

2018 ANNUAL REPORT

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CORPORATE PROFILE

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

The DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth. Specifically the DAP commits to:

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 training, education, and consultancy,
3. Catalyze the exchange of ideas and expertise in productivity and development in Asia and the Pacific.

Vision

The 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 (Honor and Integrity)
- Galing (Smart and Innovative)
- Tatag (Stable and Future-ready)

ORGANIZATIONAL STRUCTURE

The DAP operates as a project organization primarily because of the nature of its business. Its policy-making body is its Board of Trustees composed of *ex-officio* members headed by a chairman elected from among the trustees. The DAP president implements the policies of the Board and manages the Academy's operations. The DAP basically has four major groups: Corporate Affairs, headed by a vice president; Program Operations, headed by a Senior Vice President (SVP); the Graduate School, headed by a Dean with the rank of Senior Vice President; and Support Operations, headed by a Senior Vice President. There are centers, institutes, and offices under each of the major groups, each headed by Vice Presidents, Managing Directors, Directors, or Managers, as the case may be. Project teams, headed by Project Managers, are created in each center to implement projects contracted with DAP clients. The DAP expands and contracts depending on the volume of its business.

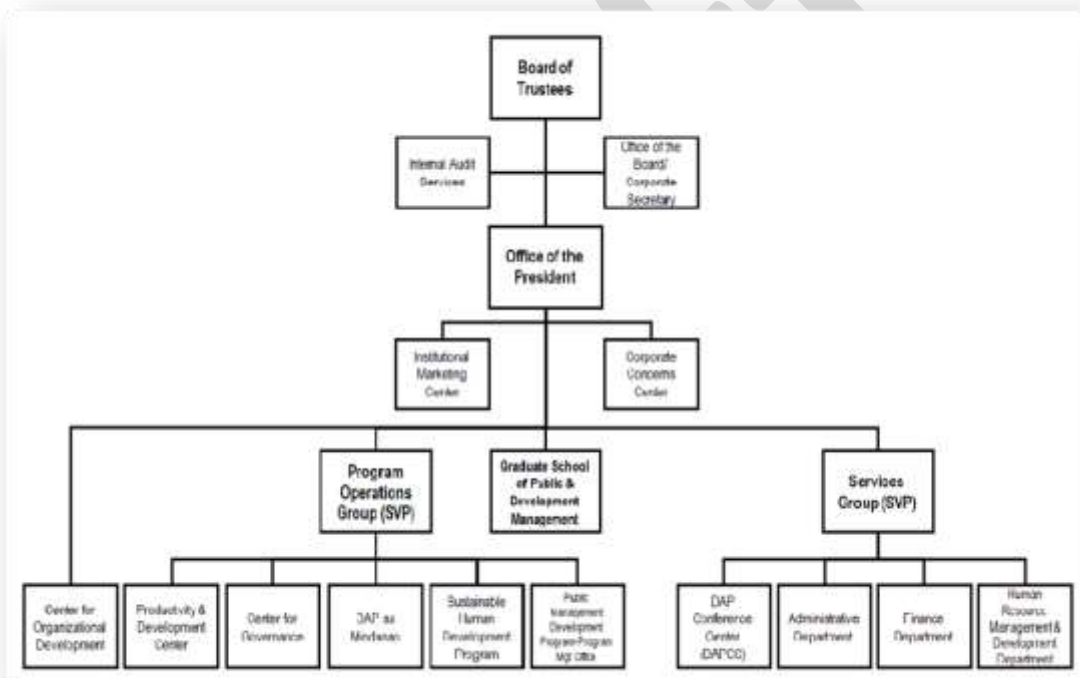


Figure 1. The DAP Organizational Structure

FACILITIES

The DAP's main office is located at Ortigas Center, Pasig City. It is a six-storey building with conference and office facilities. It also has a facility in Tagaytay City, the DAP Conference Center (DAPCC), which is ideal for live-in training, seminars and workshops. Both facilities generate 40 percent of the DAP's revenues. The Academy also maintains a satellite office that serves as its project implementing arm in Davao City, the DAP sa Mindanao.

ACCOMPLISHMENT HIGHLIGHTS

The year 2018 marked another year of change for the Development Academy of the Philippines (DAP) as it welcomed its new President and Chief Executive Officer in the person of lawyer and local government leader Engelbert C. Caronan Jr.

With Atty. Caronan at the helm, the DAP redefined its strategic directions for the next five years and went on to implement programs and projects that would contribute to the 99.91 percent accomplishment of its annual performance targets with revenues of PhP653.815 million, and a net income of almost PhP70 million.

The National Government likewise demonstrated continued trust in the DAP with the approval of the continued funding of programs under the General Appropriations Act (GAA) for 2018. It was also in the same year that the DAP Board of Trustees approved the awarding of the construction of the new training building in Tagaytay City.

Aside from its physical targets, the DAP began a review of some of its key policies and processes with the end in view of achieving greater efficiency in its operations. Among the systems, policies, and procedures include: process review/improvement, its billing rates, the use of space in Pasig facilities, DAP's alignment with the Civil Service Commission's Memorandum Circular 24 s.2017: 2017 Omnibus Rules on Appointments and other Human Resource Actions, the adjustment of rates of its personnel, its document management and tracking system, contracting of consultants and resource persons, adjustments to the DAP Conference Center room rates, compliance with the Freedom of Information law, updating its various Service Charters, and DAP's signing authorities, among others.

Strategic Directions

Under the leadership of Atty. Caronan, the DAP embarked on another journey of redefining its strategic direction. This journey encouraged the management in committing to efficiently and effectively perform the DAP's Mandates and Mission, pursue the attainment of its Vision, and live up to the Core Values indicated in the DAP Strategy Map 2018-2023.

The DAP's strategic directions are illustrated in the Strategy Map (Figure 2).

The Academy's eight strategic objectives aim to contribute to national development and the Administration's development priorities through technological innovations in governance and productivity, and regional and local development.

These form the bases for the Academy's performance measures, as illustrated in its Performance Scorecard (Please see Table 1).

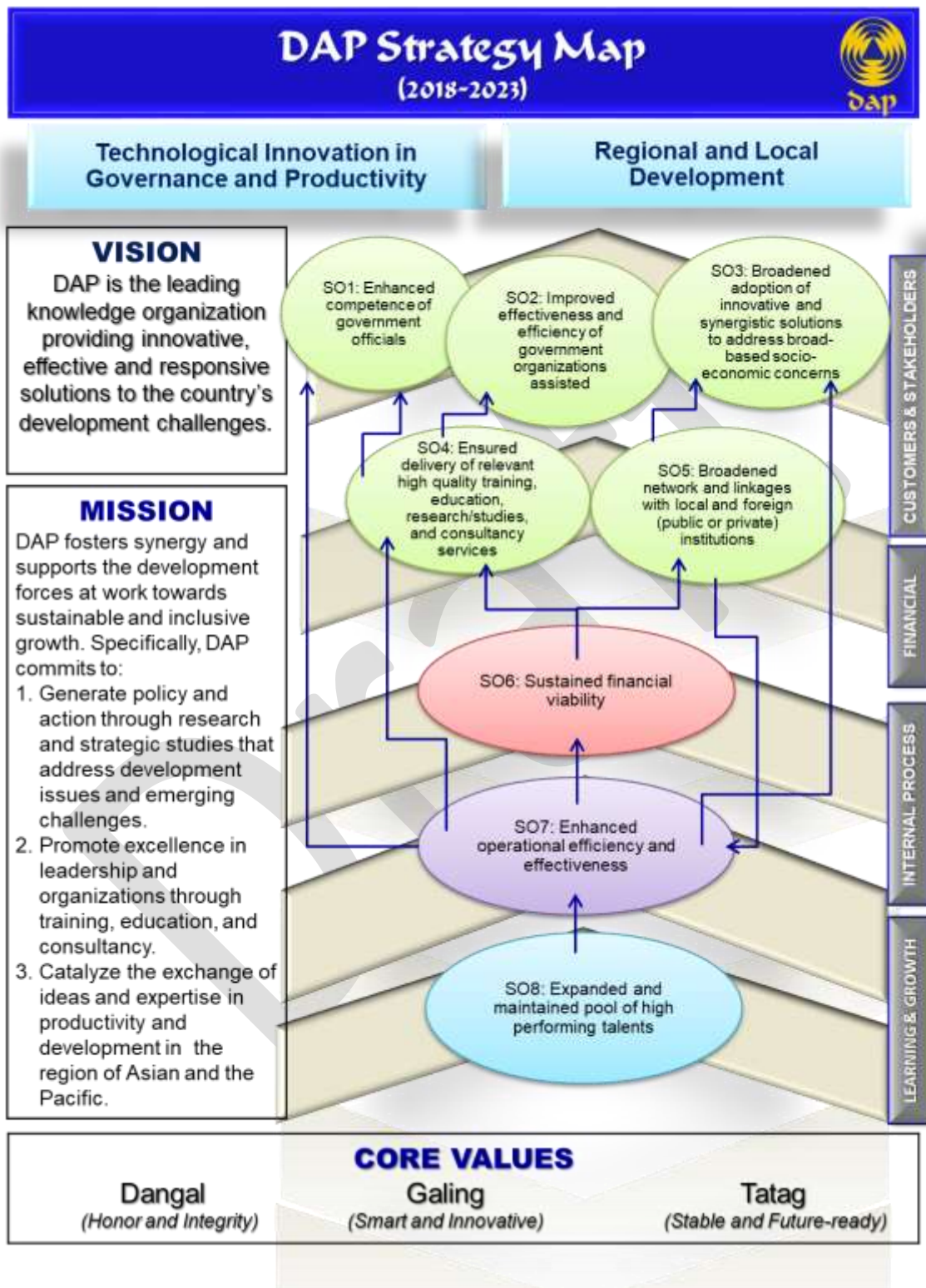


Figure 2. The DAP Strategy Map (2018-2023)

Performance Scorecard

The DAP's measurement of performance for 2018 is based on the following strategic objectives, performance measures and targets:

Table 1. The DAP 2018 Performance Scorecard

Perspective	Strategic Objective (SO) and Performance Measures (PM)		Formula	Weights	Target	Validated Accom.
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%	GSPDM:96.40% PMDP:99.18%
	PM2	Percentage of Re-entry Plans (REPs), Action Plans and Projects (APPs) and capstone projects accepted by the panel	Number of REPs, APPs, and Capstones accepted by the panel over total of REPs, APPs, and Capstones presented	9.91%	At least 85%	GSPDM:100% PMDP:83.47%
	PM3	Number of international projects/hostings implemented	Total count of APO projects hosted or implemented by DAP	5%	17	17
	PM4	Number of local and international public sector productivity specialists trained	Total count of APO projects hosted or implemented by DAP as the National Productivity Organization	5%	50	89
			Subtotal	29.91%		
	SO2	Improved effectiveness and efficiency of government organizations assisted				
	PM5	Percentage of client government agencies assisted on QMS with ISO 9001 certifiable QMS	Number of government agencies assisted on QMS with ISO 9001 certifiable QMS over number of client agencies assisted	5%	75%	95.12%
	PM6	Number of agencies assisted in Innovation and Productivity Improvement Plan (IPI) Plan development and innovation laboratory projects	Total count of agencies which have been assisted in developing their Innovation and Productivity Improvement Project (IPIP) as well as their innovation laboratory projects	5%	4	28
			Subtotal	10%		

Perspective	Strategic Objective (SO) and Performance Measures (PM)	Formula	Weights	Target	Validated Accom.	
	SO3	Broadened adoption of innovative and synergistic solutions to address broad-based policy and socio-economic concerns				
	PM7	Number of new programs institutionalized (ALS Program)	Total number of programs that have been institutionalized	5%	At least one	1 (ALS-EST adopted)
	PM8	Number of researches and studies completed (5-MGR; 1-COE)	Total number of research and studies completed	5%	6	6
			Subtotal	10%		
	SO4	Ensured delivery of relevant high quality training, education, consultancy and research services				
	PM9	Customer satisfaction rating	Proportion of DAP clients that are satisfied with DAP's services	5%	At least 85%	93.29%
			Subtotal	5%		
	SO5	Broadened network and linkages with local and foreign (public and private) institutions				
	PM10	Percentage of Partnerships with institutions	Total number of partnerships with existing activities over total number of partnerships forged	5%	80%	82% (14 active partners out of 17 partners)
			Subtotal	5%		
FINANCIAL	SO6	Sustained financial viability				
	PM11	Revenue growth year to year (Gross Revenue)	Percentage growth year to year	5%	9%	9.8% (PhP653.815 M)
	PM12	Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	EBITDA (absolute value three-year average)	5%	PhP40 M (three-year average)	PhP97.16M
			Subtotal	10%		
INTERNAL PROCESS	SO7	Achieved operational efficiency				
	PM13	Budget Utilization Rate for major government programs from national government	BUR= obligation/allotment	10%	90%	99.74%
	PM14	On-time delivery rate	Percentage of projects completed on time (based on project duration) matched with accruals	5%	70%	81.29%
	PM15	Quality Management System (QMS)	Sustained ISO certification	5%	Continued certification to ISO	DAP is ISO 9001:2015 certified

Perspective	Strategic Objective (SO) and Performance Measures (PM)		Formula	Weights	Target	Validated Accom.
		Conformance Rate • Project Management System • Support Systems • Conference Facilities Management			9001:2015	
			Subtotal	20%		
LEARNING AND GROWTH	SO8	Expand 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	3.8 (positive perception)
	PM17	Implementation of Competency-Based Human Resource Management Framework (CBHRMF)	Milestone accomplishment	5%	100%	95.96% (improvement from a baseline of 239 to 261, out of a total 272 plantilla personnel)
			Subtotal	10%		
			GRAND TOTAL (Performance Rating)	99.91%		

Programs and Projects

Types of Projects

For the year 2018, the DAP implemented a total of 186 projects: seven are funded through GAA as program subsidy; 119 are regular projects contracted with clients; and, 60 are regular spill-over projects.

Table 2. Distribution of Projects by Type and Funding

PROJECT FUNDING	PROJECT TYPE				
	Education	Research	Technical Assistance	Training	Grand Total
GAA-2018	2	1	2	2	7
Regular Project: Contracted	16	10	40	53	119
Regular Project: Spill-over	7	2	42	9	60
Grand Total	25	13	84	64	186
	13%	7%	45%	34%	100%

There are also GAA-funded projects allotted for the DAP's capital expenditure (organizational expansion). These capital expenditure projects are intended to support the organization's operations and growth and are not part of the 2018 project tally above, but are accounted for, nonetheless.

In terms of type of products and services, the breakdown is as follows: education comprises 13 percent; research, 7 percent; technical assistance, 45 percent; and training, 34 percent.

Client Distribution

While majority of the projects implemented are for public sector clients, a few are implemented for the private sector and foreign funding institutions/international NGOs (See Figures 3 and 4).

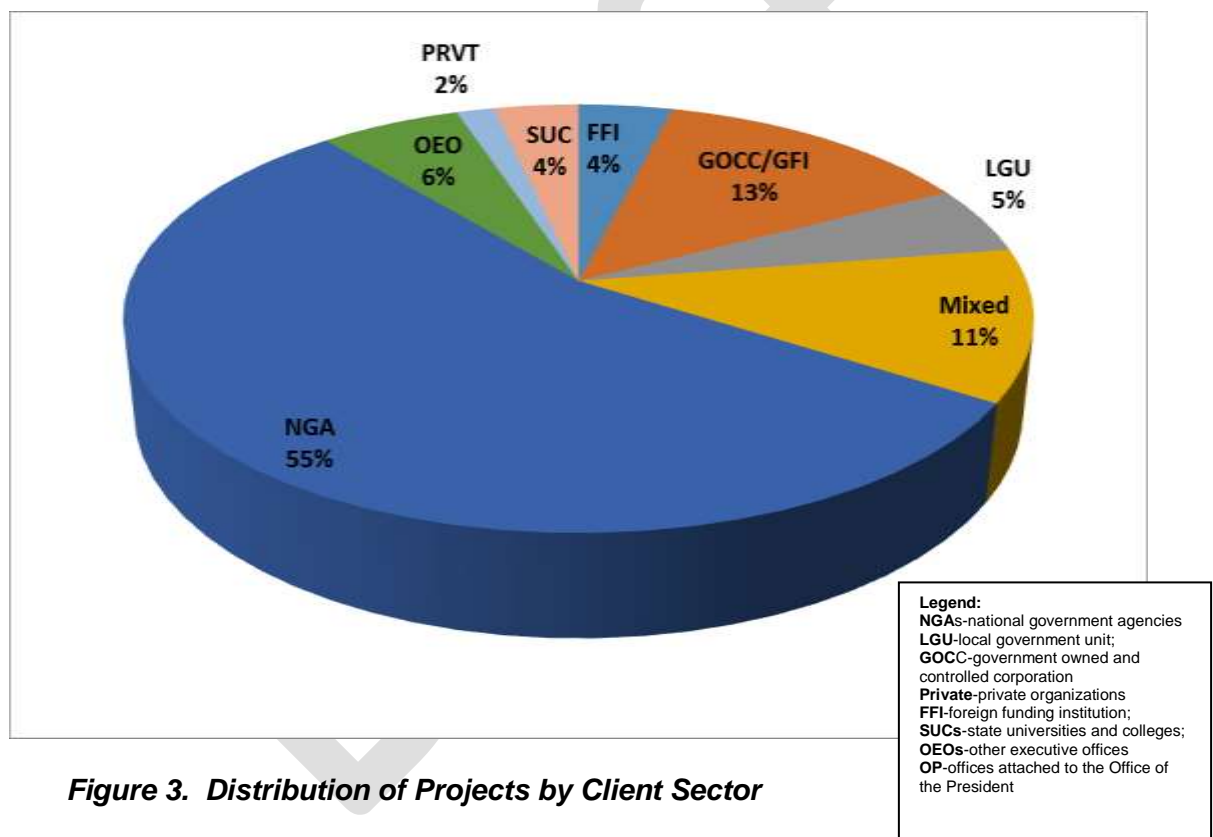


Figure 3. Distribution of Projects by Client Sector

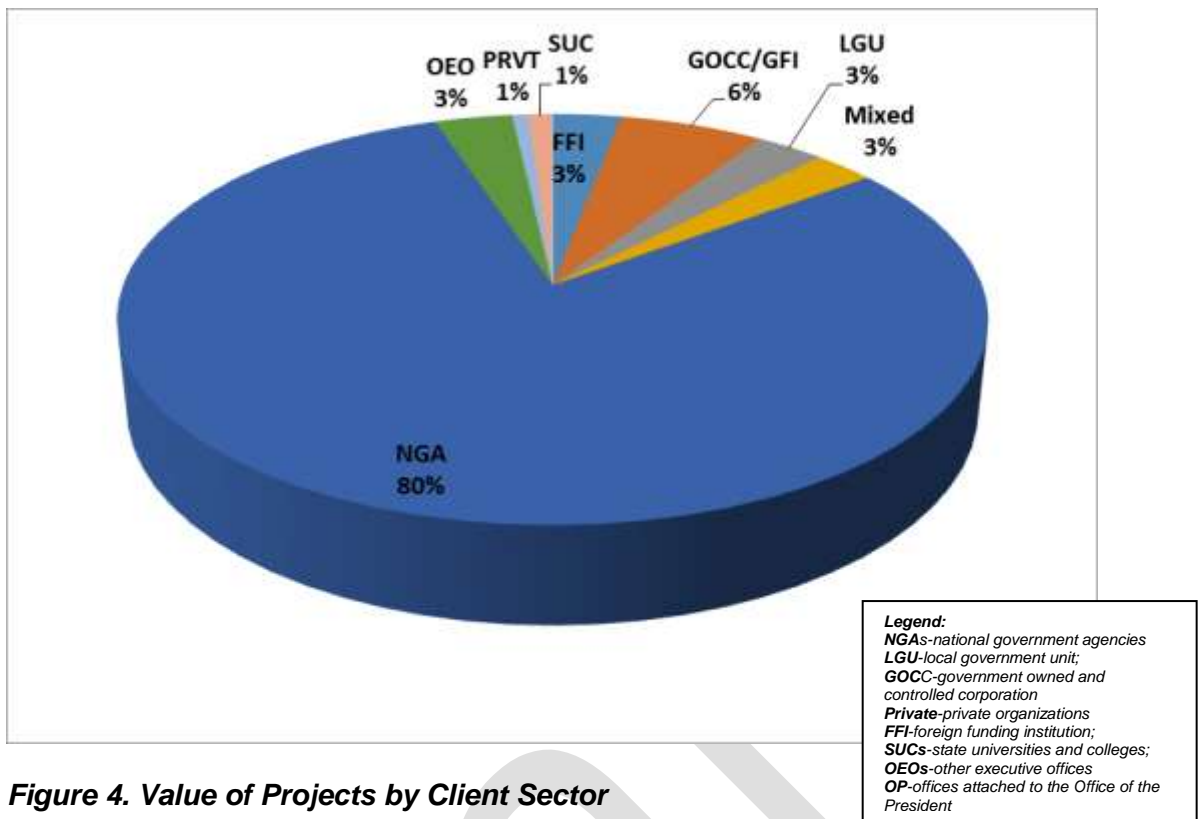


Figure 4. Value of Projects by Client Sector

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

Training and Education

For 2018, the DAP capacitated some 9,693 individuals, exceeding its target of at least 7,000 participants. It has implemented a total of 66 training programs, 58 of which were regular training programs while eight were ladderized courses.

Regular Training Programs. The DAP’s operations groups deliver training courses through public offerings or customized programs. The governance-related programs conducted in 2018 include, among others, the courses on child rights-responsive governance, humanitarian governance for local decision makers, city leadership and governance, strategic planning, policy process, policy development, project development, project management, monitoring and evaluation, risk management, public-private partnerships for LGUs, public service ethics and accountability, tourism development planning, and updating local revenue code. Some productivity-related programs undertaken were about productivity and quality (P&Q) tools and techniques, total factor productivity measurement, quality management system and other ISO standards, and Philippine Quality Awards development application.

Moreover, it ran two batches of the Training Course for Managers and Supervisors in the Public Sector (5Ps) as customized programs for the Department of Foreign Affairs and the Department of Science and Technology regional offices. Courses on technical writing and presentation skills for the public sector were likewise implemented.

Ladderized Training Programs. The training programs implemented under the ladderized approach include the Certificate Course on Management Analysis, Executive Doctorate Leadership (EDEL), Municipal Leadership and Governance, and Personal Efficacy and Leadership.

Aside from regular and ladderized training programs, the DAP also offers formal education to the bureaucracy through the National Government's Career Executive Service Development Program-Public Management Development Program (NGCESDP-PMDP) and the DAP Graduate School of Public and Development Management (GSPDM).

The NGCESDP-PMDP is the DAP's answer to the need for professional, motivated and energized bureaucracies with adequate means to perform their missions in public service. It is an intensive, purposive and continuing education program for incumbent executives and middle managers and their potential successors in the bureaucracy.

For NGCESDP-PMDP 2018, some 121 public managers graduated from three Middle Managers Classes (MMC 14, 15, and 16) and one Senior Executives Class (SEC 6). The breakdown of graduates for each program can be seen below (Table 3).

Table 3. NGCESDP-PMDP Graduates, CY/AY 2018

Program and Batch	Number of Graduates
Middle Managers Class Batch 14	37
Middle Managers Class Batch 15	26
Middle Managers Class Batch 16	34
Senior Executives Class Batch 6	24
Total	121

The GSPDM offers education that addresses complex development and governance issues. In 2018, it implemented and completed four classes of its Master in Public Management (MPM) program, with a total of 455 graduates. The GSPDM also implemented three ladderized courses through its Municipal Leadership and Governance Program. The breakdown of graduates for each Master's degree program can be seen below (Table 4).

Table 4. Number of Graduates for Academic Programs, 2018

Program and Batch	Number of Graduates
Master in Public Management Major in Development and Security for the Philippine Public Safety College (PPSC) Batch 6	42
Master in Public Management Major in Health Systems and Development Regular Batch 1 (Non-Doctors to the Barrios)	45
Master in Public Management Major in Health Systems and Development Batch 8	75
Master in Public Management Major in Development and Security Batch 11	175
Master in Public Management Major in Rural Development Batch 4	118
Total	455

Technical Assistance and Research

The DAP's commitment to its mandate, which is to provide research support and technical assistance to the country is manifested in the 10 research projects (where six are committed to the Governance Commission for GOCCs (GCG) based on the DAP Performance Scorecard) and 100 technical assistance projects to various departments, bureaus, offices and other local government units. Below are some the 2018 research and technical assistance projects:

Research Projects

- **Modernizing Government Regulations Program-Industry Regulatory Review (Part 2)** is a comprehensive national regulatory reform program being implemented by the DAP in cooperation with the National Economic and Development Authority (NEDA). It is among the different government initiatives that aim to improve the regulatory environment in the Philippines. It has four components, one of which is the Industry Regulatory Review (Component 2).
- **Research on Service Quality of the Philippine Charity Sweepstakes Office.** The National Government is directed to improve the efficiency of all government services and it has given increased focus on demanding quality service delivery from all public offices. To improve the efficiency of government services, the initiative includes measurement of customer as part of the effort for continuous improvement. Further, stakeholder survey is one of the commonly used tools in measuring satisfaction and gender-responsiveness of the institution. Through a customer survey, public sector organizations will know the effect and impact of their services to customers. Specifically, they will understand why customers are satisfied or dissatisfied with the service. This will also help identify the gaps, areas for improvement and acquire information that will be used in making strategic decisions for program implementation. Getting customer feedback will ensure that the changes made are those that matter most to customers.
- **Study on the Situation of Children with Disabilities in the Philippines.** The DAP, having been engaged in a number of projects on child rights and child-friendly governance, was selected by the United Nations Children's Fund (UNICEF) to conduct a study on the situation of children in the Philippines under a commercial contract. This project is part of a joint collaboration among the Government of the Philippines, UNICEF and the Australia Department of Foreign Affairs and Trade (DFAT), with the Department of Social Welfare and Development (DSWD) as the lead government partner.
- **2017 Port Users' Annual Satisfaction Survey.** With the issuance of Memorandum Circular 2013-02 by the GCG, public participation became part of evaluating the performance of GOCCs in the 2015 cycle. Along this line, the GCG required all GOCCs to adopt and conduct a third-party customer satisfaction survey. Considering this as an opportunity to further enhance its services and satisfy the expectations of its customers, the Philippine Ports Authority has continued to gather the insights of the port users towards its operations. It is in this context that the DAP, with its extensive experience in policy research and technical assistance for Philippine government and international agencies, is submitting this proposal to provide consultancy services for the conduct of the 2017 Port Users' Annual Satisfaction Survey.

- **2018 Customer Satisfaction Survey (CSS) and Development of Service Quality Standards (SQS).** The 2018 CSS and SQS covered all the eight fish ports of the Philippine Fisheries Development Authority located in Luzon (four), Visayas (one), and Mindanao (three).

Technical Assistance Initiatives

- **Capability Development Assistance on Regulatory Impact Analysis for the Bureau of Agricultural and Fisheries Engineering (BAFE).** Regulatory Impact Analysis (RIA) is a systemic approach that critically measures the expected positive and negative effects of proposed and existing regulations through a rigorous, well-defined, and evidence-based analysis. As a tool, it was first used and developed in the US and has since been widely accepted, adopted and practiced by organizations such as the Organization for Economic Co-operation and Development and the European Union and countries such as Australia, South Korea and Malaysia which have already reaped many benefits for their people. With the goal of equipping its personnel with better understanding of the processes and proper implementation of regulatory processes to create, develop, and manage regulations on agricultural and fisheries equipment, machineries, and engineering, the BAFE intends to undertake capacity building activities on RIA.
- **Competency Modelling and Position Profiling Technical Facilitation for Philippine Reclamation Authority.** A technical assistance for the Philippine Reclamation Authority as it undertakes competency modelling and position profiling

Asian Productivity Organization (APO) Programs and Projects

The DAP, as the National Productivity Organization (NPO) of the Philippines, implemented the following international projects commitments:

Sectoral Productivity (Industry, Service, Agriculture)

- *National Workshop on the Development of Rural Tourism Clusters and Networks for Enhancing the Competitiveness of Small Enterprises*
May 21-25, 2018, Pasig and Tagaytay City

This workshop promoted the different approaches and models for the development of rural tourism. It also enhanced the participants' understanding and skills in planning rural tourism projects, networks and clusters.

Study visits to Gorgeous Farms and The Wild Juan, Heritage Town of Taal Batangas, and Taal Maranan Farmville served as a practical application of learnings from the workshop discussions.

The workshop concluded with participants learning the latest trends, issues and challenges in tourism development, policies, programs and models. The study visits also paved the way to creating new linkages and networks.

This was attended by 26 participants composed of policy makers, government officials, local chief executives, entrepreneurs, tourism industry officials, private rural tourism operators, professional consultants engaged in rural economy revitalization, and members of NGOs.

- *Forum on the Impact of Education Policies on National Productivity Growth August 14-17, 2018, Pasig City*

The forum rethought the role of education policies in national productivity enhancement, particularly by taking into consideration the rapidly changing labor market and society's increasing reliance on technology.

The participants explored the education delivery models and policies aligned with the requirements of the labor market; and examined approaches to reduce skill gaps through education policies that enable economies to benefit from rapid technological advances. The forum also provided a platform for knowledge and experience sharing on education policies and their ramifications for sustaining economic growth. This was attended by 36 participants, 20 were from the Philippines and 16 were from other APO-member countries.

- *Certified Productivity Practitioners Course August 20-31, 2018, Tagaytay City*

The basic and advanced courses on Development of Productivity Practitioners have been renamed and repackaged into the "Certified Productivity Practitioners Course." It is focused on preparing participants for certification to becoming full-fledged productivity practitioners.

This two-week intensive course hosted by the DAP involved practical sessions in competency enhancement focused on the core areas needed by productivity practitioners, namely: training, consultancy and promotion.

The program aimed to develop the competencies of NPOs to better assist organizations in applying basic P&Q tools via different modes of intervention like training, consultancy or technical advisory assistance on P&Q, and productivity promotion.

Some 21 participants from the APO-member countries, Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, Malaysia, Mongolia, Pakistan, Sri Lanka, Thailand, Vietnam and Philippines benefited from this program.

- *e-Learning Course on Management Innovation in Small Medium Enterprises (SMEs) October 15-18, 2018, Pasig City*

The course tackled advanced knowledge on management innovation in SMEs aimed at achieving higher productivity and enhanced capacity of SMEs.

Further, this course was designed to achieve long-term sustainability of SMEs through the adoption of innovative strategies/tools and use of shared emerging trends in management innovation. This was attended by 33 participants broken down as follows: 22 from the public sector (NGAs); nine from the academe (state universities and colleges); and two (from the private sector (business networks)).

- *Workshop on International Marketing for Agri-food Products
November 4-6, 2018, Pasig City*

The workshop enhanced the participants' knowledge and understanding on the current trends in emerging international markets for agri-food products as well as key factors in import and export.

It also reviewed salient elements of a successful policy on international trade in agri-food products; shared successful cases of enhancing exports of agri-food products to high-end markets; and contributed to strengthening national agri-food trade systems to enhance the producers' profitability and sustainability of agri-business and food industry.

The 24 participants were composed of policy makers, government officials, agri-food entrepreneurs, researchers, academicians and industry association representatives from APO-member countries, including the Philippines.

- *e-Learning Course on Customer Satisfaction Management for the Health Sector
December 3-6, 2018, Pasig City*

The course was designed to help participants understand customer satisfaction (CS) trends in the age of Industry 4.0; defined CS management in the health sector; showed the relevance of CS within the context of health sector and the necessity for providing consistent excellence; and presented a model for CS standard development for the health sector that can be adapted and implemented by participants.

A total of 24 participants took part in this four-day course, 22 of which were from public and private hospitals in the Philippines, and two were from the Department of Health.

The resource persons included Mr. Harnek Singh, President of the Asia Pacific Quality Organisation-Singapore and Mr. Kazuteru Kuroda, Head of Global Management Center-Japan Productivity Center.

- *e-Learning Course on Waste Management in Agri-business
December 11-14, 2018, Pasig City*

This e-Learning course was developed to enhance the understanding of participants on the recent trends and innovative approaches in agricultural waste management (AWM); and build their knowledge of innovative AWM and creative problem-solving techniques, including the development of value-added products from agricultural and food waste to increase benefits for agri-business enterprise.

The course also encouraged better AWM practices by raising awareness on sustainable production and consumption in agribusiness. The course had 19 participants from the government, academe, and private organizations consisting mainly of agriculturists, project officers, and agricultural professors/instructors.

- **e-Learning Course on Global Food Safety Initiatives**

December 17-20, 2018, Pasig City

The e-Learning course was designed to enhance the participants' understanding of global trends in food safety management (FSM); provide updated knowledge on advanced technologies for efficient, effective FSM; and discuss key success factors in implementing and receiving certification for modern food safety standards.

Participants were representatives from government agencies related to food safety, managers from food industry and SMEs, and consultants.

Public Sector Productivity under the APO Center of Excellence

- **Bilateral Cooperation Between NPOs (BCBN) Visit to the Philippines of NPO Fiji on Planning and Implementation of Center of Excellence (COE)**

January 25-26, 2018, Pasig City

A three-member delegation from the NPO Fiji-National Training and Productivity Centre (NTPC) visited the Philippines under the APO BCBN Program. The NTPC provided training and consultancy services on Knowledge Management (KM) in Fiji, developed training materials, and organized numerous awareness programs for SMEs to generate interest in improving productivity and quality in handling and retaining information/resources within companies/organizations. Thus, NTPC is keen in working towards establishing a COE on KM.

Through this visit, the NTPC observed and learned from DAP the following aspects demonstrated in a government institution: (a) competence in public sector productivity as a COE; (b) the organizational structure and support in the subject area, including a dedicated division/unit, program or committee; (c) processes on financial matters and funding sources; and (d) methods of knowledge sharing, including exchange of expertise and experiences with other interested NPOs.

- *Workshop on Developing Productivity Specialists for the Public Sector March 12-16, 2018, Pasig City*

The workshop sought to develop a cadre of productivity specialists with the aid of the learning materials on “Developing Productivity Specialists in the Public Sector” developed by the COE-PSP.

The said workshop also equipped the participants with the right knowledge and tools that will develop and enhance their competencies as productivity specialists in the public sector.

The workshop was attended by 27 participants from Bangladesh, Cambodia, India, Indonesia, Iran, Laos, Malaysia, Mongolia, Pakistan, Philippines, Republic of China, Sri Lanka, Thailand, and Vietnam. All were from the public sector, working either in the NPO or in a state-owned enterprise of their respective countries. Philippines had the most number of participants, with total of nine representing different sectors.

- *Technical Expert Services (TES) on the Development of a Future and Innovation Laboratory for the COE on Public Sector Productivity*
March 19-23, 2018, Pasig and Tagaytay City

APO expert Dr. Naoki Ogiwara assisted the DAP on the development of a Future Center and Innovation Laboratory (FC/IL) to boost the knowledge productivity in the public sector. This was done through a training of its officials and concerned government agencies on knowledge productivity and innovations in the public sector.

The DAP FC/IL development team successfully produced the initial concept and master plan for the FC/IL development.

- *Workshop on APO Public-Sector Leadership*
August 6-10, 2018, Pasig City

This workshop presented the Framework for Public-Sector Leadership, which was crafted out of the participants' ideas and experiences during the 2016 APO workshop.

Further, this workshop served as a platform to discuss the critical role of leadership within the framework of good public governance of the future, and in understanding the drivers of change that impact public-sector leadership.

The DOH and the City Government of San Juan were invited to share their leadership development programs that were proven to improve innovation in the delivery of public goods and services.

The participants, on the other hand, visited the City Government of Parañaque and the Philippine Deposit Insurance Corporation, which exposed them to the current local initiatives in leadership development; this also allowed them to have first-hand validation on the contribution of leadership innovation in enhancing the quality of public service delivery.

The challenges and transformations experienced by these institutions in their quest to institute innovations in leadership development and initiatives were also discussed. The workshop was attended by 18 participants from 14 APO-member countries.

- *TES on Advanced Course on Regulatory Impact Assessment*
August 13-17, 2018, Quezon City City

The DAP sought the assistance of the APO for a TES to conduct an Advanced Training on Regulatory Impact Assessment. The TES created a pool of practitioners on RIA with the capability to put RIA into practice, i.e., conducting full-blown RIA on identified regulations. This served as input to the enhancement of RIA training courses that the DAP facilitates.

There were a total of 25 participants who are policy experts and regulation authorities from national government agencies, line and staff bureaus, LGUs, and GOCCs.

- *Workshop on the Development of Frameworks on Foresight in Public Sector Organizations*
September 3-7, 2018, Pasig City

The workshop strengthened the national policy efforts of member countries, and created a pool of trainers to disseminate the information needed for strategic foresight-based policy planning. Apart from introducing the tools and capacitating public sector organizations in strategic foresight planning, participants also studied how the techniques in planning can be institutionalized in the public sector arena.

The participants worked in groups to develop scenarios based on key drivers of change in APO-member countries including the tools introduced by resource persons.

Participants also presented their future plans with regard to applying their learnings in their respective organizations. It was attended by 23 participants from seven APO-member countries.

- *Training of Trainers on Performance Management for the Public Sector*
October 15-19, 2018, Pasig City

The training course developed a pool of trainers who can contribute to improved organizational productivity using different approaches in conducting performance management training to various public-sector professionals.

The study visit was held at the Department of Finance (DOF) where participants learned about the DOF's implementation of its Results-Based Performance Management System. Some of the systems in DOF were also discussed, namely: (a) The Appraisal System; (b) Strategic Performance Management System; and (c) Competency-Based Human Resource process.

There were a total of 24 participants from 14 APO-member countries.

- *Multi-Country Observational Study Mission on Regulatory Review Enhancing Public-Sector Productivity*
November 19-23, 2018, Pasig City

The study mission paved the way for an in-depth discussion and review among key stakeholders from governments on the impact of implementing regulatory reforms on overall public-sector performance and productivity, including an understanding of good regulatory reform management and best practices of organizations to reduce unnecessary regulatory burden.

The program consisted of lectures on RIA and Traffic Light Score Methodology, country paper presentations of selected participants, sharing of best practices, and group discussions.

Participants also visited some government agencies (i.e., Food and Drug Administration, National Privacy Commission, Philippine Economic Zone Authority, and the Local Government of Valenzuela City) where they learned how these organizations carry out their regulatory functions, at the same time, had an appreciation of the role of regulatory review in improving the processes.

The study mission was attended by resource speakers from Korea, Mexico, Philippines; and delegates from APO-member countries (i.e., Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, Lao PDR, Nepal, Pakistan, Philippines, and Sri Lanka); and some officers from the DAP.

- *International Conference on Public-Sector Productivity
November 22-24, 2018, Tagaytay City*

The three-day conference presented trends impacting future governance in APO member countries, and innovative public-service delivery leadership for productivity enhancement.

The conference consisted of plenary thematic sessions with expert presentations, country case models, panel discussion sessions, and group discussions.

Stakeholders from APO-member countries shared valuable experiences and achievements.

The conference had more than 300 participants from both APO-member countries and local public sector organizations.

Quality Management System

The DAP, in 2018, has continuously complied with the requirements of the ISO 9001:2015 as a result of passing the third-party surveillance audit with one non-conformity. The audit was conducted on October 30, December 3 and 4, 2018 covering its three offices located in Pasig City, Tagaytay City and Davao City

Stakeholder Engagement

The DAP successfully held its first-ever “Clients’ Day Open House” activity attended by some 115 clients and partners on October 19, 2018 at the DAP Headquarters in Pasig City. The activity enabled the Academy to link up more closely with its partners and clients, particularly those it has been servicing for the past many years. More importantly, it provided the institution an opportunity to find out these clients’ needs and concerns and to address those needs through new programs designed to fit their requirements.

Corporate Social Responsibility

The DAP, in 2018, continued to maintain and widen its civic responsibility not only within its community but also outside the Metropolis. This reinforcement of community relations is evident in the activity dubbed as “Don’t Litter, DAPper Recycle,” which was participated by officers and staff on December 7, 2018 at the Persons with Disability Affairs Office (PDAO) in Carmona, Cavite. Carmona Cavite Mayor Dahlia Loyola expressed her gratitude to the DAP for organizing the event, which helped the livelihood projects of PDAO’s Kilusang Kabalik ng mga Kapansanan para sa Kinabukasan Program (4K) by assisting in their bag production and paper mache making.

This corporate social responsibility activity, led by the DAP’s Sustainable Human Development Program, had two objectives: to minimize waste through paper recycling; and to give back to persons with disabilities (PWDs) in the Municipality

of Carmona. The DAP personnel also donated clothes to children with disabilities and extended a helping hand during the actual implementation of PDAO's livelihood projects.

Further, living up to DAP's vision of providing innovative, effective and responsive solutions to development challenges, the DAP personnel generously shared with the parents of PWDs how to recycle plastic wastes into "ecobricks." The short session on making "ecobricks" strengthened the DAP's advocacy on upcycling plastics and using them into construction materials. It also advocated the proper segregation and recycling of waste materials to contribute to protecting the environment.

Environmental Stewardship

The DAP also aspires to minimize its impact on the environment by initiating opportunities to reduce consumption of energy, water and other natural resources. It recognizes the need to provide a conducive learning environment and a world-class facility that contributes to sustainable improvements through the adoption of green initiatives and approaches. Below were some of the relevant projects undertaken in 2018:

a. Shift to LED Lighting and Building Management System

The energy conservation project for the DAP Pasig Building's lighting system replaced 1,048 sets of 36-watt fluorescent lamps with 16-watt LED T8 tube lights to reduce energy consumption. The lighting system in DAP Pasig has also been linked to a building management system network which is programmed (shut-on and off) at a given time of the day whenever desired for the purpose of attaining time-sensitive facility operation. This system contributed to the optimum use of energy in the lighting system.

The shift to LED T8 tube lights also produced the following benefits: (a) reduced carbon emission (LED technology is known to promote the use of very minimal amount of carbon as compared to fluorescent tubes and incandescent bulbs), and (b) elimination of hazardous materials, such as toxic mercury-based components in fluorescent tubes. Further, the LED T8 tube lights have significantly reduced the heat emitted from the existing fluorescent tubes which have lessened the time and energy required to cool down temperatures at the workplace.

Overall, savings of 48.2 percent in kilowatt-hour was attained from the comparative annual lighting consumptions of CY 2017 and 2018.

b. Transition from Centralized Air Conditioning System to Inverter-Type, Individualized Air Conditioning System

In 2016, a technical study revealed that a projected increase of energy consumption in the next five years (2016-2020) is inevitable due to continued use of obsolete, inefficient, ozone-depleting hydro-chlorofluorocarbon-based central air conditioning system. Based on this study, the DAP adopted the use

of an alternative air conditioning system that projects high operating performance at a low operating cost.

The project of installing alternative air conditioning system was completed in December 2017 with the installation of 96 units inverter-type air conditioners in the seven floor areas of DAP Pasig Building. Overall, savings of 64.6 percent in kilowatt-hour was achieved from the comparative annual air conditioner consumptions of 2017 and 2018.

This project also produced the following operational and environmental impacts: (a) personalized, adjustable comfort cooling for staff with differing cooling requirements; (b) eliminating the need for air handling unit machine rooms and large ducting system to maximize the building space and an on-site trained operator for a centralized air conditioner facility; (c) use of an environment-friendly refrigerant to replace ozone-depleting substance (Refrigerant 22); and, (d) complete elimination of vibration and noise in the building brought about by the compressors of the central air conditioning system.

In summary, in terms of kilowatt-hour consumption for lighting and air conditioning, the DAP had a total savings of 38.8 percent, which is equivalent to PhP 3,279,688.25.

Manpower Support

Competency-Based Human Resource Management System

In 2018, the DAP strived to fast-track the conduct of Competency Person Profiling to determine the gaps and formulate development interventions. A total of 330 personnel underwent the competency self-assessment. Out of 330, 306 personnel have validated the assessment of their immediate supervisors. Results revealed that there were 64 staff with identified gaps. Out of 64, 38 (59%) were given relevant learning interventions to address their competency gaps, while nine (14%) were given relevant learning interventions to enhance their existing competencies.

Staff Development

Some 568 (92%) out of 620 personnel were provided at least one relevant learning intervention in 2018. Table 5 shows that majority of the personnel from the Program Operations Group, GSPDM and Support Group attended the technical training programs.

Table 5. Training Programs for DAP Personnel

Training Program Category	Number of Programs				
	Local	Foreign	In-house	Total	
Managerial/Supervisory	5	3	0	8	4.90%
Technical	70	19	29	118	72.80%
Finance/Admin	8	0	2	10	6.20%
Others/Special Programs	10	2	14	26	16%
Percentage	93	24	45	162	100%
	57.40%	14.80%	27.80%		

Gender and Development

To ensure that the Gender and Development (GAD) Focal Point System covers all important aspects in the preparation of the agency GAD Plan and Budget, an organizational assessment was conducted using the Gender Mainstreaming and Evaluation Framework (GMEF) Tool required by the Philippine Commission on Women (PCW). Assessment results revealed that DAP is still at the 'Foundation Formation Level' relative to its process of integrating GAD in all aspects: policy, people, enabling mechanisms and programs/activities/projects.

The registration to the Gender Mainstreaming Monitoring System (GMMS) was also done and the DAP GAD Accomplishment Report for FY 2018 was submitted to the PCW as required under Section 8.2 of the PCW, NEDA and DBM Joint Circular No. 2012-01.

Pending the institutionalization of GAD Plans, the following GAD programs and activities were instead undertaken:

- Conduct of Consensus and Validation Meeting for select representatives who responded to the organizational assessment using the GMEF tool Gender Profiling Survey
- Capacity building for GFPS and HR of organization (*participation to various GAD fora, training programs and seminars*)
- Launch of the 18-day campaign to 'End Violence Against Women' with the theme "VAW-Free Community Starts with Me"
- Provision of the special leave benefit for women who underwent surgery for gynecological disorders

The total GAD expenditure for organization-focused activities amounted to PhP 973,678.63.

FINANCIAL HIGHLIGHTS

DETAILED STATEMENT OF FINANCIAL PERFORMANCE

For the year ended December 31, 2018
(in Philippine Peso)

REVENUE	
Service and Business Income	
Service Income	
Consultancy Fees	272,866,631
Other Service Income	
Total Service Income	<u>272,866,631</u>
Business Income	
Rent/Lease Income	22,721,128
Income from Hostels/Dormitories and Other Like Facilities	63,922,686
Other Business Income - Miscellaneous	3,091,827
Interest Income	9,434,976
Total Business Income	<u>99,170,617</u>
Total Service and Business Income	<u>372,037,248</u>
CURRENT OPERATING EXPENSES	
Personal Services	
Salaries and Wages	
Salaries and Wages – Regular	48,357,977
Salaries and Wages – Co-Terminous	84,521,122
Total Salaries and Wages	<u>132,879,099</u>
Other Compensation	
Personnel Economic Relief Allowance (PERA)	7,487,603
Representation Allowance (RA)	4,270,875
Transportation Allowance (TA)	3,320,743
Clothing and Uniform Allowance	1,866,000
Honoraria	449,946
Longevity Pay	135,000
Overtime and Night Pay	383,244
Year-end Bonus	11,093,631
Cash Gift	1,558,500
Midyear Bonus	10,958,471
Other Bonuses and Allowances	9,301,395
Total Other Compensation	<u>50,825,408</u>
Personnel Benefits Contributions	
Retirement and Life Insurance Premiums	16,000,271
Pag-IBIG Contributions	376,700
PhilHealth Contributions	1,435,009
Employees Compensation Insurance Premiums	376,349
Total Personnel Benefits Contributions	<u>18,188,329</u>
Other Personnel Benefits	
Terminal Leave Benefits	17,718,858
Other Personnel Benefits	9,545,654
Total Other Personnel Benefits	<u>27,264,510</u>
Total Personal Services	<u>229,157,346</u>

Maintenance and Other Operating Expenses	
Traveling Expenses	
Traveling Expenses-Local	7,260,423
Traveling Expenses-Foreign	18,364,669
Total Traveling Expenses	<u>25,625,092</u>
Training and Scholarship Expenses	
Training Expenses	1,205,856
Scholarship Grants/Expenses	1,247,109
Total Training and Scholarship Expenses	<u>2,452,965</u>
Supplies and Materials Expenses	
Office Supplies Expense	9,125,717
Food Supplies Expenses	22,823,811
Drugs and Medicines Expenses	95,161
Medical, Dental, and Laboratory Expenses	27,461
Fuel, Oil, and Lubricants Expenses	2,730,195
Semi-Expendable Machinery and Equipment Expenses	1,156,574
Semi-Expendable Furniture, Fixtures and Books Expenses	785,362
Other Supplies and Materials Expenses	7,354,844
Total Supplies and Materials Expenses	<u>44,099,125</u>
Utility Expenses	
Water Expenses	497,190
Electricity Expenses	12,253,901
Other Utility Expenses	975,732
Total Utility Expenses	<u>13,726,823</u>
Communication expenses	
Postage and Courier Services	340,856
Telephone Expenses	4,739,173
Internet Subscription Expenses	2,624,998
Cable, Satellite, Telegraph and Radio Expenses	295,740
Total Communication expenses	<u>8,000,767</u>
Confidential, Intelligence and Extraordinary Expenses	
Extraordinary and Miscellaneous Expenses	196,346
Total Confidential, Intelligence and Extraordinary Expenses	<u>196,346</u>
Professional Services	
Legal Services	413,793
Auditing Services	3,992,833
Consultancy Services	68,821,021
Other Professional Services	48,461,752
Total Professional Services	<u>121,689,399</u>
General Services	
Environment/Sanitary Services	269,238
Janitorial Services	1,002,532
Security Services	7,946,013
Other General Services	6,204,773
Total General Services	<u>15,422,556</u>
Repairs and Maintenance	
Repairs and Maintenance- Land Improvement	
Repairs and Maintenance-Buildings and Other Structures	2,782,010
Repairs and Maintenance-Machinery and Equipment	235,158
Repairs and Maintenance-Transportation Equipment	1,364,858
Repairs and Maintenance-Furniture and Fixture	21,749
Total Repairs and Maintenance	<u>4,403,775</u>

Taxes, Insurance, Premiums and Other Fees	
Taxes, Duties and Licenses	495,432
Fidelity Bond Premiums	152,534
Insurance Expenses	1,770,283
Total Taxes, Insurance, Premiums and Other Fees	2,418,249
Labor and Wages	
Labor and Wages	3,722,636
Other Maintenance and Operating Expenses	
Advertising, Promotional and Marketing Expenses	65,028
Printing and Publication Expenses	829,913
Representation Expenses	45,975,401
Transportation and Delivery Expenses	70,800
Rent/Lease Expenses	5,675,346
Membership Dues and Contributions to Organizations	27,886
Subscription Expenses	425,376
Donations	5,000
Litigation/Acquired Assets Expenses	
Directors and Committee Member's Fees	
Documentary Stamps Expenses	
Legal Defense Expense	
Other Maintenance and Operating Expenses	32,021,802
Total Other Maintenance and Operating Expenses	85,096,552
Total Maintenance and Other Operating Expenses	326,854,285
Financial Expenses	
Financial Expenses	
Interest Expenses	
Bank Charges	50,826
Other Financial Charges	646
Financial Expenses	51,472
Non-Cash Expenses	
Depreciation	
Depreciation-Investment Property	
Depreciation-Buildings and Other Structures	13,754,067
Depreciation-Machinery and Equipment	7,826,711
Depreciation-Transportation Equipment	2,691,429
Depreciation-Furniture, Fixtures and Books	2,951,301
Total Depreciation	27,223,508
Impairment Loss	
Impairment Loss-Loans and Receivables	61,927
Total Impairment Loss	61,927
Total Non- Cash Expenses	27,285,435
Total Current Operating Expenses	583,348,538
Surplus/(Deficit) from Current Operations	(211,311,290)

Other Non-Operating Income	
Gains	
Gain on Foreign Exchange (FOREX)	498,421
Gain on Sales of Property, Plant, and Equipment	
Total Gains	<u>498,421</u>
Losses	
Loss on Foreign Exchange (FOREX)	6,709
Loss on Sale of Property, Plant, and Equipment	638,145
Total Losses	<u>644,854</u>
Total Other Non-Operating Income	(146,433)
Surplus/(Deficit) from Current Operations	(211,457,723)
Assistance/Subsidy/(Financial Assistance/Subsidy/Contribution)	
Assistance/Subsidy	
Subsidy from National Government	271,231,364
Subsidy from Other National Government Agencies	10,048,000
Total Assistance/Subsidy	<u>281,279,364</u>
Net Surplus/(Deficit) for the Period	<u>69,821,641</u>

STATEMENT OF FINANCIAL POSITION
As of December 31, 2018
(in Philippine Peso)

	Notes	2018	2017 (Restated)	01 January 2017 (Restated)
ASSETS				
Current Assets				
Cash and Cash Equivalents	8	631,522,243	63,911,378	241,191,211
Financial Assets	9	49,499,808	365,329,383	
Receivables, net	10	232,105,699	211,118,180	186,169,252
Inventories	11	3,899,348	4,434,355	4,278,104
Other Current Assets	13.1/13.2	18,870,540	20,488,755	25,524,016
Total Current Assets		935,897,638	665,282,051	457,162,583
Non-Current Assets				
Financial Assets	9	175,007,000	165,007,000	140,007,000
Property Plant and Equipment, net	12	171,490,278	210,569,994	179,002,831
Other Non-Current Assets	13.3	28,347,750	30,331,342	21,539,709
Total Non-Current Assets		374,845,028	405,908,336	340,549,540
TOTAL ASSETS		1,310,742,666	1,071,190,387	797,712,123
LIABILITIES				
Current Liabilities				
Accounts Payables	14	150,236,293	181,709,993	151,362,345
Inter-Agency Payables	15	481,710,537	193,302,521	13,200,827
Trust Liabilities	16	22,275,945	34,303,641	39,016,388
Deferred Credits/Unearned Income	17	85,890,167	162,935,895	148,021,037
Total Current Liabilities		740,112,942	572,252,050	351,600,597
Non-Current Liabilities				
Deferred Credits	18	24,649,060	33,267,656	30,218,128
Provision for Leave Credits	19	69,555,038	60,946,980	51,633,960
Other Payables	20	11,073,925	9,193,642	9,814,361
Total Non-Current Liabilities		105,278,023	103,408,278	91,666,449
TOTAL LIABILITIES		845,390,965	675,660,328	443,267,046
NET ASSETS (TOTAL ASSETS LESS TOTAL LIABILITIES)		465,351,701	395,530,059	354,445,077
NET ASSETS/EQUITY				
Accumulated Surplus/Deficit		255,953,759	186,132,117	145,047,135
Government Equity		47,500,000	47,500,000	47,500,000
Contributed Capital		161,897,942	161,897,942	161,897,942
TOTAL NET ASSETS/EQUITY		465,351,701	395,530,059	354,445,077

STATEMENT OF CHANGES IN NET ASSETS/EQUITY
For the year ended December 31, 2018
(in Philippine Peso)

	Accumulated Surplus/(Deficit)	Government Equity	Contributed Capital	Total
BALANCE AT JANUARY 1, 2017	145,047,135	47,500,000	161,897,942	354,445,077
ADJUSTMENTS:				
Add/(Deduct):				
Changes in accounting policy				
Prior period errors				
Other adjustments	26,802,805			26,802,805
RESTATED BALANCE AT JANUARY 1, 2017	<u>171,849,940</u>	<u>47,500,000</u>	<u>161,897,942</u>	<u>381,247,882</u>
Changes in Net Assets/Equity for CY 2017				
Add/(Deduct):				
Surplus/(Deficit) for the period	14,282,178	-	-	14,282,178
Issuance of share capital				
Additional capital from National Government				
Changes in fair value of available-for-sale securities				
Other adjustments				
RESTATED BALANCE AT DECEMBER 31, 2017	<u>186,132,118</u>	<u>47,500,000</u>	<u>161,897,942</u>	<u>395,530,060</u>
Changes in Net Assets/Equity for CY 2018	186,132,118	47,500,000	161,897,942	395,530,060
Add/(Deduct):				
Surplus/(Deficit) for the period	69,821,641	-	-	69,821,641
Issuances of share capital				
Additional capital from National Government				
Changes in fair value of available-for-sale securities				
Other adjustments				
BALANCE AT DECEMBER 31, 2018	<u>255,953,759</u>	<u>47,500,000</u>	<u>161,897,942</u>	<u>465,351,701</u>

GOVERNANCE

MENARDO I. GUEVARRA

Chairman, Board of Trustees (First Quarter)
Senior Deputy Executive Secretary, Office of the President

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 (First Quarter)
Chairman, Board of Trustees (Third Quarter)
Chairperson, Civil Service Commission

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.

ATTY. MCJILL BRYANT T. FERNANDEZ

Vice Chairman, Board of Trustees
Deputy Executive Secretary for General Administration
Office of the President

Atty. McJill Bryant Fernandez, as Deputy Executive Secretary for General Administration (DESGA), assists the Executive Secretary in drafting and evaluating Presidential issuances as well as those concerns submitted to the President for approval. He likewise assists the Executive Secretary in handling policy and administrative concerns of various agencies in the Executive Department, and government-owned or controlled corporations.

Fernandez graduated cum laude from the University of the Philippines-Manila, with a Bachelor of the Arts degree, major in Political Science. Thereafter, he got his Juris Doctor degree with second honors from the Ateneo de Manila University. After successfully hurdling the 2008 Bar Examinations, he joined the Tolentino Corvera Macasaet and Reig Law Office where he was extensively immersed in the practice areas of litigation, corporate, and labor law.

In late 2012, Fernandez joined the Office of the President, particularly the Office of the Deputy Executive Secretary for Legal Affairs (ODESLA), and rose through the ranks from Attorney V, Director, to Assistant Secretary. At the ODESLA, he handled appealed cases from executive departments and agencies exercising quasi-judicial functions, and those administrative disciplinary cases of Presidential appointees and local chief executives. He also prepared legal memoranda and opinions for the President and the Executive Secretary.

Concurrent with his position as DESGA, Fernandez is the designated representative of the Office of the President and of the Executive Secretary in various interagency committees and oversight bodies such as the Development Budget Coordination Committee and the NEDA- Investment Coordination Committee, and in the governing boards of several other GOCCs such as the Laguna Lake Development Authority and the Philippine Center for Economic Development.

BENJAMIN E. DIOKNO

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

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 WYSWIG 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

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.

EMMANUEL F. PIÑOL

Trustee, Board of Trustees
Secretary, Department of Agriculture

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 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).

LEONOR M. BRIONES

Trustee, Board of Trustees
Secretary, Department of Education

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.

FRANCISCO T. DUQUE

Trustee, Board of Trustees
Secretary, Department of Health

Secretary Francisco T. Duque III, a doctor by profession, is the first returning health chief of the Department of Health since the reappointment of Health Secretary Paulino Garcia in the 1960s. He was also appointed by President Rodrigo Roa Duterte as Chairman of the Government Service Insurance System in February 2017. He also served as Chairman of the Civil Service Commission from 2010 to 2015.

Duque, who first served the agency from June 2005 to January 2010, spearheaded the agency's efforts on the national government's good governance that eventually led to consistent recognition as the number one government agency with regard to compliance to the requirements of the Integrity Development Action Plan by the Presidential Anti-Graft Commission. The DOH also earned high approval and satisfaction ratings from various social surveys in terms of overall performance during his five-year stewardship.

Duque was born on February 13, 1957 in Dagupan City, Pangasinan. He earned his Bachelor of Science degree at the University of Santo Tomas in 1978 and completed his medical degree at the same university in 1982. He finished his Master of Science at Georgetown University in 1987 where he also studied Immunology from 1985 to 1988. He also took a post-graduate course on Executive Education on Health Program Management at the Harvard School of Public Health and the Graduate School of Management in 1992.

JOHN R. CASTRICIONES

Trustee, Board of Trustees
Secretary, Department of Agrarian Reform

Secretary John R. Castriciones, who was born on January 8, 1962 in Bayombong, Nueva Vizcaya, graduated as *magna cum laude* with a bachelor's degree in political science at the Trinity University of Asia, formerly Trinity College and is a member of the Philippine Military Academy class of 1994 prior to studying law at the San Beda College of Law and Arellano Law School where he was a consistent Dean's Lister.

He also obtained a master's degree in comparative government and international law from the prestigious Notre Dame University in London Law Centre, United Kingdom after passing the bar exams in 1990. His master's thesis, "The Viability and Wisdom of Adopting the Jury System in the Philippines Legal System," earned him a Grade A, which was consequently published in the Arellano Policy Review.

Castriciones is also a professor of law and the social sciences. He taught subjects at Xavier School Greenhills for five years, several law subjects at the Arellano Law School for more than nine years, and lectured to police officers in Philippine Public Safety College. He is also a former MCLE lecturer for three years for subjects in International Law, Arbitration Law and Adoption Law, among others.

At present, Castriciones is the national president of the Mayor Rodrigo Roa Duterte National Executive Coordinating Committee, and founding senior partner of the Castriciones Legal Consultancy.

ROY A. CIMATU

Trustee, Board of Trustees

Secretary, Department of Environment and Natural Resources

Secretary Roy A. Cimatú is a retired Philippine Army general who succeeded Gina Lopez as DENR Secretary on May 3, 2017. Cimatú, who was born on July 4, 1946 in Bangui, Ilocos Norte of war veteran Fidel Cimatú 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.

Cimatú 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 Syyaf 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. Cimatú 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.

ERNESTO M. PERNIA

Trustee, Board of Trustees

Socioeconomic Planning Secretary and Director-General, National Economic and Development Authority

Secretary 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.

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.

ENGELBERT C. CARONAN, JR.

Trustee, Board of Trustees

President and Chief Executive Officer, Development Academy of the Philippines

Atty. Engelbert C. Caronan, Jr., who was born on December 2, 1972 in Tuguegarao City, has had extensive experience as an executive in government, having served as mayor of their hometown from 2014-2015, vice mayor of the same city from 2015-2016, and a three-term councilor of the city from 2004-2013 while having also served as provincial legal officer and an officer at the Public Attorney's Office before assuming those elective positions. He has also served as a professor of law at the Philippine Christian University, Arellano Law Foundation, University of Cagayan Valley and Cagayan State University.

Caronan is a law graduate of Arellano Law Foundation in 1998, and completed his political science degree at the Far Eastern University in 1993 before starting his law studies at San Beda College that same year. He finished his Masters in National Security Administration in 2017 at the National Defense College of the Philippines, completing his thesis entitled "A Grounded Theory Study of the Perceptions of Peace Practitioners on Interfaith Dialogue in Mindanao."

Caronan has served in various capacities as chairman of the City Advisory and Regional Public Safety Battalion Advisory Council of the Philippine National Police.

PROJECTS

CLIENT	PROJECT TITLE
ACDI/VOCA	Mindanao Productivity for Agricultural Commerce and Trade Final Evaluation
Agricultural Credit Policy Council	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Agricultural Credit Policy Council
Armed Forces of the Philippines	Master in Public Management Major in Development and Security Batch 10
	Master in Public Management major in Development and Security Batch 11
	Master in Public Management major in Development and Security Batch 12
Asian Productivity Organization	National Workshop on Development of Rural Tourism Networks and Clusters for Enhancing the Competitiveness of Small Enterprises
Bangko Sentral ng Pilipinas	Technical Assistance on Strategic Plan Formulation for the Bangko Sentral ng Pilipinas
Bases Conversion and Development Authority	Development of a Quality Management System Certifiable to ISO 9001:2008 for the Bases Conversion and Development Authority
Biodiversity Management Bureau	Course on Policy Development and Basic Monitoring and Evaluation for the Biodiversity Management Bureau
Bureau of Agricultural and Fisheries Engineering	Capability Development Assistance on Regulatory Impact Analysis for the Bureau of Agricultural and Fisheries Engineering
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 2017- Development and Certification of ISO 9001:2015 Quality Management System for the Bureau of Correction
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
Bureau of Immigration	Quality Management System Transition and Expansion to ISO 9001:2015 for the Bureau of Immigration
Bureau of Soils and Water Management	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Bureau of Soils and Water
CARD-MRI Development Institute, Inc.	CARD-MRI Development Institute, Inc.- Personal Efficacy and Leadership Remedial Readmission
	Master in Productivity & Quality Management major in Microfinance Batch 5
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 9001:2008 for the Cavite State University
Commission on Audit	Integrity Management Survey for the Commission on Audit
Cultural Center of the Philippines	Development of a Quality Management System Certifiable to ISO 9001:2008 for the Cultural Center of the Philippines
DBP Leasing Corporation	Competency Modelling and Position Profiling: Technical Facilitation for DBP Leasing Corporation
Department of Agriculture	End-of-Program Assessment for the National Organic Agriculture
Department of Budget and Management	GQMP 2017- Government Quality Management Program Advocacy and Capability Building Projects for 2018
Department of Education	Intensified Abot Alam Program (IAAP)
Department of Education-Region VII	Training on Strategic Planning for the Department of Education-Region VII
Department of Energy	A Technical Assistance of the DAP in the Implementation of Market Transformation Through Introduction of Energy, Efficient Electric Vehicles (e-Trike) Project

	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	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Department of Environment and Natural Resources Participatory Program/Project Development and Management Training
Department of Finance	Climate Finance MRV Capacity Post-Compact Monitoring and Evaluation
Department of Finance and Department of Environment and Natural Resources	Conduct of an Objective, Fact-finding and Science-based Review of the Performance of the Existing Mining Operations
Department of Foreign Affairs	GQMP 2017- Quality Management System Transition and Expansion to ISO 9001:2015 for the Department of Foreign Affairs Training Course for Managers and Supervisors in the Public Sector (5Ps) for the Department of Foreign Affairs
Department of Health	City Leadership and Governance Program (CLGP) Leadership Retreat and Colloquium for NAPC-funded cities 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 8 Phase II City Leadership and Governance Program for DOH-Region IVA, Phase II City Leadership and Governance Program for DOH-Region X (Iligan City) Evaluation of Two DOH RO MIMAROPA Projects Master in Public Management major in Health System Development Batch 8 Master in Public Management Major in Health Systems and Development Batch 9 Master in Public Management Major in Health Systems and Development Regular (Batch 1) Master in Public Management major in Health Systems and Development Regular Batch 3 Municipal Leadership and Governance Program Central Luzon - Cycle 2 Batch 1 Municipal Leadership and Governance Program Cycle 2-Central Luzon Batch 1 Module 2 Municipal Leadership and Governance Program MIMAROPA Batch 1 Cycle 2 Municipal Leadership and Governance Program MIMAROPA-Cycle 2 Batch 1 2018
Department of Public Works and Highways	Workshop on QMS Documents Enhancement for the Department of Public Works and Highways
Department of Science and Technology	Course on Monitoring and Evaluation for DOST-Planning and Evaluation Service
Department of Science and Technology - NCR	Technical Assistance on the Formulation of DOST-NCR Strategic Plan
Department of Science and Technology - Region 2	Competency Framework Development Course for the DOST - Regional Offices
Department of Science and Technology - Region 2	Course on Basic Project Management for the Department of Science and Technology (DOST) - Regional Office 02
Department of Trade and Industry	Formulating the Construction Industry Roadmap for 2018-2022
Department of Transportation	Gender Profiling of the Land Transport Sector of the Department of Transportation
DOH-Central Luzon	Municipal Leadership and Governance Program (Cycle 2) Central Luzon-Batch 1 Module 3
Eastern Samar State University	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Eastern Samar State University
Food and Drug Administration	Training on Basic M&E for FDA
Food and Drug Administration - Center for Device Regulation, Radiation Health, and Research	Phase I: Capability Development Assistance on Regulatory Impact Analysis for the Food and Drug Administration - Center for Device Regulation, Radiation Health, and Research
Food Terminal Incorporated	FTI 2.0 Reinvented

	Orientation-Seminar on Public Corporate Governance and Workshop on Strategic Planning for Food Terminal, Inc.
Forest Management Bureau	Training on Basic Policy Process for Forest Management Bureau
GAA-National Government	Capability Program for Technical Legislative Staff
	Center of Excellence on Public Sector Productivity 2018
	GQMP: Transforming Public Service Delivery Through 5S: A "Malasakit" Program for the Government
	Harmonization of National Government Performance, Monitorig, Information System
	Modernizing Government Regulations Program-Industry Regulatory Review/Part 2
	Public Management Development Program
	Support to the projects and programs of the Productivity Development Center
Governance Commission for Government-owned and Controlled Corporations	Technical Guidance on Quality Management System Transition to ISO 9001:2015 Standard for the Governance Commission for GOCCs
Home Development Mutual Fund	Member Satisfaction Survey and Development of Service Quality Standards for the PagIBIG Fund
	Member Satisfaction Survey and Development of Service Quality Standards for the PagIBIG Fund
Humanitarian Leadership Academy	Humanitarian Governance Training for Local Decision Makers
Inter-Country Adoption Board	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Inter-Country Adoption Board
Intramuros Administration	Development of QMS Certifiable to ISO 9001:2015 for the Intramuros Administration
Japan International Cooperation Agency	Consulting Services for the Knowledge Co-Creation Programme of the "Revenue Enhancement Assistance in ARMM LGUs (REAL)" Sub-Project
	Prototyping and Pilot-Testing of a Module on Phronetic Leadership in the PMDP
Laguna Lake Development Authority	2018 Customer Satisfaction Survey for the Laguna Lake Development Authority
Land Bank of the Philippines Insurance Brokerage, Inc	2018 Land Bank of the Philippines Insurance Brokerage Inc. Customer Satisfaction Survey
Land Registration Authority	Technical Assistance for Strategic Planning of the Land Registration Authority
	Technical Guidance on QMS Transition to ISO 9001:2015 Standards for the LRA
LBP Leasing and Finance Corporation	Development of a Quality Management System Certifiable to ISO 9001:2015 for the LBP Leasing and Finance Corporation
LGUs	Development of A Quality Management System Certifiable to ISO 9001:2008 for the LGU Bacnotan
	Seminar-Workshop on Tourism Development Planning for LGUS
	Seminar-Workshop on Updating the Local Revenue Code
	Basic Course on Project Monitoring and Evaluation for LGUs
	Introductory Course on Public-Private Partnership for LGUs
	Preparation of the City Tourism Development Master Plan
	Sangguniang Kabataan (SK) Mandatory Training for Mandaluyong City
Light Rail Transit Authority	GQMP 2017- Development of a Quality Management System Certifiable to ISO 9001:2015 for the Light Rail Transit Authority
Local Water Utilities Administration	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Local Water Utilities Administration (LWUA)
Mabalacat City Water District	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Mabalacat City Water District
Makati City	Executive Program for Smart City Initiatives
Maritime Industry Authority	TA for the Test Construction and Validation of the Maritime Industry Authority
Metals Industry Research and Development Center	Organizational Development: Enhanced Readiness for Tomorrow's Challenge
Metropolitan Manila Development Authority	GQMP 2017- Development and Certification of ISO 9001:2015 Quality Management System for the Metropolitan Manila Development Authority

Mindanao Economic Development Council	Development of a Quality Management System (QMS) Certifiable to ISO 9001:2015 for the MinDA
Muntinlupa City Government	Basic Course on Child Rights-Responsive Governance
National Commission for Culture and the Arts	Development of A Quality Management System Certifiable to ISO 9001:2008 for the National Commission for Culture and the Arts
National Convergence Initiative - DAR, DENR, DA	Master in Public Management major in Rural Development Batch 3
	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 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 Irrigation Administration	Creating the Competency Models and Position Profiles: Technical Facilitation for the National Irrigation Administration (NIA Competency Framework)
	Technical Guidance on Transition and Expansion of the Certified Quality Management System to ISO 9001:2015 Standards for the National Irrigation Administration
National Library of the Philippines	Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Library of the Philippines
National Mapping and Resource Information Authority	Technical Guidance on Quality Management Systems (QMS) Certifiable to ISO 9001:2015 for the National Mapping and Resource Information Authority
National Power Corporation	Public Service Ethics and Accountability Seminar-Workshop for the National Power Corporation
National Reintegration Center for OFWs and Overseas Workers Welfare Administration	Seminar-Workshop on Developing Monitoring and Evaluation Tools for NRCO and OWWA
National Tax and Research Center	GQMP 2017 - Development and Certification of ISO 9001:2015 Quality Management System for the National Tax Research Center
National Tobacco Administration	Capacity Building Activities on QMS Certifiable for the National Tobacco Administration
National Transmission Corporation	2018 Customer Satisfaction Survey for TRANSCO
	Customer Satisfaction Survey for National Transmission Corporation
National Water Resources Board	Development of A Quality Management System Certifiable to ISO 9001:2008 for the National Water Resources Board
NGAs and GOCCs	Course on Basic Monitoring and Evaluation Batch 6
	Course on Basic Policy Process-2018 (Batch 2)
	Course on Basic Project Management -Batch 2
	Course on the Basic Policy Process
	Training on Basic Risk Management
	Training on Strategic Planning - Batch 2
Nonviolent Peaceforce Philippines	Monitoring, Evaluation, Accountability and Learning (MEAL) Training for Mindanao Local NGOs
North Luzon Philippines State College	Development of Quality Management System ISO 9001:2015 for the North Luzon Philippines State College
OEOs - Commission on Higher Education	Executive Doctorate Leadership (EDEL) Batch II
Office for Transportation Security	GQMP 2017 -Development of a Quality Management System Certifiable to ISO 9001:2015 for the Office for Transportation Security
Palawan Council for Sustainable Development Staff	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Palawan Council for Sustainable Development Staff
Parole and Probation Administration	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Parole and Probation Administration

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 Army - Research and Development Center	Development of a Quality Management System (QMS) Certifiable to ISO 9001:2015 for the Philippine Army Research and Development Office
Philippine Charity Sweepstakes Office	Research on Service Quality of the Philippine Charity Sweepstakes Office
Philippine Commission on Women	Technical Guidance on the Implementation of a QMS Certifiable to ISO 9001:2015 for the PCW
Philippine Council for Agriculture and Fisheries	Enhancing Regulatory Management in Agriculture and Fisheries: A Benchmarking Study
	Research on the Implication of the Bangsamoro Organic Law on the Agriculture Sector
	Research on the Implication of the Bangsamoro Organic Law on the Fisheries Sector
Philippine Council for Industry, Energy and Emerging Technology Research and Development	Impact Assessment of the Department of Science and Technology's Small Enterprise Technology Upgrading Program
Philippine Crop Insurance Corporation	Philippine Crop Insurance Corporation- Customer Satisfaction Survey for the PCIC
	Stakeholder Satisfaction Survey for the Philippine Crop Insurance Corporation
	TA on the Development of the PCIC
Philippine Fiber Industry Development Authority	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Philippine Fiber Industry Development Authority
	Training on Basic Monitoring and Evaluation for PhilFIDA
	2018 Customer Satisfaction Survey and Development of Service Quality Standards for the PFDA
	2018 Customer Satisfaction Survey and Development of Service Quality
Philippine Health Insurance Corporation	GQMP 2017- Quality Management System Transition and Expansion to ISO 9001:2015 for the Phil Health Insurance Corporation
Philippine Institute of Volcanology and Seismology	Technical Guidance on Quality Management Transition to ISO 9001:2015 for the Philippine Institute of Volcanology and Seismology
Philippine Marine Corps	Certificate Course in Management Analysis
Philippine National Oil Company Exploration Corporation	Technical Guidance on Quality Management System Transition to ISO 9001:2015 Standard for the National Oil Company Exploration Corporation
Philippine National Police	ISO 9001:2015 Quality Management System Expansion
Philippine National Railways	GQMP 2017- Development of a Quality Management System Certifiable to ISO 9001:2015 and ISO /IEC 17020:2012 Specific to the Philippine National Railways
Philippine Ports Authority	2017 Port Users' Annual Satisfaction Survey (PASS)
	2018 Port Users Annual Satisfaction Survey (PASS)
Philippine Public Safety College	Master in Public Management Major in Development and Security for PPSC Batch 5
	Master in Public Management Major in Development and Security for PPSC Batch 6
Philippine Reclamation Authority	Competency Modelling and Position Profiling Technical Facilitation for Philippine Reclamation Authority
	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Philippine Reclamation Authority
	Philippine Reclamation Authority Stakeholder/Customer Satisfaction Survey: Establishing the Baseline
Philippine Sports Commission	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Philippine Sports Commission
Philippine Statistics Authority	ISO 9001:2015 Quality Management System Scope Expansion for the Philippine Statistics Authority Phase i

Presidential Commission on Good Government	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Presidential Commission on Good Government
Provincial Government of Apayao	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Provincial Government of Apayao
Public and Private	Basic and Advanced Productivity and Quality (P&Q) Tools and Techniques and Total Factor Productivity Measurement
	Competency Framework Development Course for the Public Sector
	Course on Basic Monitoring and Evaluation Batch 5
	Monitoring, Evaluation, Accountability and Learning (MEAL) Training for Mindanao Local NGOs
	PQA Application Development Course
	Quality Management System(QMS) and Other ISO Standards
	Training Course on Bridging Leadership
	Training Workshop on Risk Management
	Public Sector
Training Course for Managers and Supervisors in the Public Sector (5Ps) Batch 8	
Training Course for Managers and Supervisors in the Public Sector (5Ps) for DOST-Regional Offices (5Ps-DOST)	
Training Course for Managers and Supervisors in the Public Sector Batch 7	
Training Course in Learning Experience Design and Presentation Skills for the Public Sector	
Training Course in Technical Writing for the Public Sector (Write Right!)- Batch 2	
Training on Strategic Planning Batch 1	
Course on Advanced Monitoring and Evaluation	
Master in Public Management (Remedial Readmission)	
Quezon City Government	Development of Quality Management System ISO 9001:2015 for the Quezon City Government
Social Housing Finance Corporation	Technical Guidance on Quality Management Systems (QMS) Transition to ISO 9001:2015 Standard Social Housing Finance Corporation
Southern Philippines Development Authority	Training Course on Leadership and Management
Tanay Water District	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Tanay Water District
Tariff Commission	Development of A Quality Management System Certifiable to ISO 9001:2008 for the Tariff Commission
Technical Education and Skills Development Authority	Development of a Knowledge Management System for TESDA
United Nations Children's Fund	Study on the Situation of Children With Disabilities in the Philippines
United Nations Office for Project Services	Training-Workshop on Operations, Expenditures and Procurement Programming for the Department of Justice
University of Eastern Philippines	Development of a Quality Management System Certifiable to ISO 9001:2015 for the University of Eastern Philippines
Zamboanga City Special Economic Zone Authority	Development of A Quality Management System Certifiable to ISO 9001:2008 for Zamboanga City Special Economic Zone Authority
Zuellig Family Foundation	City Leadership and Governance Program (CLGP) Leadership Retreat and Colloquium for Iligan City

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