Strategic Initiative 1

	NAME OF PROGRAM:	**National Government Career Executive Service Development Program (NGCESDP) – Public Management and Development Program (PMDP)**
I.	**PROGRAM TEAM HEAD:**	Lead: Ms. Nanette C. Caparros Managing Director, PMDP
II.	**PROGRAM DESCRIPTION:**	The NGCESDP-PMDP is an intensive, purposive and continuing training program for incumbent executives and middle managers and their potential successors in the government bureaucracy. It aims to foster careerism in government and promote stability in the bureaucracy by producing a corps of development-oriented, competent, dedicated and honest officials within the medium term. This supports the government's commitment to lift the nation from poverty through honest and effective governance and to transform the government from one that is self-serving to one that works for the welfare of the nation. The PMDP hopes to achieve the following:

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

The PMDP has four classes: The Middle Managers Class (MMC) for division chiefs, promising section chiefs and high-performing-high-potential 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 functional department heads of the provincial, city or municipal governments. The first two 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 (now under flexible learning mode), including a Sensing Journey in a community. 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 (consists of one-week a month residential training (now under flexible learning mode) 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. Annex 01 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 visit. 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.

ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
III. PROGRAM MILESTONES:				
A. PROMOTIONS AND RECRUITMENT • Promotions and recruitment will be done year round and will target both the agencies and the desired participants. This will be done with a combination of widespread direct mail, press releases through the traditional press as well as websites, personal calls to decision makers and events marketing.	2020	2024	Based on approved NEP from DBM	GAA
B. PROGRAM IMPLEMENTATION AND MONITORING • Close monitoring of particular performance will be undertaken to address difficulties, ensure compliance with training requirements and attain 100% graduation from the program. • Regular evaluation of course content and delivery will be done towards continuous enhancement of the curriculum and training design • Faculty performance and program management will be closely scrutinized to ensure effective and efficient program delivery.	2020	2024	Based on approved NEP from DBM	GAA
TOTAL			*(see approved NEP)*	

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

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 2

	NAME OF PROGRAM:	Government Quality Management Program (GQMP)
I.	PROGRAM TEAM HEAD:	Lead: VP Arnel D. Abanto, Managing Director, PDC
II.	PROGRAM DESCRIPTION:	With the increasing number of government agencies adopting and earning certification for the ISO 9001 Quality Management System, a significant impact on their performance and quality of their services has been evident through various indicators. These agencies have demonstrated conformance to the ISO 9001 international standards that generally require clearly defined quality policy, objectives, and plans, and established operative controls for effective and efficient operations and for ensuring enhancement of client satisfaction. Thus, there is a continuing need to sustain the implementation of QMS among government agencies or even enhance their QMS to maximize the 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. With the Program's vision, "Improved citizen satisfaction driven by government-wide quality improvement," it shall continually concentrate on improving the frontline services of the government to effect actual and meaningful changes, and ensure that Filipino citizens will greatly benefit in the process and system improvement initiatives. This will be done through redesigning the approach in establishing QMS and integrating it with other processes/service productivity and quality improvement tools, such as public service continuity, process streamlining, and innovation, among others. Also, new management system standards and excellence frameworks that will ensure seamless, continuous, and consistent delivery of public services will be introduced by the Program. Annex 14

The GQMP aims to:

a. Increase the number of agencies with QMS certifiable to ISO 9001:2015 Standards; and, assist agencies with existing certifications on the improvement of their established QMS through process/site/scope expansion, integration of existing multiple management systems; and/or alignment of their established QMS to the Business Excellence framework;

b. Ensure the consistent quality and organization of the workplace environment by intensifying the adoption of workplace quality and occupational safety and health practices and standards in the public sector;

c. Promote and establish the adoption of service quality standards;

d. Strengthen capabilities of government agencies in adopting quality improvement approaches;

e. Effect process and/or service quality improvement among government agencies through various productivity and quality improvement tools and techniques, including innovating/streamlining frontline service processes; and,

f. Develop/enhance the capability of the public sector in maintaining/ensuring the provision of quality services even during unexpected disruptions and/or emergencies.

III. PROGRAM MILESTONES:				
ACTIVITIES	**TIMELINE**		**BUDGET**	**FUNDING SOURCE**
	START	**END**		
1. Strengthening and Expanding the Government Quality Management Systems for various government agencies	2020	2024	Based on approved NEP from DBM	GAA
2. Institutionalizing Quality Work Place	2020	2024		
3. Institutionalizing the Service Quality Standards (SQS)	2020	2024		
4. Effecting Service Quality Improvement	2020	2024		
5. Promoting Public Sector Quality Improvement	2020	2024		
6. Strengthening the QMS during Emergency Situations	2020	2024		
TOTAL			*(see approved NEP)*	

IV. **MEASURES AFFECTED:**
   ▪ Percentage of client government agencies assisted on QMS with ISO 9001 certifiable QMS

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 3

NAME OF PROGRAM:	Modernizing Government Regulations (MGR) Program

I.	PROGRAM TEAM HEAD:	Mr. Arnel A. Abanto VP/Managing Director, Managing Director, PDC
II.	PROGRAM DESCRIPTION:	Studies conducted by the Organization of Economic Cooperation and Development (OECD) show that, "poor quality regulation increases compliance costs for business and other groups, leads to unnecessary complexity and associated uncertainty as to regulatory obligations and reduces the ability of government to achieve its objectives."

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

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

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

III. PROGRAM MILESTONES:

ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. Program and Regulatory Management Information System	2020	2024	Based on approved NEP from DBM	GAA
2. Industry Regulatory Review	2020	2024		
3. Capability Building	2020	2024		
4. Advocacy and Public Consultation	2020	2024		
TOTAL			*(see approved NEP)*	

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

Noted by:

ALAN S. CAJES
Compliance Officer

Strategic Initiative 4

	NAME OF PROGRAM	Education, Training and Capability Building Seminars
I.	PROGRAM TEAM HEAD	Lead: Imelda C. Caluen, MD, Center for Governance
II.	PROGRAM DESCRIPTION	The Education, Training and Capability Building Seminars (ETCBS) is an aggregate of uniquely designed learning and development interventions for key actors/players involved in the formulation and implementation of national and local policies and programs.

The CBILLS aims to strengthen civil service in the legislative branch by providing capability building interventions that will enhance the required leadership and policy development competencies of legislative officers and staff according to three tracks, namely: Emerging Leaders, Middle Managers, and Senior Leaders. Specifically, through the program, participants would be able to:

a. Gain and/or deepen their understanding of management and leadership positions;

b. Realize what it takes to be an effective leader;

c. Broaden their perspective on socio-political and economic trends and innovations;

d. Hone their technical skills; and e. Develop a global mindset in realizing new strategies and best practices relevant to their work.

Meanwhile, the CBILPD aims to further equip local chief executives, legislators and functionaries with the necessary leadership competencies, upgraded with relevant technical skills in policy formulation and updated with the socio-political and economic perspectives that will aid them in identifying innovative local public policies that reflects both the need of their constituents and supportive to the conditions for national development.

As local policy/program development players continue to play a critical role in steering innovative and effective solutions amidst a volatile, uncertain, complex and disruptive environment, the Academy aims to continuously enhance their capabilities towards ensuring that national and local policies, programs and strategies are coherent, cohesive, coordinated and responsive, not only to address the current COVID-19 emergency, but also future disruptions and health risks. Thus, succeeding training interventions would focus on capacitating local governments towards developing Annex 03 policies and programs that will help institutionalize risk management and social behavioral change communication strategies as important local governance processes and mechanisms to address both natural and human-induced emergencies.

Specifically, it would enable local chief executives, legislators and functionaries, in collaboration with officials/technical from selected national line agencies to:

a. Lead in the management of natural and health-related emergencies through an inclusive governance and co-creation process.

b. Enshrine risk assessment and mitigation planning as a key element of the LGU's corporate governance;

c. Establish a reliable data collection and decision-making tool for the assessment and management or treatment of risks;

d. Install and apply a decision-making tool for risk response utilizing its database;

e. Develop coherent/cohesive policies and plans supportive of risk management; and

f. Harness and strengthen network and alliances, as well as inter-LGU cooperation and coordination.

III. PROGRAM MILESTONES:				
ACTIVITIES	**TIMELINE**		**BUDGET**	**FUNDING SOURCE**
	START	**END**		
1) Establish a core training program implementation process for each activity with allowed flexibility in implementing and without compromising core elements of the program thus accomplishing adaptation and fidelity to the program 2) Establish baseline data on participants competencies 3) Designate component managers and project team 4) Establish guidelines and protocols implementing foreign study visits/international components 5) Forge strategic partnerships with reputable foreign institutional counterparts for the effective delivery of observational study missions, and foster international collaborations 6) Adopt blended learning methodology considering government restrictions on local/foreign travels and mass gatherings.	2020	2024	Based on approved NEP from DBM	GAA
TOTAL			*(see approved NEP)*	

IV. MEASURE AFFECTED:

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

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 5

NAME OF PROGRAM	Center of Excellence on Public Sector Productivity (COE-PSP)

II.	PROGRAM TEAM HEAD	Lead: Ms. Maria Rosario A. Ablan, Program Director, CFG
III.	PROGRAM DESCRIPTION	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 DAP as the focal organization and implementing institution. The DAP 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 COE-PSP aims to: a. Promote the advancement of the public sector productivity movement in Asia and the Pacific region; b. Help address common and critical issues on public sector productivity performance besetting the APO member countries; c. Foster cutting-edge research, facilitate training and knowledge-sharing, and support outreach to APO member countries in raising productivity of the public sector organizations in the region; and d. Serve as 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 DAP is tasked to: a. Facilitate learning and sharing of knowledge and best practices on PSP among APO members; b. Conduct relevant research on new areas related to the PSP including identifying innovations and best practices; b. Develop resources and materials to assist member countries with their programs; and Annex 12 c. Build a database of experts who could assist APO member countries with their programs on PSP.

IV. PROGRAM MILESTONES:

ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
The COE-PSP shall focus on: 1. Applying new tools, innovative approaches, design thinking, strategic foresight and raise the productivity of public-sector organizations and make them more citizen-centered and responsive to the needs of the public. This will be complemented by fosetrign and encouraging knowledge-sharing and collaboration between agencies. 2. Establishing a core group of productivity professionals in the public sector. Key personnel will be capacitated in applying productivity tools and techniques in their respective organizations. 3. Creating value-adding knowledge for evidence-based policy-making and implementation of productivity	2020	2024	Based on approved NEP from DBM	GAA

enhancement programs. Further research on measuring productivity of public sector organizations will be conducted to better track performance and strategically allocate resources. Major activities include: 1. High-level benchmarking mission of Philippine officials to selected COEs and benchmark public sector organizations 2. Strengthening of the Philippines-NPO and partner agencies to advance the country's level of expertise and competencies 3. Knowledge accumulation and management through the establishment of the PSP Knowledge Bank 4. Development of a core of productivity specialists in the public sector (multiplier effect) 5. Demonstration project on public service value chain and innovations in service delivery with the assistance of productivity experts 6. Fully functional "Future Center" for the public sector to serve as "laboratory" for innovation and strategic thinking. 7. Action research on PSP issues and trends 8. Co-creation of projects and programs and collaboration with various institutions in execution 9. Monitoring and evaluation of results.				9
TOTAL			*(see approved NEP)*	

V.   MEASURE AFFECTED:
  ▪ Number of local and international public sector productivity specialist trained
  ▪ Number of agencies assisted in innovation projects

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 6

	NAME OF PROGRAM	Support to the Productivity and Development Center
II.	PROGRAM TEAM HEAD	Lead: Mr. Armand Tristan R. Suratos, APO Liaison Officer
III.	PROGRAM DESCRIPTION	The Philippines is a founding member of the Asian Productivity Organization (APO), which was established on 11 May 1961 as a regional, intergovernmental organization whose mission is "to contribute to the sustainable socio-economic development of Asia and the Pacific through enhancing productivity."

The Development Academy of the Philippines-Productivity and Development Center (DAPPDC) became the focal organization (and the designated National Productivity Organization or NPO) mandated to carry out the government's commitments to the APO by virture of Presidential Decree 205 issued on 23 June 1973, which created the DAP and also transferred the PDC's roles, functions and budget from the National Economic Council (now the National Economic and Development Authority) to the DAP.

To fulfill the country's commitments to the Asian Productivity Organization, the Philippine government provides annual budgetary support through the General Appropriations Act (GAA). Per the GAA, the budget item consists of:

a) The Regular Budget, which is a provision for the APO Membership Contribution; and
b) Support to the Productivity and Development Center (PDC).

Support to the PDC goes towards the funding for international and regional conferences, fora, workshops, trainings, study meetings, research programs, bilateral cooperation meetings, e-learning projects, study missions, and other activities undertaken in the country for the benefit of the Philippines and other APO member countries. The projects and activities are focused on the areas of public sector productivity and good governance, and national productivity and competitiveness. It also maintains the administrative and liaison work with the APO Secretariat and other NPOs from the other 20 active member economies.

The Philippines continues to be an active and relevant member of the APO. Despite the disruptions caused by the COVID-19 pandemic, the DAP very early on adapted to the situation and strenghtened its digital capabilities so that it could deliver on its international commitments and continue to host and implement virtual activities and learning sessions with the APO and other member countries. However, as face-to-face activities will eventually resume, extra measures will have to be taken to adapt to the new normal and the future normal.

There are significant benefits to hosting projects by the Philippines (whether face-to-face oronline), to sending Filipinos (from the public and private sectors) to participate in capability building projects, and to attending ministerial, planning and working group meetings. Among them: there would be transfer of knowledge and best practices on productivity promotion, as well as on various productivity improvement tools, technologies, international standards, and management practices (in SMEs and public sector organizations). Professional networks with other participants and experts would also be established. And the country would be promoted as an ideal tourist destination and MICE venue.

IV. PROGRAM MILESTONES:				
ACTIVITIES	**TIMELINE**		**BUDGET**	**FUNDING SOURCE**
	START	**END**		
1) Strengthening of ties with the APO network and other international organizations on productivity and development 2) Establishment/strengthening of institutional partnerships in key sectors (i.e., industry, agriculture, services, public sector) 3) Development and strengthening of the APO alumni network and clusters (national, regional, sectoral) 4) Improve internal efficiency and staff capability on productivity and quality improvement 5) Development and implementation of the National Productivity Agenda.	2020	2024	Based on approved NEP from DBM	GAA
TOTAL			*(see approved NEP)*	

V.   **MEASURE AFFECTED:**
- Number of local and international public sector productivity specialist trained
- Number of international projects and hostings

Noted by:

ALAN S. CAJES
Compliance Officer

Strategic Initiative 7

NAME OF PROGRAM:	Research Programs of the Graduate School of Public and Development Management and Research on Sustainable Development Goals and Futures Thinking
I. PROGRAM TEAM HEAD:	Lead: Dr. Lizan Perante-Calina, Dean, Graduate School for Public and Development Management (GSPDM)
II. PROGRAM DESCRIPTION:	Taking the lead as a national and global higher education institution, the Development Academy of the PhilippinesGraduate School of Public and Development Management (DAP-GSPDM) is strategically shaping itself as a Research Hub for Public Management Knowledge Co-Creation, engaging multi-stakeholders in knowledge-based policy, innovation, collaboration and development. Knowledge and evidence from research propel the DAP's role as the leading national institution for capacity-building of public sector human resources and facilitator for synergy to spur change and sustainable development. In particular, as a Research Hub, DAP-GSPDM aims to: 1) Generate evidence for innovation and change to achieve the global Sustainable Development Goals (SDGs) 2015-2030 in Philippine national and local contexts, and in regional and global contexts; and 2) Co-create knowledge in higher education for public management to support public sector performance in achieving sustainable development in the Philippines. For the past two years (2020-2021), DAP-GSPDM has been receiving strong support from the government for its Research Programs through the funding from the General Appropriations Act (GAA). DAP-GSPDM Research Agenda: Public Management Research and Sustainable Development The global commitment to the Sustainable Development Goals 2015-2030 challenges the Philippines to achieve sustainable development within the country and its people and contribute to the global community. The Philippine Development Plan (PDP) 2017-2022 and Ambisyon Natin 2040 embody the Philippine direction to achieve the SDGs in the country. The United Nations recognized the importance of government in achieving sustainable development through public administration that is innovative, competent, transformative and adaptive to the needs of the times. Thus, DAP stands at the forefront of the Philippine bureaucracy's capacity enhancement to infuse knowledge and practice for sustainable development. Taking these into consideration, DAP-GSPDM developed its Research Agenda anchored on SDGs, PDP, AmBisyon Natin 2040 and the DAP/GSPDM mandates.

III. PROGRAM MILESTONES:				
ACTIVITIES	**TIMELINE**		**BUDGET**	**FUNDING SOURCE**
	START	**END**		
1) Revisiting the GSPDM Research Agenda anchored on SDGs, Philippine Development Plan, AmBisyon Natin 2040, and DAP/GSPDM mandates	2020	2024	Based on approved NEP from DBM	GAA
2) Call for proposals, review process, selection of research projects, implementation and publication of research projects	2020	2024		
3) Production of other knowledge products: working paper, policy brief, journal	2020	2024		
4) Conduct of cascading activities in the form of conferences and for	2020	2024		
TOTAL			*(see approved NEP)*	

IV. MEASURE AFFECTED:

- Number of researchers and studies completed
- Number of research utilized by client
- Budget utilization rate

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 8

NAME OF PROGRAM:	Center of Excellence for Data Science and Analytics (CEDSA)

I.	PROGRAM TEAM HEAD:	Lead: Office of the President-Special Project Angelica N. Francisco, Team Lead
II.	PROGRAM DESCRIPTION:	One of the target outcomes in Chapter 5 of the Philippine Development Plan (PDP) 2017-2022 is the delivery of seamless services. Specifically, the target aims to institutionalize e-governance – by linking services and automating systems1. The shift towards e-governance will include creating interoperable government systems and establishing an information and communications technology (ICT) infrastructure that will unify government processes and allow the exchange of data among local government units (LGUs) and national government agencies (NGAs).

Furthermore, a feedback system will be developed to continuously improve e-governance in the country. In response to the above stated goals of the PDP 2017-2022, DAP is currently establishing a new business unit called the Center of Excellence for Data Science and Artificial Intelligence (CEDSAI). The new unit intends to improve the delivery of public services to the Filipino people by developing a vibrant civic technology sector as foundation for scientific and data-driven governance. It will provide first-rate data science and artificial intelligence (AI) services to the government such as data intelligence, insights, and tools which support evidence-based policymaking and planning. Moreover, CEDSAI shall contribute to the efficient devolution of services from NGAs to LGUs, following the Supreme Court ruling on the Mandanas Case.

Specifically, CEDSAI aims to:
- Be a core center of expertise in data science and artificial intelligence (AI) for the government both local and national;
- Consolidate the initiatives of NGAs and LGUs in engineering the information infrastructure to enable the *whole-of-government* approach through data science and AI;
- Support NGAs and LGUs in data-driven policymaking and research and development (R&D);
- Provide reskilling and upskilling to develop a data-literate workforce that will eventually enable NGAs and LGUs to do self-service analytics;
- Implement a public data knowledge management system that identifies and structures use cases and analyses from data-driven projects and researches, and catalogs best practices;
- Develop and recommend open data practices and data-driven research agenda that drive innovations across all sectors of society; and
- Develop a suite of world-class open government data tools and applications.

COMPONENT 1:
Strengthening of CEDSAI's Data Laboratory IT Infrastructure & Data Engineering Pipeline
The maintenance and improvement of existing IT infrastructure will be crucial to the operation of the CEDSAI, given the rapidly increasing volume of data generated from new sophisticated instruments. Moreover, the development and acquisition of new systems and suitable AI technology are critical in meeting scientific needs and revitalizing the existing data laboratory. Specifically, the activities are:
1. Maintain, operate, and upgrade the capacity of the data laboratory to ensure the requirements of handling and processing big data can be met;
2. Establish an internal pool of experts and partnerships pursuing civic analytics and data science research;

3. Develop a data service layer for establishing the Data Governance Policy and Interoperability Framework of CEDSAI;
4. Develop a harmonized data governance strategy framework for NGAs and LGUs by inspecting the alignment of the technological developments with existing laws, executive issuances, and government publications; and
5. Develop a set of data engineering technology tools for analytics projects, with an eye towards scale.

COMPONENT 2:
Data Projects and Research Agenda
To establish the expertise of the DAP in data science and AI, CEDSAI shall develop a strategic research agenda containing coherent set of projects and studies that involves government open data, predictive analytics, prescriptive analytics and civic engagement technology. The center will seek to promote the combination of integrated cross-agency data, community data, and publicly available data to better discover and pre-emptively address civic problems on the local and national level.

Specifically, the activities are:
1. Craft the research agenda of the center as an alignment basis for the Priority Framework for Data Science Research Projects;
2. Conduct a Data Maturity Assessment across LGUs and NGAs;
3. Conduct the data research and projects with LGUs, NGAs, and state universities and colleges (SUCs); and
4. Design and develop the DAP Data Bank Prototype in support of the Open Data Policy.

COMPONENT 3:
Capacity Building on Data Science and Artificial Intelligence
Data science and AI are fast-changing and evolving. The demand for professionals and experts in the field is continuously surging, thus incentivizing CEDSAI to develop a wider array of education and skills-building programs. These programs shall be designed to enhance the skills of the workforce in the integration of data science and AI in evidence-based policies.

DAP intends to utilize the developed courses of the project Smarter Philippines through Data Analytics, Research and Development, Training, and Adoption (SPARTA) through its learning management system (LMS) *Linang*. To address the skills shortage faced by government agencies and industries, the CEDSAI shall conduct the following:

1. Develop and conduct data science training programs that will utilize the online courses of project SPARTA and CEDSAI;
2. Conduct a Data Science for Social Good Fellowship Program that will train aspiring data scientists on machine learning, data science, and AI in addressing real-world problems centered on social impact;
3. Provide open and accessible online courses utilizing the *Linang* and transfer the project SPARTA online courses to CEDSAI when the project ends;
4. Align data science and AI competencies with the requirements of the public and private sectors; and
5. Develop and recommend graduate program curricula such as data science, data engineering, cybersecurity, and machine intelligence for civic technology sector development.

III. PROGRAM MILESTONES:				
ACTIVITIES	**TIMELINE**		**BUDGET**	**FUNDING SOURCE**
	START	**END**		
1) Establishment of data laboratory IT infrastructure and Data Engineering Pipeline	2020	2024	Based on approved NEP from DBM	GAA
2) Develop the strategic research agenda containing coherent set of projects and studies involving government open data	2020	2024		
3) Conduct research and projects with LGUs, NGAs, and SUCs.	2020	2024		
4) Conduct data maturity assessment across LGUs and NGAs.	2020	2024		
5) Conduct capacity building on data science and artificial intelligence	2020	2024		
TOTAL			*(see approved NEP)*	

I. **MEASURE AFFECTED:**
- Number of researchers and studies completed
- Number of research utilized by client
- Number of egovernment initiative developed/implemented
- Budget utilization rate
- QMS Conformance Rate

Noted by:

ALAN S. CAJES
Compliance Officer

Strategic Initiative 9

NAME OF PROGRAM:	Smart and Creative Communities Program

I.	PROGRAM TEAM HEAD:	Lead: Office of the President-Special Project Angelica N. Francisco, Team Lead

II.	PROGRAM DESCRIPTION:	Consistent with the country's global and regional commitments (i.e., the Sustainable Development Goals (SDGs) and the New Urban Agenda) and with *AmBisyon Natin* 2040 and the Philippine Development Plan 2017-2022, the Development Academy of the Philippines (DAP) seeks to continually capacitate organizations and local government units (LGUs) by optimizing the efficiency and quality of its public service delivery through the utilization of new technologies and citizen-centric planning approaches. DAP, as a leading knowledge institution and solutions provider, has a significant role in creating a platform or avenue for creative thinking, innovative problem solving, and strategic foresight in line with its mandate of initiating and catalyzing exchange of ideas and expertise on development activities— providing innovative and responsive solutions to effectively address the disruptive challenges brought by the VUCA environment.

In pursuit of the country's vision for Filipinos to be *smart and innovative*, the Academy, through the Center for Strategic Futures (CSF), will implement the **Smart and Creative Communities Program**. The Program is in support of the national strategies stipulated in the PDP 2017-2022 to improve the quality of living conditions through the adoption of "smart city" principles, accelerate human capital development, promote cultural awareness and understanding, and stimulate creativity and innovation for the common good. It embraces the culture and practice of agile and futures thinking, innovation, evidence-based policy-making and data-driven governance. This Program is one of the initiatives under the CSF in relation to the Foresight and Anticipatory Governance Program and the establishment of the Center of Excellence for Data Science and Analytics (CEDSA).

The current COVID-19 pandemic along with the adoption of the "new normal" has amplified the need for smart and innovative ways in responding to development challenges, especially in the areas of health, urban mobility, service delivery efficiency, and livability of cities and municipalities. The Program will tackle on how developing new urban models, leveraging technology, infrastructure, public policy and citizen engagement will create an urban environment that fosters economic growth and productivity, innovation, social mobility, inclusiveness, and sustainability in the "new normal" setting. The Academy recognizes that, more than ever, the country faces a great demand for smart and innovative ways of doing production, socialization, consumption, governance, etc. It is also imperative to retool and further capacitate LGUs given their greater role in service delivery and crisis response as stipulated in the Supreme Court ruling on the Mandanas-Garcia case. This Program will be part of their capacity building in preparation for the full implementation of the Mandanas-Garcia ruling-- capacitating LGUs in terms of prioritization and decision-making in the allocation of funds for the implementation of policies, programs and projects in line with the assumption that resources will be increased by 2022 due to the devolution of services.

The multi-year Program has two (2) major components: (a) assisting localities towards smart growth and development, which includes an assessment that measures the progress of an LGU towards becoming a smart and sustainable city/ town, and implementation of accelerator trainings for LGUs; and (b) strengthening the innovation ecosystem of LGUs through interventions aligned with the Philippine Innovation Act and the Innovative Startup Act, as well

as encouraging investments in the growth and development of innovative and technology startup enterprises and MSMEs.

The Smart and Creative Communities Program has the following objectives:
- a. Increase the awareness of the public sector on the importance of agile and futures thinking, data management and analytics, digital transformation, smart growth, and creativity and innovation;
- b. Analyze and assess the needs and challenges faced by communities to identify opportunities and entry points for data analytics and smart solutions and/or interventions;
- c. Capacitate local governments to be able to adopt smart and innovative solutions in response to existing development challenges including the COVID-19 pandemic; and
- d. Accelerate innovation in localities by strengthening the innovation ecosystem of LGUs to contribute in boosting the country's growth potential.

III. PROGRAM MILESTONES:

ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Internal capacity building to address insufficiency of in-house technical experts	2022	2024	Based on approved NEP from DBM	GAA
2) Adopt new tools, innovative approaches, design thinking, and participative and collaborative approaches in project planning and implementation	2022	2024		
3) Forge partnerships with academic institutions, private sector, local organizations (NGOs and POs) and international development agencies;	2022	2024		
4) Utilize blended learning methodology (i.e. through *Linang,* DAP's online learning platform) considering government restrictions on travels and mass gatherings	2022	2024		
5) Develop intensive marketing strategy to boost attendance in trainings and promote engagement in projects and/or services offered.	2022	2024		
TOTAL			*(see approved NEP)*	

IV. MEASURE AFFECTED:
- Number of participants trained
- Number of egovernment initiative developed/implemented
- Budget utilization rate
- QMS Conformance Rate

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 10

NAME OF PROGRAM:	Foresight and Anticipatory Governance

I.	PROGRAM TEAM HEAD:	Lead: Office of the President-Special Project Mussaenda Sirikit Mejico, Team Lead
II.	PROGRAM DESCRIPTION:	In line with the strategy of the Philippine Government to ensure responsive, people-centered, technology-enabled and clean governance (Philippine Development Plan, Chapter 5), the Development Academy of the Philippines (DAP) intends to take part in developing smart and resilient public organizations and future-ready public servants. To effectively address the disruptive challenges brought by a VUCA environment, the Academy recognizes that enhancing the ability of organizations and institutions to anticipate, respond and adapt to rapidly changing environments have become increasingly important. It is also for this reason that organizations around the world are building and institutionalizing competencies on innovation, agile and futures thinking in order to build more robust, resilient and future-ready organizations. According to the Organization for Economic Co-operation and Development (OECD), **strategic foresight and futures thinking** should not be regarded as an optional intervention to the decision-making process, but rather a vital part of it. Aligned with the DAP's thrust to further develop the capacities of public sector managers for flexible and agile governance, the Center for Strategic Futures (CSF) will conduct the third component of the Foresight and Anticipatory Governance Program. The Program seeks to mainstream futures thinking, innovation, analytics, and digitalization in policy-making and management by embedding long-term strategic thinking in the policy-making process to deliver better and more proactive solutions to evolving issues and emerging needs of communities. It shall provide practical guidance and support to local government units (LGUs) through human capital development towards strengthening their foresight systems and conducting key foresight processes to be better equipped for uncertain, complex, and potentially turbulent futures. With the greater role of LGUs in service delivery and crisis response as stipulated in the Supreme Court ruling on the Mandanas-Garcia case, heightening their institutional capacities and readiness significantly impact the pace and quality of delivering services to communities. In its first year of implementation, the Program will conduct its first two (2) components: (a) Compendium of Foresight Tools for Smart City Development, and (b) Mainstreaming Futures Thinking in Policy Development. The third component, which will be implemented from year 2022 onward, will focus on the **Rollout and Implementation of the Practical Guide to Strategic Foresight for Policy Development in the Philippines**. This is composed of a series of trainings for LGUs on Strategic Foresight and Scenario Planning anchored on the knowledge products initially developed through the Program. This aims to inculcate strategic foresight to LGUs as part of their capacity building in preparation for the full implementation of the Mandanas-Garcia ruling. Specifically, deeper appreciation and application of strategic foresight and scenario planning shall capacitate LGUs in terms of prioritization and decision-making in the allocation of funds for the implementation of policies, programs and projects in line with the assumption that resources will be increased by 2022 due to the devolution of services.

III. PROGRAM MILESTONES:				
ACTIVITIES	**TIMELINE**		**BUDGET**	**FUNDING SOURCE**
	START	**END**		
1) Conduct internal capacity building	2021	2024	Approved COB	Corporate Funds
2) Develop the instructional design	2021	2024		
3) Synchronous training	2021	2024		
4) Conduct the applied learning project	2021	2024		
5) Partnership building, advocacy work and IEC activities to generate demand for the training activities.	2021	2024		
TOTAL			*(see approved NEP)*	

IV.   MEASURE AFFECTED:
- Number of participants trained
- Number of egovernment initiative developed/implemented
- % of active partnerships with institutions
- Budget utilization rate
- QMS Conformance Rate

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 11

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

I.	PROGRAM TEAM HEAD:	Lead: DAP Quality Council (ManCom) Mr. Mark Louie Grado, Team Lead, Internal Quality Audit / Ms. Catherine Luzuriaga, COSM Director and Head of QMS Core Team Secretariat
II.	PROGRAM DESCRIPTION:	In its quest for continuous improvement of its quality management system, the DAP has sought certification under ISO 9001:2015 standards. This certification is renewed in 3-year cycles with an annual surveillance audit being conducted to ensure that the organization maintains the effectiveness of its QMS. Maintaining ISO certification under the 2015 standards is also part of the Good Governance conditions under the AO25 guidelines, as well as part of the requirements for availment of the Performance Based Bonus (PBB) under GCG guidelines.

III. PROGRAM MILESTONES:

ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
6) Conduct of Internal Quality Audits (IQA)	2022	2022	Approved COB	Corporate Funds
7) Conduct of Management Review	2022	2022		
8) Review and updating of Documented Information	2022	2022		
9) Conduct of Surveillance Audit	2022	2022		
TOTAL			P 200K	

IV.   **MEASURE AFFECTED:**
- QMS Conformance Rate

Noted by:

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ALAN S. CAJES
Compliance Officer