

## Strategic Initiative 1

**NAME OF PROGRAM:** National Government Career Executive Service Development Program (NGCESDP) – Public Management and Development Program (PMDP)

I. **PROGRAM TEAM HEAD:** Lead: Ms. Nanette C. Caparros  
Managing Director, PMDP

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

- Develop a keen appreciation of the vital role government executives play in the overall development process;
- Produce competent government leaders committed to the welfare of their constituents and the country's progress;
- Foster a spirit of kinship, mutual support and harmony among government leaders working for the common goal of a good life for all;
- Deepen the bench of successors to the incumbent government office executives to ensure smooth transition in case of promotions or vacancies; and
- Enhance the image of the Philippines government as an institution imbued with professionalism, integrity and honesty.

PMDP has two classes: the Middle Managers Class (MMC) and the Senior Executives Class (SEC), and is built around the three learning areas of Governance and Development, Strategic Public Management, and Public Efficacy and Leadership. The MMC is designed to have an 83-day residential training at the DAP Conference Center in Tagaytay and an 11-day learning-and-teaching sensing journey in a rural community. A Re-Entry Project from each participant is required for implementation upon their return to their agencies/cluster. On the other hand, the SEC has a 34-day residential training and a 5-day Sensing Journey, and a 5-day foreign study mission. A Capstone Paper, which can be a policy proposal or a management case, is required from each participant.

For FY **2020**, the Local Government Managers Class (LGMC) will be initiated to expand the program coverage. The LGMC is an intensive program that provides comprehensive and multi-modal learning opportunities for managers in local governments. It is offered to high performing, high potential functional department heads of the provincial, city or municipal governments holding a permanent position with SG 24 and above and who are no more than fifty (50) years of age.

Under this track, scholars take the modules at the DAP Conference Center for two weeks a month for three months. Upon completion of all the modules, scholars are also provided the opportunity to further enhance technical and managerial competencies through their shadowing experience with key national agencies involved in development planning and administration, public finance and budgeting, public policy making, among others. These learning activities including the conceptualization and panel defense of a Capstone Paper are to be completed for a period of six months.

<b>III. PROGRAM MILESTONES:</b>				
<b>ACTIVITIES</b>	<b>TIMELINE</b>		<b>BUDGET</b>	<b>FUNDING SOURCE</b>
	<b>START</b>	<b>END</b>		
<b>A. PROMOTIONS AND RECRUITMENT</b> <ul style="list-style-type: none"> <li>Promotions and recruitment will be done year round and will target both the agencies and the desired participants. This will be done with a combination of widespread direct mail, press releases through the traditional press as well as websites, personal calls to decision makers and events marketing.</li> </ul>	2020	2022	Based on approved NEP from DBM	GAA
<b>B. PROGRAM IMPLEMENTATION AND MONITORING</b> <ul style="list-style-type: none"> <li>Close monitoring of particular performance will be undertaken to address difficulties, ensure compliance with training requirements and attain 100% graduation from the program.</li> <li>Regular evaluation of course content and delivery will be done towards continuous enhancement of the curriculum and training design</li> <li>Faculty performance and program management will be closely scrutinized to ensure effective and efficient program delivery.</li> </ul>	2020	2022	Based on approved NEP from DBM	GAA
<b>TOTAL</b>			<i>(see approved NEP)</i>	

**IV. MEASURES AFFECTED:**

- Completion rate (number of PMDP graduates over total number of students per class)
- Percentage of Capstone Project Plans (CPPs) Accepted
- Budget utilization rate

Noted by:



**ALAN S. CAJES**  
Compliance Officer

## Strategic Initiative 2

**NAME OF PROGRAM:** Government Quality Management Program (GQMP)

- I. **PROGRAM TEAM HEAD:** Lead: VP Arnel D. Abanto, Managing Director, PDC
- II. **PROGRAM DESCRIPTION:** Government agencies could attest to the significant benefits gained from adopting and earning certification for the ISO 9001 Quality Management System. ISO 9001-certified agencies have demonstrated conformance to the ISO 9001 international standards that generally require clearly defined quality policy, objectives and plans, and established operative controls for effective and efficient operations and for ensuring enhancement of client satisfaction. Thus, there is a continuing increase in the number of international certifications received by the public sector since 2006.

Moreover, with the recent issuance of the Republic Act No. 10322, Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which seeks to solve the perennial problem of bureaucratic red tape in the country, the GQMP has leveled up its quality improvement initiatives by focusing on enhancing citizen satisfaction. With the Program's vision, "improved citizen satisfaction driven by government-wide quality improvement," it shall continually concentrate on improving the frontline services of the government to ensure that Filipino citizens will greatly benefit in the process and system improvement initiatives. Thus, reduction on the citizens' transaction steps, waiting time, and transaction cost shall be the core of its objectives.

The program aims to:

1. Increase the number of agencies with Quality Management System certified to ISO 9001:2015 Standards
2. Streamline processes of frontline services
3. Establish and promote implementation of service quality standards
4. Improve the workplace quality and organization of the national government agencies
5. Develop and promote innovations in public service delivery
6. Strengthen capacities of government agencies in adopting quality improvement approaches

The GQMP has been running since 2006 and to date, about 415 out of 2,783 agencies have attained ISO 9001 certification. With the GQMP's vision to ensure Filipinos are more satisfied with the public services driven by government-wide quality improvement, and its mission of building capacities in fostering quality across public sector organizations, the GQMP is directed to accelerate and broaden the adoption of Quality Management System down to the local level through the establishment of QMS in local government units. Thus the Development Academy of the Philippines, as the lead in the Advocacy and Capability-Building of the Government Quality Management Committee and as the National Productivity Organization, is proposing the Expansion of the Government Quality Management Program: Establishing ISO 9001:2015 Quality Management System in the Local Government Units.

E.O. No. 605 specifically encourages local government units (LGUs) to establish ISO-QMS and pursue certification. Data as of December 2017 shows that there are only about 34 LGUs, composed of provincial, city and municipal governments, as well as, their locally operated SUCS, hospitals, and other entities, with established QMS and earned the ISO 9001 certification. With the proposed expansion of the GQMP, a greater number of LGUs shall enhance the delivery of public services and transform their current management systems to an ISO 9001:2015-aligned QMS to better satisfy the transacting public and create an enabling environment for the business sector to grow and develop.

<b>III. PROGRAM MILESTONES:</b>				
<b>ACTIVITIES</b>	<b>TIMELINE</b>		<b>BUDGET</b>	<b>FUNDING SOURCE</b>
	<b>START</b>	<b>END</b>		
1. Strengthening and Expanding the Government Quality Management Systems for various government agencies	2020	2022	Based on approved NEP from DBM	GAA
2. Institutionalizing 5S Good Housekeeping Program	2020	2022		
3. Promoting Public Sector Productivity and Quality Improvement	2020	2022		
4. Public Sector Innovation Laboratory	2020	2022		
5. Promoting the Public Sector Productivity and Quality Improvement	2020	2022		
6. GQMP Expansion: Establishing ISO 9001:2015 QMS in the Local Governments	2020	2022		
<b>TOTAL</b>			<i>(see approved NEP)</i>	

**IV. MEASURES AFFECTED:**

- Percentage of client government agencies assisted on QMS with ISO 9001 certifiable QMS

Noted by:

  
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**ALAN S. CAJES**  
 Compliance Officer

## Strategic Initiative 3

**NAME OF PROGRAM: Modernizing Government Regulations (MGR) Program**

**I. PROGRAM TEAM HEAD:** Mr. Arnel A. Abanto VP/Managing Director, Managing Director, PDC

**II. PROGRAM DESCRIPTION:** Studies conducted by the Organization of Economic Cooperation and Development (OECD) show that, “poor quality regulation increases compliance costs for business and other groups, leads to unnecessary complexity and associated uncertainty as to regulatory obligations and reduces the ability of government to achieve its objectives.”

The MGR Program aims to examine the existing regulatory environments affecting the priority industries, to determine how they affect the growth and operations of businesses in these industries, and develop proposals that would make those regulations more relevant and coherent.

Specifically, the Program aims to contribute to the national government efforts to improve the ease of doing business in the country by:

1. Reviewing regulations governing the priority industries and coming up with actionable recommendations on how to improve the industry regulatory environment;
2. Facilitating exchange of ideas and recommendations from key stakeholders of the priority industries;
3. Enhancing the capability of regulatory agencies to develop smart regulations through regular capacity building; and
4. Improving the effectiveness of regulations by introducing Regulatory Management System (RMS)

<b>III. PROGRAM MILESTONES:</b>				
<b>ACTIVITIES</b>	<b>TIMELINE</b>		<b>BUDGET</b>	<b>FUNDING SOURCE</b>
	<b>START</b>	<b>END</b>		
1. Program and Regulatory Management Information System	2020	2022	Based on approved NEP from DBM	
2. Industry Regulatory Review	2020	2022		
3. Capability Building	2020	2022		
4. Advocacy and Public Consultation	2020	2022		
<b>TOTAL</b>			<i>(see approved NEP)</i>	

- IV. MEASURE AFFECTED:**
- Number of researchers and studies completed
  - Number of research utilized by client
  - Budget utilization rate

**Noted by:**  
  
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## Strategic Initiative 4

NAME OF PROGRAM	Education, Training and Capability Building Seminars
I. PROGRAM TEAM HEAD	Lead: Imelda C. Caluen, MD, Center for Governance
II. PROGRAM DESCRIPTION	<p>The Education, Training and Capability Building Seminars (ETCBS) is an aggregate of uniquely designed program that aims to provide appropriate capacity building interventions designed to enhance leadership, management and technical skills of each of the following target groups:</p> <ol style="list-style-type: none"><li>1. Legislative Members of Local Sangunian</li><li>2. Elected Officials of Local Government Units (LGU)</li><li>3. Legislative Officers and Staff of the Philippine Congress</li><li>4. Selected Government Officials</li></ol> <p>ETCBS has the following components:</p> <ol style="list-style-type: none"><li>1. <b>Capability Building for Innovative Leadership and Legislation</b><p>CBILLS program seeks to enhance leadership, management and technical skills of the following:</p><ol style="list-style-type: none"><li>a. Legislative Members of Local Sangunian</li><li>b. Elected Officials of Local Government Units (LGU)</li><li>c. Legislative Officers and Staff of the Philippine Congress</li></ol><p>Specifically, participants shall:</p><ol style="list-style-type: none"><li>a. Gain and/or deepen their understanding of management and leadership positions;</li><li>b. Realize what it takes to be an effective leader;</li><li>c. Gain wider perspective on socio-political and economic trends and innovations;</li><li>d. Hone their technical skills; and,</li><li>e. Realize new strategies and best practices relevant to their work from a model country.</li></ol><p><u>Local Training</u> - The training program will cover topics on management, leadership and technical skills and highlight special key topics that will revisit fundamental concepts, facilitate self-awareness in current political trends and new and emerging perspectives in the public sector.</p><ol style="list-style-type: none"><li>a. Residential short courses on management, leadership and technical skills</li><li>b. Lecture series on socio-political and economic perspectives</li></ol><p><u>Local/Foreign Study Visit</u> - The L/FSV component of the program aims to expose participants to trends and best practices of model counterparts. It may cover topics on legislative process, public sector innovations and governance trends. It will also serve as a forum of information exchange where participants can discuss and share best practices, while building and strengthening network collaboration with counterparts.</p></li><li>2. <b>Sector-Based Trainings for Public Officials</b><p>These are series of customized training for public official of sector-based agencies and organizations that aim to enhance their competence on the emerging concepts and trends on productivity and innovation, contributing to an improved organization performance.</p></li></ol>

Priming series - a series of learning/priming sessions, bringing in expert resource persons, local and international, to talk and discuss trends, best practices and how a sector can benefit from it.

Local and/or Foreign Study Missions - Generally, this component aims to expose participants with the opportunity to get to know and compare firsthand, the strategies and practices, and innovations of counterpart organizations in the performance of their functions.

<b>III. PROGRAM MILESTONES:</b>				
<b>ACTIVITIES</b>	<b>TIMELINE</b>		<b>BUDGET</b>	<b>FUNDING SOURCE</b>
	<b>START</b>	<b>END</b>		
1) Establish a core training program implementation process for each activity with allowed flexibility in implementing and without compromising core elements of the program thus accomplishing adaptation and fidelity to the program.	2020	2022	Based on approved NEP from DBM	
2) Establish baseline data on participants competencies				
3) Designate component managers and project team				
4) Establish guidelines and protocols implementing foreign study visits				
5) Forging institutional partnerships – DAP will forge partnerships with foreign institutional counterpart to help facilitate a smooth and holistic information and learning exchange as well as fostering international collaborations.				
<b>TOTAL</b>			(see approved NEP)	

**IV. MEASURE AFFECTED:**

- Completion rate (number of graduates over total number of students per class)

Noted by:



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## Strategic Initiative 5

NAME OF PROGRAM	Center of Excellence on Public Sector Productivity 2020
V. PROGRAM TEAM HEAD	Lead: Ms. Maria Rosario A. Ablan, Program Director, CFG
VI. PROGRAM DESCRIPTION	<p>The APO adopted the COE concept as a key strategy "to establish centers of excellence in areas where NPOs possess unique strengths and expertise," thereby catalyzing the sharing of that NPO's expertise with other member countries. The goal of the APO'S COE initiative is to enhance an NPO's unique strength and expertise in a specific area, enabling it to reach a world-class standard from which it can serve as a vehicle to lead the development of similar capabilities of NPOs in other APO members.</p> <p>The COE on Public Sector Productivity aims to:</p> <ol style="list-style-type: none"><li>Assist APO in advancing the public sector productivity movement in the Asia and Pacific region;</li><li>Help address common and critical issues on public sector productivity performance besetting the APO member countries;</li><li>Foster cutting-edge research, facilitate training and knowledge-sharing, and support outreach to APO member countries in raising productivity of the public sector organizations in the region; and d. Serve as hub of a 'web of collaborators' (physical or virtual) on innovation and productivity in the public sector.</li></ol> <p>The COE on Public Sector Productivity provides the needed "push" to raise productivity and quality consciousness within the government and level up the productivity performance of public sector organizations in the country.</p> <p>During his inaugural address, President Rodrigo Duterte expressed as among his priorities, the restoration of the confidence of the Filipino people in the capacity of the public servants to make people's lives better, safer and healthier. Thus, among others, he directed all agencies of government to be more transparent and expedient in their transactions with the public by reducing requirements and the processing time of all applications, and by making services accessible and convenient for the people.</p> <p>The President issued EO No. 2 s. 2016 to enforce a more transparent bureaucracy that is accountable to Filipinos. In his message on the National Budget for FY 2017, he committed streamlined government operations, efficient delivery of services, intensified conduct of public financial management reforms with greater attention on formulating impactful programs, and strengthened partnership with communities toward achieving the collective aspirations of the Filipinos.</p> <p>Through a programmatic approach, applicable P &amp; Q techniques, and easy access to international experts and resources on productivity, the COE on Public Sector Productivity will help address the priority sector issues identified under the Citizen-centered, Clean and Efficient Delivery of Public Goods and Services.</p> <p>Background information:</p> <p>The APO Governing Body formally designated the Philippines as the COE on Public Sector Productivity during its Meeting on April 27, 2015 in Bangkok, Thailand. The establishment of centers of excellence is a key strategy adopted by the Asian Productivity Organization (APO) to propagate best practices and further strengthen national productivity organizations in areas where they possess unique strengths and expertise. APO has also designated the following:</p>



- a. SPRING of Singapore as COE on Business Excellence, and
- b. China Productivity Center as COE on Green Productivity.

Since 2015, the COE-PSP has implemented four trainings and workshops namely; 1) Workshop on Productivity Measurement for the Public Sector, 2) Workshop on Performance Management for the Public Sector, 3) Workshop on the Development of a Public Sector Leadership Framework and the 4) Foundation Course on the Development of Public Sector Productivity Specialist. This capacitated 80 local and international participants and trained 50 public sector productivity specialists and benefited 45 local and international agencies. It is committed to continuously foster cutting-edge research, facilitate training and knowledge-sharing to promote the advancement of the public sector productivity movement and serve as a hub of a 'web of collaborators' (physical or virtual) on innovation and productivity in the public sector.

<b>VII. PROGRAM MILESTONES:</b>				
<b>ACTIVITIES</b>	<b>TIMELINE</b>		<b>BUDGET</b>	<b>FUNDING SOURCE</b>
	<b>START</b>	<b>END</b>		
1) High-level benchmarking mission of Philippine officials to selected COEs and benchmark public sector organizations	2020	2022	Based on approved NEP from DBM	
2) Strengthening of the Philippines-NPO and partner agencies to advance the country's level of expertise				
3) Knowledge accumulation and management through the establishment of the PSP Knowledge Bank				
4) Development of a core of productivity specialists in the public sector (multiplier effect)				
5) Demonstration project on public service value chain and innovations in service delivery with the assistance of productivity experts				
6) Design of a "future center" for the public sector to serve as "laboratory" for innovation and strategic thinking				
7) Action research on PSP issues and trends				
8) Co-creation of projects and programs and collaboration with various institutions in execution				
9) Monitoring and evaluation of results				
<b>TOTAL</b>			(see approved NEP)	

**VIII. MEASURE AFFECTED:**

- Number of local and international public sector productivity specialist trained
- Number of agencies assisted in innovation projects

Noted by:



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## Strategic Initiative 6

<b>NAME OF PROGRAM</b>	<b>Support to the Productivity and Development Center</b>
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**IX. PROGRAM TEAM HEAD**      Lead: Mr. Armand Tristan R. Suratos, APO Liaison Officer

**X. PROGRAM DESCRIPTION**      The Philippines is a founding member of the Asian Productivity and Organization (APO) established on May 11, 1961 as a regional, inter-governmental organization whose mission is: "to contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity."

The Development Academy of the Philippines - Productivity and Development Center (DAP-PDC) became the focal organization mandated to carry out the government's commitments to the APO by virtue of Presidential Degree 205 issued on June 23, 1973 which created the DAP and also transferred the PDC which was under the National Economic Council (now National Economic and Development Authority) to the DAP.

To fulfill the country's commitments as founding member of the Asian Productivity Organization, the Philippine government provides annual budgetary support through the General Appropriations Act (GAA). Per the annual GAA the budget items consist of:

- a) The Regular Budget which is actually a provision for APO Membership Contribution
- b) Support to the Productivity & Development Center (PDC)

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

The budgetary support for the DAP-PDC covers funding for hosting interactional/regional conferences/ fora, study meetings, hosting of the bilateral cooperation program (BCBN), Regional conferences and for a, e-learning projects, Technical Expert Services, Study Missions, Research and Surveys, alumni management in member countries among others all redound to the significant benefits for the Philippines in particular and APO member countries in general.

<b>XI. PROGRAM MILESTONES:</b>				
<b>ACTIVITIES</b>	<b>TIMELINE</b>		<b>BUDGET</b>	<b>FUNDING SOURCE</b>
	<b>START</b>	<b>END</b>		
1) Strengthening of ties with APO network and other international organizations on productivity and development	2020	2022	Based on approved NEP from DBM	
2) Establishment/strengthening of institutional partnerships in key sectors (e.g. industry, agriculture, services, public)				
3) Development/strengthening of APO alumni networks and clusters (national, regional, sectoral)				
4) Improve internal efficiency and staff capability on productivity and quality improvement.				
5) Development/strengthening of NPO Productivity Promotion Program/Strategy				
<b>TOTAL</b>			(see approved NEP)	

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**XII. MEASURE AFFECTED:**

- Number of local and international public sector productivity specialist trained
- Number of international projects and hostings

**Noted by:**



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## Strategic Initiative 7

<b>NAME OF PROGRAM</b>	<b>Customer Satisfaction Survey</b>
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**XIII. PROGRAM TEAM HEAD**      Lead: Ms. Catherine S. Luzuriaga, Director, COSM

**XIV. PROGRAM DESCRIPTION**      As a continuous commitment to quality service, the Academy ensures that the requirements and expectations of its clients are monitored, assessed and addressed through the conduct of various client feedback tools/methods. DAP Office Order 2012-003 (Client Feedback and Perception) directs the conduct of a Client Satisfaction Survey (CSS) as one of the tools in determining the feedback of the Academy's clients regarding the service rendered to them. This involves a set of questions designed to determine if the requirements are met and delivered.

The survey will be managed by the Corporate Operations and Strategy Management Office (COSM) with project information to be supplied by the Programs Operations and DAPCC Pasig and Tagaytay. The information supplied by these Centers/Offices will then be used to identify prospective survey respondents.

Since 2015, the Governance Commission for GOCCs (GCG) directed that the Client Satisfaction Survey be conducted by a third-party provider. GCG also issued in 2019 a prescribed methodology and questionnaire for GOCCs like DAP. It was emphasized that the survey will be in the form of a structured pen-and-paper questionnaire and proposed a data gathering method consisting of intercept (face-to-face) interviews and telephone interviews for DAP's type of business, to be administered by a third-party consultant and trained field interviewers. In compliance with the GCG's directive, the DAP will contract a Consultant to carry out and provide assistance to COSM and the Academy in accomplishing the **Client/Customer Satisfaction Survey 2020**.

<b>XV. PROGRAM MILESTONES:</b>				
<b>ACTIVITIES</b>	<b>TIMELINE</b>		<b>BUDGET</b>	<b>FUNDING SOURCE</b>
	<b>START</b>	<b>END</b>		
1) Production and preparation of survey/fieldwork materials	2020	1 <sup>st</sup> Quarter 2021	Approved COB	Corporate Funds
2) Data collection				
3) Data cleaning and validation, and computation of descriptive statistics				
4) Writing and submission of interim reports				
5) Data cleaning and validation for final analysis of data				
6) Writing of final report				
7) Submission of final reports and turn-over of project documents				
<b>TOTAL</b>				

- XVI. MEASURE AFFECTED:**
- Percentage of satisfied customers

Noted by:

  
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## Strategic Initiative 8

**I. NAME OF PROGRAM:** **Third Party ISO Surveillance Audit of DAP QMS**

**II. PROGRAM TEAM HEAD:** Lead: DAP Quality Council (ManCom)  
Mr. Mark Louie Grado, Team Lead, Internal Quality Audit /  
Ms. Catherine Luzuriaga, Director, COSM & Head, QMS Core Team Secretariat

**III. PROGRAM DESCRIPTION:** In its quest for continuous improvement of its quality management system, the DAP has sought certification under ISO 9001:2015 standards. This certification is renewed in 3-year cycles with an annual surveillance audit being conducted to ensure that the organization maintains the effectiveness of its QMS.

Maintaining ISO certification under the 2015 standards is also part of the Good Governance conditions under the AO25 guidelines, as well as part of the requirements for availment of the Performance Based Bonus (PBB) under GCG guidelines.

IV. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Conduct of Internal Quality Audits (IQA)	2020	2020	Approved COB	Corporate Funds
2) Conduct of Management Review	2020	2020		
3) Review and updating of Documented Information	2020	2020		
4) Conduct of Surveillance Audit	2020	2020		
<b>TOTAL</b>				

**V. MEASURE AFFECTED:**

- QMS Conformance Rate

**Noted by:**



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