

DRAFT

2017 ANNUAL REPORT



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CORPORATE PROFILE

VISION

Under its new leadership, the DAP management has formulated a fresh vision:

The DAP thinks and acts ahead of the curve in accelerating the transformation of people and organizations for nation-building.

MISSION

The Academy’s mission is as follows:

1. Initiate research and strategic studies that address the current issues and foresighted trends to generate better policy and action.
2. Provide consultancy, training and education that are relevant and responsive to the public and private sector towards increased productivity and excellence.
3. Initiate concrete programs and projects that accelerate growth, development, and security for replication, as well as assist in sustaining public and private collaboration.

The DAP fulfills its mandate through its core competencies in training and education, outreach and consulting, and strategic research/studies as it works 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 with promoting awareness and developing 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 also 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, in addition, 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 an 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 DAP also serves as the implementing agency of the Public Management Development Program (PMDP), the National Government’s Career Executive Service Development Program (NGCESDP), which was implemented with funding from RA 10155, RA 10352, RA 10633, RA 10651, and RA 10717 or the General Appropriations Act (GAA) of 2012, 2013, 2014, 2015, and 2016, respectively. The PMDP aims to foster careerism in government and thereby promote stability in the bureaucracy by producing a corps of public managers that embody competence, integrity, and commitment.

CORPORATE PROFILE

CORE VALUES

The DAP will be guided by the core values of integrity, professionalism, and patriotism in all its activities and dealings with stakeholders, both internal and external.

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), local government units (LGUs), government-owned and controlled corporations (GOCCs), constitutional bodies, legislature, judiciary—is its primary client, but it also provides services to the private sector, civil society, the 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
- Competency-based Human Resource Management Systems
- Change 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:
 - o Development and Security
 - o International Development and Security
 - o Integrity Development in Governance
 - o Local Governance and Development
 - o Rural Development
 - o Health Systems and Development
- Master in Productivity and Quality Management
- Master in Development Management

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

DAP STRATEGY MAP

The Academy commits to perform efficiently and effectively its Mandate and Mission, pursue the attainment of its Vision, and live up to its Core Values as indicated in the DAP Strategy Map 2017-2022. The nine strategic objectives along the four perspectives, namely, customers/stakeholders, financial, internal process, and learning and growth, are set to support the priorities of the administration towards accountable governance and national productivity and overall competitiveness of the country.

DAP STRATEGY MAP (2017-2022)

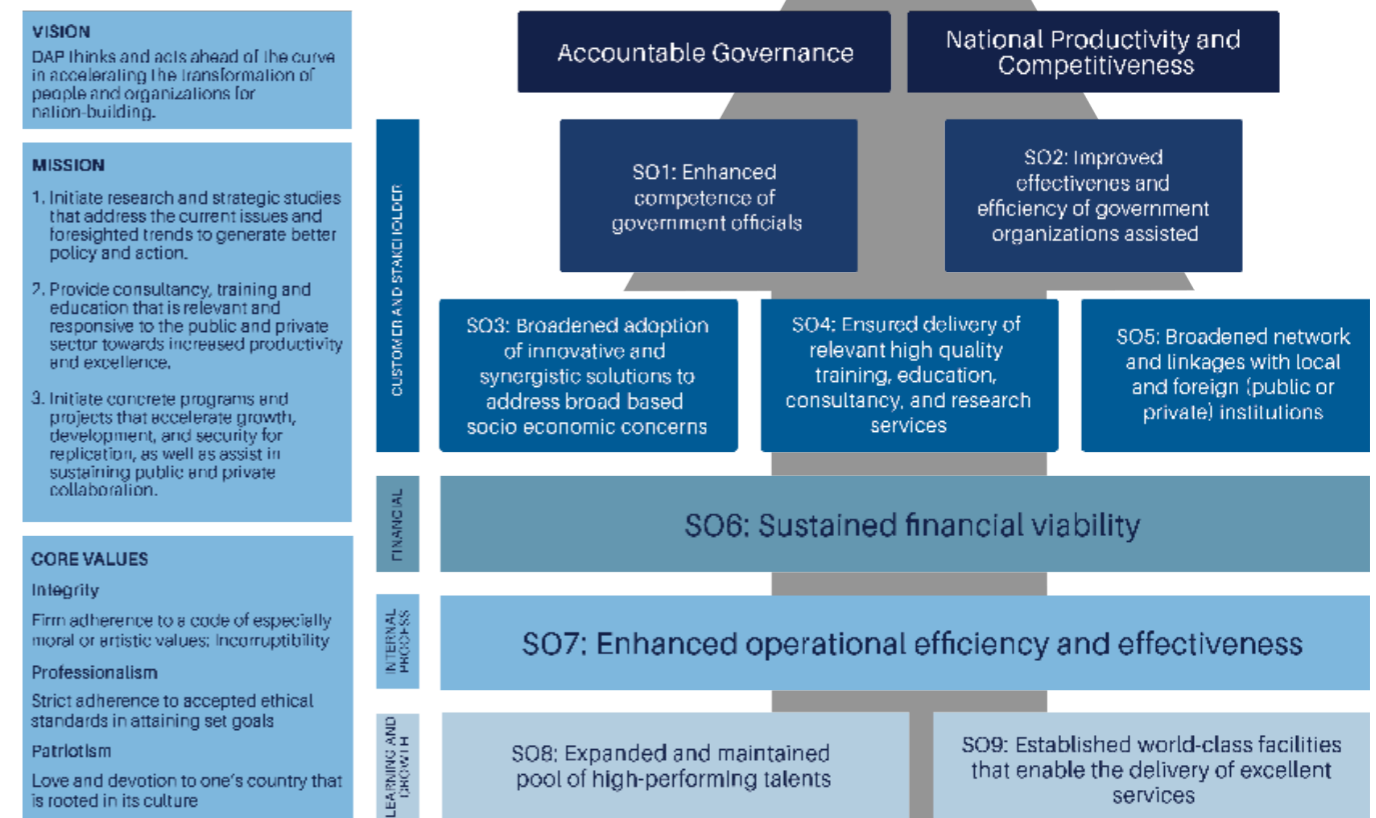


Figure 1. DAP Strategy Map, 2017-2022

Chairman's Message

The Development Academy of the Philippines, to my mind, has always been special. It was barely a year old when I graduated from college in 1974 and I looked at it as a very elite institution. I looked at it with awe and admiration because I knew then, and now, that the people there, most of them anyway, are high-caliber economists – doctors in public administration and management as well as in the political and social sciences – and I considered the staff not as ordinary bureaucrats but as technocrats. This is the first basis of why I've always admired the DAP.

The second basis for that admiration, without a doubt, is why the DAP exists, the very reason for its creation and the original vision that its founding fathers had, which was to establish a government think tank, an institution that would undertake research and pioneer innovative ideas to address national problems while training and developing members of the bureaucracy, and thus help in the task of national development.

From the start, the DAP has done justice to that role, overcoming challenges along the way that ranged from viability issues owing to its being a self-sustaining institution to the loss of talent as many brilliant minds that passed through its portals were enticed by much more lucrative opportunities outside.

But the DAP plodded on, eventually achieving the desired viability while maintaining its relevance as the government's premier training and research institution.

In 2017, however, several events took place to threaten that stature. In a span of several months, there were two leadership changes that transpired and I personally witnessed some sort of an institutional upheaval, to put it mildly, and a normally quiet atmosphere surrounding the institution became a hotbed of controversy.

I therefore thank the Board of Trustees for helping provide the necessary stability and quick action to restore normalcy to the Academy. I was happy that my colleagues with the Board were fully supportive of the immediate actions that had to be taken during that time of instability, and I was very happy that things began to function normally and smoothly after those actions, a development that was, to my mind, just fair to a 44-year-old institution that I've always admired not only for its people and vital role in the national scheme of things but also for its pristine, unsullied and apolitical nature.

Now that the DAP is back on track, I therefore ask my colleagues at the institution to refocus on the original vision that the Academy nurtured, and make its existence even more relevant to national development. The developments that enabled it to get back to normal provide the best opportunity to do that, as they have made us realize that it does not really take that much to undermine the work that we have painstakingly done for more than four decades.

Perhaps it should also make us realize that the worst thing that could happen to an institution like the DAP is to stagnate. This is because unless we continue to innovate, be resourceful, and look for ways in which to add to our myriad accomplishments as the government's premier think tank, we cannot have that preeminence, nay, the moral ascendancy to remain the much valued, highly esteemed and greatly admired institution that we are now.

MENARDO I. GUEVARRA

Chairman, Board of Trustees
Development Academy of the Philippines

Accomplishment Highlights

The Academy's strategic initiatives, which are its way of attaining its committed targets, are composed of various project interventions for its customers.

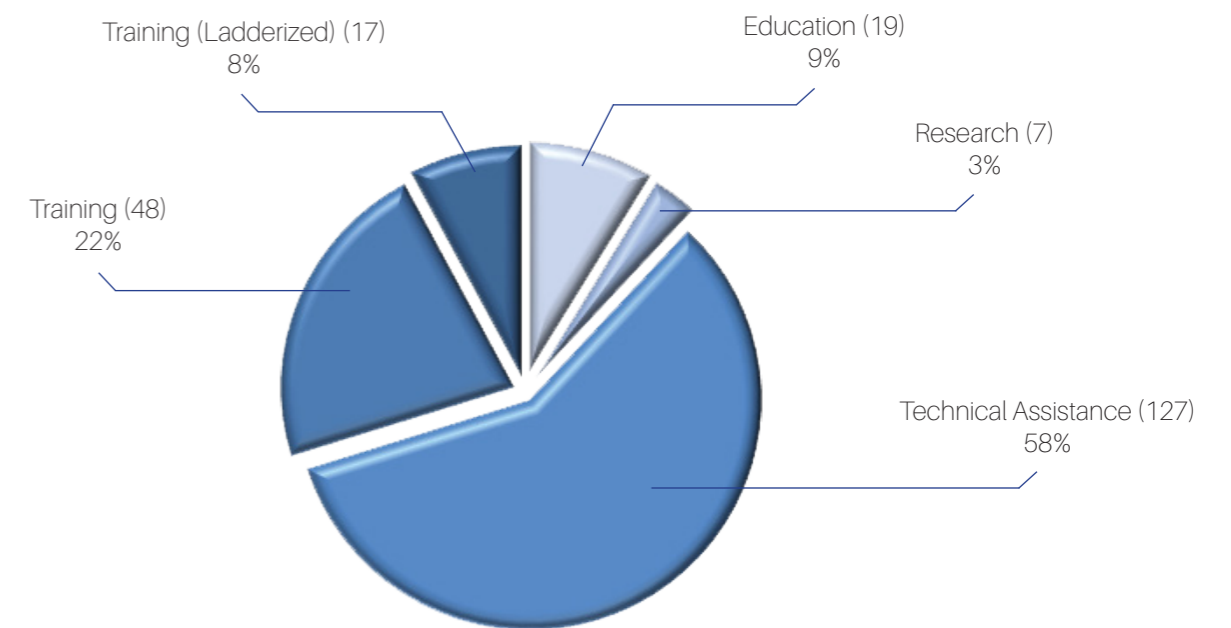


Figure 2. Number and Percentage of Distribution of Projects by Project Type

For 2017, the Academy implemented 218 project interventions for 120 clients. These projects were a mix of training, technical assistance and consultancy, research, and education. These were in the areas of governance, productivity and environment, which were in line with the Academy's mandate, vision and mission.

A. PERFORMANCE SCORECARD

The metrics of the DAP's performance are reflected in its Performance Scorecard. Table 1 shows in a snapshot the Academy's FY 2017 targets and accomplishments to-date.

Table 1. DAP FY2017 Performance Scorecard

Strategic Objectives (SO) and Performance Measure (PM)	2017	2017 Accomplishments
CUSTOMERS/STAKEHOLDERS		
Strategic Objective (SO1): Enhanced competence of government officials		
PM1: Key government officials capacitated	GSDAP: 825 PMDP: 140	GSDAP: 802 PMDP: 120
PM2: Percentage of REPs/APPs accepted for implementation	GSDAP: 100% PMDP: 85%	GSDAP: 100% PMDP: 84%
Strategic Objective (SO2): Improved effectiveness and efficiency of government organizations assisted		
PM3: Percentage of client government offices with ISO9001 Certifiable QMS	65%	100%
PM4: Participation rate of NGAs in RBPMS/PBIS implementation	100%	99%
Strategic Objective (SO 3): Ensured delivery of relevant high-quality training, education, consultancy and research services		
PM5: Customer satisfaction rating	85%	Ongoing consultation meetings in coming up with the service quality attributes of DAP
PM6: Percentage of completion of bidding for construction (contracted/awarded) - milestone accomplishment	100% bidding conducted	100% (bidding process was conducted)
Strategic Objective (SO4): Forged partnership/involvement of key stakeholders		
PM7: Number of partnership with institutions	14	17 (Local - 11; International - 6)

Strategic Objectives (SO) and Performance Measure (PM)	2017	2017 Accomplishments
FINANCIAL		
Strategic Objective (SO5): Sustained financial viability		
PM8: Revenue growth year to year	8%	-7% (No growth)
PM9: EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	9%	41%
INTERNAL PROCESS		
Strategic Objective (SO6): Achieved operational efficiency and effectiveness		
PM10: On-time delivery rate	88%	98%
PM11: QMS conformance rate (Project Management System, Support Systems, and Conference Facilities Management)	Continued Certification: ISO 9001:2015 (closed NCs)	Continued Certification (DAP is ISO-Certified 9001:2015; No NCs)
Strategic Objective (SO7): Expanded and maintained pool of high-performing talents		
PM12: Organizational climate/employee morale index	3.84 (maintain)	3.89

B. TYPES OF PROJECTS

Out of the total projects implemented for the period, 183 are regular projects (i.e., contracted with clients), seven are funded under the General Appropriations Act (GAA) as program subsidy, and 28 are public offerings. Of the regular projects, 83 are spillovers from the previous year while 100 are new contracts.

Table 2. Projects Implemented, 2017

PROJECT TYPE	Education	Research	Technical Assistance	Training	Training	Grand Total
GAA-2017	1	1	2	2		6
GAA-Support to PDC				1		1
Public Offering				28		28
Regular Project - Contracted	6	1	78	10	5	100
Regular Project - Spillover	12	5	47	7	12	83
Grand Total	19	7	127	48	17	218
	9%	3%	58%	22%	8%	

In terms of type of intervention, majority of the projects implemented were in the form of technical assistance (58%) and training (22%), although the Academy also implemented a number (9%) of academic programs through its Graduate School. A small percentage of projects (3%) were research in nature (Figure 2).

C. CLIENT MIX

Majority of the projects implemented were for public sector clients, with a few projects implemented for the private sector and foreign funding institutions/international NGOs (Figure 3).

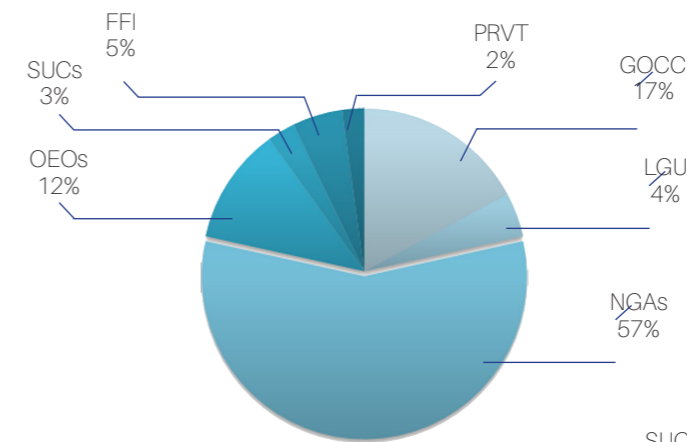


Figure 3. Number of Projects, by Client Sector, 2017

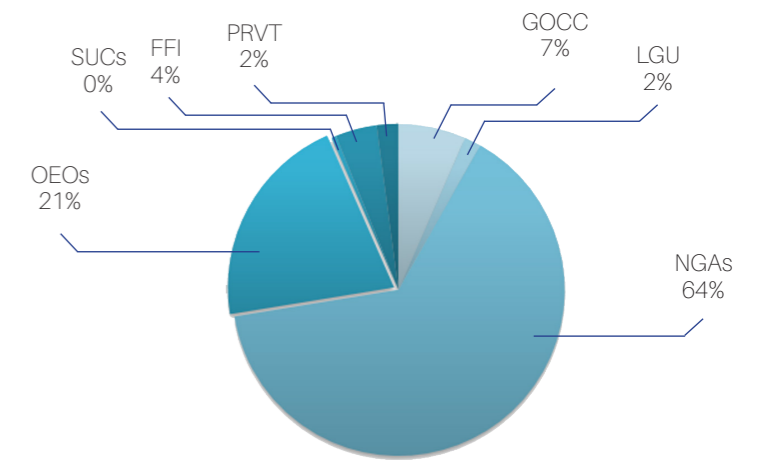


Figure 4. Value of Projects, by Client Sector, 2017

Legend: NGAs - National Government Agencies; LGU - Local Government Unit; GOCC - Government-Owned and Controlled Corporation; PRVT - Private; FFI - Foreign Funding Institution; SUCs - State Universities and Colleges; OEOs - Other Executive Officers

Figure 3 shows the distribution of projects by client type, while Figure 4 shows the distribution of projects based on the cumulative project revenues by client type. This does not include the revenues from the facilities-based operation and other income from non-operating sources.

D. TRAINING AND EDUCATION

For 2017, the Academy trained about 2,647 individuals, mostly from the public sector. Among the 26 short-cycle training courses and seminars conducted during the period are:

- Education and Training Capability Building Seminar for the League of Vice Governors of the Philippines
- Public Corporate Governance for the Board of Directors of GOCCs
- Basic and Advanced Productivity and Quality Tools and Techniques
- Development of Quality Management System Certifiable to ISO 9001
- Basic Policy Process, Project Management, Monitoring and Evaluation
- 5Ps of Management and Leadership
- Public Service Ethics and Accountability
- Regulatory Impact Analysis and Research Tools for Government Regulators
- Incident Command System and Mountain Search and Rescue for LGUs
- Supply Chain Management: Theory and Practice
- Localizing Asian Productivity Organization Center of Excellence 2017

In the Public Management Development Program (PMDP), 120 public managers graduated from three Middle Managers Class (MMC 11, 12, and 13). The Academy also opened three batches of the MMC (14, 15 and 16) and one batch of the Senior Executives Class (SEC 6), with 37, 25 and 35 scholars under the MMCs, and 24 under the SEC. The NGCESDP-PMDP is an intensive, purposive and continuing training program for incumbent executives and middle managers and their potential successors in the bureaucracy.



Members of Batches 11 and 12 of the Middle Managers Class are shown during their joint graduation with Congressman Joey Salceda, DAP President Tony Kalaw, DAP Eminent Fellow Corazon Alma de Leon and other officials.



Norman Kraft, representing the Senior Executives Class Batch 6, accepts the traditional challenge by the preceding class during the opening ceremony for his batch.

For its academic programs, the DAP completed the implementation of seven classes of the Master in Public Management (MPM), and one class of the Master in Productivity and Quality Management (MPQM), plus six graduates from Batch 1 and 2 of the Executive Doctorate in Education Leadership (EDEL), and 105 graduates from the ladderized courses. This brings the total number of graduates from academic programs to 802.

Table 3. Number of Graduates, Academic Programs, 2017

Program and Batch	Number of Graduates
Executive Doctorate in Education Leadership Batch 1	4
Executive Doctorate in Education Leadership Batch 2	2
Master in Public Management major in Development and Security for PPSC - Batch 2	57
Master in Public Management major in Development and Security for PPSC - Batch 3	62
Master in Public Management major in Development and Security for PPSC - Batch 4	60
Master in Public Management major in Development and Security for PPSC - Batch 5	58
Master in Public Management major in Health Systems and Development - Batch 7	100
Master in Productivity and Quality Management major in Microfinance - Batch 4	39
Master in Public Management major in Rural Development - Batch 3	68
Master in Public Management major in Development and Security - Batch 10	175
Ladderized Programs:	
Certificate Course for National Intelligence Coordinating Agency (NICA)	30
Certificate Course in Community Area Development Resilience and Sustainability	24
Municipal Leadership and Governance Program (MLGP) - Batch 4 Central Luzon	18
City Leadership and Governance Program (CLGP)	105
TOTAL	802

Aside from the various customized training programs and public offerings, the Academy also organized roundtable discussions and fora, which have been collectively branded as Kartilya sessions, on the following topics:

Migration, Gender Empowerment and Public Management

Towards a Climate-Smart Philippines - How to Access the PSF with the Environmental and Climate Change Research Institute and the Harvard Club of the Philippines

Comparative Perspectives on the Federal Structures of Russia, France and the US with the Harvard Club of the Philippines

Federalism: In Search of a Philippine Model (series)

The ASEAN Way: Bedrock or Stumbling Block

Managing Innovative Organizations in a Disrupted World



Members of the Master in Productivity and Quality Management major in Microfinance Batch 4 take their oath during their graduation on June 30, 2017.



A representative of the Master in Public Management major in Development and Security speaks during the commencement exercises for his class, one of seven MPM classes completed during the year.

Accomplishment Highlights

Filipino Children in Armed Conflict

Harnessing Foresight for the Public Sector through Quality

Increasing Productivity through Quality Education

Beyond the BRICS: New Patterns of Development Cooperation in the Trans-Eurasian Corridor

What “DEVELOPS” in Leader Development

Rightsizing the Government and its Impact on Productivity

Well-Being in Southeast Asia

Measuring Public Sector Productivity

Build, Build, Rebuild Marawi

Performance Management and Productivity

Smart Regulation

Do Culture and the Arts Matter?

New Concepts in Visual Arts

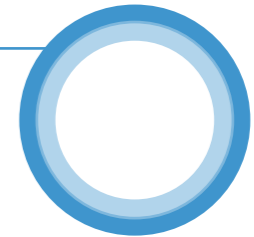
Harnessing Knowledge Productivity

E. TECHNICAL ASSISTANCE

During the period, the Academy assisted about 30 departments, bureaus and offices and 132 local government units. Among the technical assistance projects are as follows:

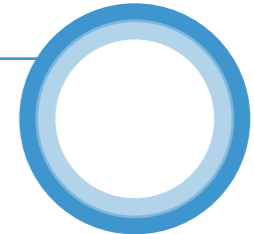
Modernizing Government Regulations (MGR)

The MGR Program is a comprehensive regulatory reform program that aims to improve the ease of doing business in the Philippines through regulatory and non-regulatory solutions in partnership with government agencies and the industries they regulate. This year, the MGR focused on these sectors: power, chemicals, logistics, housing, and public transportation. One public consultation, six industry dialogues, two capability development sessions on regulatory impact analysis (RIA) and perception surveys among industry players were completed during the first semester.



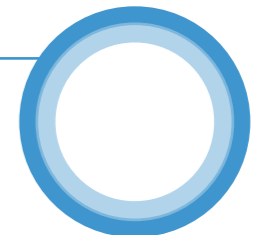
Harmonization of National Government Performance Monitoring, Information and Reporting System

The DAP continues to serve as technical secretariat and resource institution of Administrative Order No. 25 Inter-Agency Task Force in the implementation of the performance-based bonus for government employees. For the first semester, the DAP assisted in assessing final eligibility of national agencies for the grant of the FY 2016 performance-based bonus and in orienting and monitoring the compliance of some 307 agencies with the criteria and conditions for the FY 2017 PBB.



Other consulting services

The DAP has also extended other services to a number of agencies in the areas of strategic planning, development of roadmap, competency modelling, determination of customer satisfaction, organizational assessment and restructuring, and program management.



Participants in the Kartilya session “The ASEAN Way: Bedrock or Stumbling Block” pose for a picture (from left): Dr. Eddie Mulya of the Indonesian Embassy, DAP Eminent Fellows Orly Mercado and Cora Alma de Leon, Ma. Hellen de la Vega of the Department of Foreign Affairs, and Dr. Abdullah Mamacotao of the Council of Fellows.



Another Kartilya session that was held in November, “Build, Build, Rebuild Marawi,” shows various personalities gathering together, among them Assistant Secretary Mercedita Sombilla of the National Economic and Development Authority, DAP VP Trygve Bolante and Assistant Secretary Romeo Montenegro of the Mindanao Development Authority.



A third Kartilya session, this time on “New Concepts in Visual Arts,” brought together the Academy’s management officials with international artist Rene Robles and street documentary photographer Joel Mataro (fourth and fifth from left, respectively).

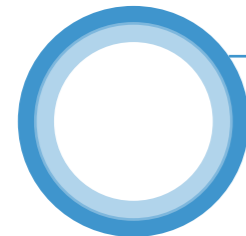


Members of the second batch of the Executive Development Program under the Philippine Higher Education Career System, which is implemented by the DAP for the Commission on Higher Education, are shown with CHED Chairperson Patricia Licuanan (seated, fifth from left) and other officials that included former University of the Philippines President Emerlinda Roman, Dr. Luis Maria Calingo and former CHED Commissioner Alex Brillantes.



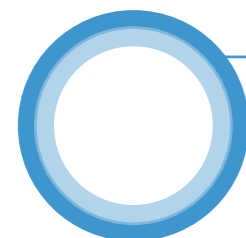
DAP VP Arnel Abanto presents the Modernizing Government Regulations Program for national productivity and competitiveness during the public consultation on reducing the regulatory burden in April.

Establishment of Quality Management System (QMS) Certifiable to ISO 9001



In the first semester of 2017, the Academy assisted nine agencies in establishing and/or expanding their respective QMS, certifiable to ISO 9001. These include, among others, the Bureau of Animal Industry, Department of Public Works and Highways, Mines and Geosciences Bureau, National Historical Commission of the Philippines, National Meat Inspection Service, Pasig River Rehabilitation Commission, Philippine Army-Office of the Army Adjutant, Philippine Carabao Center, and the Zamboanga City Special Economic Zone Authority.

Philippine Higher Education Career System (PhilHECS)



PhilHECS is a system that the DAP helped develop and implement for the Commission on Higher Education to hone the competencies of incumbent and aspiring presidents of state universities and colleges. During the period, the DAP pilot-implemented several President Leadership courses including international academic visits to Japan and Taiwan, qualified the first batch of higher education executive candidates and opened the second batch of the Executive Development Program with 36 aspiring leaders for SUCs.

F. APO PROGRAMS AND PROJECTS

The Philippines, as member of the Asian Productivity Organization (APO), hosted a number of projects through the DAP. In support of its mandate as the National Productivity Organization (NPO), the DAP implemented the following international commitment projects:

- ▶ Training Course on the Development of Productivity Practitioners: Basic Program (22nd Batch), with 18 foreign delegates and four local participants (May 8 to June 2, 2017)
- ▶ Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products, with 26 foreign and local participants (September 13-15, 2017)

As the APO's designated Center of Excellence (COE) on Public Sector Productivity, the Philippines through the DAP implemented the following projects in support of its commitments:

- ▶ International Conference on Public Sector Productivity, with 650 foreign and local participants (October 10-11, 2017)
- ▶ Workshop on the Common Assessment Framework for the Public Sector, with 15 foreign delegates and 13 local participants (August 21-25, 2017)
- ▶ Workshop on Public Sector Leadership with 18 foreign delegates and four local participants during the second quarter (May 15-19, 2017)

The DAP, as the NPO, represented by its President, participated in the following APO strategic planning activities and ministerial meetings, and confirmed the country's implementation of 2018 projects:

- ▶ 59th Session of the APO Governing Body Meeting (April 10-12, 2017), Tehran, Islamic Republic of Iran
- ▶ Strategic Planning Workshop for Senior Planning Officers of NPOs and APO Liaison Officers (July 19-21, 2017), Tokyo, Japan
- ▶ 58th Workshop Meeting of Heads of NPOs (October 24-26, 2017), Seoul, Republic of Korea



The Academy, as the Asian Productivity Organization's Center of Excellence on Public Sector Productivity, hosted the first-ever International Conference on Public Sector Productivity, which had the theme "Transforming the Public Sector in the Age of Innovation," in October.



The Workshop on Public Sector Leadership also implemented by the DAP in May was attended by 18 foreign delegates and four local participants.



Two of 28 participants are shown after being awarded their certificates from the Workshop on the Common Assessment Framework for the Public Sector in August, which featured such resource speakers as Patrick Staes (third from right), Bruce Searles (second from right) and Nick Thijs (extreme right).

APO project commitments confirmed for hosting by the Philippines in 2018:

Sectoral Productivity (Industry, Service, Agriculture)

- ▶ Certified Productivity Practitioners' Course (August 20-31)
- ▶ Forum on the Impact of Education Policies on National Productivity Growth
- ▶ National Follow-up Program: Workshop on Development of Rural Tourism
- ▶ e-learning on Management Innovation in SMEs
- ▶ e-learning on Global Food Safety Initiatives
- ▶ e-learning on Customer Satisfaction Management for the Health Sector
- ▶ e-learning on Waste Management in Agriculture

Public Sector Productivity (under COE)

- ▶ International Conference on Public Sector Productivity
- ▶ Multicountry Observational Study Mission on Regulatory Review Enhancing Public-sector Productivity (November 20-23)
- ▶ Workshop on Development of Framework on Foresight in Public Sector
- ▶ Workshop on Developing Productivity Specialists in the Public Sector (March 12-16)
- ▶ Workshop on APO Public Sector Leadership (August 6-10)
- ▶ Training Course on Performance Management for Public Sector Organizations
- ▶ Strengthening the Programs of COE on PSP



Dr. Arsyoni Buana speaks at the Training Course on Performance Management for Public Sector Organizations in November, one of seven courses implemented by the Academy as Center of Excellence on Public Sector Productivity.



The Asian Food and Agribusiness Conference was implemented by the DAP in September with 26 international and local participants.

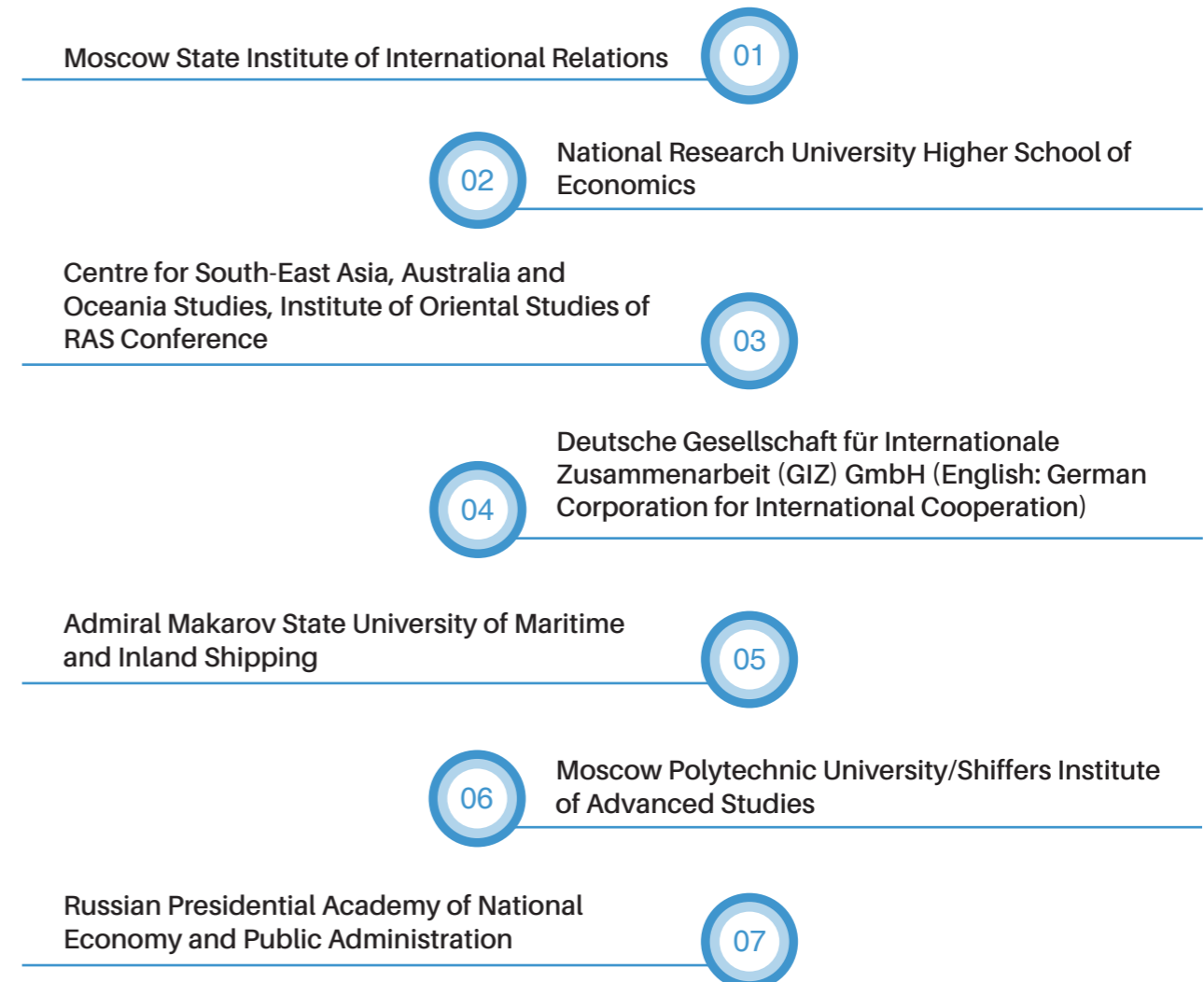


Resource persons in the Asian Food and Agribusiness Conference included (from left) Dr. Shaikh Tanveer, Patrick Belisario, Cherie de Erit Atilano, Andre Leu, and Chayaa Nanjappa.

G. PARTNERSHIPS

The DAP forged partnerships with six international and 11 local organizations through the signing of memoranda of understanding (MOU) in 2017. Partnerships are pursued with institutions of the same interest as the DAP. Possible areas of cooperation may be in the form of academic exchange and collaboration, mutual assistance in the preparation of seminars, conferences and workshops, facilitation of faculty and experts' visits, and research collaboration.

New international partners in 2017 include:



Of these, the first four may be considered active partners with implemented joint activities or projects in the past year. Activities and projects with the last four partners initially planned for 2018 are still mostly in the development stage.

The new local partners include the following:

- 01 Harvard Kennedy School Alumni Association of the Philippines, Inc.
- 02 Integrated Bar of the Philippines-Central Luzon
- 03 Humanitarian Leadership Academy
- 04 Civika Knowledge Management Solutions, Inc.
- 05 Environmental Climate Change Research Institute
- 06 Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development
- 07 Institute for Peace and Development in Mindanao of the Mindanao State University
- 08 University of Sto. Tomas
- 09 Enderun Colleges
- 10 CLIMBS Life and General Insurance Cooperative

Among the local partners, the first five may be considered active with jointly-implemented activities such as the holding of “Kartilya” sessions or fora, and high-level consultation discussions with stakeholders. For the rest, most projects and activities, like with some international partners, were still in the development stage for implementation in 2018.



A memorandum of understanding with Humanitarian Leadership Academy, one of 10 local partners with whom the Academy forged a partnership in 2017, was signed on July 10, 2017 under then-President Elba Cruz.



A memo of understanding, this time with the Harvard Kennedy School Alumni Association, was signed by the DAP in February with the alumni group’s president, Anthony Amunategui Abad (fourth from right), and the Academy’s president at that point, Antonio Kalaw (third from left), signing it to develop cooperation in developmental activities between the two parties.



The DAP under Cruz also forged an agreement later in July with the Central Luzon Chapter of the Integrated Bar of the Philippines in an attempt to strengthen ties with both local and international partners.

H. CHANGE IN MANAGEMENT

In April 2017, the Academy transitioned to a new management that brought changes to its organizational structure, processes, and the physical setup of the offices and facilities.

A new management committee was convened. This committee met weekly for updating on activities and new developments in management policy, to tighten communication and collaboration between and among groups/centers/offices, and to monitor status of previous agreements. Internal issues and concerns were expressed and provided responses and solutions during meetings.

An external change management team was likewise engaged to conduct several change management workshops, to facilitate the finalization of the new functional structure, as well as to come out with new service codes for the various units. New units that management deemed critical to the effective delivery of the Academy’s mandate as well as to its efficient operations were introduced, including the Center for Research and Strategic Studies; Center for Marketing, Branding and Promotions; Center for Advanced Studies; Office for Project Development and Innovation; and Office for Culture and the Arts. Other offices were spun off from their mother units and given individual mandates, such as the Office of the Chief Information Officer and the Center for Asset Development.

New systems and procedures were brought in by the new management, particularly by the Office of the Corporate Legal Counsel, specifically in the contract review process.

The Resource Administration Group (formerly Support Services Group) also implemented a financial review process for new projects to ensure that projects provide financial returns that will contribute to the Academy's sustainability.

The newly-created Marketing, Branding and Promotions team, together with the Center for Institutional Partnerships and the Council of Fellows, has initiated the production of several print and non-print collaterals and the branding manual. They also created official DAP accounts on social media such as *Twitter*, *Facebook* and *Instagram*.

I. DAP'S QUALITY MANAGEMENT SYSTEM

In preparation for the third-party ISO audit, the Academy conducted its management review in August.

Following this, the third-party ISO audit was conducted on September 22 and 26 (Stage 1), and October 19 and 20 (Stage 2), 2017, by TUV Rheinland. The audit resulted in the ISO Certification of the DAP under ISO 9001:2015. While a number of opportunities for improvement (OFIs) were noted by the auditors, no non-conformities were observed.

J. PHYSICAL IMPROVEMENTS

The Academy, in its continuous quest to provide a conducive learning environment and world-class facility to its clients, has embarked on projects adopting sustainable or green initiatives and approaches to con. As a result of these initiatives, the Academy reduced its expenditures, particularly in electricity consumption.

LED Lighting Plus Building Management System Project. In February 2017, the Engineering Unit completed its energy conservation project by replacing 1048 sets of 36-watt fluorescent lamps with 16-watt LED tubes and effectively reduced the electricity consumption of the building's lighting system. As a strategic shift to better management of the Academy's limited energy resource, the lighting system was linked to the Building Management System network which could be programmed (shut-on and off) at a given time of the day, whenever desired, for a time-sensitive facility operation, thereby, achieving

optimum use of energy in the lighting system. Annual savings of 25.8 percent (more or less equivalent to PhP 775,000) was attained compared to the previous year's energy consumption for the lighting system.

The project maintained light output without affecting quality of luminance in the workplace. The shift to use LED T8 tubes has likewise improved "environs" in the building due to the following positive impacts: (a) reduced carbon emission (LED technology is known to promote use of very minimal amount of carbon compared to fluorescent tubes and incandescent bulbs); and (b) elimination of hazardous materials such as toxic mercury-based components in fluorescent tubes (utilized by fluorescent tubes to produce light). LED T8 tubes significantly reduced heat emitted from the existing fluorescent tubes and, therefore, lessened the time and energy required to cool down temperatures in the

Transitioning from Centralized Airconditioning System to Inverter-Type, Individualized Aircon System Project. The project, which commenced in February 2017 and completed in December 2017, installed 96 units of inverter-type air conditioners in seven floor areas, namely Mezzanine B Canteen, Floors 1A, 2B, 3A, 4A, 4B and 5A. An annual savings of 49.2 percent (approximately equivalent to PhP 3,000,000) was achieved after a year of full operationalization from the previous year's air conditioning energy consumption. Moreover, the project resulted in the following:

- Personalized, adjustable comfort cooling for staff with different cooling requirements;
- Elimination of AHU machine rooms and large ducting system, thereby, maximizing the building space;
- Reduction of manpower requirement as there is no need for an on-site trained operator anymore as compared to the centralized AC facility;

Completion of Renovation Works (5R and Floor 1/A Projects). The renovation project, started in 2016 and was completed before the end of 2017, saw the renovation of the basement to ensure safety of common utility areas, construction of guest rooms with complete amenities stay-in visitors. Likewise, the project included the rehabilitation of office areas at the ground floor which was equipped with a Public Affair Desk (PAD) station to provide assistance to visiting DAP customers, guests and/or clients.

Accomplishment
Highlights

Some areas in both the Tagaytay and Pasig facilities were allocated for setting their respective Learning Commons to serve as spaces for modern learning.



In June, DAP President Elba Cruz, Asian Productivity Organization Secretary General Dr. Santhi Kanoktanaporn (second from left) and National Economic and Development Authority Undersecretary Jose Miguel de la Rosa (extreme left) cut the ribbon opening the DAP Art Gallery at the Conference Center in Tagaytay.



Cruz, De la Rosa and Kanoktanaporn are shown opening the DAP Learning Center this time.



Shown here in front of the DAP Conference Center is the sculptural work "One Flight" done by Davao artist Kublai Milan.

The DAPCC also embodies goodwill by supporting some school activities such as accommodating the pictorial of Tagaytay City Science High School (TCSHS) within the vicinity of the conference center and sending representative to serve as competition judge in the Mr. and Ms. TCSHS Senior High School.

Throughout the year, the DAPCC hosted on-the-job trainees from different schools such as the City College of Tagaytay, Systems Technology Institute, AMA Computer College in Dasmariñas, Far Eastern University in Cavite, Cavite State University, Tagaytay City Science High School, and Laguna State Polytechnic University.

Likewise, DAPCC officers and staff actively participated in some of the community's activities by joining the Tagaytay Tourism Council Basketball League from July to November. It also supported the feast day, church anniversary and Christmas celebration of the Ina ng Laging Saklolo Parish church in Brgy. Sungay West through food donations during the year.

Moreover, It donated books to the TCSHS Library and chairs to Barangays Sungay East and West. In December, the DAPCC Christmas Committee and selected staff gave meals and gifts to the children of Tahanang Vedruna, a shelter for abandoned and abused children being managed by Carmelite Sisters in Brgy. Sungay East.



The DAPCC Christmas Committee pose for a group photo with the children of Tahanang Vedruna during their outreach program in December 2017.



DAPCC selected staff are shown as they sponsored meals and gave gifts to the children of Tahanang Vedruna.

K. CORPORATE SOCIAL RESPONSIBILITY

On September 9, 2017, the Academy, together with the Kunst Gallery, Grupo Sining Batangueño, Tareptep Baler, and Acapella Manila, launched "Obra Filipinismo: Tagpi-Tagping Kulay ng Pagdamay para sa Marawi," an art exhibit, to benefit affected Marawi residents. The exhibit showcased 52 artworks by 50 artists.

L. COMMUNITY INVOLVEMENT

The Academy, through the DAP Conference Center in Tagaytay City, continues to strengthen its civic responsibility by establishing and maintaining a mutually beneficial relationship with the community where it operates. This is evident in its various involvements in community activities in 2017.

In January, the DAPCC allowed the residents of BLISS, who were affected by water shortage due the repair and construction of water pipes by the Tagaytay Water District in Barangay Sungay, to get water from the Center for their domestic water requirements. The Center's good community relations is also apparent in its effort to communicate with the nearby View Park Hotel Tagaytay regarding the construction of pig pens (at the back of DAP facility) which may cause environmental hazards in the community.

Financial Highlights

STATEMENT OF FINANCIAL PERFORMANCE

For the Year ended December 31, 2017 (With corresponding figures for 2016, in Philippine Pesos)

	CY 2017	CY 2016 (As Restated)
INCOME		
<i>General Income</i>		
Consultancy/research fees	276,931,859	324,999,134.00
Income from operation of restaurant and cafeteria	43,309,430	43,283,377.00
Income from operation of dormitories/cottages	33,159,774	35,595,105.00
Rent income	23,935,174	15,098,879.00
Other service income	796,629	1,112,891.00
Miscellaneous income	2,695,376	1,970,175.00
GROSS INCOME	380,828,242	422,059,561
EXPENSES		
<i>Personal Services</i>		
Salaries and wages	131,753,715	105,437,967
Other compensation	41,930,062	38,345,121
Personnel benefits contribution	17,939,404	14,620,824
Other personnel benefits	33,516,794	26,076,860
Total Personal Services	225,139,975	184,480,772
<i>Maintenance and Other Operating Expenses</i>		
Professional services	124,147,793	167,217,621
Supplies and materials expenses	52,548,088	53,662,596
Utility expenses	17,962,702	18,202,317
Training and scholarship expenses	53,104,057	77,575,702
Travelling expenses	11,626,648	20,780,939
Repairs and maintenance expenses	6,013,007	16,648,609
Communication expenses	7,799,900	9,584,636
Rent expenses	4,663,505	4,483,195
Advertising expenses	2,070,896	2,462,489
Taxes, insurance premiums and other fees	2,037,429	1,901,787
Extraordinary and miscellaneous expenses	271,781	461,672
Other maintenance & other oper. expenses	23,769,392	22,964,997.00
Total Maint & Other Oper. Expenses	306,015,198	395,946,560
<i>Non-Cash Expenses</i>	25,430,152	22,994,532
TOTAL EXPENSES	556,585,325	603,421,864
INCOME (LOSS) FROM OPERATION	(175,757,083)	(181,362,303)
<i>Other Income (Expenses)</i>		
Interest Income	6,716,739	4,079,968
Gain on forex (Loss on forex/assets)	(17,846)	62,845
Financial expenses	(259,718)	(43,272)
NET INCOME (LOSS) BEFORE SUBSIDY	(169,317,908)	(177,262,762)
Subsidy from the National Government	212,158,865	249,841,277
NET INCOME	42,840,957	72,578,515

STATEMENT OF FINANCIAL POSITION

December 31, 2017 (With corresponding figures for 2016, in Philippine Pesos)

	CY 2017	CY 2016 (As Restated)
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	65,373,909	91,536,194
Investments	365,329,383	150,288,000
Trade and other receivables - net	215,569,814	186,242,772
Inventories - net	4,434,355	4,278,104
Prepaid expenses	47,818,679	44,655,441
Other current assets	978,848	1,171,330
TOTAL CURRENT ASSETS	699,504,988	478,171,841
NON-CURRENT ASSETS		
Investments	165,007,000	140,007,000
Property, Plant and Equipment - net	210,569,994	179,002,831
Research & Development/IT Software	129,973	129,973
Other non-current assets	400,478	400,478
TOTAL NON-CURRENT ASSETS	376,107,445	319,540,282
TOTAL ASSETS	1,075,612,433	797,712,123
LIABILITIES AND EQUITY		
CURRENT LIABILITIES		
Payables	157,573,259	151,362,345
Inter-agency payables	193,302,521	13,200,827
Other payables	43,497,283	48,830,749
TOTAL CURRENT LIABILITIES	394,373,063	213,393,921
NON-CURRENT LIABILITIES		
Deferred credits	196,203,551	178,239,165
Other long-term liabilities	60,946,980	51,633,960
TOTAL NON-CURRENT LIABILITIES	257,150,531	229,873,125
TOTAL LIABILITIES	651,523,594	443,267,046
EQUITY	424,088,839	354,445,077
TOTAL LIABILITIES AND EQUITY	1,075,612,433	797,712,123

STATEMENT OF CHANGES IN EQUITY

For the Year ended December 31, 2017 (With corresponding figures for 2016, in Philippine Pesos)

	CY 2017	CY 2016 (Restated)
GOVERNMENT EQUITY		
Balance, beginning/end of the year	47,500,000	47,500,000
DONATED CAPITAL		
Balance, beginning/end of the year	161,897,942	161,897,942
RETAINED EARNINGS		
Balance, beginning of the year, as restated	171,849,940	72,468,620
Net income	42,840,957	72,578,515
Balance, end of the year, as restated	214,690,897	145,047,135
EQUITY	424,088,839	354,445,077

CASH FLOW STATEMENT

For the Year ended December 31, 2017 (With corresponding figures for 2016, in Philippine Pesos)

	CY 2017	CY 2016
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts from customers	1,177,653,391	1,140,345,441
Cash paid to suppliers and employees	(945,698,145)	(1,018,657,261)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	231,955,246	121,688,180
CASH FLOWS FROM INVESTING ACTIVITIES		
Net proceeds from investment maturities	1,246,542,199	1,205,314,955
Placements in short-term investments	(1,461,583,582)	(1,291,389,000)
Proceeds of matured/placements in treasury bonds	(24,224,180)	581,865
Acquisition of property, plant and equipment	(25,550,861)	(34,602,649)
Interest Income	6,716,739	4,079,968
NET CASH USED IN INVESTING ACTIVITIES	(258,099,685)	(116,014,861)
UNREALIZED FOREIGN EXCHANGE GAIN (LOSS)	(17,846)	466,354
NET DECREASE IN CASH AND CASH EQUIVALENTS	(26,162,285)	6,139,673
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	91,536,194	85,396,521
CASH AND CASH EQUIVALENTS, END OF YEAR	65,373,909	91,536,194

Governance

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.

MENARDO I. GUEVARRA

Chairman, Board of Trustees
Senior Deputy Executive Secretary, Office of the President

Age: 63

Date of First Appointment: July 2016

Chairman Menardo “Maynard” I. Guevarra, as Senior Deputy Executive Secretary at the Office of the President, directly assists Executive Secretary Salvador Medialdea and, indirectly, President Rodrigo Duterte in managing the affairs of the government, and the job also includes representing the OP in the DAP Board of Trustees. A second-placer in the 1985 bar examinations, he served early in government. He worked with the National Economic and Development Authority right after graduating with *magna cum laude* honors from the Ateneo de Manila in 1974 with a political science degree, serving as a staff economist until 1983 even as he pursued graduate studies in economics. He then moved to the Central Bank’s Department of Economic Research as a bank economist while taking up law after office.

After finishing his law course with second honors and leading his class in the bar exams, he then joined the technical staff of the 1986 Constitutional Commission that drafted the 1987 Philippine Constitution. In 2010, he was appointed by then-President Benigno Aquino III as a member of the Philippine Truth Commission that was tasked to investigate corrupt practices committed during the previous administration. Then in 2015, he was appointed as Deputy Executive Secretary for Legal Affairs at the OP. He would then be named to the top-level panel that would argue the Philippines’ case against China’s excessive claims in the West Philippine Sea. The panel would prove successful as the Permanent Court of Arbitration based in The Hague on July 12, 2016 invalidated Beijing’s claims in the disputed waters. In February 2016, Chairman Guevarra was also appointed as a commissioner of the newly-created Philippine Competition Commission, and he served there until he was appointed by Duterte as SDES on June 30, 2016.

Guevarra was a senior associate at the law firm he formed with other lawyers in 1990, the Medialdea Ata Bello Guevarra and Suarez, where he had taken on and supervised more than a thousand cases. He was also an accredited arbitrator of the Philippine Chamber of Commerce and Industry, and is an active faculty member at the Ateneo School of Law, but the 63-year-old lawyer has spent more than 23 years in government, proof of his deep commitment to his country’s service.

ALICIA DE LA ROSA-BALA

Vice Chairman, Board of Trustees
Chairperson, Civil Service Commission

Age: 65

Date of First Appointment: December 2016

Vice Chairman Alicia de la Rosa-Bala is currently the Chairperson of the Civil Service Commission, the central human resource authority of the government. Her ad interim appointment was signed by then-President Benigno Aquino III on October 9, 2015 and confirmed by the Commission on Appointments on December 16, 2015.

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. She also served from September 8, 2012 to September 7, 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.

In 2004, she was the DSWD’s First Best

Manager Awardee, and in 2012, she was awarded as an Outstanding Career Executive Service Officer by the Career Executive Service Board. Vice Chairman Bala was appointed as the country’s first child rights representative to the ASEAN Commission for the Promotion and the Protection of the Rights of Women and Children in 2010. She was also the first elected head of the first session of the Commission on Social Development, United Nations Economic and Social Commission for Asia and the Pacific, in 2008. She 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 Centro Escolar University, graduating with *cum laude* honors. She was born on May 11, 1952 in Vigan, Ilocos Sur and is married to Victorino S. Bala, with whom she has three children.

ELBA S. CRUZ

Trustee, Board of Trustees
President and Chief Executive Officer,
Development Academy of the Philippines

Age: 59

Date of First Appointment: March 2017

Dr. Elba S. Cruz, a lawyer by profession, is a multi-disciplinary professional who has over 35 years of experience in different fields of project development and business consultancy, senior corporate office, legal profession, resource administration, environmental advocacy as well as reserve force development. A product of the Arellano University Law School who later served her alma mater in various capacities, she also earned a bachelor’s degree in marketing at De La Salle University and finished her Master in Business Administration at the Arellano University and her Doctor of Philosophy with

majors in management and political economy at the International Academy of Management and Economics. She also completed her Masters in National Security Administration at the National Defense College of the Philippines as well as the Command and General Staff Course at the Armed Forces of the Philippines Command and General Staff College.

Dr. Cruz has spread her professional talent long and wide with various corporations, including the top accounting firm Sycip, Gorres and Velayo and the Manila Jockey Club Inc., where she was instrumental in the approval of two eco-tourism zones that the company developed. This is not surprising as one of the closest things to her heart is the environment, where she has kept a faithful advocacy since the 1990s. One of the fruits of this advocacy is the Malagos Farm Haven in Davao City, which she has developed into a habitat for agricultural technologies, culture and the arts, natural medicine, and wellness.

She was appointed by President Rodrigo Duterte on March 30, 2017 to the DAP Board of Trustees, which elected her as the 43-year-old institution's eighth president and CEO.

ROY A. CIMATU
Trustee, Board of Trustees
Representative, Office of the President
Age: 71
Date of First Appointment: October 2017

Secretary Roy A. Cimatu is a retired Philippine Army general who succeeded Gina Lopez as DENR Secretary on May 3, 2017. Cimatu, who was born on July 4, 1946 in Bangui, Ilocos Norte of war veteran Fidel Cimatu Sr. and public school teacher Clara Agullana, served as 30th Chief of Staff of the Armed Forces of the Philippines under then-President Gloria

Macapagal Arroyo and as special envoy to the Middle East during the Iraq War in 2002. He topped his batch at the Philippine Military Academy in 1970 and earned his master's degree in business administration at the Ateneo de Manila University.

Cimatu spent most of his military career in Mindanao and was a well-decorated officer as he spearheaded numerous successful military campaigns, including those against the Moro Islamic Liberation Front in 2000 and the Abu Sayyaf after having been named Chief of Staff in 2002. He was reappointed to the same position as special envoy to the Middle East by President Rodrigo Duterte in October 2016.

His appointment as DENR Secretary was confirmed by the Commission on Appointments on October 4, 2017, making him the second former AFP chief to head the department after Angelo Reyes in 2006. Cimatu is married to businesswoman Fe Aguillon of Antique and his brother Fidel Jr., also a PMA graduate, is the incumbent mayor of Bangui, Ilocos Norte.

EMMANUEL F. PIÑOL
Trustee, Board of Trustees
Secretary, Department of Agriculture
Age: 64
Date of First Appointment: June 2016

Secretary Emmanuel "Manny" F. Piñol, who was born on December 16, 1953 in Bialong, M'lang in the then-undivided province of Cotabato, is a journalist, writer and agriculturist whose career in politics started when he was elected as mayor in their hometown of M'lang in 1995, running as a substitute to his father, former Cotabato Provincial Board member Bernardo Piñol Sr. In 1998, he was elected as

elected as Cotabato's provincial governor, a position he held for three consecutive terms. As governor, he supported agriculture programs for the province's rubber, oil palm, banana and coconut industries. Barred from seeking another term in 2007, Piñol ran as vice governor of Cotabato and won.

He is credited with having reduced the province's poverty incidence from 41.6 percent in 2000 to 25.6 percent in 2009. During the 2010 gubernatorial elections, he was again a candidate for governor of Cotabato but eventually lost to Emmylou Taliño-Mendoza.

Secretary Piñol is the second-eldest of 11 children born into an immigrant Hiligaynon family from Dingle and Pototan in Iloilo. His siblings include Cotabato 2nd District Representative Bernardo Piñol Jr., M'lang Mayor Joselito Piñol and Magpet Mayor Efren Piñol. He grew up in the family's rice farm and worked in the media starting in 1976.

In 1978, he first entered government service as public relations officer of the National Grains Authority, becoming an editor for the *Philippine News Agency* where he worked for four years. His media career also includes serving as senior copy editor and sports columnist for *Tempo*.

He was also a writer for Interior Secretary Rafael Alunan III and President Fidel Ramos prior to becoming mayor of M'lang. Piñol is a graduate of the University of Southern Mindanao with a bachelor's degree in development communication (2006) and a master's degree in rural and economic development (2008).

BENJAMIN E. DIOKNO
Trustee, Board of Trustees
Secretary, Department of Budget and Management
Age: 69
Date of First Appointment: June 2016

Secretary Benjamin E. Diokno was born on March 31, 1948 in Taal, Batangas, and is in his second go-around as DBM Secretary as he held the same position under then-President Joseph Estrada. He also served as Undersecretary for Budget Operations at the DBM from 1986 to 1991 during the administration of President Corazon Aquino. During the Aquino administration, Diokno provided technical assistance to several major reforms such as the design of the 1986 Tax Reform Program, which simplified income tax and introduced the value-added tax (VAT), and the 1991 Local Government Code of the Philippines. During the Estrada administration, Diokno initiated and instituted several reforms that would enhance transparency and improve the efficiency of the delivery of government services, like the "what you see is what you get" or WYSWYG policy that is a simplified system of fund release for the General Appropriations Act and the reform of the government procurement system through the adoption of rapidly improving information and communications technology.

In early 2000, Diokno and the United States Agency for International Development successfully concluded a substantial technical assistance program for the DBM's budget reform programs that included procurement reform. Other budget reforms instituted by Diokno concerned procedures for payment of accounts payable and terminal leave/retirement gratuity benefits.

Diokno is currently a professor at the University of the Philippines School of Economics. He is also a columnist for *Business World*.

CARLOS G. DOMINGUEZ III

Trustee, Board of Trustees
Secretary, Department of Finance
 Age: 72
 Date of First Appointment: June 2016

Secretary Carlos “Sonny” G. Dominguez III, who was born on September 16, 1945 in Zamboanga, Zamboanga, is married to Cynthia Andrews. He is a Filipino businessman and former chief executive of Philippine Airlines. Mr. Dominguez is the 31st Secretary of Finance under President Rodrigo Duterte.

He had previously held the positions of Secretary of Agriculture from 1987 to 1989 and Minister of Natural Resources from 1986 to 1987 under the Corazon Aquino administration. Prior to his appointment to President Duterte’s Cabinet, he had served as executive director of PTFC Redevelopment Corporation, as independent director of Alsons Consolidated Resources, and as director of United Paragon Mining Corporation. His family owns Marco Polo Hotel in Davao City, one of the top hotels in Southern Mindanao.

Secretary Dominguez graduated at the Ateneo de Manila University with a Bachelor of Science degree in economics in 1965 and received a Master of Business Administration from the same university in 1969. He also pursued post-graduate studies in California, USA, where he completed the Executive Program at Stanford University’s Graduate School of Business in 1982.

RAFAEL V. MARIANO

Trustee, Board of Trustees
Secretary, Department of Agrarian Reform
 Age: 61
 Date of First Appointment: June 2016

Secretary Rafael V. Mariano was a member of the House of Representatives for the Anakpawis Party-List, serving from 2004 to 2013. He is also the chairman of the farmers’ militant group Kilusang Magbubukid ng Pilipinas. On May 31, 2016, after being nominated by the National Democratic Front, “Ka Paeng” was appointed to the Cabinet of President Rodrigo Duterte as DAR Secretary.

Mariano was born on October 24, 1956 to a poor family in the municipality of Quezon, Nueva Ecija. He was a farmer who took up agriculture and agri-cooperatives at the Wesleyan University and Christian College of the Philippines (formerly Liwag Colleges) in Cabanatuan. He failed to graduate from both institutions due to financial difficulties and his father’s illness.

ERNESTO M. PERNIA

Trustee, Board of Trustees
Director General, National Economic and Development Authority
 Age: 72
 Date of First Appointment: June 2016

Dr. Ernesto M. Pernia was born on December 30, 1943 in the municipality of Tubigon, Bohol. He is the sixth of nine children born to Dr. Juan C. Pernia, a dentist, and Petra del Mar Pernia. He attended the San Carlos Major Seminary in Cebu City where he graduated *magna cum laude* with a bachelor’s degree in philosophy in 1963. He eventually completed

his AB Economics at the University of San Carlos in 1967.

Dr. Pernia is an economist, writer and professor emeritus at the University of the Philippines School of Economics who also serves as the Secretary for Socioeconomic Planning besides being Director General at the NEDA. He was a former lead economist of the Asian Development Bank and earned his MA in Economics in 1969 at the University of Bridgeport in Connecticut, USA under a graduate assistantship grant. He then obtained his Ph.D. in Economic Demography in 1974 at the University of California in Berkeley under a Ford Fellowship, after which he worked in the U.S. as a lecturer at the University of California in Santa Cruz while also taking up a research grant at the Smithsonian Institution. He was also a fellow of the East-West Population Institute in Honolulu.

On his return to the Philippines, Pernia joined the UP as director of the Institute of Economic Development and Research of the UP School of Economics in 1977 and as chairman of the UP Department of Economics in 1978. From 1984 to 1986, he served as the regional adviser on population and employment policy and research of the International Labor Organization Regional Office in Bangkok, Thailand. He then joined the ADB in 1986, starting as the bank’s senior economist in 1990 and working his way up to being the head of the ADB Knowledge Dissemination Unit in 1999, the managing editor of the *Asian Development Review*, and the lead economist in 2003. Throughout his long career as an economist, Pernia also consulted for the World Bank, the Population Council

East and South Asia Regional Office, the United Nations University, the United Nations Center for Regional Development, the Food and Agriculture Organization, the Philippine Institute for Development Studies, and the United States Agency for International Development.

LEONOR M. BRIONES

Trustee, Board of Trustees
Secretary, Department of Education
 Age: 77
 Date of First Appointment: June 2016

Secretary Leonor M. Briones is a professor emeritus of public administration at the National College of Public Administration and Governance of the University of the Philippines-Diliman. She was a former Presidential Adviser for Social Development with Cabinet rank and is best known for her stint as National Treasurer of the Philippines from August 1998 to February 2001 under then-President Joseph Estrada’s administration. She received her Doctor of Humanities (*honoris causa*) in Public Administration from Central Philippine University in 2016.

Briones, who was born on October 16, 1940, obtained her Bachelor of Business Administration with a major in accounting from Silliman University and her Master of Public Administration with a major in local government and fiscal administration from the University of the Philippines-Diliman. She proceeded to complete further studies in the United States where she was granted a postgraduate diploma in development administration from the Harvard Institute for International Development at Harvard University.

Briones has served in various capacities, including stints as lead convenor of Social Watch Philippines, Inc., as Director for Policy and Executive Development at the NCPAG of the UP, as Vice President for Finance in the same university, as secretary to the Commissioner of the Commission on Audit, and as Chairman of the Board of Trustees of Silliman University.

PAULYN JEAN B. ROSELL-UBIAL, MD

Trustee, Board of Trustees
Secretary, Department of Health
Age: 55
Date of First Appointment: June 2016

Secretary Paulyn Jean B. Rosell-Ubial was born on June 29, 1962 in Iloilo City and is a doctor who was appointed by President Rodrigo Duterte to replace Janette Garin, the Health Secretary of the preceding administration.

Ubial was Assistant Secretary for Health Regulations from 2008 until 2016 during a period spanning the Arroyo and Aquino administrations. She was also appointed as the DOH's regional director for the Davao Region from 2006 to 2008. She is also an staunch anti-tobacco advocate.

Ubial started her public health career as a rural health worker in Kidapawan, North Cotabato in 1990. She graduated from the University of the East Ramon Magsaysay Memorial Medical Center College of Medicine in 1987.

EXECUTIVE COMMITTEE



MENARDO I. GUEVARRA
Chairman, Board of Trustees
Representative, Office of the President



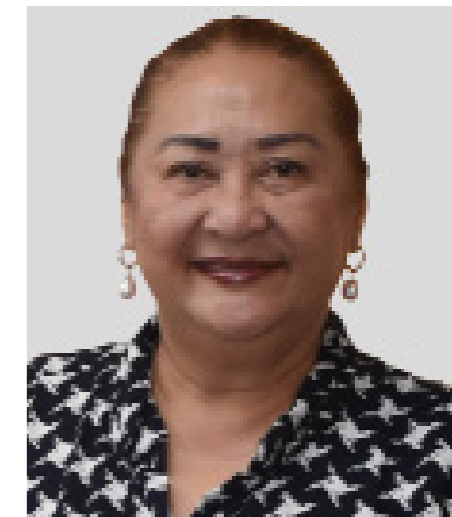
ALICIA DELA ROSA BALA
Vice Chairman, Board of Trustees
Chairman, Civil Service Commission



ROY A. CIMATU
Trustee, Board of Trustees
Secretary, Department
of Environment and Natural
Resources



EMMANUEL F. PIÑOL
Trustee, Board of Trustees
Secretary, Department
of Agriculture



ELBA S. CRUZ
Trustee, Board of Trustees
President, Development
Academy of the Philippines

ALTERNATE REPRESENTATIVES



BENJAMIN E. DIOKNO
Trustee, Board of Trustees
Secretary, Department
of Budget and Management



CARLOS G. DOMINGUEZ III
Trustee, Board of Trustees
Secretary, Department
of Finance



RAFAEL V. MARIANO
Trustee, Board of Trustees
Secretary, Department of
Agrarian Reform



ERNESTO M. PERNIA
Trustee, Board of Trustees
Secretary, National Economic
and Development Authority



LEONOR M. BRIONES
Trustee, Board of Trustees
Secretary, Department
of Education



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Undersecretary, DOH

Projects

CLIENTS	PROJECTS
AFP Command and General Staff College	Master in Public Management major in Development and Security (Batch 9)
Agricultural Training Institute	Development of the Program "Professionalizing and Enhancing the Leadership of the Agriculture Extension Workers for Increased Productivity of the Agriculture Sector"
APO/DAP/Government and Private Institution	DON/BCBN/TES/OSM/STM/APO Research and Publication
Armed Forces of the Philippines	Master in Public Management major in Development and Security (Batch 10)
Asian Productivity Organization	Workshop on Public Sector Leadership APO International Conference on Public Sector Productivity 2017 APO-Development of Productivity Practitioners - Basic Course e-Learning Course on Customer Satisfaction Management for the Service Sector e-Learning Course on Food Safety Risk Management in Food Supply Chains Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products e-Learning Course on Management Innovation in SMEs Workshop on Performance Management for the Public Sector
Bangko Sentral ng Pilipinas	Technical Assistance on Strategic Plan Formulation for the Bangko Sentral ng Pilipinas Strengthening Good Governance in the Bangko Sentral ng Pilipinas (Phase III)
Bases Conversion and Development Authority	Technical Guidance on Quality Management System Transition to ISO 9001:2015 Standard for the Bases Conversion and Development Authority
Bataan Peninsula State University	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Bataan Peninsula State University
Bureau of Animal Industry	Development of the Disaster Reduction and Emergency Preparedness Plan of the Bureau of Animal Industry Development of a Quality Management System Certifiable to ISO 9001:2015 and ISO/IEC 17020:2012 Specific to the Inspection System of the Bureau of Animal Industry
Bureau of Corrections	GQMP: Development and Certification of ISO 9001:2015 Quality Management System for the Bureau of Corrections
Bureau of Fisheries and Aquatic Resources	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Bureau of Fisheries and Aquatic Resources

CLIENTS	PROJECTS
Bureau of Plant Industry	Public Service Ethics and Accountability Seminar and Cascading Workshop for the Bureau of Plant Industry-National Plant Quarantine Services Division Formulating the Strategic Plan of the Bureau of Plant Industry
Bureau of Treasury	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Bureau of Treasury
Card - MRI Development Institute, Inc	Master in Public Management Major in Microfinance (Batch 4)
CARDNO	Provision of Facilitation, Documentation and Administrative Support services in the conduct of 2017 Education Summit
Cavite State University	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Cavite State University
CBCP-NASSA/CARITAS Filipinas Foundation, Inc.	Certificate Course with Specialization in Community and Area Development, Resilience and Sustainability leading to Master in Productivity and Quality Management
Cultural Center of the Philippines	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Cultural Center of the Philippines
DBP Leasing Corporation	Competency Modeling and Position Profiling: Technical Facilitation for the DBP Leasing Corporation
Department of Agriculture	Development of the Bureau of Animal Industry Strategic HR Development Plan Conduct of Pre-Feasibility Study on the Rural Dairy Industry Development Project (RDIDP): A Business Case Study of Selected RDIDP Site
Department of Budget and Management	Harmonization of National Government Performance, Monitoring, Information and Reporting System (Phase VI) Center of Excellence on Public Sector Productivity - 2017 PMDP Middle Managers Class Batch 13 Residential GAA - Public Sector Human Resource Management and Development Plan: A Descriptive-Analytical Study of Leadership Capability Programs (PSHRMDP Phase 3) Government Excellence Class Public Sector Productivity Innovation Laboratory Government Quality Management Program Advocacy and Capability Building Projects for 2016 GQMP Component: Updating of the Government QMS Standards (GQMSS) GQMP Component: National Quality and Productivity Improvement Month

Projects

CLIENTS	PROJECTS
Department of Budget and Management	Modernizing Government Regulations Program - Industry Regulatory Review, P2
	MGR Program - Program and Regulatory Management and Information System Component, P1
	Modernizing Government Regulations Program - Capacity Building Component, P3
	Modernizing Government Regulations Program - Advocacy and Public Consultation Component, P4
Department of Education	Intensified Abot Alam Program
Department of Energy	Collaborative Initiative of the Department of Energy and the Development Academy of the Philippines for the Promotion of Energy Efficiency and Conservation in All Energy-Demand Sectors
Department of Environment and Natural Resources	DENR Course on Communication for Development
	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Department of Environment and Natural Resources
Department of Finance	Climate Finance MRV Capacity
	Post-Compact Monitoring and Evaluation
	Development of a Quality Management System Certifiable to ISO 9001:2008 for the Department of Finance
Department of Foreign Affairs	Training Course for Managers and Supervisors in the Public Sector (5Ps) for the Department of Foreign Affairs
	GQMP: Quality Management System Expansion and Transition to ISO 9001:2015 for the Department of Foreign Affairs
Department of Health	City Leadership and Governance Program for DOH - Region 8
	City Leadership and Governance Program for DOH - Region X Phase II
	City Leadership and Governance Program for DOH - CARAGA Phase II
	City Leadership and Governance Program for DOH - NCRO Phase II
	City Leadership and Governance Program for DOH - Region IVA Phase II
	Certificate Course on Personal Efficacy and Leadership (Change Management)
	Master in Public Management major in Health Systems and Development Regular (Batch 1)
	Municipal Leadership and Governance Program Central Luzon (Batch 4)
	Master in Public Management major in Health Systems and Development (Batch 8)
	Master in Public Management major in Health Systems and Development (Batch 7)

CLIENTS	PROJECTS
Department of Health	Master in Public Management major in Health Systems and Development Regular (Batch 2)
	Municipal Leadership and Governance Program MIMAROPA (Batch 1 - Cycle 2)
	Master in Public Management major in Health Systems and Development (Batch 9)
Department of Information and Communications Technology	DICT- Institutional Strengthening Program
Department of the Interior and Local Government	Technical Assistance on the Implementation of BUB for Barangays
Department of the Interior and Local Government - ARMM	Leadership Enhancement and Development (LEAD) Training for Maguindanao Local Chief Executives
Department of Labor and Employment	Training on Advanced Monitoring and Evaluation for DOLE - NRCO
Department of Public Works and Highways	Quality Management System Expansion and Transition to ISO 9001:2015 for the Department of Public Works and Highways
Department of Social Welfare and Development - Field Office II	Certificate Course on Personal Efficacy and Leadership - Region 2
Department of Social Welfare and Development - Field Office III	Certificate Course on Personal Efficacy and Leadership - Region 3
Department of Trade and Industry	Developing the MSMED Plan for 2017-2022
Department of Transportation	Gender Profiling of the Land Transport Sector of the Department of Transportation
Development Academy of the Philippines	Development of Specialized Training Courses for Government Officials
	Environmental Impact Assessment and ECC Capture
	DAP Competency-Based HRMD (Phase 2): Creating Competency Models and Profiles for Services and other Support Units
	Structure Alignment and Integration Project: A Process for Managing the Transition Process
Development Bank of the Philippines	Organizational Assessment for the Development Bank of the Philippines
Development Bank of the Philippines Leasing Corporation	Creating a Competency Framework for the DBP Leasing Corporation
Eastern Samar State University	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Eastern Samar State University
Food and Drug Administration	Training on Basic Monitoring and Evaluation for the FDA
Government-Owned and Controlled Corporations	Orientation-Seminar on Public Corporate Governance for Board of Directors/Trustees of GOCCs
Humanitarian Leadership Academy	Humanitarian Governance Training for Local Decision Makers
Inter-Country Adoption Board	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Inter-Country Adoption Board
League of Vice Governors of the Philippines	Education and Training Capability Building Seminar for the League of Vice Governors of the Philippines

Projects

CLIENTS	PROJECTS
Local Government Units	Basic Course on Project Monitoring and Evaluation for LGUs (Public Offering)
	Basic Course on Project Development and Management for LGUs (Public Offering)
	Development of a Quality Management System Certifiable to ISO 9001:2015 for the LGU Bacnotan
	Preparation of the City Tourism Development Master Plan
Light Rail Transit Authority	Development and Certification of ISO 9001:2015 Quality Management System for the Light Rail Transit Authority
Local Water Utilities Administration	Local Water Utilities Administration Management Seminar-Workshop
	Development of a Quality Management System Certifiable to ISO 9001:2008 for the Local Water Utilities Administration
Mabalacat City Water District	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Mabalacat City Water District
Manila International Airport Authority	Technical Assistance on the Development of the Manila International Airport Authority Strategic Plan
Maritime Industry Authority	Training on Research Tools for Government Regulators
	Technical Assistance for the Test Construction and Validation of the Maritime Industry Authority
Metropolitan Manila Development Authority	GQMP: Development and Certification of ISO 9001:2015 Quality Management System for the Metropolitan Manila Development Authority
Metropolitan Naga Water District	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Metropolitan Naga Water District
Mines and Geosciences Bureau	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Mines and Geo-Sciences Bureau 10
National Archives of the Philippines	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Archives of the Philippines
National Commission for Culture and the Arts	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Commission for Culture and the Arts
National Convergence Initiative - DAR, DENR, DA	Master in Public Management major in Rural Development (Batch 4)
National Defense College of the Philippines	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Defense College of the Philippines
National Government	GAA - PMDP - Records Management
	GAA - Public Management Development Program - Curriculum Enhancement Component 2016
	GAA - Public Management Development Learning Resource Development Component
	GAA - Public Management Development Program with Continuing Education and Alumni Affairs 2016
	PMDP Middle Managers Class Batch 12 Re-Entry Project

CLIENTS	PROJECTS	
National Government	GAA - Public Management Development Program - Program Management 2016	
	GAA - Middle Managers Class Batch 11 - Re-Entry Project	
	PMDP - Middle Managers Class Batch 13 - Re-entry Project	
	Recruitment and Admissions 2017	
	PMDP Monitoring and Evaluation 2017	
	Middle Managers Class Batch 14 - Residential Training	
	PMDP Curriculum Enhancement Component (2017-2018)	
	PMDP Learning Resource Development Component (2017-2018)	
	Promotions and Advocacy 2017	
	Middle Managers Class Batch 14 - Re-Entry Project	
	Office of the Managing Director - Program Management	
	PMDP Middle Managers Class Batch 15 - Residential	
	PMDP Records Management	
	PMDP Middle Managers Class Batch 15 - Re-Entry Project	
	Senior Executives Class (Batch 6)	
	PMDP Middle Managers Class Batch 16 - Residential Training	
	Expansion of DAP Tagaytay Conference Center	
	Public Offering on Quality Management System, Productivity Measurement and other ISO Standards	
	National Historical Commission of the Philippines	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Historical Commission of the Philippines
	National Intelligence Coordinating Agency	NICA-Certificate Course in National Intelligence
National Library of the Philippines	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Library of the Philippines	
National Meat Inspection Service	Development of a Quality Management System Certifiable to ISO 9001:2015 and ISO/IEC17020:2012 Specific to the Inspection System of the National Meat Inspection Service	
National Nutrition Council	Technical Assistance on the Development of the National Nutrition Council Secretariat 2017-2022 Strategic Plan	
National Tax Research Center	GQMP: Development and Certification of ISO 9001:2015 Quality Management System for the National Tax Research Center	
National Telecommunications Commission	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Telecommunications Commission	
National Transmission Corporation	Customer Satisfaction Survey for the National Transmission Corporation	
	2016 Customer Satisfaction Survey for the National Transmission Corporation	

Projects

CLIENTS	PROJECTS
National Water Resources Board	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Water Resources Board
NLAs, GOCCs, GFIs, SUCs	Basic Project Management Course (Public Offering) Basic Project Management Course (Public Offering) - Batch 2 Course on Advanced Monitoring and Evaluation (Batch 3) Course on Basic Policy Process (Public Offering) Course on Basic Monitoring and Evaluation (Batch 4) Public Offering on the Development of Quality Management System Certifiable to ISO 9001 for 2016 Training on RA 9184 - (Public Offering)
North Luzon Philippines State College	Development of a Quality Management System Certifiable to ISO 9001:2015 for the North Luzon Philippines State College
Office for Transportation Security	Development and Certification of an ISO 9001:2015 Quality Management System for the Office for Transportation Security
Palawan Council for Sustainable Development	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Palawan Council for Sustainable Development
Parole and Probation Administration	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Parole and Probation Administration
Pasig River Rehabilitation Commission	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Pasig River Rehabilitation Commission
Philippine Army - Office of the Army Adjutant	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Office of the Army Adjutant
Philippine Carabao Center	Technical Guidance on Quality Management System Transition from ISO 9001:2008 to ISO 9001:2015 Standard for the Philippine Carabao Center - University of the Philippines Los Baños
Philippine Charity Sweepstakes Office	2017 Customer Satisfaction Survey for the Philippine Charity Sweepstakes Office
Philippine Coconut Authority	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Philippine Coconut Authority
Philippine Commission on Women	Baseline Research for the GREAT Women Project 2
Philippine Competition Commission	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 Technical Assistance and Strengthening of Institutional Support Services for the Philippine Competition Commission
Philippine Council for Agriculture and Fisheries	Review of Laws and Regulations to Enhance Policy Environment towards Agriculture and Fisheries Modernization
Philippine Crop Insurance Corporation	Stakeholder Satisfaction Survey for the Philippine Crop Insurance Corporation

CLIENTS	PROJECTS
Philippine Crop Insurance Corporation	Technical Assistance on the Development of the Philippine Crop Insurance Corporation (PCIC) Reorganization Plan
Philippine Health Insurance Corporation	GQMP: Quality Management System Expansion and Transition to ISO 9001:2015 for the Philippine Health Insurance Corporation
Philippine Mining Development Corporation	Review and Reformulation of the PMDC Strategic Plan
Philippine National Railways	GQMP: Development and Certification of ISO 9001:2015 Quality Management System for the Philippine National Railways
Philippine Ports Authority	2016 Port Users' Annual Satisfaction Survey 2017 Port Users' Annual Satisfaction Survey
Philippine Public Safety College	Master in Public Management major in Development and Security for PPSC (Batch 3) Master in Public Management major in Development and Security for the PPSC (Batch 4) Master in Public Management major in Development and Security for the PPSC (Batch 5) Master in Public Management major in Development and Security for the PPSC (Batch 6)
Philippine Reclamation Authority	Competency Modeling and Position Profiling Technical Facilitation for the Philippine Reclamation Authority Development of a Quality Management System (QMS) Certifiable to ISO 9001:2015 for the Philippine Reclamation Authority
Philippine Sports Commission	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Philippine Sports Commission
Philippine Statistics Authority	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Philippine Statistics Authority
Philippines-Australia Human Resource Development Facility	Technical Assistance - Improving Training Center Management for the Bangsamoro Leadership and Management Institute
Power Sector Assets and Liabilities Management Corporation	Organizational Structure Improvement Program for the Power Sector Assets and Liabilities Management Corporation
Provincial Government of Surigao del Norte	Strategic Planning Workshop for the Provincial Government of Surigao del Norte
Provincial Government of Tarlac	Updating of the Tarlac Provincial Development and Physical Framework Plan and Competency-Based Training Needs Analysis for Tarlac
Public and Private Sectors	Supply Chain Management: Theory and Practice Orientation Course in Competency Modelling and Position Profiling (Batch 3) Orientation Course in Competency Modeling and Position Profiling (Batch 4) Localizing Asian Productivity Organization Center of Excellence (APO-COE) 2017

Projects

CLIENTS	PROJECTS
Public and Private Sectors	Public Offering on Basic Productivity and Quality Tools and Techniques and Total Factor Productivity Measurement Public Offering for Advanced P&Q Courses
Public Sector	Course on Effective Local Legislation Write Right: Training Course in Technical Writing for the Public Sector Training Course for Managers and Supervisors in the Public Sector (5Ps-B4) Training Course in Presentation Skills Development for the Public Sector (4D Presenting) Batch 1 Training Course for Managers and Supervisors in the Public Sector (5Ps) - Batch 5 Government Best Practice Recognition 2017 Capability Building on QMS Improvement Approaches for 2017 Course on Training Effectiveness Evaluation
Quezon City Government	Scope Expansion of the Quality Management System Certifiable to ISO 9001:2015 for the Quezon City Government
Social Housing Finance Corporation	Orientation-Seminar on Public Corporate Governance for Social Housing Finance Corporation
Tariff Commission	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Tariff Commission
Technical Education and Skills Development Authority	Development of a Knowledge Management System for TESDA
Toll Regulatory Board	Preparatory Courses for the Development of ISO 9001:2015 Quality Management System for the Toll Regulatory Board
United Nations Children's Fund	Study on the Situation of Children with Disabilities in the Philippines
University of Northern Philippines	Development of a Quality Management Certifiable to ISO 9001:2015 for the University of Northern Philippines
University of the Philippines Mindanao	Training Course on ISO 9001:2015 QMSS Requirements and Documentation for UP Mindanao
Western Mindanao State University	Technical Assistance on Establishing ISO:9001:2015-Government Quality Management System Standard
World Food Programme	Consultancy Services on Training Management: Incident Command System for Barcelona, Sorsogon and Mountain Search and Rescue for Cuenca, Batangas Consultancy Services on Training Management: Mountain Search and Rescue (MOSAR) for the Municipality of San Luis, Batangas and Water Search and Rescue for the Municipalities of Pamplona (Cagayan); Pakil (Laguna); Sta Maria (Laguna); and New Lucena (Iloilo). Consultancy Services on Training Management: Mountain Search and Rescue for the Municipality of San Rafael, Iloilo and Water Search and Rescue for the Municipality of Prieto Diaz, Sorsogon

CLIENTS	PROJECTS
World Food Programme	Consultancy Services on Training Management: Water Search and Rescue for the Municipality of Libertad, Misamis Oriental Consultancy Services on Training Management: Water Search and Rescue for the Municipalities of Mataas na Kahoy and Balete in Batangas Development of Standard Operating Procedures for Forecast-Based Emergency Preparedness Provision of Expert Consultancy Services on the Assessment of Mitigation Projects Supported by the Disaster Preparedness and Response and Climate Change Adaptation Programmes (Phases 1-4, 2011-2015)
Zamboanga City Special Economic Zone Authority	Development of a QMS Certifiable to ISO 9001:2015 for the Zamboanga City Special Economic Zone Authority
Zamboanga City Water District	Mid-Term Strategic Performance Review of the Zamboanga City Water District

Acronyms

ADB	Asian Development Bank
AFP	Armed Forces of the Philippines
AO	Administrative Order
APO	Asian Productivity Organization
ASEAN	Association of Southeast Asian Nations
CEO	Chief Executive Officer
CHED	Commission on Higher Education
CLGP	City Leadership and Governance Program
COA	Commission on Audit
COE	Center of Excellence
CSC	Civil Service Commission
DAP	Development Academy of the Philippines
DAPCC	Development Academy of the Philippines Conference Center
DBM	Department of Budget and Management
DENR	Department of Environment and Natural Resources
DSWD	Department of Social Welfare and Development
EDEL	Executive Doctorate in Education Leadership
EO	Executive Order
ESO	Executive and Staff Offices
FFI	Foreign Funding Institution
GAA	General Appropriations Act
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit, GmbH
GOCCs	Government-Owned and Controlled Corporations
IATF	Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems
ISO	International Organization for Standardization
LGUs	Local Government Units
MGR	Modernizing Government Regulations
MLGP	Municipal Leadership and Governance Program
MMC	Middle Managers Class
MOOE	Maintenance and Other Operating Expenses
MOU	Memorandum of Understanding
MPM	Master in Public Management
MPQM	Master in Productivity and Quality Management

NGCESDP	National Government's Career Executive Service Development Program
NGOs	Non-Government Organizations
NICA	National Intelligence Coordinating Agency
NLAs	National Line Agencies
NPO	National Productivity Organization
OEOs	Other Executive Officers
OP	Office of the President
PBB	Performance-Based Bonus
PDC	Productivity and Development Center
PhilHECS	Philippine Higher Education Career System
PM	Performance Measure
PMA	Philippine Military Academy
PMDP	Public Management Development Program
PQA	Philippine Quality Award
PS	Personal Services
PSP	Public Sector Productivity
QMS	Quality Management System
RIA	Regulatory Impact Analysis
SEC	Senior Executives Class
SME	Small and Medium Enterprises
SO	Strategic Objectives
SSG	Support Service Group
SSL	Salary Standardization Law
SUCs	State Universities and Colleges
UP	University of the Philippines
VAT	Value-Added Tax

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The interrelatedness and continuity of natural and social energies. The transformation of the trangle (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.