



dap



THE 2021 ANNUAL REPORT

development academy of the philippines

**Sustaining Growth in a
Rapidly Changing Environment**

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MESSAGE FROM THE PRESIDENT AND CEO



It is with deep pride and humility that I present to you the DAP 2021 Annual Report entitled “Sustaining Growth in a Rapidly Changing Environment,” which underscores the collective accomplishments of the empowered and innovative men and women of the Development Academy of the Philippines.

This report highlights the significant programs and events that document our journey and transformation as we continue to move our beloved DAP towards sustained growth amidst the challenges as we remain faithful to our mandate through the programs and services that we continue to provide to our clients, partners, and stakeholders.

Indeed, the year 2020 brought enormous despair in our lives, a year far beyond what every human being expected and prepared for. Amidst the disruption and unforeseen changes and uncertainties in work arrangements, I salute

and commend the officers of the Academy for your decisive and responsive leadership. Navigating 2020 to 2021 was an arduous task for every member of the DAP family but we continued to make the alternative work arrangements more effective. Despite the challenges and demands of the volatile, uncertain, complex, ambiguous and disruptive (VUCAD) world we live in, we have successfully managed our teams remotely, and leveraged on technology to our advantage with the aim of innovating our services, systems and processes. Much has been said about the pandemic, but looking at the brighter side – this pandemic has uncovered the strengths never before seen in every Filipino; and as for the bureaucracy, this pandemic became the driving force for innovative transformations. And this pandemic continues to drive us to think of innovative ways to better serve our stakeholders.

Having said these, allow me to personally express my heartfelt appreciation to all of you, my fellow DAPpers, for your unfaltering commitment, dedication and service to deliver our mandate, amidst the difficult times. This annual report, as conscientiously gathered by the Corporate Operations and Strategy Management and Institutional Marketing Center, chronicles your great and innovative efforts, the results of working collaboratively and thinking strategically to operate with greater agility and flexibility. The milestones we have reached would not have been possible if it were not for your continued support, innovative spirit, and hard work.

However, success is measured not just in terms of how we are achieving our objectives and targets and earning our keep, but also on how we are realizing our vision – and that is for DAP to become the leading knowledge organization providing innovative, effective, and responsive solutions to the country’s development challenges.

As an institution, we endeavored to sustain our growth and remain relevant, leveraging on stronger linkages through our partnerships with local and international institutions/organizations, namely, Udacity, Harrisburg University of Science and Technology, Haribon Foundation, Philippine Institute for Development Studies, and Aboitiz Equity Ventures.

We are also grateful for the recognitions given to the Academy for exemplifying continuous excellence in the midst of the new normal.

For one, Project SPARTA was named as one of the Big 21 in 2021 by the Department of Science and Technology for being one of the high-impact technologies and game-changing research and development projects and innovations.

Likewise, the Graduate School of Public and Development Management received the NextGen Regional Accelerator in Local Governance Award from the Department of the Interior and Local Government, through the Local Government Academy.

The DAP was also recognized for its effort in promoting Freedom of Information (FOI) in the country. During the 2021 FOI Awards conducted by the PCOO in November 2021, the Academy received two Plaques of Appreciation: (1) for the AO25 Inter-agency Task Force for its exceptional and significant contribution to the FOI Program's progress

and development; and (2) for the DAP's contributions to the progress and development of FOI in the country through its partnership with the Presidential Communications Operations Office in the creation and development of a certificate course for Information Officers.

We are not only pleased but more so humbled by these achievements because we owe our success to our program partners and clientele.

As the nation braces itself for the events of 2022, the DAP reaffirms its commitment to pursue its strategic goals with even greater zeal and vigor.

Together, I enjoin all the members of the Academy to navigate through these challenging times with grit, faith, positive outlook, strength, courage, and professionalism.

Let our team spirit, the "DAP spirit," continue to spark hope and inspiration as we work towards a better normal.

Maraming Salamat at Mabuhay tayong lahat. Mabuhay ang ating DAP!


ATTY. ENGELBERT C. CARONAN, JR., MNSA

ABOUT DAP

CORPORATE PROFILE

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

The Academy's decisions and actions aim to:

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

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

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

Core Values

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

- Dangkal – 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 policymaking 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;
- 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.

SUMMARY OF ACCOMPLISHMENTS

In 2021, the DAP fared well despite the challenges brought about by the COVID-19 pandemic. In spite of the limitations brought about by lockdowns imposed by the Philippine government in various areas of the country and the limitations in resources, the Academy was able to implement a total of 191 projects and register a positive financial performance, with a net surplus of PHP123.184 million.

This laudable performance is attributed to the Academy's ability to easily shift to digital platforms in implementing its training and education programs, and its consultancy and technical assistance programs by adopting flexible working arrangements that allowed employees to work from the comforts of their homes.

Likewise, the Academy continued to fulfil its commitments to the Governance Commission for GOCCs (GCG) through the accomplishment of its performance commitments.

I. ACCOMPLISHMENTS BASED ON APPROVED DAP SCORECARD

The DAP's programs and projects are aligned with the two strategic thrusts of Technological Innovations in Governance and Productivity, and Regional and Local Development. It also set its performance commitments that are aligned with its Mission, Vision, and Strategic Thrusts (as shown on the DAP Strategy Map), under the following eight 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) institution

SO6: Sustained financial viability

SO7: Enhanced operational efficiency and effectiveness

SO8: Expanded and maintained pool of high performing talents

The accomplishments for each SO are as follows:

SO1: Enhanced competence of government officials

- Some 274 government officials were trained or capacitated-149 from the Graduate School of Public and Development Management (GSPDM) and 125 from the Public Management Development Program (PMDP) with an average completion rate of 98.2 percent. The completion rate represents the proportion of officials/students who graduated to the total number of officials/students enrolled per class/degree program.
- Officials/students under the PMDP and the GSPDM were also required to implement and document their Capstone Project Plans (CPPs) for the PMDP and Action Plan and Projects (APPs) for the GSPDM six months after return to their agencies. The CPPs and APPs aimed to propose reforms in policy, process or organizational-level initiatives to be implemented once

approved by the agency beneficiary. For 2021, there were 102 capstone papers with various themes related to governance, leadership and productivity while the total number of APPs presented to the panel for implementation was 149. The average acceptance rate for both CPPs and APPs for the period was 98.8 percent.

- Some 159 local and international public sector productivity (PSP) specialists were trained under the multi-country programs on public sector productivity and citizen-centered public service improvement which were conducted throughout the year.
- About 11,671 individuals were capacitated under the other training programs. This includes 5,169 participants from the Productivity and Development Center (PDC), 5,447 under the Center for Governance (CFG), 817 from Sustainable Human Development Program (SHDP), 71 from the Center for Organizational Development (COD), 94 from the Center for Strategic Futures, and 73 from the DAP sa Mindanao (DSM). Capacity building programs covered topics on governance and sustainable human development, quality management systems, productivity and quality, monitoring and evaluation, freedom of information, and strategic foresight, among others.

SO2: Improved effectiveness and efficiency of government organizations assisted

- Some 32 agencies/offices were capacitated to comply with the government quality management

systems standards to improve efficiency and effectiveness. All assisted agencies (100%) achieved ISO 9001 Certifiable Quality Management System (QMS) in 2021 after DAP's technical assistance.

- The DAP, through its Innovation Laboratory, assisted 45 government agencies, in developing their innovation projects in 2021. These innovation projects are not the usual business-as-usual but are customer-focused and have impact on public service and continual improvement of public sector productivity.
- The DAP extended technical services to about 64 agencies under its other programs. It also assisted 307 agencies under the Results Based Performance Management System to meet the criteria and conditions for the performance-based incentive of the government.

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

- For 2021, DAP targeted to complete at least seven researches, have at least one program institutionalized, and at least one research utilized by a client. By end of 2021, the DAP completed seven researches/studies in the areas of regulatory review, COVID-19 response initiatives in the public sector, and client satisfaction. It also accomplished its target of having at least one program institutionalized, Tamang Alaga (A collaborative approach in improving the quality of maternal healthcare services in Marikina City) which was adopted as a city ordinance.

SO4: Ensured delivery of relevant high quality training, education, consultancy & research services

- The results of the Customer Satisfaction Survey (CSS), conducted by a third party commissioned by the Academy, based on the dimensions prescribed by the GCG conducted for 2021, about 99.4 percent of clients surveyed have expressed satisfaction with DAP services in 2021.

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

- The DAP forged partnerships with four new local and international institutions/ organizations, namely: Udacity, Harrisburg University of Science and Technology, Haribon Foundation, Philippine Institute for Development Studies (PIDS) and Aboitiz Equity Ventures. This brings the total number of existing and current partnerships of DAP to 24, with 22 (92%) of those partnerships considered active.
- Of the 22 active partnerships, activities included international learning courses on public policy, implementation of DAP's Project SPARTA, problem scoping workshops, curriculum development, and webinars, among others.
- In line with commitments to the Asian Productivity Organization (APO), the DAP hosted and implemented 15 international projects.
- Overall, the DAP facilitated the attendance/participation of a total of 466 participants to multi-country programs, conferences, workshops and trainings

in 2021. It also facilitated the provision of TES from the APO, benefiting 3,135 participants in activities where these services were provided.

SO6: Sustained financial viability

- The DAP accomplished a Budget Utilization Rate of 100 percent, with DAP having disbursed 133 percent of its budget per release of the DBM.
- The DAP generated a total revenue of PHP633.553 million in 2021. Its main sources of revenues are the regular projects/ programs and public offerings, the revenues from mandated programs of the National Government, the use of DAP Tagaytay and Pasig Facilities, and other income.
- The Earnings Before Interest, Taxes, Depreciation and Amortization or EBITDA amounted to PHP141.787 million.

SO7: Achieved operational efficiency and effectiveness

The DAP ensures the efficiency and effectiveness of its operations and processes through the adoption of global quality standards. Following the surveillance audit of 2021 of its Quality Management System, the certifying body found that the DAP "has established and maintains an effective system to ensure compliance with its policy and objectives. The audit team confirms in line with the audit targets that the organization's management system complies with, adequately maintains and implements the requirements" and therefore recommended maintenance of the existing certification.

- In compliance and in consideration for “cash-based budgeting”, the DAP commits to achieve the on-time delivery rate in all its projects contracted and implemented in 2021. This means that projects contracted for the year are completed on or before the agreed project duration. By the end of 2021, the Academy’s on time delivery rate was at 88 percent.
- As part of its efforts to improve the efficiency of its processes and delivery of its services amidst the COVID-19 pandemic, DAP continued to enhance its Document Tracking System to ensure better tracking and monitoring of documents as well as storing all its organizational and project documents through the enhanced version of the Electronic Records Management System (e-RMS).

SO8: Expanded and maintained pool of high performing talents

- In pursuit of business excellence and a balanced organization, the DAP continues to administer the Organizational Climate Morale Survey and monitored the results to continuously improve its internal policy, programs, process, benefits, and relationships between and among offices. In 2021, the average score on employee morale of surveyed employees was 4.01 which reflected a positive perception of the organization.
- The DAP as a knowledge institution decided to pursue its initiative of ensuring that its human resources are equipped with relevant competencies required for each position. In doing so, the Competency-Based Human Resource Management Framework

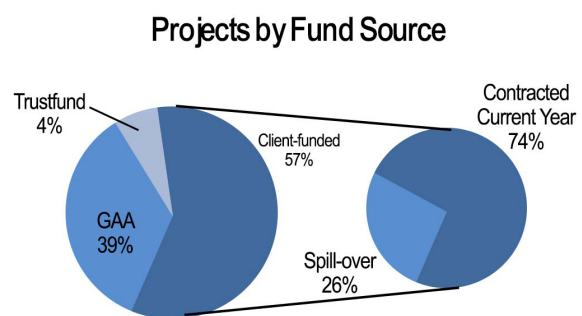
(CBHRMF) was adopted since 2016. In 2021, the DAP committed to provide for the continual relevant human resource interventions and reassessment of competencies of its 393 plantilla personnel. As measured, 98 percent of plantilla personnel meet the required competencies of their respective positions. Continuous interventions such as training, coaching, and mentoring are ongoing to further improve and enhance competencies.

PROGRAMS AND PROJECTS ACCOMPLISHMENTS

Contracted Projects

In 2021, the Academy implemented 191 projects.

Of the 107 client-funded projects, 74 percent (79) were contracted in the same year while 26 percent (28) are spill-over projects contracted in previous years.



By the end of 2021, 64 percent (121) of the projects being implemented by DAP were completed, 27 percent (52) were still ongoing, eight percent (15) were extended, and one percent (two) was terminated.

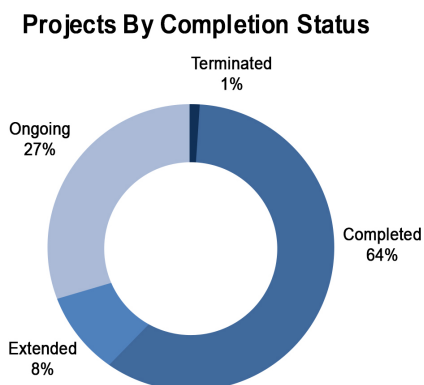


Figure 2.

Projects by Product Type

In terms of product type, 60 out of the 191 projects implemented in 2021 were Technical Assistance, 54 were Training, 40 pertains to Education, 26 were Research, and 10 were a combination of the former product types.

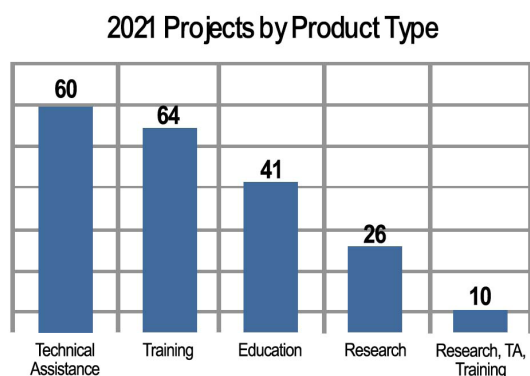
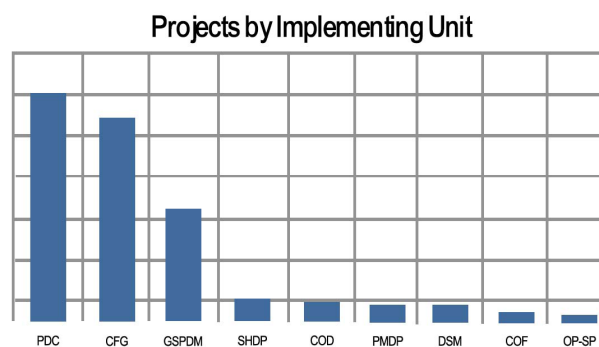


Figure 3. Contracted projects by product type, 2021

For 2021, the Productivity Development Center (PDC) implemented the most number of projects (60), followed by the Center for Governance (CFG) with 54 projects, the Graduate School of Public and Development Management (GSPDM) with 32 projects, Sustainable Human Development Program (SHDP) with 10 projects, then by the Center for Organizational Development (COD) with nine projects, followed by both Public Management

Development Program (PMDP) and DAP sa Mindanao (DsM) with eight projects, the Center of Fellows (COF) with five projects, and the Office of the President – Special Projects (OP-SP) with four projects.

Figure 4. Distribution of projects by implementing unit, 2021



Clients Served

For 2021, DAP had 71 projects for national government agencies (NGAs), 36 for attached agencies/bureaus, 26 for government-owned and controlled corporations (GOCCs), 11 for local government units (LGUs), eight for international organizations, four for regional/provincial offices, three for hospitals and SUCs, one for a constitutional body, and 27 for various private organizations and public agencies.

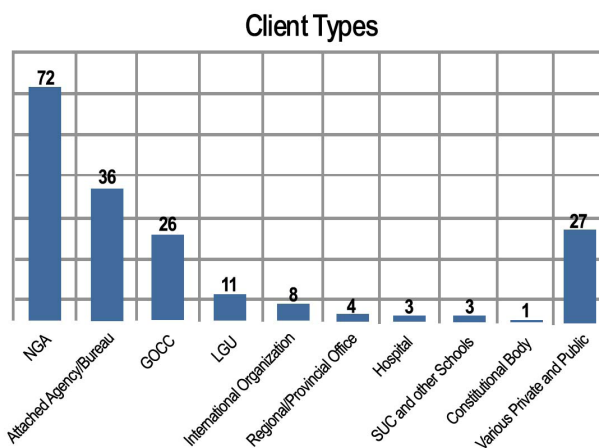


Figure 5. Number of projects by type of clients, 2021

Fund Sources

In terms of funding source, 57 percent (107) were client-funded, whereas 75 (39%) were financed through the General Appropriations Act (GAA), and four percent utilized the Trust fund.

Government-Mandated Programs

For 2021, the following programs were implemented as part of the priority programs of government:

1. Public Management and Development Program
2. Support to the Projects and Programs of the Productivity Development Center
3. Education and Training Capability Building Seminar
4. Foresight and Anticipatory Governance
5. Harmonization of National Government Performance Monitoring, Information and Reporting System-Results Based Performance Monitoring System
6. Center for Excellence on Public Sector Productivity Modernizing Government Regulations (MGR) for National Competitiveness and Productivity
7. Government Quality Management Program
8. Research Program of the Graduate School of Public and Development Management
9. Research on the Sustainable Development Goals and Futures Thinking

ACCOMPLISHMENT HIGHLIGHTS

GOVERNMENT-MANDATED PROGRAMS

Public Management Development Program

The Public Management Development Program (PMDP) is a revival of the Career Executive Service Development Program (CESDP) that aims to produce a network of peak-performing, development-oriented, ethical and committed government executives and middle managers in the Philippine bureaucracy. It is an intensive, holistic and multi-modal scholarship program for various types of officials entirely funded by the Philippine government. Invariably in general, each class type has a long cycle residential training with experiential activities like the Sensing Journey and Foreign Study Mission, and an integrating Capstone requirement.

The PMDP is currently offering four classes, each specifically tailored to address the development needs of section or division chiefs, senior officials, assistant secretaries and undersecretaries, and local government officials.

Middle Managers Class (MMC). The MMC is designed for section to division chiefs who are intelligent, driven, dynamic, open-minded, and show promise of assuming bigger responsibilities in the bureaucracy. It includes a Residential Training, Sensing Journey and Capstone Project. Scholars who have successfully finished the class will be conferred with a Master in Development.

Senior Executives Class (SEC). The SEC is designed for senior officials who possess outstanding intellectual and creative abilities, show deep commitment to public service, and demonstrate potential for shaping policy and management at higher levels of government.

Like the MMC, it includes a Residential Training

and Sensing Journey, with the addition of a Foreign Study Mission and a Capstone Paper. Scholars who have successfully finished the class will receive a Diploma in Development Management.

Phronetic Leadership Class (PLC). The PLC is designed for high-ranking officials (undersecretaries and assistant secretaries) who are directly involved in the planning and/or implementation of the department's priority programs, and have a very important and critical role in the achievement of the department's mandate. It is developed in the context of the Theory of Organizational Knowledge Creation and Knowledge-based Management by Professor Ikujiro Nonaka with the aim of strengthening the capacity of both top leaders and their organizations by operationalizing the concept of Phronetic Leadership in identified priority areas. The PLC is a two-week course which includes a Residential Training and a Foreign Study Mission. Two separate Certificates of Completion will be given- the Certificate of Completion of the Foreign Study Mission from the National Graduate Institute for Policy Studies (GRIPS) Japan, and the Certificate of Program Completion from the Development Academy of the Philippines (DAP).

Local Government Executives and Managers Class (LGEMC). The LGEMC is designed for local government executives and department heads of the provincial, city or municipal governments with permanent positions. It is a comprehensive training program which aims to strengthen the capabilities of local government functionaries so that they may excel in their roles, be more adaptive in a changing and disruptive environment, and propel good practices and innovations for sustained delivery of public services at the local government level. The LGEMC is a three and a half month program which includes an Innovation Project Concept

preparation. Scholars who finish the class will be given a Certificate of Completion.

2021 Program Accomplishments

102
Capstone Project Plans accepted by the panel
 under 5 thematic areas: Citizen-centered service, E-government, Smart regulation, Anti-corruption and Organizational productivity

Addressing the Challenges of the COVID-19 Pandemic

Immediately after the March 15, 2020 quarantine, the PMDP team and faculty moved to convert the program design, materials, and activities to flexible learning mode, primarily using Google Workspace. The Program continued delivery of top-notch training for the country’s potential leaders via the platforms Google Meet and Zoom. To date, PMDP has conducted and finished two partially online classes (MMC22 and PLC3), and 10 fully online classes (MMC 23, 24, 25, SEC 10, PLC 4, LGEMC Batches 1-5).

Capability Building on Innovative Leadership for Legislative Staff

The Capability Building on Innovative Leadership for Legislative Staff (CBILLS) is a customized program that aims to strengthen the support and technical service in the legislative branch through appropriate and continuous capability building interventions that enhance leadership, management and technical skills of each of the following target groups in Congress: the Emerging Leaders, Middle Managers, and the Senior Leaders. The CBILLS is designed as a continuous developmental set of trainings which targets emerging leaders to become senior leaders. The program makes use of three methods:

(i) residential training on Leadership and Policy Development; (ii) lecture series on Updates on Sociopolitical and Economic Perspectives; and foreign study mission on Legislative Process and/or Public Sector Innovation/Trends. The program includes lectures and practical applications of the concepts in the form of discussions, small group workshops and structured learning exercises.

2021 Program Accomplishments

189 trained out of 70 target participants	141 trained on Leadership and Policy Development Skills	212 updated on Socio-Political and Economic Perspectives
21 completers of the International Learning Course on Public Policy and Public Sector Leadership of Japan	94 completers of the International Learning Course on Public Policy and Public Sector Leadership of Singapore	16 completers of the International Learning Course on Public Policy and Public Sector Leadership of South Korea

Government Quality Management Program

The Government Quality Management Program (GQMP) is a national government-funded program that promotes quality improvement in the public sector. The program was created in 2007 through Executive Order (EO) No. 605, Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program.

The GQMP aims to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes that can be achieved through an effective Quality Management System (QMS). The Program's priority is to improve the frontline services of the government to ensure that Filipino citizens will greatly benefit from the process and system improvement initiatives.

Since 2007, the DAP, as the advocacy and capability-building arm of the Government Quality Management Committee (GQMC), has been providing assistance to government agencies in establishing a QMS and expanding the ISO 9001:2015-certified QMS to implement system improvements in the delivery of public services and increase client satisfaction in government.

Legal Basis of the Program/Alignment to the Administration's Thrust

An increasing number of government agencies are adopting and earning certification for the ISO 9001:2015 QMS. These agencies have clearly defined quality policy, objectives and plans, established operative controls for effective and efficient operations and ensured client satisfaction enhancement. This clear and compelling premise further strengthens the purpose of EO 605, which directs departments/agencies under the Executive Branch and GOCCs to adopt ISO

QMS, pursue certification, enjoins SUCs, and encourages LGUs, Judiciary, Legislature, and Constitutional Offices to establish ISO-QMS and pursue certification. Also, the Program has been provided with funding support for the last five years through the GAA in 2018 (RA10964), 2019 (RA11260), 2020 (RA11465), and 2021 (RA11518).

Furthermore, 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 service quality improvement initiatives by focusing on enhancing citizen satisfaction. To enhance the performance of public sector organizations (PSOs) in delivering quality services, the Program shall continually concentrate on strengthening their capability in improving their frontline services to effect actual and meaningful changes and ensure that Filipino citizens will greatly benefit in the process and system improvement initiatives.

Program/Project Objective

- Strengthen the QMS Risk-based Management capability of PSOs towards the attainment of organizational goals and objectives;
- Promote evidence-based improvements in the quality of public services; Effect Service Quality Improvement (SQI) through various productivity and quality improvement standards, tools, and techniques; and,
- Accelerate performance improvements through recognition of high-performing PSOs and promotion of best practices

2021 Program Accomplishments

13 Agencies certifiable/ certified to ISO 9001	19 agencies assisted on QMS development/ implementation/performance improvement	0 service quality standards developed improvement
52 Agencies recognized for GBPR	1657 Participants trained on QMS, P&Q, Innovation Lab	

Modernizing Government Regulations Program

The Modernizing Government Regulations (MGR) Program is a key strategy adopted by the DAP, in partnership with NEDA, to accelerate improvement in regulatory quality and coherence.

It aims to examine the existing regulatory environments affecting priority industries, to determine how they affect the growth and operations of businesses in these industries, and identify recommendations that would make these regulations more relevant and coherent.

2021 Program Accomplishments

25 Regulatory agencies covered by the review	5 Industries covered by the review	76 Agencies benefitted from training
598 Participants trained on GRPs		

Center of Excellence on Public Sector Productivity

The Center of Excellence on Public Sector Productivity (COE-PSP) is a designation given to the Philippines by the Asian Productivity Organization in 2015.

Through the COE-PSP, the DAP facilitates learning and sharing of knowledge on PSP best practices among APO member countries,

conduct of relevant PSP and innovation-related researches, and knowledge product development such as resource and materials to assist member countries with their programs. The COE-PSP concentrates on projects to help member countries develop and strengthen their programs to improve productivity in the public sector.

COE-PSP Priority Engagement Areas

- Service quality** focuses on achieving service excellence by continuous and incremental improvement in quality of public services.
- E-government** refers to effective use of information and communication technologies in operations of public sector organizations to facilitate and make transactions seamless.
- Innovation leadership** focuses on the creation of more efficient and effective policies and services by influencing others in the accomplishment of public tasks.
- Regulatory reform** seeks to improve the quality of regulations by removing unnecessary obstacles to competition, innovation and growth, while ensuring that regulations efficiently serve important social objectives.
- Citizen-centered** services promotes high levels of citizen satisfaction by learning citizen's expectations, measuring service performances, ensuring accountability, and improving the capacity of the public sector.

2021 Program Accomplishments

Knowledge Bank	58,522 individual reach thru social media platforms	5 Knowledge product disseminated
Innovation Laboratory	45 participating agencies in Innolab programs	12 Agencies assisted in Innovation Projects
Capacity Development	3,711 Trained	581 Local agencies capacitated
Research	1 Research on PSP completed	

*Note: 2021 Ongoing Research Studies: Productivity Measurement, Work from Home and Productivity, and Digitalization and Productivity

Addressing the Challenges of the COVID-19 Pandemic

- Compendium on Best Practices on the COVID-19 Pandemic - The Compendium features 27 innovation and productivity initiatives of the Philippine Public Sector responding to the challenges of the COVID-19 Pandemic. These initiatives reshaped and improved the method of the public service delivery through the development of human capital, reengineering and reinvention of processes, and rethinking of institutional structures amidst the pandemic.
- Webinar on Innovation and Productivity Initiatives in the Public Sector: COVID-19 Response in the Philippines was conducted on December 14, 2021, to facilitate learning and sharing of the following best practices on innovation and productivity initiatives - Baguio VIS.I.T.A. (Visitor Information and Travel Assistance) by the City Government of Baguio; Pasig Health Monitor by the City Government of Baguio; Pasig Health Monitor by the City Government of Pasig; and Community Mart by the City Government of Baguio; Pasig Health Monitor by the City Government of Pasig; and Community Mart by the Office of the Vice President.
- KIPA: COVID-19 Response Systems and International Cooperation - In this research, we attempted to provide a bird's eye view of the COVID-19 response system of the Philippines through document reviews of policy issuances on COVID-19, key informant interviews, and focus group discussion with key government agencies involved in the country's entire response.
- Conference on Public-Sector Productivity: Ensuring Public Services in the New Normal - The conference was conducted on 25 August 2021 tackled trends, challenges, and developments in creating a more agile, resilient, and adaptive public sector in the new normal. It also provided participants with a platform for sharing emerging technologies, innovations, and tools to enhance public service delivery, and examine new areas that will shape the future of the public sector and its productivity. A total of 3,660 participants joined the activity.
- Knowledge Management in the Public-Sector: The Department of Health's Experience in the New Normal - aimed at sharing the best practices, lessons learned, and future plans of handling the Department of Health's (DOH) knowledge management. It also highlighted the importance and benefits of KM in the new normal. The webinar was conducted on 13 August 2021 and attended by more than 3,000 participants.

Results-Based Performance Management System

The AO25 Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems developed the Results-Based Performance Management System (RBPMS), a framework that aims to integrate the performance management systems in the Philippine government. It tightens the link between societal and sectoral goals; and organizational down to the individual goals.

Specifically, it unifies the Philippine Development Plan, Social Contract – Key Result Areas (KRAs), Organizational Performance Indicators Framework (OPIF), statutory requirements, Balanced Scorecard, and the Strategic Performance Management System (SPMS)/Career Executive Service Performance Evaluation System (CESPES).

The Program and its Objectives

The Harmonization of National Government Performance Monitoring, Information and Reporting Systems is an innovation of the Philippine national government aimed to implement an integrated performance management system in the bureaucracy in view of strengthening accountability, raising transparency, and focusing on the achievement and delivery of outputs and outcomes for the Filipino public.

With the initiatives in ensuring that each one is sharing the responsibilities in making the government and country better, the RBPMS Framework now includes new components such as: (1) Streamlining and Process Improvements, (2) Citizen/Client Satisfaction, and (3) Strengthened Integrity, Transparency, and Accountability.

The inclusion of new elements continuously

guides the RBMPS in attaining its objective to have effective (1) Leadership, Learning, and Growth, systematic (2) Internal Processes, reinforced (3) Integrity, Transparency, and Accountability, and responsible (4) Financial Stewardship within agencies. The RBPMS framework ensures that individual performances contribute to the attainment of organizational goals up to societal and sectoral goals.

Graduate School of Public Development and Management

The Graduate School of Public Development and Management (GSPDM), as the Academy's academic arm, is mandated to offer advanced management education program for public managers which would combine rigorous and comprehensive intellectual grounding with a strong practical focus.

In 2021, the GSPDM produced 245 graduates in the following degree programs:

Master in Public Management (MPM) is a 39-unit interdisciplinary graduate program for public sector practitioners and professionals. It incorporates the Academy's distinctive features of combining both theoretical and practical cum functional competencies, as well as building stewardship values. Graduates are envisioned to become reform implementers and effective public managers who will serve as change catalysts in their respective areas or agencies.

Master in Public Management major in Development and Security (MPM DevSec) is a joint program of the DAP and the Armed Forces of the Philippines Command and General Staff College (AFPCGSC) through the approval of the Department Circular No 5. It is crafted as a twinning program for the mandatory mid-career course of AFP officers before they are promoted to "06" position.

The intensive degree programs seeks to build the competencies of future leaders within the overarching framework of development and security.

Master in Public Management major in Development and Security with specialization in Maritime Safety and Security (MPM-DevSec-MSS) is an academic collaboration between the DAP-GSPDM and the Coast Guard 12 Education and Training-Philippine Coast Guard (CG12-PCG) which seeks to build students' competencies to become effective and competent officers for strategic levels of command and staff positions in the PCG within the overarching framework of development and security focusing on maritime safety and security. The MPM-DevSec-MSS) is aligned with the PCG's Coast Guard Senior Executive Course.

Master in Public Management major in Health Systems and Development (MPM-HSD) is a 39-unit interdisciplinary graduate program for health sector practitioners and professionals. It incorporates the DAP's distinctive features of combining both theoretical and practical cum functional competencies, as well as building stewardship values.

Likewise, the GSDPM implemented 11 executive and certificate courses with 449 co-learners.

GSPDM Research Program

The GSPDM is strategically positioning itself as a Research Hub for Public Management Knowledge Co-Creation, engaging multi-stakeholders in knowledge-based policy, innovation, collaboration and development.

As a Research Hub, the GSPDM aims to: (1) generate evidence for innovation and change

national and local contexts as well in the 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.

The GSPDM received funding from the GAA 2021 to be utilized for its various research programs in two areas: (1) Research on Sustainable Development Goals and (2) Futures Thinking.

Future Studies Platform

One of the six platforms of the KI HubLab is Futures Studies. In 2021, the GSPDM implemented two batches of the Certificate Course on Futures Thinking with over 100 enrollees – an indication that futures thinking and foresight is now being democratized and indigenized in the Philippines. Moreover, GSPDM included the futures thinking lens across all its programs and basically embedded the field of study in its curricula.

Collaborative Efforts

- The DAP Graduate School had an exploratory meeting with United Kingdom Better Health Program regarding the Certificate Course on Health Technology Assessment (CCHTA).
- The DAP Graduate School partnered with the PSPA and the United Nations Development Programme (UNDP) during the conduct of UNDP's High-Level Policy Dialogue on Inclusive Innovation held on September 17, 2021 via Zoom.
- The DAP Graduate School partnered with the Philippine Society for Public

Administration (PSPA) during the 2021 PSPA International Research Conference. A Special Panel on Research on Sustainable Development Goals (SDGs) and Futures Thinking was organized. The 2020 GSPDM Research Fellows presented their research papers on October 21, 2021 via Zoom.

- The DAP Graduate School partnered with the Philippine Futures Thinking Society (PhilFutures) during the first PhilFutures Summit – Futures of Education, Work and Technology: Paglalayag Tungo sa Hiraya 2050 held on November 12-14, 2021 via Zoom.

2021 Milestones

- NextGen Capacity Development Accelerator Awardee for DILG IV-A
- Continuing appropriation from the GAA for Research in the amount of PHP 30.4 million
- 23 working research papers on SDGs and Futures Thinking
- Institutionalization of the Knowledge Innovation HubLab
- Taking the lead in democratizing Futures Thinking in the Philippines, offered a Certificate
- Course on Futures Thinking with credit units
- 11 executive and certificate courses with 449 co-learners
- 3 completed, 4 continuing and 1 new master's degree programs
- 18 new adjunct international faculty and guest lecturers
- 5 new local and international linkages
- Various discourse initiatives through e-Dekalogo, Brown Bag Lectures and Hiraya Talks

Foresight and Anticipatory Governance Program

The DAP strongly advocates and supports the need to enhance the ability of organizations, institutions, and LGUs in the Philippines to anticipate, respond, and adapt to the rapidly changing environment by mainstreaming futures thinking, innovation, analytics, digitalization, and the development of smart and sustainable cities and communities in policymaking and management.

The Foresight and Anticipatory Governance Program aims to help shape a future-aware,

future-ready, and future-shaping public sector by institutionalizing competencies on foresight and innovation. These forward-looking approaches are crucial to successfully navigate the disruptive challenges of the “new normal” environment. Specifically, the Programs intends to:

- promote collaboration and knowledge co-creation approaches designed to anticipate emerging complex issues, and identify relevant smart and innovative solutions in order to respond to the needs of a VUCA environment and effectively adapt to other global

phenomena that increasingly define and shape the nature of the world (i.e., globalization, climate change, demographic change, and digitalization).

Likewise, it seeks to address the challenge of integrating the concept of foresight at the organizational and individual level. This integration starts from institutionalizing within the systems and structures of the government, as well as introducing this to the people for them to adopt it as a mindset.

But beyond these tools and knowledge acquired, the government should continuously innovate solutions and resilient policies grounded on sustainability and long-term development.

2021 Program Accomplishments

- Compendium of Foresight Tools for Smart Community Development (Futures Toolkit) which Serves as a guide for the appreciation and application of strategic foresight and scenario planning. It also aims to capacitate institutions, leaders, and decision makers with information on futures thinking, which will be beneficial to the greater role of LGUs in the delivery of public service
- Practical Guide on Strategic Foresight for Local Planning and Policy Development in the Philippines which aims to contribute to (i) the efforts to mainstream futures thinking and foresight into the policymaking process, by aligning futures thinking and foresight into the local development planning process, and (ii) the policymaking and planning efforts of local governments by providing them with practical foresight methods and tools that have been

contextualized in the local planning process, and (ii) the policymaking and planning efforts of local governments by providing them with practical foresight methods and tools that have been contextualized in the local planning processes and aligned with the CLUP-CDP and CDRA planning guidebooks, post-pandemic recovery, Philippine Development Plan, and other pertinent laws.

- Certificate Course on Freedom of Information (FOI) for Information Officers that was commissioned by the Presidential Communications Operations Office which produced 94 graduates.
- Smart City Assessment and Roadmap Development for Santa Rosa in Laguna as technical assistance project for DOST Region IV-A.

CEDSA Program

The Program aims to facilitate the exchange, collaboration, and analysis of data in LGUs, government agencies, and social sectors. It also seeks to strengthen the use of data and technology in local governments, which will help the officials and personnel to perform their mandates more effectively, especially in the implementation of full devolution of services. The CEDSA is envisioned to be an institutional driver of innovation and enabler of data-driven solutions in the public service resulting in a vibrant data literate and empowered sector in the Philippines.

- **Research and Development of a Data Science and Analytics Framework and Data Governance Policy Framework.** DSA is at the core of CEDSA program.

It is also the main contribution of CSF to the DAP's mandate in research, training, education, and consultancy. The key to its operational success is the synergy among four components: Data, Human Capital, Open Data Portal, and Aggregated and Ready to Use Data system and infrastructure.

- **Research and Development of the Optical Character Recognition (OCR) Tool** aims to develop a scalable OCR tool that can be deployed to the cloud and accessible to potential beneficiaries as subscription fees of existing commercial solutions can be costly and not sustainable for LGUs and government agencies. The OCR is part of the AI toolkit being developed to aid the LGUs and NGAs in pursuing data and technology solutions. This specialized technology allows the conversion of images, such as books and scanned documents, into an editable format and searchable data.
- **Development of the Training-Fellowship-Capstone (TFC) Curriculum.** The development of the framework and initial curriculum design were based from the review of relevant frameworks, existing upskilling program designs, and researches regarding capacity building on data science and AI. Enlistment of the priority government agencies and LGUs were also conducted based on their functions, which requires data collection, data analysis and digitalization initiatives.
- **Development of the Linang Online Platform.** The Linang platform aims to continuously provide flexible and quality learning opportunities for the public sector in different areas of development by maximizing the use

of technology. It is designed to be accessible through a computer browser or mobile application to accommodate the various learning needs of target participants across the country.

OTHER PROGRAMS

Environmental Governance and Management Program

The Environmental Governance and Management (EGovM) Program is a capacity development and technical assistance program intended for LGUs and key actors in government agencies. It focuses on strengthening the management capacities of key stakeholders in the local government units and partners in the various LGU councils on environmental management and sustainability. It is a capacity building and technical assistance program that complements the DAP's leadership development program in an era that calls for sustainability management amidst a VUCA world confronting climate change and other adversaries.

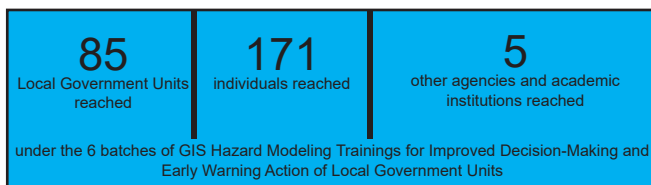
EGovM Program Objectives:

- strengthen the environmental and sustainability management capacities of the key stakeholders on the ground;
- build champions and stewards for the environment to ensure it remains at the core of LGU development; and
- improve environment-related decision-making that will result in a more resilient, future-ready and sustainable communities that are adaptive to the changing climate.

Through its Capacity Building component, the EGovM offers a five-course full training program for local chief executives and division chiefs of all LGUs, prioritizing to those from lower income class and/or most vulnerable

to climate change. This training program runs for five months that includes synchronous and asynchronous learning sessions, development of individual and group outputs, and four post-module community applications.

Accomplishments



In Total:



Smarter Philippines through Data Analytics, R&D, Training, and Adoption

Smarter Philippines through Data Analytics, R&D, Training, and Adoption (SPARTA) aims to put in place the necessary online education, research and development mechanisms and infrastructure to, not only enable the industry of data science and analytics (DSA), but also to foster smart governance practices. It targets the acceleration of human capital development through access to online learning.

This is in response to the huge skill gap that needs to be addressed as a nation in order to protect the human capital from impending job loss and mismatch brought about by automation, artificial intelligence (AI), and new technical fields such as DSA. With the foreseeable demand for DSA talents as one of the recognized challenges which the Department of Science and Technology-Good Governance through Data Science and Decision Support System or GODDESS Program intend to address, there is a need to

continue current efforts in human capital development in this fast-growing field. Online education remains a key solution in addressing the huge talent gap due to its features of being scalable, accessible, and inclusive.

The more workforce is reached through DSA online learning, the faster the country can move up the value chain in terms of its service offering globally.

An upskilled or reskilled data workforce will not only help the country dampen the effects of automation and AI, it will immensely help both private (outsourcing in particular) and public transition its workforce to jobs that are more resilient to technological advances.

A data literate workforce is but a piece of a bigger picture. The exponential growth of data brought about by the digitalization efforts by the Philippine government during the past years makes today an opportune time to bring to light the value of data, specifically for use in governance. Smart governance covers the use of the internet and digital technology in creating a progressive government-public partnership, strengthening government institutions, and integrating all sections of society. From the context of DSA, the key components in developing smart governance capabilities are the following:

- **Data Workforce.** Sustainable supply of knowledge workers skilled in data science and analytics.
- **DSA Ready Datasets.** Availability and ease of access of key public datasets to power research and development.
- **DSA R&D.** Targeted data science and analytics enabled R&D projects aligned to local government agencies, national government agencies and local university priorities.

2021 Program Accomplishment Highlights

Project Smarter Philippines through Data Analytics, Research and Development (R&D), Training, and Adoption or SPARTA was established in 2019 to put in place the necessary online education, research and development mechanisms, and infrastructure to enable the industry of Data Science and Analytics (DSA), and foster smart governance practices in the country. In 2021, SPARTA was able to successfully deliver these mandates through the completion and launch of 26 massive open online courses, onboarding of 36,371 scholars, recognition of 30 main pathway graduates, and partnership with 15 institutions and organizations across the country. The project also conducted several initiatives such as the Hackathon and Open Data Challenge for Butuan City, accreditation for Continuing Professional Development under Professional Teachers Board of the Professional Regulation Commission, and events including the first Recognition Ceremony, webinars, conferences, roadshows, orientations, and pathway launches.

APO PROGRAMS AND PROJECTS

The APO/DAP Secretariat serves as the focal point for all APO-related projects and activities in support of the Academy's mandate as the National Productivity Organization (NPO). It liaises with the APO Secretariat (Tokyo), the NPOs of other APO member countries as well as other international organizations jointly undertaking projects with the APO including APO grantees.

Project Hostings

In 2021, the APO/DAP Secretariat coordinated the implementation of 15 APO project hostings, in cooperation with the Academy implementing units/centers.

These projects benefitted a total of 3,585 participants. The projects, categorized as multi-country (MCP), technical expert service (TES), and individual country study mission (I-OSM), were grouped according to three main program areas: Agriculture Transformation and Food Security; Public-sector Productivity; and Industry/Service Sector Productivity. Due to the pandemic restrictions, these projects were implemented through virtual modality (online).

Capability Building Projects (Scholarships):

- Facilitated the participation of **509 Filipino professionals in 76 digital multi-country projects**;
- Participants broken down into **421 from the public sector and 88 from the private sector**;
- Participants by sex: **213 males and 296 are females**;
- Geographic distribution: **424 from Luzon; 46 from Visayas; 39 from Mindanao**;
- 62 percent of grantees from Luzon are from NCR (264/423); and
- Seven percent of total grantees are **from DAP** (36 out of 509).

Researches

The APO/DAP Secretariat coordinated the deputation of four local national experts to the following APO research projects:

- **APO Productivity Databook and Database**, February to December 2021, Virtual Session
- **Research on the Complementarities of the Circular Economy and Green Productivity**, July to December 2021, Virtual Session

- **Research on Labor Market Policies for Changing Market Demands**, October to December 2021, Virtual Session
- **Research on Needs Assessment on Innovation Management**, October to December 2021, Virtual Session

Ministerial and Governance Meetings

Facilitated the attendance requirements of the NPO Directorate to the following meetings:

- 64th Session of the Governing Body, 8–9 June 2021, Virtual Session
- 63rd Workshop Meeting of Heads of NPOs, 26 October 2021, Virtual Session

PARTNERSHIPS

22 ACTIVE PARTNERSHIPS

In 2021, the Development Academy of the Philippines forged new partnerships with institutions namely the Udacity, Inc. and the Harrisburg University of Science and Technology. These partnerships allowed DAP to broaden its area of focus and explore programs and projects on technology and digitization.

Udacity, Inc.

Udacity, Inc. is an American-based educational organization which aims to capacitate the global human resources in the careers of the future. The partnership provides access to Nanodegree courses hinged on technology capacity building to meet the rising demand for technologically-skilled and digitally adept manpower.

Harrisburg University of Science and Technology

Harrisburg University of Science and Technology is an American-based private institution which focuses on STEM programs. It offers locally and globally-relevant academic and research programs in science and technology. The partnership aims to promote cooperation and collaboration on mutually beneficial outcomes, especially in the academic area. This includes the conduct of exclusive projects; development of joint training programs, methods for the application of contemporary technology, and English learning course; and student and faculty exchanges.

Philippine Institute For Development Studies (PIDS)

The Philippine Institute for Development Studies is a nonstock, nonprofit government corporation which serves as the Philippine government's primary socioeconomic policy think tank. It conducts studies on a wide range of development topics in order to assist policymakers in creating plans that are based on sound research evidence. DAP's partnership with PIDS was initiated in support of the 19th Development Policy Research Month with the aim of opening a collaboration between the two institutions in developing research, and information and publication programs.

Haribon Foundation for the Conservation of Natural Resources, Inc.

Haribon Foundation is an organization dedicated to developing sustainable solutions in order to conserve natural resources. In addition to the encouragement of sustainability, their aim also includes conservation of sites and habitats, saving of species, and empowerment of people. Both institutions look to develop a capacity building training program on biodiversity conservation for the local government in the Sierra Madre Mountain ranges.

The program will be under the Developing Local Biodiversity Champions among Local Leaders (DELOBI) Project where DAP serves as one of the members of the steering committee.

Aboitiz Equity Ventures, Inc.

Aboitiz Equity Ventures, Inc. is a holding company which operates on the sectors of consumer goods, utilities, financials, and industrials. The company was engaged as one of DAP's partners in the development and conduct of Executive Course on Leadership, Innovation, Communication and Knowledge Management (CLICK) Batch 2 which aims to equip Career Executive Service Officers (CESOs) and Senior Government Officials with 21st century competencies to become future-ready.

AWARDS AND RECOGNITIONS

While it can be said that the DAP is more adapted to the situations brought by the COVID-19 pandemic now than it did in 2020, the year 2021 is still a challenging time for the Academy. The volatile, uncertain, complex, and ambiguous environment presented new challenges and changes overtime. Despite this, the DAP has committed itself to find ways not only to adapt to the changes being presented, but also to improve its services to the public. This is proven by the awards and recognitions given to the Academy for exemplifying continuous excellence in the midst of the new normal.

Project SPARTA has received multiple recognitions in 2021. The Spring Rain Global Consultancy, Inc. has conferred two certificates to the Project SPARTA for being one of the institution's valued partners. In May 2021, Project SPARTA also received a Certificate of Appreciation for being a valued partner during the SRG PDO Bootcamp Database Management Pillar.

It also received a Certificate of Recognition in the succeeding month as one of the organizations that redefined Philanthropy at the 5th Asian Philanthropic Development Conference.

In addition to these certificates, the Project SPARTA was also named as one of the Big 21 in 2021 by the Department of Science and Technology (DOST) in September, for being one of the high-impact technologies and game-changing research and development (R&D) projects and innovations.

Aside from its projects, the DAP's programs and Graduate School also received recognitions for their impact and excellence. In November, The National Government's Career Executive Service Development Program (NGCESDP) Inter-Agency Steering Committee released the NGCESDP Resolution No. 4 in recognition of the PMDP's outstanding service and consistent achievements during the pandemic.

On the other hand, the Graduate School of Public and Development Management received the NextGen Regional Accelerator in Local Governance Award during the *Gabi ng Pasasalamat* in December 2021 from the Department of the Interior and Local Government, through the Local Government Academy. The award was conferred to outstanding regional partners for their remarkable contributions and their extreme potential to accelerate excellence in local governance by delivering quality programs to the LGUs.

The DAP was also recognized for its effort in promoting Freedom of Information (FOI) in the country. During the 2021 FOI Awards conducted by the PCOO in November 2021, the Academy received two Plaques of Appreciation: (1) its the AO25 Inter-agency Task Force for its exceptional and significant contribution to the Freedom of Information

(FOI) Program’s progress and development; and (2) for DAP’s contributions to the progress and development of FOI in the country through its partnership with PCOO in the creation and development of a certificate course for Information Officers.

HUMAN CAPITAL DEVELOPMENT

By end of December 2021, the DAP had a total staffing complement of 622. Of this number, 393 are plantilla while 229 are non-plantilla based personnel.

The Academy, being at the forefront of developing meaningful and critical development pathways in the public sector, is also implementing and monitoring the competency progress of its internal talents. Plantilla personnel regularly accomplish self-assessment forms to gauge their demonstration of the required competency according to their position profile. This is further complemented and validated by the supervisors’ competency assessment of their staff. Their ratings are averaged and reported to management as part of the compliance indicators for GOCCs. After 2020 and the multiple waves of COVID-19 lockdowns and restrictions had radically altered DAP operations and the future of work in general, it was clear that people in the Academy have adapted to

new ways of doing things. The experience also taught people to stretch functions, to refocus energies, and to reflect on the uncertainties.

With the worldwide rollout of the COVID-19 vaccination programs in 2021, people were conditioned to plan to return to the office, to slowly reduce social restrictions, and to reopen economic activity. The relatively reluctant atmosphere during this period warranted the opportunity for DAP personnel to continue to hone their skills, develop their competencies, and discover the reinvented versions of themselves both personally and professionally. Hence, this resulted in the sustained increase in the competencies acquired, harnessed, and enhanced by DAP personnel from a baseline of 83 percent at the start of 2021 to 98 percent by the end of the fourth quarter of 2021, with the help of the Learning and Development interventions. Virtual or remote learning became the means for delivering training during the intermittent lockdowns to comply with social distancing measures. Almost all of the 185 training programs/interventions that were facilitated or monitored by the Human Resource Management and Development Department (HRMDD) were delivered online. Of the three training categories, majority of the programs were culled outside, either from local or foreign training providers. Only 17 percent of the training programs were

Staff Development Table 1. Percentage of employees meeting the required competencies (AO 31 December 2021)

Group	Employees Meeting Required Competencies (AO Q4, 2020)	Plantilla Personnel Not Meeting Required Competencies (AO Q4, 2020)	Competent Employees & + Relevant Intervention (AO Q4, 2021)	Plantilla Personnel Not Meeting Required Competencies (AO Q4, 2021)
Programs	85%	15%	97%	3%
Graduate School	85%	15%	100%	0%
Support	81%	19%	98%	2%

done in-house. The majority of DAP personnel (72% or 1116) actively joined the in-house training programs that were mostly in shorter duration.

All the in-house programs were implemented by HRMDD and some in coordination with other offices such as the Corporate Operations and Strategy Management office and the Institutional Marketing Center.

In some cases, the HRMDD also supported the communication and advocacy objectives of committees like the Gender and Development Technical Working Group (GAD-TWG), and the Planning and Performance Management Committee (PPMC). It was also common for the HRMDD to tap the internal experts as Resource Persons of technical content. Generally, these in-house training programs were considered mainly to align to the competency requirements in the Academy.

Table 2. Summary of 2021 Training Interventions per Category

Category of Training	Foreign	In-House	Local	Total
Number of Training Programs	50	32	103	185
Total Number of Training Hours	1726	8083	3771	13580
Number of Participants to the Programs	116	1116	308	1540
Average Training hours per participant	14.88	7.24	12.24	8.82
Number of Training Providers	17	1	44	62
Number of Personnel who Participated	94	470	197	544

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

This is the onboarding program of new DAP personnel to facilitate their entry into the DAP workforce and their acclimatization as members of the DAP community. This will promote the development of the Core competencies of Organizational Awareness, Process and Results Orientation, and Valuing Diversity.

- **DAP Basic Project Management Course**

Primarily designed for Project Managers, this course guides DAP personnel on the core business process of the Academy - the Project Management cycle. To foster productivity and further

build on teamwork in the conduct of projects, the BPMC is being offered as one of the core programs of the HRD.

- **DAPat on Brand!**

This course was designed as a communications program customized to serve specific communication-related competency needs and functions in the Academy.

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

This orientation session aims to enhance the awareness of personnel on the requirements of implementing the ISO 9001:2015 Quality Management System and deepen their appreciation of their individual and group roles in

the continual improvement of the DAP-QMS.

- **Data Science and Analytics**

A program which aims to provide participants with learning opportunities to gain understanding and appreciation on the application and technologies leveraging Data Science and Analytics

- **Strategic Performance Management System**

This program provides an overview of CSC's Strategic Performance Management System (SPMS) features, in the context of the public sector performance management framework. This includes an orientation on Performance Planning and Commitment Setting, Performance Evaluation, and other performance management content as may be prescribed by the DAP's Planning and Performance Management Committee (DAP-PPMC)

- **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. in the Philippines, and the call to raise greater consciousness on how gender equality may be achieved

It covers the essential concepts of sex and gender, institutions that influence gender biases, present realities depicting the plight of women

Foreign training is also a rich source of externally-sourced training programs. The programs under the foreign category were usually longer in duration than the in-house programs. As can be gleaned from the summary table, the average training engagement in hours was pegged at 14.88 hours. As the NPO of the Philippines, the DAP ascribes to the APO.

The programs were also implemented in partnership with NPOs of other Asian countries. A total number of 87 APO programs was noted from the list of 2021 training programs participated in by DAP personnel. The range of APO programs includes conference, workshops, study missions, or courses. The increase in competency progress as shown in Table 1 may be a factor of employee engagement. The inventory of training interventions participated in by DAP personnel in 2021 adequately agrees with research results. The table below summarizes the percentage of personnel engagement as evidenced by their training participation.

Table 3. Percentage of employee training hours and training participation

Number of Training Hours	Number of personnel	Percentage	Training Participation	Number of personnel	Percentage
Barely meeting 40 hours	369	68%	At least one program	310	57%
Almost 40 hours	51	9%	An average of one per quarter	138	26%
Met 40 hours	16	3%	More than 4 programs	69	13%
Exceeded 40 hours	105	19%	An average of 2 or more per quarter	16	3%
			More than 10 programs	8	1%

The increase in competency progress as shown in Table 1 may be a factor of employee engagement. The inventory of training interventions participated in by DAP personnel

in 2021 adequately agrees with research results. The table below summarizes the percentage of personnel engagement as evidenced by their training participation.

Table 4. Percentage of personnel engagement

Groups	Total of Personnel by EO 2021	Number of Personnel with Training Interventions	Percentage of Personnel Engagement
Corporate	126	116	92%
Graduate School	24	23	96%
Programs	227	212	93%
Services	245	193	79%
Total	622	544	87%

The 87 percent training participation may be a positive contributor to the engagement level of people in the Academy. It will be significant when it translates to eventual change in behavior among the personnel who were trained. Hence, it is critical that the learning is sustained with development monitoring. After three to six months from the training, the personnel are required to submit a report of their learning progress and the critical actions

learning progress and the critical actions taken to support their learning. Learning is a process where employee performance is the end goal.

HR Actions

The DAP was also able to address 70 percent of recommendations for promotion and regularization which is equivalent to 138 personnel actions for the year.

Compensation and Benefits

Pending the development and approval of the Compensation and Position Classification System (CPCS), plantilla and non-plantilla personnel continued to receive SSL 4 Tranche 4 rates and the mandatory benefits. And in the light of the COVID-19 pandemic, the Academy put in place programs related to the prevention and control of the spread the coronavirus such as the DAP MalasaKIT, Bayanihan Drive, reimbursement of expenses for RT-PCR test for work related infections, provision of door to door transport for employees reporting on-site, and the adoption of Alternative Work Arrangements.

FACILITIES IMPROVEMENT

Construction of the New Training Building

The construction of the 14-storey New Training Building (NTB) at the DAP Conference Center in Tagaytay City is the “infrastructure-component” in line with the National Government mandated program “to strengthen the capacity of DAP to provide both general and highly specialized training courses for Government Officials”. The goal is to expand and construct additional training and conference facilities to accommodate the anticipated increase in the number of training and education programs/projects/interventions of the Academy and the number of government officials/participants trained and educated by the DAP.

As of CY2021, a total of PHP652.5 million funding from GAA2017 and GAA2018 had been allotted for the construction of the NTB. The said amount is not enough given the total contract price of PHP821,073,170 intended for the building shell, and this still excludes the allowance for variation orders of 10 percent (PHP82,107,317), as provided for in RA9184 (otherwise known as the Government

Procurement Reform Act). A total amount of PHP158.603 million is already included in the NEP for FY2022 intended for the completion of about 90 percent of contracted infra-works for the NTB-shell, and for the procurement and acquisition of partial component of DFOFFs (i.e., four units of passenger and service elevators, and four units of indoor escalators).

Based on the evaluation conducted by the DAP’s outsourced Construction Management Consultant (CMC), the actual accomplishment of the construction for the period 27 August to 31 December 2021 is only 18.79 percent against the Academy’s target of 40 percent for CY2021. This means that the project has already incurred a negative slippage of 21.21 percent.

This slippage incurred or delay in implementation was attributed to accumulated stoppage of work due to delays in securing permits for cutting of trees, Taal Volcano eruption, several days of heavy rains, seismic tremors/earthquake, and unforeseen site conditions (i.e., the deepening of footing and other structural foundation as well as added structure such as retaining wall; provision of pipe chase beams; and revision on the elevator design, which were not parts of the original construction plans). These unexpected conditions that were beyond the control of the Academy and the contractor were the major reasons why the slippage have gone up beyond planned accomplishments.

Thus, the DAP Technical Committee on Building Construction, together with the outsourced CMC on-site (A.C. Ong Consulting Inc.), was directed to require the Contractor, Dumduma Construction and Trading Corporation or DCTC), to submit an Updated Construction Schedule and to implement a Catch-up Plan. Below are the accomplishments and targets based on the latest construction schedule that was agreed among the DAP, ACOCI, and DCTC:

Particulars	Accomplishments	Target Cy2022	Target Cy2023
% as of 31 December 2021	18.79%	90%	100%
Equivalent Peso Value	PHP 154.30M	PHP738.96M	PHP821.07M

Based on the data and information set in the table above, construction works are expected to be 90 percent completed by the end of CY2022, and 100 percent complete by CY2023

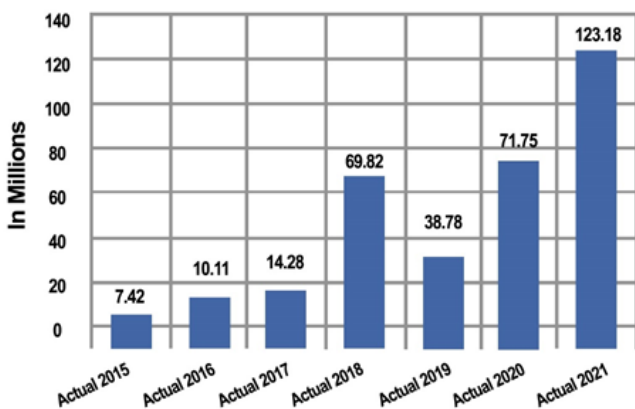
barring any force-majeure or intervening event, that may cause time slippage or delay the completion of the project, which is beyond the control of the Academy.

FINANCIAL HIGHLIGHTS

The DAP registered another positive financial performance for 2021 with a Net Surplus of PHP123.184 million, which is 72 percent higher compared to the PHP71.748 million net surplus in CY2020.

The revenue for 2021 stood at PHP633.55 million while its total operating expenses was at PHP510.37 million. This is so because the enactment of Republic Act No. 11466, known as the “Salary Standardization Law of 2019” (SSL 5), excluded the Academy from its implementation. Section 4, in particular, states that GOCCs under Republic Act No. 10149 (GOCC Law) shall be covered by a Compensation and Position Classification System established by the Governance Commission for GOCCs and approved by the President of the Philippines. Though the budget allocated for Personnel Services in CY 2021 used the SSL5 rates, the Academy lacked the legal basis to implement it; thus, it still used the SSL4 (Tranche 4) rates which accounts for the discrepancy between Revenue and Total Operating Expenses. Meanwhile, Retained Earnings remained positive at PHP5.07 million.

Figure 5 presents the upward trend of the Academy’s Net Surplus growth for the past seven years.



Revenue Profile

The Academy’s Revenue of PHP881.794 million for the CY2021 accounts for 72 percent of the year’s target. This amount excludes the PHP476.370 million allocated for the construction of the New Training Building at the DAP Conference Center in Tagaytay City. The Revenue for CY2021 is six percent higher compared to that of FY2020 amounting to PHP594.916 million. The CY2021 revenue is derived 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.

Figures 6A, 6B and 6C show the comparative mix of revenues generated by the Academy from its income generating efforts, the Actual Revenue generated in CY2021 and CY2020, and its average performance in the last five years, respectively. In terms of percentage to total, there are no significant changes in the comparative mix of revenues generated by the Academy for CY2020 and CY2021.

In CY2021, revenues from programs, projects, and public offerings contributed 82 percent while the use of conference and office facilities gave five percent to the Academy’s coffers. On the other hand, the interest income from High Yield Savings Account and Retail Treasury Bonds accounted for 13 percent of the total Revenue generated by the Academy.

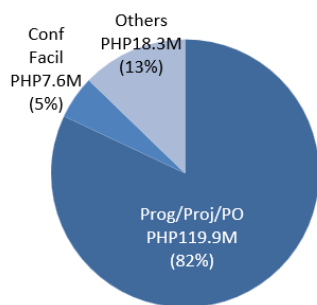


Figure 6A. Revenue Actual

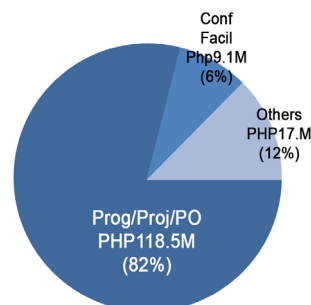


Figure 6B. Revenue Actual

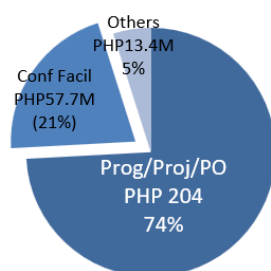


Figure 6C. Revenue Five-Year

Unlike the previous years, the revenue from use of conference facilities declined significantly due to the eruption of Taal Volcano and the COVID 19 pandemic. The revenue from this source decreased by 87 percent compared to the five-year average.

Figure 7 shows the comparative sources of revenue for the Academy. The major programs/projects implemented in 2021 were those in support of the government's mandated programs.

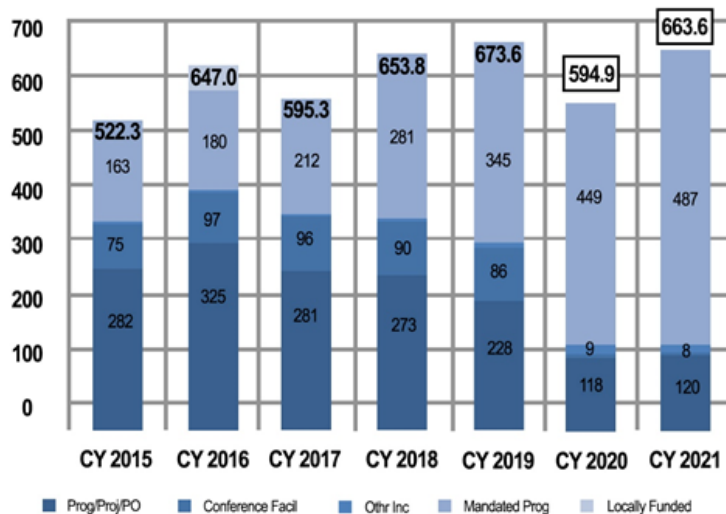


Figure 7. Comparative Sources of Revenue, 2015-2021

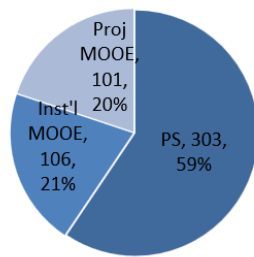


Figure 9A. Actual, CY 2021 (in millions)

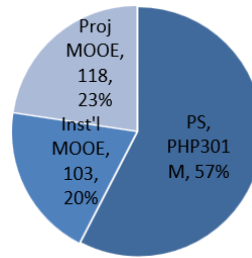


Figure 9B. Actual, CY 2020 (in millions)

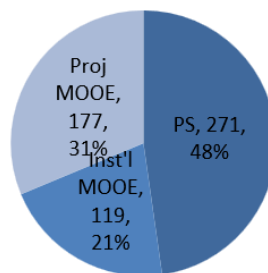


Figure 9C. Five-Year Average, 2016-2021

Expense Profile

The Academy spent PHP510.37 million on its programs and projects to deliver the outputs and activities that generated PHP633.55 million revenues for CY2021.

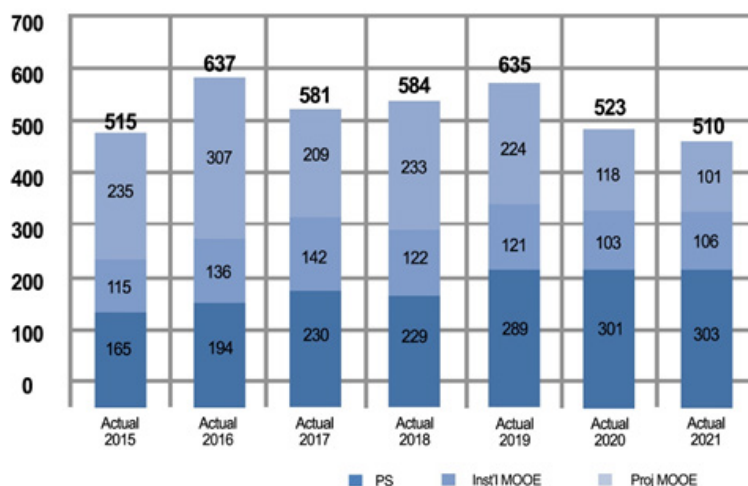
The total operating expenses in CY2021 decreased by two percent compared to the previous year's level of PHP523.17 million. This can be attributed to the disruption in operations as a result of the Taal Volcano eruption, the COVID-19 pandemic, and the non-implementation of the SSL 5. It is worth noting that the Academy still applied

the SSL4 Tranche 4 rates for Personnel Services although the budgeted amount for such was based on the SSL5 Tranche 1 rates.

Figure 8 shows the comparative actual cost structure from 2015 to 2021.

Figure 8. Comparative Actual Cost Structure, 2015-2021

Figures 9A, 9B and 9C show the comparative actual Cost Structures of the Academy for CY2021 and CY2020 as well the average for the last five years, respectively. The pie graphs show that there are no significant changes (percentages-to-total) in the Cost Structure.



Financial Efficiency

The financial ratios shown in **Figure 10** highlights the main cost items in relation to the total operating revenue generated by the Academy.

Although annual ratios have relatively changed on a year-to-year basis. **Figure 10** shows the trend analysis of Personnel Services and Project Related MOOE in relation to the Operating Revenue. The ratio of project-related MOOE to Operating Revenue shows a decreasing trend from 48 percent in CY2016 to 17 percent in CY2021. This implies that efficient management and prudent use of resources in the implementation of projects.

For CY2021, for every PHP1.00 of revenue earned, only PHP0.17 was spent for project-related MOOE. This is a very favorable ratio if compared to the PHP0.20, and PHP0.34 recorded in CY2020 and the average in the last seven years, respectively.

Financial Condition

The Academy has remained financially sound for the past 48 years. Equity has grown by 21 percent in CY2021. The Academy's liquidity ratio in the past four years has been consistently above 1 which means that it has the ability to pay off its obligations as and when they become due and demandable.

Figure 10. Cost Ratios vs Operating Revenue, 2015-2021.

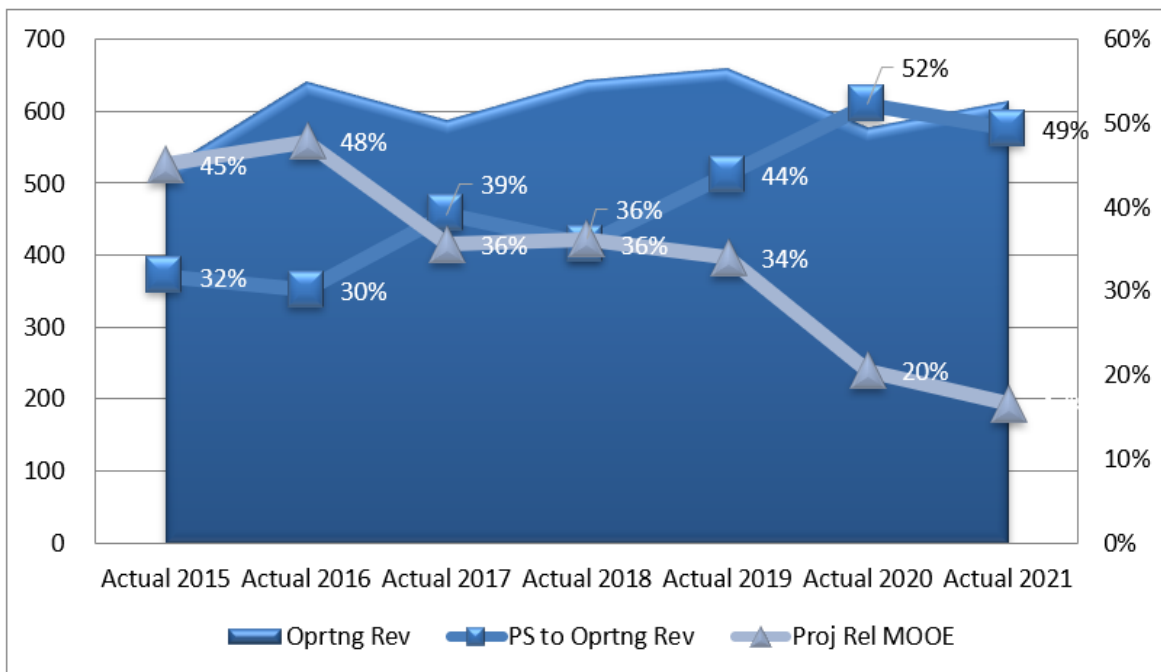


Table 2. Financial Ratio

Particulars	CY2018	CY2019	CY2020	CY2021
Liquidity Ratio	2.51	5.17	2.70	4.25
Profitability Ratio	11%	6%	12%	19%
Solvency Ratio	60%	57%	60%	58%
Return on Assets (ROA)	5.4%	2.9%	4.4%	7.2%
Return on Equity (ROE)	13%	7%	11%	17%

The **Return on Assets (ROA)** (see Table 2) shows increasing percentage. The ratios are 5.4 percent, 2.9 percent, 4.4 percent, and 7.2 percent, for the calendar years 2018, 2019, 2020, and 2021, respectively. This shows that the Academy is using its assets to generate earnings.

The **Return on Equity (ROE)** as shown on

Table 2 increased from CY2019 to CY2021 implies that the funds entrusted to the Academy were utilized properly.

Overall, the Academy remained financially viable for the past years by implementing cost savings measures, and limiting the expenses to what is necessary and important in the conduct of the business.

Return on Assets is the ratio of annual net income to average total assets of a business during a financial year. It measures efficiency of the business in using its assets to generate net income. The formula to calculate return on assets is: $\text{Return on Assets (ROA)} = \frac{\text{Annual Net Income}}{\text{Total Assets}}$ 15March2014<<http://accountingexplained.com/financial/ratios/return-on-assets>>

Return on equity or return on capital is the ratio of net income of a business during a year to its stockholders' equity during that year. It is a measure of profitability of stockholders' investments. It shows net income as percentage of shareholder equity. The formula to calculate return on equity is: $\text{Return on Equity (ROE)} = \frac{\text{Annual Income}}{\text{Equity}}$ 15March 2014<<http://accountingexplained.com/financial/ratios/return-on-equity>>

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL POSITION
As at December 31, 2021 and 2020
(In Philippine Peso)

	Note	2021	2020 (As Restated)
ASSETS			
Current Assets			
Cash and cash equivalents	7	1,105,362,625	960,638,519
Financial assets	8	0	0
Receivables - net	9	58,054,120	37,791,940
Inventories	10	2,006,127	3,165,381
Other current assets	14.1	140,777,235	139,291,465
		1,306,200,107	1,140,887,305
Non-Current Assets			
Financial assets	8	174,734,329	214,691,861
Receivables -net	9	18,337,430	34,386,931
Property, plant and equipment - net	11	189,675,363	157,603,158
Intangible assets	12	759,288	416,652
Deferred tax assets	13	18,212,876	21,728,160
Other non-current assets	14.2	263,035	766,474
		401,982,321	429,593,236
TOTAL ASSETS		1,708,182,428	1,570,480,541
LIABILITIES			
Current Liabilities			
Financial liabilities	15	96,426,373	88,479,717
Inter-agency payables	16	142,026,332	39,649,436
Trust liabilities	17	3,665,882	625,002
Deferred credits	18.1	2,238,207	6,958,782
Unearned revenue/income	18.2	37,864,266	275,706,685
Other payables	20	25,133,510	12,523,308
		307,354,570	423,942,930
Non-Current Liabilities			
Financial liabilities	15	25,292,067	21,129,396
Inter-agency payables	16	244,989,678	371,521,924
Trust liabilities	17	14,017,701	15,250,059
Deferred credits	18.1	23,230,549	16,271,767
Unearned revenue/income	18.2	270,907,446	38,842,927
Provision for leave credits	19	103,779,741	92,886,862
Other payables	20	5,553,413	761,841
		687,770,595	556,664,776
TOTAL LIABILITIES		995,125,165	980,607,706
NET ASSETS (TOTAL ASSETS LESS TOTAL LIABILITIES)		713,057,263	589,872,835
NET ASSETS/EQUITY			
Government equity	21	47,500,000	47,500,000
Donated capital	22	160,488,578	160,488,578
Accumulated surplus/(deficit)	23	505,068,685	381,884,257
TOTAL NET ASSETS/EQUITY		713,057,263	589,872,835

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL PERFORMANCE
For the Years Ended December 31, 2021 and 2020
(In Philippine Peso)

	Note	2021	2020 (As Restated)
REVENUE			
Service and business income	24	144,849,392	154,884,415
		144,849,392	154,884,415
LESS: CURRENT OPERATING EXPENSES			
Personnel services	25	303,341,523	301,499,186
Maintenance and other operating expenses	26	180,956,547	191,283,941
Financial expenses	27	54,513	38,293
Non-cash expenses	28	25,988,178	31,074,372
Total Current Operating Expenses		510,340,761	523,895,792
Deficit from Current Operations		(365,491,369)	(369,011,377)
Non-operating income/gain	29.1	1,276,195	0
Non-operating losses	29.2	(28,010)	(707,590)
Deficit before Subsidy		(364,243,184)	(369,718,967)
Subsidy from the national government	30	487,427,612	449,844,462
Net Surplus for the Period		123,184,428	80,125,495

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF CASH FLOWS
For the Years Ended December 31, 2021 and 2020
(In Philippine Peso)

	Note	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash Inflows			
Collection of revenues		19,929,586	20,509,232
Receipt of assistance/subsidy		474,333,546	755,687,035
Collection of receivables		106,466,181	151,171,929
Receipt of inter-agency fund transfers		36,187,201	20,333,399
Trust receipts		2,567,250	11,141,696
Other receipts		8,993,812	4,557,975
Total Cash Inflows		648,477,576	963,401,266
Adjustments		57,163,279	27,629,516
Adjusted Cash Inflows		705,640,855	991,030,782
Cash Outflows			
Payment of expenses		361,448,092	374,587,302
Payment of other payables		28,128,859	38,773,878
Purchase of inventories		2,374,998	4,372,037
Grant of cash advances		6,849,231	4,891,552
Prepayments		2,026,086	125,047,021
Refund of Deposits		25,000	1,400,728
Payment of accounts payable		5,205,615	1,676,183
Remittance of personnel benefits, contributions and mandatory deductions		94,239,819	95,179,836
Other disbursements		910,753	1,812,754
Release of inter-agency fund transfers		61,122,793	36,375,546
Total Cash Outflows		562,331,246	684,116,837
Adjustments		17,822,149	12,745,591
Adjusted Cash Outflows		580,153,395	696,862,428
Net Cash Provided by/(Used in) Operating Activities		125,487,460	294,168,354
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash Inflows			
Receipt of interest earned		9,222,216	10,222,335
Proceeds from matured investments/ redemption of long-term investments		45,946,585	6,009,614
Total Cash Inflows		55,168,801	16,231,949
Cash Outflows			
Purchase/construction of property, plant and equipment		37,188,631	11,859,562
Purchase of investments			
Total Cash Outflows		37,188,631	11,859,562
Net Cash Provided by/(Used in) Investing Activities		17,980,170	4,372,387
Net Increase/(Decrease) in Cash and Cash Equivalents		143,467,630	298,540,741
Effects of exchange rate changes		1,256,476	(563,694)
Cash and Cash Equivalents, January 1		960,638,519	662,661,472
Cash and Cash Equivalents, December 31	7	1,105,362,625	960,638,519

GOVERNANCE

The governance and policy direction of the DAP are vested in, and its powers exercised by a Board of Trustees, which is composed of 11 members representing the Office of the President of the Philippines (OP), Department of Budget and Management (DBM), Department of Education (DepEd), National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Health (DOH), Department of Agrarian Reform (DAR), Department of Agriculture (DA), Department of Environment and Natural Resources (DENR), Department of Finance, and the Development Academy of the Philippines (DAP).

ALICIA DELA ROSA-BALA

Chairperson, DAP Board of Trustees
Chairperson, Civil Service Commission

Chairman Alicia de la Rosa-Bala is 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, which 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 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, DAP Board of Trustees
Representative, 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, DAP Board of Trustees
Secretary, Department of Finance

Secretary Carlos “Sonny” G. Dominguez III, who was born on September 16, 1945, in 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 the 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.

LEONOR M. BRIONES

Trustee, DAP 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, DAP Board of Trustees
Secretary, Department of Agriculture

Secretary William D. Dar was appointed by the then-President Joseph Estrada as the Department of Agriculture's 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 in crop management, farming systems development, and technology sharing and upscaling. Before leaving for India, he 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 became a professor and vice president for R&D support services in 1985. Between those years, he pursued a Ph.D. in horticulture at UP Los Baños and completed it in 1980.

ROY A. CIMATU

Trustee, DAP 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.

FRANCISCO T. DUQUE III

Trustee, DAP 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 in Health Program Management at the Harvard School of Public Health and the Graduate School of Management in 1992.

BERNIE FERRER CRUZ

Trustee, DAP Board of Trustees
Acting Secretary, Department of Agrarian Reform

Bernie F. Cruz serves as the Acting Secretary of the Department of Agrarian Reform (DAR), succeeding John Castriciones after the latter's resignation from the post to run for the senatorial race. Cruz was designated by President Rodrigo R. Duterte on October 28, 2021, consequently taking his oath of office on November 10 of the same year. Prior to his appointment as Acting Secretary, he worked as the Undersecretary of DAR's Foreign Assisted and Special Projects Office (FASPO) from 2018 up to his reassignment and acted as the project implementation officer of the DAR official development assistance (ODA) portfolio.

Cruz obtained a Bachelor's degree in Civil Engineering in 1983 and has a post-graduate bachelor's degree in Public Administration, which he obtained in 2017. Aside from being DAR's former undersecretary, Cruz also took on the same designation under the Office of External Affairs in 2008. In addition to his stint in public offices, Cruz also worked as a consultant for the Agusan Power Corporation (Agusan Power Incorporated) in 2014 and served as the former ex-officio chairman of the Landbank of the Philippines.

As Secretary of DAR, Cruz pushed for implementing the Mega Farm project as he believed it would boost agricultural productivity. He also prioritizes the distribution of undistributed lands to landless farmers and provides support to agrarian reform beneficiaries (ARBs). Cruz handled multiple projects of DAR, namely the Mindanao Sustainable Agrarian and Agriculture Development (MinSAAD) Project, Convergence on Value Chain Enhancement for Rural Growth and Empowerment (Project ConVERGE), and the Italian-Agrarian

Reform Communities Development Support Project (IARCSDP).

KARL KENDRICK CHUA

Trustee, DAP Board of Trustees
Director-General, 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 the 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 at World Bank, he spent one-and-a-half years working in 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 Ph.D. 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.

TINA ROSE MARIE L. CANDIA

Trustee, DAP Board of Trustees
OIC-Secretary, Department of Budget and Management

OIC-Secretary Tina Rose Marie L. Candia was appointed as Officer-in-Charge of the Department of Budget and Management on August 13, 2021.

Candia started her career with DBM as a Budget Analyst in 1982. She handled foreign-assisted projects and departments belonging to the Agriculture, Industry, and Tourism sectors. She then became the director of the Budget Technical Service, a unit tasked with policy, standard setting, and providing budgeting and accountability procedures for the national government agencies. She was also assigned as Budget Management Bureau-D Director of the Operations Group, where she handled agencies belonging to the justice, national security, and public safety agencies such as the DILG, DOJ, DND, the Judiciary, the Ombudsman, House of Representatives, Senate of the Philippines, and ARMM.

Candia is known for her expertise and experience in government budgeting. She has also often represented DBM as a lecturer for various engagements related to budgeting procedures and policies, especially where it applies to the budget preparation, execution, and accountability phases of the budget cycle.

OIC-Secretary Candia graduated Cum Laude with a degree of Bachelor of Arts in Economics in 1982 at the University of Santo Tomas.

ATTY. ENGELBERT C. CARONAN, JR.

Trustee, DAP Board of Trustees
President and CEO, 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. He 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 Master's 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.

DAP 2021 LIST OF PROJECTS

No.	Project Title	Client
1	Master in Public Management major in Health Systems and Development Regular Batch 3	Department of Health
2	Master in Public Management Major in Development and Security with Specialization in Maritime Safety and Security Batch 1	Philippine Coast Guard
3	Research on Sustainable Development Goals and Futures Thinking	Various NGAs
4	Research Programs of the Graduate School of Public and Development Management	Public and Private
5	Phronetic Leadership Class- Batch 3	Various NGAs
6	Master in Public Management major in Development and Security Batch 15	Armed Forces of the Philippines
7	Master in Public Management major in Development and Security Batch 16	Armed Forces of the Philippines
8	Senior Executives Class Batch 9	Various NGAs
9	Middle Managers Class Batch 24 - Residential Training	Various NGAs
10	Certificate Course on Futures Thinking	Public and Private
11	Executive Course on Leadership, Innovation, Communication and Knowledge Management (CLICK)	Public and Private
12	Certificate Course on Evidence-based Policy Making	Department of the Interior and Local Government
13	Certificate Course on Productivity and Quality Management	Public and Private
14	Certificate in Youth Development	National Youth Commission
15	PMDP Middle Managers Class Batch 25 Residential Training	Various NGAs
16	Master in Public Management major in Health Systems and Development Regular Batch 4	Department of Health
17	Certificate Course in Geopolitics and International Relations Batch 3	Public and Private
18	Certificate Course on Evidence-based Policy-Making Batch 2	Department of the Interior and Local Government
19	Certificate Course in Hospital Quality Improvement	Public Sector

20	2020 Compendium on Innovation and Productivity Initiatives in the Public Sector	Department of Budget and Management
21	Public Sector Productivity and Innovation Factsheets and Datasets	Department of Budget and Management
22	2019-2020 Customer Satisfaction Survey for the Philippine Deposit Insurance Corporation	Philippine Deposit Insurance Corporation
23	Case Studies on Emerging Issues in Public Sector Productivity	Department of Budget and Management
24	Full-blown Impact Assessment of the Agriculture and Fisheries Modernization Act Phase 2: Assessment of the Impact of AFMA in Visayas and Mindanao	Philippine Council for Agriculture and Fisheries
25	2020 Customer Satisfaction Survey for Philippine Reclamation Authority	Philippine Reclamation Authority
26	2020 Customer Satisfaction Survey for the National Transmission Corporation (TransCo)	National Transmission Corporation
27	2020 Customer Satisfaction Survey for the Philippine Crop Insurance Corporation	Philippine Crop Insurance Corporation
28	2020 Customer Satisfaction Survey (CSS) and Enhancement of Service Quality Standards (SQS) For The Philippine Fisheries Development Authority	Philippine Fisheries Development Authority
29	2020 Customer Satisfaction for the Government Service Insurance System (GSIS)	Government Service Insurance System
30	2020 Customer Satisfaction Survey for the LLDA	Laguna Lake Development Authority
31	2020 Port Users Satisfaction Survey for the Philippine Ports Authority	Philippine Ports Authority
32	COE - Knowledge Bank Component (2020)	Department of Budget and Management
33	COE Public Sector Productivity Innovation Laboratory 2020	Various NGAs
34	GQMP 2020: Measuring Citizen Satisfaction (National and Priority Sector Levels) and Institutionalizing Service Quality Standards for Frontline Government Services	Department of Budget and Management
35	GQMP 2020: Promotion of Relevant Quality and Productivity Improvement Approaches	Department of Budget and Management

36	Smarter Philippines through Data Analytics, R&D, Training, and Adoption (SPARTA) - Year 2	Philippine Council for Industry, Energy and Emerging Technology Research and Development
37	Alternative Learning System, Basic Education and Skills Training in Sustainable Ecological Agriculture (SEA) and Basic Industrial Crafts (BIC) - Trust Fund	DepEd, Pasali Philippine Foundation, Inc.
38	MARINA Organizational Structure and Staffing Review	Maritime Industry Authority
39	Technical Assistance on the Creation of Offices to the Bangsamoro Transition Authority and Other Offices Deemed Necessary	Office of the Presidential Adviser on the Peace Process
40	Development of a QMS Certifiable to ISO 9001:2015 Phase 2 for Philippine National Police	Philippine National Police
41	Curriculum Development and Training of Trainers to Mainstream Childrens Rights into LGU Planning and Budgeting	Ministry of Interior and Local Government
42	Future Center and Innovation Laboratory (2020)	Department of Budget and Management
43	GQMP 2020: Development of QMS Generic Manuals	Various LGUs
44	Harmonization of the National Government Performance Monitoring, Information and Reporting System 2020	Department of Budget and Management
45	Strengthening NGA Transition Planning for Further Devolution	Department of Budget and Management
46	GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Presidential Communications Operations Office	Presidential Communications Operations Office
47	GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Printing Office	National Printing Office
48	GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 for the Office of Civil Defense	Office of Civil Defense
49	Capability Development on Regularoty Impact Assessment for the Food and Drug Administration	Food and Drug Administration

50	GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Mandaluyong	City Government of Mandaluyong
51	GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the National Commission on Muslim Filipinos (NCMF)	National Commission on Muslim Filipinos
52	GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standards for Mindanao Development Authority	Mindanao Development Authority
53	GQMP 2020: Expansion of the ISO 9001:2015-Certified Quality Management System of the Parole and Probation Administration	Parole and Probation Administration
54	GQMP: Transforming Public Service Delivery through 5S Good Housekeeping (2020)	Department of Budget and Management
55	Development of a Quality Management System certifiable to ISO 9001:2015 Standard for the Philippine Aerospace Development Corporation	Philippine Aerospace Development Corporation
56	GQMP 2020: Development of a QMS Certifiable to ISO 9001:2015 Standard for the Municipality of San Vicente, Palawan	Municipality of San Vicente, Palawan
57	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Office for Alternative Dispute Resolution	Office for Alternative Dispute Resolution
58	Technical Assistance on the Formulation of Sorsogon State College Strategic Plan 2021-2025	Sorsogon State College
59	Strategic Foresight and Planning for the National Center for Mental Health (NCMH)	National Center for Mental Health
60	Competency Framework Development for the Board of Investments	Board of Investments
61	Support to the DOLE Job Summit and Related Activities	World Bank
62	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Department of Information and Communications Technology	Department of Information and Communications Technology
63	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Philippine National Volunteer Service Coordinating Agency	Philippine National Volunteer Service Coordinating Agency
64	Management Development Program for GSIS	Government Service Insurance System

65	GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Movie and Television Review and Classification Board (MTRCB)	Movie and Television Review and Classification Board
66	GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Philippine Railway Institute	Philippine Railway Institute
67	GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for Various Local Government Units	Various LGUs
68	GQMP 2021: Expansion of the ISO 9001:2015-Certified Quality Management System for the NAPOLCOM and TESDA	Various LGUs
69	GQMP 2021: Promoting the Public Sector Productivity and Quality Improvement	Various LGUs
70	GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Mindanao State University (MSU) and Apayao State College (ASC)	Various SUCs
71	3-in-1 2021 Planning Conference of the Commission on Election (COMELEC)	Commission on Elections
72	PDC Advocacy of Productivity and Quality Improvement Approaches (2021)	Development Academy of the Philippines
73	GQMP 2021: Expansion of the ISO 9001:2015-Certified Quality Management System for the Department of Environment and Natural Resources	Department of Environment and Natural Resources
74	Crafting the Comprehensive and Unified Coconut Farmers and Industry Development Plan (CFIDP)	Philippine Coconut Authority
75	Expansion of the ISO 9001:2015-Certified Quality Management System of the University of Northern Philippines	University of Northern Philippines
76	Conference on Urban Agroecology and Food Security	Asian Productivity Organization
77	Development of Manual of Operation for Shared Service Facilities for the DTI-CAR's Partner Peoples' Organizations	Department of Trade and Industry - Cordillera Administrative Region
78	Technical Assistance on Environmental Scanning and Situation Analysis for the National Council for Children's Television (NCCT)	National Council for Childrens Television

79	Education Training Capability-Building Seminar for Public Sector Organizations	Department of Budget and Management
80	COE: Public Sector Productivity Webinar Series 2020	Department of Budget and Management
81	GQMP 2020: Advocacy and Capability-Building on Innovating the Public Sector	Various NGAs
82	APO Conference on Smart Public Service Delivery	Department of Budget and Management
83	Development of Public Sector Productivity Specialists Foundation Course	Department of Budget and Management
84	APO Workshop on Developing Public Sector Productivity Specialists (International) 2020	Department of Budget and Management
85	2020 Capability Building on Innovative Leadership for Legislative Staff	Department of Budget and Management
86	Education and Training Capability-Building Seminar for Local Government Leaders	Department of Budget and Management
87	TOT on Government Digital Services for Public Sector Productivity	Department of Budget and Management
88	Local Government Executives and Managers Class - Batch 1	Department of Budget and Management
89	Training of Trainers on Developing Future-ready Agribusiness Social Enterprises	APO/DAP/Government and Private Institution
90	APO-Certified Productivity Practitioners Course (CPPC)	APO/DAP/Government and Private Institution
91	Basic Course on Project Management, Monitoring, and Evaluation	Forest Management Bureau
92	Online Course on Basic Risk Management	Various NLAs and GOCCs
93	Online Training on Public Sector Strategic Planning and Performance Management for Public-Private Partnership Center (PPPC)	Public Private Partnership Center of the Philippines
94	Capability Building on the Philippine Quality Award (PQA) 2021	Various NGAs
95	Online Training Course on Auditing Quality Management System for the National Defense College of the Philippines	National Defense College of the Philippines
96	Local Government Executives and Managers Class (LGEMC) Batch 2	Department of Budget and Management
97	Phase II: Capability Development Assistance on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority	Anti-Red Tape Authority

98	Online Training Course on ISO 9001:2015 Quality Management System (QMS) Requirements and Documentation for the Ecosystems Research and Development Bureau	Ecosystems Research and Development Bureau
99	GQMP 2021: Capability-Building on Innovating the Public Sector	Various NGAs
100	Basic Course on Regulatory Impact Assessment for the Tourism Infrastructure and Enterprise Zone Authority	Tourism Infrastructure and Enterprise Zone Authority
101	Online Training on Social and Behavior Change Communication in Public Health Emergencies	Various LGUs
102	Basic Research and Policy Development and Evaluation Programs for DTI	Department of Trade and Industry
103	Workshop on Regulatory Ecosystems for Startups	Asian Productivity Organization
104	2021 Course on Basic Policy Process	Various NGAs
105	Online Course on Basic Project Management	Various NLAs and GOCCs
106	Online Training Course on ISO 19011:2018 Guidelines for Auditing Management Systems for the Biodiversity Management Bureau	Biodiversity Management Bureau
107	Workshop on Modern Food Transportation and Regulation	Asian Productivity Organization
108	Strengthening Quality Management System Capabilities for the DPWH	Department of Public Works and Highways
109	Values Enrichment Training for the Davao Regional Medical Center (DRMC)	Davao Regional Medical Center
110	Webinar on the Philippine Ecosystem and Natural Capital Accounting System (PENCAS) for Local Government Units (LGUs)	Department of Budget and Management
111	Conference on Public-Sector Productivity	Asian Productivity Organization
112	Disaster Waste Management Training	Various LGUs
113	2021 Course on Basic Monitoring and Evaluation	Public Sector
114	Basic Course on Monitoring and Evaluation of Development Projects	Department of Trade and Industry - Cordillera Administrative Region
115	2021 Course on Advanced Monitoring and Evaluation	Various NGAs

116	Online Training Course on Basic Monitoring and Evaluation	Various NGAs
117	Online Course on Strategic Planning: Using Balanced Scorecard	Public Sector
118	Workshop on Evaluating Regulatory Quality & Performance to Improve Public-sector Productivity	Asian Productivity Organization
119	Capability Development Assistance on Regulatory Impact Assessment for the Intramuros Administration	Intramuros Administration
120	Online Training Course on ISO 19011:2018 Guidelines for Auditing Management Systems for the Ecosystems Research and Development Bureau	Ecosystems Research and Development Bureau
121	Online Course on Strategic Planning: Using Balanced Scorecard (Batch 2)	Public Sector
122	Capability Development on Regulatory Impact Assessment for Additional Priority Agencies of the Anti-Red Tape Authority	Anti-Red Tape Authority



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