



Development Academy of the Philippines

Management Report on Accomplishments

2016

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I. DAP Mandate, Powers and Functions

The Development Academy of the Philippines is a government-owned and controlled corporation established in 1973 with original charter created by Presidential Decree 205, amended by Presidential Decree 1061, and further amended by Executive Order 288.

A. Mandate

As stated in Section 1, Presidential Decree 205, dated 07 June 1973, the DAP's mandate is:

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

B. 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 and effectivity including fostering organizational innovations;
3. Provide technical assistance along the lines of public sector efficiency and productivity; and,
4. Serve as nexus for catalyzing the exchange of ideas and expertise in productivity and development in Asia and the Pacific.

C. Vision

By 2020, DAP is an internationally recognized institution producing topnotch public managers as well as innovative and strategic research in public sector effectivity and enhancing national productivity.

D. DAP Strategy Map

The Academy commits to perform efficiently and effectively its Mandate and Mission; pursue the attainment of its Vision; and live with its Core Values indicated in the Strategy Map. The Academy will still pursue its strategic objectives under the four perspectives so that accountable governance and national productivity and competitiveness would be realized in 2020.



II. DAP Performance Scorecard 2016

The DAP's Measurement of Performance for 2017 shall be based on the following Strategic Objectives, Performance Measures and Targets:

Pe rsp ect ive	Strategic Objectives (SO) & Performance Measures (PM)	Formula	Weights	Target 2016	Actual 2016	
CUSTOMER/STAKEHOLDERS	SO1	Enhanced Competence of Government Officials				
	PM 1	Number of key government officials (Senior Executives and Middle Managers) capacitated	Actual number of key government officials (Senior executives & middle managers) graduated or completed the programs	10%	Graduate Degree Program GSPDM: 829 PMDP: 140	Graduate Degree Program GSPDM: 845 PMDP: 143
	PM 2	Re-Entry Plans (REPs) or Action Plans & Projects (APPs) Success Rate	Proportion of participants or students with accepted or implemented REPs & APPs	10%	GSPDM: 95% PMDP: 85%	GSPDM: 100% PMDP: 84.3%
			Subtotal	20%		
	SO2	Improved effectiveness and efficiency of government organizations assisted				
PM 3	Percentage of client government offices with ISO 9001 certifiable QMS	No. of agencies with ISO9001 Certifiable QMS over number of client agencies	10%	60%	70%	

Pe rsp ect ive	Strategic Objectives (SO) & Performance Measures (PM)		Formula	Weights	Target 2016	Actual 2016
	PM 4	Participation Rate of National Government Agencies in RBPMS/PBIS Implementation	No. of NGAs that participated in RBPMS- PBIS implementati on over total no. of NGAs	10%	100%	99%
	Subtotal			20%		
	SO3	Ensured delivery of relevant high quality training, education, consultancy & research services				
	PM 5	Customer satisfaction rating	Proportion of DAP clients that are satisfied with all DAP services	7%	95% (renegotiate d to 85%)	87%
	PM 6	<i>Complete architectural and engineering study of the proposed extension of the Tagaytay facility</i>	<i>Actual accomplishment</i>	5%	100% (renegotiate d to 80%)	80%
	Subtotal			12%		
	SO4	Forged partnership/involvement of key stakeholders				
	PM 7	Number of programs implemented in collaboration with key agencies and stakeholders	Total number of programs implemented in collaboration with key agencies and stakeholders	8%	14	14
	Subtotal			8%		
	FINANCI AL	SO5	Sustained financial viability			
PM 8		Revenue growth year to year (Gross Revenue)	Percentage growth year to year	5%	7%	24%

Pe rsp ect ive	Strategic Objectives (SO) & Performance Measures (PM)		Formula	Weights	Target 2016	Actual 2016
	PM 9	Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	Earnings before interest, taxes, depreciation & amortization (EBITDA), % increase from year to year	5%	8%	22%
			Subtotal	10%		
PROCESS EXCELLENCE	SO6	Achieved operational efficiency				
	PM 10	On-time delivery rate	Amount accrued over total accruable amount	10%	88%	95%
	PM 11	Quality Management System (QMS) Conformance Rate - Project Management System - Support Systems - Conference Facilities Management	Sustained ISO certification	5%	Continued Certification (all processes)	Continued Certification ISO 9001:2015 (with closed NCs)
			Subtotal	15%		
LEARNING & GROWTH	SO7	Developed and sustained high performing talents				
	PM 12	Organizational climate employee morale index	100% developed	7.5%	Generate baseline data	3.84 (above average)

Pe rsp ect ive	Strategic Objectives (SO) & Performance Measures (PM)		Formula	Weights	Target 2016	Actual 2016
	PM 13	Adoption and implementation of Competency-Based Human Resource Management Framework (CBHRMF)	Implementati on of the competency- based framework	7.5%	Undertake position & person profiling 75% of incumbents in PA to Fellow I positions	Undertake position & person profiling 83% of incumbents in PA to Fellow I positions
			Subtotal	15%		
			GRAND TOTAL (Performance Rating)	100%		

III. Strategic Initiatives

The Academy's strategic initiatives which contribute to the accomplishment of its targets are composed of its various project interventions for its customers.

In 2016, there were **254** project interventions implemented for 68 clients. These projects were a mix of training, technical assistance and consultancy and research in governance, productivity and environment, in line with the Academy's mandate, vision and mission.

Of the total number of projects implemented, 120 were spill overs from the previous year while 134 were newly-contracted projects. Of the new contracts in 2016, 79 were completed within the year, while 53 will spill over to 2017 and two will spill over to 2018 (Please refer to table below).

Table 8. Number of Projects, based on project duration, 2016

	Spillover from 2016	New Contracts			Total
		Completed in 2016	Spillover to 2017	Spillover to 2018	
		79	53	2	
Total	120	134			254

In terms of type of intervention, majority of the projects implemented were in the form of technical assistance (45.8%) and training (31.76%), although the Academy also implemented a significant number (17.25%) of academic programs through its Graduate School of Public and Development Management (GSPDM).

Table 9. Number of Projects, by type of intervention, 2016

Type of intervention	No. of projects	Percentage
Technical Assistance/ Consultancy	117	45.88
Education	44	17.25
Research	12	4.71
Training	81	31.76
Grand Total	254	100.00

A. Client Mix

Of the Academy's total number of clients in 2016, 38 were repeat clients from previous years while 29 were first-time clients..

Majority of the Academy's clients come from the government, and a small number are foreign funding institutions (FFI) and private academic institutions. A significant number of the Academy's projects are with national line agencies (35.8%), followed by projects funded under the General Appropriations Act (GAA)(14.2%). Public offerings make up 13.8 percent while projects with government-owned and controlled corporations (GOCCs) make up 13.4 percent. The rest are projects contracted by local government units (LGUs), OP-attached agencies or Other Executive Offices (QEOs), Foreign Funding Institutions (FFIs), private sector organizations, state universities and colleges (SUCs) and private academic institutions (Please refer to Table 3).

Table 10. Number of Projects, by client type, 2016

Type of Client	No of projects	%
FFI	9	3.5
GAA	36	14.2
G-COMMISSION	1	0.4
G-GOCC	34	13.4
G-LGU	9	3.5
G-NLA	91	35.8
G-OP	19	7.5
G-SUC	3	1.2
Private	8	3.1

Private-Academe	9	3.5
Public Offerings	35	13.8
Grand Total	254	100.0

B. GAA Funded and Non-GAA Flagship Programs

1. National Government Career Executive Service Development Program (NGCESDP)-Public Management and Development Program (PMDP)(GAA)

The NGCESDP-PMDP is an intensive, purposive and continuing training program for incumbent executives and middle managers and their potential successors in the government bureaucracy. It aims to foster careerism in government and promote stability in the bureaucracy by producing a corps of development-oriented, competent, dedicated and honest officials within the medium term. This supports the government's commitment to lift the nation from poverty through honest and effective governance and to transform the government from one that is self-serving to one that works for the welfare of the nation.

2. Harmonization of National Government Performance Monitoring, Information and Reporting System (Phase V)(GAA)

Administrative Order No. 25 created an Inter-Agency Task Force composed of the Office of the Executive Secretary, DBM, National Economic Development Authority, Department of Finance and the Presidential Management Staff, to harmonize, unify, streamline and simplify all existing monitoring and reporting requirements and processes of government agencies mandated to exercise broad oversight of government agencies' performance relative to the National Leadership's Agenda, the Philippine Development Plan (PDP), agency mandates, commitments and targets.

3. Center of Excellence in Public Sector Productivity (COE-PSP) (GAA)

The establishment of Centers of Excellence is a key strategy adopted by the APO to propagate best practices and further strengthen national productivity organization in areas where they possess unique strengths and expertise. To date, the APO has already designated three NPOs as COEs: 1) SPRING of Singapore as the COE on Business Excellence; 2) China Productivity Center as COE on Green Productivity, and 3) Philippines as the COE on Public Sector Productivity (COE-PSP). This initiative aims to:

- a. Assist APO in advancing the public sector productivity movement in the Asia and the Pacific region;

- b. Help address common and critical issues on public sector productivity performance besetting the APO member countries;
- c. Foster cutting-edge research, facilitate training and knowledge-sharing, and support outreach to APO member countries in raising productivity of the public sector organizations in the region; and
- d. Serve as hub of a web of collaborators on innovation and productivity in the public sector.

Moreover, the COE-PSP has four (4) key components, namely: 1) PSP Knowledge Center; 2) PSP Capability Development; 3) PSP Innovation Laboratory; and 4) PSP Research.

4. Expansion of DAPCC Facilities in Tagaytay City (GAA)

This initiative intends to strengthen the capacity of the DAP in providing both general and highly specialized training courses for senior government officials. It involves expansion of its training and conferences facilities for the purpose of strengthening DAP to further expand the coverage of its mandate to capacitate the bureaucracy through training and education programs.

5. Support for the Programs and Projects of the Productivity Development Center (PDC)(GAA)

Support to PDC includes funding for International Conferences and capability building programs undertaken in the country for the benefit of APO member-countries and various other projects under the focus areas on public sector productivity/good governance and national productivity and competitiveness, as well as for the administrative/general liaison work with the APO Secretariat and other NPOs of the 19 other member-countries.

6. Modernizing Government Regulations for National Competitiveness and Productivity (GAA)

This initiative is a three-pronged approach namely: regulatory reform; frontline service process re-engineering; and horizontal governance, which aims to contribute to the improvement of the competitiveness of the Philippines by examining existing regulations with the end goal of streamlining unnecessary rules and compliance costs. Result of the study will enable the Academy to recommend measures to ensure regulatory effectiveness and to influence other agencies to work together in possibly reducing the regulatory burden by 25 percent.

7. Development of Specialized Training Courses for Government Officials (GAA)

This program caters to government officials occupying Career Executive Service Officer (CESO) positions. Even as a bigger number of students are envisioned to be accommodated in the residential and long duration PMDP, there is still a need to urgently address the most common of improvement in the many government managers that are currently performing their roles. These short courses will upgrade essential skills of government officials in the areas of planning, mentoring, project/program implementation monitoring and evaluation, change management, political dynamics, network-building and citizen-centric governance.

8. Higher Education Career System (HECS)(Client: Commission on Higher Education)

The CHED's Higher Education Reform Agenda (HERA) endeavors to enhance internal governance of SUCs by strengthening accountability, leadership, and management competencies of HEI leaders and executives. As such, under the HERA, CHED is investing in the development of leaders and executives of Philippine higher education institutions (HEIs) through the development of the Career System for Higher Education Executives (CSHEE) that will establish and maintain a pool of public higher education executives who will lead change and innovation to bring SUCs to respectable international standards and reputation.

Similarly, and in connection with this, the Academy implemented for CHED the HECS-Presidential Leadership Program, which serves as the continuing professional development component of the Professional Advancement Program, geared towards incumbent SUC leaders, ensuring that they are updated on current trends in higher education while maintaining relevance in their respective fields of expertise. It also provides SUC leaders a venue to meet and share their ideas, experiences, and insights with their peers.

C. Contributions to the PDP

1. Accountable Governance

The Academy has contributed to the promotion and institutionalization of accountable governance in the country's public service institutions through the provision of training and technical assistance in the following areas:

1. Strategic Planning

An organization's or agency's strategic plan provides a road map with specific guideposts towards achieving its vision. Thus, it is a way for an organization

to gauge where it is in relation to its vision and its alignment with its mandate.

In 2016, the Academy assisted the following agencies towards completing their strategic plan for a given period:

- Department of Agrarian Reform
- Department of Agriculture
- Bureau of Animal Industry
- Bureau of Plant Industry
- Southern Philippines Development Authority

The Academy also provided assistance to the Department of Trade and Industry in the preparation of the successor Micro-, Small and Medium Enterprise Development (MSMED) Plan for 2017-2022 and the enhancement of its Monitoring and Evaluation System.

Likewise, the Academy assisted the Department of Information and Communications Technology (DICT) in its Visioning Exercise.

2. Organizational Development

Towards a better alignment of an organization's or agency's objectives and mandate and its people's performance, the Academy provided technical assistance in various aspects of organizational development to the following agencies:

- Organizational Diagnosis of the Department of Foreign Affairs (DFA)
- Department of Budget and Management (DBM) Change Management
- Technical Assistance for Setting Up of An Institutional Support Services Mechanism for the Philippine Competition Commission (PCC)
- Department of Agrarian Reform (DAR) Organizational Development Program
- Department of Information and Communications Technology (DICT) Institutional Strengthening Program
- Technical Assistance for the Setting up of a Support Services Mechanism for the Implementation of the National Competition Policy Development Activities of the Philippine Competition Commission (PCC)
- Technical Assistance and Strengthening of Institutional Support Services for the Philippine Competition Commission (PCC)
- Organizational Structure Improvement Program for the National Transmission Corporation (TRANSCO)

- Organizational Structure Improvement Program for the Power Sector Assets and Liabilities Management Corporation (PSALM)
- A Strategic Review of Philippine National Oil Company (PNOC) Operations and Organization and the Design of A New Structure to Transform the PNOC into an Operating Entity
- Organizational Transformation of the Clark International Airport Corporation (CIAC) Towards Performance Excellence
- Capacity Development for CHD Regional Offices and DOH Regional Offices and DOH Representatives

3. Monitoring and Evaluation

Monitoring and evaluation is the process that is at the heart of performance improvement. Its goal is to improve current and future management of outputs, outcomes and impact through a purposive and careful monitoring of current outputs and outcomes. Related projects include:

- Performance and Project's Management Office - Technical Assistance on Monitoring and Evaluation for Office of the Cabinet Secretary-Performance and Projects Management Office
- Monitoring and Evaluation Training for National Telecommunications Commission
- Development of a Monitoring and Evaluation (M&E) Management System for the National Agricultural and Fishery Council (NAFC) (Phase I)
- Progress and Process Monitoring Agrarian Reform Community Connectivity and Economic Support Services (ARCESS) in Region XIII
- Progress and Process Monitoring Agrarian Reform Community Connectivity and Economic Support Services (ARCESS) in Bukidnon Province

4. Development of a Quality Management System (QMS) Certifiable to 9001 standards

Among the conditions for the grant of the Performance-Based Bonus (PBB) is the establishment of a Quality Management System (QMS) for at least one core process certified by an international certifying body, and the ISO-aligned documentation of covered agencies' QMS. With this requirement, the Academy was requested by several agencies to assist them in their ISO journey. Those assisted by the Academy include the following:

- Armed Forces of the Philippines (AFP)
- ARMM-Office of the Regional Governor

- Army Signal Regiment
- Bukidnon State University (BSU)
- Bureau of Immigration
- Bureau of Jail Management and Penology
- Bureau of the Treasury (BTr)
- Camarines Sur Sangguniang Panlalawigan
- Central Luzon State University
- Commission on Human Rights (CHR)
- Commission on Filipinos Overseas
- Department of Environment and Natural Resources (DENR)
- Department of Finance (DOF)
- Department of Foreign Affairs (DFA)
- Department of Public Works and Highways
- DPWH in ARMM
- DSWD Field Offices 1, CAR and CARAGA and Capability Building of the Standards Bureau
- Department of Tourism (DOT)
- Department of National Defense (DND)
- Housing and Urban Development Coordinating Council (HUDCC)
- John Hay Management Corporation
- Land Registration Authority (LRA)
- LGU Bacnotan
- Local Government of Quezon City
- Local Water Utilities Administration (LWUA)
- Metropolitan Naga Water District
- Municipality of Santol
- National Archives of the Philippines
- National Commission for Culture and the Arts
- National Dairy Authority
- National Telecommunications Commission (NTC)
- National Housing Authority (NHA)
- National Tobacco Administration
- National Irrigation Administration
- Philippine Coconut Authority
- Philippines Public Safety College (PPSC)
- Philippine Fisheries Development Authority (PFDA)
- Philippine Statistics (Authority)
- Philippine Institute of Volcanology and Seismology
- Philippine Charity Sweepstakes Office (PCSO)

- Philippine Retirement Authority (PRA)
- Philippine Amusement and Gaming Corporation (PAGCOR)
- Provincial Government of Quirino
- Provincial Government of Oriental Mindoro and Batasang Panlalawigan
- Provincial Government of Apayao
- Project and Prosperity Management Process of the Metropolitan Waterworks and Sewerage System (MWSS)
- Presidential Management Staff (PMS)
- Region 2 (NEDA CAR and BSU)
- Social Housing Finance Corporation (SHFC)
- Selected Regional training centers of the Agricultural Training Institute
- Standards Bureau of the Department of Social Welfare and Development
- Toll Regulatory Board
- University of Northern Philippines

Other related interventions include:

- Training Course on Work Improvement Teams for the Philippine Commission on Women
- Quality Management System 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
- Course on ISO 9001:2015 Requirements and Documentation-Government Quality System and Course on Effective Technical Writing for the MARINA Region XI

5. Conduct of Customer Satisfaction Surveys (CSS)

Since 2015, the GCG required the conduct of a Customer Satisfaction Survey by a third party for all GOCCs under its jurisdiction. With this, the Academy was commissioned by several GOCCs to conduct their CSS. These GOCCs and the CSS conducted include:

- Stakeholder Satisfaction Survey for the Philippine Crop Insurance Corporation
- Third Port Users Needs Satisfaction Survey
- 2016 Port Users' Annual Satisfaction Survey (PASS)
- Customer Satisfaction Survey for PCIC
- Customer Satisfaction Survey for the National Transmission Corporation
- 2015 Customer Satisfaction Survey for the Power Sector Assets and Liabilities Management Corporation

- Review of Methodology and Conduct of PDIC's Service Quality Feedback Survey
- Baseline Beneficiary Satisfaction Survey for the Philippine Charity Sweepstakes Office
- 2016 Customer Satisfaction Survey for the National Transmission Corporation (TransCo)
- Customer Satisfaction Survey for Philippine Fisheries Development Authority.

6. Project Management and Development

The Academy likewise imparted some of its core competencies in project management through the conduct of basic and advance courses in project management for the Department of Finance's Bureau of Local Government Finance, the Department of Environment and Natural Resources (DENR) and the Technical Education and Skills Development Authority (TESDA).

7. Leadership and Governance Interventions

In 2016, the Academy implemented a variety of projects and programs for its clients in various aspects leadership and governance. Some of these, such as the CLGP and MLGP were modularized training programs targeted for specific audiences to improve health governance at the city and municipal levels. Others, such as the project with the BSP, aimed to look at the integration of governance principles in decision making, systems, procedures and work ethics within the BSP. Yet others, such as the Asian Business Leaders Consortium sought to immerse junior to mid-level Japanese managers in Philippine companies and agencies for learning exposures. Projects and programs implemented by the Academy on leadership and governance include the following:

- Strengthening Good Governance in the Bangko Sentral ng Pilipinas (Phase III)
- City Leadership and Governance Program (CLGP)
 - CLGP for DOH
 - DOH RO XIII (CARAGA) - Phase I
 - DOH RO XIII (CARAGA) - Phase I
 - DOH RO IV-A - Phase I
 - CLGP Module III for UNICEF Cities
 - CLGP Module III for USAID Cities
 - CLGP Colloquium and Leadership Retreat for USAID and UNICEF Cities

- DOH Region X Phase II
- DOH Caraga Phase II
- Municipal Leadership and Governance Program (MLGP)
 - Central Luzon-Batch 4
 - Bicol
 - Central Luzon
 - MLGP Colloquium (Central Luzon)
 - MLGP Colloquium (MIMAROPA)
- Electric Cooperatives Governance Training
- NRECA 2015 Course on Credentialed Cooperative Director Batch 23 to 30
- Certificate Course on Efficacy and Leadership
- Certificate Course on Personal Efficacy and Leadership
 - Region 2
 - Region 3
- Middle Level Management Development Course for PARPOS, Supervisory Training Program for MARPOS and Training Course for the PBDS of DAR
- Executive Management Development Course for PPC Postmasters
- Government Quality Management Program Advocacy and Capability Building Projects for 2016
- Asian Business leader (ABL) Consortium in the Philippines
- Government Excellence Class
- Organizational Performance Excellence through the Government Excellence Class with Special Focus on Civil Society Organizations Accreditation Process in Support of Pantawid Pamilya and Other Government Development Programs
- Participatory Governance in Agriculture and Fisheries Development
- Development of Educational Leadership and Management Curriculum Framework and Content for DepEd School Heads (Phase I)

8. Interventions specific to Local Governments

The Academy likewise implemented some projects specific to the needs of certain local government units, such as the following:

- Technical Assistance on the Implementation of Bottoms-Up Budgeting (BUB) for Barangays
- Training of Trainers and Project Managers of the Cultural Values Transformation Program of Quezon City Government

However, the Academy had implemented many public offerings geared towards improving local governance (Please refer to section on Public Offerings).

9. Performance Management

In this area, the Academy conducted the APO Workshop on Performance Management for the Public Sector. The workshop examined steps to improve government's organizational performance by aligning individual, team, and organizational objectives and results. During the workshop, participants assessed a framework for performance management in the public sector. It also developed a methodology and roadmap for the applications of performance management in the government.

10. Academic Programs

The following Academic programs were implemented in 2016:

- Executive Doctorate in Education Leadership, 2 batches with the second batch expected to end in February 2017.
- Master in Public Management Major in International Development and Security Batch 2
- Master in Public Management major in Rural Development, 1 in Pre-Implementation Stage and Batch 2, 3
- Master in Public Management major in Health Systems and Development, Batches 1, 5-7; 6-8
- Master in Public Management major in Local Governance and Development
- Master in Public Management major in Development and Security for the Philippine Public Safety College (Batches 1, 2 and 3, 4, 8 and 9)
- Master in Public Management (Remedial Readmission Program)
- Master in Public Management major in Microfinance - Batch 4
- Certificate Course with Specialization in Community and Area Development, Resilience and Sustainability Leading to Master in Productivity and Quality Management

11. Programs and Projects geared towards Process Improvement

- Training for Work Study on the Bureau of Internal Revenue Registration Processes with Implications for its Citizens Charter
- Course on the Basic Policy Process Batch 5

- Training on RA 9184
- Assessment and Training on 5S Good Housekeeping for JICA-Cotabato
- Assessment of Business Registration Processes in Zamboanga
- Capacity Development Support Project for the Department of Finance

12. Human Resource Management

- Development of an Integrated Human Resource Development Information System
- Public Sector Human Resource Management and Development Plan Implementation Preparation Phase I
- Orientation Course in Competency Modelling and Position Profiling (Batches 1-3)
- Orientation Course in Competency Modelling and Position Profiling
- Creating a Competency Framework for the Philippine Reclamation Authority
- Creating Job Competency Matrix and Profiles for the DPWH
- Competency-based Assessment (CBA) Stage II Retakers
- Creating a Competency Framework for the DBP Leasing Corporation

13. Other projects implemented by DAP:

- APEC 2015 Narrative Report

This is a spillover project contracted by the DFA to the Academy come up with APEC 2015 Narrative Report for submission to the President of the Republic of the Philippines.

- Crafting and Strengthening Agrarian Reform Key Messages

As the DAR prepares the institutional arrangements for land management and administration, agrarian reform stakeholders need to be heard on their experiences in program implementation and agrarian reform implementers' competencies need to be upgraded to enable them to respond effectively to the more complex challenges they encounter in their workplaces. These developments need to be communicated to all concerned, hence, specific key messages should be crafted, packaged and disseminated to ensure that agrarian reform target audiences get up-to-date and factual information.

- Roles and Responsibilities of NEDA Representatives to SUC Boards

This was a training program that aimed revisit the roles and responsibilities of NEDA representatives to SUC boards.

- Project Assessment of Support to Emergency and Livelihood Assistance Project Phase II (SELAP2) Selected Completed Sub-Projects

The project was implemented to assess the impact and result of the implementation of five SELAP2 completed sub-projects in all the DA-XI partner cooperatives/farmers' organizations, and LGUs.

- Course on Training Effectiveness Evaluation for NPC-Agus IV and V Hydroelectric Plants

The course intended to enhance capabilities of the participants to establish and conduct training evaluation effectiveness within the National Power Corporation.

- Volunteer Development and Management Training Workshop-Mindanao Cluster

Rare Philippines tapped the DAP to conduct a "Volunteer Program Development and Management Training Workshop" as part of the approved 2016 Capacity Building and Organizational Development Work Plan. For this, the Academy developed and delivered a three-day training/workshop on volunteer program development and management in order to equip community leaders and local government staff with the necessary knowledge, skills, and tools that promote meaningful, continuous, and systematic inclusion of key stakeholders in the fishery sector.

14. Public Offerings Related to Accountable Governance

Aside from the projects contracted by clients, the Academy implemented the following public offerings in 2016:

- Course on the Basic Policy Process, March 16-18, 2016 (51 participants);
- Course on Basic Monitoring and Evaluation, April 13-15, 2016 (50 participants);
- Strategic Planning Training Workshop, May 10-12, 2016 (31 participants);
- Course on Bridging Leadership, Supervision and Management, May 16-August 18, 2016 (10 participants);

- Orientation Course in Competency Modelling and Position Profiling, February 16-19, 2016 (28 participants); August 16-19, 2016 (20 participants);
- Basic Project Management and Development Course, September 5-9, 2016 (58 participants);
- Course on Credentialed Cooperative Director, May 31-June 3, 2016 (17 participants); July 26-29, 2016 (16 participants)
- Volunteer Management System Training Workshop, August 2-4, 2016 (15 participants);
- Executive and Legislative Agenda of Makilala North Cotabato, August 23-26, 2016 (29 participants);
- Course on Effective Technical Writing, October 4-6, 2016 (14 participants)
- Introductory Course on Public-Private Partnership, October 19-21, 2017 (25 participants);
- Training on RA 9184 with Updates on APCPI and OPPCIS, October 27-28, 2016 (36 participants);
- Seminar-Workshop on Tourism Development Planning for Local Government Units (LGUs), November 14-18, 2016 (52 participants);
- Project Management Course, November 20-30, 2016 (18 participants);
- Public Sector-Course on Effective Local Legislation for Newly Elected Officials, October 18-20 (19 participants);
- Seminar Workshop on Updating Provincial and Municipal Revenue Code, August 23-26, 2016 (35 participants);
- Basic Course on Child Rights Responsive Governance, January 18-20, 2016 (17 participants); and
- Course on Advanced Monitoring and Evaluation, December 6-8, 2016 (44 participants)

15. Research Projects and Studies on Accountable Governance

- Participatory Governance in Agriculture and Fisheries Development: An Evaluation Study of PCAF's Consultative Bodies

The NAF Council, together with its network of agriculture and fishery councils (AFCs) and national sectoral committees (NSCs) representing both government and largely the private sector, serves as the participatory governance mechanism of the DA towards agriculture and fisheries development. Results of the evaluation study will be used primarily by PCAF as basis for assessing government interventions particularly for participatory governance mechanism. Moreover, conducting an evaluation study on the NSCs and AFCs will help identify

indicators and benchmark practices which will serve as critical input for monitoring and evaluation of the effectiveness of these consultative bodies.

- Housing and Urban Development Coordinating Council (HUDCC) Technical Assistance for the Conduct of Studies, Technical Review, Validation, Consultation, Enhancement and Operationalization of the different Housing and Urban Development Related Policy Issues

Under this project, the Academy provided technical assistance to the HUDCC to enable it to: (1) finalize the “Philippine Habitat III National Report and New Urban Agenda”; (2) Provide inputs to the National Housing Strategy and Policy Paper; and (3) Produce an animated audio visual presentation as a marketing tool for the National Informal Settlements Updating Strategy (NISUS).

2. Industry Productivity and Competitiveness

- a. Towards promoting industry productivity and competitiveness, the Academy implemented the following programs:

- APO-Development of Productivity Practitioners-Basic Course

The year 2016 saw the completion of the 21st Batch of the Academy’s DPP Basic Course, with four local participants and 18 foreign participants from APO member-countries. The training program, jointly implemented with the APO, serves as a training ground for young professionals, providing them an extensive learning and training on basic productivity and quality tools and techniques. It prepares them in taking the role of becoming a productivity practitioner, which includes, among others, diagnosing productivity issues and implementing solutions that will address the former. The course, in general, focuses on developing the knowledge and skills of productivity practitioners in terms of consultancy/technical assistance, training and promotion. It is run once a year by the DAP.

- IMO Model Course 6.09 Batch 82 and 83 Training Course for Instructors

Another long-running program of the Academy, the course aims to equip seafarers and teachers/trainers in the maritime school and training centers with competencies needed of an instructor.

- Training Course in Innovative Agricultural Extension System to Improve Farm Productivity and Income

The project was conducted with the aim of addressing new challenges in agriculture. This requires Agricultural Extension Systems (AES) to play an extended role in linking farmers more effectively to the market, coupling technology transfer with other services relating to input and output markets, environmental conservation, promoting rural entrepreneurship, building the capacity to strengthen innovation processes, and institutional development to support the bargaining position of farmers. To meet these multiple challenges, there is a need to promote innovative AES among the APO member countries.

- Midwife Certification Program

Under this program, the Academy provides technical assistance to the Department of Health with the aim of establishing a competency-based standard system for achieving, maintaining and upgrading competence of midwives to provide maternal health care, child health care and other health-related services required for addressing the MNCHN needs of the population towards the country's achievement of the Millennium Development Goals (MDGs).

- b. Public Offerings on Productivity and Quality

- PQA Application Development Course, February 16-19, 2016 (39 participants); April 5-8, 2016 (38 participants); July 12-15, 2016 (18 participants)
- Transition Course to ISO 9001:2015 Quality Management System, April 29, 2016 (53 participants); May 4, 2016 (58 participants)
- Orientation on Simulated Profit Solution, October 13, 2016 (12 participants)
- Orientation on ISO 9001:2015 Quality Management System, April 29, 2016 (41 participants)
- Foundation Course on ISO 9001:2015 Quality Management System, October 18-19, 2016 (27 participants)
- Course on ISO 9001:2015 Government QMS Requirements and Documentation, December 7-9, 2016 (25 participants)
- National Follow-up Program to the Workshop on Developing and Strengthening Consulting Capacities of NPOs, June 2016 (40 participants)
- Certificate Course on Benchmarking for Performance Excellence in the Public Sector, May 16-18, 2016 (22 participants)
- Forum on Government Excellence Class, May 20, 2016 (71 participants)
- E-Learning Course on Total Productive Maintenance (TPM) Applications in SMEs, November 7-10, 2016 (9 participants)

- E-Learning Course on Value Addition to Agrifood Products, December 16, 2016 (15 participants)
- E-Learning Course on Innovative Approaches in Marketing of Agrifood Products, October 25-28, 2016 (15 participants)
- Training Course on Simulated Profit Solutions, October 13, 2016 (12 participants).

c. Studies and Researches related to Promoting Productivity and Quality

- Baseline Research for the GREAT Women Project 2

Building on the results of the GREAT Women Project 1, the Philippine Commission on Women (PCW) saw the need to further strengthen the capacity of women entrepreneurs in terms of producing and marketing high quality products. Thus, together with its partner agencies and organizations, PCW started implementing the GREAT Women Project 2 focusing on improving the competitiveness, productivity and sustainability of WMEs as well as to establish linkages with selected SMEs in the different regions for a more gender responsive value chain.

- Conduct of Pre-Feasibility Study on the Rural Dairy Industry Development Project (RDIDP): A Business Case Study of Selected RDIDP Site

The RDIDP's primary goal is to contribute in increasing the productivity of the agriculture sector, particularly the livestock-dairy sub-sector, and by doing so accelerate the development of the Philippine dairy industry. This is in line with the thrust of the National Dairy Authority (NDA) to improve food security through the availability of locally produced milk in the market and increase rural income of farmers.

- Review of Laws and Regulations to enhance Policy Environment towards Agriculture and Fisheries Modernization

The project was commissioned by the PCAF in line with its mandate to: a) coordinate the crafting and implementation of agriculture and fisheries-focused policies and programs toward integrating and harmonizing into whole; b) identify policy contradictions and gaps, program and function overlaps between and among institutions, program and policy implementation weaknesses; c) bring policy contradictions and gaps, program and function overlaps to the attention of authorities, and with the agency stakeholders in both private sector and government to formulate and recommend measures to address these problems.

3. Environment and Health

Aside from the project interventions implemented by the Academy which directly contribute to the performance of its mandate, the Academy recognizes its role in contributing to sustainable human development. This is accomplished through its contributions in sustainable energy management, environment and health. Following are the programs implemented by the Academy in this field:

a. Energy

- Completion of Roadmap on the Use of the Alternative Fuels for Transportation Vehicles
- DOE Information and Communication on Energy Efficiency and Conservation and Promotion of Energy Efficiency and Conservation at the Local Government Unit (Components 1 and 2)
- Technical Assistance in the Implementation of Market Transformation Through the Introduction of Energy Efficient Electric Vehicles (e-Trike) Project

b. Environment Management

- Framework Formulation and Study of Spatial Development Climate Change and Environment-Regular Project
- Natural Resources Assessment of the Ecotown Demonstration in Bohol
- Vulnerability and Adaptation Assessment Component of the Ecotown Demonstration Project in Bohol
- Development of Standard Operating Procedures for Forecast-Based Emergency Preparedness
- The Natural Resources and Vulnerability Assessment of the Ancestral Domain Site of the APO Governance and Indigenous Leadership Academy

c. Waste and Pollution

- Assistance to the Global Methane Initiative (GM) representatives' visit to the Philippines
- Technical Assistance to the Global Methane Initiatives (GMI) on the Revival of the Philippine Methane Partnership and Hands-on Training on the Repair and Maintenance of Guillermo Farm Digester
- Bureau of Animal Industry-Study of Benchmark Data on Pollution Load from Livestock Resources (Point Sources)

d. Health

- Development and Implementation of the Policy Legislative Planning and Research Module for the DOH's Health Policy Development and Planning Bureau

D. Publications

As part of its mandate, the Academy likewise published the following books:

- ASEAN Integration: Status, Issues, and Prospects (Development Academy of the Philippines, February 11, 2016)
- APEC Philippines 2015: A Report to the President of the Republic of the Philippines on the Substantive Agenda of APEC 2015 (Department of Foreign Affairs, March 4, 2016)
- The Experts Speak (Development Academy of the Philippines, September 9, 2016)

E. Roundtable Discussions, Lectures and Fora

As part of its function to generate ideas through a meaningful discussion of current issues, the Academy conducts roundtable discussions, fora and lectures throughout the year. In 2016, these discussions and lectures include the following:

1. **Social Protection and Its Critical Role In Accelerating Poverty Reduction: Impact And Challenges**, April 13, 2016
Resource Persons: Director Rhodora Alday (DSWD); Corporate Planning Manager Bernardo Cielo, II (Philhealth); Senior Vice-President and Chief Actuary George S. Ongkeko, Jr.(SSS)
2. **Mindanao Accelerated Development Strategies**, May 31, 2016
Resource Person: Dr. Allan T. Ortiz, Vice-President, Philippine Council on Foreign Relations
3. **The Brunei Darussalam-Indonesia-Malaysia-Philippines – East ASEAN Growth Area (BIMP-EAGA)**, June 21, 2016
Resource Person: Amb. Jose B.Romero
4. **National Security**, June 23, 2016
Resource Persons: Sec. Edilberto Adan and Sec. Rafael M. Alunan

5. **Localizing The Sustainable Development Goals**, September 16, 2016
Resource Persons: Director Rose Marie Edillon (NEDA) and Dr. Randy Tuano (Sustainable Development Network)
6. **The Pursuit of Peace in the Southern Philippines: The Role of Indonesia**, October 7, 2016
Resource Person: Prof. Jamil Maidan Flores
7. **What Can Good Governance Do?**, October 27, 2017
Resource Persons: Dr. Alvin Ang, ADMU Economics Department
8. **Russia's View of Geopolitics and Security In East/Southeast Asia**, Nov. 24, 2016
Resource Persons: Dr. Victor Sumsky and Dr. Ekaterina Koldunova
Moscow State Institute of International Relations (University) MFA of Russia
9. **Federalism In the Philippines: Constitutional Or Systematic Reforms?**, December 7, 2016
Resource Person: Prof. Ed Tayao (Local Government Development Foundation and Partido Demokratiko ng Pilipinas)

IV. Support to Operations

A. Human Resource Management and Development

The total number of personnel complement of the Academy in 2016 totalled 637, an increase of 12 percent from the previous year. Of the total number of personnel, 338 were plantilla-based and 299 were non-plantilla-based. Comparing Operations and Support, 480 were Operations-based while 157 were Support-based personnel, giving a ratio of 1:3 support to operations staff. Majority of the Operations personnel were still lodged in the Programs group, compared to the other operating units within the Academy (Please refer to Table 11).

Table 11. Personnel Complement, by Center/Office and Status of Engagement, 2016

	Plantilla	Non-Plantilla	Total
Operations	239	241	480
Programs	113	76	189
COD	11	13	24
DSM	3	2	5
GSPDM	14	25	39
DAPCC	91	113	204
Others (APO DAP Secretariat & OP SPRRD)	7	12	19
Support	99	58	157
ESO	32	22	54
SSC	67	36	103
TOTAL	338	299	637

Staff Development

In recognition of the need to continuously develop the capacities of its human resources towards strengthening the capability of Academy to deliver its mandate, the Academy provided capacity building opportunities for its employees through local, foreign and in-house training programs. These training programs enabled 86% percent of its employees to access at least one relevant training during the year.

Training programs were not only designed to build technical capacities of DAP employees at all levels (Table 12), but were also meant to inform them of their statutory rights and benefits, and to inculcate appropriate values and attitudes towards instituting the DAP culture.

Table 12. Number of Training Programs provided, by category of training

Program category	Number of Programs				
	Local	Foreign	In-House	Total	
Managerial/Supervisory	10	6	5	21	12.60%
Technical	25	45	37	107	64.10%
Finance/Admin	2	0	1	3	1.80%
Others/Special Programs	2	1	33	36	21.60%

Gender and Development

The year saw the establishment of the DAP Gender and Development (GAD) Focal Point Core Team (GDFPCT) through the issuance of a Special Order signed by the Academy President. This is a group of men and women employees of the Academy who will serve as the focal point for gender-related programs and activities.

The GDFPCT was tasked with ensuring and sustaining the agency's critical consciousness and support on women and gender issues. They will take the lead in direction setting, advocacy, planning, monitoring and evaluation and technical advisory on mainstreaming GAD perspectives in the Academy's programs, projects, activities and processes.

While the group was formally established only in the fourth quarter of 2016, they had been very conscientious in staying on track in implementing GAD programs and activities. These included the conduct of strengthening and teambuilding activities via a Gender Awareness and Sensitivity Training and Gender Facilitators Training and Ladies Afternoon of GAD sharing with tea, coffee. The Gender Sensitivity Training included awareness building on Philippine laws on gender, customized sensitivity training with modified, responsive office approach and attendance of GAD cell leaders and members in different seminars, fora and symposia on gender, and the conduct of echo sessions. To ensure sustainability, a GAD Planning, Visioning and Budgeting Workshop for 2017 was also done.

As a creative means of building GAD awareness, the indie film "Boses" was also screened by the Academy for viewing of its employees. Boses is a film about an abused child who finds his voice in music.

Employee Morale Index

An Organizational Climate and Employee Morale study was conducted in 2016 for the purpose of establishing a baseline data on the Academy's corporate climate and level of employee morale. This is also in compliance with the requirement of the Governance Commission for GOCCs (GCG). Findings from the organizational diagnostic survey are normally seen to be indicative of organizational climate or organizational health. Such findings also give insights into the level of employees' satisfaction with the organization and his/her job as well as **employee morale**.

A Likert-type questionnaire consisting of 50 items was developed, with statements about the organization to which respondents are asked to indicate their degree of agreement or disagreement. There were five items along each of the following ten organizational dimensions:

1. Organizational goals
2. Structure and work distribution

3. Leadership and supervision
4. Interpersonal relationships
5. Career growth
6. Collaboration / Teamwork
7. Innovativeness / Openness to Change
8. Pay, Benefits and Incentives
9. Knowledge Management
10. Opportunities for Personal Development

The study resulted in a general rating of 3.84 which indicates that the general perception of employees about the organization is above average. Specifically, employees see the institution positively in the dimensions of its:

- Organizational Goals
- Interpersonal Relationships; and
- Opportunities for Personal Development.

Given the premise that findings of the organizational diagnostic also gives an insight on the Employee Morale and based also on survey results, it can be said that the DAP employees' morale is apparently above average. This may be reflective of employees' personal satisfaction on being given opportunities to grow as persons to be more confident as a consequence of their work in the Academy. This could further be a track of their possible progress toward becoming the "real them" as they pursue work assignments in the Academy in congruence with DAP's organizational goals along the line of promoting self and organizational growth. Corollarily, harmonious relationships and team chemistry among colleagues, peers and superiors are deemed strong. Relationships in the Academy are perceived by respondents to be on a congenial and professional manner.

The study however, likewise pointed to some areas for improvement, namely:

- Structure and Work Distribution; and
- Compensation, Benefits and Incentives.

There is a need to look closely into the job descriptions and terms of reference of employees. Work planning and programming, with careful consideration of realistic personal capacities including competencies to best execute activities, may be considered. There is also a need to strengthen the Academy's salary structure, incentives and benefits program and total compensation package to boost the enthusiasm, strengthen commitment to work targets and for equitable and fair treatment of employees.

B. Quality Management System

With the release in the last quarter of 2015 of the updated ISO standards, the Academy sought to transition to the ISO 9001:2015 standards. For this purpose, the Academy made adjustments and refinements on its Quality Manual and ISO Core Team, and a gap assessment was conducted in June 2016 in preparation for the transition audit which was conducted on August 17-19, 2016.

While the transition audit yielded two non-conformities under the 2015 standards, it also resulted in the certification of the DAP under the 9001:2015 standard, assumedly making DAP one of the first few government institutions to be certified under the updated standard.

C. The Council of Fellows

The Academy's Council of Fellows is a group of distinguished men and women who have made significant contributions in the progress of the Philippines' social, economic and political development.

To date, the Academy has 30 Eminent Fellows whose collective wisdom are tapped to contribute to development policy reform and idea generation in the performance of its mandate and pursuit of its vision.

To add to its roster of eminent fellows, the Academy, in 2016, conferred Eminent Fellow status to the following:

- Amb. Laura Del Rosario, conferred Eminent Fellow on February 12, 2016
- Senator Aquilino Q. Pimentel, conferred Eminent Fellow on July 21, 2016
- Justice Reynato S. Puno, conferred Eminent Fellow on July 21, 2016

V. Corporate Governance

A. Customer and Stakeholder Welfare

The Academy initiated measures to improve customers', employees' and other stakeholders' safety, security and comfort at its facilities in Pasig and Tagaytay City. These measures include the completion of the following:

1. Installation of reflective traffic/directional signs in both the Tagaytay and Pasig facilities

2. Installation of fire alarm system in the DAP Conference Center (DAPCC) dormitory in Tagaytay City
3. Installation of electronic lockset (key card system) in dormitory rooms in DAPCC Tagaytay
4. Completion of the lower lobby PWD ramp in DAPCC Tagaytay.

Also, as part of its efforts to continuously improve its service to its clients as well as enhance the work environment of its employees, the Academy made physical improvements in both its Pasig and Tagaytay facilities, including the following:

1. Internet WIFI connection
2. Materials recovery facility
3. Staff lounge
4. Completion of workstations in work areas in the Pasig office.

Several other initiatives were started during the year and expected to be completed in the following years.

B. Community Involvement

As a corporate citizen of the cities in which it operates, the Academy maintains active involvement in community activities through its membership in the Tagaytay Tourism Council, the Ortigas Center Association Inc. (OCAI), Antonio Village Association (AVA), and the Association of Building Managers Ortigas Center Inc. (ABMOCI).

Aside from attending and participating in regular meetings of these associations, the Academy also actively participates in community-based activities organized by these associations.

These include:

1. Participation in the city-wide emergency drills in Tagaytay and Pasig;
2. Donated 100 sets of bread and juice to Tagaytay City Central School for the Brigada Eskwela activity;
3. Donated meals to Tagaytay PNP which augmented the security of big events with in Tagaytay City;
4. Donated food/meals to the Ina ng Laging Saklolo Parish Church & NGO for some church activities; and
5. Adoption of the Vedruna Orphanage for a day.

C. Corporate Social Responsibility

The DAP recognizes that as an integral part of the National Government, it is inherently mandated to be socially responsible, to act and operate as good corporate citizens.

On September 9, 2016, a 24-man team of volunteers from the DAP visited the Haven for the Elderly in Tanay, Rizal to distribute loot bags and to cheer up the elderly residents with a program.

The activity capped a two-month long fundraising and donation drive that was participated in by 229 DAP employees that raised PhP46,933 which was used to purchase additional items that were distributed to the elderly residents.

The project was initiated during the Academy's 43rd Anniversary celebration as a way to develop a sense of concern and caring for others as well as inculcating the value of civic-consciousness among DAPpers.

In addition, in response to a request by a former-DAP employee turned military officer, the Academy donated funds raised during its Christmas carolling activity to the Manobo Tribe residing in Purok 10, Sitio Yumbagan, Bayugan City, Agusan del Sur. This community, which is led by a Datu, is accessible only by motorcycle or walking, and are among those affected by the armed conflicts between the NPA and the military. The funds donated, totalling PhP 15,000.00, will go towards buying some supplies and will hopefully help provide for some of the community's needs and prevent them being recruited into the armed struggle of the NPA.

D. Ensuring Employee Health and Welfare

In recognition that employee health and welfare contribute to higher productivity in the workplace, the Academy implemented programs that contribute to its employees' wellbeing. Aside from the provision of basic clinical services, with retained medical staff, the DAP also facilitated an Annual Physical Examination for all personnel. In addition, the Academy held relevant seminars such as Stress Management, Strengthening Self-Esteem and Respect, and Basic Emergency Response Training.

E. Ensuring Environment-Friendly Practices and Contributions to Sustainable Development

As a way of contributing to the protection of the environment, the Academy put in place measures to make its operations more energy efficient. Among these were the transition to individualized airconditioning facilities at its Pasig office and the installation of LED lighting to replace its fluorescent lighting fixtures.

For the first (replacement of airconditioning), the first phase of the project was implemented last December 2015, with the second phase expected to finish by end of the third quarter of 2017. The replacement of the Academy's airconditioning system will result in the decommissioning of our entire existing central AC and which, in turn, will translate to savings in energy consumption in the Academy's Pasig office. Aside from the savings, the replacement of the airconditioning unit also resulted in maximized building space, personalized, compartmentalized and personalized cooling adjustments, easier apportioning of energy costs among users, use of environment-friendly refrigerant to replace the existing ozone-depleting refrigerant, lesser degradation of the building due to mechanical vibrations caused by large compressors and motors, and elimination of the vibration and noise experienced inside the Board Room due to the operation of large compressors.

For the second (installation of LED lights), some 1,048 16-watt LED T8 tubes were installed to replace the 36-watt T8 fluorescent lamps which had reached their life expectancy. The replacement of fluorescent lamps with LED lamps enabled the Academy to maintain light output without affecting quality luminance. The replacement also helped the Academy save about 24 percent on energy consumption. In addition, since LED lights reduce heat emitted from the lighting tubes, the time and energy required to cool down temperatures in the work place is likewise lessened.

The DAP is also currently piloting the use of its Building Management System, a technology-based system for controlling and managing energy-consuming utilities in its Pasig office such as lights, airconditioning, and water tanks with booster pumps.

In addition, in connection with the planned expansion of the DAP Conference Center in Tagaytay, an Environmental Impact Assessment study is currently being conducted to identify direct and indirect impacts of the proposed redevelopment of the DAPCC on the biophysical and human environment. The project also aims to provide the appropriate environmental enhancement and protection measures to allow informed decision in the design and construction of the proposed facility and in addressing identified impacts and challenges.

