

# PAGSULONG

Annual Report 2020

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# FOREWORD

2020 is a year marked by fear and uncertainty. As COVID-19 disrupted our usual way of living, Filipinos question how the government can help its citizens not only survive, but also move forward from the pandemic's devastating effects.

The government plays a vital role in restoring normalcy and in providing essential services that our fellow Filipinos need to thrive and develop. The Development Academy of the Philippines, being among the government's think tank and promoter of governance, responds to the challenges of the times with perseverance and fortitude.

Believing that an empowered and capable government is essential to steer the nation forward into the new normal, the Academy continued to fulfill its mandate of empowering leaders, strengthening institutions, and building the nation amidst the pandemic.

Entitled *Pagsulong*, this Annual Report narrates the Academy's efforts to support the government's resolve to act with responsibility for its citizens, instead of merely appealing to their resiliency.





**ATTY. ENGELBERT C. CARONAN, JR.**  
President and CEO, DAP

## MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

The coronavirus pandemic is unprecedented, but is expected. From the numerous classes and seminar we offer at the Academy that discusses the principles of strategic futures planning, thinking outside the box, innovation, efficient and responsive public service-delivery, it is expected of us at the Academy to face the challenges of 2020 with preparedness and composure.

The COVID-19 pandemic is record-setting. However prepared we could be, the Academy still had to make major adjustments in our operations in order to stem the tide of the pandemic's disruption. Amidst flux, the Academy moved with concerted effort to maintain the delivery of our essential services, while ensuring the safety of our members and their families.

With careful consideration of the new challenges posed by the pandemic, we charted out our course anew and determined how we can fulfill our mandate more effectively in the coming years.

This Annual Report does not only provide a list of our accomplishments for the year, but also serves as a guide on how we, as an institution, can be more responsive and accountable to the needs of the organizations and communities we serve. *Pagsulong* is both an expression of hope and a challenge to make the future much better for every Filipino.



# CORPORATE PROFILE

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The Development Academy of the Philippines (DAP) is a government-owned and controlled corporation established in 1973. Its charter was created through Presidential Decree 205, amended by Presidential Decree 1061, and further amended by Executive Order 288.



# MANDATE

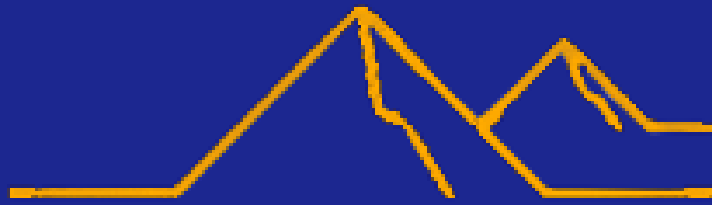
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**The Academy's decisions and actions aim to:**

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;

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,

Discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Pacific.



# MISSION

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The Academy fosters synergy and supports the development forces at work towards sustainable and inclusive growth by: Generating policy and action through research and strategic studies that address development issues and emerging challenges;

Promoting excellence in leadership and organizations through training, education, and consultancy; and,

Serving as catalyst of exchange of ideas and expertise in productivity and development in Asia and the Pacific

By virtue of Presidential Decree 205, the Academy serves as the National Productivity Organization (NPO) of the Philippines. The Academy attends to the duties and responsibilities of the country as a member of the Asian Productivity Organization (APO) and serves as the focal agency for productivity promotion in the country. As NPO, the Academy ensures the fulfilment of international commitments and the implementation of APO's programs in the country. The Academy also serves as the official liaison body with the APO Secretariat in Tokyo, Japan.



# VISION

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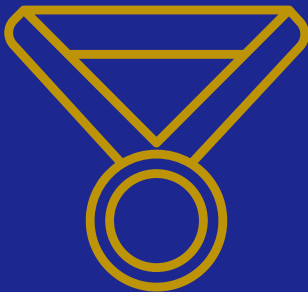
The DAP is the leading knowledge organization providing innovative, effective and responsive solutions to the country's development challenges.



# CORE VALUES

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The Academy, through its members, fosters the following values as it carries out its mandate:



**Dangal**  
(Honor and Integrity)



**Galing**  
(Smart and Innovative)



**Tatag** (Stable and Future-ready)

# STRUCTURE OF THE ACADEMY

The Academy operates as a project organization. Its Board of Trustees composed of ex-officio members serves as its policy-making body. The Board is headed by a chairman elected from the trustees.

The President implements the policies of the Board and manages the Academy's operations.

## THE ACADEMY IS COMPOSED OF FOUR MAJOR GROUPS:

The Corporate Affairs, headed by a Vice-President;

The Program Operations, headed by a Senior Vice President (SVP);

The Graduate School, headed by a Dean with the rank of Senior Vice President; and,

The Support Operations, headed by a Senior Vice President.

Each major group is composed of centers, departments, and offices.

The Academy's efforts to introduce innovative management practices in its operations helped it achieved a 99.65% accomplishment rate for its annual performance targets and secure an annual revenue of PhP 594.916 million, and a net surplus of PhP 71.747 million despite the disruptions brought about by the Taal Volcano eruption and the COVID-19 pandemic.

Due to the Academy's reputation of being efficient and accountable in the use of public funds, it was able to secure funding of P412.99 million for its programs under the General Appropriations Act (GAA) for 2020. Out of the Academy's 175 programs implemented in 2020:

- 
- 75 (45%) are under the National Expenditure Program (NEP) or under the 2020 General Appropriations Act (GAA).
  - 30 projects for national government agencies
  - 21 mixed-type clients
  - 17 projects for Government-Owned and Controlled Corporations (GOCC)
  - 12 projects for Other Executive Offices (OEO)
  - 11 projects for Local Government Units
  - 5 projects for the private sector
  - 1 project for a funding institution
  - 1 project for the Senate
  - 1 project for a Constitutional Commission
  - 1 project for a State University



Among the key programs for 2020 is the roll-out of programs such as the Phronetic Leadership, Innovation Laboratory, Smarter Philippines through Data Analytics R&D, Training and Adoption (SPARTA), Smart City, Institutionalizing Service Quality Standards, among others to promote innovation in governance and productivity in the Academy's operations and in its initiatives to promote local and national development.

Alongside the Academy's thrust to promote innovation and productivity, it set out in 2020 to fulfill the following Strategic Objectives (SO):

SO1: Enhanced competence of government officials;

SO2: Improved effectiveness and efficiency of government organizations assisted;

SO3: Broadened adoption of innovative and synergistic solutions to address broad-based socio-economic concerns;

SO4: Ensured delivery of relevant high-quality training, education, research/studies, and consultancy services;

SO5: Broadened network and linkages with local and foreign (public or private) institutions;

SO6: Sustained financial viability;

SO7: Enhanced operational efficiency and effectiveness; and,

SO8: Expanded and maintained a pool of high-performing talents.

## SO1: ENHANCED COMPETENCE OF GOVERNMENT OFFICIALS

The Academy trained a total of 421 government officials in 2020 (346 graduates from the Graduate School of Public and Development Management (GSPDM) and 75 graduates from the Public Management Development Program (PMDP).

The completion rate for training is at 99.5%.

PMDP produced 69 Capstone Papers (CPPs). CPPs are studies aimed at proposing a solution to improve systems and processes for the participants' respective government agencies.

GSPDM produced 346 Action Plans and Projects (APPs). APPs are policy proposals to be implemented in the participants' respective agencies.

The average acceptance rate for CPPs and APPs is 95.39%.

The Academy trained 124 local and international public sector productivity (PSP) specialists under the multi-country programs on productivity measurement, strategic foresight, citizen-centered public service and driving innovation, etc.

The Academy capacitated 9,765 individuals through its Government Quality Management Program (GQMP), Modernizing Government Regulations Program (MGR), and Capability Building for Innovative Leadership for Legislative Staff (CBILLS), among other training.

## SO2: IMPROVED EFFECTIVENESS AND EFFICIENCY OF GOVERNMENT ORGANIZATIONS ASSISTED

The Academy capacitated the following agencies/offices to comply with the government quality management systems standards to improve efficiency and effectiveness. 100% of these participating agencies achieved ISO 9001 Certifiable Quality Management System (QMS):

- Provincial Government of Davao de Oro (Compostela Valley)
- LGU Castilla, Sorsogon
- Municipality of San Vicente, Palawan
- Mindanao Development Authority
- Credit Information Corporation
- Presidential Communications Operations Office
- National Commission on Muslim Filipinos
- Office for Alternative Dispute Resolution
- City Government of Mandaluyong
- DND-Office of Civil Defense
- National Printing Office
- Parole and Probation Administration
- National Anti-Poverty Commission

The Academy assisted 23 government agencies in developing- their innovation projects through the Innovation Laboratory.

## SO3: BROADEN ADOPTION OF INNOVATIVE AND SYNERGISTIC SOLUTIONS TO ADDRESS BROAD-BASED SOCIO-ECONOMIC CONCERNS

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## **SO3: BROADEN ADOPTION OF INNOVATIVE AND SYNERGISTIC SOLUTIONS TO ADDRESS BROAD-BASED SOCIO-ECONOMIC CONCERNS**

The Academy published the following researches/studies with focus on regulation and innovation:

- Conduct of Full-Blown Impact Assessment of the Agriculture and Fisheries Modernization Act Phase 1: Assessment of the Impact of AFMA in Luzon Island Cluster
- Measuring Business Satisfaction and Institutionalizing Service Quality Standards for Frontline Government Services
- Enhancing Regulatory Management in Agriculture and Fisheries: A Benchmarking Study
- Industry Regulatory Review P2
- COE-PSP Knowledge Bank User Needs Assessment
- The Public Sector amidst the COVID-19 Pandemic: A Case Study on the Adoption of Alternative Work Arrangements
- COVID-19 Response System and International Cooperation
- Facing the New Normal: Governance Policy Foresight Responses on the Sustainable Development Goals (SDGs): Next Steps after the Enhanced Community Quarantine (ECQ)
- Urgent and Sustainable Health and Medical Supply Chain: Philippine Epidemic Preparedness, Response, and Management (COVID/Post-COVID19)

The Academy published a research on Muslim Governance and Salafi Orthodoxy in the Bangsamoro by Dr. Nassef Manabilang Adiong. The study on Muslim Governance also served as an important input in the development of the customized course on Master in Public Management major in Regional and Local Governance and Development for the Bangsamoro Government. The study is included among the major references of the program as it will include courses on Muslim Governance and post-Conflict Reconstruction, Public Safety, and Peacebuilding.

## **S04: ENSURED DELIVERY OF RELEVANT HIGH-QUALITY TRAINING, EDUCATION, CONSULTANCY & RESEARCH SERVICES**

The Academy received a 99% satisfaction rating in the Customer Satisfaction Survey for its clients and stakeholders.

## **S05: BROADENED NETWORK AND LINKAGES WITH LOCAL AND FOREIGN (PUBLIC OR PRIVATE) INSTITUTIONS**

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## **S05: BROADENED NETWORK AND LINKAGES WITH LOCAL AND FOREIGN (PUBLIC OR PRIVATE) INSTITUTIONS**

- The Academy maintains active ties with the following international institutions/organizations to jointly undertake capability building programs/projects, financial support, education projects, among others:
- LGU of Butuan
- LGU of Cauayan
- Isabela State University
- LGU of Valencia, Bukidnon
- Central Mindanao University
- Father Saturnino Urios University
- Multisys Technologies Corporation
- DTI- Bureau of Philippine Standards
- Lee Kuan Yew School of Public Policy
- ANU- Crawford School of Public Policy
- Ilo-ilo Science and Technology University
- Ilocos Training and Regional Medical Center
- Department of Science & Technology (DOST)
- Contact Center Association of the Philippines
- National Graduate Institute for Policy Studies (GRIPS)
- University of Science and Technology of Southern Philippines
- Korea development Institute-School of Public Policy & Management
- Phil. Council for Industry, Energy, and Emerging Technology Research & Development
- Consulus (Collaboration for Programs on Leadership, Innovating Governance, and Policy Making)



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- Father Saturnino Urios University
- Multisys Technologies Corporation
- DTI- Bureau of Philippine Standards
- Lee Kuan Yew School of Public Policy
- ANU- Crawford School of Public Policy
- Ilo-ilo Science and Technology University
- Ilocos Training and Regional Medical Center
- Department of Science & Technology (DOST)
- Contact Center Association of the Philippines
- National Graduate Institute for Policy Studies (GRIPS)
- University of Science and Technology of Southern Philippines
- Korea development Institute-School of Public Policy & Management
- Phil. Council for Industry, Energy, and Emerging Technology Research & Development
- Consulus (Collaboration for Programs on Leadership, Innovating Governance, and Policy Making)

## **SO5: BROADENED NETWORK AND LINKAGES WITH LOCAL AND FOREIGN (PUBLIC OR PRIVATE) INSTITUTIONS**

In line with its APO commitments, the Academy hosted and implemented the following international projects which benefited 2,475 Filipinos both from the public and private sectors

- Training Course on Smart Regulation
- Conference on Smart Public Service Delivery
- Workshop on Agricultural Transformation for Food Security
- Workshop on Data Analytics and Machine Learning for Productivity
- Certified Productivity Practitioners Course for NPOs (preparatory activities)
- Training of Trainers on Government Digital Services for Public Sector Productivity

## **SO5: BROADENED NETWORK AND LINKAGES WITH LOCAL AND FOREIGN (PUBLIC OR PRIVATE) INSTITUTIONS**

- I-OSM: Understanding Best Practices and Working Models on Industry 4.0 for MSMEs
- I-OSM: Benchmarking Study on Enhancing the National Quality Infrastructure for Productivity
- TES: Leading Basic Education in the Age of Disruption (LEAD)
- TES: Online Refresher Sessions on Strategic Foresight and Scenario Planning
- TES: Citizen-centered Front-line Public Service Delivery during and Post- COVID-19 Pandemic for the Philippines
- TES: Capability Building on Innovative Leadership for Legislative Staff (CBILLS) Senior Leaders E-learning Module on Blue Ocean Strategy in the Public Sector
- TES on Education, Training and Capability Building Seminar Program for Local Government Leaders in Disruptive Environment
- COE-PSP: Training on Facilitating Innovative and Creative Thinking for the Public Sector
- COE-PSP: Benchmarking Mission on Future Ready Centers and Innovation Laboratories (FCIL)

## **S06: SUSTAINED FINANCIAL VIABILITY**

The Academy generated a total revenue of PhP 594.916 million, a decrease of 13% from 2019 revenue. The Academy's main sources of revenues are the regular projects/ programs and public offerings, the revenues from mandated programs of the National Government, and other income.

The Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA) amounted to PhP 93.369 million.

## **S07: ACHIEVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS**

The Academy's continuing ISO 9001:2015 certification of the DAP Quality Management System reflects its commitment to provide quality service to its clients and efficiency and effectiveness of its operations and processes.

The Academy's Budget Utilization Rate is at 100%.

The Academy's Accomplishment Rating based on the on-time delivery of all its 175 projects is at 96.35.

## **S08: EXPAND AND MAINTAIN POOL OF HIGH PERFORMING TALENTS**

The Academy received a 3.86 perception score on the Organizational Climate Morale Survey, which means that it maintained a positive perception among its employees even during the pandemic.

The Academy conducted the Organizational Climate Morale Survey to know the sentiments of its employees and to design reform initiatives and Human Resource interventions that are responsive to its employees' needs.

361 out of DAP's 381 employees (93%) have met the competency requirements of their positions based on the Competency-Based Human Resource Management Framework (CBHRMF) through continuous provision of relevant learning and development interventions including upskilling under the new normal.



## CHAPTER 1

# PAGSULONG NG MAY SAPAT NA KAKAYAHAN

Governance makes it necessary for the public, private, and the communities to work together to achieve development goals. As part of good governance, participants are expected to play their roles with efficiency and efficacy.

Capacity building is one of the Academy's vital thrusts to promote good governance and the pandemic necessitated it further by highlighting how inefficiency and unresponsiveness, especially of government, are detrimental to the lives and livelihood of our citizens.

It is important that our government has sapat na kakayahan in order to attend to the basic health, education, livelihood, security, and safety, among other needs of our fellow Filipinos.

Amidst the pandemic, the Academy continued to implement its capacity-building initiatives to empower public servants and frontline workers during the pandemic.

The Academy enhanced its service delivery to accommodate the peculiar needs of the times and developed new programs and projects to prepare the government and other key sectors of society to navigate the future with skills and confidence.



## **PUBLIC MANAGEMENT AND DEVELOPMENT PROGRAM**

The National Government's Career Executive Service Development Program-Public Management Development Program (NGCESDP-PMDP) is an intensive and continuing training program for incumbent high-level officials, executives, and middle managers and their potential successors in the government bureaucracy.

It aims to produce a network of development-oriented, competent, and honest officials within the medium term. The PMDP supports the government's goal to ensure responsive, people-centered, technology-enabled, and clean governance thru developing smart and resilient public organizations and future-ready public servants developed with the conduct of capacity building and continuous learning programs including the use of the e-learning platforms and digital upskilling as provided for in Chapter 5 of the updated Philippine Development Plan 2017-2022.

## THE PMDP AIMS TO:

- 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 Philippine government as an institution imbued with professionalism, integrity, and honesty.

## THE PMDP AIMS TO:

- The Middle Managers Class (MMC) for division chiefs, section chiefs, and specialists;
- The Senior Executives Class (SEC) for third level officials;
- The Phronetic Leadership Class (PLC) for undersecretaries and assistant secretaries; and,
- The Local Government Executive Managers Class (LGEMC) for department heads of the provincial, city, or municipal governments.

The MMC and SEC classes are built around the three learning areas of Governance and Development, Strategic Public Management, and Personal Efficacy and Leadership.

The MMC is a five-month residential training with an immersion program in a community called Sensing Journey. MMC is now offered online for better accessibility despite the required health and safety protocols. The MMC scholars are required to plan and implement a Capstone Project within a period of six months upon completion of the residential program.

The SEC is a one-week a month residential training spread over a period of 10 months, including a Sensing Journey in a community and a foreign study mission in an Asian country. A Capstone Paper is required from each SEC scholar after the program.

The PLC is a two-week program that provides opportunities for quality direct experiences to enable high-level officials to nurture their phronetic leadership abilities and co-create innovative solutions to challenging issues in priority areas. This training consists of a residential training held locally and foreign study visits.

The LGEMC is a short-cycle intensive program that provides comprehensive and multi-modal learning opportunities for executives and managers in local governments. Upon completion of all the modules, LGEMC scholars are also expected to prepare an Innovation Project.

The Academy ensured that all the PMDP classes can still be accessed by learners on more flexible learning modes pursuant to health and safety protocols set by the national government to mitigate the spread of the coronavirus.



# ACCOMPLISHMENTS

- Conducted 26 batches of the Middle Managers Class with 740 graduates
- 11 batches of the Senior Executives Class with 212 graduates
- 3 batches of the Phronetic Leadership Class with 40 participants trained
- Total of 992 graduates and participants trained
- Curriculum development and project mobilization for the Local Government Executives and Managers Class

## EDUCATION, TRAINING, AND CAPACITY BUILDING SEMINAR

The Education, Training, and Capability Building Seminars (ETCBS) Program is an aggregate of learning and development interventions for key actors/players involved in the formulation and implementation of national and local policies and programs.

The Capability Building on Innovative Leadership for Legislative Staff (CBILLS) provides capability-building interventions to enhance leadership and policy development competencies of legislative officers and staff. CBILLS strengthens civil service in the legislative branch through its three tracks for Emerging Leaders, Middle Managers, and Senior Leaders.

On the other hand, Capability Building on Innovative Local Policy Development (CBILPD) equips local chief executives, legislators, and functionaries with the following:

- Necessary leadership competencies;
- Relevant technical skills in policy formulation; and
- Updated socio-political and economic perspectives.

With these competencies, policymakers can create innovative local public policies that respond to the needs of their constituents and contribute to creating the environment for national development amidst a volatile, uncertain, complex, and disruptive environment such as our current context during the coronavirus pandemic.

Through the CBILPD, local chief executives, legislators, and functionaries are better empowered to:

- Lead in the management of natural and health-related emergencies through an inclusive governance and co-creation process;
- Enshrine risk assessment and mitigation planning as a key element of the LGU's corporate governance;
- Establish a reliable data collection and decision-making tool for the assessment and management or treatment of risks;
- Install and apply a decision-making tool for risk response utilizing its database;
- Develop coherent/cohesive policies and plans supportive of risk management; and,
- Harness and strengthen network and alliances, as well as inter-LGU cooperation and coordination.

The Academy continues to equip our policymakers, both at the local and national level, to make relevant and responsive policies, especially during the pandemic through training interventions that will help institutionalize risk management and other mechanisms that address both natural and human-induced emergencies.



# ACCOMPLISHMENTS

Trained a total of 2,766 participants from 2017 to 2020

Four batches of Capability Building on Innovative Leadership for Legislative Staff capacitating a total of 469 legislative staff

Trained 90 key government officials through international training and benchmarking initiatives undertaken with LKYSPP in an Executive Programme on Driving Excellence in Governance, IHS Short Course on Urban Governance in the Netherlands, and a Study Mission on Federalism in Fribourg University in Switzerland

The ETCBS program has also offered various training programs for 2,297 local policy makers and implementers focusing on governance and leadership, and future-proofing in these changing times



## GOVERNMENT QUALITY MANAGEMENT PROGRAM

**The Government Quality Management Program (GQMP) has the following components:**

- Strengthening and Expanding the Government Quality Management System
- Institutionalizing Quality Workplace
- Institutionalizing the Service Quality Standards
- Effecting Service Quality Improvement
- Promoting Public Sector Quality Improvement
- Strengthening the QMS During Emergency Situations



More government agencies are aiming and earning their ISO 9001 Quality Management System (QMS) certification, which requires clearly defined quality policy, objectives, and plans, and established operative controls for effective and efficient operations and for ensuring enhancement of client satisfaction. The Academy provides assistance to government agencies in order for them to earn their QMS certification or to maximize their gains from adopting the ISO 9001 QMS.

In support of Republic Act No. 11032, Ease of Doing Business and Efficient Government Service Delivery Act of 2018, the GQMP has leveled up its quality improvement initiatives by focusing on enhancing citizen satisfaction. The program continues to help improve the quality of frontline services of the government through the QMS. It also integrates QMS with other processes/service productivity and quality improvement tools such as public service continuity, process streamlining, and innovation, among others.



# ACCOMPLISHMENTS

Capacitated 7,823 key government officers and staff on Quality Management System, Productivity & Quality, and Innovation Lab

Assisted 522 agencies in QMS development/implementation/performance improvement from which 36 agencies are ISO 9001 certified and 15 more certifiable

Determined and disseminated 31 drivers of citizen and business satisfaction through research and survey

158 agencies participated in the Government Best Practice Recognition

## MODERNIZING GOVERNMENT REGULATIONS PROGRAM

The Modernizing Government Regulations Program (MGRP) is a regulatory reform initiative that makes broad-based improvements in national productivity and competitiveness by examining regulations and identifying possible regulatory governance reforms. The Program examines the existing regulatory environments in order to determine how they affect business growth and to develop proposals that would make regulations more relevant and coherent for priority industries.

The MGR has four key components:

- Program and Regulatory Management Information System Component;
- Industry Regulatory Review Component;
- Capability-building Component; and,
- Advocacy and Public Consultation Component.

The MGR Program contributes to the national government's efforts to improve the ease of doing business in the country by:

- Reviewing regulations governing the priority industries and coming up with actionable recommendations on how to improve the industry regulatory environment;
- Facilitating exchange of ideas and recommendations from key stakeholders of the priority industries;
- Enhancing the capability of regulatory agencies to develop smart regulations through regular capability building; and,
- Improving the effectiveness of regulations by introducing a regulatory management system (RMS) to regulatory agencies.



# ACCOMPLISHMENTS

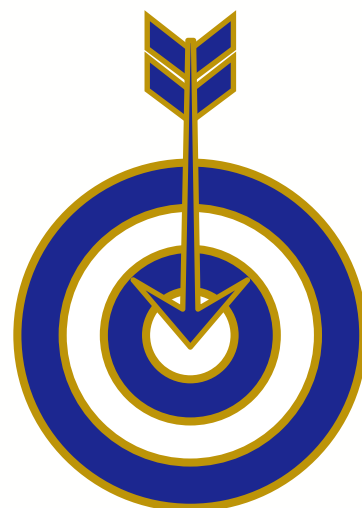
Covered 118 regulatory agencies in its regulatory reviews focusing on government-to-business (G2B) transactions in 23 industries (food production, food processing, food service, tourism, logistics - land, logistics – sea, power, housing, chemicals, logistics - deepening study, public transportation, healthcare, construction, consumer goods, tourism accreditation, renewable energy, education, insurance, mining, non-bank financial intermediaries, and water utility) and government-to-citizen (G2C) transactions in 2 sectors (welfare and employment)

Trained 1,864 participants from 104 government agencies (unique count) on good regulatory practices such as regulatory impact assessment (RIA), compliance cost assessment (CCA) and consultations in RIA from 2016 until 2020

## CENTER OF EXCELLENCE ON PUBLIC SECTOR PRODUCTIVITY

### Center of Excellence on Public Sector Productivity

Leading the movement on advancing innovation and productivity in the public sector across Asia and the Pacific region, the Philippines has been designated as the Asian Productivity Organization (APO) Center of Excellence on Public Sector Productivity with the Academy as the focal organization and implementing institution. The Academy also serves as the country's National Productivity Organization (NPO) that supports the APO in promoting and implementing public sector productivity-related activities in the Asia-Pacific region.



The **APO COE on Public Sector Productivity (COE-PSP)** has four key components:

- PSP Knowledge Bank
- PSP Capability Development Program
- PSP Innovation Laboratory
- PSP Research Program

**The COE-PSP aims to:**

- Promote the advancement of the public sector productivity movement in Asia and the Pacific region;
- Help address common and critical issues on public sector productivity performance besetting the APO member countries;
- 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,
- Serve as a hub of a 'web of collaborators' (physical or virtual) on innovation and productivity in the public sector.

**As the implementing institution of the COE-PSP and the country's NPO, the Academy is tasked to:**

- Facilitate learning and sharing of knowledge and best practices on PSP among APO members;
- Conduct relevant research on new areas related to the PSP including identifying innovations and best practices;
- Develop resources and materials to assist member countries with their programs; and,
- Build a database of experts who could assist APO member countries with their programs on PSP.



# ACCOMPLISHMENTS

Developed the capacity and trained 2,607 international and local participants on topics related to Public Sector Productivity since 2016

17 countries have participated or have been involved in the COE-PSP program

Assisted public sector organizations in developing 77 productivity innovation projects to foster innovation and future thinking in the public sector through the Innovation Laboratory program

Implemented 7 research studies to create value-adding knowledge for evidence-based policymaking and implementation of a productivity enhancement program. The studies include a compendium of best practices documenting 106 PSP best practices of government agencies

10,113 followers on Facebook and 1,230 subscribers on COE-PSP Youtube channel

## RESULTS-BASED PERFORMANCE MANAGEMENT SYSTEM

Leading the movement on advancing innovation and productivity in the public sector across Asia and the Pacific region, the Philippines has been designated as the Asian Productivity Organization (APO) Center of Excellence on Public Sector Productivity with the Academy as the focal organization and implementing institution. The Academy also serves as the country's National Productivity Organization (NPO) that supports the APO in promoting and implementing public sector productivity-related activities in the Asia-Pacific region.



As part of the RBPMS framework, continuing efforts are being done to sustain the functionality of the CSC's Strategic Performance Management System (SPMS) as a tool for managing organizational and individual performance throughout government. By the end of 2018, 99.6 percent of the 2,576 agencies have already adopted SPMS. Only 10 agencies under the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) have yet to adopt a functional SPMS.

Linking performance and bonus, the Performance-Based Incentive System (PBIS) through granting of the Performance-Based Bonus (PBB) to eligible agencies and individuals has been strengthened by raising its bar in incentivizing performance results that matter to the citizens, streamlining and process improvements in government transactions. Tightening eligibility criteria for bonus based on performance is continuously driving agencies towards sustained transparency, accountability, fiscal discipline, and citizen-centric public service delivery.



For its 11th cycle, the RBPMS still aims to heighten public accountability and transparency, promote greater collaboration among agencies, and ensure accessible and convenient delivery of services to the Filipino people. The RBPMS along with its incentive component – the PBIS will aim not only to promote Good Governance practices, link budget with outcomes and outputs, strengthen performance management and monitoring in the government but also speed up the streamlining of agency front line services.

The program has the following components:

- Implementation of Performance-Based Incentives System
- Management of RBPMS Website and Database
- Implementation of IATF Activities
- BPMS Research and Planning
- Outreach and Change Management



# ACCOMPLISHMENTS

Provided all 307 agencies assistance in complying with PBB Requirements with 75% of final eligibility assessment of agencies for PBB Cycle issued within the prescribed timeline. Agencies have shown improvements in compliance to good governance conditions, APP, SALN, FOI, etc. It has maintained and updated the RBPMS website and database - Performance scorecards of agencies from 2012 - 2019 can be accessed in the RBPMS website.

For its outreach and change management, the program has conducted consultation briefing/meetings with heads of agencies, coaching sessions on performance management Issues and concerns, and technical assistance for agencies to address performance gaps/deficiencies.

## COVID-19 RELATED PROGRAMS FOR FY 2020, 2021 AND 2022

In light of the COVID-19 pandemic, the Development Academy of the Philippines has smoothly adjusted its mode of delivery by leveraging digital technological applications to continue its operations. The Academy embraces the conduct of its activities through various means of online learning as part of the new normal. It responds to the need to adapt for business continuity and to capacitate the public sector in these changing circumstances.



The Academy acknowledges the opportunity to leverage new technologies for online learning, collaboration, and engagement to fulfill its mandate and achieve better learning outcomes. This has also led the Academy to explore digital tools to increase employee productivity and expanded reach of customers and stakeholders.

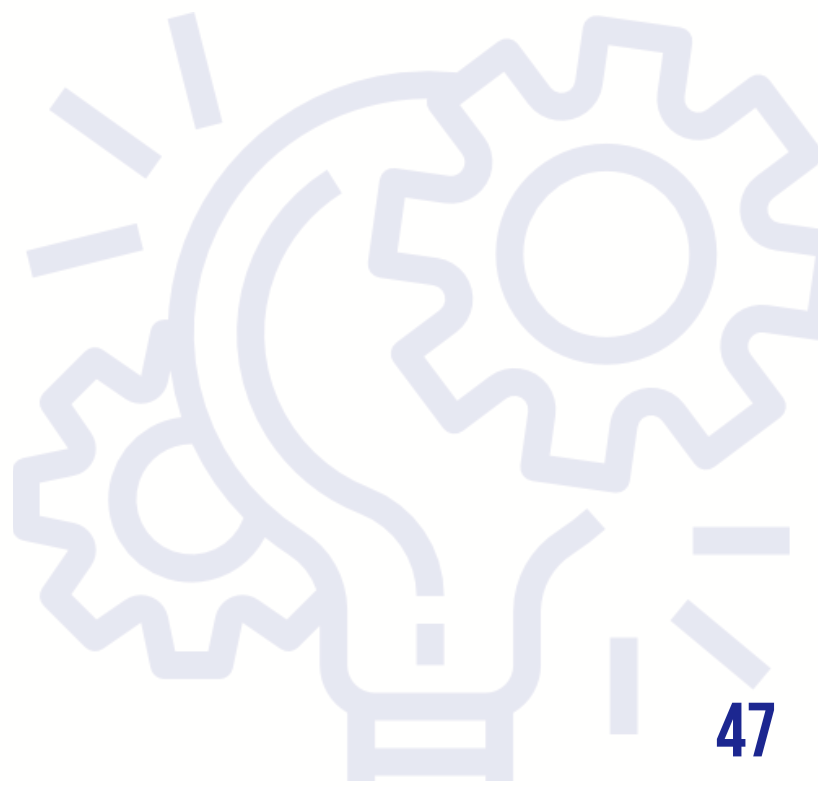
In response to the new normal and rapidly changing environment, the Academy is continuously developing new programs relevant to the needs of the public and private sectors. The VUCA environment demands increased future-readiness, innovation, and improved productivity. Some of the projects undertaken are:

- Assessment of the Alternative Work Arrangements in the Public Sector
- Estimating the Effects of Work-From-Home Arrangement in the Productivity of Public Sector Organizations
- Crisis Leadership Webinar under Education, Training, and Capability Building Seminar
- KIPA COVID-19 Response Systems and International Cooperation Research
- APO-ADBI joint study on Impact of COVID-19 on SMEs
- APO Business Recover and Resilience: Assistance to Small and Medium Enterprises (SMEs) and Critical Sectors
- Regulatory Management amidst the COVID-19 Pandemic
- Policy Approaches and Regulatory Flexibilities amid the COVID-19 Pandemic
- Regulatory Review on Government-to-Citizen Services 2020-2021
- Rapid Regulatory Impact Assessment on Existing Regulations and Provision of Recommendations to maintain service delivery and
- ~~Government Best Practices for COVID-19 Responses~~
- Citizen-centered Frontline Public Service Delivery During and Post-COVID-19 Pandemic
- Strengthening Disaster Risk Management for Health through Social and Behavior Change Communication
- Future-Proofing LGUs in Managing Health Risks
- Public Service Quality and Business Continuity
- Environmental Governance for Local Policy Makers
- Strategic Foresight and Scenario Planning
- Public Sector Co-Creation and Innovation

# PROGRAM/PROJECT DESCRIPTION AND BUDGET FOR RESEARCH AND DEVELOPMENT FOR FY 2020-2022

## Government Quality Management Program Component 3: Institutionalizing the Service Quality Standards (SQS)

1. Measure the citizen and business satisfaction level through citizen and business satisfaction surveys;
2. Develop and manage real-time citizen feedback system for use by the public sector;
3. Access research studies and tools, including the partnership with benchmark international institutions, to level-up frontline service standards; and
4. Develop and promote the implementation of service quality standards for critical frontline services.



# MODERNIZING GOVERNMENT REGULATIONS (MGR) PROGRAM FOR NATIONAL COMPETITIVENESS AND PRODUCTIVITY

## Component 1: Program and Regulatory Management Information System

1. Provide technical assistance to priority government agencies on the establishment/institutionalization of the RMS to determine areas of control in the delivery of regulatory services and achieve uniformity of quality in regulatory services. Priority will be given to regulatory agencies with existing Quality Management System and agencies that were covered by previous MGR activities (e.g, agencies already trained on RIA, covered by the industry regulatory review, participated in the consultations on RMS and expressed their interest in the said initiative), to build on past gains and effect actual improvements in the regulatory environment.
2. Conduct improvements to the web-based Regulatory Cost Model (RCM) calculator developed by the Academy to serve as a tool that provides a systematic approach for government regulatory agencies to measure the burden of regulatory requirements to its transacting public and determine process areas that can be streamlined to reduce related costs.

## Component 2: Industry Regulatory Review

1. Engage experts with extensive experience and comprehensive familiarity with regulations affecting the business life cycle.
2. Employ various methods to gather information from businesses on challenges that they face in complying with regulations.
3. Utilize a whole-of-government approach in the analysis of opportunities for improvement and development of regulatory and non-regulatory alternatives.
4. Involve relevant agencies in each step of the regulations review to provide the pertinent perspective on the rationale and legal basis of regulations.
5. Address idiosyncrasies that may arise from the local interpretation and implementation of national regulations by conducting public consultations in different geographical areas of the country.
6. Employ a data-driven approach in the formulation of recommendations using tools and templates to uniformly determine the burden of regulations to businesses.
7. Employ methods that have been developed and implemented by other countries such as Regulatory Impact Assessment, Regulatory Compliance Cost Assessment, and other Good Regulatory Practice tools.
8. Design a National Regulatory Framework that establishes the policies, processes, methods, and oversight for regulations.

# CENTER OF EXCELLENCE ON PUBLIC SECTOR PRODUCTIVITY (COE- PSP)

## Component 4: PSP Research Program

The PSP Research Program initiates studies on public sector productivity such as identifying innovations for productivity including best practices, adaptation, and examining effectiveness of P&Q tools, etc. In the medium to long-term, the agenda could include expansion/updating of productivity measurement research and other studies to determine the PSP needs of APO member countries.



## RESOURCE AND DEVELOPMENT PROGRAM/PROJECT BUDGETS (PHP)

| Program  | 2020              | 2021              | 2022              |
|--|-------------------|-------------------|-------------------|
| Government Quality Management Program              | 20,000,000        | 25,600,000        | 28,160,000        |
| Modernizing Government Regulations Program         | 15,072,000        | 16,298,000        | 17,276,000        |
| Center of Excellence on Public Sector Productivity | 5,000,000         | 5,000,000         | 10,600,000        |
| <b>Total</b>                                       | <b>40,072,000</b> | <b>46,898,000</b> | <b>56,036,000</b> |

### Graduate School of Public and Development Management

The Academy, through its Graduate School of Public and Development Management (GSPDM), offers programs focusing on the areas of management, health systems and development, security, rural development, local governance, education management and leadership, and microfinance. Recently, the Academy launched Master's in Public Management (MPM) Online, the MPM Major in Development and Security (DevSec) Online, the MPM DevSec with specialization in Maritime Safety and Security (DevSec-MSS), and the MPM Major in Regional and Local Governance and Development (RLGD) which is co-implemented with DAP sa Mindanao. In addition, 12 short courses on areas such as Geopolitics and International Relations, Public Management Research, Knowledge Management, Evidence-based Policy Making, and Youth Development were opened.



# ACCOMPLISHMENTS

**28 co-learners enrolled in MPM Online**

**A total of 334 co-learners enrolled in the 12 short courses**

**293 co-learners added to the roster of GSPDM Alumni**

**11 co-learners from different allied countries enrolled in the MPM  
DevSec**

## CENTER FOR ORGANIZATIONAL DEVELOPMENT

To ensure that the organizations and its workforce were aligned in terms of values and competencies, the Academy assists various organizations to achieve their objectives and mandates through providing programs on organizational structure and alignment, project monitoring and evaluation, human resources, and accessible learning.

One of the goals of the Academy is to guide organizations to be part of nation-building. It is quite a challenge for most organizations due to the pandemic situation, thus, the Academy has completed four projects with various organizations.

The Academy works with the Land Registration Authority to provide training among its personnel. This training on organizational alignment and cascade guides the personnel to understand and commit to the organization's Strategic Plan. It is a significant step for LRA to align and cascade the employees with their efforts in providing quality service among its stakeholders

Aside from organizational alignment, the human resource practice in the government is one of the stepping stones of the organization towards its goals. With that, the Philippine Reclamation Authority's Individual Strategic Engagement (PRAISE) Development and Activation was created to install the competency framework into their human resource systems. It determines the competency levels of all employees to support the current and future strategies of PRA.

Another project of the Academy is the Competency-based Human Resource Management and Development Framework Project for the National Youth Commission which enabled the organization to create a competency dictionary and to develop competency-based training framework models and profiles involving 42,000 Sangguniang Kabataan Officials and other NYC personnel.

The Academy also works with John Hay Management Corporation in reorganizing its structure to strengthen its operational capacity and sustain its current and planned development initiatives. Through this technical assistance, the Academy guides JHMC with their strategic directions on managing their organization for their plans.

There are five ongoing projects under the Center for Organization Development. These projects aim to ensure that organizations have enough capacity to adapt and implement their strategic plans despite the emerging challenges. Currently, the Academy is continuously working to equip organizations with knowledge and skills as it envisions that these organizations play significant roles in nation-building.

One of the five ongoing projects is in partnership with the Department of Education (DepEd). The Academy implements the *Intensified Abot Alam Program* (IAAP) which seeks to promote the Alternative Learning System for learners who wish to expand their knowledge to become more capable for employment or other livelihood opportunities.



# ACCOMPLISHMENTS

**4 completed Organizational Development projects**

**5 ongoing Organizational Development projects**

## WEBINARS AND POLICY BRIEFS ON COVID-19

In response to the new challenges brought by the COVID-19 pandemic, the Academy created additional programs that are in line with its mission to empower leaders, especially those in the public sector to be more equipped in responding to their call in the new normal.

The Academy organized webinars to help institutions and organizations operate more effectively and efficiently during and beyond the pandemic, such as the “Policy Approaches and Regulatory Flexibilities amid the COVID-19 Pandemic” and “Regulatory Management amidst the COVID-19 Pandemic” webinars for local government units and State Universities and Colleges (SUCs).

To further strengthen the capacity of local governments to make data-based policy decisions, the Academy produced policy briefs discussing relevant aspects of governance during the coronavirus pandemic

Focusing on the health challenges of the pandemic, the Academy produced a policy brief on the practice of electronic health (eHealth) to widen access to healthcare despite the mandatory quarantines and social distancing protocols.



# ACCOMPLISHMENTS

**24 beneficiary agencies under the GAA for the COVID-19 webinars**

**27 agencies, SUCs, and LGUs participated on the 1st Webinar on Policy Approaches and Regulatory Flexibilities amid the COVID-19 Pandemic**

**A total of 64 agencies participated on the Regulatory Management amidst the COVID-19 Pandemic Webinar: 30 LGUs from Luzon and 34 LGUs from Visayas and Mindanao**

**Produced 3 policy briefs related to the COVID-19 pandemic**

## ASIAN PRODUCTIVITY ORGANIZATION

The APO is a non-political, non-profit, and non-discriminatory regional intergovernmental organization that was established in 1961. Its mission is to contribute to the socio-economic development of Asia and the Pacific through enhancing productivity.

APO has recognized several countries as Center of Excellence in their respective field of expertise: India is the APO Center of Excellence on IT for Industry 4.0, Singapore is the APO Center of Excellence on Business, China is the APO Center of Excellence on Green Productivity, and the Philippines is the APO Center of Excellence on Public Sector Productivity.

As the National Productivity Organization of the Philippines, the Academy continues to work towards socio-economic development through enhancing productivity of the public sector and implementing productivity-related activities in the Asia and Pacific. The Academy, together with other member countries of APO, has been facilitating learning and sharing of knowledge since the creation of the organization. With this, programs in creative thinking and innovation have been established to train and equip individuals from public and private sectors that would help them adapt to the emerging challenges in the country.

Despite the challenges brought by the pandemic, the Academy was still able to host 15 international projects in an online setting to facilitate learnings in agriculture, digitization, planning, public service, leadership, and innovation. The unexpected shift to online implementation was done smoothly as the Academy was already equipped with various learning modalities. Similar to the capability of the Academy to adapt to the challenges, these projects were implemented to continuously enhance the capabilities of public and private sectors in adapting and providing effective and efficient services to their stakeholders.





# ACCOMPLISHMENTS

**15 international projects implemented**

**70% of activities implemented by grantees (target: 30%)**

**2.73 hrs response time to requests**

**100% on-time submission rate of nominations to APO projects**

## STAFF DEVELOPMENT PROGRAMS

The Academy teaches by example. As such, we implemented several programs to build the capacity of our own people and to make our operations more efficient, effective, and responsive to our mandate. The Academy also recognizes the importance of expanding and maintaining a pool of high-performing talents. With this, the Academy's staff underwent several training aimed to enhance competency, provide information on relevant issues and topics, and increase workplace efficiency and productivity conducted by the Academy's Human Resource Department and other units.

As a result of the Academy's capacity-building initiatives, 361 out of DAP's 381 employees (93%) met the competency requirements of their positions based on the Competency-Based Human Resource Management Framework (CBHRMF) through continuous provision of relevant learning and development interventions including upskilling under the new normal.

To prevent any gap from the usual face to face provision of staff development programs, various alternative online learning and development courses enumerated below (local and foreign) were offered to target personnel based on competency requirement and assessment results:

- Asian Productivity Organization (APO) E-courses
- Smarter Philippines through Data Analytics R&D, Training and Adoption (SPARTA) E-courses
- IT Courses
- TESDA Online Program (TOP)
- Online Short Courses i.e. Collaborative Working in a Remote Team, Communication and Interpersonal Skills at Work, Creative Thinking: Techniques and Tools for Success, Productivity Resources, Leadership, and Management Resources
- Google Applications
- MS Excel
- Presenting
- Client Management
- Resource Management
- Influencing People
- Teamwork/Team Building/Team Leading
- Team Orientation
- Dependability
- Business Writing
- Technical Writing
- Public Service
- Comprehensiveness and Precision
- Planning and Organizing
- Problem Solving and Decision-Making

The Academy's HRMDD also prioritizes its program offerings to ensure that relevant and appropriate staff development programs are implemented despite the challenges brought about by the pandemic. Capacitating/retooling the Academy personnel on the needed digital skills for better delivery of services had been the focus of its in-house course offerings which were delivered via online or virtual mode.

- **Tutorial Sessions on Online Collaboration Tools**

Eleven (11) sessions covering how to use the Google Meet, Google Calendar, Google Sites, Google Forms, Google Classroom, Google Drive and Google Jamboard, Microsoft Forms and Power Automate, Microsoft Teams and Planner, and Microsoft Sharepoint Sites were conducted.

- **Learning Sessions on Effective Online Presentations**

This program aims to equip and empower personnel with the basic knowledge and skills on how to become effective and persuasive presenters.

- **Mental Health and Wellness Webinars**

These webinars which included six (6) different topics aims to assist personnel in understanding the impact of stress and for them to know how to build personal and social resilience.

Other regular program offerings as enumerated below were also implemented to ensure that personnel are guided on the Academy processes, policies, and procedures and to foster productivity as they perform their assigned roles and responsibilities in the Academy:

- **5S Good Housekeeping**

A fundamental step towards promoting continuous improvement, this orientation aims to introduce the principles and practices of 5S

- **HR Orientation for Plantilla-Based and Non-Plantilla-Based Personnel**

This orientation facilitates the new staff's entry into the Academy workforce and their acclimatization as members of the DAP community

- **Basic MS Excel Training Course**

This training aims to teach participants the fundamentals of MS Excel such as how to use shortcuts, create graphs and charts and create a pivot table

- **Data Science and Analytics**

This program aims to provide participants with understanding and appreciation on the application and technologies leveraging Data Analytics

- **ISO 9001:2015 DAP QMS Orientation**

This orientation session aims to enhance the awareness of personnel on the requirements of implementing ISO 9001:2015 Quality Management System

- **Strategic Performance Management System**

This program focuses on the review of Strategic Performance Management System (SPMS) features, Performance Planning and Commitment Setting, and Performance Evaluation

- **Gender Sensitivity Webinars**

A joint initiative of the Gender and Development (GAD) Technical Working Group and the HRMDD, this program is conducted as part of the continuous gender mainstreaming efforts in the Academy

**TABLE 1. TRAINING PROGRAMS MADE AVAILABLE  
(JANUARY 01, 2020 TO DECEMBER 31, 2020)**

| Training Program Category | Number of Programs |             |              |            |             |
|---------------------------|--------------------|-------------|--------------|------------|-------------|
|                           | Local              | Foreign     | In-house     | Total      |             |
| Managerial/Supervisory    | 3                  | 3           | 0            | 6          | 1.8%        |
| Technical                 | 31                 | 15          | 11           | 57         | 17.3%       |
| Finance/Admin             | 16                 | 0           | 0            | 16         | 4.9%        |
| Others/Special Programs   | 209                | 2           | 39           | 250        | 76%         |
| <b>Total</b>              | <b>259</b>         | <b>20</b>   | <b>50</b>    | <b>329</b> |             |
| <b>%</b>                  | <b>78.7%</b>       | <b>6.1%</b> | <b>15.2%</b> |            | <b>100%</b> |

## TABLE 2. PLANTILLA PERSONNEL MEETING THE REQUIRED COMPETENCIES

| <b>GROUP</b>           | <b>PLANTILLA<br/>2020</b> | <b>COMPETENT<br/>2020</b> |
|------------------------|---------------------------|---------------------------|
| Programs               | 142                       | <b>139</b>                |
| School                 | 13                        | <b>13</b>                 |
| Support                | 234                       | <b>209</b>                |
| <b>Total</b>           |                           | <b>361</b>                |
| <b>Total Plantilla</b> | <b>389</b>                | <b>389</b>                |
| <b>% of competent</b>  |                           | <b>93%</b>                |

As can be gleaned from Tables 1 and 2, a total of 329 local, foreign and in-house learning and development programs classified as managerial/supervisory, technical, finance/administrative, and special courses were made available to the Academy personnel in 2020. With the combined HRMDD efforts and support of the Management, a total of 90% or 539 out of 601 personnel were given at least one (1) competency enhancement intervention. For plantilla personnel, 93% or 361 out of 389 employees have met the required competency of their position.

## EMERGENCY RESPONSE TEAM INTERVENTION

Through the concerted efforts of its personnel, the Academy was able to temper the negative effects of the pandemic on its operations. Prior to the pandemic, the Academy has been installing protocols and systems to promote business continuity, while ensuring the safety of its employees.

In light of the Taal Volcano eruption, the Academy upgraded its emergency response by installing a Public Address System (PAS) to facilitate easier communication during emergencies.

Abiding by the principle of "DAPpers helping fellow DAPpers", the Academy prioritized the safety of its employees while maintaining the basic operation of the Academy during times of emergency such as the Taal Volcano eruption and the ongoing coronavirus pandemic.

Cash assistance amounting to Php 35,000 was given to the employees of the DAP Conference Center who were affected by the eruption. The staff and their families were rescued and transported to safe areas by the Academy's MV Pools.

At the onset of the pandemic, the Academy immediately created and implemented safety and security protocols that are compliant with the requirements and recommendations of the IATF. It activated its COVID-19 Response Team to oversee and coordinate all efforts to mitigate the spread of the virus within the Academy. Health monitoring and financial assistance were also provided for personnel affected by the pandemic.



## COMMUNITY INVOLVEMENT AND ENERGY CONSERVATION

As part of a larger community, the Academy extended its efforts to help mitigate the effects of the pandemic with other organizations. The Academy provided updates and seminars on effectively handling the COVID-19 pandemic during the 29th Founding Anniversary and Building Management Week of the Association of Building Managers in Ortigas Center, Incorporated (ABMOCI).

Among the major contributors to the Academy's efficient operation during the pandemic is its efforts to complement its updated systems, procedures, and practices with upgraded facilities that help make the Academy's operations more efficient and sustainable.

The electrical savings of the Academy main building increased to 67.5% compared to the average electricity cost incurred over the last five years. This led for the Academy to be recognized as an "Energy Efficient Government Agency" by the Energy Utilization Management Bureau and the Department of Energy. The Academy has incurred 1,100,926 kWh electrical savings compared to the 711, 301 savings on the previous year.

To further this effort, the Academy has integrated 96 newly installed inverter-type air conditioning units to the Building Management System. This will allow interoperability of basic utilities in the building for economical, efficient, and safe operation. The savings in energy may be channeled to more relevant programs or projects towards improved delivery of services. All these efforts helped the Academy secure an annual revenue of PhP 594.916 million, and a net surplus of PhP 71.747 million despite the disruptions brought about by the Taal Volcano eruption and the COVID-19 pandemic.



CHAPTER 2

# PAGSULONG NG MAY MALINAW NA PANANAW

Government policies are created and implemented in a D-VUCAD (diverse, volatile, uncertain, complex, ambiguous, and disruptive) environment. Our current situation is a testament to how D-VUCAD is more than just a concept. To navigate effectively in such an environment, we need perspective more than just a definite direction. Without a clear perspective or *malinaw na pagtanaw*, it would be much easier for us to be disoriented.

The public sector deals with ever-changing problems and concerns. It moves about in an ever-shifting landscape. The government would not be able to keep up with the demands of its citizens if it deals with novel problems, with age-old perspectives and solutions.

To be effective, we have to be steps ahead instead of just keeping up.

The Academy augmented its programs and projects to inject principles of foresight, innovation, data-driven policymaking, and implementation in the core of how departments and agencies in the public sector and key sectors of society operate.

Accordingly, the Academy updates its business principles and practices to be more focused and responsive to the current and future demands of our clients and partners.

From a wider perspective, dealing alone with the emerging challenges is a challenge for the government to move forward without the support of other institutions; therefore, the Academy has managed partnerships with Philippine Exporters Confederation, Inc., Consulus Global, and Multisys Technologies Corporation to support the needs of the Academy in providing learning opportunities and innovative platforms to the public.

## PROJECT SPARTA

The Academy's Project SPARTA: Smarter Philippines through Data Analytics, Research and Development, Training, and Adoption continues to offer online courses on data science, analytics and related fields to aspiring data scientists and analysts even during the pandemic.

Project SPARTA is an online course developed to train more data scientists and analysts to fill the projected need for professionals that can process and analyze big data. Each module offered under the program is aligned with APEC Recommended Competencies to ensure the learners gain the necessary knowledge and skills that match industry needs.

Aside from Project SPARTA's eleven (11) courses made available online, the program also conducted virtual roadshows, orientations, and town hall sessions across the country. Currently, Project SPARTA trains about 17,000 learners to become Data Associates, Data Scientists, Data Engineers, Functional Analysts, Analytics Managers, and Data Stewards.

Project SPARTA continues to accept new enrollees and as the program expands, the Academy involves more experts not only to teach, but also to help improve the program.

Project SPARTA also serves as a platform to promote linkages in the Science and Technology sector. Through the program, researchers and possible benefactors can meet and share expertise and resources. Aside from partnerships, the program is developing a hub that allows for open exchange of data on reports, analyses, and existing and ongoing research projects related to data science.



# ACCOMPLISHMENTS

**13 subject matter experts in various fields of data science and analytics were involved**

**30 courses were identified and pre-designed**

**488 respondents were involved in trace study**

**11 courses were launched relative to data science and analytics**



# ACCOMPLISHMENTS

**4 online roadshows and orientations were conducted**

**1 online townhall was conducted**

**17,561 learners were enrolled**

**6 learning pathways were offered (Data Associate, Data Scientist, Data Engineer, Functional Analyst, Analytics Manager, and Data Steward)**

## SUSTAINABLE DEVELOPMENT GOALS AND FUTURES THINKING

The Academy envisions creating an ecosystem that allows innovation to be part of the DNA of organizations, especially in the public sector. Aside from Project SPARTA, the Academy also launched its Research on Sustainable Development Goals and Futures Thinking to bridge research gaps on these topics and to also promote the incorporation of such ideas into actual projects that impact people.

Anchored on the Sustainable Development Goals, the Philippine Development Plan (PDP) 2017-2022, and the Ambisyon Natin 2040, the Academy added the Research Hub for Public Management Knowledge Co-creation to its roster of programs to create the innovation ecosystem in the country.

The first phase of the research aims to map, provide scope, and create a situational analysis on the following research areas:

- SDG 3: Good Health and Well-being
- SDG 4: Quality Education
- SDG 11: Sustainable Cities and Communities
- SDG 12: Responsible Consumption and Production
- SDG 16: Peace, Justice and Strong Institutions

The Academy has chosen fifteen (15) research papers to provide innovative solutions to make our public institutions future-ready, eight (8) working papers on public management and administration for publication, and two (2) policy briefs delving on the topic of emerging challenges in the public sector for publication.

Moving on to the second phase of the research, the Academy is now focusing its research on policy and program development to promote innovation in institutions. The third phase of the research will focus on research for capacity-building for institutions to implement programs and projects in response to the findings of the first and second phases of the research



# ACCOMPLISHMENTS

**15 research proposals were submitted**

**8 working papers were submitted**

**2 policy briefs were published**

**Two-day Online Research Colloquium was conducted**

**4 roundtable discussions were conducted**



## CENTER FOR STRATEGIC FUTURES

To bring the Academy's research efforts into more tangible outcomes, the Academy launched its Center for Strategic Futures (CSF) which comprises three main laboratories: the Data Analytics Lab, the Smart Community Lab, and the Futures Thinking and Innovation Lab.

CSF transforms the Academy into a solutions provider, aside from being a knowledge institution. Through the CSF, the Academy helps both public and private institutions deal with the opportunities and challenges of Industry 4.0, explosion of data, mega and smart cities, and innovative and agile governance.

The CSF offers the following products and services:

- Knowledge-Sharing
- Capacity Development
- Networking and Partnerships
- Data, Innovation, and Technology
- Public Policy Tools and Frameworks
- Transformative Community Planning

Among the notable outputs from the CSF labs are tools that help institutions and organizations to create future-ready cities, such as the Smart City Indicator System that assesses what cities or municipalities need to further promote smart economy, mobility, and work, among others for their constituents. The Data Maturity Assessment Framework also finds its origin from the Academy's labs. The framework helps researchers and decision-makers assess and select data that are relevant to make policy decisions that would improve their processes and operations, as well as their public service delivery.



# ACCOMPLISHMENTS

**2 public policy tools/frameworks developed**

**2 training programs were offered**

**100% active partnerships with institutions**

**1 process automation was created**



# ACCOMPLISHMENTS

**10 project proposals were submitted**

**4 negotiations initiated under contracting**

**3 contracts were secured/executed**

The Academy firmly believes that innovation and futures thinking should be integral to institutions or organizations to effectively respond to both its current and future needs and those it serves.

Abiding by the very same principles it promotes, the Academy's middle and top-level management continuously undergo training and seminar on these new disciplines for their appreciation and application.

Aside from capacitating people, the Academy invests in creating an environment conducive to learning and collaboration.

Last 2020, the Academy started developing the concept of constructing an Idea Generation Hub (IGH). This is envisioned to be a place where the Academy's eminent fellows - academics and practitioners alike will stay and have an immersive experience that allows them to co-create new knowledge principally for our government and for the private sector.

In the same manner, the Idea Generation Hub is going to be complemented by the Data Analytics Center. The second floor of the DAP Pasig Building will be renovated and converted into a space that will house this Center.

Lastly, to host its learning initiatives on productivity, innovation, and futures thinking, the Academy erected its New Training Building (NTB) in Tagaytay City.

The NTB shall serve as home to the Academy's eminent fellows, academics, public servants, and other stakeholders in the public and private sector to freely generate and share knowledge and skills through close collaboration. The 14-storey building shall also house the Academy's Futures Center and Innovation Laboratory (FCIL).

The Futures Center and the Innovation Laboratory is a physical space with embedded tools and techniques that facilitate interaction, dialogue, knowledge creation, and experimental activities among diverse people. It tries to create an inventory of core knowledge assets, identify key performance indicators, and master methodologies to improve productivity and harness innovation.

## THE NEW TRAINING BUILDING

Due to the fortuitous events such as the Taal Volcano eruption last January 12, 2020, the Enhanced Community Quarantine imposed by the National Government because of the COVID-19 pandemic which started on March 17, 2020, physical on-site mobilization and construction of the NTB have been postponed for safety purposes.

The Academy was able to resume construction by complying with the construction safety guidelines issued by the DPWH and the government-mandated health protocols. "Day 1" of the construction schedule was set on August 27, 2020; a day after the conduct of the Cornerstone Laying Ceremony.

By the end of 2020, the NTB construction team was able to:

- process and release the mobilization fee amounting to ₱123,160,975.52 to the contractor on September 17, 2020;
- conduct a confirmatory soil test to check if the foundation design will still be technically sound after the Taal Volcano eruption in the first quarter of 2020;
- complete the cutting of 85 trees at the back portion of DAPCC property with a permit from DENR, and donated 50 seedlings to DENR for every tree that were cut down in support of the National Greening Program and Climate Change Initiatives of the government;
- get the approval of the construction permit from the LGU of Tagaytay City last October 23, 2020; and,
- complete the site clearing and excavation work.

With this progress on the NTB construction, the Academy will continue to move forward to achieve its goal of finishing the project in three years or less.

The Academy can look into the future with much hope because we ourselves work actively to fulfill our steadfast commitment to making the future much better for the Academy, its stakeholders, and for our fellow Filipinos. By investing our effort, resources, and time, we lay the groundwork to create smarter communities, support smarter businesses and start-ups, enable



## CHAPTER 3

# PAGSULONG NG MAY PAKIKIBAHAGI SA KOMUNIDAD

To pursue its mandate to help build the nation, the Academy works for and with various communities across the country.

For the Academy, development should be promoted and be felt by all. As we all share the responsibility to ensure the safety and security of our fellow Filipinos, we also must share in reaping the benefits of our sacrifices.

Among the most tangible results of our quest of making development more inclusive is the preservation of peace and the pursuance of good governance in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). Aside from our projects and programs to promote inclusivity among communities in the country, the Academy most actively participates in the strengthening of governance institutions in the BARMM.

Pakikibahagi entails unity of desire, motivation, and goals. By becoming part rather than a distant spectator of the communities it serves, the Academy gains a good grasp of the relevant and real concerns these communities need to promptly and effectively address.

The Academy aims to help the Bangsamoro government to ensure that there is a right balance between the size of the bureaucracy and the services that need to be delivered as well as the appropriate skills required of the people in the bureaucracy. The programs introduced by the Academy to BARMM help in creating an effective and responsive Bangsamoro government and enhance the capacity of their people.

DsM is one of the major operating centers of the Academy. It is considered the implementing arm of the DAP for Mindanao-based programs and projects. Through these projects, the Academy continues to fulfill its mandate in capacitating individuals and building relationships for the betterment of every Filipino and also contributes to ensuring development and lasting peace in Mindanao.

Here are some of the efforts we have implemented in the BARMM that have achieved significant results in 2020:



## **Curriculum Development and Training of Trainers to Mainstream Children's Rights into LGU Planning and Budgeting**

The Project on the Curriculum Development and Training of Trainers to Mainstream Children's Rights into LGU Planning and Budgeting for the Ministry of Interior and Local Government (MILG) is a technical assistance aimed to provide capacity building among representatives from the 63 barangays in North Cotabato (clustered into 7-8 SGUs), provinces, and cities of BARMM.

The project aims to review and improve MILG's current curriculum on training government officials in mainstreaming child rights in LGU planning and budgeting using adult learning principles (AOL), capacitate trainers on how to use AOL in their training delivery, and co-develop the training modules and materials in various platforms (e.g. print, online, video, and audio) to aid the training delivery. Lastly, it aims to document innovations, especially best practices and strategies on the SGUs participation as new organizational structures for the BARMM government. The end goal of the project is an increased budget allocation to implement programs for children's rights and welfare in the LGUs.

## **Professionalizing the BARMM Bureaucracy: A Ladderized Masteral Program for Middle and Senior Managers**

The project aims to equip BARMM's bureaucracy, especially the career professional managers, with technical and practical knowledge necessary to carry out their tasks in their respective institutions. In particular, it seeks to co-develop with the BARMM a stream on Local and Regional Governance and Development, taking into account the unique needs of autonomous region borne out of a peace agreement, and the nuances of a tri-people context.

The curriculum shall improve the knowledge and skills of the students on government processes and procedures such as, but not limited to, effective policy-making, public budget, and finance. This intervention also offers a unique proposition of "Moral Governance", as both a virtue and a model fully emphasized by BARMM Chief Minister Ahod Ebrahim.

## **Strategic Institutional Review and Planning Workshop of the SPDA 5-Year Strategic Plan for CY 2020-2024**

The Academy facilitates SPDA's planning workshop – consultation that aims to develop a medium-term blueprint of the SPDA towards fulfilling its mandate in the socio-economic development of Mindanao. The output is a document on the 5-Year (CY 2020-2024) Strategic Plan. Based on the amended P.D. 1703, the SPDA as Authority has a corporate life span from 1980-2030. The same amended charter indicates that the life of the Agency can be renewed for the same life span of 50 years.

Using the Strategic Foresight as a framework, SDPA shall move forward by identifying and evaluating possible futures and selecting the best course of action. Internal Stakeholders of SPDA shall identify and discuss the emerging year 2020-2024 scenarios and key drivers of change while a separate FGD will be conducted for the key external stakeholders. The summary of consolidated pre-work will be presented to the SPDA and its stakeholder for deliberation, validation, and finalization of the SPDA 5-Year Strategic Plan CY 2020-2024.



# ACCOMPLISHMENTS

**75 participants capacitated through public offerings and in-house training**

**3 agencies assisted in projects and in-house training for agencies**

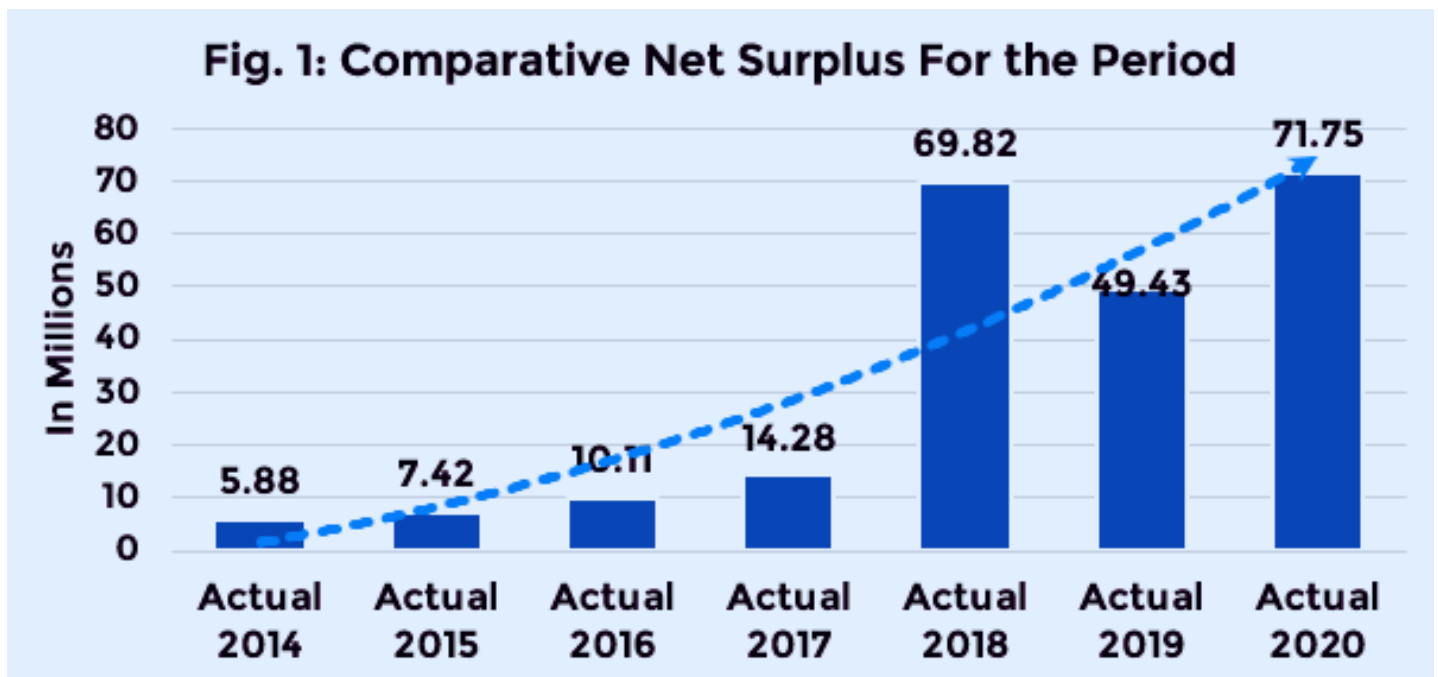
**3 contracts were secured/executed 3 active partnerships with MOUs and MOAs signed**

## FINANCIAL HIGHLIGHTS

The Academy registered another positive financial performance for 2020 with a net surplus of P71.75 million, which is 45% higher compared to P49.43 million net surplus in 2019.

The Academy's revenue for 2020 is at P594.92 million, while its total operating expenses is at P523.17 million. Retained Earnings remained positive at a restated amount of P433.82 million.

### FIGURE 1 PRESENTS THE UPWARD TREND OF THE ACADEMY'S NET SURPLUS GROWTH FOR THE PAST SEVEN (7) YEARS



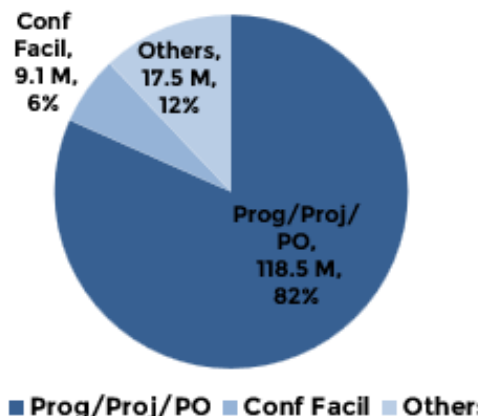
## REVENUE PROFILE

The Academy's revenue for Fiscal Year 2020 (FY2020) is equivalent to 71% of the year's target. The FY2020 revenue is 13% lower compared to the Academy's FY 2019 revenue of P684.17 million. The FY2020 revenue comes from the Academy's projects, programs, public offerings, use of conference facilities, others (i.e. interest income), and the mandated programs funded by the General Appropriations Act (GAA).

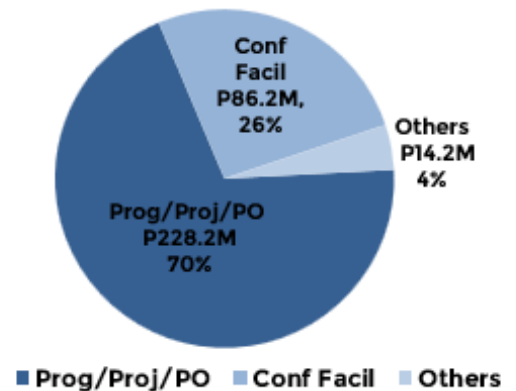
Figures 2A, 2B and 2C show the comparative mixes of the revenues generated by the Academy from its revenue generating efforts. The Actual Revenue generated in FY2020 and FY2019, and its average performance in the last five (5) years, respectively.

## REVENUE PROFILE

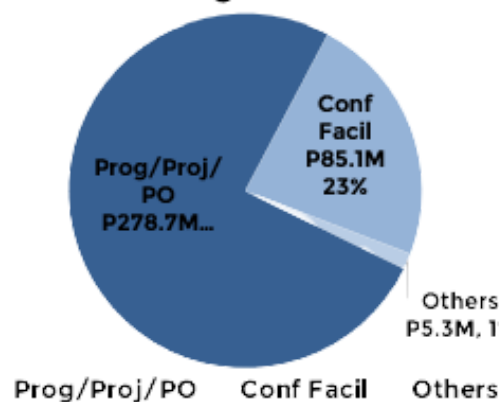
**Fig. 2A: Revenue Actual  
CY2020=P145.1M**



**Fig. 2B: Revenue Actual  
CY2019=P328.6M**



**Fig. 2C: Revenue 5-Yr  
Average=P369M**

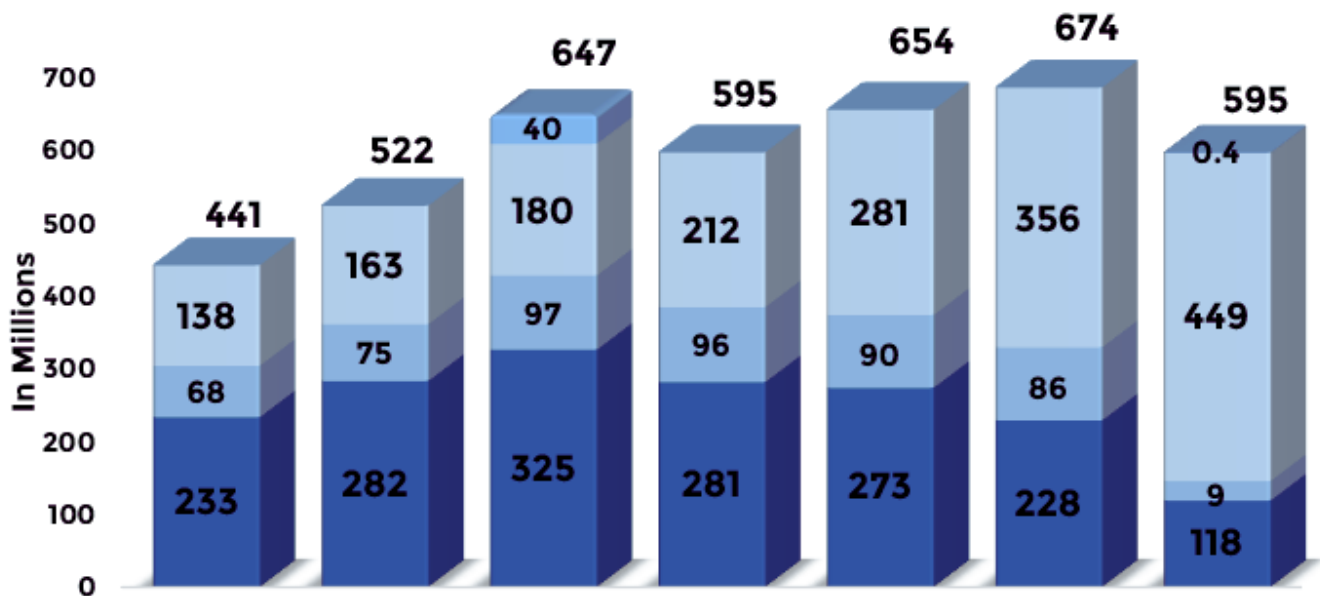


As shown in Figure 2A, the revenue from the use of conference facilities declined significantly due to the Taal Volcano eruption and the COVID-19 pandemic. Compared to the revenue from the use of conference facilities in 2019, the revenue from the use of conference facilities in 2020 declined by 89%.

In compliance with Republic Act 11469 or the Bayanihan to Heal as One Act and the Department of Budget and Management's (DBM) National Budget Circular No. 580, the Academy reduced its FY2020 mandated programs subsidy by P56.222 million. This is equivalent to P40.222 million or a 10% reduction in the budget of continuing projects and programs and P16 million or a 35% reduction in the appropriation for Congress-initiated programs.

## FIGURE 3 SHOWS THE ACADEMY'S COMPARATIVE SOURCES OF REVENUE

Fig. 3: Comparative Sources of Revenue: CY2014 to CY2020

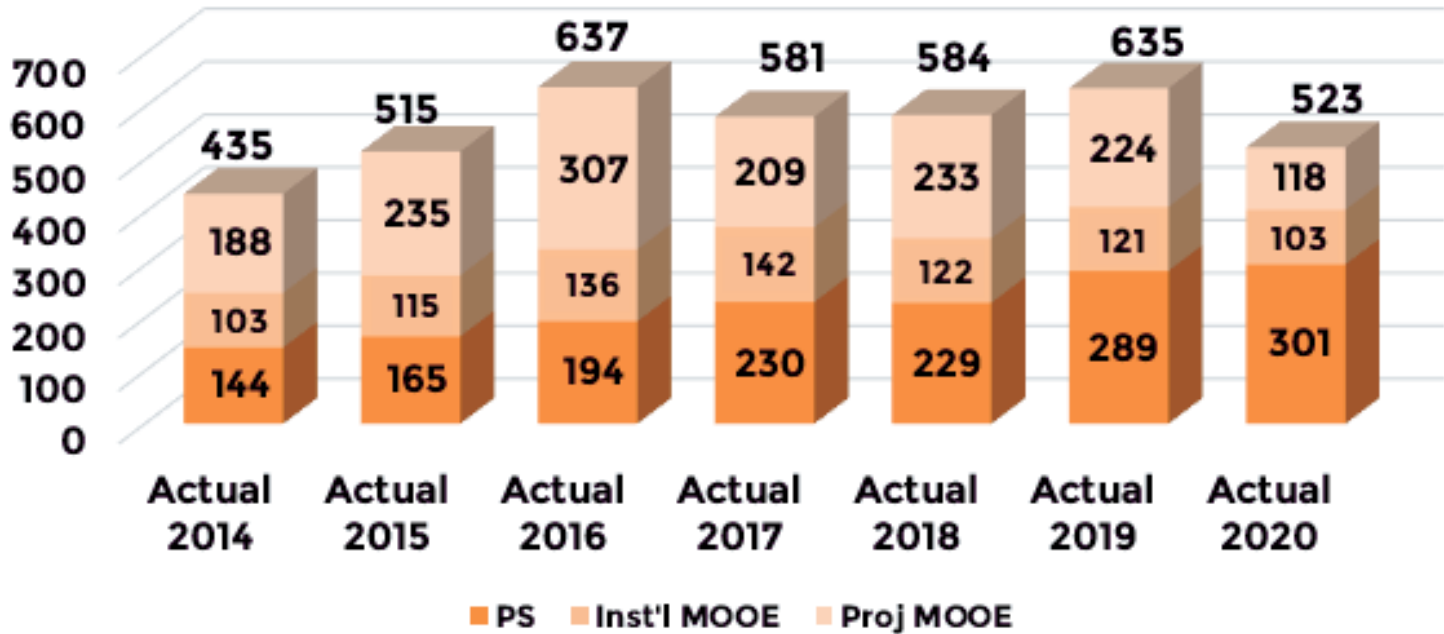


## EXPENSE PROFILE

The Academy spent P523.17 million on its programs and projects, which in turn generated P594.92 million in revenues for FY2020. The operating expenses for FY2020 is 18% lower compared to the previous year. The decline is attributed to the disruption of operations due to the Taal Volcano eruption and the COVID-19 pandemic.



## FIGURE 4 SHOWS THE COMPARATIVE ACTUAL COST STRUCTURE FROM FY2014 TO FY2020

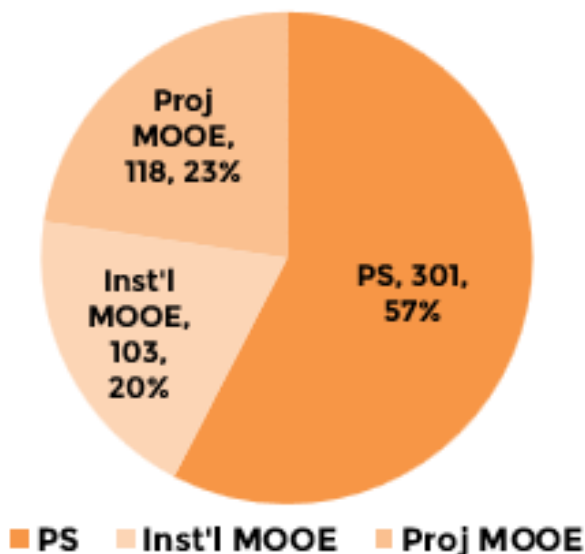


## EXPENSE PROFILE

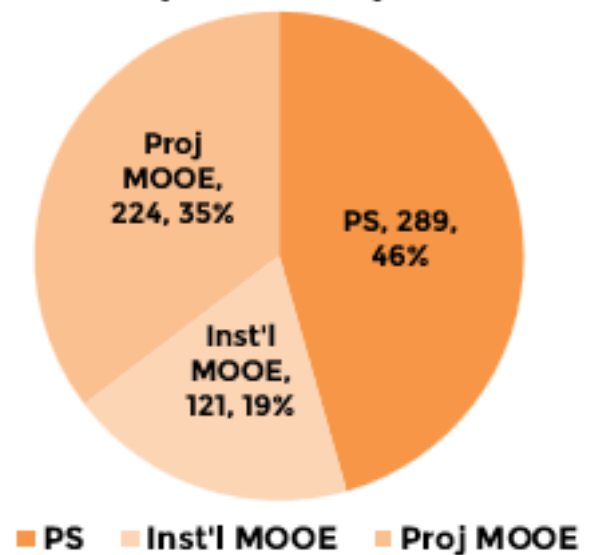
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**FIGURES 5A, 5B, AND 5C SHOW THE COMPARATIVE ACTUAL COST STRUCTURES FOR 2020, 2019, AND THE AVERAGE FOR THE LAST THREE YEARS, RESPECTIVELY. AS SHOWN IN THE FOLLOWING PIE GRAPHS, THERE ARE NO SIGNIFICANT CHANGES IN THE COST STRUCTURE.**

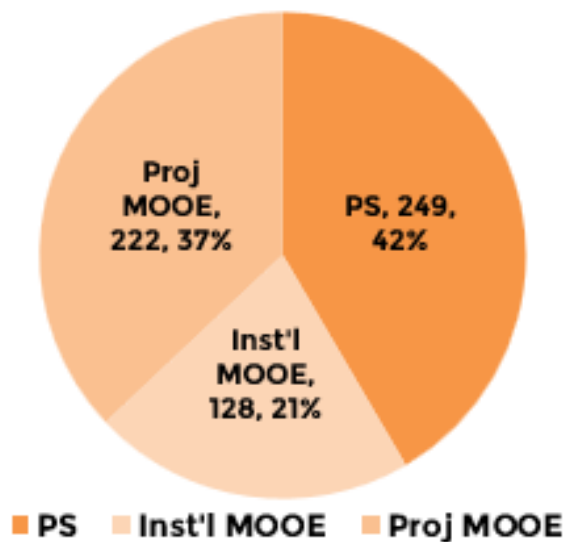
**Fig. 5A: Actual CY2020  
(In Millions)**



**Fig. 5B: Actual CY2019  
(In Millions)**

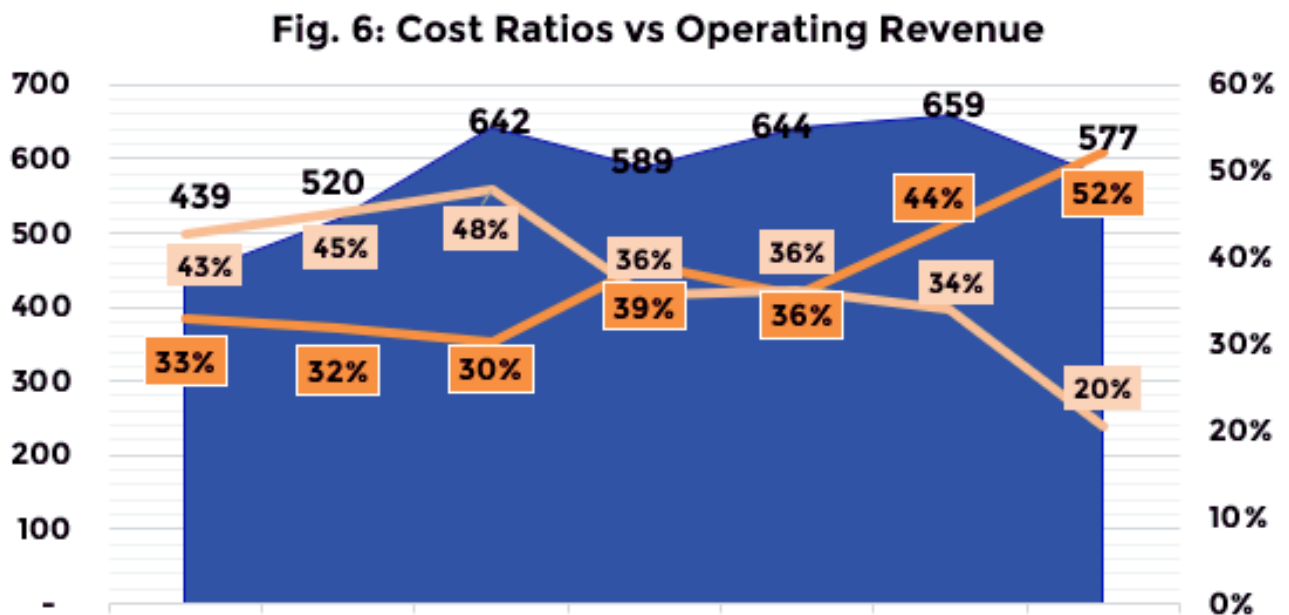


**Fig. 5C: 3Yr Avrg (2017-2019)**



## FINANCIAL CONDITION

**FIGURE 6 HIGHLIGHTS THE MAIN COST ITEMS IN RELATION TO THE TOTAL OPERATING REVENUE GENERATED BY THE ACADEMY AND THE TREND ANALYSIS OF PERSONNEL SERVICES AND PROJECT RELATED MOOE TO THE OPERATING REVENUE**



For this year, for every P1.00 of revenue earned, only P0.20 was spent for project-related MOOE. This is a very favorable ratio compared to the P0.34 and P0.40 recorded in 2019 and the average 6-year, respectively.

For 47 years, the Academy remained financially sound. Even with the disruption brought by the Taal Volcano eruption and the COVID-19 pandemic, the Academy's equity has grown by 13%.

The liquidity ratio of the Academy in the past four (4) years has consistently been above 1, which means that the Academy has the ability to pay off its obligations as and when they become due and demandable.

## FINANCIAL CONDITION

**TABLE 1 SHOWS THE RETURN ON ASSETS (ROA) WHICH EXHIBITS AN INCREASING TREND. THE RATIOS ARE 1.3%, 5.4%, 2.9% AND 4.4% FOR THE CALENDAR YEARS 2017, 2018, 2019, AND 2020, RESPECTIVELY**

| <b>Particulars</b>     | <b>CY2017</b> | <b>CY2018</b> | <b>CY2019</b> | <b>CY2020</b> |
|------------------------|---------------|---------------|---------------|---------------|
| Liquidity Ratio        | <b>1.52</b>   | <b>2.51</b>   | <b>5.17</b>   | <b>2.70</b>   |
| Profitability Ratio    | <b>2%</b>     | <b>11%</b>    | <b>6%</b>     | <b>12%</b>    |
| Solvency Ratio         | <b>63%</b>    | <b>60%</b>    | <b>57%</b>    | <b>60%</b>    |
| Return on Assets (ROA) | <b>1.3%</b>   | <b>5.4%</b>   | <b>2.9%</b>   | <b>4.4%</b>   |
| Return on Equity (ROE) | <b>4%</b>     | <b>13%</b>    | <b>7%</b>     | <b>11%</b>    |

The increasing percentages in the Return on Equity (ROE) could mean that the Academy properly used the funds entrusted to it to generate earnings.

The financial performance of the Academy in 2020 only reflects its culture of maintaining relevant and effective programs and projects, while constantly improving its conduct of business. The Academy has maintained its financial viability over the years by being accountable in the use of public funds.



**ALICIA DE LA ROSA-BALA**

**Chairperson, Board of Trustees**

**Chairperson, Civil Service Commission**

Chairperson 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 31 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 Chairperson, 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, majoring 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.





**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 an 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 from 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.



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**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.



## **WILLIAM D. DAR**

**Trustee, Board of Trustees**

**Secretary, Department of Agriculture**

Secretary William D. Dar was appointed by the then President Joseph Estrada as the Department of Agriculture Acting Secretary, from July 1998 to May 1999. Under his 11-month watch, he started implementing the provisions of the Agriculture and Fisheries Modernization Act (AFMA). He also led a global agricultural research institute – the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), in India, where he served from 2000 to 2014. He left a legacy benefitting millions of farmers in India, Africa, and other dryland countries, including the Philippines.

He is currently the President of InangLupa Movement Inc., (InangLupa), a movement working for an inclusive, science-based, climate-smart, and competitive Philippine agriculture. He is also the former country representative of Prasad Seeds Philippines Inc. His extensive research and professional experience were on crop management, farming systems development, and technology sharing and upscaling. Before leaving for India, he also served as Presidential Advisor on Food Security in 1999 and Executive Director of the National Agricultural and Fishery Council in 1998.

He graduated with a degree of BS in Agricultural Education in 1969 and MS in Agronomy in 1976, at the then Mountain State Agricultural College (MSAC), now known as Benguet State University (BSU), in La Trinidad, Benguet. In 1979, he worked as a researcher and instructor at BSU and become a professor and vice president for R&D support services in 1985. In between those years, he pursued a PhD in horticulture at UP Los Baños and completed it in 1980.



**ROY A. CIMATU**

**Trustee, Board of Trustees**

**Secretary, Department of Environment and Natural Resources**

Secretary Roy A. Cimatu is a retired Philippine Army general who succeeded Gina Lopez as DENR Secretary on May 3, 2017. Cimatu, who was born on July 4, 1946 in Bangui, Ilocos Norte of war veteran Fidel Cimatu Sr. and public school teacher Clara Agullana, served as 30th Chief of Staff of the Armed Forces of the Philippines under then-President Gloria Macapagal Arroyo and as special envoy to the Middle East during the Iraq War in 2002. He topped his batch at the Philippine Military Academy in 1970 and earned his master's degree in Business Administration at the Ateneo de Manila University.

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

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



## **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 AntiGraft 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.



**KARL KENDRICK T. CHUA**

**Trustee, Board of Trustees**

**Secretary, National Economic and Development Authority**

Secretary Karl Kendrick T. Chua joined NEDA last April 20, 2020. His top three priorities upon being appointed as Socioeconomic Planning Secretary amid the COVID-19 crisis include fast-tracking the National ID System, the economic recovery plan, and the Build, Build, Build Program.

Prior to his appointment, he was Undersecretary for the Strategy, Economics, and Results Group in the Department of Finance (DOF). In this capacity, he helped the government implement its ten-point socioeconomic agenda by ensuring equitable and sustainable financing through the Comprehensive Tax Reform Program.

Before he joined the government, he was the World Bank's senior country economist for the Philippines. In this capacity, he advised the government on strategies and policies to attain more inclusive growth – the type that creates more and better jobs and reduces poverty. In his last two years in World Bank, he spent one-and-a-half years working on Mindanao, where he led a team to conduct in-depth research for the 2016 Mindanao Jobs Report, a comprehensive strategy for the island group's development. He was with the World Bank for 12 years from 2004 to 2016.

Secretary Chua completed his MA in economics in 2003 and PhD in economics in 2011 at the University of the Philippines School of Economics. Prior to joining the World Bank, he was an assistant professorial lecturer of mathematics and economics at the Ateneo de Manila University, where he also completed his BS in Management Engineering in 2000. He was a consultant for several local and development partner-funded projects in the area of economic and fiscal policy.



**ATTY. 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.

## ACCOMPLISHMENT REPORT

RE: **CONSTRUCTION of the NEW TRAINING BUILDING in DAP Conference Center, Tagaytay City**  
<as of June 26, 2021>

This report presents the accomplishments pertaining to the construction of a fourteen (14) storey New Training Building (NTB) in DAPCC-Tagaytay reference to the National Government mandated program “*to strengthen the capacity of DAP to provide both general and highly specialized training courses for Government Officials*”. The Contract of Construction between DAP and the Contractor was signed and notarized on December 27, 2019.

**DELAYS:** Due to change in Academy leadership (4x) from 2017 to 2018, two failures of biddings and two negotiated procurement processes, and two fortuitous events (Taal Volcano eruptions and CoVID19-pandemic), the proposed budgets for the past three years have been deferred to be included in the NEP for FYs 2019, 2020, and 2021. However, **the DBM deemed not to be included in the past three fiscal years since the appropriations in FY2017 and FY2018 were not yet disbursed.** Only a total amount of ₱652.5M in GAA2017 and GAA2018 had been allotted for this Project mandated by the National Government. This total amount is not enough given the **total contract price of ₱821,073,170.<sup>12</sup>** intended for the building-shell, and this amount still excludes the allowance for variation orders of 10% (**₱82,107,317.<sup>00</sup>**), as provided for by RA9184..

### A: ACCOMPLISHMENT DECEMBER 31, 2020

The Notice-to-Proceed (NTP) was issued to and received by the contractor as of January 03, 2020. However, the physical on-site mobilization and works have been postponed twice due to the fortuitous events that transpired; i.e., the Taal Volcano eruption last January 12, 2020, and the Enhanced Community Quarantine imposed by the National Government amidst the COVID-19 pandemic which started on March 17, 2020 and lasted until the end of the 1<sup>st</sup> semester of CY2020.

In compliance with the construction safety guidelines issued by the DPWH per Department Order No.39 series of 2020 dated May 19, 2020 and government mandated health protocols, “Day 1” of the construction schedule was set on August 27, 2020; a day after the conduct of the Cornerstone Laying Ceremony.

Below are the accomplishment and actions taken towards the end of CY2020:

- 01. Government mandated COVID-19 Safety and Health Facilities constructed:**  
board-ups/enclosure has been installed within the perimeter of the construction site. The contractor constructed field offices, workers’ barracks, clinic, disinfection facilities, isolation rooms, and other safety & health facilities and amenities.





- 02. Mobilization Fee released:** to ensure that the project will be adequately funded, upon request by the Academy, the Department of Budget and Management (DBM) has released the initial Cash Allocation<sup>1</sup> amounting to **₱191,250,000.00** from the funds allocated in the GAA of FY2017 (otherwise known as RA10924). This enabled the Academy to proceed with the implementation of the project and responded to the contractor's request for the advance payment (*mobilization fee*) equivalent to 15% of the total contract price. After the submission of the required documents as prescribed by RA9184, the advance payment/ mobilization fee amounting to **₱123,160,975.52** was processed and released to the contractor on 17 September 2020.
- 03. Confirmatory Soil Test conducted:** while a Geotechnical Engineering Study was conducted prior to designing of the NTB, this confirmatory soil test was required to check if the foundation design will still be technically sound after the Taal Volcano eruption in 1<sup>st</sup> Quarter of 2020. The foundation details as designed (and was originally approved by DPWH) were critically and technically reviewed. As evaluated by the Construction Management Consultant (A.C.O Consulting Inc.)<sup>2</sup>, minor adjustments will be made by increasing the depth of the six footings located in the rear area where used to be basketball-court was located. Construction can technically proceed in compliance with all construction standards defined in the recent and applicable building-construction codes, rules and regulations.
- 04. Cutting of Trees completed:** total of eighty-five (85) trees at the back portion of DAPCC property with permit from DENR were already cut down as they were planted on the footprint of the building's foundation. There were 50 seedling donated to DENR for every tree being cut down in support of the National Greening Program and Climate Change Initiatives of the government.
- 05. Construction Permit approved:** the Building Permit<sup>3</sup> for NTB was issued and approved by the LGU of Tagaytay City last 23 October 2020 with Permit No.23-20-0211. Actual construction works and activities commenced.
- 06. Site Clearing and Excavation Work done:** site clearing and excavation for foundation completed. Major equipment like the tower crane has been erected beside the NTB-structure (*along the Mendoza St*). Kindly refer to **Annex D** for the still photos taken at the construction site as of CY2020.

## B: ACCOMPLISHMENT TO DATE

The construction work is in full swing starting 1<sup>st</sup> quarter of CY2021 and is

<sup>1</sup> Refer to Annex A for the copy of the Notice of Cash Allocation (NCA) dated July 20, 2020.

<sup>2</sup> Refer to ANNEX B: Confirmatory Soil Tests

<sup>3</sup> Refer to Annex C: for the copy of the Building Permit dated October 23, 2020.



proceeding according to schedule. The actual physical accomplishment<sup>4</sup> evaluated by DAP outsourced Construction Management Consultant as of May 31, 2021 is 6.907% compared to the target of 6.640%. This shows that the project is ahead by 0.267% or equivalent to 2.93 calendar days.

To date, scaffoldings, formworks, steel reinforcement, and concreting work for the building's 1<sup>st</sup> floor and 2<sup>nd</sup> floor is ongoing. Concrete pouring of the entire foundation (resting on a 3,200 square meters' footprint) has already been completed. See **Annex F** for still photos taken at the construction site.

The works would be about 40% and 90% completed by end of CY2021 and CY2022 respectively, based on the Construction Schedule<sup>5</sup> presented by the Contractor. If things will go as planned, and the remaining budget (i.e. for completion of building shell and provision of DFOFFs) will be earmarked in the NEP for FY2022, the entire NTB project will be completed and turned over by 3<sup>rd</sup> quarter of CY2023.

### C: LOOK AHEAD PLAN FOR CY2021 TO CY2023

The directive is to finish the project in 36-calendar months or less. Below are the milestones of planned activities from CY2021 to CY2023:

| MILESTONE  | TARGET COMPLETION |
|--|-------------------|
| <p>01. Building Shell (structural framing system and masonry walls): from foundation up to 4th Floor Podium.</p> <p>02. Site Development and various site improvement (fence at rear portion, drainage, waterline, etc)</p>  | End of CY2021     |
| <p>03. Completed Building Shell and Architectural Finishes from Basement Level up to 4<sup>th</sup> Floor.</p> <p>04. Completed Building Shell and Architectural Finishes from 5<sup>th</sup> Floor up to 9<sup>th</sup> Floor.</p> <p>05. Building Shell (structural framing system and masonry walls): from 10<sup>th</sup> Floor up to 15<sup>th</sup> Floor.</p> <p>06. Site Development and various site improvement completed.</p> <p>07. Construction of the New Sewage Treatment Plant for the entire DAPCC Facilities.</p> <p>08. Construction of Material Recovery Facility.</p> | End of CY2022     |
| <p>09. Completed Building Shell and Architectural Finishes from 10<sup>th</sup> Floor up to 15<sup>th</sup> Floor.</p>   | Mid of CY2023     |

<sup>4</sup> Refer to Annex E: for the copy of the Certificate of Accomplishment issued by the Construction Management Consultant.

<sup>5</sup> Refer to Annex G: for the copy of the NTB Construction Schedule and S-Curve as of January 07, 2021.



| MILESTONE  | TARGET COMPLETION             |
|--|-------------------------------|
| 10. Renovation of existing Engineering Building.                                       |                               |
| 11. Landscaping at NTB site and other designated areas.                                |                               |
| 12. Demobilization, Testing and Commissioning, Punchlisting, Turn-Over and Acceptance. | 3 <sup>rd</sup> Qtr of CY2023 |

#### D: ACTION TAKEN AND NEXT STEPS

Given the Management's directive to finish the NTB-construction within 36 calendar months, below are the courses of actions that DAP will go through:

- DAP submitted the proposed 3<sup>rd</sup> and last tranche budget amounting to ₱815.7M intended for the NTB as the required funding will be used for the completion of building shell and acquisition of DFOFFs (*Design Fit-outs, Furnishings, and Fixtures*).
- DAP to proceed with early procurement (bid short of award per RA9184) for the "big machines" / electromechanical equipment (*i.e. elevators, escalators, power generators, electric transformers, and the chillers for centralized air-con system*) since their installations will affect the structural members of the building and must be fixed at this early stage and to ensure continuous construction. Basic requirement is inclusion of funding source in the NEP for FY2022.
- Following the estimates per original plan that was approved in 2016, about ₱535.45M worth of DFOFFs (including the "big machines") has to be procured by DAP before end of CY2022.
- DAP through its contracted Construction Manager implements the stringent conduct of close supervision, coordination, planning briefs, executive management reporting, and field inspections in order to ensure that NTB-construction project will be completed as per schedule, quality of works will be assured and effective cost control will be applied based on the terms and conditions of the contract.

| Prepared by:  | Reviewed by:  | Noted by:  |
|---|---|--|
| <br><b>ANTONIO L. ALEGRIA</b><br>Engineer III, OSVP-Services<br>Project Engineer, Construction of<br>NTB in DAPCC-Tagaytay | <br><b>NELSON L. CASALAN</b><br>Dir., GSD-Admin Dept. /Chairperson,<br>Technical Committee on Building<br>Construction (SO-2020-034) | <br><b>BERNARDO A. DIZON</b><br>SVP-Services / Chairperson,<br>Committee on Building Construction<br>(SO2020-034) |



**ANNEX A: Notice of Cash Allocation from DBM... page1 of 1**



REPUBLIC OF THE PHILIPPINES  
**DEPARTMENT OF BUDGET AND MANAGEMENT**  
GENERAL SOLANO STREET, SAN MIGUEL, MANILA

JUL 23 2020

**ATTY. ENGELBERT C. CARONAN, JR.**  
President and Chief Executive Officer  
Development Academy of the Philippines (DAP)  
DAP Building, San Miguel Ave.,  
Ortigas Center, Pasig City

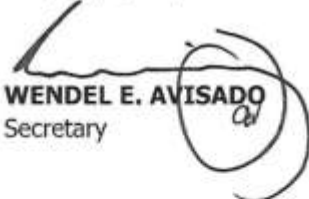
Dear **Atty. Caronan**:

Please be informed that Notice of Cash Allocation (NCA) No. BMB-C-20-0008347 in the amount of **ONE HUNDRED NINETY-ONE MILLION TWO HUNDRED FIFTY THOUSAND PESOS ONLY (P191,250,000.00)** was issued through the Bureau of Treasury (BTr) for the payment of due and demandable obligations of the DAP, chargeable against the FY 2017 GAA, RA 10924 released through Special Allotment Release Order (SARO) BMB-C-17-0023272.

Accordingly, said NCA will be transmitted to the Land Bank of the Philippines – Intramuros, Manila Branch for credit to the BTr's Modified Disbursement System Sub-Account No. 2001-90167-3 which in turn, will transfer the fund to the DAP.

It is understood that the actual utilization/disbursements shall be subject to the existing budgeting, accounting, auditing and other applicable laws, rules and regulations.

Very truly yours,

  
**WENDEL E. AVISADO**  
Secretary





ANNEX B: Confirmatory Soil Tests... page1 of 3



Ref.: SO-G-17-003/29

7 December 2020

DEVELOPMENT ACADEMY OF THE PHILIPPINES  
DAP Building, San Miguel Avenue,  
Pasig City, Metro Manila

Attention: DIR. NELSON L. CASALAN  
Head Engineer

CC: ENGR. BERNARDO DIZON  
Senior Vice-President for Services

ENGR. ANTONIO L. ALEGRIA  
Project Engineer

Subject: DAP NEW TRAINING BUILDING - TAGAYTAY CITY  
Endorsement of the Final Evaluation of ABAA Based on the Latest  
Geotechnical Investigation Report

Dear Sir,

This is with regards to the aforementioned project and subject endorsing to you the letter as attached (see attached annex A). As per the Structural Designer of ABAA, the original Soil Bearing Capacity (SBC) used for design calculation for the NTB project was 180 Kpa while on the output from the Confirmatory Soil Test Report the allowable and recommended SBC at 1.5m depth is only 140 Kpa. To be able to meet the 180 Kpa which was used in the design calculation, the recommended footing depth must be greater than 3.0m as transpired on the confirmatory soil investigation report (see attached annex B, page 11)

Footing along 1-D, 1-E, 1-F, 3-D, 3-E and 3-F are the footings that will be affected, the footing will be 1.0 meter deeper to its original depth but the size of its footing, no. of bar reinforcement and the size of the pedestal will be the same. Hence, the height of the pedestal will be longer and there will be an increase in excavation, bar reinforcement, concrete volume and formworks.

For your information and guidance. Thank you

2/F LTA Building, 118 Perea St.  
Legaspi Village, 1229 Makati City, M.M., Philippines  
Tel No.: 63 2 893 5827; 63 2 893 5829  
Fax No.: 63 2 813 5543  
Email: acong@aco.com.ph; cmdept@aco.com.ph  
Website: www.aco.com.ph  
Doc: Letter 29 - DAP - NTB - Endorsement of the Final Evaluation of ABAA

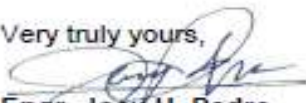




**ANNEX B: Confirmatory Soil Tests... page2 of 3**



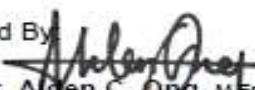
Very truly yours,

  
Engr. Joey H. Padro  
Resident Engineer

Concurred by:

  
Engr. Pierre Paul C. Ogena  
Deputy CM Team Leader

Noted By:

  
Engr. Alden C. Ong, M.Eng., ASEP  
President/CEO – CM Team Leader

2/F LTA Building, 118 Perea St.  
Legaspi Village, 1229 Makati City, M.M., Philippines  
Tel No.: 63 2 893 5827; 63 2 893 5829  
Fax No.: 63 2 813 5543  
Email: [acong@aco.com.ph](mailto:acong@aco.com.ph); [cmdept@aco.com.ph](mailto:cmdept@aco.com.ph)  
Website: [www.aco.com.ph](http://www.aco.com.ph)  
Doc: Letter 29 - DAP - NTB - Endorsement of the Final Evaluation of ABAA  
Based on the Latest Geotechnical Investigation Report - 07 Dec 20






ANNEX B: Foundation/Footing Details... page3 of 3

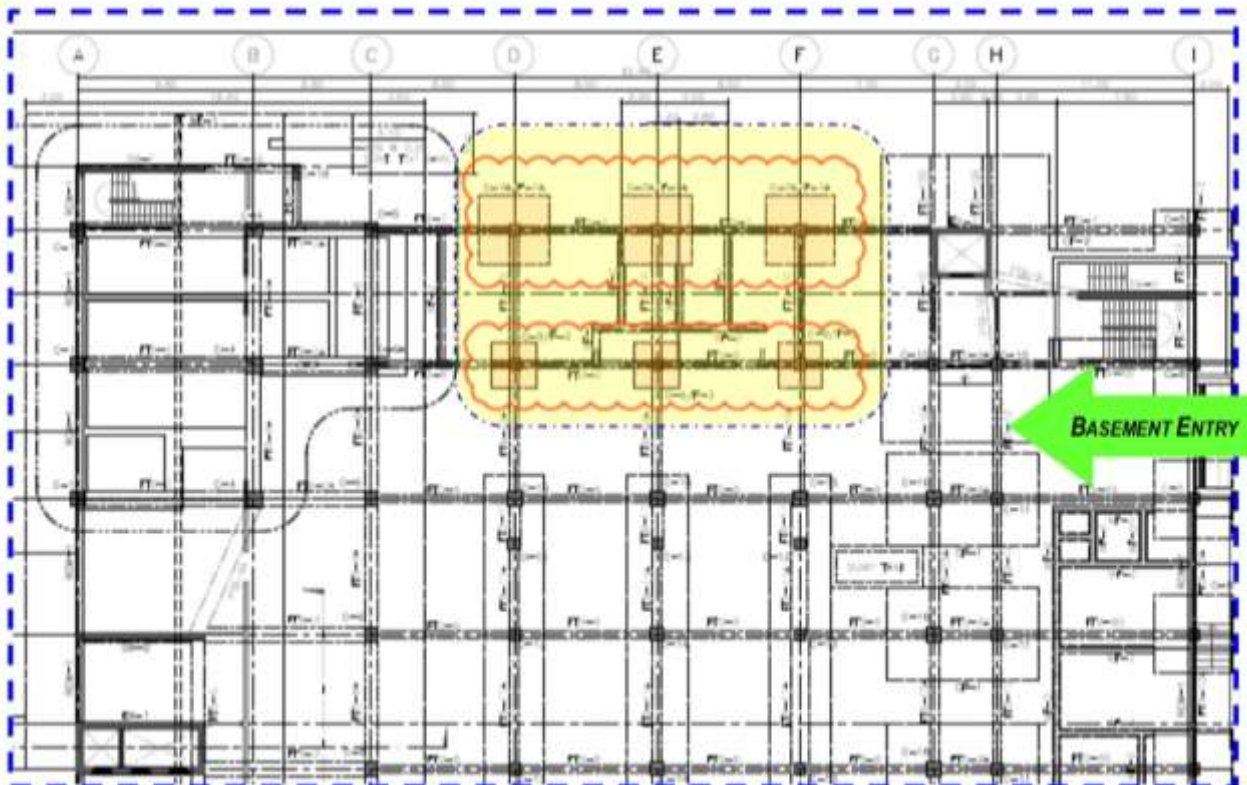
FOUNDATION/FOOTING DETAILS

A confirmatory soil bearing capacity was conducted by DCTC (c/o Real Tests GeoTechnical Services) on the actual footprint of the NTB. Three (boreholes) was added to the previously conducted tests (two points). The results of tests were forwarded to NTB Designer (ABAA) and was perused by the Structural Engineer Renato R. Ubay.

|   |                                   |                                    |
|---|-----------------------------------|------------------------------------|
| CONSULTANT:   | PRINCIPAL ARCHITECT:              | STRUCTURAL ENGINEER:               |
|  <b>ARCE • BAILON • ARCE</b><br>ARCHITECTS • ENGINEERS • CONSULTANTS<br><small>14 SCOUT BOMBARD DRIVE, SOUTH TRAILHEAD, QUEZON CITY, PHILIPPINES. BIDD 2005 P&amp;I NO. 4085 1086<br/>www.arcebailonarce.com</small> | MARIANO S. ARCE, JR., fuap        | RENATO R. UBAY f'asep              |
|   | REG. NO.: 4844 PTR NO.: 9379551   | REG. NO.: 7088 PTR NO.: 9141182    |
|   | TR: 129-343-871 DATE: 01/07/20 QC | TR: 115-891-419 DATE: 01/04/20 MLA |

The foundation details as designed (and was originally approved by DPWH) were critically and technically reviewed. As evaluated, minor adjustments will be made by increasing the depth of the six footings located, more or less, in the rear area where the used to be tennis-court was located. The affected footings are shown by the clouded portion (light yellow shaded area) within the NTB-footprint.

|   |  |  |  |   |
|---|--|--|--|---|
|  <b>1 FOUNDATION DETAILS</b><br>SCALE AS SHOWN  |  |  |  |   |
|   | REVIEWED AS TO DESIGNED CONCEPT:                           | RECOMMENDING APPROVAL:   | APPROVED:  | OWNER:  |
|  REPUBLIC OF THE PHILIPPINES<br>DEPARTMENT OF PUBLIC WORKS<br>AND HIGHWAYS<br>BONIFACIO DRIVE, PORT AREA, MANILA | JOSEPHINE P. STURIS<br>CHIEF, BUILDING DIVISION, BOD, DPWH | (SEE COVER SHEET FOR SIGNATURE)<br>ENGR. ARSTARCO M. DOROY<br>OFFICER-IN-CHARGE, BOD, DPWH | (SEE COVER SHEET FOR SIGNATURE)<br>EMIL K. SADAIN, CESO I<br>UNDERSECRETARY<br>FOR UNDO OPERATIONS & TECHNICAL SERVICES/DPWH |  |







ANNEX C: Building Permit issued by LGU-Tagaytay City... page1 of 1

Republic of the Philippines  
**CITY OF TAGAYTAY**  
Province of Cavite

**OFFICE OF THE BUILDING OFFICIAL**  
Area Code: 4120

CONTROL NO.: 20-2111 PERMIT NO.: 20-20-002111

**BUILDING PERMIT**

DATE OF APPLICATION: Sept. 7, 2020 DATE ISSUED: October 23, 2020

ORIGINAL  RENEWAL

**BOX 1 (TO BE ACCOMPLISHED BY DESIGNING ARCHITECT/CIVIL ENGINEER IN PRINT)**

|  |   |   |                                 |   |                                |  |
|--|---|---|---------------------------------|---|--------------------------------|--|
| OWNER/APPLICANT<br><u>Development Academy of the Philippines</u>   | LAST NAME<br><u>Development</u>   | FIRST NAME<br><u>Academy</u>  | ML<br><u>of the Philippines</u> | TLN.  | DO NOT FILL-UP (SEE THE OWNER) |  |
| FOR CONSTRUCTION OWNED BY AN ENTERPRISE:   | FORM OF OWNERSHIP<br><u>Government - Owned and controlled corporation</u> | MAIN ECONOMIC ACTIVITY/RIND OF BUSINESS<br><u>Training; education; Policy / Action - oriented Research; Consulting / Technical Assistance; and Publications</u> |                                 |   |                                |  |
| ADDRESS<br><u>DAP Conference Center, Brgy. Canggay East, Tagaytay city</u>   |   |   |                                 | TELEPHONE NOS.  |                                |  |
| LOCATION OF CONSTRUCTION<br><u>DAP Conference Center, Brgy. Canggay East, Tagaytay city</u>  |   |   |                                 | <input checked="" type="checkbox"/> RIDGE<br><input type="checkbox"/> NON-RIDGE   |                                |  |
| SCOPE OF WORK:<br>1. NEW CONSTRUCTION <u>Government Building</u><br>2. ADDITION OF _____<br>3. REPAIR OF _____<br>4. RENOVATION OF _____<br>5. DEMOLITION OF _____   |   |   |                                 | OTHERS (SPECIFY)<br>6. _____ OF _____<br>7. _____ OF _____  |                                |  |
| USE OR CHARACTER OF OCCUPANCY  |   |   |                                 |   |                                |  |
| RESIDENTIAL<br>11. SINGLE<br>12. DUPLEX<br>13. ROWHOUSE/TOWNHOUSE<br>14. OTHERS (SPECIFY) _____  |   |   |                                 | INDUSTRIAL<br>31. FACTORY/PLANT<br>32. REPAIR SHOP/MACHINE SHOP<br>33. JOINTING<br>34. PRINTING PRESS<br>35. WAREHOUSE<br>36. OTHERS (SPECIFY) _____  |                                |  |
| COMMERCIAL<br>21. BANK<br>22. STORE<br>23. HOTEL/MOTEL, ETC.<br>24. OFFICE/CONDOMINIUM/BUSINESS OFFICE/ BUILDING<br>25. RESTAURANT, ETC.<br>26. SHOP (e.g. DRESS SHOP, TAILORING SHOP, HARRIER SHOP, ETC.)<br>27. GASOLINE STATION<br>28. MARKET<br>29. DORMITORY OR OTHER LODGING HOUSE<br>30. OTHERS (SPECIFY) _____ |   |   |                                 | INSTITUTIONAL<br>41. SCHOOL<br>42. CHURCH AND OTHER RELIGIOUS STRUCTURES<br>43. HOSPITAL OR OTHER SIMILAR STRUCTURES<br>44. WELFARE AND CHARITABLE STRUCTURES<br>45. THEATER, AUDITORIUM, GYMNASIUM, CYRUS<br>46. OTHERS (SPECIFY) <u>Government Building</u> |                                |  |
| OTHER CONSTRUCTION<br>49. SPECIFY _____  |   |   |                                 | AGRICULTURAL<br>51. BARN(S), FOUILITY HOUSE(S), ETC.<br>52. GRAIN MILL<br>53. OTHERS (SPECIFY) _____  |                                |  |
| STREET FURNITURE, LANDSCAPING & SIGNBOARDS<br>71. PARKS, PLAZAS, MONUMENTS, POOLS, PLANT BOXES, ETC.<br>72. SIDEWALKS, PROMENADES, TERRACES, LAMPPOSTS, ELECTRIC POSTS, TELEPHONE POLES, ETC.<br>73. OUTDOOR ADS, SIGNBOARDS, ETC.<br>74. FENCE/ENCLOSURE  |   |   |                                 |   |                                |  |

**BOX 2 (TO BE ACCOMPLISHED BY THE RECEIVING & RECORDING SECTION)**

| BUILDING DOCUMENTS (FIVE SETS EACH)  |   |
|--|---|
| SITE DEVELOPMENT AND LOCATION PLAN<br>ARCHITECTURAL PLAN & SPECIFICATIONS<br>STRUCTURAL DESIGN & COMPUTATIONS<br>SANITARY/PLUMBING PLANS & SPECIFICATIONS<br>ELECTRICAL PLANS & SPECIFICATIONS | MECHANICAL PLANS & SPECIFICATIONS<br>LOGBOOK (1 COPY)<br>OTHERS (SPECIFY) _____ |

**BOX 3 (TO BE ACCOMPLISHED BY THE BUILDING OFFICIAL)**

**ACTION TAKEN:**  
PERMIT IS HEREBY GRANTED SUBJECT TO THE FOLLOWING CONDITIONS:

- THAT THE PROPOSED CONSTRUCTION/ADDITION/REPAIR/RENOVATION/DEMOLITION/INSTALLATION ETC. SHALL BE IN CONFORMITY WITH THE NATIONAL BUILDING CODE (PD. 1096) AND ITS CORRESPONDING RULES AND REGULATIONS.
- THAT A DULY LICENSED ARCHITECT/CIVIL ENGINEER HAS BEEN ENGAGED TO PREPARE PLANS AND SPECIFICATIONS AND TO UNDERTAKE THE SUPERVISION/INSPECTION OF THE CONSTRUCTION OF THE PROJECT.
- THAT A CERTIFICATE OF COMPLETION DULY SIGNED BY THE ARCHITECT/CIVIL ENGINEER IN-CHARGE OF CONSTRUCTION IS UNDERTAKEN BY CONTRACT TO BE CONFIRMED BY THE OWNER SHALL BE SUBMITTED.
- THAT A "CERTIFICATE OF OCCUPANCY" SHALL BE SECURED PRIOR TO ACTUAL OCCUPANCY OF THE BUILDING.

NOTE: THIS PERMIT MAY BE CANCELLED OR REVOKED PURSUANT TO SECTION 205 & 206 OF THE "NATIONAL BUILDING CODE" AND FOR VIOLATION OF LAWS, RULES, ORDINANCES OF THE CITY GOVERNMENT OF TAGAYTAY.

APPROVED: \_\_\_\_\_  
ENGR. NOEL C. BAYBAY  
BUILDING OFFICIAL

HON. AGNES D. TOLENTINO  
CITY MAYOR

Date: \_\_\_\_\_

ORIGINAL - APPLICANT'S COPY, PINK - ASSESSOR'S COPY, YELLOW - NSOS COPY, BLUE - BUILDING OFFICIAL'S COPY, GREEN - 10% COPY

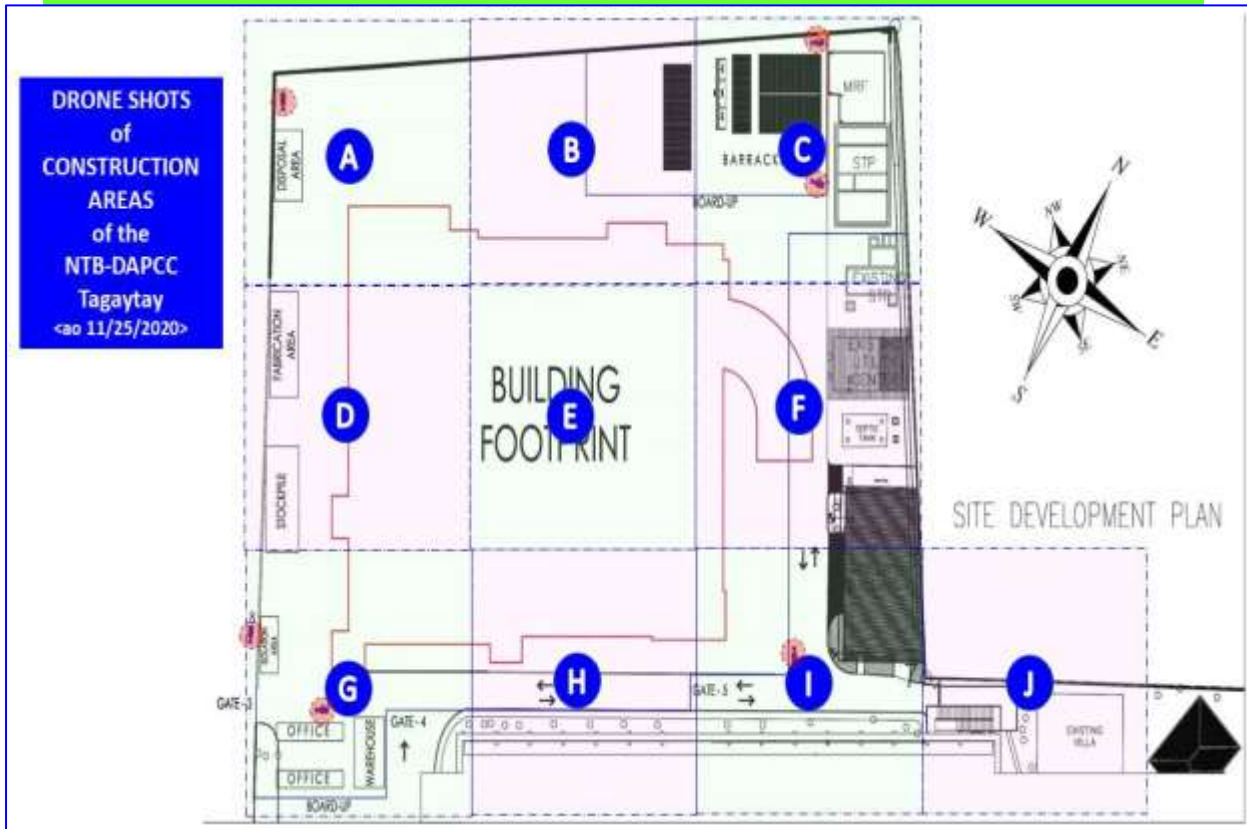




ANNEX D: The Construction Site as of CY2020... page1 of 2



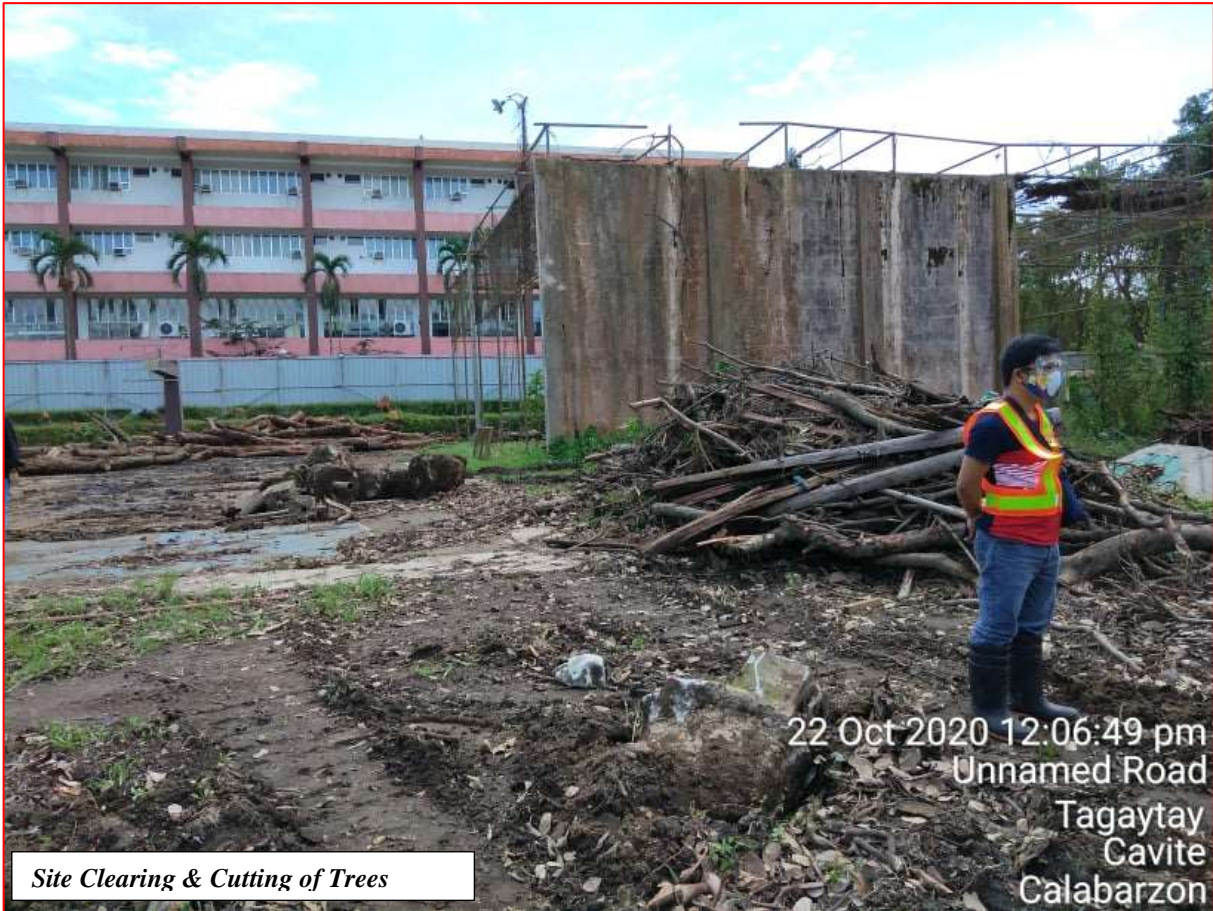
Drone Shot 90m above ground: Construction Site before the Enclosure /Board-up ao Sep2020







**ANNEX D: The Construction Site as of CY2020... page2 of 2**





**ANNEX E: Certificate of Accomplishment as of May 31, 2021... page1 of 1**



Ref.: SO-G-17-003/Cert-001



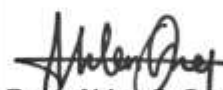
02 June 2021

**CERTIFICATION OF ACCOMPLISHMENT**

This is to certify that **Dumduma Construction and Trading Corporation** for their actual overall works accomplished from August 27, 2020 to May 31, 2021 is at **6.907%** against the projected accomplishment of **6.640%**. This resulted into a positive variance of **0.267%** indicating that the project is ahead based on the construction schedule equivalent to **2.93** calendar days for the Proposed Construction of DAP- New Training Building, consisting of a Fourteen Storey Reinforced Concrete Building Comprising Four Storey Multi-Use Podium, Ten Storey Accommodation Tower with Roof Deck and Basement Parking & Utilities, including Site Development and various Site Improvements at DAP Conference Center in Tagaytay City.

This certification is being issued this 2<sup>nd</sup> day of June 2021.

\*\*\*\*\*Nothing Follows\*\*\*\*\*

| Prepared by:  | Checked and Reviewed by:  | Certified by:   |
|---|---|---|
| <br><b>Engr. Joey H. Padro</b><br>Resident Engineer -<br>ACOCI | <br><b>Engr. Pierre Paul C. Ogena</b><br>CM Dept - ACOCI | <br><b>Engr. Alden C. Ong</b><br>President & CEO<br>ACOCI |

2/F LTA Building, 118 Perea St.  
Legaspi Village, 1229 Makati City, M.M., Philippines  
Tel No.: 63 2 893 5827; 63 2 893 5829  
Fax No.: 63 2 813 5543  
Email: acong@aco.com.ph; cmdept@aco.com.ph  
Website: www.aco.com.ph  
Doc: Certification of Accomplishment 31May21x







ANNEX F: The Construction Site as of CY2021... page1 of 1





**ACCOMPLISHMENT REPORT re NTB-DAPCCT: <ao June 25, 2021>...p.14/17**

**ANNEX G: Construction Schedule and S-Curve... page1 of 4**

PROJECT TIMELINE: Construction of the NEW TRAINING BUILDING in DAP Conference Center, Tagaytay City  
 re: Physical Expansion of the DAPCC Facility in Tagaytay City for the purposes of "Strengthening the Capacity of the DAP to Provide both General & Highly Specialized Training Courses for Government Officials"  
 PROPOSED PLAN as of 07 January 2021

**CONSTRUCTION GANTT CHART and S-CURVE**

| SCOPE OF WORK                                      | Duration (Cal. Day) | START     | FINISH    | % wL   | Amount         | FY2020     |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
|--|---------------------|-----------|-----------|--------|----------------|------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|--|
|  |                     |           |           |        |                | AUG-2020   |              | SEP-2020     |              | OCT-2020     |               | NOV-2020      |               | DEC-2020  |           | JAN-2021  |           | FEB-2021  |           | MAR-2021 |  |
|  |                     |           |           |        |                | MONTH #08  | MONTH #09    | MONTH #10    | MONTH #11    | MONTH #12    | MONTH #01     | MONTH #02     | MONTH #03     | MONTH #04 | MONTH #05 | MONTH #06 | MONTH #07 | MONTH #08 | MONTH #09 |          |  |
|  |                     |           |           |        |                | Wk 1-2     | Wk 3-4       | Wk 1-2       | Wk 3-4       | Wk 1-2       | Wk 3-4        | Wk 1-2        | Wk 3-4        | Wk 1-2    | Wk 3-4    | Wk 1-2    | Wk 3-4    | Wk 1-2    | Wk 3-4    |          |  |
| A Project Start                                    | 1                   | 27-Aug-20 | 27-Aug-20 |        |                |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| E Mobilization, Permits, Bonds, and TemFacil, etc. | 1,004               | 27-Aug-20 | 27-May-23 | 0.92%  | 7,541,795.06   |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| C Basement Parking & Utilities                     | 516                 | 1-Oct-20  | 28-Feb-22 | 14.01% | 115,014,087.34 |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| D Floor 01-1: Multi-use Podium                     | 283                 | 0-Jun-21  | 18-Mar-22 | 11.89% | 94,364,050.57  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| E Floor 02-2: Multi-use Podium                     | 283                 | 24-Jul-21 | 2-May-22  | 11.30% | 92,752,713.79  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| F Floor 03-3: Multi-use Podium                     | 283                 | 7-Sep-21  | 15-Jun-22 | 8.22%  | 57,500,780.45  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| G Floor 04-4: Multi-use Podium                     | 283                 | 22-Oct-21 | 31-Jul-22 | 11.30% | 92,752,713.79  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| H Floor 05-01: Accommodation Tower                 | 258                 | 6-Dec-21  | 20-Aug-22 | 3.38%  | 27,790,797.25  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| I Floor 06-02: Accommodation Tower                 | 258                 | 5-Jan-22  | 19-Sep-22 | 3.51%  | 28,842,424.22  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| J Floor 07-03: Accommodation Tower                 | 258                 | 4-Feb-22  | 19-Oct-22 | 3.51%  | 28,842,424.22  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| K Floor 08-04: Accommodation Tower                 | 258                 | 6-Mar-22  | 18-Nov-22 | 3.51%  | 28,842,424.22  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| L Floor 09-05: Accommodation Tower                 | 258                 | 5-Apr-22  | 18-Dec-22 | 3.51%  | 28,842,424.22  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| M Floor 10-06: Accommodation Tower                 | 258                 | 5-May-22  | 17-Jan-23 | 3.51%  | 28,842,424.22  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| N Floor 11-07: Accommodation Tower                 | 258                 | 4-Jun-22  | 16-Feb-23 | 3.51%  | 28,842,424.22  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| O Floor 12-08: Accommodation Tower                 | 258                 | 4-Jul-22  | 18-Mar-23 | 3.51%  | 28,842,424.22  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| P Floor 14-09: Accommodation Tower                 | 258                 | 3-Aug-22  | 17-Apr-23 | 3.02%  | 24,835,372.52  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| Q Floor 15-10: Rooftack                            | 236                 | 2-Sep-22  | 25-Apr-23 | 3.46%  | 28,406,253.95  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| R Site Dev't and Various Site Improvements         | 180                 | 25-Apr-21 | 21-Oct-21 | 4.20%  | 34,488,364.39  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| S Renovation of the Eng'g and Maintenance Bldg.    | 320                 | 31-Mar-22 | 13-Feb-23 | 0.67%  | 5,466,062.45   |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| T Construction of the Materials Recovery Facility  | 250                 | 1-Mar-22  | 5-Nov-22  | 0.04%  | 342,014.74     |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| U Construction of the New TP                       | 350                 | 1-Mar-21  | 13-Feb-22 | 1.45%  | 11,903,980.65  |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| V Landscaping of Designated Areas                  | 570                 | 23-Aug-21 | 15-Mar-23 | 1.09%  | 8,475,418.59   |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| W Demobilization, Testing & Commissioning          | 63                  | 26-Apr-23 | 27-Jun-23 | 0.48%  | 3,770,897.53   |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| X Turn over and Acceptance                         | 60                  | 28-Jun-23 | 26-Aug-23 | 0.46%  | 3,770,897.53   |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| <b>TOTAL = 100.00% 821,073,170.12</b>              |                     |           |           |        |                |            |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |
| TARGET MONTHLY ACCOMPLISHMENT =                    |                     |           |           |        |                | 0.065%     | 0.206%       | 0.246%       | 0.205%       | 0.312%       | 0.762%        | 0.741%        | 1.040%        |           |           |           |           |           |           |          |  |
| CUMULATIVE MONTHLY ACCOMPLISHMENT =                |                     |           |           |        |                | 0.065%     | 0.271%       | 0.517%       | 0.722%       | 1.034%       | 1.796%        | 2.537%        | 3.578%        |           |           |           |           |           |           |          |  |
| <b>TOTAL CASH FLOW =</b>                           |                     |           |           |        |                | 535,425.20 | 1,888,193.89 | 2,017,437.19 | 1,683,141.30 | 2,963,560.03 | 6,256,162.48  | 6,082,121.96  | 8,535,062.21  |           |           |           |           |           |           |          |  |
| Cumulative Cash Flow =                             |                     |           |           |        |                | 535,425.20 | 2,224,618.28 | 4,242,055.47 | 5,925,196.77 | 8,888,756.81 | 14,744,919.29 | 20,827,040.25 | 29,362,102.55 |           |           |           |           |           |           |          |  |
|  |                     |           |           |        |                | YEAR 1     |              |              |              |              |               |               |               |           |           |           |           |           |           |          |  |





ANNEX G: Construction Schedule and S-Curve... page2 of 4

| SCOPE OF WORK                                      | Duration (Cal. Day) | START     | FINISH    | FY2021        |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
|--|---------------------|-----------|-----------|---------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|  |                     |           |           | APR-2021      |               | MAY-2021      |                | JUN-2021       |                | JUL-2021       |                | AUG-2021       |                | SEP-2021  |           | OCT-2021  |           | NOV-2021  |           | DEC-2021  |           | JAN-2022  |           |
|  |                     |           |           | MONTH #08     | MONTH #09     | MONTH #10     | MONTH #11      | MONTH #12      | MONTH #13      | MONTH #14      | MONTH #15      | MONTH #16      | MONTH #17      | MONTH #18 | MONTH #19 | MONTH #20 | MONTH #21 | MONTH #22 | MONTH #23 | MONTH #24 | MONTH #25 | MONTH #26 | MONTH #27 |
|  |                     |           |           | 1-2           | 3-4           | 1-2           | 3-4            | 1-2            | 3-4            | 1-2            | 3-4            | 1-2            | 3-4            | 1-2       | 3-4       | 1-2       | 3-4       | 1-2       | 3-4       | 1-2       | 3-4       | 1-2       | 3-4       |
| A Project Start                                    | 1                   | 27-Aug-20 | 27-Aug-20 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| B Mobilization, Permits, Bonds, and TemFacil, etc. | 1,004               | 27-Aug-20 | 27-May-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| C Basement Parking & Utilities                     | 516                 | 1-Oct-20  | 28-Feb-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| D Floor 01-1: Multi-use Podium                     | 283                 | 9-Jun-21  | 18-Mar-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| E Floor 02-2: Multi-use Podium                     | 283                 | 24-Jul-21 | 2-May-22  |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| F Floor 03-3: Multi-use Podium                     | 283                 | 7-Sep-21  | 16-Jun-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| G Floor 04-4: Multi-use Podium                     | 283                 | 23-Oct-21 | 31-Jul-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| H Floor 05-01: Accommodation Tower                 | 258                 | 6-Dec-21  | 20-Aug-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| I Floor 06-02: Accommodation Tower                 | 258                 | 5-Jan-22  | 19-Sep-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| J Floor 07-03: Accommodation Tower                 | 258                 | 4-Feb-22  | 19-Oct-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| K Floor 08-04: Accommodation Tower                 | 258                 | 6-Mar-22  | 18-Nov-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| L Floor 09-05: Accommodation Tower                 | 258                 | 5-Apr-22  | 18-Dec-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| M Floor 10-06: Accommodation Tower                 | 258                 | 5-May-22  | 17-Jan-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| N Floor 11-07: Accommodation Tower                 | 258                 | 4-Jun-22  | 16-Feb-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| O Floor 12-08: Accommodation Tower                 | 258                 | 4-Jul-22  | 18-Mar-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| P Floor 14-09: Accommodation Tower                 | 258                 | 3-Aug-22  | 17-Apr-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| Q Floor 15-10: Rooftop Deck                        | 236                 | 2-Sep-22  | 25-Apr-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| R Site Dev't and Various Site Improvements         | 180                 | 25-Apr-21 | 21-Oct-21 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| S Renovation of the Eng'g and Maintenance Bldg.    | 320                 | 31-Mar-22 | 13-Feb-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| T Construction of the Materials Recovery Facility  | 250                 | 1-Mar-22  | 5-Nov-22  |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| U Construction of the New TP                       | 350                 | 1-Mar-21  | 13-Feb-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| V Landscaping of Designated Areas                  | 570                 | 23-Aug-21 | 15-Mar-22 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| W Demobilization, Testing & Commissioning          | 63                  | 26-Apr-23 | 27-Jun-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| X Turn-over and Acceptance                         | 60                  | 28-Jun-23 | 28-Aug-23 |               |               |               |                |                |                |                |                |                |                |           |           |           |           |           |           |           |           |           |           |
| TARGET MONTHLY ACCOMPLISHMENT =                    |                     |           |           | 1.204%        | 1.86%         | 4.06%         | 5.75%          | 5.88%          | 6.05%          | 6.71%          | 5.94%          | 6.16%          | 6.28%          |           |           |           |           |           |           |           |           |           |           |
| CUMULATIVE MONTHLY ACCOMPLISHMENT =                |                     |           |           | 4.780%        | 6.64%         | 10.69%        | 16.45%         | 22.34%         | 28.39%         | 35.10%         | 41.04%         | 47.20%         | 53.48%         |           |           |           |           |           |           |           |           |           |           |
| <b>TOTAL CASH FLOW =</b>                           |                     |           |           | 9,882,327.02  | 15,240,302.82 | 33,311,418.57 | 47,233,167.95  | 46,377,903.83  | 49,656,739.25  | 55,134,537.50  | 48,000,481.58  | 50,550,863.22  | 51,561,045.30  |           |           |           |           |           |           |           |           |           |           |
| Cummulative Cash Flow =                            |                     |           |           | 39,244,829.57 | 54,485,532.19 | 87,796,950.76 | 135,030,118.71 | 183,408,022.54 | 233,064,761.79 | 288,199,299.29 | 337,008,790.87 | 387,559,644.09 | 439,121,269.39 |           |           |           |           |           |           |           |           |           |           |

*[Handwritten signatures and initials]*



ANNEX G: Construction Schedule and S-Curve... page3 of 4

| SCOPE OF WORK                                      | Duration (Cal. Day) | START     | FINISH    | FY2022         |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
|--|---------------------|-----------|-----------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------|----|-----------|----|-----------|----|-----------|----|-----------|----|
|  |                     |           |           | FEB-2022       |                | MAR-2022       |                | APR-2022       |                | MAY-2022       |                | JUN-2022       |                | JUL-2022  |    | AUG-2022  |    | SEP-2022  |    | OCT-2022  |    | NOV-2022  |    |
|  |                     |           |           | MONTH #18      |                | MONTH #19      |                | MONTH #20      |                | MONTH #21      |                | MONTH #22      |                | MONTH #23 |    | MONTH #24 |    | MONTH #25 |    | MONTH #26 |    | MONTH #27 |    |
|  |                     |           |           | WR             | WE             | WR             | WE             | WR             | WE             | WR             | WE             | WR             | WE             | WR        | WE | WR        | WE | WR        | WE | WR        | WE | WR        | WE |
| A Project Start                                    | 1                   | 27-Aug-20 | 27-Aug-20 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| B Mobilization, Permits, Bonds, and YamFacil, etc. | 1,004               | 27-Aug-20 | 27-May-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| C Basement Parking & Utilities                     | 516                 | 1-Oct-20  | 28-Feb-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| D Floor 01-1: Multi-use Podium                     | 283                 | 9-Jun-21  | 18-Mar-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| E Floor 02-2: Multi-use Podium                     | 283                 | 24-Jul-21 | 3-May-22  |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| F Floor 03-3: Multi-use Podium                     | 283                 | 7-Sep-21  | 16-Jun-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| G Floor 04-4: Multi-use Podium                     | 283                 | 22-Oct-21 | 31-Jul-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| H Floor 05-01: Accommodation Tower                 | 258                 | 6-Dec-21  | 20-Aug-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| I Floor 06-02: Accommodation Tower                 | 258                 | 5-Jan-22  | 19-Sep-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| J Floor 07-03: Accommodation Tower                 | 258                 | 4-Feb-22  | 19-Oct-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| K Floor 08-04: Accommodation Tower                 | 258                 | 8-Mar-22  | 18-Nov-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| L Floor 09-05: Accommodation Tower                 | 258                 | 5-Apr-22  | 18-Dec-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| M Floor 10-06: Accommodation Tower                 | 258                 | 9-May-22  | 17-Jan-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| N Floor 11-07: Accommodation Tower                 | 258                 | 4-Jun-22  | 16-Feb-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| O Floor 12-08: Accommodation Tower                 | 258                 | 4-Jul-22  | 18-Mar-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| P Floor 14-09: Accommodation Tower                 | 258                 | 1-Aug-22  | 17-Apr-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| Q Floor 15-10: Roofdeck                            | 236                 | 2-Sep-22  | 25-Apr-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| R Site Dev'l and Various Site Improvements         | 180                 | 25-Apr-21 | 21-Oct-21 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| S Renovation of the Eng'g and Maintenance Bldg.    | 320                 | 11-Mar-22 | 13-Feb-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| T Construction of the Materials Recovery Facility  | 250                 | 1-Mar-22  | 5-Nov-22  |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| U Construction of the New TP                       | 350                 | 1-Mar-21  | 13-Feb-22 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| V Landscaping of Designated Areas                  | 570                 | 23-Aug-21 | 15-Mar-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| W Demobilization, Testing & Commissioning          | 63                  | 26-Apr-23 | 27-Jun-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| X Turn-over and Acceptance                         | 60                  | 28-Jun-23 | 26-Aug-23 |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |
| TARGET MONTHLY ACCOMPLISHMENT =                    |                     |           |           | 6.14%          | 5.00%          | 4.72%          | 4.46%          | 4.36%          | 4.19%          | 3.83%          | 3.63%          | 3.13%          | 2.08%          |           |    |           |    |           |    |           |    |           |    |
| CUMULATIVE MONTHLY ACCOMPLISHMENT =                |                     |           |           | 59.62%         | 64.62%         | 69.34%         | 73.80%         | 78.16%         | 82.35%         | 85.99%         | 89.82%         | 92.75%         | 94.83%         |           |    |           |    |           |    |           |    |           |    |
| TOTAL CASH FLOW =                                  |                     |           |           | 50,388,463.52  | 41,077,427.81  | 38,751,830.69  | 36,640,261.70  | 35,787,726.67  | 34,399,021.41  | 29,830,284.69  | 29,817,341.03  | 25,696,634.12  | 17,112,366.29  |           |    |           |    |           |    |           |    |           |    |
| Cumulative Cash Flow =                             |                     |           |           | 489,589,752.90 | 530,587,180.91 | 669,339,011.20 | 805,979,272.90 | 941,776,999.57 | 876,176,020.98 | 706,056,305.67 | 735,823,646.70 | 761,520,280.81 | 778,832,847.10 |           |    |           |    |           |    |           |    |           |    |
| YEAR 2   |                     |           |           |                |                |                |                |                |                |                |                |                |                |           |    |           |    |           |    |           |    |           |    |







**DEVELOPMENT ACADEMY OF THE PHILIPPINES**  
**STATEMENTS OF FINANCIAL POSITION**  
As at December 31, 2020 and 2019  
(In Philippine Peso)



|   | Note   | 2020                 | 2019<br>(As Restated) |
|---|--------|----------------------|-----------------------|
| <b>ASSETS</b>   |        |                      |                       |
| <b>Current Assets</b>                                   |        |                      |                       |
| Cash and cash equivalents                               | 7      | 960,638,519          | 662,661,472           |
| Financial assets  | 8      | 0                    | 0                     |
| Receivables - net                                       | 9      | 38,284,615           | 158,220,711           |
| Inventories   | 10     | 3,162,105            | 4,309,141             |
| Other current assets                                    | 14.1   | 139,291,465          | 13,173,883            |
|   |        | <b>1,141,376,704</b> | <b>838,365,207</b>    |
| <b>Non-Current Assets</b>                               |        |                      |                       |
| Financial assets  | 8      | 214,691,861          | 214,633,486           |
| Receivables -net  | 9      | 85,314,400           | 85,840,342            |
| Property, plant and equipment - net                     | 11     | 157,417,812          | 168,578,181           |
| Intangible assets                                       | 12     | 416,652              | 706,424               |
| Deferred tax assets                                     | 13     | 21,728,160           | 16,953,845            |
| Other non-current assets                                | 14.1.2 | 766,474              | 0                     |
|   |        | <b>480,335,359</b>   | <b>486,712,278</b>    |
| <b>TOTAL ASSETS</b>                                     |        | <b>1,621,712,063</b> | <b>1,325,077,485</b>  |
| <b>LIABILITIES</b>                                      |        |                      |                       |
| <b>Current Liabilities</b>                              |        |                      |                       |
| Financial liabilities                                   | 15     | 87,162,230           | 86,980,533            |
| Inter-agency payables                                   | 16     | 39,649,436           | 34,418,735            |
| Trust liabilities                                       | 17     | 624,002              | 1,266,681             |
| Deferred credits  | 18.1   | 6,958,782            | 5,853,144             |
| Unearned revenue/income                                 | 18.2   | 275,706,685          | 13,717,335            |
| Other payables  | 20     | 12,523,308           | 19,842,370            |
|   |        | <b>422,624,443</b>   | <b>162,078,798</b>    |
| <b>Non-Current Liabilities</b>                          |        |                      |                       |
| Financial liabilities                                   | 15     | 11,020,042           | 8,056,013             |
| Inter-agency payables                                   | 16     | 371,382,142          | 393,790,075           |
| Trust liabilities                                       | 17     | 15,250,059           | 15,534,611            |
| Deferred credits  | 18.1   | 16,271,767           | 15,927,319            |
| Unearned revenue/income                                 | 18.2   | 49,709,892           | 72,507,662            |
| Provision for leave credits                             | 19     | 92,886,862           | 79,073,704            |
| Other payables  | 20     | 761,841              | 8,052,132             |
|   |        | <b>557,282,605</b>   | <b>592,941,516</b>    |
| <b>TOTAL LIABILITIES</b>                                |        | <b>979,907,048</b>   | <b>755,020,314</b>    |
| <b>NET ASSETS (TOTAL ASSETS LESS TOTAL LIABILITIES)</b> |        | <b>641,805,015</b>   | <b>570,057,171</b>    |
| <b>NET ASSETS/EQUITY</b>                                |        |                      |                       |
| Government equity                                       | 21     | 47,500,000           | 47,500,000            |
| Donated capital   | 22     | 160,488,578          | 160,488,578           |
| Accumulated surplus/(deficit)                           | 23     | 433,816,437          | 362,068,593           |
| <b>TOTAL NET ASSETS/EQUITY</b>                          |        | <b>641,805,015</b>   | <b>570,057,171</b>    |

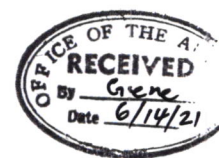
The notes on pages 11 to 40 form part of these financial statements.

**DEVELOPMENT ACADEMY OF THE PHILIPPINES**  
**STATEMENTS OF FINANCIAL PERFORMANCE**  
For the Years Ended December 31, 2020 and 2019  
(In Philippine Peso)



|  | Note | 2020                 | 2019<br>(As Restated) |
|--|------|----------------------|-----------------------|
| <b>REVENUE</b>                           |      |                      |                       |
| Service and business income              | 24   | 145,071,814          | 328,285,224           |
|  |      | <b>145,071,814</b>   | <b>328,285,224</b>    |
| <b>LESS: CURRENT OPERATING EXPENSES</b>  |      |                      |                       |
| Personnel services                       | 25   | 301,390,560          | 289,431,766           |
| Maintenance and other operating expenses | 26   | 190,424,352          | 318,926,224           |
| Financial expenses                       | 27   | 30,291               | 64,133                |
| Non-cash expenses                        | 28   | 30,607,211           | 25,560,137            |
| <b>Total Current Operating Expenses</b>  |      | <b>522,452,414</b>   | <b>633,982,260</b>    |
| <b>Deficit from Current Operations</b>   |      | <b>(377,380,600)</b> | <b>(305,697,036)</b>  |
| Non-operating income/gain                | 29.1 | 0                    | 402                   |
| Non-operating losses                     | 29.2 | (716,018)            | (753,205)             |
| <b>Deficit before Subsidy</b>            |      | <b>(378,096,618)</b> | <b>(306,449,839)</b>  |
| Subsidy from the national government     | 30   | 449,844,462          | 355,884,229           |
| <b>Net Surplus for the Period</b>        |      | <b>71,747,844</b>    | <b>49,434,390</b>     |

**DEVELOPMENT ACADEMY OF THE PHILIPPINES**  
**STATEMENTS OF CHANGES IN NET ASSETS/EQUITY**  
For the Years Ended December 31, 2020 and 2019  
(In Philippine Peso)



|  | Accumulated<br>surplus/(deficit)<br>Note 23 | Government<br>equity<br>Note 21 | Donated capital<br>Note 22 | Total              |
|--|---|---------------------------------|----------------------------|--------------------|
| <b>BALANCE AT JANUARY 1, 2019</b>            | <b>309,623,817</b>                          | <b>47,500,000</b>               | <b>161,897,942</b>         | <b>519,021,759</b> |
| Adjustments:                                 |   |                                 |                            |                    |
| Add/(Deduct):                                |   |                                 |                            |                    |
| Closing of non-moving accounts               | (122,595)                                   | -                               | -                          | (122,595)          |
| Reclassification/adjusting entries           | 3,132,981                                   | -                               | (1,409,364)                | 1,723,617          |
| <b>RESTATED BALANCE AT JANUARY 1, 2019</b>   | <b>312,634,203</b>                          | <b>47,500,000</b>               | <b>160,488,578</b>         | <b>520,622,781</b> |
| Changes in net assets/equity for CY 2019     |   |                                 |                            |                    |
| Add/(Deduct):                                |   |                                 |                            |                    |
| Surplus/(Deficit) for the period             | 49,434,390                                  | -                               | -                          | 49,434,390         |
| <b>RESTATED BALANCE AT DECEMBER 31, 2019</b> | <b>362,068,593</b>                          | <b>47,500,000</b>               | <b>160,488,578</b>         | <b>570,057,171</b> |
| Changes in net assets/equity for CY 2020     |   |                                 |                            |                    |
| Add/(Deduct):                                |   |                                 |                            |                    |
| Surplus/(Deficit) for the period             | 71,747,844                                  | -                               | -                          | 71,747,844         |
| <b>BALANCE AT DECEMBER 31, 2020</b>          | <b>433,816,437</b>                          | <b>47,500,000</b>               | <b>160,488,578</b>         | <b>641,805,015</b> |

The notes on pages 11 to 40 form part of these financial statements.



**DEVELOPMENT ACADEMY OF THE PHILIPPINES**  
**STATEMENTS OF CASH FLOWS**  
For the Years Ended December 31, 2020 and 2019  
(In Philippine Peso)



|   | Note     | 2020               | 2019               |
|---|----------|--------------------|--------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                 |          |                    |                    |
| <b>Cash Inflows</b>   |          |                    |                    |
| Collection of revenues  |          | 20,509,232         | 39,347,477         |
| Receipt of assistance/subsidy   |          | 755,687,035        | 308,144,000        |
| Collection of receivables   |          | 151,171,929        | 312,799,488        |
| Receipt of inter-agency fund transfers                                      |          | 20,333,399         | 31,587,196         |
| Trust receipts  |          | 11,141,696         | 2,733,810          |
| Other receipts  |          | 4,557,975          | 18,585,284         |
| <b>Total Cash Inflows</b>   |          | <b>963,401,266</b> | <b>713,197,255</b> |
| Adjustments   |          | 27,629,516         | 12,980,828         |
| <b>Adjusted Cash Inflows</b>  |          | <b>991,030,782</b> | <b>726,178,083</b> |
| <b>Cash Outflows</b>  |          |                    |                    |
| Payment of expenses   |          | 374,587,302        | 498,197,379        |
| Payment of other payables   |          | 38,773,878         | 28,002,234         |
| Purchase of inventories   |          | 4,372,037          | 12,478,571         |
| Grant of cash advances  |          | 4,891,552          | 14,146,489         |
| Prepayments   |          | 125,047,021        | 1,550,013          |
| Refund of Deposits  |          | 1,400,728          |                    |
| Payment of accounts payable   |          | 1,676,183          | 42,829             |
| Remittance of personnel benefits, contributions<br>and mandatory deductions |          | 95,179,836         | 90,938,137         |
| Other disbursements   |          | 1,812,754          | 16,752,855         |
| Release of inter-agency fund transfers                                      |          | 36,375,546         | 46,656,967         |
| <b>Total Cash Outflows</b>  |          | <b>684,116,837</b> | <b>708,765,474</b> |
| Adjustments   |          | 12,745,591         |                    |
| <b>Adjusted Cash Outflows</b>   |          | <b>696,862,428</b> | <b>708,765,474</b> |
| <b>Net Cash Provided by/(Used in) Operating Activities</b>                  |          | <b>294,168,354</b> | <b>17,412,609</b>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                 |          |                    |                    |
| <b>Cash Inflows</b>   |          |                    |                    |
| Receipt of interest earned  |          | 10,222,335         | 7,816,441          |
| Proceeds from matured investments/<br>redemption of long-term investments   |          | 6,009,614          | 96,385,396         |
| <b>Total Cash Inflows</b>   |          | <b>16,231,949</b>  | <b>104,201,837</b> |
| <b>Cash Outflows</b>  |          |                    |                    |
| Purchase of property, plant and equipment                                   |          | 11,859,562         | 10,216,907         |
| Purchase of investments   |          |                    | 79,609,941         |
| <b>Total Cash Outflows</b>  |          | <b>11,859,562</b>  | <b>89,826,848</b>  |
| <b>Net Cash Provided by/(Used in) Investing Activities</b>                  |          | <b>4,372,387</b>   | <b>14,374,989</b>  |
| Net Increase/(Decrease) in Cash and Cash Equivalents                        |          | 298,540,741        | 31,787,598         |
| Effects of exchange rate changes  |          | (563,694)          | (648,369)          |
| Cash and Cash Equivalents, January 1  |          | 662,661,472        | 631,522,243        |
| <b>Cash and Cash Equivalents, December 31</b>                               | <b>7</b> | <b>960,638,519</b> | <b>662,661,472</b> |