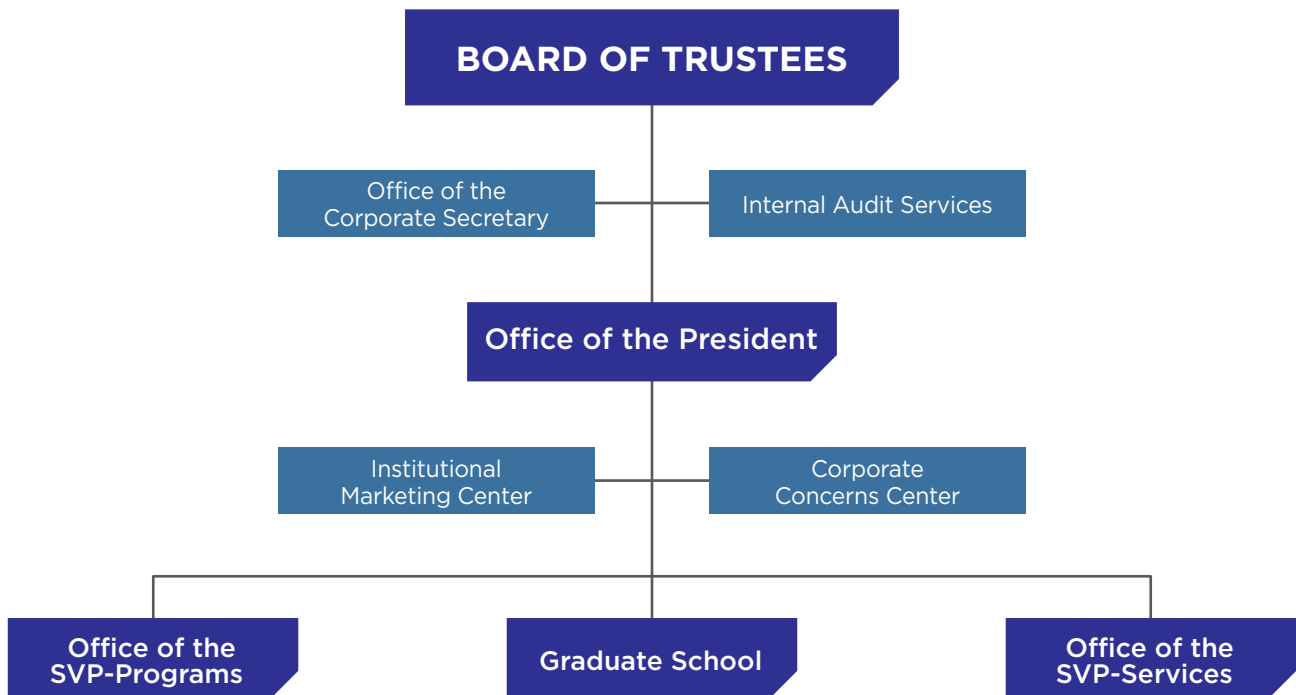


Figure 1. DAP Organizational Structure

CHAIRMAN'S MESSAGE

“ WHEN THE DAP SUCCEEDS IN PERFORMING ITS MANDATE, THEN WE CAN EXPECT GOVERNMENT SERVICES AND, CONSEQUENTLY, THE GOVERNANCE OF PUBLIC AFFAIRS TO IMPROVE. ”



PROPAGATING PRODUCTIVITY

The Development Academy of the Philippines has been at the forefront of pushing the productivity agenda in the public sector for quite some time now.

Unknown to many, the DAP has actually been liaising with other productivity organizations in Asia. It has facilitated several seminars in the region and has participated in many surveys and benchmarking activities with respect to the productivity movement.

These enabled the DAP to actively contribute to the propagation of the Philippine Quality Award, a recognition program that started for the private sector but eventually expanded to include the government sector. No less than President Benigno Simeon Aquino III and Budget Secretary Florencio Abad have recognized the DAP's achievements in this area.

Relative to this, the DAP has also been actively involved in encouraging more government institutions to pursue ISO certification as part of their commitment to quality. It is interesting to note that the response from the public sector has been encouraging. But beyond securing ISO

certification, we take such response to mean a growing dedication among a growing number of government institutions to deliver quality service.

The DAP has also been actively involved as the secretariat for the Results-Based Performance Management System and the Performance-Based Bonus that the Office of the President (OP) has initiated. I think this stemmed from the OP's newfound appreciation of the DAP, owing to the Academy's flexibility and solid track record.

The DAP has likewise forged partnerships with institutions like the Southeast Asian Study Center and the Graduate Research Institute for Policy Studies in Kyoto University in Japan. We also have the same collaboration agreement with the Ecole Nationale d'Administration in France which has actually produced many of the prominent presidents of France. Through these partnerships, we endeavored to learn much from each other's experiences.

In as much as we would like to explore other possible agreements with as many institutions as possible, we consciously tempered our initiatives and pursued only those that we could sustain on a continuing basis and those whose impact to our operations would be most immediate.

BEING A CENTER OF EXCELLENCE

All these initiatives prompted the Asian Productivity Organization (APO) to recognize the Philippines as a Center of Excellence (COE) for Public Sector Productivity in 2015. Instrumental to this was the DAP's role as a National Productivity Organization (NPO) by virtue of Presidential Decree 205.

Our country is one of only three COEs in Asia. Singapore was designated COE on Business Excellence in 2009, and China COE on Green Productivity in 2013. The COE scheme has catalyzed the sharing of expertise among member countries through their NPOs.

The Philippines was one of the eight Asian countries who formed the APO in 1961. The organization now has 20 member countries with headquarters in Tokyo, Japan.

It is not so much the distinction but the opportunities that went with the COE title that we most welcome. Hopefully, the citation will enable us to invite the APO to hold its activities here in the country — benefiting more public servants, translating to better government services, and satisfying various stakeholders.

SHARPENING COMPETENCIES

I take this chance to say that it has given me immense pleasure to have been part of the DAP which has taken an active role in further sharpening the competencies of government executives.

I am reminded of a recent book where Singapore leader Lee Kuan Yew talked back about his life. He said one of the first things they did when they took over Singapore was to pay attention to the development of government leaders. We at the DAP are doing exactly that!

For those clarifying what the DAP has been doing for local government units, I have two points I wish to raise. Firstly, the work that the DAP has put into the sustained implementation of the Public Management Development Program has concededly been limited. This is because we do not want to dilute the quality of the training program. While we acknowledge the clamor to produce more graduates, we cannot speed up the process just so we could train more.

Secondly, the DAP has collaborated with local government units in offering courses aimed at helping them operate more efficiently. These include a course on managing Public-Private Partnerships in a way that would enable the project manager to roll it out in time. We intend to eventually replicate this among the national agencies.

KEEPING THE MANDATE IN MIND

When the DAP succeeds in performing its mandate, then we can expect government services and, consequently, the governance of public affairs to improve. It should result in a better implementation of welfare programs benefiting our countrymen, and hopefully faster national growth as we will be able to harness resources better.

Like salt is to food, I believe that the DAP can catalyze national development, succeeding without necessarily drawing attention to itself but nonetheless being effective in the performance of its role.

As a recipient of the Fulbright-Hays Scholarship Program, I feel particularly lucky because the opportunity could have been given to another Filipino. Hence, I feel a certain need to return the favor and do my share in putting back into the pool. This has always guided me. And this is what I always tell my students, the so-called *Iskolar ng Bayan* at the State University.

Allow me at this point to thank everyone at DAP - from my colleagues at the Board to those running the many programs of the Academy and those at the support groups who make sure such programs operate seamlessly. You have my full admiration. I enjoy you to take pride in the valuable role you play in continuing the DAP's noble history and ensuring the bright future it can help bring to the public sector and the entire nation.



CAYETANO W. PADERANGA, JR.

Chairman, Board of Trustees

Development Academy of the Philippines

PRESIDENT'S MESSAGE

“ ON THE DAP'S 42ND YEAR, THE PHILIPPINES EARNED THE DISTINCTION OF BEING THE CENTER OF EXCELLENCE (COE) ON PUBLIC SECTOR PRODUCTIVITY. ”



The year 2015 was auspicious for the Development Academy of the Philippines (DAP).

On the DAP's 42nd year, the Philippines earned the distinction of being the Center of Excellence (COE) on Public Sector Productivity.

The DAP has served as the country's National Productivity Organization (NPO), which has helped the Philippines implement trailblazing initiatives that instituted innovation and productivity in the public sector. It is for such programs that the country earned the COE accreditation from the Asian Productivity Organization (APO).

The Philippines is the third country that was accredited similarly by the APO. Singapore was designated COE on Business Excellence in 2009 and the Republic of China the COE on Green Productivity in 2013.

The APO adopted the COE concept as a key strategy to establishing centers of excellence in areas where an NPO possesses unique strengths and expertise, thereby catalyzing the sharing of that NPO's expertise with other member countries.

The DAP's 2015 performance scorecard yielded a 97 percent accomplishment rate compared to the 97.5 percent it achieved in the previous year. Revenues from the DAP's core business offerings continued to be the primary driver.

Meanwhile, the DAP's net income reached Php7.42 million, a 26 percent improvement over year-ago figures. The results of Academy's operations reveal an upward trend in its overall performance.

Such an upward trend enabled the Academy to comply with the good governance conditions required by the Governance Commission for GOCCs or government-owned and controlled corporations, in the process allowing the Academy to grant the Performance-Based Bonus for 2014.

This year, the DAP continued to provide training, technical assistance and research interventions to government, non-government and even private-sector organizations. These are geared towards accountable governance, and greater productivity and competitiveness in the workplace.

The Academy's training initiatives enabled it to fulfill in 2015 its first strategic objective of enhancing the competence of government officials, an objective that has been part of its original mission from the time it was established in 1973. The DAP far exceeded the first performance measure under this objective when it assisted a total of 1,310 government officials under the Public Management Development Program (PMDP) and the academic programs of the Graduate School of Public and Development Management (GSPDM). This surpassed by a hefty 41 percent the year's target of 932.

Beyond enhancing the competence of government personnel, the Academy continued to make a difference in the propagation of the concept of Quality Management System. First, it made sure that it would remain a good role model in spreading the QMS gospel by passing the third-party surveillance audit with two minor non-conformities in 2015. Then, it was able to assist 26 client government agencies in either establishing or expanding their QMS and ensuring that their systems are certifiable under the ISO 9001 standards. The number also greatly surpassed the year's target of 17, going over that number by a substantial 53 percent.

It was thus not surprising that the national government has recognized the relevance of the DAP by providing it sustained subsidies for its continuing programs, including the PMDP and the Results-Based Performance Management System (RBPMS), giving support to the programs and projects of the Productivity and Development Center (PDC), and granting additional subsidies for new initiatives such as:

1. Program on Modernizing Government Regulations for National Competitiveness and Productivity;
2. Center for Excellence on Public Sector Productivity;
3. Public Sector Human Resource Management and Development Plan; and
4. Feasibility Study on the Expansion of the DAP Conference Center in Tagaytay.

We wish to congratulate all the officers and staff of the DAP for another remarkable performance. Let us continue showing the same level of excellent work even as we anticipate a new administration in the coming year.



ANTONIO D. KALAW, JR. CESO I
President
Development Academy of the Philippines



“GROW

THE DAP DEMONSTRATED ANEW ITS COMMITMENT TO ITS MANDATE AS IT IMPLEMENTED A TOTAL OF 213 PROJECTS PROMOTING GOVERNANCE, INDUSTRY PRODUCTIVITY AND COMPETITIVENESS, SOCIAL DEVELOPMENT, HEALTH DEVELOPMENT, AND ENVIRONMENT MANAGEMENT AND PROTECTION.

”

ACCOMPLISHMENT HIGHLIGHTS

FOR 2014, DAP CONTINUED TO PROVIDE SUPPORT TO THE GOVERNMENT THROUGH DEVELOPMENT RESEARCH, TECHNICAL ASSISTANCE AND CAPACITY BUILDING.

For over four decades now, the DAP has relentlessly pursued its mandate of contributing to the country's development through programs that enhance the leadership competencies of managers in both the public and private sectors.

In 2015, the DAP demonstrated anew its commitment to its mandate as it implemented a total of 213 projects promoting governance, industry productivity and competitiveness, social development, health development, and environment management and protection. Of the total number of projects implemented that year, 82 (38.5 percent) were spillovers from the previous year, 99 (46.5 percent) were contracted in 2015, and 32 (15 percent) were public offerings

As part of the DAP's contribution to the Philippine Development Plan (PDP), the bulk of DAP's project interventions were in governance. This was comprised of programs in organizational assessment, development and strengthening, performance management and monitoring, local governance, project development and management, leadership and management, quality management, among others.

(Project details are in Attachment 1, Complete List of Projects Implemented in 2015).

ACCOMPLISHMENT HIGHLIGHTS

Meanwhile, in support of national productivity and competitiveness, most of the DAP projects in 2015 were focused on public sector productivity and agriculture. In the area of social development, health and environment, project interventions were in climate change adaptation, alternative energy promotion, vulnerability and natural resource assessment. Other initiatives were more skills-focused such as courses in technical writing and facilitation.

The DAP likewise implemented in 2015 an internship program for 22 young, promising, junior-level managers from Japan's leading corporations in partnership with the Ateneo Graduate School of Business and the Kyoto University Graduate School of Management under the Asian Business Leaders (ABL) Program. The participants trained at the DAP for the program's Module 2, Advanced

Development of Business Competency in the Asian Setting, to provide them with additional experiences that will be useful in maximizing the learning opportunities during their internship activity as well as prepare them for navigating within their assigned internship organizations.

Table 1. Number of projects by contribution to the Philippine Development Plan

Area	Total	Percentage
Governance	184	86%
Industry Competitiveness	21	10%
Social, Health and Environment	8	4%
Grand Total	213	100%

Most of the interventions the DAP implemented in 2015 were in training and technical assistance projects. These were coupled with research projects and academic programs.

Table 2. Number of projects by project type

Type	Total	Percentage
Research	9	4%
Training	89	42%
Education	11	5%
Consultancy	104	49%
Grand Total	213	100%

Performance Scorecard

The DAP continues to adopt the balanced scorecard for target setting and monitoring. This is to comply with requirements of the Governance Commission for Government-Owned and Controlled Corporations (GCG) as well as to ensure an effective internal monitoring system.



A participant presents his business/research plan during the Module 2 run of the Asian Business Leaders Program.

The DAP has gauged its accomplishments using 12 performance measures (PMs) aligned with seven strategic objectives (SOs). These PMs are, in turn, divided into four perspectives of customer/stakeholder, financial, process excellence, and learning and growth.

The pursuit of these SOs reinforced the DAP’s commitment to its mandate of “developing transformative leaders, innovative ideas, and synergistic solutions to make the public sector more effective and efficient.”

The first three SOs relate directly to the DAP’s mission, while the rest strategically support this mission by way of maintaining its relevance and viability.

The performance scorecard for 2015 showed that the DAP has accomplished 97 percent of its targets for the year, sustaining the DAP’s accomplishment rating of 97.5 percent in 2014.

Customer/Stakeholder Perspective

Strategic Objective I: Enhance competence of government officials

This has two performance measures (PMs):

PM1 - Number of key government officials (senior executives and middle managers) trained; and

PM2 - Re-Entry Plans (REPs) or Action Plans and Projects (APP) Success Rate.

Under PM 1, the DAP assisted a total of 1,310 government officials under the Public Management Development Program (PMDP) and academic programs under the Graduate School of Public and Development Management (GSPDM). This exceeded the DAP’s target of 932 for 2015. (Table 3 shows the breakdown.)

Table 3. Key government officials trained

	Strategic Objectives and Performance Measures	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO1 Enhance Competence of Government Officials						
PM1	Number of key government officials (senior executives and middle managers) capacitated	Actual number of key government officials (senior executives and middle managers) graduated or completed the programs	10%	10%	Graduate Degree Program GSPDM:792 PMDP: 140	Graduate Degree Program GSPDM:1,174 PMDP: 136

Meanwhile, the DAP accepted 4,425 individuals under its other training programs, bringing to 5,735 the total number of individuals trained.

ACCOMPLISHMENT HIGHLIGHTS

Under PM 2, the DAP achieved an average of 99 percent success rate on the Re-entry Plans (REPs) and Action Plans and Projects (APPs) accepted or implemented by the PMDP and GSPDM students. *(Table 4 contains the breakdown.)*

Table 4. Proportion of REPs and APPs accepted or implemented

	Strategic Objectives (SO) and Performance Measures (PM)	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO1	Enhance Competence of Government Officials					
PM2	Re-Entry Plans (REPs) or Action Plans and Projects (APPs) Success Rate	Proportion of participants or students with accepted or implemented REPs and APPs	10%	10%	GSPDM: 92% PMDP: 90%	GSPDM:100% PMDP: 98%

Strategic Objective 2: Improve effectiveness and efficiency of government organizations assisted

The second strategic objective also has two performance measures:

PM 3 - Number of Client Government Offices with ISO 9001 Certifiable QMS; and

PM 4 - Participation Rate of National Government Agencies in the RBPMS/PBIS Implementation.

Under PM 3, the DAP was able to assist 26 client agencies establish or expand their Quality Management Systems (QMS) and ensure that these are certifiable under the ISO 9001 standards. This number of client agencies was 53 percent over the year's target of 17.

Under PM 4, the participation of national government agencies reached 100 percent of the 2015 target. *(Details are in Table 5.)*

Table 5. Participation of National Government Agencies

	Strategic Objectives and Performance Measures	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO2 Improve effectiveness and efficiency of government organizations assisted						
PM3	Number of client government offices with ISO 9001 certifiable QMS	Actual number of agencies with ISO9001 certifiable QMS over total number of client agencies	10%	10%	17	26
PM4	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%	10%	100%	100%

Strategic Objective 3: Ensure delivery of relevant high-quality training, education, technical assistance, and research services

The third strategic objective seeks to ensure delivery of high-quality training, education, consultancy and research services and is measured by the customer satisfaction rating. The DAP conducted its own customer satisfaction surveys in the past years, covering clients of technical assistance projects only.

But for 2015, the GCG tapped a third party which surveyed 327 respondents on the completed technical assistance and training projects, as well as on facilities used.

Three specific respondent types were identified from each project client group: the focal person, the management representative, and the end user. The sample size was pegged at 30 percent or 98 respondents. As of this writing, only 48 percent of the questionnaires dispatched have been retrieved, yielding, so far, a satisfaction rating of 85 percent.

ACCOMPLISHMENT HIGHLIGHTS

Table 6. DAP clients' satisfaction with technical assistance/consultancy services

	Strategic Objectives and Performance Measures	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO3	Ensure delivery of relevant high-quality training, education, consultancy and research services					
PM5	Customer satisfaction rating	Proportion of DAP clients who are satisfied with technical assistance services	10%	9%	94%	85%

Strategic Objective 4: Forge partnership/involvement of key stakeholders

The fourth strategic objective looks at improving the effectiveness and efficiency of government organizations assisted as indicated by the number of programs implemented. For 2015, 11 out of the 12 target programs were completed. *(Table 7 reports the details.)*

Table 7. Forge partnership/involvement of key stakeholders

	Strategic Objectives and Performance Measures	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO4	Forge partnership/involvement of key stakeholders					
PM6	Number of programs implemented in collaboration with key agencies and stakeholders	Total number of programs implemented in collaboration with key agencies and stakeholders	10%	9%	12	11

Financial Perspective

Strategic Objective 5: Sustain financial viability

Table 8. Financial Viability

	Strategic Objectives and Performance Measures	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO5	Sustain financial viability					
PM7	Revenue growth year to year (Gross Revenue)	Percentage growth year to year	5%	5%	6%	18.5% (Php 522.3M)
PM8	Earnings before interest, taxes, depreciation and amortization (EBITDA)	Earnings before interest, taxes, depreciation and amortization (EBITDA), % increase from year to year	5%	5%	7%	18.8% (Php 31M)

Process Excellence Perspective

Strategic Objective 6: Achieve operational efficiency

Table 9. Operational Efficiency

	Strategic Objectives and Performance Measures	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO6	Achieve operational efficiency					
PM9	On-time delivery rate	Amount accrued over total accruable amount	10%	10%	88%	94%
PM10	Quality Management System (QMS) Conformance Rate - Project Management System - Support Systems - Conference Facilities Management	Sustained ISO certification	5%	5%	Continued certification w/ zero non-conformance	Continued certification w/ zero non-conformance

ACCOMPLISHMENT HIGHLIGHTS

Learning and Growth Perspective

Strategic Objective 7: Develop and sustain high-performing talents

Table 10. Intervention for developing and sustaining high-performing talents

	Strategic Objectives Performance Measures	Formula	Weights	Rating/ Score (Actual vs Target)	Target 2015	Accomplishments 2015
SO7	Develop and sustain high performing talents					
PM11	Organizational climate employee morale index	100% developed	7.5%	7.5%	Develop the tool and system	Developed system and tools
PM12	Adoption and implementation of Competency-Based Human Resource Management Framework	Implementation of the competency-based framework	7.5%	7%	Implementation of the enhanced CBHRMF	Implemented the enhanced CBHRMF

FLAGSHIP PROGRAMS

A. Public Management Development Program

In 2015, the PMDP opened three Middle Managers Classes (MMC) and one Senior Executives Class (SEC) with a total of 144 scholars. Within the year, three MMC classes and one SEC class graduated a total of 136 scholars.

Both classes sought to contribute to the continuing professional development of government executives, helping them acquire the necessary competencies to demonstrate leadership in the face of current challenges in the public sector.

Table 11. Number of enrolled and graduated PMDP Scholars in 2015:

	Enrolled ¹	Graduated ²
Middle Managers Class	116	111
Senior Executives Class	28	25
TOTAL	144	136

¹MMC Batch 8, 9, 10; SEC Batch 4

²MMC Batch 5,6,7; SEC Batch 3

To help market the PMDP, the DAP sponsored a luncheon meeting with human resources managers and granted simulcast radio interviews on *PTV4* and *RadyoBisyon* of the Philippine Information Agency.

A leadership conference was likewise held on August 6-7, 2015 to bring together PMDP alumni. The two-day conference had the theme “Better Leaders, Better Government” and was part of the PMDP’s continuing education program to hone and support its alumni. Some 167 senior and middle-management government executives attended the event that featured both local and international speakers.

Aside from these, the DAP contracted the Philippine Institute for Development Studies (PIDS) to assess the impact of the PMDP. Among the results of the study were: the essential adherence to its mandate and program objectives as shown by the PMDP; highly significant improvements in the overall leadership and management competencies of selected PMDP scholars; significant increase in the consistency with which scholars’ behavior resonate with “commitment to government service and to the country’s progress”; observed behavioral competencies that demonstrate increased confidence, readiness to assume greater responsibilities as well as strengthened sense of kinship, mutual support and harmony; and successful introduction of change and innovation by the returnees in their respective agencies that has been reported.

B. Results-Based Performance Management System

The DAP continues to serve as the Task Force Secretariat and Technical Resource Institution of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems. Its involvement in this program enables the Academy to contribute to the reforms instituted in government, particularly in performance monitoring. While the target is to get 100 percent participation in the program, to date, there are still two out of the 192 target agencies that have yet to participate.

C. Framework Formulation and Study of Spatial Development, Climate Change and Environment (Safer Settlements)

The project looks into the formulation of a framework for a sustainable physical development for the Philippines and the identification of suitable areas for settlement in the light of climate change. This is to keep communities out of harm’s way and minimize losses from geohazards and natural disasters.



Former Senator and Eastern Regional Organization for Public Administration Secretary-General Orlando Mercado delivers the keynote address at the opening of the PMDP Middle Managers Class Batch 10.

ACCOMPLISHMENT HIGHLIGHTS

The project seeks to undertake studies and formulate projections in six priority thematic areas that are relevant in formulating a guide for the development of sustainable human settlements in Metro Manila and other major urban areas across the country. These thematic areas are Population, Natural Resources, Macro-Environment, Physical Infrastructure/Technology, Climate Change, and database management.

As of this writing, this project was about to wrap up as the DAP Board Chair had started preparing the Overall Integrated Report while reports on the five thematic areas are being finalized.

D. Higher Education Career System (HECS)

The Commission on Higher Education's (CHED) Higher Education Reform Agenda (HERA) endeavors to enhance internal governance of state universities and colleges (SUCs) in the country by strengthening accountability, leadership, and management competencies of higher education institution (HEI) leaders and executives.

Under the HERA, the CHED has invested in the development of leaders and executives of Philippine HEIs through the development of the Career System for Higher Education Executives (CSHEE). The system has sought to establish and maintain a pool of higher education executives in the public sector who would lead change and innovation to bring SUCs to a level at par with respectable international standards and reputation.

The DAP has assisted the CHED in designing and operationalizing the CSHEE as it attracts, lays down the career path, hones capabilities and retains managerial talents who will lead SUCs.

For the first part of 2015, much of the activities related to the HECS concerned the finalization of the Inception Report, which was submitted to the CHED in May 2015 and consequently accepted in principle.

At the beginning of the fourth quarter of the year, the DAP presented to the CHED the design of the HECS as well as the Presidential Leadership Conference slated for implementation in early 2016.

The DAP has also drafted a concept paper on the HECS and an Executive Order (EO) for targeted submission in 2016. The EO contains the rationale, goals and objectives of the career system, coverage, institutional arrangements, implementing guidelines, and funding mechanisms.

Moreover, the DAP has engaged the services of experts in higher education, met with technical experts to gather inputs on the design of the HECS, and consulted with HEI presidents for the preparation of leadership training modules.



Presentation of the initial design of the Higher Education Career System to the client– the Commission on Higher Education–and key experts is being made for their comments and inputs.

Two other activities were also conducted in 2015:

- Seminar-Workshop on Baldrige Education Performance Excellence Framework for SUCs on March 18, 2015; and the
- Course on the Malcolm Baldrige National Quality Award and the Assessment Process on March 20 and 23, 2015.

Programs in Support of the Philippine Development Plan (PDP)

The Academy continued to implement programs and projects supportive of the PDP in the following areas:

a. Accountable Governance

Organizational Development and Management

The Academy conducted an organizational assessment and developed an organizational structure and staffing for the Philippine Health Insurance Corporation (PhilHealth). It also provided technical assistance to the Bureau of Animal Industry in assessing its organizational capacity and identifying the gaps as well as proposed interventions to address issues and concerns that impinge on the latter's efficiency and effectiveness in the delivery of its mandates.

The DAP likewise conducted strategic/operations planning activities for the Duty Free Philippines Corporation (DFPC), the Corazon Locsin Montelibano Memorial Regional Hospital (CLMMRH), and the Administrative Order 35 (Inter-Agency Committee on Extra-Legal Killings, Enforced Disappearances, Torture, and Other Grave Violations of the Right to Life, Liberty, and Security of Persons).

The Philippine Council for Sustainable Development (PCSD), in addition, likewise tapped the services of the Academy for a comprehensive assessment of its structure and functions vis-a-vis its capacity to lead the country's achievement of sustainable development goals and targets.

Performance Management and Monitoring

The DAP assisted the Office of the Regional Governor in the Autonomous Region in Muslim Mindanao (ORG-ARMM) to finalize its organizational structure and functional descriptions as well as identify its Strategic Performance Management System (SPMS) targets mandated by the CSC as part of its monitoring and evaluation mechanism, in accordance with the RBPMS/Performance-Based Incentive System (PBIS).

The DAP also conducted a 12-day training program for a foreign delegation from the Royal Government of Bhutan on the Performance-Based Monitoring and Incentive System in the country.

Participants from the Royal Government of Bhutan who trained on the Performance-Based Management Incentive System being used in the country are shown with (seated, left to right) DAP Program Manager Maria Rosario Ablan, DAP Managing Director Imelda Caluen and DAP President Antonio Kalaw Jr.



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Integrity Development

Strengthening Integrity Development in the Bases Conversion and Development Authority (STRIDE-BCDA). The project helped the BCDA enhance transparency and accountability in its operations, raise consciousness on corruption prevention among the management and rank-and-file employees, and utilize corruption prevention tools to improve organizational and systems integrity. In particular, the DAP intervention led to the development of the BCDA Code of Conduct and formulation of its integrity policy.

Project Development and Management

The Academy, in 2015, conducted one batch of the *Project Management and Development Course* with 43 participants from national line agencies (NLAs). The five-day course aimed to provide participants with a comprehensive understanding of the planning and management of development programs and projects while equipping them with the tools, techniques and approaches to planning, designing, implementing and monitoring programs and projects.

The course on *Basic Monitoring and Evaluation* had 49 participants from government institutions and an international funding institution. The course sought to equip the participants with the knowledge, skills and tools on the monitoring and evaluation of programs and projects.

The DAP also conducted two batches of a customized *Course on Project Management* for the Department of Health (DOH) to enhance the skills of its program/project managers in project management, with emphasis on Results-Based Monitoring and Evaluation (RBME).

Policy Development

The Academy also conducted one run of the *Course on the Basic Policy Process* to enable the participants to appreciate the importance/significance of policies and policy development as well as to articulate the concepts, principles and processes of policy analysis and development. The course had 45 participants from NLAs, GOCCs, and private sector/non-governmental organizations.



Participants of the Project Development and Management Course (Batch 2) are shown with DAP Managing Director Imelda Caluen (seated, center) and the course's project manager Michelle Belga (second from right).

Procurement Management

Professionalization and Capacity Development of Procurement Practitioners in the Philippines. This project provided assistance to the Government Procurement Policy Board (GPPB), an interagency body composed of top-level public officials that leads in the implementation of procurement reform initiatives in the Philippines, by developing and pilot-testing a training program to professionalize government procurement practitioners. The initial run of the *Development Program for Public Procurement Practitioners* graduated 35 participants from SUCs, the DBM-Procurement Service, the Philippine Government Electronic Procurement System (PhilGEPS), GPPB-Technical Support Office (GPPB-TSO) and the Office of the Ombudsman.

Local Governance

Strengthening Local Governance for a Child-Friendly Society. This United Nations Children's Fund (UNICEF)-commissioned project is an offshoot of the Academy's previous undertaking with

the Council for the Welfare of Children on the Communities of Practice on Child-Friendly Local Governance (CoP-CFLG). This project aimed at equipping CoP local government units (CoP-LGUs) with the knowledge, skills and tools to promote and advocate for the formulation and implementation of child-friendly policies, programs and projects. Among the project outputs produced were the enhanced CFLG course design, documentation of child-friendly practices in six CoP-LGUs and the conduct of nine runs of the CFLG course in CoP-LGUs.

The Academy also assisted the officers and technical staff of the Department of Tourism (DOT) and the Department of the Interior and Local Government (DILG), through the *Planning Workshop on the Roll-out of the Tourism Guidebook for LGUs*, to formulate their respective agency work programs indicating relevant technical assistance and resource-sharing agreements to facilitate the drafting/ updating of LGU tourism development plans through a workshop on the roll-out of the Tourism Guidebook to assist and capacitate LGUs in tourism development planning.



The first batch of graduates of the Development Program for Public Procurement Practitioners is shown with (seated, left to right) Atty. Genmaries Entredicho-Caong, GPPB-TSO Deputy Executive Director Elmira Caisido, DAP Senior Vice President Magdalena Mendoza, DAP President Antonio Kalaw Jr., Budget Secretary Florencio Abad, World Bank Lead Procurement Atty. Cecilia Valles, GPPB-TSO Executive Director Dennis Santiago, GPPB-TSO Deputy Executive Director Melissa Santiago-Yan, DAP Managing Director Imelda Caluen (first row, standing, second from right) and COA Director Wilfredo Agito (first row, standing, right).



Region II representatives from the DOT and DILG receive their respective copies of the Tourism Guidebook for LGUs from DOT Undersecretary Benito Bengzon (center), DILG-Bureau of Local Government Development Assistant Director Dennis Villaseñor (second from left), and DAP Managing Director Imelda Caluen.

ACCOMPLISHMENT HIGHLIGHTS

Leadership and Management

Training Course for Managers and Supervisors in the Public Sector (5Ps). In consonance with the CSC's Strategic Priorities for 2010-2016, this 15-day training course for managers and supervisors in the public sector was developed to provide a foundation for developing competent supervisors and managers who are able to create and maintain a high-performance, service-oriented, and productive workplace. The course included modules on maximizing personalities, clarifying purposes, managing work processes, leading people and executing plans. The first run of the course had 22 participants from public sector agencies.

City Leadership Governance Program (CLGP). The Academy implemented Modules 1 and 2 of the CLGP for both UNICEF- and USAID-sponsored cities. The CLGP is a one-and-a-half year course composed of three modules with intervening practicum sessions designed to empower city health officers to become Bridging Leaders. This program is a

component of the Health Leadership and Governance Program (HLGP) aimed at developing the leadership and governance capabilities of local health executives and other health leaders in addressing health inequities. In particular, it aims to address the social determinants of health and transform local health systems to make their programs and services work for the community by combining them with the program espoused in the *Short Course on Urban Health Equity (SCUHE)*. The SCUHE was designed and developed by the DOH in partnership with the World Bank, with the DAP serving as an academic partner and implementer of the CLGP. In 2015, the Academy trained 58 local chief executives (LCEs) and health leaders for Module 1 and 90 more of them for Module 2. All came from both USAID and UNICEF cities.

Course on Credentialed Cooperative Director. This course, adapted from the United States' National Rural Electric Cooperative Association (NRECA) Certificate Program, aims to enhance the governance and management of electric cooperatives and for its board members to have a calibrated understanding of the different aspects of a cooperative's operations. The DAP has been implementing this course since 2011 in partnership with the National Electrification Administration (NEA) with



A session of the City Leadership Governance Program Module 2 training for DOH-NAPC Cities is conducted, with Dr. Gabriel Ma. Lopez (left, standing), as resource person.



The 30th batch of participants in the Course for Credentialed Cooperative Directors is shown at the DAP Pasig.

support from the NRECA. In 2015, it completed eight runs of the course with a total of 158 board members from 47 electric cooperatives in attendance.

Competency-based Human Resource Development and Management

Capacity Development for Center for Health (CHD) Regional Offices and DOH Regional Offices and DOH Representatives. This technical assistance intervention for the DOH focused on institutional capacities at the regional and local levels. The project outputs included a functional competency model and standards for Development Management Officer (DMO) levels IV and V, and competency-based learning and development needs assessment (LDNA) tools and guides. It also pilot-tested and rolled out the developed LDNA tool.

The Academy likewise conducted a regional convention for DOH-DMOs from several regions. The convention served as a venue for giving DOH-DMOs an orientation/review of the various programs on local health systems that are vital to their functions as DOH Representatives at the local levels, and for presenting



Carmona Mayor Dr. Dahlia Loyola presents to the judges her town's entry titled "Service Framework for Education and Rehabilitation of Persons with Disability" for the First Government Best Practice Competition (GBPC) held in November 2015. The entry was one of the eight winners of the GBPC in 2015.

the proposed competency models and standards for DOH employees.

b. National Productivity and Competitiveness

Philippine Quality Award

The Academy, in 2015, continued to perform its role in the Philippine Quality Award as award administrator for the public sector. For the 17th cycle of the PQA, the Department of Science and Technology (DOST)-Region 2 was recognized for its commitment to quality management (Level 1).

Localizing the Asian Productivity Organization Center of Excellence. This intervention sought to build capabilities in performance excellence and promote a culture of excellence in public sector organizations as well as to increase the adoption of the total quality management (TQM)/Business Excellence (BE) framework among public sector organizations. Through this project, the Academy was able to run three batches of the Certificate Course on Benchmarking, conduct the Forum on the Government Excellence Class (GEC), implement and award the winners of the first Government Best Practice Competition (GBPC) 2015, and carry out its administration duties.



DOH representatives from the Luzon cluster gather during the DOH Representatives' Convention in March 2015.

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Along this line, the Academy provided technical assistance to two public sector agencies, Philippine Council for Industry, Energy and Emerging Technology Research and Development (PCIERD) and the Clark International Airport Corporation (CIAC), in aligning and integrating various approaches and systems for their transformation into performance excellence. Through this intervention, the PCIERRD's and CIAC's key officers and staff learned to do BE self-assessment, and document BE management approaches while being able to draft their respective agencies' application report for the PGA.

ISO 9001 Quality Management System

Development of Quality Management System (QMS) Certifiable to ISO 9001:2008. The Academy, as the lead agency in the advocacy and capability building aspect of the Government Quality Management Program, provided orientation on the ISO 9001:2008 Quality Management System to some 684 individuals from 13 government

organizations on the Quality Management System. It also capacitated a total of 319 government personnel on ISO 9001:2008 QMS Requirements and Documentation and 40 participants on Internal Quality Audit.

The Academy completed projects on the development of QMS certifiable to ISO 9001:2008 for some 23 government agencies composed of LGUs, NLAs, GOCCs, other executive offices (OEOs), and constitutional offices.

The DAP was also tapped again by previous clients such as the Department of Public Works and Highways (DPWH), Duty Free Philippines Corporation (DFPC) and the Agricultural Training Institute (ATI) for the expansion of the ISO 9001:2008 Certified QMS to other processes/offices.

Industry Productivity

International Conference on Productivity and Innovation. The DAP in cooperation with the Asian Productivity Organization held the first International Conference on Productivity and Innovation with the theme "Achieving Excellence - Unlocking the Potential for Limitless Possibilities." The conference, attended by more than 200 participants, sought to promote a culture of excellence among public and private sector organizations, with focus on productivity and innovation. It also featured the conduct of the 4th International Best Practice Competition (IBPC), an annual international competition organized by the Center for Organizational Excellence Research (COER), New Zealand, to encourage organizations worldwide to share best operational and managerial practices and initiatives.



Shown are the winners of the 4th International Best Practice Competition hosted by the DAP in partnership with the APO and Center for Organizational Excellence Research who bested other entries in operational and managerial practices.

APO e-Learning Course on Knowledge Management for SME Top Management. This course intended to train participants from small and medium enterprises (SMEs) on Knowledge Management (KM) methodology, framework, tools, and techniques to show that KM is a useful tool in increasing SMEs' productivity and illustrate how KM could be adopted by the participants' organization. This was implemented with 16 participants from SMEs and government on September 28 to October 1, 2015.

IMO Model Course 6.09 (Training Course for Instructors). The DAP, being one of the few institutions accredited by the Philippine Maritime Industry Authority (MARINA) to offer the International Maritime Organization (IMO) 6.09 training course, ran six batches of the course (76th-81st) and trained a total of 145 participants in 2015. The course enables competent and experienced mariners to employ creative technologies for translating their knowledge and skills into forms that can be communicated to and imbibed by maritime students.



Participants of the IMO 6.09 Training Course for Instructors (Batch 79) are shown working on their team presentation.

Agricultural Productivity

In the area of agriculture, the Academy carried out a research project for the Philippine Council for Agriculture and Fisheries (PCAF), an attached agency of the Department of Agriculture. The study titled "A Rapid Assessment of the Agriculture and Fisheries Modernization Act (AFMA)" intended to determine the status of the AFMA implementation, review and assess plans and accomplishments from 2009 to 2013, identify existing implementation strengths, weaknesses, opportunities, problems and challenges, and propose adjustments for a more effective implementation and monitoring of the AFMA. The study employed various methodologies, including secondary data gathering, key informant interviews and focus group discussions as well as stakeholders' consultations. The final output was the AFMA Rapid Assessment Report which detailed the findings of the study and the recommendations for better implementation and monitoring of the AFMA.



A focus group discussion takes place with the private sector for the AFMA Rapid Assessment project in Cebu City.



A stakeholders consultation workshop is held for the AFMA Rapid Assessment project.

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The Academy is also implementing another project for the PCAF titled *“Participatory Governance in Agriculture and Fisheries Development: An Evaluation Study of the PCAF’s Consultative Bodies.”* This seeks to conduct an inventory of its consultative bodies and assess their performance in terms of outputs, policy outcomes and overall contribution to the PCAF’s mandate, and recommend strategies and measures to enhance the performance of these bodies. The project completion date is in March 2016.

Asian Productivity Organization (APO)

As the country’s National Productivity Organization (NPO), the Academy has implemented training programs for the APO such as the following:

Training Course on Development of Productivity Practitioners: Basic Program (DPP). This is a three-week program solely implemented by the DAP that aims to develop APO-certified productivity practitioners equipped with fundamental productivity concepts, principles and tools. The advanced program is

being implemented by the Malaysian Productivity Center (MPC). The Academy implemented the training for the 20th batch of its course with 20 participants from 15 member countries on June 1-26, 2015.

The Academy likewise implemented the following e-learning programs through the use of video-conferencing facilities of the APO and the participating NPOs:

APO e-Learning Course on Business Excellence for the Public Sector. This course was designed to promote the BE concept and assessment tools among public sector organizations, to form national strategies for BE and to share best practices of BE strategy among public sector organizations. It also included a field visit to the City Government of Muntinlupa. It was implemented on December 1-4, 2015 with 16 participants.

APO e-Learning Course on Non-Chemical Pest Management in Agriculture. This three-day course sought to acquaint participants with recent developments and the latest trends in non-chemical pest management strategies, approaches, and techniques in agriculture and promote environment and socio-friendly food production to enhance sustainable food security. This was implemented for 23 participants from the public and private sectors on September 8-10, 2015.

APO e-Learning Course on Good Agricultural Practices for Greater Market Access. This course was designed to enhance the participants’ understanding of the benefits and importance of good agricultural practice (GAP) for increasing access of agrifood products to the international markets, to enable them to know the GAP concept, adoption process and certification methodology, and to serve as a venue for reviewing the status of



Foreign delegates from APO member countries who participated in the Development of Productivity Specialists (DPP): Basic Course are shown with (seated, left to right) with DAP Director Ma. Theresa Agustin, APO Program Officer Mohammad Idham Mohd Zain, former Budget and Finance Secretary and DAP Eminent Fellow Salvador Enriquez, DAP President Antonio Kalaw Jr., DTI Undersecretary Zenaida Cuison-Maglaya, and APO Liaison Officer for the Philippines Carlos Sayco Jr.

and procedures for benchmarking of the Philippines' GAP with other internationally recognized GAP standards. The course included a field visit to a GAP-certified farm in Pampanga and it was also localized by including a lecture on Philippine GAP. It was implemented on November 4-7, 2015 with a total of 42 participants from the public and private sectors.

c. Social Development, Environment and Health

Climate Change and Adaptation

Master Plan for the Busuanga Pasture Reserve. The Department of Environment and Natural Resources (DENR) commissioned the Academy to prepare the master plan for the Busuanga Island Chain in northern Palawan to promote inclusive growth and complement developmental initiatives in the island with the least possible environmental footprint and impact. The project involved primary and secondary data gathering, acquisition/generation of maps in Geographic Information System (GIS) format, field



The Busuanga Pasture Reserve in the province of Palawan is shown here.

work, stakeholders' consultations, and comprehensive assessment of the island chain using the ridge-to-reef approach that can be useful in the formulation of the covered municipalities' forest land use and comprehensive land use plans. The final output of the project was a master plan that offers top priority programs and projects based on the current development realities and projected future outcomes in the island as well as measures to address vulnerabilities to climate change.

Vulnerability and Adaptation, and Natural Resource Assessments. The Academy was tapped by the Climate Change Commission (CCC) to make the vulnerability and adaptation, and natural resource assessments of the eco-town demonstration projects in Eastern Samar and Bohol. An eco-town is a planning unit composed of municipalities or group of municipalities located within and around boundaries of critical biodiversity areas which are at high risk to climate change. Both assessments cover the sectors of forestry, agriculture, coastal and marine, and health. The vulnerability and adaptation assessment (VA) study seeks to provide baseline information that is useful in determining the area's vulnerability to climate change and identifying adaptation options/strategies



The team members of the Vulnerability and Adaptation, and Natural Resource Assessments project take a boat ride during the initial scoping activity at the Abatan River in Bohol province.

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for integration in development planning. The natural resource assessment (NRA) study, on the other hand, provides estimates of the value of the current and potential bundles of ecosystem services being provided. These interventions are crucial steps in developing climate-resilient communities.

The DAP conducted the VA in Eastern Samar with the LGUs of Guiuan, Can-Avid, Llorente, and Borongan City as beneficiaries. Through this project, the four LGUs were able to identify and prioritize climate change adaptation strategies and prepare their respective Local Early Action and Monitoring and Evaluation Plans in implementing the strategies.

In the Province of Bohol, the Academy conducted both VA and NRA studies. The project came up with basic and climate change adaptation maps and climate change adaptation plans for the five LGU beneficiaries that include the municipalities of Cortez, Maribojoc, Antiquera, Balilihan and Catigbian.

Academic Programs

The Academy in 2015 implemented the following graduate degree programs:

Master in Public Management major in Development and Security (MPM-DevSec). This is a customized course designed for the students of the Armed Forces of the Philippines Command and General Staff College (AFP-CGSC) which seeks to build leaders within the overarching framework of development and security. In 2015, the program had 138 graduates from the eighth batch.

Master in Public Management major in Rural Development (MPM-RD). This program, a convergence initiative of the DA, DAR, and DENR, is intended for current and prospective government employees involved in rural development work. It aims to strengthen the social policy and rural extension system across the country. In 2015, the program produced the second batch with 136 graduates.

Master in Public Management major in Local Governance and Development (MPM-LGD.) The program customized for the municipal, city and provincial planners from the Yolanda Corridor is a capacity-building program for the reconstruction and rehabilitation of the various areas affected by Typhoon Yolanda. By the end of the 14-month program, the students are expected to come up with a Five-Year Development Plan that will serve as the primary planning document for the local government and serve as their academic thesis as well. The program started in December 2014 with two simultaneous classes running in the cities of Iloilo and Tacloban and with 148 scholars from the provinces of Aklan, Antique, Biliran, Capiz, Cebu, Dinagat Island, Eastern Samar,



MPM-DevSec (Batch 8) and AFP-CGSC Class 60 students post with Gawad Kalinga Founder and Chairperson Antonio "Tony" Meloto (sixth from right) and DAP Supervising Fellow Dr. Evelyn Cruzada (seventh from left) after the lecture-discussion on Leading Organizations Toward Outcomes-Networking with Organizations

Iloilo, Leyte, Masbate, Negros Occidental, Palawan, Samar, Southern Leyte and the city of Tacloban. The scholars were set to graduate in March 2016.

Master in Public Management major in Health Systems and Development (MPM-HSD). This is a joint program with the DOH intended for doctors to the barrios and other health sector practitioners and health professionals towards becoming health systems reform implementers and rural health development managers. The program produced 77 graduates in 2015.

Master in Productivity and Quality Management major in Microfinance (MPQM-Microfinance). This program was co-implemented with the CARD MRI Development Institute, Inc., (CMDI) and it aims to assess and strengthen the leadership and managerial acumen of microfinance practitioners. The course graduated a total of 37 students for the academic year 2014-2015.

The Academy also ran diploma, certificate and ladderized programs that were customized for various sectors of government.

Diploma in International Development and Security (IDevSec.) The course is



National Anti-Poverty Commission Secretary and Lead Convenor Jose Eliseo Rocamora (left, standing) delivers his message during the awarding ceremony for the MPQM major in Microfinance as (seated, left to right) DAP Graduate School Dean Gloria Jumamil-Mercado, CMDI Director Edzel Ramos, and DAP President Antonio Kalaw Jr. listen.

intended for students of the AFP Special Intelligence Training School (SITS) who are taking the Strategic Intelligence Course to enable them 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. For the year, the Academy ran its fourth batch with 15 graduates.

Certificate Course on Organizational Management (CCOM). This is intended for prospective leaders to enhance their understanding of organization and management. It is designed to enable action-oriented professionals to initiate appropriate, sustainable and viable development projects towards the creation of efficient conditions for economic and social progress. There were 101 students who completed the course.



The graduating class of the MPM major in Health Systems and Development (31st batch) listens to DOH Assistant Secretary Paulyn Jean B. Rosell-Ubial (left photo) who served as the commencement speaker.

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Certificate Course on Management Analysis (CCMA). This is an advanced program on effective management of programs, people, partnerships and the communication process aimed at enhancing an individual’s overall management capabilities. The program had 101 graduates.

Both CCOM and CCMA are ladderized courses run by the Academy in partnership with the DOH. These courses can be credited as three-unit core subjects of the MPM-HSD program.

Table 12 shows the number of graduates in the DAP’s academic programs in 2015.

Table 12. Number of academic programs’ graduates in 2015

Program	Masters	Diploma	Certificate
MPM-DevSec (Batch 8)	138		
MPM-RD (Batch 2)	136		
MPM-HSD	77		
MPQM-Microfinance (Batch 3)	37		
IDevSec (Batch 4)		15	
CCOM Luzon			35
CCOM Visayas			32
CCOM Mindanao			34
CCMA Luzon			35
CCMA Visayas			32
CCMA Mindanao			34

Council of Fellows

The Council of Fellows (COF) is the idea-generation mechanism of the Academy. It is tasked with doing environmental scanning, identifying and developing new opportunity areas and directions for the Academy or any of its Centers, and promoting the exchange of ideas and expertise on development concerns in the Philippines, as well as in Asia and the Pacific Region.

Eminent Fellows

In 2015, the Academy conferred the title of Eminent Fellow to two outstanding individuals – Rafael M. Alunan III and Jamil Maidan Flores – who now are members of the Council of Fellows.

Rafael M. Alunan III currently sits on the boards of Sun Life of Canada (Philippines), Inc., Sun Life Financial Plans, Inc., Sun Life Asset Management, Inc., Pepsi Cola Products Philippines, Inc., and the University of St. La Salle while sitting as Chair of the Harvard Kennedy School Alumni Association of the Philippines Board of Trustees and Vice Chair of the Institute of Corporate Directors’ National Governance Circle.

He served the Cabinets of Presidents Corazon C. Aquino and Fidel V. Ramos as Tourism Secretary and Local Government Secretary, respectively. He helped forge the peace agreement with the Rebolusyonaryong Alyansang Makabansa and the Young Officers Union in 1993, and with the Moro National Liberation Front in 1996.



DAP President Antonio Kalaw Jr. (center) presents the certificate of membership to the DAP Council of Fellows to former Interior and Local Government Secretary Rafael Alunan III (fourth from right) at a conferment ceremony on January 28, 2015. With them are: (left to right) DAP Executive Fellow Carlos Tabunda Jr.; former Senator Orlando Mercado; former President Fidel Ramos; Mrs. Elizabeth Jalbuena Alunan, daughters Barni Alunan-Escaler and Katrina Alunan-Gonzales, and son Rafa Alunan.

Mr. Alunan holds the rank of Colonel in the Armed Forces of the Philippines (AFP) and commanded the 131st Infantry Division (Standby Reserve) and the 9th Infantry Division (Ready Reserve) of the Philippine Army.

He obtained his double degree in Business Administration and History-Political Science from the De La Salle University, and his Master's degree in Public Administration and certificate in Executive Education from the Harvard Kennedy School of Government. He also attended the Ateneo de Manila University's Master in Business Administration-Executive Program and is a graduate of the AFP-CGSC.

He is an honorary member of the Philippine Military Academy's Class '74, PC-Special Action Force, Special Forces Regiment (Airborne) and First Scout Ranger Regiment. He produced a documentary titled "Tagaligtas" and co-authored the book "Silver Linings" about the PC-SAF's contributions to freedom and democracy, law and order, and peace and development.

Jamil Maidan Flores is a multi-awarded Filipino poet, fiction writer, playwright and essayist. He is currently based in Jakarta, Indonesia as speechwriter to the Foreign Minister of Indonesia and English-language consultant to the Indonesian Department of Foreign Affairs. He has



Renowned poet, essayist, fictionist, publicist and technocrat Jamil Maidan Flores (fourth from right) receives his certificate of membership to the DAP Council of Fellows from DAP President Antonio D. Kalaw Jr. (fourth from left) on February 18, 2015. Joining them are: (left to right) DAP Executive Fellow Carlos Tabunda Jr.; DAP Eminent Fellows former Senator Orlando Mercado and former Civil Service Commission Chair Corazon Alma de Leon; Mrs. Noreen Flores, and sons Jamal and Jibrail Flores.

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served five foreign ministers and six presidents of Indonesia since 1992. Mr. Flores is also a foreign policy columnist of the **Jakarta Globe**, a daily newspaper in Indonesia, and has been awarded for best opinion writing by the Society of Publishers in Asia (SOPA) in 2013.

He earned his Bachelor of Philosophy degree at the University of Santo Tomas and is a graduate of the Career Executive Service Development Program.

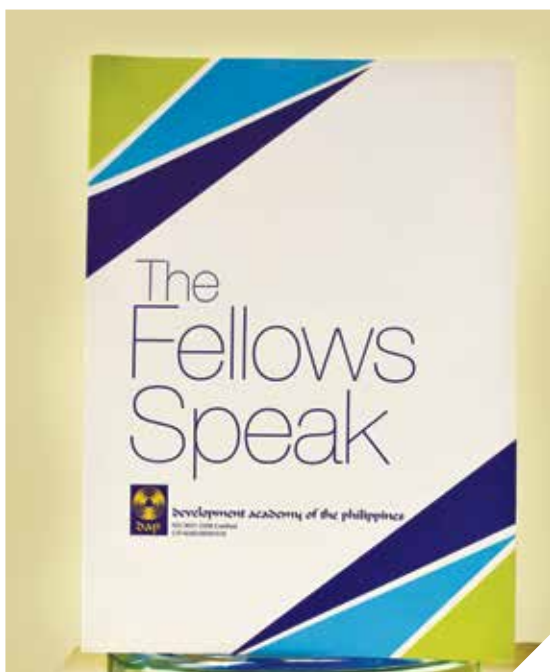
Publications

The Academy launched the first volume of the publication series, **The Fellows Speak** – a collection of papers presented by Eminent Fellows of the DAP – on October 22, 2015. This collection include papers of former Prime Minister Cesar E.A. Virata, the late Senator Vicente T. Paterno, father of Knowledge Management in the Philippines Dr. Serafin Talisayon, former Social Welfare Secretary and

former Civil Service Commission Chair Corazon Alma de Leon, former Senator and Defense Secretary Orlando Mercado, former Technical Education Skills and Development Authority Director-General and rural electrification advocate Edicio dela Torre, former Tourism and Local Government Secretary Rafael M. Alunan III; and poet, fiction writer, playwright and essayist Jamil Maidan Flores.

Knowledge Sharing Sessions

In 2015, the COF conducted 13 roundtable discussions, lectures and fora on various concerns and issues such as peace and security in Mindanao, Philippine territorial claims on the South China Sea, human security, energy management, climate change, and the Asia Pacific Economic Cooperation (APEC) agenda, among others. These activities had a total of 430 participants.



The first volume of “The Fellows Speak” that was launched in October 2015.



DAP Senior Vice President for Programs Magdalena Mendoza (second from left) and Institutional Marketing Center Managing Director Merliza Makinano (second from right) met with Dr. Joaquin Herranz Jr., Associate Dean of Student Affairs (right), and J. Paul Blake, Director of Communications and External Relations (left), at the Daniel J. Evans School of Public Policy and Governance, University of Washington in Seattle, USA to explore possible partnerships between the DAP and the UW.

Institutional Relations and Partnerships

To support the Academy's vision to be an internationally recognized institution producing top-notch public managers and innovative researches in public sector effectiveness and national productivity, partnerships need to be established with local and international counterpart educational, research and/or training institutions/organizations/centers.

The Academy explored partnerships with the following universities and organizations in the United States of America in July 2015:

- a. UP Alumni Association of San Francisco/Filipino-American Society of Architects, UC-Berkeley Campus;
- b. University of California-Berkeley, Goldman School of Public Policy;
- c. University of Washington, Southeast Asia Center (Henry M. Jackson School of International Studies);
- d. Daniel J. Evans School of Public Affairs;
- e. Harvard University (Harvard Kennedy School of Alumni Executive Council, Harvard Asia Center, Harvard Kennedy School Executive Education, Harvard Graduate School of Education);
- f. American University (Department of Public Administration and Public

- Policy, ASEAN Studies Center, School of International Service);
- g. George Washington University (Trachtenberg School of Public Policy and Public Administration, Sigur Center for Asian Affairs, GWU Elliott School of International Affairs);
- h. Center for Strategic and International Studies US-Philippine Society;
- i. World Bank; and
- j. Johns Hopkins School of Advanced International Studies

It also explored partnerships with the following universities and organizations in Canada in November 2015:

- a. University of British Columbia;
- b. Canadian Bureau for International Education (Institutional Marketing Center Head Merliza Makinano attended the 49th Annual Conference of the CBIE in Niagara Falls, Ontario Canada on November 22-25, 2015); and
- c. Consul General of the Philippines in Vancouver, Canada (Ms. Makinano met with Consul General Neil Frank R. Ferrer and Vice Consul Maria Charmaine D. Guevarra).

Coordination with the French Embassy regarding the implementation of the



At the Harvard Graduate School of Education, Harvard University, DAP Senior Vice President for Programs Magdalena Mendoza and Institutional Marketing Center Managing Director, Merliza Makinano met with Dr. Mary Grassa O'Neill, Acting Managing Director of Professional Education, and Stephen Hyde, Deputy Director, Programs in Professional Education, to discuss possible partnerships with the DAP.



DAP President Antonio Kalaw Jr. (left) exchanges a copy of the signed MOU with ENA Director Nathalie Loiseau (right) at the Elysee Palace in Paris, France with President Benigno Aquino III and French Republic President Francois Hollande.

ACCOMPLISHMENT HIGHLIGHTS

Memorandum of Understanding (MOU) between the DAP and the École National d'Administration (French National School of Administration or ENA) and the visit of French President François Hollande on February 26-27, 2015 also resulted in enhancing relations and improving the possibility of future partnerships with the French group in various endeavors.

Internal Organizational Support Systems

Quality Management System

In 2015, the Academy passed the third-party surveillance audit with two minor Non-Conformities.

Compliance with the Good Governance Conditions

The Academy was able to comply with the Good Governance Conditions required by the GCG for the granting of the Performance-Based Bonus for 2014.

GCG Memorandum Circular 2014-05 enumerates, among others, the fulfilment of all statutory responsibilities, submission and execution of time-bound action plans for addressing Notices of Disallowances and Audit Observation Memoranda (AOM) from the Commission on Audit, maintenance/updating and implementation of the corporation's Manual of Corporate Governance, and observance of the "no gift policy" to make the GOCC eligible to grant the Performance-Based Bonus (PBB).

Manpower Support

The Academy had a total complement of 572 staffers by end of December 2015. Of these, 298 are plantilla and 274 are non-plantilla-based personnel. Thirty-six percent or 208 are assigned to the Programs and School operations groups. The remaining 364 staffers are from the Tagaytay and Pasig facilities, and Corporate and Support Services groups, accounting for 40 percent, 16 percent and 44 percent of the staffing composition, respectively.

The DAP also implemented an enhanced Competency-Based Human Resource Management Framework.

Staff Development. The Academy made available to the staff a total of 152 training interventions, 47 (30.09 percent) of which were conducted in-house. The rest (105 or 69.1 percent) were external programs consisting of 58 local-based offerings and 47 foreign-based grants.

The type of programs availed of were supervisory/managerial (24 or 15.8 percent), technical competencies (98 or 78.4 percent), and finance and administration (19 or 12.5 percent). The rest (11 or 7.2 percent) were orientation seminars (e.g., Deeper DAPper, Know DAPself) for new hires.

Of the 1,589 training slots available, 1,159 (72.9 percent) were availed of by plantilla-based staff and 430 (27.01 percent) went to non-plantilla-based staff.

The 152 training programs covered 17,197 training hours attended by a total of 470 staffers or 82 percent of the staff that were able to attend at least one learning initiative.

Recruitment and Selection. The Academy was able to address requests for personnel (90), and recommendations for promotion (16) and regularization (36), which accounted for 142 personnel actions for the year.

Support Business Operations

The Academy continued to generate income from the business operations of its conference facilities in Tagaytay City and Pasig City in 2015. It contributed PhP74.84 million (14 percent) to the Academy's total revenue of PhP522.4 million.

As part of its continuous improvement initiatives, the Academy has improved safety and security measures in all its facilities, including the conversion of fire exit doors to fire-rated panic doors, installation of additional CCTV units, lighting and reflectorized traffic signage, and the conduct of emergency response drill and structural assessments.

Moreover, a number of major physical facility improvements to ensure customer comfort and convenience was completed at the DAP Conference Center in Tagaytay City. These include the installation of a Smart signal booster, fiber optic Internet service, and a Land Bank ATM booth, the use of a key card in basement guest rooms, the playing of music in the dining hall, the asphalt overlay on roads and pathways, and the expansion of wi-fi access.

The Physical Repair, Rehabilitation and Restoration of the Tagaytay Facilities-Fourth Tranche (3RT4A) was completed in the fourth quarter of 2015. This covered 1) the rehabilitation of the auditorium, executive offices, business center, upper and lower lobbies, corridors, upper and lower lobby restrooms, and concourse, and 2) the conversion of the Business Office into the Facilities Marketing and Sales Office (FMSO), the FMSO into a Conference Room, and the Social Hall into DAPCC offices.



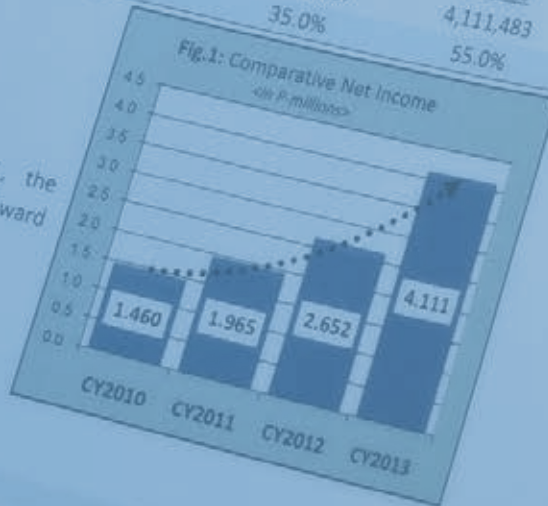
FINANCIAL PERFORMANCE CY2013

The Academy's financial performance for the CY2013 could be considered a banner year. It reported a total net income of P4,111,483 as against the recorded net income of P2,652,467 in CY2012. The difference amounting to P1,459,016 represents a 55% increase in terms of growth rate. This was a significant achievement taking into consideration the reported growth rates in net income for CY2010, CY2011 and CY2012 which are 34%, 34% and 35%, respectively.

Table 1 presents the figures carved out from the financial statements relative to the Academy's net income for the past four (4) years.

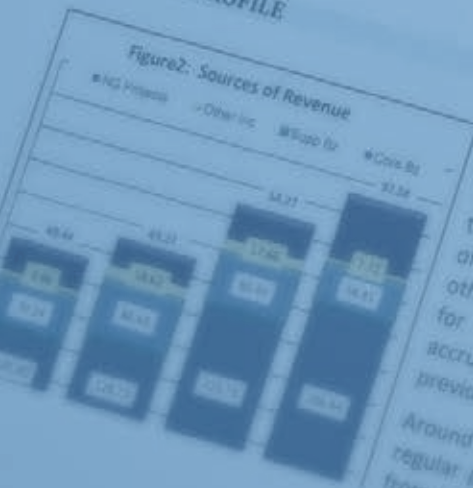
Table 1. Comparative Net Income

	CY2010	CY2011	CY2012	CY2013
Net Income	1,460,432	1,964,568	2,652,467	4,111,483
Growth Rate	34.0%	34.0%	35.0%	55.0%



As graphically illustrated in Figure 1, the Academy's bottom line displays an upward trend in its overall performance.

REVENUE PROFILE



The upward trend in revenue for the last four years was sustained as shown in Figure 2. For CY 2013, the Academy generated P49,81M from various sources of revenues i.e. projects, asset management, and others. This is equivalent to 95% of the total revenue for the year. Of this amount, P48.42M was accrued in CY2013 and this is 16% higher than the previous year's performance.

Around 61% of the total revenues are from regular project contracts and public offering from GAA-funded programs (primarily

“ INVEST IT IS A SIGNIFICANT ACCOMPLISHMENT THAT THE ACADEMY HAS REMAINED FINANCIALLY SOUND AND HEALTHY FOR 12 STRAIGHT YEARS AS IT CONTINUES TO PURSUE ITS MANDATE OF BUILDING INDIVIDUAL AND INSTITUTIONAL CAPABILITIES FOR DEVELOPMENTAL CHANGE. ”

FINANCIAL HIGHLIGHTS

ALL THINGS CONSIDERED, 2015 WAS A VERY GOOD YEAR FOR THE DEVELOPMENT ACADEMY OF THE PHILIPPINES. IN ITS 42ND YEAR OF OPERATION AS A SELF-FINANCING DEVELOPMENT INSTITUTION, THE ACADEMY MADE NEWS IN THE INTERNATIONAL DRIVE FOR PUBLIC SECTOR PRODUCTIVITY AS IT CONTRIBUTED TO THE PHILIPPINES, HAVING BEEN RECOGNIZED AS CENTER OF EXCELLENCE ON PUBLIC SECTOR PRODUCTIVITY.

It also marked another year of positive financial performance as the DAP registered a net income amounting to PhP7.42 million, up from PhP5.88 million in 2014. For 12 consecutive years the Academy managed to sustain its operations and registered an increasing Net Income to Revenue Ratio of 0.32 percent in CY2004 and 1.42 percent in CY2015. It is a significant accomplishment that the Academy has remained financially sound and healthy for 12 straight years as it continues to pursue its mandate of **building individual and institutional capabilities for developmental change**.

/FINANCIAL HIGHLIGHTS/

The 2015 operation yielded a net income of PhP7.42 million, which is 26 percent higher compared to the PhP5.88 million net income in CY2014. **Figure 2** presents the Academy's net income growth for the past five years. As graphically illustrated in **Figure 2**, the Academy's bottom line displays an upward trend in its overall performance.

Total revenues earned amounted to PhP522.36 million while total operating expenses incurred amounted to PhP514.95 million for CY2015. **Figure 3** presents in graph the CY2015 Statement of Income and Expenses with comparative figures against CY2011 to CY2014. For five consecutive years the Academy managed to sustain its operations and registered an average growth rate of 42 percent.

REVENUE PROFILE

The increasing trend in revenue was sustained for the last five years as shown in **Figure 4**.

For CY2015, the Academy generated PhP713.2 million from all sources of revenues, i.e., projects, asset management and others. This is equivalent to 118 percent of the target for the year. However, only 73.2 percent or PhP 522.36 million of this amount was delivered and accrued in CY2015, lower by 14 percent compared to what was planned but 18 percent higher than the previous year's performance. While the amount of project contracts in CY2015 increased, the total manpower strength on the other hand was reduced by 27 senior warm bodies. As a result, the remaining staffers were severely overworked and over stretched on multiple assignments; hardest hit were the junior and senior Fellows, whose workload included concurrent management and administrative responsibilities.

Revenue from Core Business consists of regular projects and public offerings and these sources of revenue remained the major source of the Academy's revenue, accounting for 54 percent

Figure 2. Comparative Net Income (in millions)

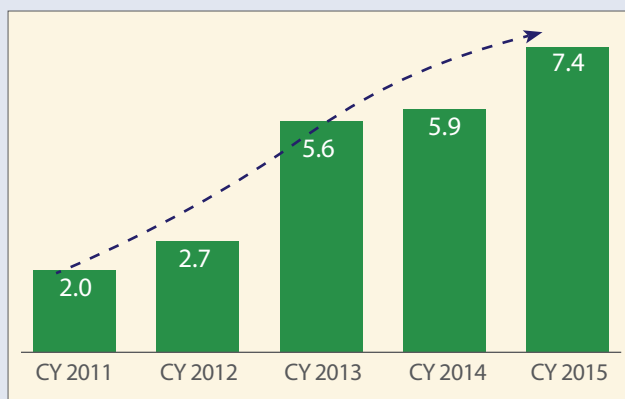
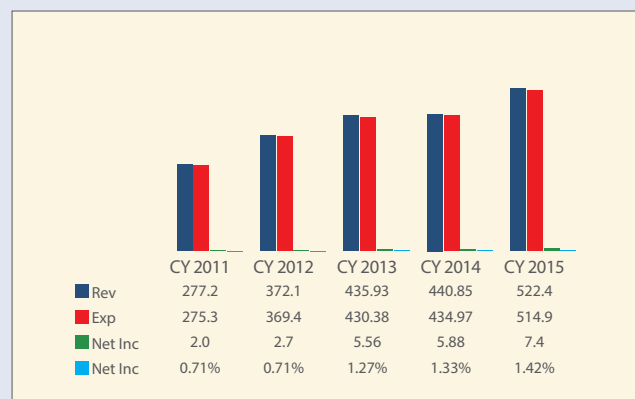


Figure 3. Comparative Profit and Loss Statements (in millions)



of the total annual revenues. The revenues from the National Government Projects contributed 31 percent, Support to Operations accounted for 14 percent and Income from marketable securities was one percent. **Figure 4** presents the Academy's actual sources of revenues in the years 2011 to 2014 and 2015.

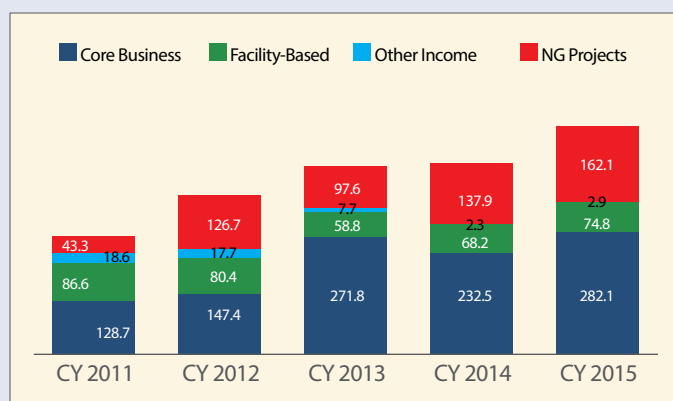
Revenues from Core Business Operations

Table 12 shows the Summary of Status of CY2015 Core Business Projects. A total of 213 projects were delivered by the Academy in CY2015. This included spillover projects from 2014 valued at PhP105.01 million or 37 percent of the PhP282.09 million accrued revenue for the year, PhP156.08 million equivalent to 55 percent earned from project contracted and delivered in CY2015, and seven percent or PhP21 million from public offerings/courses implemented during the year. Total delayed activities totaled PhP27.58 million, 27 percent or PhP7.48 million of which was attributed

to the review of final reports by the client and rescheduling of activities as requested by the client, and the 73 percent or PhP20.10 million of which was attributed to internal problems encountered such as completion/finalization of terminal report/deliverables and revision of e-Project Implementation Plan (e-PIP).

As the Academy continued to grow its core business and expand its programs and project development efforts to high value-adding endeavors aimed at strengthening the existing customer base and generating new business, it endeavored to continuously offer and market its big-ticket mandated programs, e.g., ISO-QMS, RBPMS, PMDP-NGCESDP, Citizens Charter and Local Governance, among others. Following the Academy's long tradition of assessing financial performance that would generate a positive bottom line, it strengthened partnership with specific target agencies. One can only surmise that staff loading was given due attention in managing operating costs.

Figure 4. Sources of Revenue (in millions)



/FINANCIAL HIGHLIGHTS/

Revenues from Support Business Operations

The Academy's conference services in both Tagaytay and Pasig performed well in CY 2015. The DAP Conference Center in Tagaytay City, in particular, outdid itself by overshooting its revenue target for the year, despite a generally internal use by the Academy's projects, through aggressive marketing and continuing enhancement of services. The Support Business Operation was the second largest contributor to the Academy's total revenue in 2015, generating both from external and internal clients the amount of PhP208.14 million. This is 100 percent of what was projected for the year and seven percent higher than the previous year's performance. Servicing Academy Core business improved by five percent. Average occupancy rate registered in CY2015 was 63.01 percent.

Figures 5A and 5B present the breakdown of revenue sources from Support Business Operations.

Revenues from National Government Projects (Subsidy)

Figure 6 shows the projects funded by the National Government. The special projects funded by the National Government for CY2015 increased by 18 percent. The approved amount of subsidy for the Public Management Development Program-National Government Career Executive Service Development Program (PMDP-NGCESDP), Harmonization of National Government Performance, Monitoring, Information and Reporting Systems (RBPMS), and Support for the Programs and Projects of the Productivity Development Center (PDC) in CY2015 were PhP130.600 million, PhP19.650 million and PhP10.400 million, respectively, or a total of PhP160.650 million. For CY2015, the total amount of subsidy accruable for PMDP-NGCESDP, RBPMS and Support to Productivity was PhP192.45 million. PhP31.8 million of this was a carryover of the 2014 PMDP-NGCESDP implementation. This amount represents the

Table 13. Summary of CY2015 Project Status of Core Business

Particulars	Count	Contracted Amount	Accrued Revenue (Prior Yrs)	Accruable CY 2015	Accrued Jan-Dec 2015	Delayed Activities	% To Total Accruals
SPILL-OVER PROJECTS	82	300.36	158.99	113.51	105.01	8.50	37%
CY 2015 CONTRACTED PROJECTS	99	346.16	-	175.15	156.08	19.07	55%
PUBLIC OFFERINGS/ COURSES	32	21.81	-	21.00	21.00	-	7%
TOTAL	213	668.33	158.99	309.67	282.09	27.58	100%

Figure 5A. 2015 Support Business revenue breakdown

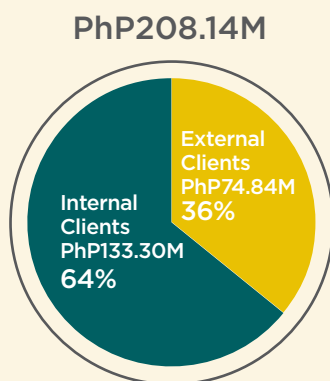
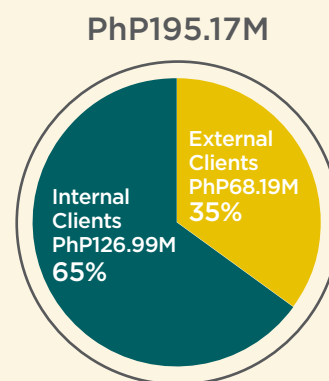


Figure 5B. 2014 Support Business revenue breakdown



fund requirements of the sessions/classes of MMC Batches 5 and 6 that were continued in CY2015.

Of the total PhP192.45 million, PhP162.52 million was accrued for the year 2015. For lack of available official term, “CY2015 GAA” referred to the funds released by the National Government to the Academy for implementing the Government’s flagship programs under the Aquino administration. The three major programs are (1) PMDP-NGCESDP, RBPMS, and Support to the PDC, which is the Philippines’ commitment to the Asian Productivity Organization (APO) as a member nation.

Revenues from Other Income

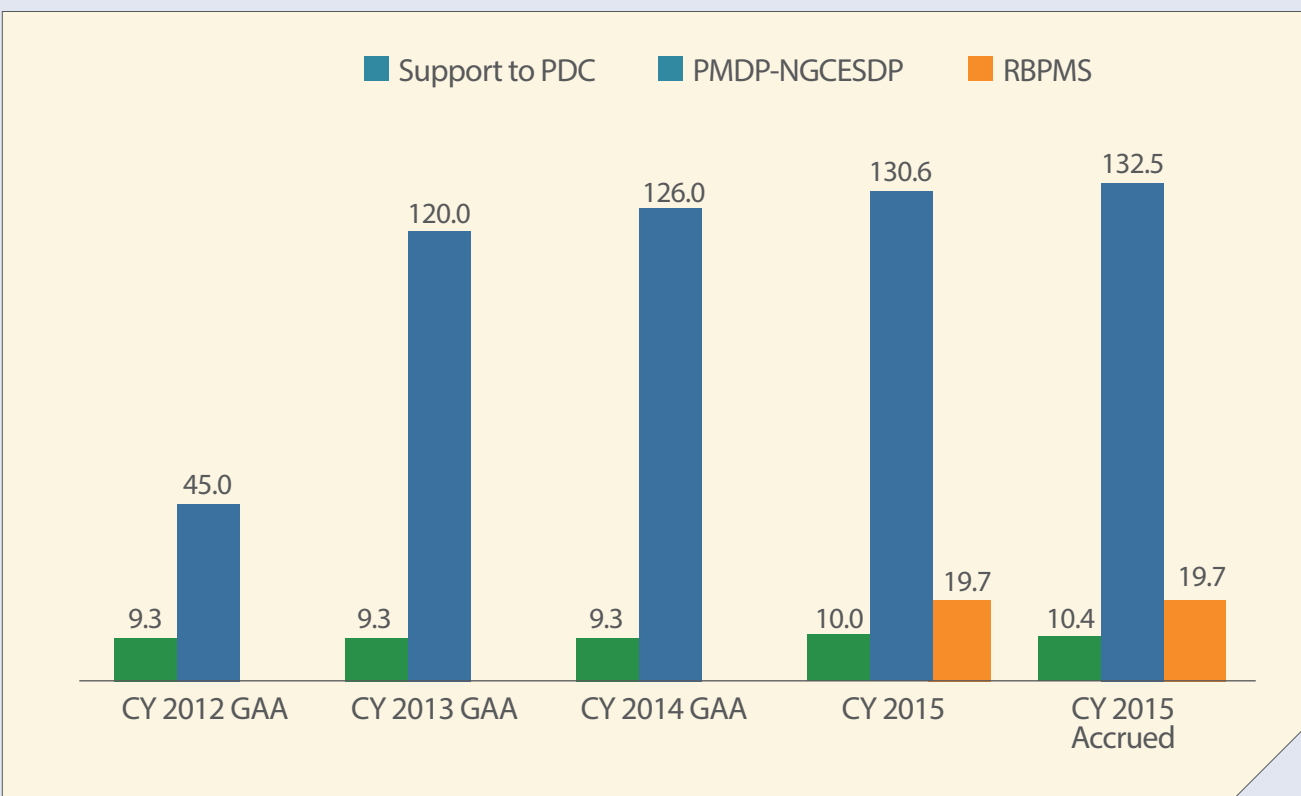
The Academy has two major sources of Other Income: (1) *Interest Earnings/Income*; and (2) *Miscellaneous Income*, e.g., *Gain on Foreign Exchange*. The revenue from this source

registered a modest increased from PhP2.3 million in CY2014 to PhP2.9 million by year end 2015. However, this is 62 percent lower compared to the PhP7.7 million end-of-December 2013 level. Interest Income from Investible funds declined significantly due to two major factors: (1) *the exceptionally and persistently low interest rates*; and (2) *reduced investible funds*. Another reason is being saddled by difficulties in collections for projects/undertakings declared as “accrued”/earned by the different delivery units of the Academy. The combined revenue earned from this source, however, accounted for only one percent of the total revenues. **Figure 7** presents the comparative revenue from Other Income.

EXPENSE PROFILE

The cost structure is often viewed with the end in view of continued cost reduction measures, and fortunately, the multi-tasking

Figure 6. Projects Funded by the National Government (in millions)



/FINANCIAL HIGHLIGHTS/

of the Academy officers and staff helped limit the total operating expenses for the year to PhP514.95 million, equivalent to 86 percent of the approved budget for CY2015. The project-related MOOE accounts for the biggest share at 46 percent or PhP234.50 million. Personal Services (PS), which cover the salaries/wages as well as benefits, was recorded at PhP164.95 million or 32 percent. Institutional MOOE, covering the general administrative/overhead cost, accounts for PhP115.49 million or 22 percent. **Figures 8A** and **8B** present the comparative cost structures of the CY2014 as against the CY2015.

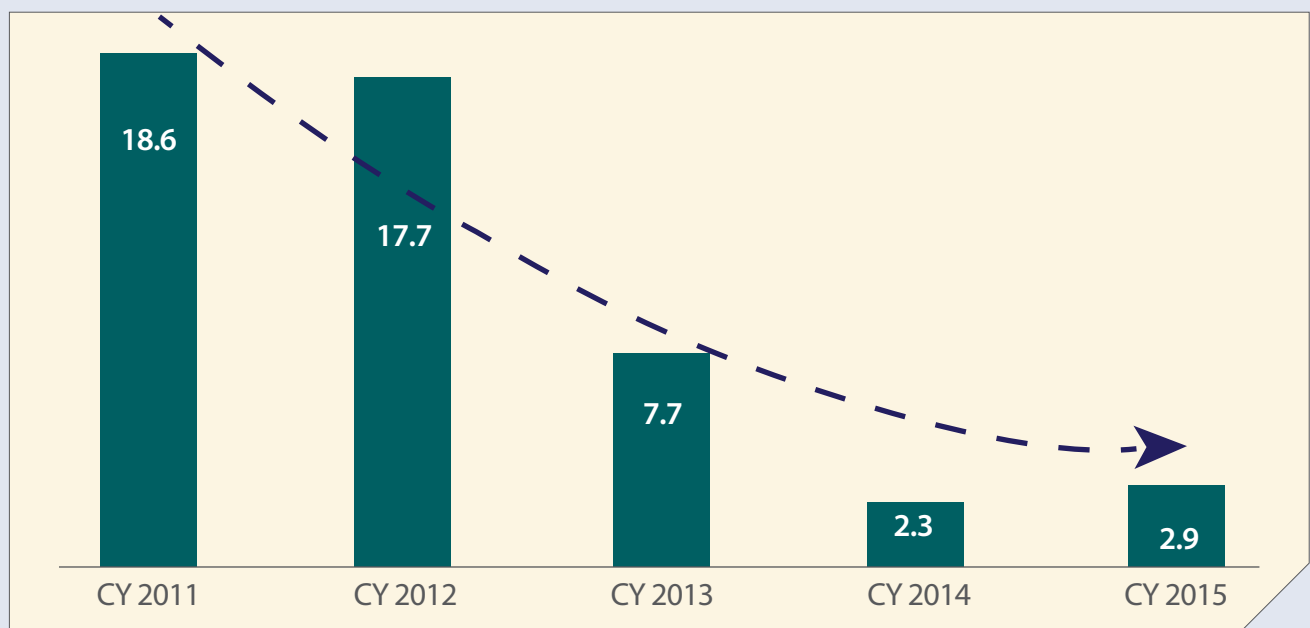
Total operating expenses for the year increased by 18 percent (PhP79.98million) compared to the previous year's level of PhP434.97 million but was 14 percent lower than what was budgeted (PhP596.60 million). Personal Services increased from PhP144.04 million in 2014 to PhP164.95 million in 2015, posting an

increase of PhP20.92 million or 15 percent. Institutional MOOE also went up to PhP115.49 million from last year's PhP103.26 million. Expenses for Projects' MOOE also increased from PhP187.68 million in 2014 to PhP234.50 million in 2015.

The increase in Personal Services (PS) and Institutional MOOE can be associated with the Academy's continued upgrading of its staff through focused training and highly selective promotion and conversion of excellent performers and fast-trackers to regular staff.

The cost structure highlights the fact that approximately 54 percent of the total costs of the Academy is relatively fixed and recurring and shows trends of continued growth. This situation puts more pressure on the Academy to generate increasing amounts of revenues if it wants to maintain existing capacities needed to sustain the present level of operations.

Figure 7. 2014 Comparative Revenue from Other Income (in millions)



FINANCIAL EFFICIENCY

Figure 9 shows the Financial Efficiency Ratios of the Academy for the last three years. The ratio of “Total Costs to Total Revenues” in CY2014 and CY2015 reflected an improvement of 0.1 percent from 98.7 percent to 98.6 percent. This resulted in increased net income in CY2015 of PhP7.42 million from PhP5.88 million in CY2014. The net profit ratio of CY2015 from operations has improved by six percent as compared to CY2014. Although the overall ratio of cost-to-revenues remained unchanged on a year-to-year basis, PS-to-Revenue ratio went down from 33 percent in 2014 to 32 percent in 2015 as did the Institutional MOOE from 23 percent in 2014 to 22 percent in 2015.

The Academy’s quest for major programs funded by the National Government exposed the Academy to bigger Project MOOE. Nevertheless, despite higher operating costs,

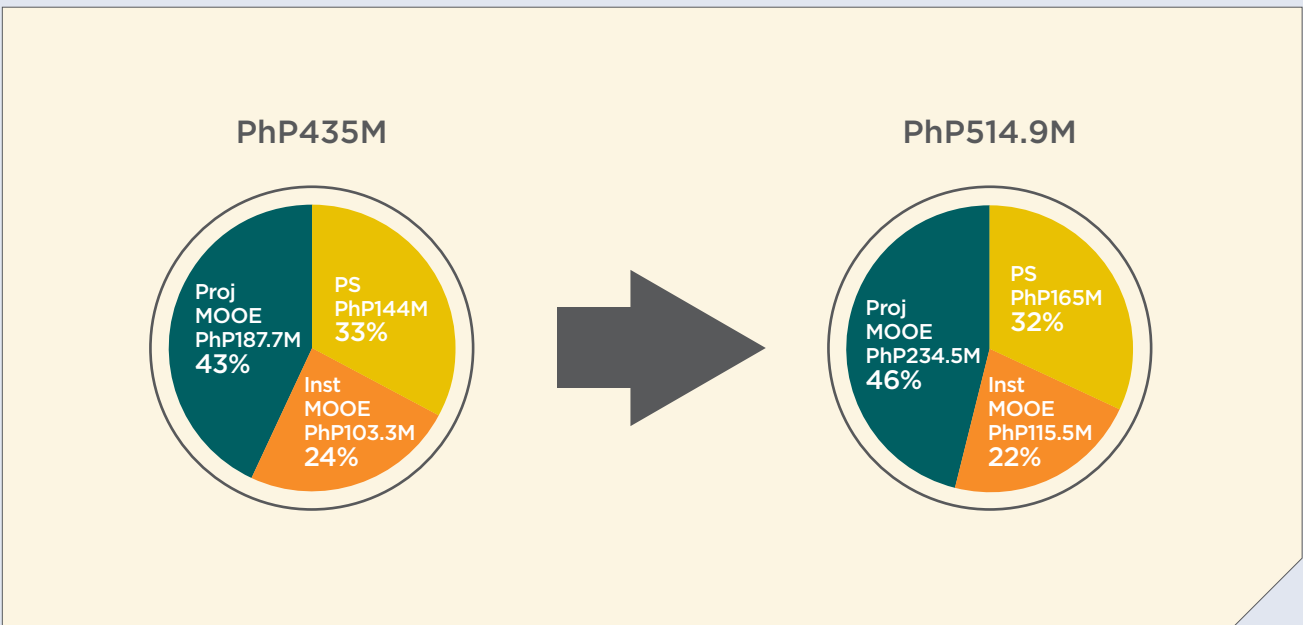
the expanded business in 2015 produced PhP34.69 million or 14 percent more in Project Contribution Margin compared to last year’s figure. Also, the Academy was able to keep itself financially afloat in the last four years by keeping the Contribution Margin (CM) sufficient enough to support its fixed expenses such as Personal Services and Institutional MOOE.

Analysis of Financial Performance

With the significant increase in CY2015 net income, the financial performance of the Academy was calculated using quantitative analysis of information contained in the prepared financial statements: Statement of Income and Expenses, Balance Sheet and Statement of Cash Flow. These financial statements were prepared following the National Government Accounting System (NGAS) prescribed by the Commission on Audit (COA). The detailed financial statements are presented in Annexes 1, 2 and

Figure 8A. 2014 Cost Structure

Figure 8B. 2015 Cost Structure



/FINANCIAL HIGHLIGHTS/

4, respectively, and the Changes in Equity are presented in Annex 3. Applicable ratio analyses were selected to identify the financial strengths of the Academy. The relationships between the items from the financial statements were established. The relationship of the component parts of the financial statements was analyzed to obtain a better understanding of the Academy's performance.

These ratio analyses are as follows:

- **Profitability Ratios** to show the Academy's overall efficiency and performance;
- **Liquidity Ratios** to determine the Academy's ability to meet its short-term financial obligations; and
- **Operating Efficiency Ratios** to analyze how well the Academy uses its assets to generate revenue.

The CY2015 ratios are compared with the past three years' ratios and aggregately taken to analyze the Academy's performance and give indicators for Management's decision-making processes.

Profitability Ratios

The **Return on Assets (ROA)** in Table 14 displays an increasing percentage. The ratios are 0.49 percent, 0.92 percent, 0.90 percent, and 1.08 percent for the calendar years 2012, 2013, 2014 and 2015, respectively. The higher the ROA is, the better because it indicates that the Academy is using its assets to generate more earnings.

Figure 9. Comparative Financial Ratios

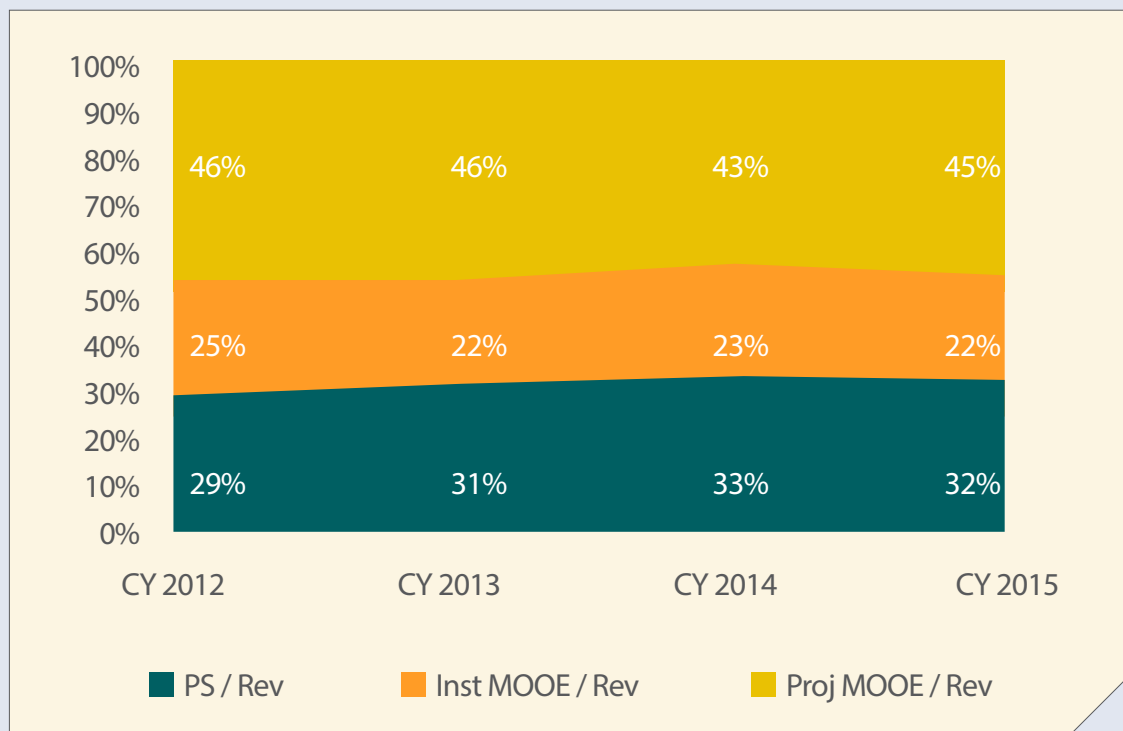


Table 14. Return on Assets

	CY2012	CY2013	CY2014	CY2015
Net Income	2,652,465	5,556,440	5,882,205	7,415,064
Avrg Total Assets	541,554,093	607,106,675	652,020,295	684,098,480
Ratio, %	0.49%	0.92%	0.90%	1.08%

The graphical illustration of the increasing trend is presented in *Figure 10*.

The **Return on Equity (ROE)** in Table 15 also reveals an ascending trend in percentage. The ratios (Net Income/Average Total Equity) are 0.95 percent, 2.01 percent, 2.13 percent and 2.64 percent for CY2012, CY2013, CY2014 and CY2015, respectively, which shows that the funds entrusted to the Academy were utilized properly.

Table 15. Return on Equity

	CY2012	CY2013	CY2014	CY2015
Net Income	2,652,465	5,556,440	5,882,205	7,415,064
Avrg Total Equity	278,003,212	276,051,385	275,554,771	280,608,191
Ratio (%)	0.95%	2.01%	2.13%	2.64%

The graphical illustration of the increasing percentages is presented in *Figure 11*.

Figure 10. Return on Assets

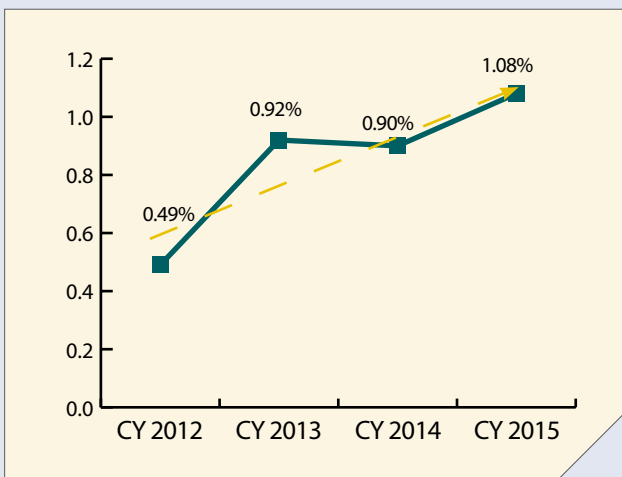
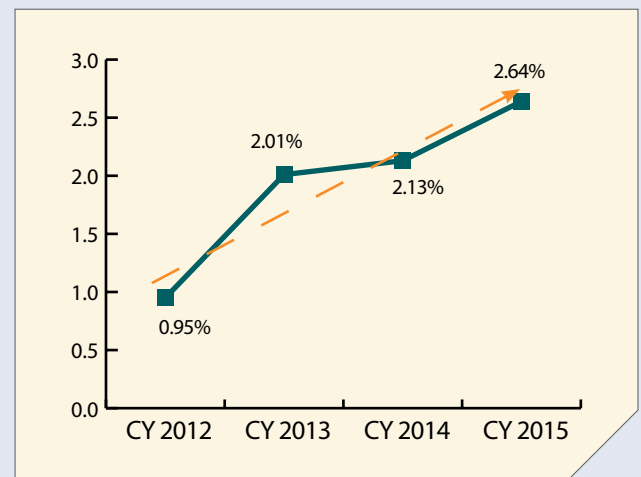


Figure 11. Return on Equity



/FINANCIAL HIGHLIGHTS/

Liquidity Ratio

The **Current Ratio** in Table 16 discloses that the Academy possesses a larger margin of safety to cover short-term debts. The ratios are 2.90, 1.81, 1.93, and 2.10 for calendar years 2012, 2013, 2014 and 2015, respectively. Although the current ratios of the Academy in the past four years have been consistently above one, year-to-year variations are due to management’s strategy of optimizing investment gains by placing periodic free cash in short- and long-term placements. The graphical illustration of the margin of safety is presented in **Figure 12**.

Table 16. Current Ratio

	CY2012	CY2013	CY2014	CY2015
Current Assets	408,803,650	299,005,156	334,690,536	386,338,051
Current Liabilities	140,972,115	165,099,573	173,764,954	183,932,692
Ratio	2.90	1.81	1.93	2.10

Table 17 shows the Cash Ratio and cash equivalent for CYs 2012-CY2015 and their corresponding current liabilities. Note that the Academy’s Cash Ratio declined from 1.58 in CY2012 to 0.81 in CY2015. One of the reasons for the decline in cash is the difficulty the Academy has been experiencing in collection. The Academy’s revenues are basically composed of cash and receivables. Cash availability of the Academy is heavily dependent on its ability to collect from its clientele. Considering

Figure 12. Current Ratio

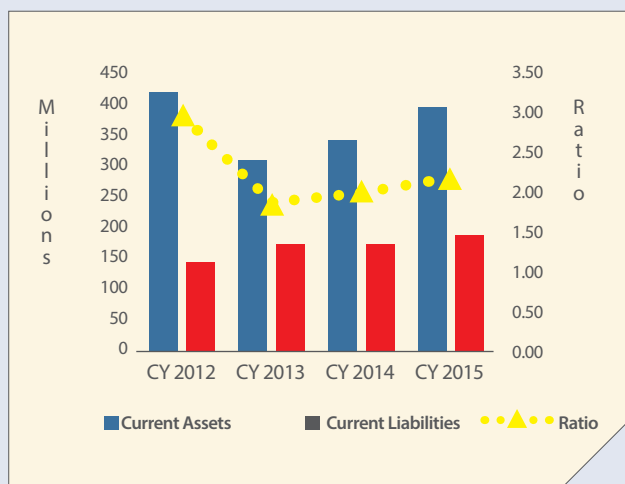
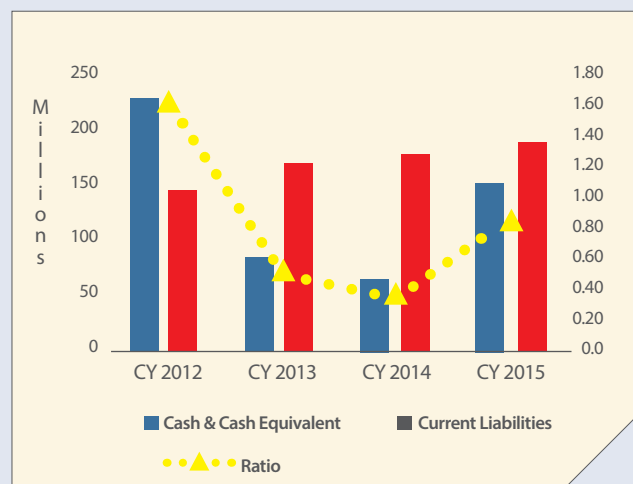


Figure 13. Cash Ratio



that 84 percent of its clientele are government agencies, collection is becoming difficult as new requirements are being imposed by the contracting agencies. Basically, these requirements are imposed by their COA Auditors. Given this, the collection rate of Academy has been going down since CY2011.

Table 17. Cash Ratio

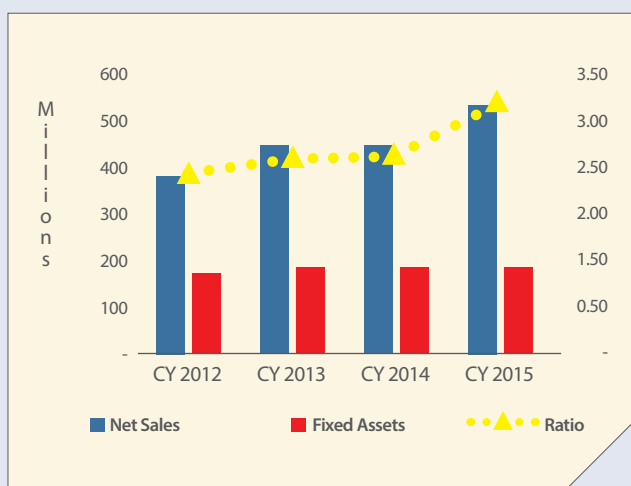
	CY2012	CY2013	CY2014	CY2015
Cash and Cash Equivalent	222,884,753	82,243,423	62,247,055	149,416,521
Current Liabilities	140,972,115	165,099,573	173,764,954	183,932,692
Cash Ratio	1.58	0.50	0.36	0.81

The line graph for the calculated ratio is shown in *Figure 12*.

Operating Efficiency Ratios

The **Asset Turnover Ratio (ATR)** in **Figure 14** and **Table 18** shows how much the Academy generates for every peso invested in total assets. The ratios are 0.69, 0.72, 0.68 and 0.76 for CY2012, CY2013, CY2014 and CY2015, respectively. The ratio increased in CY2015 because the completed works in repair/rehabilitation/renovation of the Academy’s facilities were booked to its Asset Account.

Figure 14. Fixed Asset Turnover Ratio



/FINANCIAL HIGHLIGHTS/

Table 18. Asset Turnover Ratio

	CY2012	CY2013	CY2014	CY2015
Net Sales	372,087,214	435,932,148	440,852,490	522,362,059
Average Assets	541,554,093	607,106,675	652,020,295	684,098,480
Asset Turnover Ratio	0.69	0.72	0.68	0.76

The **Fixed Asset Turnover Ratio** in Table 19 is similar to **Asset Turnover Ratio**; the difference is that only values of Property, Plant and Equipment (PPE) are **Net of Accumulated Depreciation** using the COA-prescribed depreciation method.

Table 19. Fixed Asset Turnover Ratio

	CY2012	CY2013	CY2014	CY2015
Net Sales	372,087,214	435,932,148	440,852,490	522,362,059
PPE-net	168,215,741	180,993,030	181,831,693	168,790,116
<i>*Net of Accumulated Depreciation determined using the Straight-line Method with 10% salvage value after the COA-prescribed economic useful lives for certain asset items classified as Plant, Property & Equipment.</i>				
Ratio	2.21	2.41	2.42	3.09

The ratios of 2.21, 2.41, 2.42 and 3.09 for CY2012, CY2013, CY2014 and CY2015, respectively, show an upward trend as illustrated in **Figure 14**.

Overall Performance

The analysis of the Academy's financial performance helps to highlight the facts and relationships concerning its managerial performance, corporate efficiency, financial strength and credit-worthiness.

The trend of these ratios over the Academy's four-year operating and financial performance, such as its profitability, liquidity and efficiency, provides an encouraging indication that the Academy continues to deliver good results.

Overall, the Academy was able to keep its financial viability for the past few years by continuously delivering projects to the client's satisfaction and at the same time implementing cost-saving measures and limiting expenses to what is necessary and important in the conduct of the business. **Thus, the Academy continues to be relevant while being viable as it performs its mission in 2016 and beyond.**

STATEMENT OF INCOME AND EXPENSES

For the Year ended December 31, 2015 (With corresponding figures for 2014, in Philippine Pesos)

	CY 2015 (Audited) (Audited)	CY 2014 (Audited) (As Restated)
INCOME		
<i>General Income</i>		
Regular Projects	282,089,038	232,516,897
Income from operation of restaurant and cafeteria	35,544,528	31,226,972
Income from operation of dormitories/cottages	23,438,204	18,798,901
Rent income	13,201,356	12,427,383
Other service income	604,581	598,805
Miscellaneous income	2,065,551	5,175,436
GROSS INCOME	356,943,258	300,744,394
EXPENSES		
<i>Personal services</i>		
Salaries and wages	99,268,151	90,428,248
Other compensation	26,584,546	25,631,927
Personnel benefits contribution	13,731,447	12,505,305
Other personnel benefits	27,286,724	17,464,606
<i>Total Personal Services</i>	166,870,868	146,030,086
<i>Maintenance and Other Operating Expenses</i>		
Professional services	119,874,014	103,429,386
Supplies and materials expenses	49,356,304	46,470,133
Utility expenses	19,256,001	20,522,247
Training and scholarship expenses	73,633,611	39,174,517
Non-cash expenses	23,587,934	20,593,167
Travelling expenses	19,781,187	18,818,598
Repairs and maintenance expenses	8,003,868	8,232,457
Communication expenses	7,995,629	6,213,180
Rent expenses	5,320,161	4,537,256
Advertising expenses	2,663,330	1,321,065
Taxes, insurance premiums and other fees	1,794,915	1,404,479
Extraordinary and miscellaneous expenses	414,414	418,377
Other maintenance and other operating expenses	15,984,032	17,366,375
<i>Total Maint and Other Oper. Expenses</i>	347,665,400	288,501,237
TOTAL EXPENSES	514,536,268	434,531,323
INCOME (LOSS) FROM OPERATION	(157,593,010)	(133,786,929)
<i>Other income (expenses)</i>		
Interest income	2,241,507	2,149,512
Gain on forex (Loss on forex/assets)	279,528	(275,827)
Financial expenses	(30,161)	(71,073)
NET INCOME (LOSS) BEFORE SUBSIDY	(155,102,136)	(131,984,317)
Subsidy from the National Government	162,517,200	137,866,522
NET INCOME	7,415,064	5,882,205

BALANCE SHEET

As of December 31, 2015 (With corresponding figures for 2014, in Philippine Pesos)

	CY 2015 (Audited)	CY 2014 (As Restated)
ASSETS		
<i>CURRENT ASSETS</i>		
Cash and cash equivalents	85,396,521	42,247,055
Investments	64,020,000	20,000,000
Trade and other receivables - net	186,222,676	222,398,558
Inventories - net	4,238,209	3,510,681
Prepaid expenses	44,470,695	44,637,595
Other current assets	1,989,950	1,896,647
<i>TOTAL CURRENT ASSETS</i>	386,338,051	334,690,536
<i>NON-CURRENT ASSETS</i>		
Investments	140,007,000	150,007,000
Property, Plant and Equipment - net	168,790,116	181,831,693
Research and Development/IT Software	4,291,780	1,439,827
Other non-current assets	400,478	400,478
<i>TOTAL NON-CURRENT ASSETS</i>	313,489,374	333,678,998
TOTAL ASSETS	699,827,425	668,369,534
LIABILITIES AND EQUITY		
<i>CURRENT LIABILITIES</i>		
Payables	133,387,874	116,575,458
Inter-agency payables	10,938,226	8,127,525
Other payables	39,606,592	49,061,971
<i>TOTAL CURRENT LIABILITIES</i>	183,932,692	173,764,954
<i>NON-CURRENT LIABILITIES</i>		
Deferred credits	188,977,192	180,530,325
Other long-term liabilities	42,601,818	37,173,596
<i>TOTAL NON-CURRENT LIABILITIES</i>	231,579,010	217,703,921
TOTAL LIABILITIES	415,511,702	391,468,875
<i>EQUITY</i>	284,315,723	276,900,659
TOTAL LIABILITIES AND EQUITY	699,827,425	668,369,534

STATEMENT OF CHANGES IN EQUITY

For the Year ended December 31, 2015 (With corresponding figures for 2014, in Philippine Pesos)

	CY 2015 (Audited)	CY 2014 (Audited)
GOVERNMENT EQUITY		
<i>Balance, beginning/end of the year</i>	47,500,000	47,500,000
DONATED CAPITAL		
Balance, beginning/end of the year	161,897,942	161,897,942
RETAINED EARNINGS		
<i>Balance, beginning of the year</i>	67,502,717	64,810,941
<i>Net income</i>	7,415,064	5,882,205
<i>Balance, end of the year</i>	74,917,781	70,693,146
<i>Less: Adjustments like Performance-based bonus, etc.</i>		3,190,429
<i>Balance, end of the year, as restated</i>		67,502,717
EQUITY	284,315,723	276,900,659

CASH FLOW STATEMENT

For the Year ended December 31, 2015 (With corresponding figures for 2014, in Philippine Pesos)

	CY 2015 (Audited)	CY 2014 (Audited)
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts from customers	928,003,022	753,792,347
Cash paid to suppliers and employees	(847,739,693)	(762,888,664)
<i>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</i>	80,263,329	(9,096,317)
CASH FLOWS FROM INVESTING ACTIVITIES		
Net proceeds from investment maturities	279,578,124	296,008,000
Placements in short-term investments	(312,031,250)	(249,154,057)
Acquisition of property, plant and equipment	(6,771,334)	(19,079,014)
Interest Income	1,450,504	2,308,815
<i>NET CASH USED IN INVESTING ACTIVITIES</i>	(37,773,956)	30,083,744
UNREALIZED FOREIGN EXCHANGE GAIN (LOSS)	660,093	16,205
NET DECREASE IN CASH AND CASH EQUIVALENTS	43,149,466	21,003,632
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	42,247,055	21,243,423
CASH AND CASH EQUIVALENTS, END OF YEAR	85,396,521	42,247,055

BOARD OF TRUSTEES

The governance and policy directions of the Academy are vested in, and its powers exercised by, a Board of Trustees, which is composed of 11 members representing the Office of the President, Civil Service Commission, Department of Finance, Department of Education, Department of Budget and Management, Department of Environment and Natural Resources, Department of Health, Department of Agriculture, Department of Agrarian Reform, National Economic and Development Authority, and the DAP.

CAYETANO W. PADERANGA JR.

**Chairman, Board of Trustees
Representative, Office of the President**

Age: 67

Date of First Appointment: August 2010

Chairman Cayetano W. Paderanga Jr. is an economist and professor of the University of the Philippines' (UP) School of Economics. Currently, he sits as member of the board of directors of Splash Corporation and DBP-Daiwa Securities Corporation. He is also a member of the International Advisory Board of the National Graduate Research Institute for Policy Studies (GRIPS) based in Tokyo, Japan.

Dr. Paderanga is the former Socio-Economic Planning Secretary and National Economic and Development Authority (NEDA) Director-General during the administrations of Corazon Aquino and Benigno S. Aquino III. He also sat as member of the Monetary Board of the Bangko Sentral ng Pilipinas. He has more than 40 years of experience in teaching, research, and consultancy in both public and private organizations in various capacities. He has authored numerous publications in the field of economics, particularly in macro-economics.

He obtained his Ph.D. in Economics degree from Stanford University, USA, and his BS Commerce degree from De La Salle University in 1968. He also took graduate studies in industrial economics at the Center for Research and Communication (now University of Asia and the Pacific).

ALICIA DELA ROSA BALA

**Vice Chairman, Board of Trustees
Chairman, Civil Service Commission**

Age: 63

Date of First Appointment: September 2015

Vice Chairman Alicia dela Rosa-Bala is the current Chairperson of the Civil Service Commission (CSC).

Prior to her appointment, she was the Undersecretary for Policy and Plans of the Department of Social Welfare and Development (DSWD), which she had served for the previous 39 years. While with the DSWD, she initiated the Recovery and Reintegration Program for Trafficked Persons and supervised the implementation of the National Sector Support for Social Welfare and Development Reform Project covering conditional cash transfer, national household targeting system and strategic support systems. For these invaluable contributions to the DSWD, she was hailed as one of the 2012 Gawad Career Executive Service (CES) Awardees.

She also served from 2012 to 2015 as Deputy Secretary-General for the ASEAN Socio-Cultural Community Department in Jakarta, Indonesia that covers the sectors of civil service, environment, science and technology, health, women, youth, social welfare and development, and disaster management, among others.

Vice Chairman Bala is also a known for being an advocate against abuse of women and children. In 2007, the United Nations invited her as a resource speaker in the "International

Conference on Trafficking in Women and Girls: Meeting the Challenge Together” in New York, USA. In the same year, she was a speaker in the scholarly dialogue on “Community-Based Options in Handling Children at Risk and in Conflict with the Law” in Singapore.

The CSC Chairperson received her master’s degree in Social Work from the University of the Philippines Institute of Social Work and Community Development, and her bachelor’s degree in Social Work from the Centro Escolar University, graduating with *cum laude* honors.

ANTONIO D. KALAW JR., CESO I
Trustee, Board of Trustees
President, Development Academy of the Philippines

Age: 62

Date of First Appointment: June 2006

Antonio D. Kalaw Jr. is the president of the Development Academy of the Philippines. As president of the Academy, he also serves as the Alternate Director for the Philippines in the Asian Productivity Organization and concurrently the head of the country’s National Productivity Organization (NPO).

A Career Executive Service Officer (CESO), President Kalaw rose from the ranks at the DAP, holding various positions from Project Assistant, Project Officer, Project Manager, Assistant Director, Director, and Vice President to Senior Vice President before becoming its seventh President and Chief Executive Officer (CEO). As DAP President, he is concurrently an *ex officio* member of the Career Executive Service Board (CESB) and the Foreign Service Institute (FSI).

He obtained his A.B. Communications degree and pursued graduate studies in Public Administration at the University of the Philippines.

PROCESO ALCALA

Trustee, Board of Trustees
Secretary, Department of Agriculture

Age: 60

Date of First Appointment: June 2010

Secretary Proceso “Procy” Alcala, is a civil engineer by profession. He was a two-term Congressman of the Quezon Province’s second district. He co-authored the Organic Agriculture Act of 2010 and Mounts Banahaw-San Cristobal Protected Landscape Act. He was also a co-author of the Climate Change Act and the Expanded Senior Citizens Act. He has co-published the book “*Likas Saka: Gabay at Karanasan sa Likas ng Pagsasaka.*”

Secretary Alcala is an *ex officio* member of the board of directors of the National Power Corporation (NAPOCOR) and Land Bank of the Philippines.

He obtained his bachelor’s degree in Civil Engineering at the Luzonian University Foundation.

RAMON J.P. PAJE

Trustee, Board of Trustees
Secretary, Department of Environment and Natural Resources

Age: 55

Date of First Appointment: June 2010

Secretary Ramon Jesus P. Paje was DENR’s Undersecretary for Field Operations and Executive Director of the Minerals Development Council under the Office of the President in concurrent capacity before becoming DENR Secretary.

He started his government service in 1982 as a junior forester at the Bureau of Forest Development (now Forest Management Bureau), then rose from the ranks serving the environment and natural resources sector in various capacities, including Undersecretary for Environment and Programs Development, Assistant Secretary for Management Services, and Director for Human Resources Development, among others.

Secretary Paje is an *ex officio* member of the board of directors of the NAPOCOR and the National Transmission Corporation (TransCo).

He is a graduate of Bachelor of Science in Forestry from the University of the Philippines-Los Baños. He finished his MA in Urban and Regional Planning and Doctorate in Public Administration at the University of the Philippines-Diliman. He holds certificates in Environmental Economics and Policy Analysis from the Harvard University in Massachusetts, USA, and in Human Resources Development and Management from the Australian National University.

HON. FLORENCIO B. ABAD

**Trustee, Board of Trustees
Secretary, Department of Budget and Management**

Age: 61

Date of First Appointment: June 2010

Secretary Florencio B. Abad is a lawyer and politician. He held the posts of Education and Agrarian Reform Secretary during the administrations of Gloria Macapagal-Arroyo and Corazon Aquino, respectively. He served as Representative of Batanes during the 8th and 10th-12th Congress. He was also Research Director of the Ateneo Center for Social Policy and Public Affairs.

Secretary Abad also serves as *ex officio* Director of the Power Sector Assets and Liabilities Management Corporation (PSALM) and the NAPOCOR.

He received his Bachelor of Science in Business Management and Bachelor of Laws degrees from the Ateneo de Manila University. He obtained his Master in Public Administration from the John F. Kennedy School of Government at Harvard University in Cambridge, Massachusetts as a student of the Edward Mason Program in Public Policy and Management.

JANETTE P. LORETO-GARIN

**Trustee, Board of Trustees
Secretary, Department of Health**

Age: 42

Date of First Appointment: February 2015

Secretary Janette P. Loreto-Garin is a physician and politician. Prior to her Cabinet appointment, she was the Representative of the First District of Iloilo and Provincial Board Member of Leyte.

Secretary Garin is the *ex officio* Chairperson of the Philippine Health Insurance Corporation's (PhilHealth) board of directors.

She holds a BS in Medical Technology degree from the Divine World University and earned her Doctor of Medicine degree from the Iloilo Doctor's Hospital.

VIRGILIO R. DELOS REYES

**Trustee, Board of Trustees
Secretary, Department of Agrarian Reform**

Age: 54

Date of First Appointment: June 2010

Secretary Virgilio R. delos Reyes is an agrarian reform advocate, lawyer, educator, and active leader. Prior to his appointment, he served as Agrarian Reform Undersecretary for Policy Planning and Legal Affairs and Vice Chairman of the DAR Adjudication Board.

He was also Vice Dean of the De La Salle University College of Law. He is also the Chief Executive Officer of Go Vida Solutions, a company that provides e-learning solutions, and was assigned as the Program Director for the Philippine Global Trade e-Learning Program in 2006.

Secretary Delos Reyes is an *ex officio* a member of the board of directors of the Land Bank of the Philippines.

He obtained his Bachelor of Science in Business Administration and Bachelor of Laws degrees from the University of the Philippines and his Master of Arts in International Affairs from the Fletchers School of Law and Diplomacy, Tufts University. He was a recipient of the US State Department's Humphrey Fellowship Program at the law school and Humphrey Institute for Public Affairs at the University of Minnesota.

ARMIN A. LUISTRO, FSC
Trustee, Board of Trustees
Secretary, Department of Education

Age: 54

Date of First Appointment: June 2010

Secretary Armin Luistro, FSC, is a Lasallian Brother. Prior to his Cabinet appointment, he was President of the De La Salle Philippines and its chief executive officer.

Secretary Luistro holds a Doctor of Educational Management degree from the University of Saint La Salle-Bacolod, and an MA in Religious Education and Values Education and BA in Philosophy and Letters from the De La Salle University-Manila.

ARSENIO M. BALISACAN
Trustee, Board of Trustees
Director-General, National Economic and Development Authority

Age: 58

Date of First Appointment: May 2012

Dr. Arsenio M. Balisacan is an economist and academic. Prior to his appointment at the NEDA, Dr. Balisacan was Dean and professor of the UP School of Economics and Executive Director of the Philippine Center for Economic Development. As academican of the National Academy of Science and Technology and adjunct professor of the Australian National University, Secretary Balisacan is on secondment from the UP. He also served as Director-Chief Executive of the Southeast Asian Regional Centre for Graduate Study and Research in Agriculture (SEARCA), an intergovernmental organization.

He serves as chairman of the boards of the Philippine Statistics Authority, Philippine Institute for Development Studies, Philippine Center for Economic Development, and Public-Private Partnership Center.

Dr. Balisacan holds a Ph.D. in Economics from the University of Hawaii, an MS degree in Agricultural Economics from the University of the Philippines-Los Baños and a BS degree in Agriculture (*magna cum laude*) from the Mariano Marcos State University.

CESAR V. PURISIMA
Trustee, Board of Trustees
Secretary, Department of Finance

Age: 55

Date of First Appointment: June 2010

Secretary Cesar V. Purisima is a certified public accountant and a financial expert. He is a member of the Monetary Board of the Bangko Sentral ng Pilipinas, the Governor for the Philippines of the Asian Development Bank, the Governor for the Philippines of the World Bank, and Alternate Governor for the Philippines at the International Monetary Fund.

Secretary Purisima serves as *ex officio* Chairman of the NAPOCOR, TransCo, PSALM and Philippine Deposit Insurance Corporation (PDIC) and a member of the board of directors of Land Bank of the Philippines. Previously, he served Secretary of the Department of Finance and Department of Trade and Industry.

He served as Chairman and Managing Partner for Sycip, Gores and Velayo (SGV), Area Managing Partner for Asia-Pacific for Assurance and Business Services of Andersen Worldwide, and member of Global Executive Board and Global Practice Council of Ernst and Young Global.

He obtained his bachelor's degree in commerce from De La Salle University and his MBA from the J.L. Kellogg School of Management, Northwestern University. He has been conferred a Doctor of Humanities, *honoris causa*, by Angeles University.

EXECUTIVE COMMITTEE



CAYETANO W. PADERANGA JR.
Chairman, Board of Trustees
Representative, Office of the President



ALICIA DELA ROSA BALA
Vice Chairman, Board of Trustees
Chairman, Civil Service Commission



PROCESO ALCALA
Trustee, Board of Trustees
Secretary, Department of
Agriculture



RAMON J.P. PAJE
Trustee, Board of Trustees
Secretary, Department of
Environment and Natural Resources



ANTONIO D. KALAW JR., *CESO I*
Trustee, Board of Trustees
President, Development Academy of
the Philippines



FLORENCIO B. ABAD
Trustee, Board of Trustees
Secretary, Department of Budget
and Management



JANETTE P. LORETO-GARIN
Trustee, Board of Trustees
Secretary, Department of Health



VIRGILIO R. DELOS REYES
Trustee, Board of Trustees
Secretary, Department of Agrarian
Reform



ARSENIO M. BALISACAN
Trustee, Board of Trustees
Director-General, National Economic
and Development Authority



ARMIN A. LUISTRO, FSC
Trustee, Board of Trustees
Secretary, Department of Education



CESAR V. PURISIMA
Trustee, Board of Trustees
Secretary, Department of Finance

ALTERNATE REPRESENTATIVES



NIEVES L. OSORIO
Commissioner, CSC



DENNIS M. GUERRERO
Undersecretary, DA



DEMETRIO L. IGNACIO
Undersecretary, DENR



LAURA B. PASCUA
Undersecretary, DBM



NEMESIO T. GAKO
Undersecretary, DOH



ROSALINA R. BISTOYONG
Undersecretary, DAR



FRANCISCO M. VARELA
Undersecretary, DepED



NESTOR R. MIJARES IV
Deputy Director-General, NEDA



GIL S. BELTRAN
Undersecretary, DBM

MANAGEMENT COMMITTEE



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President



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*Senior Vice President
Programs Group*



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*Senior Vice President
Services Group*



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*Group Vice President
Corporate Concerns Center*



CARLOS C. TABUNDA, JR.
*Executive Fellow
Council of Fellows*



MERLIZA M. MAKINANO
*Director
Institutional Marketing Center*

/GOVERNANCE/

KEY OFFICERS

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Magdalena L. Mendoza
*Senior Vice President
Programs Group*

Arnel D. Abanto
*Managing Director
Productivity and Development Center*

Imelda C. Caluen
*Managing Director
Center for Governance*

Alan S. Cajés
*Managing Director
Sustainable Human Development Program
and DAP sa Mindanao (concurrent)*

GRADUATE SCHOOL

SERVICES



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*Senior Vice President and
Dean, Graduate School*

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*Senior Vice President
Services Group*

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*Managing Director
Administrative Department*

Ermarié A. Mondejar
*Managing Director
DAP Conference Center*



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Finance Department*

Ma. Felisa F. Magud
*Managing Director, Human
Resources Management and
Development Department*

Teresita S.B. Castillo
*Director
DAP Conference Center
-Tagaytay*

Veronica V. Ferrer
*Director
DAP Conference Center
-Pasig*

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*Group Vice President
Corporate Concerns Center*



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*Director, Corporate
Communications*



Normandy T. Nangca
*Director, Corporate Operations
and Strategy Management*



Winefrida M. Manzo
*Officer-in-Charge
Business Development and Revenue
Generation Office*

INSTITUTIONAL MARKETING



Merliza M. Makinano
*Director
Institutional Marketing Center*

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Carlos C. Tabunda Jr.
*Executive Fellow
Council of Fellows*

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Michael L. Gapuz
*Internal Auditor
Internal Audit Services*

APO/DAP SECRETARIAT



Carlos A. Sayco Jr.
APO Liaison Officer



Rizalito E. Legaspi
Head, APO/DAP Secretariat

/PROJECTS/

CLIENT	PROJECTS
Armed Forces of the Philippines- Command and General Staff College	Master in Public Management major in Development and Security-Batch 7
	Master in Public Management major in Development and Security-Batch 8
All Government Offices	Training Course for Managers and Supervisors in the Public Sector
ARCESS-DAR XIII	DAR Caraga Region-Progress and Process Monitoring Agrarian Reform Community Connectivity and Economic Support Services (ARCESS) in Region XIII
Asian Productivity Organization	APO Workshop on Productivity Assessment
	Development of Productivity Practitioners-Basic Course
	e-Learning Course on Business Excellence for the Service Industry
	National Conference on the Development and Promotion of Agri-tourism in the Philippines 1st National Conference on Agri-tourism
	Workshop on Innovative Extension Services to Improve Agricultural Productivity
	APO-training Course on Lean Production Systems in Agribusiness to improve productivity and sustainability of Agribusiness SMEs
APO, Agriculture Sector	e-Learning Course on Nonchemical Pest Management in Agriculture
	e-Learning Course on Good Agricultural Practices (GAP) for Greater Market Access
APO/Development Academy of the Philippines	Implementation of Development of NPOS (DON), Bilateral Cooperation between NPOS (BCBN), Technical Expert Services (TES) Observational Study Mission (OSM), Research and Publication
Autonomous Region in Muslim Mindanao-Office of the Regional Governor	Development of a Quality Management System (QMS) Certifiable to ISO 9001:2008 for the Provision of Completed Staff Work of the ARMM-Office of the Regional Governor
	Technical Assistance on the Implementation of SPMS for the ARMM-ORG
Bases Conversion and Development Authority	Strengthening Integrity Development in Bases Conversion and Development Authority (STRIDE-BCDA)
Bureau of Internal Revenue-CARAGA Region	Training Course on ISO 9001:2008 - Requirements and Documentation-GQMS for BIR CARAGA Region

CLIENT	PROJECTS
Bureau of Jail Management and Penology	Development of QMS Certifiable to ISO 9001:2008 for the BJMP
Bukidnon State University	Development of a QMS Certifiable to ISO 9001:2008 for the Bukidnon State University
Bureau of Animal Industry	Organizational Capacity Assessment for the Bureau of Animal Industry Formulating the Strategic Plan of the Bureau of Animal Industry
Bureau of Immigration	Development of QMS Certifiable to ISO 9001:2008 for the Provision of Entry and Exit of the Bureau of Immigration
CARD-MRI Development Institute, Inc. Cardno (AUSAID)	MPQM Microfinance-Batch 3 Development of Educational Leadership and Management Curriculum Framework and Content for DepEd School Heads (Phase I)
Career Executive Service Board	Career Executive Service Board's Office-Wide Expansion of the ISO 9001:2008 Certified QMS
Central Luzon State University	Development of QMS Certifiable to ISO 9001:2008 for Central Luzon State University
City Government of Muntinlupa	Development of QMS Certifiable to ISO 9001:2008 for the City Government of Muntinlupa City
City Government of Tanauan	QMS Audit for the City Government of Tanauan
Clark International Airport Corporation	Organizational Transformation of the Clark International Airport Corporation Towards Performance Excellence
Clark Development Corporation	Development of a QMS Certifiable to ISO 9001:2008 for the Clark Development Corporation
Climate Change Commission	Vulnerability and Adaptation Assessment in Eastern Samar Natural Resource Assessment of the Eco-town Demonstration in Bohol Vulnerability and Adaptation Assessment Component of the Eco-town Demonstration Project in Bohol
Commission on Higher Education	HECS-Presidential Leadership Program EDPS Career System for Higher Education Executives
Commission on Human Rights	Development of a QMS Certifiable to ISO 9001:2008 for the Commission on Human Rights
Corazon Locsin Montelibano Memorial Regional Hospital	Formulating the Strategic and Operations Plan of the Corazon Locsin Montelibano Memorial Medical Hospital
Datu Bienvenido G. Macalos	Building Towards a Dream: Visioning and Strategic Planning Workshop for the Establishment of APO Sandawa Center for Indigenous People

/PROJECTS/

CLIENT	PROJECTS
Department of Agriculture	Business Start-up and Operation of the Benguet Agripinoy Trading Center as a Socio-Economic Enterprise
DA-Agricultural Training Institute	Expansion of QMS Certifiable to ISO 9001:2008 for Selected Regional training centers of the Agricultural Training Institute
DA-Bureau of Agriculture and Fisheries Product Standards	Development of QMS Certifiable to ISO 9001:2008 and ISO/IEC 17011:2004 Specific to Organic Agriculture for the Bureau of Agriculture and Fisheries Product Standards
DA-Bureau of Animal Industry	Study of Benchmark Data on Pollution Load from Livestock Resources (Point Sources)
DA-RFO XI	Conduct of Project Assessment on SELAP-2 Selected Completed Sub-Projects
Department of Agrarian Reform	DAR Organizational Development Program Masters Program in Public Management major in Rural Development-Pre-Implementation Middle Level Management Development Course for PARPOS, Supervisory Training Program for MARPOS and Training Course for the PBDS of DAR
DAR-Bukidnon Province	Progress and Process Monitoring of Agrarian Reform Community Connectivity and Economic Support Services (ARCESS) in Bukidnon Province
Department of Budget and Management	Harmonization of National Government Performance Monitoring, Information and Reporting System (Phase IV)
Department of Energy	Completion of Roadmap on the Use of the Alternative Fuels for transportation vehicles Information and Communication on Energy Efficiency and Conservation and Promotion of Energy Efficiency and Conservation at the Local Government Unit (Component 2) Information Education and Communication on Energy Efficiency and Conservation and Promotion of Energy Efficiency and Conservation at the Local Government Unit (Comp 1)

CLIENT	PROJECTS
Department of Environment and Natural Resources	<p>Framework Formulation and Study of Spatial Development Climate Change and Environment - Regular Project</p> <p>Master Plan for the Busuanga Pasture Reserve</p> <p>Conduct of Four Advanced Courses for Batches 1 and 2</p> <p>Development of a QMS Certifiable to ISO 9001:2008 for the DENR</p>
DENR-EMB ROXII	Training Course on ISO 9001:2008 GQMSS-Requirements and Documentation for EMB ROX II
Department of Foreign Affairs	<p>Organizational Diagnosis of the Department of Foreign Affairs</p> <p>Development of a QMS Certifiable to ISO 9001:2008 for the DFA</p>
Department of Health	<p>Capability Enhancement on Project Management for DOH Program/Project Development Officers</p> <p>Master in Public Management Major in Health Systems and Development-Batches 5-7</p>
DOH-Bureau of Local Health Development	Convention for the DOH Development Management Officers
DOH-Health Human Resource Development Bureau	<p>Capacity Development for CHD Regional Offices and DOH Regional Offices and DOH Representatives</p> <p>DOH-Midwife Certification Program</p> <p>Development of an Integrated Human Resource Development Information System</p> <p>Certificate Course on Management Analysis</p> <p>Certificate Course on Organizational Management</p> <p>Certificate Course on Management Analysis-Visayas</p> <p>Certificate Course on Organizational Management-Visayas</p> <p>Certificate Course on Organizational Management-Mindanao</p> <p>Certificate Course on Management Analysis-Mindanao</p>
DOH Regional Office III	<p>Municipal Leadership and Governance Program (Central Luzon)</p> <p>Change Management for Center for Health Development Regional Office III</p>
DOH Regional Office IV-A	City Leadership and Governance Program (CLGP) for DOH RO IV-A (Phase I)

/PROJECTS/

CLIENT	PROJECTS
DOH Regional Office IV-B	Municipal Leadership and Governance Program (MIMAROPA)
	Municipal Leadership and Governance Program (MIMAROPA)-Coaching Workshop for DOH Development Management Officers
DOH Regional Office V	Municipal Leadership and Governance Program (BICOL)
DOH Regional Office XIII	City Leadership and Governance Program (CLGP) for DOH RO XIII (CARAGA) - Phase I
DOH Regional Office X	City Leadership and Governance Program
DOH NCRO	City Leadership and Governance Program (CLGP) for DOH NCRO (Phase I)
Department of Justice	Seminar Workshop on Formulating AO 35 2015-2016 Operations Plan
Department of Local Governance of Bhutan	Training on Performance Based Monitoring and Incentive System
Department of National Defense	Capacity Building for the Enhancement of QMS Implementation at the DND and Selected Agencies
Department of Public Works and Highways	Creating Job Competency Matrix and Profiles for the DPWH
	Expansion of the ISO 9001:2008 Certified Quality Management System of the Department of Public Works and Highways
DPWH-ARMM	Development of QMS Certifiable to ISO 9001:2008 for the DPWH in ARMM
Department of Science and Technology -ICT Office	Transition Planning and Exit Program for the DOST-ICT Office
DOST-Philippine Council for Health Research and Development	Development and Implementation of the Policy Legislative Planning and Research (PLPR) Module for the Health Policy Development and Planning Bureau (HPDB) of the Department of Health
Department of Social Welfare and Development	ISO 9001:2008 QMS Assessment and Capability Building for the Field Offices of the Department of Social Welfare and Development
	Development of QMS Certifiable to ISO 9001:2008 for the DSWD Field Offices 1, CAR and CARAGA and Capability Building of the Standards Bureau

CLIENT	PROJECTS
DSWD-Standards Bureau	Development of QMS Certifiable to ISO 9001:2008 for the DSWD's Standards Bureau
Department of Trade and Industry - Region X and Congressman Peter M. Unabia	Strategic Development Plan for the First Congressional District of Misamis Oriental, Northern Mindanao
Department of Tourism	Planning Workshop for the Roll-Out of the Tourism Guidebook for LGUs Competency-Based Assessment (CBA) Stage II Retakers
Deutsche Gesellschaft für Internationale Zusammenarbeit	Third Structured Learning Visit (SLV3) of Lao Government Partners to the Republic of the Philippines on Decentralization, Regional, and Territorial Management
Don Jose S. Monfort Medical Center Extension Hospital	Development of a QMS Certifiable to ISO 9001:2008 for the Don Jose S. Monfort Medical Center Extension Hospital
Duty Free Philippines Corporation	Operations Planning for the Duty Free Philippines Corporation Expansion of the ISO 9001:2008 Certified QMS of the Duty Free Philippines Corporation
Electric Cooperatives	NRECA 2015 Course on Credentialed Cooperative Director Batch 23 to 30
Governance Commission for GOCCs	Stakeholder Satisfaction Study
Government Procurement Policy Board-Technical Support Office	Professionalization and Capacity Development of Public Procurement Practitioners in the Philippines

/PROJECTS/

CLIENT	PROJECTS
Government Agencies	<p>Course on Basic Monitoring and Evaluation-Batch 1 2015</p> <p>Training Course on RA 9184 Otherwise Known as Government Procurement Reform Act (GPRA) with Updates on APCPI and OFFCIS</p> <p>Course on Feasibility Study Preparation</p> <p>Training Workshop on ISO 9001:2008 GQMS Standard</p> <p>Course on Project Development Using Theory of Change and Log Frame</p> <p>Course on the Basic Policy Process</p> <p>Disaster Risk Reduction Management</p> <p>Course on Monitoring and Evaluation of Development Projects</p> <p>Course on ISO 9001:2008 GQMS</p> <p>Course on Effective Technical Writing</p> <p>Training Course on Basic Facilitation</p> <p>Basic Project Management and Development Course</p> <p>Localizing Asian Productivity Organization Center of Excellence (APO-COE) 2015</p> <p>e Learning Course on Business Excellence for the Public Sector</p>
Housing and Urban Development Coordinating Council	<p>Development of a QMS Certifiable to ISO 9001:2008 for the HUDCC</p> <p>Technical Assistance for the Conduct of Studies, Technical Review, Validation, Consultation, Enhancement and Operationalization of the Different Housing and Urban Development-Related Policy Issues</p>
Japan International Cooperation Agency	<p>Training and Technical Assistance on the Formulation/ Updating of the Citizen's Charter for ARMM Agencies</p>
JICA-Cotabato Project Office	<p>Preparatory Training and Post Study Trip Debriefing for GPH and MILF Researchers on the Local Government Code and Electoral Code of Japan</p>
John Hay Management Corporation	<p>Development of a QMS Certifiable to ISO 9001:2008 for the John Hay Management Corporation</p>
Keysquare, Inc.	<p>DAP-IPS Partnership Internship Program</p>
Kyoto University	<p>Asian Business Leaders (ABL) Consortium in the Philippines</p>
Laguna Lake Development Authority	<p>Development of QMS Certifiable to ISO 9001:2008 for the LLDA</p>

CLIENT	PROJECTS
Land Bank of the Philippines	Organizational Transformation of the Land Bank of the Philippines Towards Performance Excellence
Land Registration Authority	Development of a QMS Certifiable to ISO 9001:2008 for the LRA
Local Government of Quezon City	Development of QMS Certifiable to ISO 9001:2008 for the Local Government of Quezon City
Local Government Units	Master in Public Management major in Local Governance and Development
Managers of Learning Institutions	Executive Doctorate Leadership-Batch 1
Marinduque State College	Development of a QMS Certifiable to ISO 9001:2008 for the Marinduque State College
Maritime Sector	IMO Model Course 6.09 Batch 76 and 77 (Training Course for Instructors)
	IMO Model Course 6.09 Batches 78 and 79 (Training Course for Instructors)
	IMO Model Course 6.09 Batches 80 and 81 (Training Course for Instructors)
Mines and Geosciences Bureau - Regional Office XIII	Training Course on ISO 9001:2008-GQMSS-Requirements and Documentation for MGB RO XIII
Metropolitan Waterworks and Sewerage System	Development of QMS Certifiable to ISO 9001:2008 for the Project and Prosperity Management Process of the Metropolitan Waterworks and Sewerage System
National Commission on Indigenous Peoples	Higher Ground, Longer Vision Federating Mindanao Peoples
National Convergence Initiative-DAR, DENR, DA	Master Program in Public Management Major in Rural Development-Batch 1
	Master in Public Management Major in Rural Development-Batch 2
	Master in Public Management Major in Rural Development-Batch 3
National Dairy Authority	Development of QMS Certifiable to ISO 9001:2008 for the National Dairy Authority
National Economic and Development Authority	Consulting Services for the Conduct of Effectiveness Review and Assessment of the Philippine Council for Sustainable Development
National Kidney and Transplant Institute	Organizational Transformation of the National Kidney and Transplant Institute Towards Performance Excellence
National Housing Authority	Development of a QMS Certifiable to ISO 9001:2008 for the National Housing Authority

/PROJECTS/

CLIENT	PROJECTS
National Tobacco Administration	Development of a QMS Certifiable to ISO 9001:2008 for the National Tobacco Administration
National Transmission Corporation	Customer Satisfaction Survey for the National Transmission Corporation
NRECA International Limited	Electric Cooperatives Governance Training
Office of the Cabinet Secretary - Performance and Projects Management Office	Technical Assistance on Monitoring and Evaluation for Office of the Cabinet Secretary-Performance and Projects Management Office
People's Credit and Finance Corporation	Development of a QMS Certifiable to IS 9001:2008 for the People's Credit and Finance Corporation
Philippine Air Force-420 th Supply Wing	Development of QMS Certifiable to ISO 9001:2008 for the Phil Airforce 420th Supply Wing
PAF-410 th Maintenance Wing	Quality Management Assessment of the Non-Destructive Inspection Process of the PAF-410 th Maintenance Wing
Philippine Army-Management and Fiscal Office	Development of a QMS Certifiable to ISO 9001:2008 for the Philippine Army-Management and Fiscal Office
Philippine Amusement and Gaming Corporation	Development of QMS Certifiable to ISO 9001:2008 for the Philippine Amusement and Gaming Corporation
Philippine Charity Sweepstakes Office	Development of a QMS Certifiable to ISO 9001:2008 for the Philippine Charity Sweepstakes Office
Philippine Commission on Women	Training Course on Work Improvement Teams for the Philippine Commission on Women
Philippine Council for Agriculture and Fisheries	A Rapid Assessment of the Agricultural and Fisheries Modernization Act
	Participatory Governance in Agriculture and Fisheries Development: An Evaluation Study of PCAF's Consultative Bodies
Philippine Council for Industry, Energy and Emerging Technology Research and Development	Training on Business Excellence Self-Assessment and Documentation for the Philippine Council for Industry, Energy and Emerging Technology Research and Development
Philippine Crop Insurance Corporation	Customer Satisfaction Survey for PCIC
Philippine Deposit Insurance Corporation	Review of Methodology and Conduct of PDIC's Service Quality Feedback Survey
Philippine Fisheries Development Authority	Development of QMS Certifiable to ISO 9001:2008 for the Philippine Fisheries Development Authority
Philippine Health Insurance Corporation	Organizational Design Efforts: Review of Organizational Structure of the PhilHealth
	Organizational Enhancement for the PHIC (Phase 1)
	Development of QMS Certifiable to ISO 9001:2008 for the PhilHealth

CLIENT	PROJECTS
Philippine International Trading Corporation	Development of a QMS Certifiable to ISO 9000_2008 for the Philippine International Trading Corporation
Philippine National Oil Company	A Strategic Review of PNOC Operations and Organization and the Design of a New Structure to Transform the PNOC into an Operating Entity
PNOC-Exploration Corporation	Development of a QMS Certifiable to ISO 9001:2008 for the PNOC Exploration Corporation
Philippine Public Safety College-National Police College	Master in Public Management major in Development and Security PPSC Philippine Public Safety College- Master in Public Management major in Development and Security for PPSC-Batch 2 Development of a QMS Certifiable to ISO 9001:2008 for the Philippine Public Safety College
Philippine Ports Authority	Third Port Users Needs Satisfaction Survey
PPA-Management Information And Services Division	Management Information and Services Division - Conduct of A Nationwide Gender-Responsive Database Research and Training program
Philippine Postal Corporation	Executive Management Development Course for PPC Postmasters
Philippine Reclamation Authority	Creating a Competency Framework for the Philippine Reclamation Authority
Philippine Retirement Authority	Development of a QMS Certifiable to ISO 9001:2008 for the Philippine Retirement Authority
Power Sector Assets and Liabilities Management Corporation	2015 Customer Satisfaction Survey for the Power Sector Assets and Liabilities Management Corporation
Presidential Management Staff	Development of QMS Certifiable to ISO 9001:2008 for the Presidential Management Staff
Provincial Government of Apayao	Development of a QMS Certifiable to ISO 9001:2008 for the Provincial Government of Apayao
Provincial Government of Camarines Sur (Sangguniang Panlalawigan)	Development of QMS Certifiable to ISO 9001:2008 for the Provincial Government of Camarines Sur
Provincial Government of Oriental Mindoro	Development of QMS Certifiable to ISO 9001:2008 for the Provincial Government of Oriental Mindoro and Batasang Panlalawigan

/PROJECTS/

CLIENT	PROJECTS
Public Offering	Executive Doctorate in Education Leadership
	Master in Public Management Remedial Readmission Program
	Training Courses on Productivity and Quality Tools
	Development of a QMS Certifiable to ISO 9001:2008
Public and Private Sector	APO-e-Learning Course on Business Excellence for the Service Industry
Small Business Corporation	Development of a QMS Certifiable to ISO 9001:2008 for the SBCORP
Social Housing Finance Corporation	Development of a QMS Certifiable to ISO 9001:2008 for the Social Housing Finance Corporation
Special Intelligence Training School	Diploma in International Development and Security-Batch 4
United Nations Childrens Fund	Strengthening Local Governance for a Child-Friendly Society
Worldfish Philippines	Conduct of Training on Conflict Resolution and Management
Zuellig Family Foundation	City Leadership Governance Program Module 1 for USAID Cities
	City Leadership Governance Program Module 1 for UNICEF Cities
	City Leadership and Governance Program Module II for USAID Cities
	City Leadership and Governance Program Module II for UNICEF Cities
	Municipal Leadership and Governance Program - UNICEF

/ACRONYMS/

5Ps	Training Course for Managers and Supervisors in the Public Sector
ABL	Asian Business Leaders
AFMA	Agriculture and Fisheries Modernization Act
AFP-CGSC	Armed Forces of the Philippines-Command and General Staff College
AO	Administrative Order
AOM	Audit Observation Memoranda
APEC	Asia-Pacific Economic Cooperation
APPs	Action Plans and Projects
APO	Asian Productivity Organization
ARMM-ORG	Autonomous Region in Muslim Mindanao-Office of the Regional Governor
ATI	Agricultural Training Institute
BCDA	Bases Conversion and Development Authority
BE	Business Excellence
BJMP	Bureau of Jail Management and Penology
CBHRMF	Competency-Based Human Resource Management Framework
CCC	Climate Change Commission
CCMA	Certificate Course on Management Analysis
CCOM	Certificate Course on Organizational Management
CESB	Career Executive Service Board
CFLG	Child-Friendly Local Governance
CHED	Commission on Higher Education
CIAC	Clark International Airport Corporation
CLGP	City Leadership Governance Program
CLMMRH	Corazon Locsin Montelibano Memorial Regional Hospital
CMDI	CARD-MRI Development Institute, Inc.
COE	Center of Excellence
COER	Center for Organizational Excellence Research
COF	Council of Fellows
CoP	Communities of Practice
CSC	Civil Service Commission
CSHEE	Career System for Higher Education Executives
CY	calendar year
DA	Department of Agriculture
DAP	Development Academy of the Philippines
DAPCC	DAP Conference Center
DAR	Department of Agrarian Reform
DBM	Department of Budget and Management
DENR	Department of Environment and Natural Resources
DILG	Department of the Interior and Local Governance

/ACRONYMS/

DMO	Development Management Officer
DPP	Development of Productivity Practitioners
DPWH	Department of Public Works and Highways
DSWD	Department of Social Welfare and Development
DOT	Department of Tourism
DFPC	Duty Free Philippines Corporation
EBITDA	earnings before interest, taxes, depreciation and amortization
ENA	Ecole Nationale d'Administration
EO	Executive Order
FMSO	Facilities Marketing and Sales Office
GAA	General Appropriations Act
GAP	good agricultural practice
GBPC	Government Best Practice Competition
GCG	Governance Commission for GOCCs
GEC	Government Excellence Class
GIS	Geographic Information System
GPPB-TSO	Government Procurement Policy Board-Technical Support Office
GOCCs	government-owned and controlled corporations
GSPDM	Graduate School of Public and Development Management
HECS	Higher Education Career System
HEI	higher education institution
HERA	Higher Education Reform Agenda
IATF	Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems
IBPC	International Best Practice Competition
IDevSec	Diploma in International Development and Security
IMO	International Maritime Organization
ISO	International Organization for Standardization
KM	Knowledge Management
LBP	Land Bank of the Philippines
LCEs	local chief executives
LDNA	learning and development needs assessment
LGUs	local government units
MMC	Middle Managers Class
MOOE	maintenance and other operating expenses
MOU	memorandum of understanding
MPM	Master in Public Management
MPM-DevSec	MPM major in Development and Security
MPM-HSD	MPM major in Health Systems and Development
MPM-LGD	MPM major in Local Governance and Development
MPM-RD	MPM major in Rural Development

MPQM-Microfinance	Master in Productivity and Quality Management major in Microfinance
NEA	National Electrification Administration
NEDA	National Economic and Development Authority
NGCESDP	National Government's Career Executive Service Development Program
NLAs	national line agencies
NRA	natural resource assessment
NRECA	National Rural Electric Cooperative Association
OEOs	Other Executive Offices
PBB	Performance-Based Bonus
PCAF	Philippine Council For Agriculture and Fisheries
PCIEERD	Philippine Council For Industry, Energy and Emerging Technology Research and Development
PCSD	Philippine Council for Sustainable Development
PDC	Productivity and Development Center
PDIC	Philippine Deposit Insurance Corporation
PDP	Philippine Development Plan
PhilGEPS	Philippine Government Electronic Procurement System
PhilHealth	Philippine Health Insurance Corporation
PIDS	Philippine Institute for Development Studies
PMDP	Public Management Development Program
PMs	performance measures
PQA	Philippine Quality Award
PSALM	Power Sector Assets and Liabilities Management
QMS	Quality Management System
RA	Republic Act
RBME	Results-Based Monitoring and Evaluation
RBPMS	Results-Based Performance Management System
REPs	Re-Entry Plans
SCUHE	Short Course on Urban Health Equity
SEC	Senior Executives Class
SITS	Special Intelligence Training School
SMEs	small and medium enterprises
SOs	strategic objectives
SUCs	state universities and colleges
TQM	Total Quality Management
TransCo	National Transmission Corporation
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VA	vulnerability assessment

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The 2015 DAP Annual Report is a project of the Corporate Communications Office.

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A hand holding a pen is positioned over a document. The word 'INVEST' is prominently displayed in a large, blue, serif font across the center of the page. The background is a blurred image of a document with a grid pattern.

“INVEST

IT IS A SIGNIFICANT ACCOMPLISHMENT THAT THE ACADEMY REMAINED FINANCIALLY SOUND AND HEALTHY FOR 12 STRAIGHT YEARS AS IT CONTINUES TO PURSUE ITS MANDATE OF BUILDING INDIVIDUAL AND INSTITUTIONAL CAPABILITIES FOR DEVELOPMENTAL CHANGE.

FINANCIAL HIGHLIGHTS

ALL THINGS CONSIDERED, 2015 WAS A VERY GOOD YEAR FOR THE DEVELOPMENT ACADEMY OF THE PHILIPPINES. IN THE 42ND YEAR OF OPERATION AS A SELF-FINANCING DEVELOPMENT INSTITUTION, THE ACADEMY MADE NEWS IN THE INTERNATIONAL DRIVE FOR PUBLIC SECTOR PRODUCTIVITY, CONTRIBUTED IN RECOGNIZING THE PHILIPPINES AS CENTER OF EXCELLENCE ON PUBLIC SECTOR PRODUCTIVITY.

It also marked another year of positive financial performance registering a net income amounting to PhP7.42 million, up from PhP5.88 million in 2014. For 12 consecutive years the Academy managed to sustain its operations and registered an increasing Net Income to Revenue Ratio from 0.32 percent in CY2004 to 1.42 percent in CY2015. It is a significant accomplishment that the Academy remained financially sound and healthy for 12 straight years as it continues to pursue its mandate of **building individual and institutional capabilities for developmental change**.