



DAP Strategy Map and 2020 Performance Commitments

I. The DAP Mandates, Mission and Vision

The Development Academy of the Philippines is a Government-Owned and Controlled Corporation established in 1973 with original charter created by Presidential Decree 205, amended by Presidential Decree 1061 and further amended by Executive Order 288.

Mandates

Pursuant to its charter, the DAP is mandated to:

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

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

Mission

DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth. 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.
4. Catalyze the exchange of ideas and expertise in productivity and development in the region of Asia and the Pacific.

Vision

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

Core Values

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

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

II. DAP Strategy Map

Under the new management, the Academy embarks 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 Vision; and live up to the Core Values indicated in the DAP Strategy Map 2018-2023.

Eight (8) strategic objectives or goals along the four perspectives such as customers/stakeholders, financial, internal process, learning & growth are set to support the priorities of the Administration towards Technological Innovation in Governance and Productivity and Regional and Local Development. (*see illustration of strategy map in next page*)

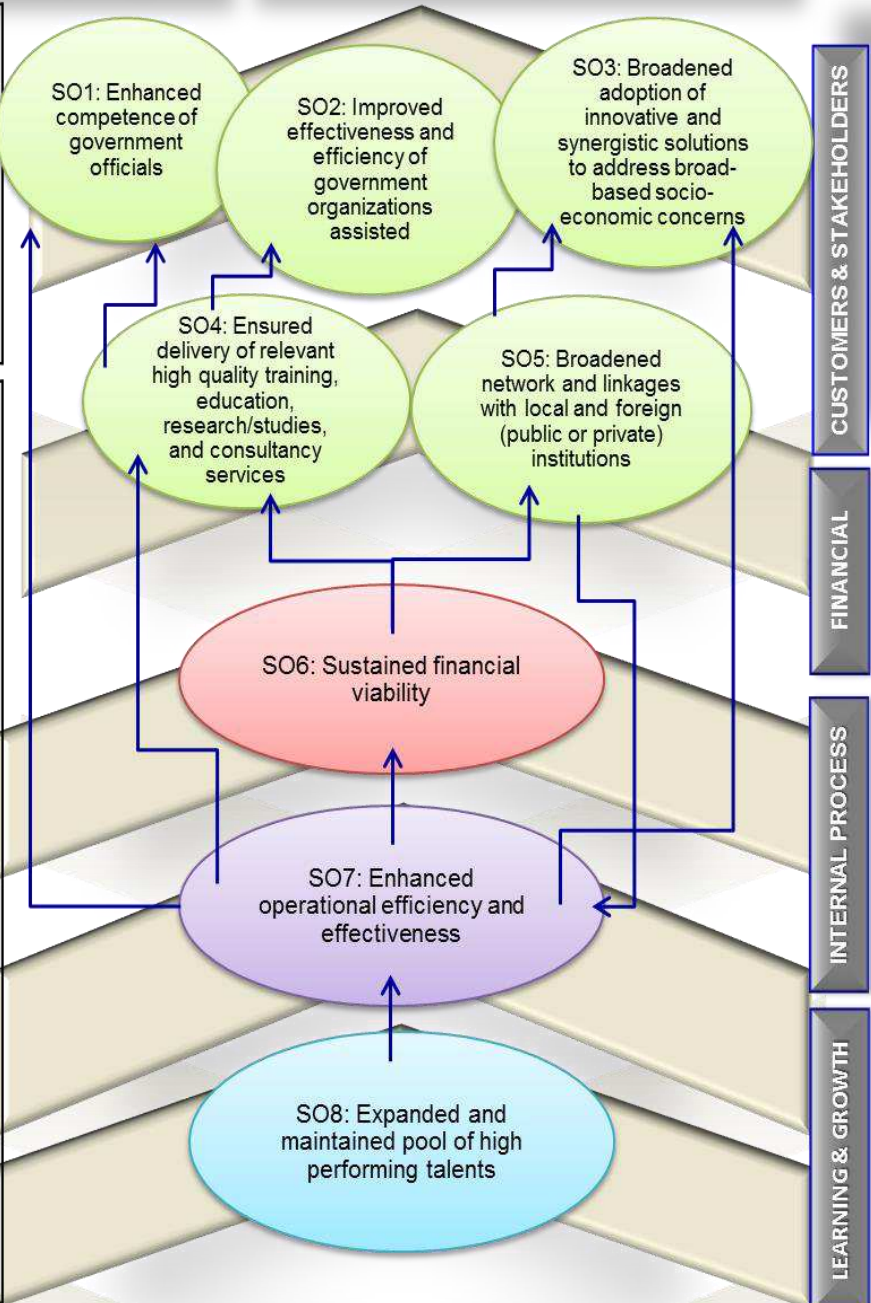
DAP Strategy Map (2018-2023)

Technological Innovation in Governance and Productivity **Regional and Local Development**

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

MISSION
DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth. Specifically, 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 the region of Asia and the Pacific.



CORE VALUES

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

III. DAP 2020 Performance Scorecard

The metrics of the DAP performance are reflected in Table below showing a snapshot of the Academy's FY 2020 targets.

		Component			Baseline Data					Targets	
		Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2015	2016	2017	2018	2019	2020
CUSTOMERS/STAKEHOLDERS	SO1: Enhanced Competence of Government Officials										
	PM1	Completion rate	Number of graduates in GSPDM and PMDP over enrolled students per class	10%		No. of graduates GSPDM: 1,187 PMDP: 136	No. of graduates GSPDM: 845 PMDP: 143	No. of graduates GSPDM: 802 PMDP: 120	GSPDM: 96% PMDP: 99%	GSPDM: 100% PMDP: 97%	At least 90%
	PM2	Percentage of Capstone Project Plans (CPP) and Action Plan & Project (APP) accepted	Number of CPP and APP accepted by the panel over total number of CPP and APP presented	10%		GSPDM: 100% PMDP: 98%	GSPDM: 100% PMDP: 84.3%	GSPDM: 100% PMDP: 100%	GSPDM: 100% PMDP: 90%	GSPDM: 100% PMDP: 91%	GSPDM: 100% PMDP: 85%
	PM3	Number of local and international public sector productivity specialist trained	Total count of local and international public sector productivity specialist trained	5%		NA	NA	NA	89	99	75
			Sub-total	25%							
	SO2: Improved effectiveness and efficiency of government organizations assisted										
	PM4	Percentage of client government agencies assisted on QMS with ISO 9001 certifiable QMS	No. of government agencies assisted on QMS with ISO9001 Certifiable QMS over total number of client agencies	5%		Actual number of agencies with ISO 9001 certifiable: 29	70%	100%	95.65%	100%	80%

	Component				Baseline Data					Targets 2020	
	Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System	2015	2016	2017	2018		2019
CUSTOMERS / STAKEHOLDERS		Participation rate of NGAs in RBPMS/PBIS implementation	No. of NGAs that participated in RBPMS- PBIS implementation over total no. of NGAs			100%	99%	99%	NA	NA	NA
	PM5	Number of agencies assisted in innovation projects	Total count of agencies which have been assisted in Innovation projects	5%		NA	NA	NA	28	13	8
			Subtotal	10%							
	SO3: Broadened adoption of innovative and synergistic solutions to address broad-based policy and socio-economic concerns										
	PM6	Number of new programs institutionalized	Total number of programs that have been institutionalized	5%		NA	NA	NA	1 (ALS- EST)	1 (SQS)	1
	PM7	Number of researches and studies completed	Total number of research and studies completed	5%		NA	NA	NA	6	8	7
	PM8	Number of strategic research utilized by clients	Total count of strategic research utilized by client/s	5%		NA	NA	NA	NA	NA	1
			Subtotal	15%							
CUSTOMERS /STAKEHOLDERS	SO4: Ensured delivery of relevant high quality training, education, research/studies, consultancy services										
	PM9	Customer satisfaction rating	Proportion of DAP clients that are satisfied with all DAP services	5%		85%	87%	90.79% (91%)	93.95% (94%)	97%	At least 85%
			Subtotal	5%							

		Component			Baseline Data					Targets
Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System	2015	2016	2017	2018	2019	2020
SO5: Broadened network and linkages with local and foreign (public or private) institutions										
PM10	Percentage of active partnership with institutions	Total number of partnerships with existing activities over total number of partnerships forged	5%		No. of program w/agencies: 11	No. of program w/agencies: 14	No. of program w/agencies: 17	14 active Partners (82%)	100% (8/8)	At least 80%
PM11	Number of international projects/ hostings implemented	Total count of APO projects hosted or implemented by DAP	5%		NA	NA	NA	17	16	15
Subtotal			10%							
SO6: Sustained financial viability										
FINANCIAL	PM12	Revenue growth year to year (Gross Revenue)	Percentage growth year to year	5%	18.5% (P521.98M)	24%	(-7%)	P599 M	P 612 M	P632 Million
	PM13	Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	EBITDA (% increase from year to year) absolute value average 3 year	5%	18.8% (P31M)	22%	41%	P42 M	P 93 M	P62.71 Million
	Subtotal			10%						
SO8: Enhanced operational efficiency and effectiveness										
INTERNAL PROCESS	PM14	Budget Utilization Rate for Major Government Programs from NG	Total amount disbursed by DAP over total amount released by DBM	5%	NA	NA	NA	100%	92%	100%
	PM15	On-time delivery rate	Number of projects completed on or before the agreed project duration over total number of projects completed	5%	Amount accrued over total accruable amount: 94%	Amount accrued over total accruable amount: 95%	Amount accrued over total accruable amount: 98%	81%	94%	At least 80%

		Component			Baseline Data					Targets	
Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System	2015	2016	2017	2018	2019	2020	
	PM16	Quality Management System (QMS) Conformance Rate	Sustained ISO certification	5%		DAP is ISO 9001:2008 Certified	DAP is ISO 9001:2008 Certified	DAP is ISO 9001:2015 Certified	DAP is ISO 9001:2015 Certified	DAP is ISO 9001:2015 Certified	Continued Certification ISO 9001:2015
			Subtotal	15%							
SO10: Expanded and maintained pool of high performing talents											
LEARNING AND GROWTH	PM17	Organizational climate employee morale index	Score on employee morale of surveyed employees	5%		3.8 (Positive Perception)	3.84 (Positive Perception)	3.89 (Positive Perception)	3.8 (Positive Perception)	4.0 (Positive Perception)	At least 4.0
	PM18	Implementation of Competency-Based Human Resource Management Framework (CBHRMF)	Milestone Accomplishment	5%		83% of incumbents in PA to Fellow I position underwent position and person profiling	83% of incumbents in PA to Fellow I position underwent position and person profiling	100% of incumbents in Support Offices underwent position and person profiling	239 out of 272 plantilla personnel or 88% met the required competency	85% (28/33)	95% of employees meeting the required competencies
				Subtotal	10%						
			GRAND TOTAL	100%							

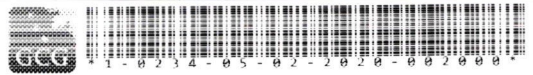

CATHERINE S. LUZURIAGA
Director, Corporate Operations and Strategy Management (COSM)

Certified True and Correct:

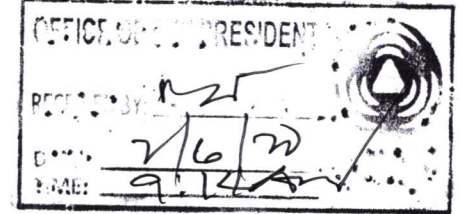

ANATALIA SD BARAWIDAN
Managing Director, Finance

Verified and Noted By:


ALAN S. CAJES
DAP Compliance Officer and Vice President for Corporate Concerns Center



31 January 2020



MS. ALICIA DELA ROSA-BALA

Chairperson

ATTY. ENGELBERT C. CARONAN, JR.

President

DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)

DAP Building, San Miguel Avenue

Ortigas Center, Pasig City

RE: CLARIFICATION ON 2020 PERFORMANCE TARGETS

Dear Chairperson dela Rosa-Bala and Pres. Caronan,

This refers to DAP's letter dated 17 January 2020,¹ submitting for consideration, clarifications on "some of the items in the scorecard which were discussed during the Technical Panel Meeting (TPM) held on 25 November 2019 as follows:"

Strategic Measure (SM)	Wt.	2020 Target	DAP Comments
SM 2: Percentage of Capstone Project Plans (CPPs) or Action Plans & Projects (APPs) Success Rate	10%	GSPDM: 100% PMDP: 85%	Not acceptable to DAP. DAP committed 85% success rate on CPPs and APPs both for GSPDM and PMDP.
SM 12: Earnings Before Income Tax, Depreciation and Amortization (EBITDA)	5%	₱62.71 Million	Not acceptable to DAP. DAP committed ₱51 Million for this measure.
SM 14: Budget Utilization Rate for Major Government Programs from NG	10%	100%	Not acceptable to DAP. DAP committed 90% BUR
SM 17: Percentage of Employees Meeting Required Competencies	5%	95% of Employees Meeting Required Competencies	Not acceptable to DAP. DAP sent a memo reply on December 16, 2019 and committed 80% of DAP employees meeting the required competency.

Note that the targets set in the 2020 Performance Scorecard were finalized based on the submissions of DAP through its letters dated 04 September 2019² and 13 December 2019,³ along with the discussions made during the 2020 Technical Panel Meeting (TPM).⁴ As provided under GCG Memorandum Circular (MC) No. 2017-02,⁵ these submissions are subject to the Governance Commission's evaluation with the aim to facilitate the achievement of breakthrough results and performance.⁶

¹ Officially received by the Governance Commission on 22 January 2020.
² Officially received by the Governance Commission on 05 September 2019.
³ Officially received by the Governance Commission on 13 December 2019.
⁴ Conducted on 25 November 2019.
⁵ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.
⁶ Sec. 3(u), Republic Act No. 10149.

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ON SM 2: PERCENTAGE OF CAPSTONE PROJECT PLANS (CPPs) OR ACTION PLANS & PROJECTS (APPs) SUCCESS RATE

In DAP's proposed 2020 Performance Scorecard, DAP indicated a target of "At Least 85%" acceptance rate for both CPPs and APPs. In the GCG-approved 2020 Performance Scorecard, however, the targets were set at a success rate of 100% for GSPDM (APPs) and 85% for PMDP (CPPs).

In setting the target, the Governance Commission took into consideration the historical success rate of DAP for this measure, detailed as follows:

Graduate Program	2016	2017	2018
a. GSPDM (APPs)	100%	100%	100%
b. PMDP (CPPs)	84.3%	84%	83.47%

The table above shows that DAP has been consistently performing well in terms of its success rate particularly for APPs, as the historical average of its acceptance rate is at 100%. Even on its latest 2019 Performance Evaluation System (PES) Monitoring Report,⁷ as posted in its website, DAP reported an accomplishment of 100% (250/250) and 97% (123/125) completion rates for APPs and CPPs, respectively, as of the fourth quarter of 2019.

Nowhere in its submissions or during the TPM discussions did DAP present reasons for an expected drop in performance for this strategic measure in 2020. Hence, in view of DAP's commendable performance under this strategic measure and to encourage DAP to continue to perform at such consistent level of quality and performance, the target was set at 100% success rate for the APPs under the GSPDM instead of DAP's proposal of only 85%.

ON SM 12: EARNINGS BEFORE INCOME TAX, DEPRECIATION AND AMORTIZATION (EBITDA)

In DAP's proposed 2020 Performance Scorecard, the target for EBITDA was at ₱51 Million. As represented by DAP during the 2020 TPM, the same was derived from the historical average growth rate from 2016-2018 plus the 2019 target. However, based on GCG's computation using the same basis as DAP's for the projected 2020 EBITDA, the following was derived:

2016 growth rate	10%
2017 growth rate	121%
2018 growth rate	42%
3-year average growth rate	57.67%
2019 EBITDA target	₱42 Million
2020 Indicative target	₱66.22 Million

Based from the table, an indicative target of ₱66.22 Million should have been the result basing on the historical growth average noted from 2016-2018 on top of the 2019 target. This figure is higher than DAP's proposal of ₱51 Million.

⁷ Officially received by the Governance Commission on 31 January 2020.

Nevertheless, in arriving at DAP's EBITDA target for 2020, the Governance Commission referred to DAP's 2020 Corporate Operating Budget (COB)⁸ and the computation resulted to the following:

Item	Amount (in Million ₱)
2020 Net Income	37.514
Add: Depreciation*	25.200
2020 EBITDA target	62.714

*Based on actual average Depreciation Expense from 2016-2018.

ON SM 14: BUDGET UTILIZATION RATE FOR MAJOR GOVERNMENT PROGRAMS FROM NG

DAP proposed a 90% budget utilization rate for major government programs as its target for this measure for 2020. Total amount of projects to be utilized based on its National Expenditure Program (NEP) is at ₱634.12 Million.

To ensure the optimum utilization of the subsidy given by the government for the implementation of projects that will ultimately lead to an increased productivity of DAP's clients, and in line with the declared policy of the State that government assets and resources are used efficiently,⁹ the Governance Commission set the target at 100% budget utilization rate for 2020. Note that this is the same target for 2019, and that DAP attained a budget utilization rate of 99.74% in 2018.

ON SM 17: PERCENTAGE OF EMPLOYEES MEETING REQUIRED COMPETENCIES

In its initially submitted 2020 Performance Scorecard, DAP proposed a target of "85% of Personnel with Gaps in 2019 Met the Required Competencies." Note, however, that the strategic measure counts the number of incumbents that have met the required competencies of their respective positions out of the total number of filled positions. In other words, the target for the strategic measure should be based on the total number of employees, instead of just employees with identified competency gaps. Hence, as discussed during the TPM, DAP was requested to submit indicative data on personnel competency as of 2019 to enable the Governance Commission to derive the target based on the submission of DAP that 85% of its personnel with competency gaps in 2019 will have met the required competencies by 2020.

Based on its submission after the 2020 TPM,¹⁰ the indicative competency rate of DAP's personnel as of 2019 is reported at 72%, detailed as follows:

Personnel	Competent		w/ Competency Gaps		Total
	Support Offices	Programs & Schools	Support Offices	Programs & Schools	
Plantilla	32	19	6	17	74
Co-terminous	140	72	24	54	290
Total	263		101		364
%	72%		28%		100%

⁸ Officially received by the Governance Commission on 13 December 2019.

⁹ Sec. 2(b), Republic Act No. 10149.

¹⁰ Officially received by the Governance Commission on 13 December 2019.

Taking into consideration the foregoing information, this translates that 85% of the 101 personnel with competency gaps in 2019 shall meet the required competencies in 2020. This means that an additional 85 personnel should have already met the required competencies by 2020. This would, therefore, bring up the total number of competent employees from the currently identified 263 to 348. Consequently, 348 employees out of 364 translates to 95% (and not 80%¹¹) of DAP's total employees meeting required competencies by 2020. The GCG-approved target for 2020, thus, is practically the same as DAP's initially proposed target, albeit viewed from a more holistic perspective.

As a final note, under GCG MC No. 2017-02 GOCCs can no longer modify the targets set in their Performance Scorecards for the current year. The Governance Commission will, instead, take into consideration the foregoing submission in its validation of DAP's accomplishments for 2020. We emphasize, however, that only those substantial changes in circumstances that were unforeseen during the TPM may be considered as a valid basis for exclusion of targets or measures during the validation process.

FOR YOUR INFORMATION AND GUIDANCE.

Very truly yours,

SAMUEL G. DAGPIN JR.
Chairman


MICHAEL P. CLORIBEL
Commissioner


MARITES C. DORAL
Commissioner

¹¹ Sent by DAP via email on 16 December 2019.