

List of DAP Strategic Initiatives or Programs for 2024

1. National Government Career Executive Service Development Program (NGCESDP) – Public Management and Development Program (PMDP)
2. Government Quality Management Program (GQMP)
3. Modernizing Government Regulations (MGR) Program
4. Education, Training and Capability Building Seminars (Capability Building on Innovative Leadership for Legislative Staff- CBILLS)
5. Center of Excellence on Public Sector Productivity (COE-PSP)
6. Support to the Productivity and Development Center
7. Center of Excellence for Data Science and Analytics (CEDSA)
8. Smart and Creative Communities Program
9. Foresight and Anticipatory Governance
10. Research Programs of the Graduate School of Public and Development Management and Research on Sustainable Development Goals and Futures Thinking
11. Adaptive Governance and Innovation for Local Executives (AGILE) Phase 4
12. Capability Development Program on Environmental Governance and Management for Resiliency and Future Readiness of Local Government Units
13. Customer Satisfaction Survey

Strategic Initiative 1

NAME OF PROGRAM:	National Government Career Executive Service Development Program (NGCESDP) – Public Management and Development Program (PMDP)
I. PROGRAM TEAM HEAD:	Lead: Nanette C. Caparros Vice President, Center for Career Executive Service Development (CCD)
II. PROGRAM DESCRIPTION:	<p>The NGCESDP-PMDP is an intensive, purposive and continuing training program for incumbent executives and middle managers and their potential successors in the government bureaucracy. It aims to foster careerism in government and promote stability in the bureaucracy by producing a corps of development-oriented, competent, dedicated and honest officials within the medium term. This supports the government’s commitment to lift the nation from poverty through honest and effective governance and to transform the government from one that is self-serving to one that works for the welfare of the nation. The PMDP hopes to achieve the following:</p> <ul style="list-style-type: none"> • Develop a keen appreciation of the vital role government executives play in the overall development process; • Produce competent government leaders committed to the welfare of their constituents and the country’s progress; • Foster a spirit of kinship, mutual support and harmony among government leaders working for the common goal of a good life for all; • Deepen the bench of successors to the incumbent government office executives to ensure smooth transition in case of promotions or vacancies; and • Enhance the image of the Philippines government as an institution imbued with professionalism, integrity and honesty. <p>The PMDP has four classes: The Middle Managers Class (MMC) for division chiefs, promising section chiefs and high-performing-high-potential specialists; the Senior Executives Class (SEC) for third level officials; the Phronetic Leadership Class (PLC) for undersecretaries and assistant secretaries; and the Local Government Executives and Managers Class (LGEMC) for functional department heads of the provincial, city or municipal governments. The MMC, SEC and LGEMC are built around the three learning areas of Governance and Development, Strategic Public Management and Personal Efficacy and Leadership. The MMC is a six-month residential training (including a sensing journey in a community). The MMC scholars are required to plan and implement a Capstone Project within a period of six months upon completion of their training. The SEC (consists of one-week a month residential training spread over a period of 10 months, including a sensing journey in a community and a foreign study mission in an Asian country. A Capstone Paper is required from each SEC scholar after the program.</p> <p>The LGEMC is a short-cycle intensive program that provides comprehensive and multi-modal learning opportunities for executives and managers in local governments. The LGEMC scholars are also expected to prepare an Innovation Project Concept upon completion of all the modules.</p> <p><u>The PLC is a two-week program that provides opportunities for quality direct experiences to enable high-level officials to nurture their phronetic leadership abilities and co-creative innovative</u></p>

solutions to challenging issues in priority areas. This training consists of a residential training held locally and foreign study visit.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
A. PROMOTIONS AND RECRUITMENT				
<ul style="list-style-type: none"> a. Diligent sending of letters to the Heads of National Line and Attached Agencies, Constitutional Offices, Government-Owned and Controlled Corporations and State Universities and Colleges, including Undersecretaries, Bureau Heads and Regional Directors for the MMC and SEC; and to priority local government units for the LGEMC. b. Year-round promotion and recruitment targeting both the agencies and local government units and the desired participants will be done through online caravans, intensive social media promotions, solicitation of referrals from PMDP alumni and scholars. c. Use of online inquiry form that help us gather leads for potential candidates and submission via google form of documentary requirements by the applicants. d. Conduct of milestone events and activities broadcasted via the official social media platforms to entice potential applicants. e. Cross promotion of social media content with other DAP offices' platforms to extend reach to prospects. 	2022	2024	Based on approved NEP from DBM	GAA
B. PROGRAM IMPLEMENTATION AND MONITORING				
<ul style="list-style-type: none"> a. Close monitoring of participant performance and provision of learning support to address difficulties and ensure compliance with training requirements. b. Regular evaluation of content and delivery and continuous enhancement of the curriculum and training design to ensure relevance and appropriateness to the changing needs and competency requirements of the public sector. c. Sustained evaluation of program management to ensure efficient and effective program delivery. d. Implementation of actions to respond to recommendations from the recently completed third party outcome evaluation to further strengthen the program design and delivery strategies. e. Update DAP's profile in CHED's positive list of HEIs to include the Master of Development Management program and include the PMDP graduates who earned this degree in the CHED database. f. Implementation of the Letter of Conforme among the scholar, the agency/LGU and DAP to ensure commitment to finish the Program. g. Strict policies on short and long term leave of absence from the Program. 	2021	2022	Based on approved NEP from DBM	GAA
TOTAL			(see approved NEP)	

IV. MEASURES AFFECTED:

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

Noted by:



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Strategic Initiative 2

NAME OF PROGRAM:	Government Quality Management Program (GQMP)
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I. PROGRAM TEAM HEAD: Lead: Arnel D. Abanto
 Vice President, PDC

II. PROGRAM DESCRIPTION: The 2023-2028 Philippine Development Plan’s overarching goal is to achieve economic and social transformation for a prosperous, inclusive and resilient society. In pursuing this goal, the practice of open, efficient and accountable governance is required. Contributing to this is strengthening the implementation of the Government Quality Management Program, results-based performance management system standards, and the Development Academy of the Philippines productivity capability development programs; as well as the adoption of the Philippine Quality Award performance excellence framework (PDP Chapter 14 Outcome 3 Strategy 3).

This clear and compelling premise further strengthens the purpose of Executive Order 605 s. 2007, Institutionalizing the Structure, Mechanisms, and Standards to Implement the GQMP, which was issued to effect improvement in public sector performance by ensuring the delivery of citizen-focused public services through the establishments of an international standards-based quality management system.

The DAP, as the National Productivity Organizational and the advocacy and capability-building arm of the GQMP, will continue levelling up its quality improvement initiatives aimed at enhancing public sector organizations’ performance in delivering quality services and broadening government-wide quality improvement to ensure that Filipino citizens will greatly benefit from the process and system improvement initiatives.

As the GQMP transitions to a new road map for 2024 and beyond, it will continue to provide technical assistance to PSOs on quality management through the development, expansion, or harmonization/consolidation of the ISO 9001:2015 QMS; integration of multiple management systems; strengthening of risk management capability; improvement of service quality; and building capabilities on QMS using various productivity and quality improvement approaches/tools.

Reinforcement on risk management will be done using the ISO 31000 Risk Management Guidelines. This enhancement of the PSO’s risk management capability is a directive of the GQMC given the experience of the bureaucracy in adjusting to the effects brought about by the COVID-19 pandemic.

Moreover, the Supreme Court ruling on the Mandanas Case which expands the financial and logistical resources of the local government units (LGUs)necessitates broad-based management systems and enhancement of the LGU’s capability to push for more local economic development, become an instrument of communities in promoting positive changes, and be a reliable partner of the national government. With the proposed expansion of the GQMP under Tier 2, additional support is being requested for the establishment of province-wide QMS that shall cover provincial, city, and municipal governments, as well as their locally operated colleges and universities, hospitals and other entities. With a province-wide QMS, delivery of public services will be enhanced and current management systems will be transformed into an integral quality management focused on making sustainable and smart communities.

The Program aims to:

- a) Strengthen the QMS risk-based management capability of PSOs toward the attainment of organizational goals and objectives;

- b) Establish province-wide QMS through the provision of technical assistance to LGUs (Tier 2);
- c) Promote evidence-based improvement in the delivery of public services;
- d) Effect service quality improvement in the delivery of public services;
- e) Accelerate performance improvement through recognition of high performing PSOs and promotion of best practices.

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

E.O. No. 605 specifically encourages local government units (LGUS) to establish ISO-QMS and pursue certification. Data as of December 2017 shows that there are only about 34 LGUs, composed of provincial, city and municipal governments, as well as, their locally operated SUCS, hospitals, and other entities, with established QMS and earned the ISO 9001 certification. With the proposed expansion of the GQMP, a greater number of LGUs shall enhance the delivery of public services and transform their current management systems to an ISO 9001 :20'1s-aligned QMS to better satisfy the transacting public and create an enabling environment for the business sector to grow and develop.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. Component 1: Quality Management System Enhancement <ul style="list-style-type: none"> ▪ Technical assistance to PSOs on the development of QMS and the improvement of established QMS; ▪ Strengthen risk-based thinking through adoption of approaches based on ISO 31000; ▪ Improve implementation of ISO 9001-certified QMS through the development of process and/or service quality improvement programs; QMS Expansion: Building Integral QMS for LGUs <ul style="list-style-type: none"> ▪ Technical assistance to LGUs in establishing QMS certifiable to ISO 9001:2015; ▪ Promote ISO 9001 to LGUs through various means; 	2022	2024	Based on approved NEP from DBM	GAA
2. Component 2: Quality Measurement and Standardization	2024	2024		
3. Component 3: Service Quality Improvement	2024	2024		
4. Component 4: Recognition and Promotion	2024	2024		
TOTAL				

IV. MEASURES AFFECTED:

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

Noted by:

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ALAN S. CAJES
Compliance Officer

Strategic Initiative 3

NAME OF PROGRAM:	Modernizing Government Regulations (MGR) Program
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I. **PROGRAM TEAM HEAD:** Mr. Arnel A. Abanto VP, PDC

II. **PROGRAM DESCRIPTION:** The overarching goal of the Philippine Development Plan (PDP) 2023-2028 is to achieve economic and social transformation for a prosperous, inclusive and resilient society. In pursuing this goal, there is a need to ensure genuine competition and regulatory efficiency to encourage investments and enable businesses to enter and compete in the market.

Regulations play a critical role in supporting markets, safeguarding the interests of citizens, and facilitating the delivery of goods and services. At the most basic level, they are used to control a broad range of risks that may lead to societal problems including economic, health, infrastructure, security, and environmental risks. However, regulations, on their own merit, are inadequate. How regulations are implemented and applied in practice by the regulators is equally important. Studies conducted by the Organization of Economic Cooperation and Development (OECD) show that, “poor quality regulation increases compliance costs for business and other groups, leads to unnecessary complexity and associated uncertainty as to regulatory obligations and reduces the ability of government to achieve its objectives.”

The MGR Program is a comprehensive national regulatory reform program being implemented by the DAP’s Productivity and Development Center. It aims to contribute to the improvement of the competitiveness of the Philippines through regulatory governance reform by facilitating a conducive environment for business to develop and grow.

One of the outcomes identified in the strategy framework in Chapter 10 of the PDP 2023-2028 is the “burden of regulation reduced” to bring about improvement of consumer welfare and market efficiency. Highlighted in the said chapter to be continued to be implemented, the DAP, along with the National Economic and Development Authority and the Department of Budget and Management, is responsible for the MGR Program that aims to examine regulations with the goal of streamlining unnecessary rules, reducing compliance costs, and constantly improving good regulatory practices across national government agencies and local government units.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. <i>Component 1: Program Management.</i> Institutionalizing a Regulatory Quality Management System (RQMS) that will serve as template in effectively managing their regulations;	2024	2024	Based on approved NEP from DBM	
2. <i>Component 2: Regulatory Review.</i> Reviewing regulations governing the priority sectors/industries and coming up with actionable recommendations to reduce regulatory burden and improve the regulatory environment;	2024	2024		
3. <i>Component 3: Capacity Development.</i> Developing a general competency framework for regulators and enhancing the capability of regulatory agencies to develop smart regulations through regular capacity development on GRPs and RQMS; and,	2024	2024		
4. <i>Component 4: Program Advocacy.</i> Establishing mechanisms to effectively improve regulatory environments through policies/issuances.	2024	2024		
TOTAL			(see approved NEP)	

IV. MEASURE AFFECTED:

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

Noted by:

A handwritten signature in blue ink, appearing to read "Alan S. Cajes", is written over a horizontal line.

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Strategic Initiative 4

NAME OF PROGRAM	Education, Training and Capability Building Seminars
I. PROGRAM TEAM HEAD	Lead: Imelda C. Caluen Vice President, Center for Governance
II. PROGRAM DESCRIPTION	<p>The Education, Training and Capability Building Seminars (ETCBS) Program is an aggregate of uniquely designed learning and development interventions for key actors/players involved in the formulation and implementation of national and local policies and programs.</p> <p>The CBILLS aims to strengthen civil service in the legislative branch by providing capability building interventions that will enhance the required leadership and policy development competencies of legislative officers and staff according to three tracks, namely: Emerging Leaders, Middle Managers, and Senior Leaders. Specifically, through the program, participants would be able to:</p> <ul style="list-style-type: none"> a. Gain and/or deepen their understanding of management and leadership positions; b. Realize what it takes to be an effective leader; c. Broaden their perspective on socio-political and economic trends and innovations; d. Hone their technical skills; and e. Develop a global mindset in realizing new strategies and best practices relevant to their work. <p>Meanwhile, the CBILPD aims to further equip local chief executives, legislators and functionaries with the necessary leadership competencies, upgraded with relevant technical skills in policy formulation and updated with the socio-political and economic perspectives that will aid them in identifying innovative local public policies that reflects both the need of their constituents and supportive to the conditions for national development.</p> <p>As local policy/program development players continue to play a critical role in steering innovative and effective solutions amidst a volatile, uncertain, complex and disruptive environment, the Academy aims to continuously enhance their capabilities towards ensuring that national and local policies, programs and strategies are coherent, cohesive, coordinated and responsive, not only to address the current COVID-19 emergency, but also future disruptions and health risks. Thus, succeeding training interventions would focus on capacitating local governments towards developing policies and programs that will help institutionalize risk management and social behavioral change communication strategies as important local governance processes and mechanisms to address both natural and human-induced emergencies.</p> <p>Specifically, it would enable local chief executives, legislators and functionaries, in collaboration with officials/technical from selected national line agencies to:</p> <ul style="list-style-type: none"> a. Lead in the management of natural and health-related emergencies through an inclusive governance and co-creation process. b. Enshrine risk assessment and mitigation planning as a key element of the LGU's corporate governance; c. Establish a reliable data collection and decision-making tool for the assessment and management or treatment of risks; d. Install and apply a decision-making tool for risk response utilizing its database; e. Develop coherent/cohesive policies and plans supportive of risk management; and f. Harness and strengthen network and alliances, as well as inter-LGU cooperation and coordination.

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

IV. MEASURE AFFECTED:

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

Noted by:



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Strategic Initiative 5

NAME OF PROGRAM	Center of Excellence on Public Sector Productivity 2020
I. PROGRAM TEAM HEAD	Lead: Peter Dan B. Baon Program Director, COE-PSP, CFG
II. PROGRAM DESCRIPTION	<p>Leading the movement on advancing innovation and productivity in the public sector across Asia and the Pacific region, the Philippines has been designated as the Asian Productivity Organization (APO) Center of Excellence on Public Sector Productivity with the DAP as the focal organization and implementing institution. The DAP also serves as the country's National Productivity Organization (NPO) that supports the APO in promoting and implementing public sector productivity-related activities in the Asia-Pacific region.</p> <p>Moreover, the Philippine Development Plan 2023-2028¹ highlights the importance of improving bureaucratic efficiency and raising productivity performance of government agencies to enable an environment for economic transformation and in facilitating the Philippines' transition to an upper middle-income country.</p> <p>To support this strategy, the COE on Public Sector Productivity aims to:</p> <ol style="list-style-type: none"> a. Facilitate the development and strengthening of the productivity performance frameworks across government sectors and levels in the Philippines, and translate these into more coherent capacity development programs; b. Promote the advancement of the public sector productivity movement in the Asia and Pacific region; c. Help address common and critical issues on public sector productivity performance besetting the Philippines and APO member countries; d. Foster collaborative research, facilitate training and knowledge-sharing, and support outreach to APO member countries in raising the productivity of the public sector organizations in the region; and e. Serve as a hub of a 'web of collaborators' (physical or virtual) on innovation and productivity in the public sector. <p>As the implementing institution of the COE-PSP and the country's NPO, the DAP is tasked to:</p> <ol style="list-style-type: none"> ▪ Conduct capability development and knowledge sharing interventions on PSP among APO members; b. Conduct relevant research on productivity performance framework and new areas related to the PSP including identifying innovations and best practices; c. Develop resources and materials to assist member countries with their programs; and d. Engage experts and practitioners who could assist APO member countries with their programs on PSP. <p>To deliver these, the APO COE on Public Sector Productivity program has four key components:</p> <ol style="list-style-type: none"> a. PSP Knowledge Center b. PSP Capability Development Program c. PSP Innovation Laboratory

- PSP Research Program

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
<p>The COE-PSP shall focus on:</p> <ol style="list-style-type: none"> Applying new tools, innovative approaches, design thinking, strategic foresight and raising the productivity of public-sector organizations and making them more digitally-enabled, citizen-centered, and responsive to the needs of the public. This will be complemented by fostering and encouraging knowledge-sharing and collaboration between agencies. Capability-building interventions will maximize the use of digital and online platforms, and other alternative modes of delivery to expand its reach. Establishing a community of productivity professionals and practitioners in the public sector. Key personnel will be capacitated and continuously engaged in applying productivity tools and techniques in their respective organizations and sharing their productivity stories and gains. Creating value-adding knowledge for evidence-based policy-making and implementation of productivity enhancement programs. Further research on developing a measurement framework and measuring productivity appropriate in the Philippine public sector context will be conducted to better track performance and strategically allocate resources. A “government lab” for the public sector will be established and operationalized to provide an open and collaborative space for multi-disciplinary teams (from the public sector, private sector, civil society, academe, and experts) to experiment, innovate, and design solutions to policy issues using big data and evidence with the active involvement of citizens/stakeholders at multiple stages of the public service and policy development process covering the range of PSP thematic areas and related topics on governance. Promoting and implementing the Productivity Challenge as a multi-year project that sets annual targets that will be posed as a “challenge” for the Philippine public sector organizations to achieve collectively. These annual challenges intend to foster awareness and boost the productivity and innovativeness of PSOs in the Philippines. Its goal is to advance the productivity movement in the public sector by raising awareness, enabling a culture of innovation to improve productivity performance, and quality service delivery. <p>Specific projects shall include:</p> <ol style="list-style-type: none"> High-level benchmarking mission of Philippine officials to selected COEs and benchmark public sector organizations Strengthening of the Philippines-NPO and 	2020	2024	Based on approved NEP from DBM	

<p>partner agencies to advance the country's level of expertise</p> <p>c. Conversion of face-to-face capability programs to online and asynchronous boot camps and training</p> <p>d. Knowledge accumulation and management through the PSP Knowledge Center</p> <p>e. Establishment of a community of PSP professionals and practitioners (multiplier effect)</p> <p>f. Demonstration project on public service value chain and innovations in service delivery with the assistance of productivity experts</p> <p>g. Establishment of "Government Lab" for the public sector to serve as an open and collaborative space for experimentation, innovation, and designing solutions to policy issues using big data and evidence</p> <p>h. Development of Philippine Public Sector Productivity Measurement Framework</p> <p>i. Annual Productivity Challenge</p> <p>j. Action research on PSP emerging issues and trends</p> <p>k. Co-creation, hackathons, collaborative meetings, and scaling-up projects and programs for beneficiary agencies and collaboration with various institutions in the execution</p> <p>l. Monitoring and evaluation of results</p>				
TOTAL			(see approved NEP)	

IV. MEASURE AFFECTED:

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

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and development; b. Establishment/strengthening of institutional partnerships in key sectors (i.e., industry, agriculture, services, public sector); c. Development and strengthening of the APO alumni network and clusters (national, regional, sectoral) d. Improve internal efficiency and staff capability on productivity and quality improvement; e. Development and implementation of the National Productivity Agenda.			NEP from DBM	
TOTAL			(see approved NEP)	

IV. MEASURE AFFECTED:

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

Noted by:



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Strategic Initiative 7

NAME OF PROGRAM	Center of Excellence for Data Science and Analytics (CEDSA)		
I. PROGRAM TEAM HEAD	Lead: Jennifer Gayle Flores Program Manager, Center for Strategic Futures		
II. PROGRAM DESCRIPTION	<p>The establishment of the Center of Excellence for Data Science and Analytics (CEDSA) Program is a project under the Data Analytics Laboratory (DAL) of the DAP Center for Strategic Futures (CSF) that was created in support of the PDP 2017-2022 (Chapter 5: Ensuring Responsive, People-centered, Technology-enabled, and Clean Governance) and PDP 2023-2028 (Chapter 8: Advance Research and Development, Technology, and Innovation).</p> <p>This project was established in 2020, drawing inspiration from the Centers of Excellence (CoE) for data science and analytics among Fortune 500 companies. In helping the DAP perform its mandate, the CSF created the CEDSA Program to harness the power of data and information in providing elegant and cross-cutting solutions to complex development problems. It is one of CSF's strategies to pioneer strategic and future-oriented approaches to driving local and national development.</p> <p>The CEDSA Program aims to provide first-rate services to three key levels:</p> <ol style="list-style-type: none"> Governance and public policy: Improve the effectiveness and efficiency of policies and programs through data-driven decision-making; Organizational/institutional: Improve the technical competency and productivity of public and private sector organizations through the integration of data solutions and intelligent systems in their operations and processes; and Human Capital: Widen the access of Filipinos to upskilling and reskilling programs on data professions. <p>Project Objectives:</p> <p>In the long term, the CEDSA Program aims to establish itself as the leading Center of Excellence within the government, with multidisciplinary expertise in data science, big data analytics, artificial intelligence (AI), information technology (IT), cybersecurity, and cloud computing. To realize this long-term goal, the CEDSA Program devised the following objectives for 2023:</p> <ol style="list-style-type: none"> Improve its overall internal technical capacity in providing data science, analytics, and AI products and services to the public and private sectors; Develop an advanced compendium of technical knowledge products and solutions in data science, analytics, and AI; Assist the establishment of centers of excellence for data science and analytics (CEDSA) within the public and private sectors; Provide opportunities for Filipinos to acquire new skills for employment and career advancement in data professions; and Establish the data trust ecosystem among public and private sectors and expand affiliate networks. 		
III. PROGRAM MILESTONES:	ACTIVITIES	TIMELINE	BUDGET

	START	END		FUNDING SOURCE
1. Component 1: Data Engineering Pipeline and Internal Technical Capacity Development <ul style="list-style-type: none"> ▪ Strengthening of CEDSA's IT and data engineering pipeline infrastructures ▪ Establishment of the CEDSA's internal pool of experts ▪ Establishment of DAP Joint Internship Program with Institutional Partners ▪ Establishment of the DAL Technical Working Group ▪ Review and Enhancement of the CEDSA Program Policies, Frameworks, and Manuals 	2022	2025	Approved NEP	Senate/ Congress Fund Initiatives
2. Component 2: Technical Assistance & Solutions Development Craft the research agenda of the center as an alignment basis for the Priority Framework for Data Science Research Projects; <ul style="list-style-type: none"> ▪ Component 2A: Data Intelligence and Solutions Development; and ▪ Component 2B: Technical Assistance and Capacity Development. 	2022	2025	Approved NEP	Senate/ Congress Fund Initiatives
3. Component 3: Training and Capability Development	2022	2025	Approved NEP	Senate/ Congress Fund Initiatives
4. Component 4: Establishment of the Philippine Data Trust Ecosystem and Expansion of Affiliate Networks <ul style="list-style-type: none"> ▪ Establishment of the Philippine Data Trust Ecosystem: (On-going Development) ▪ Affiliation with national and international knowledge communities: (On-going Activity) 				
TOTAL			(see approved NEP)	

IV. MEASURE AFFECTED:

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

Noted by:



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Strategic Initiative 8

NAME OF PROGRAM				
Smart and Creative Communities Program				
I. PROGRAM TEAM HEAD	Lead: Jennifer Gayle Flores Program Manager, Center for Strategic Futures			
II. PROGRAM DESCRIPTION	<p>Consistent with the country's global and regional commitments (i.e., the Sustainable Development Goals (SDGs), New Urban Agenda, and ASEAN Smart City Network (ASCN) and with AmBisyon Natin 2040, the Development Academy of the Philippines (DAP) as the think tank, capacity builder and partnership builder, seeks to continuously assist our Local Government Units (LGUs) in advancing their service delivery to the people and reach their full potential as one of the key social, developmental and economic drivers of the nation.</p> <p>The DAP through its Center for Strategic Futures (CSF) introduced the Smart and Creative Communities (SCC) Program in 2022 aims to contribute to the improvement of the quality of living conditions of Filipinos through the adoption of "smart city" principles among our communities by assisting LGUs towards accelerated smart growth.</p> <p>The SCC Program envisions smart, creative and sustainable communities in the country.</p> <p>For CSF and the SCC Program, a Smart and Creative Community is a city or a community capitalizes on the creativity and identity of its citizens and its stakeholders, regardless of age and gender, while taking advantage of the advancements of technology to improve and ease the lives of its constituents and create a sustainable and meaningful future for the next generations.</p> <p>To achieve these, the Program has initiated the following activities: establishment of the Smart and Creative Communities Network and conduct of its networking activities - an innovation ecosystem for Local Government Units and Innovators; (2) conduct of the smart city assessment and roadmap development – it facilitates smart growth and development of the beneficiary LGUs by formulating a roadmap that will set forth the local development agenda of the cities; (3) conduct of solutions ideation process that aims to develop and identify best solutions for the identified challenges and gaps of the LGU, the process includes design sprint, hackathon and the use of technology portal; (4) development and incubation of smart city technologies; and, (5) offer capability building activities on topics relevant to smart city concepts, technologies and standards.</p>			
III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
<p>1. Program and Capacity Building: Under this component, participants (CSF Team, LGUs and Innovators) shall have an overview and appreciation on the different initiatives, tools, technology, standards and programs done and followed by other cities in the country.</p> <p>2. Smart City Assessment and Roadmap: This component shall assist LGUs in assessing their readiness and maturity as a smart city by utilizing DAP's Smart City Performance</p>	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives

<p>Assessment Tool. The assessment report shall identify the city's challenges, gaps, interoperability needs and requirements. A smart city roadmap for the LGU or region will also be developed, the roadmap will provide urban development strategies, tech and non-tech solutions to address identified gaps. The Program sees institutionalization of the assessment through the support and promotion of DOST, DILG and DICT under a partnership on Smart and Sustainable Communities.</p> <p>3. Smart City Tools and Technology: the component shall focus on the study, adoption or localization of current smart city tools and technology used here and abroad that our local government units may implement and utilize.</p> <p>4. The SCC Network: to further assist the LGUs in identifying solutions to their development gaps, the SCC Program has established an innovation network where LGUs and innovators can meet and work together in identifying creative and innovative solutions. This component will help establish a strategic partnership among the LGUs, Innovators, key partners in the national government and the DAP through the conduct of mutually beneficial and collaborative activities</p>				
TOTAL			(see approved NEP)	

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

Noted by:



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 Compliance Officer

Strategic Initiative 9

NAME OF PROGRAM:	Foresight and Anticipatory Governance
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I. PROGRAM TEAM HEAD: Lead: Jennifer Gayle Flores
Program Manager, Center for Strategic Futures

II. PROGRAM DESCRIPTION: As part of the ongoing efforts of the Development Academy of the Philippines (DAP) to effectively address the disruptive challenges brought by a VUCA environment, the Academy recognizes that enhancing the ability of organizations and institutions to anticipate, respond and adapt to rapidly changing environments have become increasingly important. It is also for this reason that organizations around the world are building and institutionalizing competencies on innovation, agile and futures thinking in order to build a more robust, resilient and future-ready organization. According to OECD, **strategic foresight and futures thinking** should not be regarded as an optional intervention to the decision-making process, but rather a vital part of it.

In line with the Academy's thrust to further develop the capacities of public sector managers for flexible and agile governance, the Center for Strategic Futures (CSF) will conduct the third component of the Program: Foresight and Anticipatory Governance. In general, the Program seeks to mainstream futures thinking, innovation, analytics, and digitalization in policy-making and management by embedding long-term strategic thinking in the policy-making process. It shall provide practical guidance and support to local government units (LGUs) on strengthening their foresight systems and conducting key foresight processes to be better equipped for uncertain, complex, and potentially turbulent futures.

During its initial year of implementation, the Program will conduct its first two (2) compon Compendium of Foresight Tools for Smart City Development, and (b) Mainstreaming Futures in Policy Development. The third component, which will be implemented by year 2022, is the **Na Rollout and Implementation of the Practical Guide to Strategic Foresight for Policy Deve in the Philippines**. This component is a series of trainings for LGUs on Strategic Foresight and Planning anchored on the knowledge products on Foresight and Futures Thinking that shall be d during the initial year of the implementation of the Program.

Strategic Foresight and Scenario Planning aims to equip the public sector with necessary knowledge and skillsets to respond to a VUCA environment through a series of capacity building activities. It intends to familiarize the public sector with the methodologies of strategic foresight and scenario planning, and enable them to apply the acquired capabilities in public service to be able to build future-ready governments.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. COMPONENT 1: Improve internal organizational capacity on Futures Thinking and Innovation	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives

2. COMPONENT 2: Capability Building on Futures Thinking and Innovation	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
3. COMPONENT 3: Technical Assistance on Application of Futures Thinking and Innovation Tools and Methods	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
4. COMPONENT 4: Strengthening of Network with Futurists and Innovators	2022	2024		
TOTAL			(see approved NEP)	

IV. MEASURE AFFECTED:

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

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 10

NAME OF PROGRAM	Research Programs of the Graduate School of Public and Development Management and Research on Sustainable Development Goals and Futures Thinking
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I. PROGRAM TEAM HEAD
Lead: Dean Lizan Perante-Calina
Dean, GSPDM

V. PROGRAM DESCRIPTION

Taking the lead as a national and global higher education institution, the Development Academy of the Philippines- Graduate School of Public and Development Management (DAP-GSPDM) is strategically shaping itself as a Research Hub for Public Management Knowledge Co-Creation, engaging multi-stakeholders in knowledge-based policy, innovation, collaboration and development. Knowledge and evidence from research propel the DAP's role as the leading national institution for capacity-building of public sector human resources and facilitator for synergy to spur change and sustainable development.

In particular, as a Research Hub, DAP-GSPDM aims to:

- generate evidence for innovation and change to achieve the global Sustainable Development Goals (SDGs) 2015-2030 in Philippine national and local contexts, and in regional and global contexts; and
- co-create knowledge in higher education for public management to support public sector performance in achieving sustainable development in the Philippines.

For the past four years (2020-2023), DAP-GSPDM has been receiving strong support from the government for its Research Programs through the funding from the General Appropriations Act (GAA).

DAP-GSPDM Research Agenda: Public Management Research and Sustainable Development

The global commitment to the Sustainable Development Goals 2015-2030 challenges the Philippines to achieve sustainable development within the country and its people and contribute to the global community. The Philippine Development Plan (PDP) 2023-2028 and *Ambisyon Natin* 2040 embody the Philippine direction to achieve the SDGs in the country. The United Nations recognized the importance of government in achieving sustainable development through public administration that is innovative, competent, transformative and adaptive to the needs of the times. Thus, DAP stands at the forefront of the Philippine bureaucracy's capacity enhancement to infuse knowledge and practice for sustainable development. Taking these into consideration, DAP-GSPDM developed its Research Agenda anchored on SDGs, PDP, *AmBisyon Natin* 2040 and the DAP/GSPDM mandates.

Research Framework

The DAP-GSPDM research framework delves into the realization of the 17 SDGs in 2030. These SDGs will guide the situational analysis of the Philippines to determine the constraints and advances relative to the global, regional, national and local goals and governance. Development as inclusive, participative, humane, ecological and

sustainable informs the research initiatives. Institutional connectivity and evidence-based engagement are vital for research as co-creation of knowledge to be useful for policy and public management advocacy, for public management education and training, and other forms of capacity enhancement for government bureaucracy and the public sector and be relevant to civil society and the private sectors.

Thematic Research Areas

The 2024 Research Program shall accept proposals focusing on the 17 SDGs and Futures Thinking.

Research Approach and Timeframes

- Phase 1: Year 2020 – research for mapping, scoping, situational analysis
- Phase 2: Year 2021-2022 – research for functionality, practice, innovation (policy and program development)

Phase 3: Year 2023-2024 – research for capacity-building and Institution building Project Components

Knowledge Products

DAP-GSPDM intends to produce the following:

- Policy Briefs
- Discussion Papers
- Journal articles
- Monographs
- Working paper series
- SDG curriculum
- SDG and Futures Thinking toolkit

Cascading Strategies

Cascading activities will be done by GSPDM to disseminate the results and findings of the research conducted. Cascading activities may be in the form of capacity-building through certificate courses and graduate programs, or other activities like round table discussions, policy forum, and others mentioned below.

- Roundtable Discussions
- Discourse
- Policy Forum
- Conferences
- Workshops/Write shops
- Capacity-building Activities
 - Certificate and Executive Courses
 - Graduate Programs

Research Focus and Selection

Pursuant to the GSPDM Research Agenda, the 2024 research outputs shall now focus on capacity-building and institution-building. The 2024 Research Program shall open to the public a Call for Proposals. All proposals will be thoroughly reviewed prior to acceptance

VI. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Revisiting the GSPDM Research Agenda anchored on SDGs, Philippine Development Plan, AmBisyon Natin 2040, and DAP/GSPDM mandates 2) Call for proposals, review process, selection of research projects, implementation and publication of research projects 3) Production of other knowledge products: working paper, policy brief, journal 4) Conduct of cascading activities in the form of conferences and fora.	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
TOTAL			(see approved NEP)	

VII. MEASURE AFFECTED:

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

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 11

NAME OF PROGRAM	Adaptive Governance and Innovation for Local Executives (AGILE) Phase 4
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II. PROGRAM TEAM HEAD Lead: Imelda C. Caluen
 Vice President, Center for Governance

VIII. PROGRAM DESCRIPTION

Given the contemporary challenges that the Philippine government is addressing, local governments are required to anticipate, prepare, and respond timely and strategically, and develop solutions that are adaptable to complex and wide-range conditions that may arise. There is, therefore, a need to equip local government leaders with the capability to continually innovate in order to navigate, adapt, and shape the future through better solutions and policies.

It is for this reason that the Development Academy of the Philippines has developed the Adaptive Governance and Innovation for Local Executives (AGILE) Program which aims to equip the local government leaders and key functionaries and technical staff with the knowledge and understanding of concepts, principles, tools and methodologies for an adaptive and inclusive local governance.

The program is nationwide in scope and will provide learning and development activities that are anchored on the Philippine Development Plan (PDP) 2023-2028. It supports the government’s goal to achieve economic and social transformation for a prosperous, inclusive, and resilient society through a deepened participatory governance; bolstered public accountability and integrity; rationalized and strengthened government functions, systems, and mechanisms; and support for competent, motivated, agile, and resilient public servants, as provided for in Chapter 14 of the PDP 2023-2028.

The program has two (2) components: Webinar Series and Shuttle Courses

The Webinar Series is designed as an informative platform which aims to provide insights with the current leadership, governmental, and socio-political concerns that allow the local governments to gauge from a position of readiness and agility.

The Shuttle Courses also offers a series of free-standing local and international courses for local government officials with the aim at providing them knowledge and appreciation of critical areas essential in local governance and leadership.

IX. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. Design a flexible capability building program for local government leaders and functionaries, focusing on the following key learning areas: agile leadership; adaptive and inclusive governance; and evidence-based policy development for local governments units to effectively perform their mandated functions.	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
2. Develop and implement comprehensive marketing and promotion of the program through digital marketing strategies and engagement of local government leagues				

to reach target participants across the Philippines. 3. Designate component managers and project team. 4. Establish partnerships with reputable foreign institutional counterparts for the effective delivery of specific courses and foster international collaborations.				
TOTAL			(see approved NEP)	

X. MEASURE AFFECTED:

- Number of government managers /executives and legislative officers/staff trained or capacitated
- Budget utilization rate

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 12

NAME OF PROGRAM	Capability Development Program on Environmental Governance and Management for Resiliency and Future Readiness of Local Government Units
III. PROGRAM TEAM HEAD	Lead: Dorothea Boy-Navarro Director, Sustainable Human Development Program
XI. PROGRAM DESCRIPTION	<p>This program shall focus on strengthening the management capacities of the key actors in the local government units and key partners in the various LGU councils, on environmental management and sustainability. According to the United Nations (UN) World Commission on Environment and Development, environmental sustainability is about acting in a way that ensures future generations have the natural resources available to live an equal, if not better, way of life as current generations. The current problems on climate change, disasters, and environmental degradation as well as the LGU's responsibilities to maintain people's safety, deliver basic social services, and create livelihood opportunities continue to be a challenge for the LGUs and their development partners. This situation requires more equipped and competent key actors, adaptive, innovative, and resilient in addressing the risks brought about by the natural hazards and future threats to its community.</p> <p>This capability development and technical assistance program for local government units aims to strengthen their environmental management capacities and build champions and stewards to ensure that the environment remains at the core of all LGU development programs.</p> <p>Likewise, it aspires for improved environment-related decision-making that will result in a more resilient, future-ready and sustainable communities that are adaptive to the changing climate towards inclusive development. Part of this expanded course will be the introduction of the circular economy concept towards the green economy.</p> <p>The program has three components:</p> <ol style="list-style-type: none"> <li data-bbox="469 1424 1481 1603">a. Capability Building/Development - The course is composed of five (5) didactic modules and four (4) post-module community applications that run for five (5) months. It shall include concepts on environmental management and sustainability; LGU decision-making tools and innovations for LGU-community actions, using nature- based solutions. <li data-bbox="469 1641 1481 1928">b. LGU Change Initiative on Climate Action or Sustainable Environmental Governance – With the potential risks from climate change and natural hazards, risk management plan, and actions shall form part of the change initiative that the participating LGU shall produce. These may be in any of the program's thematic areas, e.g., water, energy, sanitation, disaster risk reduction, waste management, as well as circular economy among others, that can address climate, disaster risk reduction or environment related issues as well as the low LGU performance on environmental governance and SDGs. <li data-bbox="469 1935 1481 2024">c. LGU Environmental Profiling and Needs Assessment – This component will establish the basic environmental profile of LGUs to cull out issues, recurring problems and be the basis for the proposed change initiative. This can mean

checking/reviewing the LGUs' performance scorecard and shall focus on environmental governance and the SDG, partly contributing to the improvement of SGLG performance if applicable. This shall include environment-related policies, the DRR framework and financing, gaps, and lessons towards building forward better and sustainably.

At the end of the project, the LGUs are expected to:

- Apply nature-based solutions (policies, financing, programs, projects) to climate change and environmental issues;
- Increase proficiency in the use of relevant technology-based tools complementing nature- based actions in decision making;
- Mobilize and enlist critical stakeholders' participation and engagement;
- Design behavioral change-based education, communication and information programs.

XII. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
a. Partnership agreement with DILG and DENR. A memorandum of understanding will be created with these agencies for coordinated implementation of activities.				
b. LGU Selection and participation: The target LGUs should come from vulnerable provinces. These provinces should be high in poverty incidence (belonging to levels 4 to 6), high susceptibility or exposure to hazards such as drought, strong winds, flooding, rain-induced landslide, and storm surge, and must be situated in a critical and degraded watershed. The selection process will follow what will be determined in 2023.				
c. Creation of a pool of experts. The DAP project team will tap both the internal and external experts of the Academy both as subject matter experts and coaches/mentors, undertaking a series of integration sessions to ensure clarity, soundness, and attainment of expected outputs and outcomes of each assigned topic.	2024	2024	Approved NEP	Senate/ Congress Fund Initiatives
d. Post Module Application of Learning. The participants, after attending each module, will be asked to return to their respective LGUs and apply the learnings and work on the required outputs from the sessions, which shall form part of the change initiative.				
e. Management Conference. This is a face-to-face activity of the program which will focus on				

<p>the final presentation of the change initiatives and initial results by respective LGUs. A panel of experts will be formed to provide their feedback on the outputs.</p> <p>f. Post-program Evaluation. This will be a follow-up online meeting conducted by the DAP team with the LGU participants six months after the culminating activity. It will check on the progress and results of the change initiative.</p>				
TOTAL			(see approved NEP)	

XIII. MEASURE AFFECTED:

- Number of government managers /executives and legislative officers/staff trained or capacitated
- Program beneficiaries reached
- Budget utilization rate

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 13

NAME OF PROGRAM	Customer Satisfaction Survey
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- I. **PROGRAM TEAM HEAD** Lead: Catherine S. Luzuriaga
Director, COSM
- II. **PROGRAM DESCRIPTION** As a continuous commitment to quality service, the Academy ensures that the requirements and expectations of its clients composing of women and men are monitored, assessed and addressed through the conduct of various client feedback tools/methods. DAP Office Order 2012-003 (Client Feedback and Perception) directs the conduct of a Client Satisfaction Survey (CSS) as one of the tools in determining the feedback of women and men participants of the assisted agencies of DAP regarding the services rendered to them. This involves a set of questions designed to determine if the requirements are met and delivered.

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

Since 2015, the Governance Commission for GOCCs (GCG) directed that the Client Satisfaction Survey be conducted by a third-party provider. GCG also issued in 2019 a prescribed methodology and questionnaire for GOCCs like DAP. It was emphasized that the survey will be in the form of a structured pen-and-paper questionnaire and proposed a data gathering method consisting of intercept (face-to-face) interviews and telephone interviews for DAP's type of service, to be administered by a third-party consultant and trained field interviewers who are mostly women. In compliance with the GCG's directive, the DAP will contract a Consultant to carry out and provide assistance to COSM and the Academy in accomplishing the **Client/Customer Satisfaction Survey 2024**.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Production and preparation of survey/fieldwork materials	2024	2024	Approved COB	Corporate Funds
2) Information collection in consideration of the sex disaggregated data				
3) Data cleaning and validation, and computation of descriptive statistics				
4) Writing and submission of interim reports				
5) Data cleaning and validation for final analysis of data which came from the male and female respondents.				
6) Writing of final report				
7) Submission of final reports and turn-over of project documents				
TOTAL			Approved COB	

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

Noted by: 

ALAN S. CAJES, Compliance Officer