

DAP Strategy Map and 2019 Performance Commitments

I. The DAP Mandates, Mission and Vision

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.

Mandates

Pursuant to its charter, the DAP is mandated to:

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.

The current management drew out inspiration from the Academy's mandates which resulted to the refinements of the DAP's Mission and Vision statements.

Mission

DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth.

1. Generate policy and action through research and strategic studies that address development issues and emerging challenges.
2. Promote excellence in leadership and organizations through technical assistance and consultancy, training, and education
3. Catalyze the exchange of ideas and expertise in productivity and development in Asia and the Pacific.

Vision

DAP is the leading knowledge organization providing innovative, effective and responsive solutions to the country's development challenges.

Core Values

The officers and personnel live up to the following core values:

- Dangkal (*Integrity*)
- Galing (*Professionalism, Excellence, and Innovation*)
- Tatag (*Strength*)

II. DAP Strategy Map

The Academy commits to perform efficiently and effectively its Mandates and Mission; pursue the attainment of its Vision; and live up to its Core Values indicated in the DAP Strategy Map 2017-2023. The twelve (12) strategic objectives along the four perspectives namely customers/stakeholders, financial, internal process, learning & growth are set to support the priorities of the Administration towards Technological Innovation in Governance and Productivity and Regional and Local Development. (*see illustration of strategy map in next page*)

DAP Strategy Map (2017-2023)



Technological Innovation in Governance and Productivity

Regional and Local Development

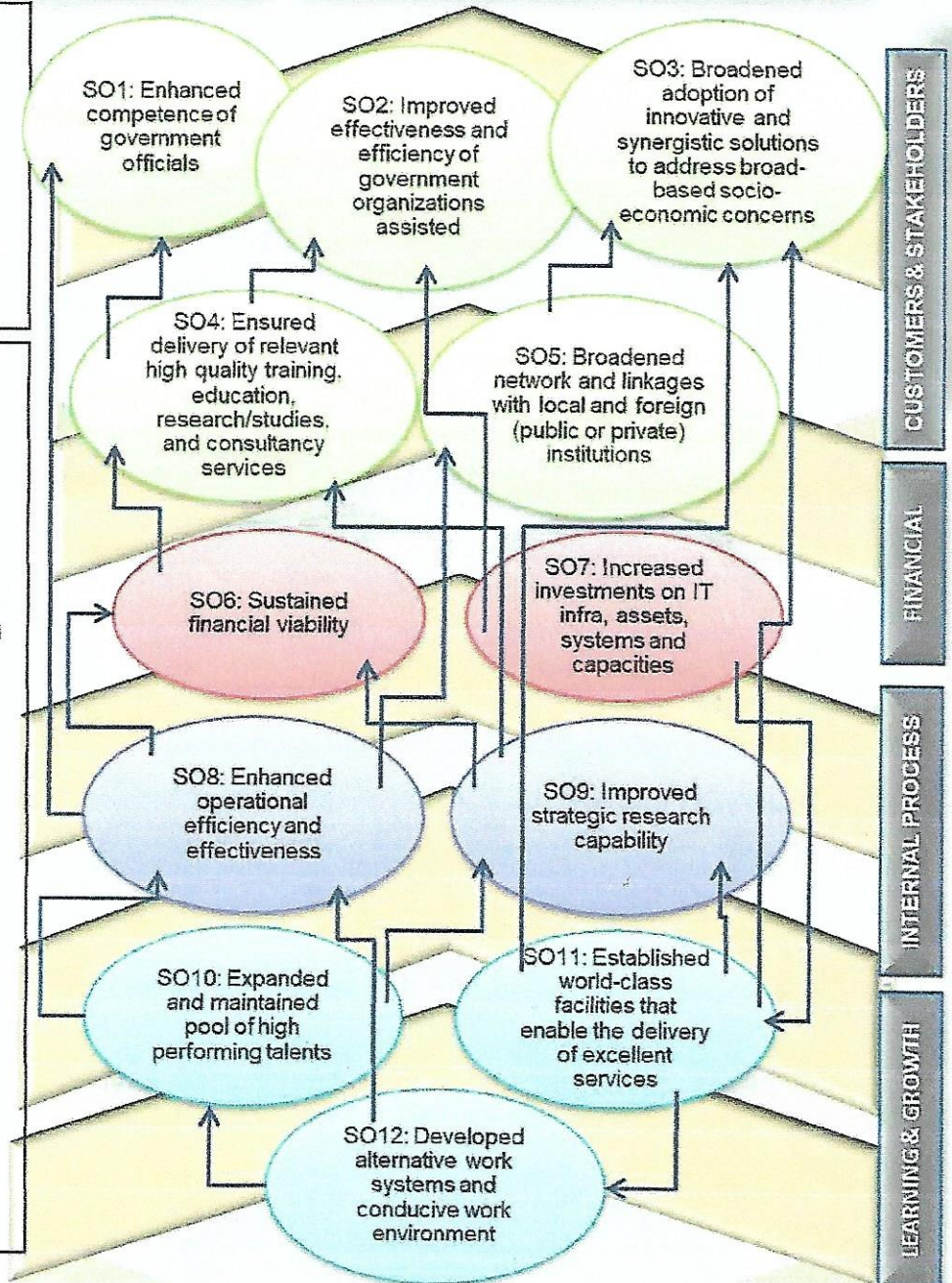
VISION

DAP is the leading knowledge organization providing innovative, effective and responsive solutions to the country's development challenges.

MISSION

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CORE VALUES

Dangal
(Integrity)

Galing
(Professionalism, Excellence, and Innovation)

Tatag
(Strength)

III. DAP 2019 Performance Scorecard

The metrics of the DAP performance are reflected in the Performance Scorecard. Table below shows in a snapshot the Academy's FY 2019 targets.

Perspective	Strategic Objectives (SO) & Performance Measures (PM)	Formula	Weight	Target 2018	Accom. 2018	Target 2019	
CUSTOMERS/ STAKEHOLDERS	SO1	Enhanced Competence of Government Officials					
	PM1	Completion rate	Number of graduates in GSPDM and PMDP over enrolled students per class	10%	At least 90%	Data being computed and validated	At least 90%
	PM2	Percentage of Re-Entry Plans (REPs), Action Plans & Projects (APPs), and Capstone accepted by the panel	Number of REPs, APPs, and Capstones accepted by the panel over total of REPs, APPs, and Capstones presented	10%	At least 85%	Data being computed and validated	GSPDM: 100% PMDP: 100%
	PM3	Number of international projects/ hostings implemented	Total count of APO projects hosted or implemented by DAP	5%	17	17	16
	PM4	Number of local and international public sector productivity specialist trained	Total count of APO projects hosted or implemented by DAP as the National Productivity Organization	5%	50	54	75
			Subtotal	30%			
	SO2	Improved effectiveness and efficiency of government organizations assisted					
	PM5	Percentage of client government agencies assisted on QMS with ISO 9001 certifiable QMS	No. of government agencies assisted on QMS with ISO9001 Certifiable QMS over number of client agencies	5%	75%	100%	80%
	PM6	Number of agencies assisted in Innovation and Productivity Improvement Project (IPI) Plan development and innovation laboratory projects	Total count of agencies which have been assisted in developing their Innovative Productivity Improvement Project (IPIP) as well as their Innovation laboratory projects	5%	4	18	6
			Subtotal	10%			
	SO3	Broadened adoption of innovative and synergistic solutions to address broad-based policy and socio-economic concerns					
	PM7	Number of new programs institutionalized	Total number of programs that have been institutionalized	5%	At least 1	1 (ALS)	1

Perspective	Strategic Objectives (SO) & Performance Measures (PM)		Formula	Weight	Target 2018	Accom. 2018	Target 2019	
	PM8	Number of researches and studies completed	Total number of research and studies completed	5%	6	6	2	
			Subtotal	10%				
	SO4	Ensured delivery of relevant high quality training, education, research/studies, consultancy services						
	PM9	Customer satisfaction rating	Proportion of DAP clients that are satisfied with all DAP services	5%	At least 85%	90%	At least 85%	
			Subtotal	5%				
	SO5	Broadened network and linkages with local and foreign (public or private) institutions						
	PM10	Percentage of active partnership with institutions	Total number of partnerships with existing activities over total number of partnerships forged	5%	14 out of 17 partners	Data being computed and validated	At least 80%	
			Subtotal	5%				
	FINANCIAL	SO6	Sustained financial viability					
		PM11	Revenue growth year to year (Gross Revenue)	Percentage growth year to year	5%	P653 Million	Data being computed and validated	P576 Million (3 year average as restated)
PM12		Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	EBITDA (% increase from year to year) absolute value average 3 year	5%	Php 40 Million	Data being computed and validated	P42 Million (3 year average as restated)	
			Subtotal	10%				
SO7		Increased investments on IT infra, assets, systems and capacities (to be implemented in 2020)						
INTERNAL PROCESS	SO8	Enhanced operational efficiency and effectiveness						
	PM13	Budget Utilization Rate for Major Government Programs from NG	BUR = obligation / allotment*	10%	90%	Data being computed and validated	90%	
	PM14	On-time delivery rate	Number of projects completed on or before the agreed project duration over total number of projects completed	5%	70%	Data being computed and validated	At least 75%	
	PM15	Quality Management System (QMS) Conformance Rate - Project Management System - Support Systems - Conference Facilities Management	Sustained ISO certification	5%	Continued Certification ISO 9001:2015	DAP is ISO 9001:2015 Certified	Continued Certification ISO 9001:2015	
			Subtotal	20%				
SO9	Improved strategic research capability (to be implemented in 2020)							

Perspective	Strategic Objectives (SO) & Performance Measures (PM)	Formula	Weight	Target 2018	Accom. 2018	Target 2019	
	Conformance Rate - Project Management System - Support Systems - Conference Facilities Management			ISO 9001:2015	Certified	ISO 9001:2015	
		Subtotal	20%				
	SO9	Improved strategic research capability (to be implemented in 2020)					
LEARNING AND GROWTH	SO10	Expanded and maintained pool of high performing talents					
	PM16	Organizational climate employee morale index	Score on employee morale of surveyed employees	5%	At least 3.8	Data to be computed at the end of the year	At least 4.0
	PM17	Implementation of Competency-Based Human Resource Management Framework (CBHRMF)	Milestone Accomplishment	5%	Improvement from the 2017 baseline	Data being validated	100% implemented both for Programs Operations and Support Offices
			Subtotal	10%			
	SO11	Established world-class facilities that enable the delivery of excellent services					
	PM18	Percentage completion of new training building <i>(Construction of the new Training Building: Completion based on grand total of the Bill Of Quantities (BOQ) for each cluster of works)</i>	Annual Accumulated Accomplishment based on BOQ			Deferred Target due to bidding timelines	
			Subtotal	100%			
	SO12	Developed alternative work systems and conducive work environment (to be implemented in 2020)					
		Subtotal	100%				
		GRAND TOTAL (Performance Rating)					

Certified True and Correct:


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