



development academy
of the philippines

2023 ANNUAL REPORT

***Navigating
Challenges,
Achieving
Milestones***

ABOUT THE THEME

In 2023, the Development Academy of the Philippines (DAP) encountered a number of challenges as it celebrated its 50th founding anniversary, yet emerged triumphant by achieving significant milestones. Despite facing obstacles and uncertainties, the DAP demonstrated resilience and determination in navigating through turbulent times. Throughout the year, the DAP remained steadfast in its pursuit of excellence and commitment to driving positive change. Despite the lingering effects of the pandemic and other adversities, the Academy continued to deliver its mandated services with utmost efficiency and effectiveness. At the heart of the DAP's mission lies a commitment to fostering innovation and addressing socio-economic concerns.

The theme, "**Navigating Challenges, Achieving Milestones,**" encapsulates the organization's journey of resilience, determination, and success in the face of adversity. It serves as a testament to the DAP's unwavering commitment to excellence, innovation, and driving positive change for the betterment of the nation.

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LIST OF ACRONYMS

ADB I	Asian Development Bank Institute	CFG	Center for Governance
AFP	Armed Forces of the Philippines	CitSat	Citizen Satisfaction Survey
AGILE	Adaptive Governance and Innovation for Local Executives	COA	Commission on Audit
ALS-EST	Alternative Learning System-Education and Skills Training	COB	Corporate Operating Budget
AO25	Administrative Order No. 25	COE-PSP	Center of Excellence on Public Sector Productivity
APC ICT-ESCAP	Asian and Pacific Training Centre for Information and Communication Technology for Development - Economic and Social Commission for Asia and the Pacific	CRMC	Cotabato Regional and Medical Center
APO	Asian Productivity Organization	CSC	Civil Service Commission
ARTA	Anti-Red Tape Authority	CSF	Center for Strategic Futures
BAC	Bids and Awards Committee	CSM	Client Satisfaction Measurement
BARMM	Bangsamoro Autonomous Region in Muslim Mindanao	CSPC	Camarines Sur Polytechnic College
BiDMS	Bidding Document Management System	CSU	Cagayan State University
BIR	Bureau of Internal Revenue	DA	Department of Agriculture
BizSat	Business Satisfaction Survey	DAP	Development Academy of the Philippines
BOT	Board of Trustees	DAPCC	Development Academy of the Philippines Conference Center
BSP	Bangko Sentral ng Pilipinas	DAR	Department of Agrarian Reform
CALABAR ZON	Cavite, Laguna, Batangas, Rizal, and Quezon	DBM	Department of Budget and Management
CapDev	Capability Development	DENR	Department of Environment and Natural Resources
CBILLS	Capability Building on Innovative Leadership for Legislative Staff	DepEd	Department of Education
CCAM-DRR	Cabinet Cluster on Climate Change Adaptation, Mitigation, and Disaster Risk Reduction	DICT	Department of Information and Communications Technology
CCD	Center for Career Executive Service Development	DILG	Department of Interior and Local Government
CEDSA	Center of Excellence for Data Science and Analytics	DOF	Department of Finance
		DOH	Department of Health
		DOPh	Data Observatory Philippines
		DOST	Department of Science and Technology

DSA	Data Science and Analytics	IGH	Idea Generation Hub
DSM	DAP sa Mindanao	ISO	International Organization for Standardization
DTF	Digital Transformation Task Force		
e-DTR	Electronic Daily Time Record	KDIS	Korea Development Institute School of Public Policy and Management
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization	KWF	Komisyon sa Wikang Filipino
EGovM	Environmental Governance and Management	LGEMC	Local Government Executives and Managers Class
EO	Executive Order	LGU	Local Government Unit
ETCBS	Education and Training Capability Building Seminar	MC	Memorandum Circular
FAG	Foresight and Anticipatory Governance	MGRP	Modernizing Government Regulations Program
GAA	Government Appropriations Act	MMC	Middle Managers Class
GAD	Gender and Development	MSU	Mindanao State University
GBPR	Government Best Practice Recognition	MVP	Minimum Viable Products
GCC	Governance Commission for GOCCs	NEDA	National Economic and Development Authority
GDP	Gross Domestic Product		
GEIS	Government Executive Information System	NGA	National Government Agency
GOCC	Government-Owned and Controlled Corporation	NGO	Non-Governmental Organization
GQMP	Government Quality Management Program	NHA	National Housing Authority
GRIPS	National Government Institute for Policy Studies	NLA	National Line Agencies
GSIS	Government Service Insurance System	NPO	National Productivity Organization
GSPDM	Graduate School of Public and Development Management	NRCO	National Reintegration Center for OFWs
I-OSM	Individual-Country Observational Study Mission	NTB	New Training Building
IAAP	Intensified Abot-Alam Program	ODC	Onofre D. Corpuz
IEC	Information, Education, and Communication	OP	Office of the President of the Philippines
		OSG	Office of the Solicitor General
		OWWA	Overseas Workers Welfare Administration
		PAGASA	Philippine Atmospheric, Geophysical, and Astronomical Services Administration

PD	Presidential Decree	SEARCA	Southeast Asian Regional Center for Graduate Study and Research in Agriculture
PDC	Productivity and Development Center		
PhilHealth	Philippine Health Insurance Corporation	SEC	Senior Executives Class
PhilSA	Philippine Space Agency	SMEs	Small and Medium Enterprises
PLC	Phronetic Leadership Class	SNP	Special National Program
PMDP	Public Management Development Program	SPARTA	Smarter Philippines through Data Analytics, R&D, Training, and Adoption
PMIS	Project Management Information System	SPDA	Southern Philippines Development Authority
PPA	Parole and Probation Administration	SSS	Social Security System
PPP	Public-Private Partnership	SUCs	State Universities and Colleges
PSA	Philippine Statistics Authority	TA	Technical Assistance
PSP	Public Sector Productivity	TCTO	Tawi-Tawi College of Technology and Oceanography
PSTO	Provincial Science and Technology Office	TES	Technical Expert Services
PSU	Palawan State University	TWG	Technical Working Group
QMS	Quality Management System	UAT	User Acceptance Training
R&D	Research and Development	UP	University of the Philippines
RBPMS	Results Based Performance Management System	UP-PGH	University of the Philippines - Philippine General Hospital
RIA	Risk Impact Assessment		
RMC	Rizal Medical Center	UPLB	University of the Philippines - Los Baños
RT-PCR	Reverse Transcription Polymerase Chain Reaction	WADEM	World Association for Disaster and Emergency Medicine
SCC	Smart and Creative Communities Program	WHO	World Health Organization
SDG	Sustainable Development Goals	WMSU	Western Mindanao State University

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MESSAGE FROM THE CHAIRPERSON



In October 2023, the National Economic and Development Authority (NEDA) welcomed the Development Academy of the Philippines (DAP) as one of its attached agencies through Executive Order No. 45 issued by President Ferdinand R. Marcos, Jr. This move underscores the government's commitment to strengthen the links between national development initiatives through cohesive and strategic human resource programs aligned with the country's socioeconomic agenda.

DAP's mandate, which lies at the heart of this realignment, is of immense significance. First, DAP is entrusted with generating pioneering ideas and technologies to address development challenges locally, nationally, and internationally. Second, DAP plays a crucial role in enabling individuals and stakeholder development organizations to advance management capabilities and improve the productivity performance of agencies.

Lastly, its partnerships and facilitation of policy integration is a proof of the Academy's commitment to broad-based and holistic development. Through its various programs, DAP aims to contribute to the realization of good governance by enhancing bureaucratic efficiency and adjusting its capacity-building activities to remain responsive to the needs of the times.

DAP remains steadfast in its commitment to support the attainment of a *matatag maginhawa, at panatag na buhay* for all Filipinos by 2040 through its capacity-building initiatives such as the Capability Building on Innovative Leadership for Legislative Staff (CBILLS) and Smarter Philippines through Data Analytics, R&D, Training, and Adoption (SPARTA), surveys and research work, as well as its provision of technical assistance to a wide range of clients, including key decision-makers and promising leaders in public service.

I express my heartfelt gratitude to the Board of Trustees for its invaluable support, crucial for an institution with a storied 50-year history. The Board aims to enhance the Academy's relevance as the government's premier training and research institution. As the institution moves forward, may DAP and its leadership facilitate innovation and resourcefulness and continuously pursue excellence to deliver programs that would strengthen the public sector's capacity to deliver on its many mandates.

I commend all the DAP officers and staff for their unwavering dedication and commitment to our shared goals. Together, we will continue to march onward, guided by synergy, collaboration, and innovation principles, toward a more prosperous and sustainable future for our nation.

ARSENIO M. BALISACAN, PhD

Secretary, National Economic and Development Authority
Chairperson, DAP Board of Trustees

MESSAGE FROM THE PRESIDENT AND CEO



As we look back on the remarkable journey of the Development Academy of the Philippines throughout 2023, I am filled with immense pride and gratitude for the significant milestones we have achieved despite the challenges and upheavals that have beset the institution. Throughout the year, the DAP has remained steadfast in its commitment to driving positive change and fostering national development.

In 2023, as the Philippine economy steadily regained its positive momentum post-pandemic, the DAP likewise continued to deliver its mandated services. We successfully completed 183 out of 197 contracted projects, a testament to our resilience and determination in delivering excellence.

Our dedication to empowering government officials through comprehensive training programs has had a profound impact.

Over 1,100 individuals have benefited from these initiatives, gaining essential skills to navigate the complexities of governance, from Phronetic Leadership to Regulatory Impact Assessment. Efforts to enhance the effectiveness and efficiency of government organizations have yielded notable results. Through technical guidance and capacity-building initiatives, we have assisted over 300 agencies in developing and implementing quality management systems, thereby fostering improved governance practices across various sectors.

At the heart of our mission lies a commitment to fostering innovation to address socio-economic concerns. Rigorous research projects and educational programs have led to innovative policy solutions that contribute to the nation's development. Our partnerships with local and foreign institutions have further enriched our collaborative efforts toward building a better future for all.

Client satisfaction remains paramount to us. Rigorous measurements ensure continual service improvement, reflected in an impressive 96 percent satisfaction rate. Our strategic partnerships with 72 institutions have expanded our network and collective impact, supporting sustainable development initiatives.

Financially, 2023 was a successful year for the DAP, with revenue reaching PhP 933.7 million, representing a commendable 22.4 percent growth rate. This achievement underscores our commitment to financial viability and responsible stewardship.

Adherence to global quality standards and continuous process improvements ensure the efficiency and effectiveness of our operations, reflected in a 90 percent budget utilization rate. As a knowledge institution, talent development is a top priority for us. Our Competency-Based Human Resource Management Framework equips our personnel with the relevant competencies required for their respective roles, fostering a positive organizational climate and a highly skilled workforce.

In summary, 2023 showcases the unwavering commitment of the DAP community to driving positive change and making meaningful contributions to the effective implementation of the Philippine Development Plan 2023-2028 of the Marcos Jr. Administration under the Bagong Pilipinas brand of governance. As we celebrate these achievements, let us reaffirm our commitment to excellence and innovation, ensuring a brighter future for our nation. Together, we will continue to strive for excellence and make a lasting impact on the lives of Filipinos.

A handwritten signature in black ink that reads "Engelbert C. Caronan Jr." in a cursive script.

ATTY. ENGELBERT C. CARONAN JR., MNSA

President and Chief Executive Officer, Development Academy of the Philippines

Member, DAP Board of Trustees (19 April 2018 - 07 February 2024)

ABOUT THE DAP

The Development Academy of the Philippines, a government-owned and controlled corporation, established in 1973 through Presidential Decree (PD) 205 and amended by PD 1061 and Executive Order (EO) 288, functions as the country's National Productivity Organization (NPO). As part of the Asian Productivity Organization (APO), it promotes productivity in the Philippines through international commitments.

With the issuance of EO 45 s.2023, the DAP is now an attached agency to the National Economic and Development Authority for policy coordination, strengthening its programs, research, and alignment with the national socioeconomic agenda.

Mandate

The DAP is mandated to:



Foster and support the development forces at work in the nation's economy through selective human resources development programs, research, data collection, and information services, to the end that optimization of wealth may be achieved in a manner congruent with the maximization of public security and welfare;



Promote, carry on and conduct scientific, inter-disciplinary and policy-oriented research, education, training, consultancy, and publication in the broad fields of economics, public administration, and the political and social sciences, generally, involving the study, determination, interpretation, and publication of economic, political, and social facts and principles bearing upon development problems of local, national, or international significance; and



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



(Left to right): DAP Pasig Office, DAP Conference Center in Tagaytay, City and the DAP sa Mindanao satellite office in Davao City

Vision



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

Mission

The DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth by:

1

Generating policy and action through research and strategic studies that address development issues and emerging challenges;

2

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

3

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

Core Values

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



Dangal – Honor and Integrity



Galing – Smart and Innovative



Tatag – Stable and Future-ready

Operating Centers

The DAP operates through its technical excellence and resource centers under the Program Operations Group that serve as service delivery units for its programs and services.

At the forefront is the **Productivity and Development Center (PDC)**, a hub of technical expertise focused on value chain productivity, technology enhancement, total quality management, productivity measurement and analysis, and sectoral productivity improvements. Through its programs, including the Government Quality Management Program (GQMP) and the Modernizing Government Regulations Program (MGRP), the PDC aims to instill principles of quality and productivity across various sectors.

Another key operating center, the **Center for Governance (CFG)**, is dedicated to empowering public sector organizations with the tools and knowledge needed for effective governance. Through initiatives like the Capability Building on Innovative Leadership for Legislative Staff and the Adaptive Governance and Innovation for Local Executives (AGILE) programs, the CFG ensures that leaders at all levels are equipped to promote transparency and accountability.

The **Center for Career Executive Service Development (CCD)** stands as a cornerstone for organizational effectiveness, focusing on human capital development for key government positions. By offering capability-building approaches, particularly for third-level and Career Executive positions, the CCD aims to cultivate a cadre of competent and innovative leaders who are prepared to steer public organizations towards smart and resilient futures.

The CCD is the implementing arm for the DAP's flagship program, *Public Management Development Program (PMDP)*, which is instrumental in fostering a culture of ethics and commitment within the bureaucracy.

Addressing critical issues such as environmental management and poverty reduction is the **Sustainable Human Development Program (SHDP)**.

Established in alignment with DAP's overarching goal of broadening opportunities for Filipinos, this program designs and implements initiatives in areas such as climate change adaptation, energy policy, and health. By promoting sustainable practices and expanding choices for future generations, the program plays a pivotal role in shaping the nation's developmental trajectory.

Meanwhile, the **Graduate School of Public and Development Management (GSPDM)** serves as the DAP's academic arm, offering advanced management education programs tailored to public managers. Through its comprehensive curriculum and practical focus, the GSPDM aims to cultivate committed and responsive development managers capable of driving positive change across sectors.

The Academy's commitment to regional development is carried out by the **DAP sa Mindanao (DSM)**, the implementing arm in Mindanao dedicated to fostering sustainable and inclusive growth in the region. Since its establishment, the DSM has actively collaborated with various stakeholders, including local government units, national agencies, and educational institutions, to address regional development challenges and unlock opportunities for progress.

Lastly, the **Center for Strategic Futures (CSF)** embodies DAP's forward-thinking approach to policymaking and management. By integrating creative thinking, strategic foresight, and emerging technologies, this center delivers proactive solutions to evolving challenges in both the private and public sectors, ensuring that DAP remains at the forefront of national development efforts.

Together, these centers constitute the backbone of DAP's multifaceted approach to advancing governance, productivity, and sustainable development in the Philippines.

The DAP also provides conference services in its Tagaytay facility, the **DAP Conference Center (DAPCC)**.

SUMMARY OF ACCOMPLISHMENTS

In 2023, amidst the backdrop of the Philippine economy maintaining a positive momentum following the COVID-19 pandemic, the DAP continued to pursue its mandate by implementing a range of programs and projects in the areas of good governance and productivity through various modalities. It successfully implemented 206 projects, comprising 132 completed, 61 ongoing, and 13 spill-over and discontinued projects. During this period, DAP generated revenue surpassing PhP 933.7 million, with a net surplus of PhP 140 million, as confirmed by the latest audit conducted by the Commission on Audit (COA) on the DAP's financial performance.

 **206** *implemented projects*

 **61** *ongoing projects*

 **132** *completed projects*

 **13** *spill-over and discontinued projects*

 **933.7 M** *generated revenue*

Accomplishments based on Strategic Objectives

Under a new Board of Trustees (BOT), the DAP Management actively presented the organizational targets, major programs, and budget to the board. These components constitute the DAP's 2023 Plans and Corporate Operating Budget (COB) intended for submission to oversight agencies.

For 2023, the Management has harmonized most organizational and program indicators to align with the requirements of the Department of Budget and Management's (DBM) Program Expenditure Classification, effectively contributing to the revised national development plans. Setting eight strategic objectives or goals across four perspectives—customers/stakeholders, financial, internal process, and learning and growth—the Management aims to support the priorities of the Marcos Jr. Administration towards Technological Innovation in Governance and Productivity, as well as Regional and Local Development. The DAP remains committed to implementing the following government-mandated programs to achieve the targets under each strategic objective:

Education and Training

- Public Management and Development Program
- Support to the Projects and Programs of the Productivity and Development Center
- Capability Building on Innovative Leadership for Legislative Staff
- Foresight and Anticipatory Governance (FAG)
- Support for the Academic Programs of the Graduate School of Public and Development Management
- Adaptive Governance and Innovation for Local Executives Program

- Smarter Philippines through Data Analytics, R&D, Training, and Adoption Massive Open Online Courses on Data Science and Analytics
- Capability Development Program on Environmental Governance and Management

Research and Technical Assistance

- Harmonization of the National Government-Performance Monitoring, Information and Reporting System-Results Based Performance Management System (RBPMS)
- Center of Excellence on Public Sector Productivity (COE-PSP)
- Modernizing Government Regulations (MGR) for National Competitiveness and Productivity
- Government Quality Management Program
- Research Programs of the Graduate School of Public and Development Management
- Research on Sustainable Development Goals and Futures Thinking
- Foresight and Anticipatory Governance
- Smart and Creative Communities Program (SCC)
- Center of Excellence for Data Science and Analytics (CEDSA)

Aside from these, DAP also implemented its locally-funded programs:

- Construction of the New Training Building in Tagaytay (NTB)
- DAP Idea Generation Hub
- Improvement of DAP Conference Center Training Facilities

SO1: Enhanced Competence of Government Officials

Performance Measure 1: Completion Rate (Percentage of Scholars who Completed the Education and Training Program).

The education and training program achieved a completion rate of 95 percent, surpassing the 90 percent target. Specifically, 84 percent (216 out of 256) of scholars graduated from the GSPDM, while all 106 scholars successfully completed the PMDP. Additionally, all 399 participants graduated from the Education and Training Capability Building Seminar (ETCBS).

Performance Measure 2: Percentage of Re-entry Plans and Capstone Accepted by the Panel for Implementation.

The panel accepted 99 percent of re-entry plans and capstone projects, way above the 85 percent target.

The GSPDM achieved a 100 percent acceptance rate with all 216 submissions being accepted for implementation, while PMDP achieved a 98 percent acceptance rate (137 out of 140).

Performance Measure 3: Number of Government Managers/Executives and Legislative Officers/Staff Trained or Capacitated.

The DAP trained 586 government managers, executives, and legislative officers and staff, topping its target of 345.

The programs contributing to this achievement include PMDP with 187 participants and ETCBS with 399 participants.

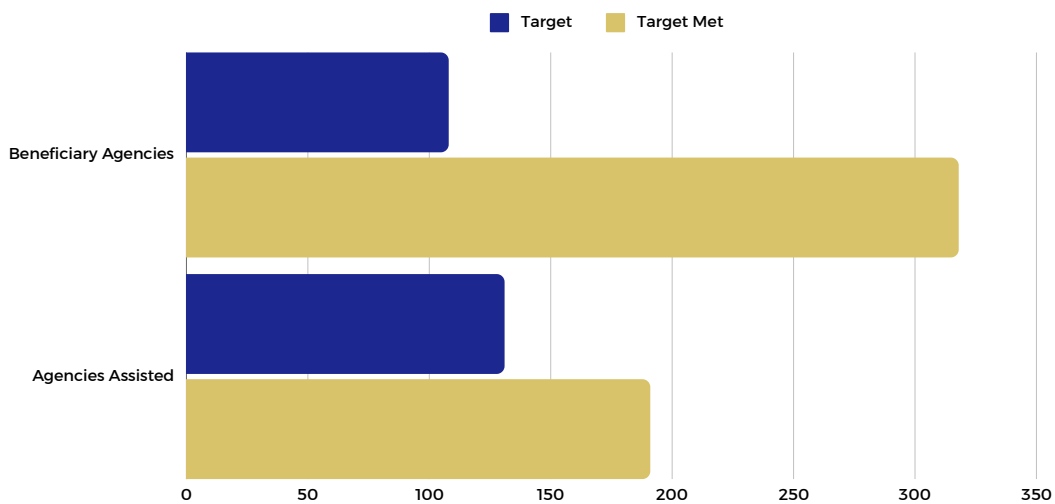


Figure 1: Program Beneficiaries Reached and Assisted

SO2: Improved Effectiveness and Efficiency of Government Organizations Assisted

Performance Measure 4: Program Beneficiaries Reached

The DAP reached 318 beneficiary agencies through its Government Appropriations Act (GAA) Programs, surpassing the target of 108.

Among these, PMDP reached nine new agencies, while 94 agencies participated in PMDP's Local Government Executives and Managers Class (LGEMC), and 215 agencies were served by AGILE Phase 3.

Performance Measure 5: Program Beneficiaries Assisted

The DAP assisted 191 agencies, exceeding its target of 131. These agencies participated in various DAP programs as follows: 42 agencies joined the Government Best Practice Recognition (GBPR), 58 agencies participated in Public Sector Productivity courses and workshops under the Center of Excellence on Public Sector Productivity (COE-PSP), 72 regulatory agencies underwent training on RIA through MGR, 19 agencies received assistance under the RBPMS to fulfill the criteria for government

performance-based incentives, and one LGU collaborated with SCC through a partnership. Additionally, out of the 72 agencies served by MGR, 15 LGUs received training on Regulatory Impact Assessment, while 57 agencies, including NGAs and LGUs, received training on RIA-related methodologies such as consultations and regulatory compliance cost assessment.

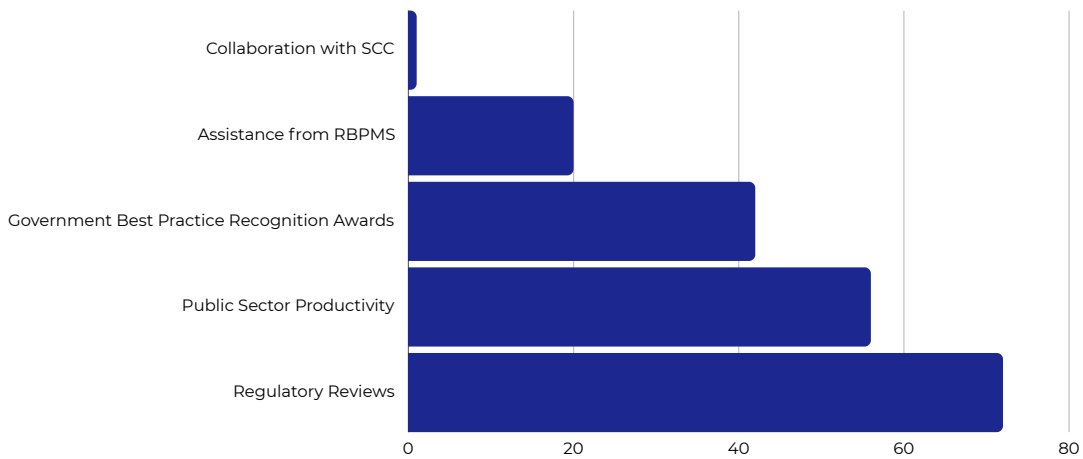


Figure 2: Agencies the participated in the programs offered by the DAP

SO3: Broadened Adoption of Innovative and Synergistic Solutions to Address Broad-based Policy and Socio-economic Concerns

Performance Measure 6: Number of Technical Assistance Interventions Adopted

Agencies adopted a total of 65 technical assistance (TA) interventions, exceeding the target of 36. Among these, beneficiary agencies implemented 23 productivity improvement initiatives under the COE-PSP program. Furthermore, 42 TA interventions under the GQMP were adopted by beneficiary agencies, enhancing their processes and systems.

Performance Measure 7: Number of Research Results Adopted

Clients successfully adopted and utilized a total of 23 research results, surpassing the target of 21. Among these, 15 originated from the GSPDM, one from the RBPMS, three from the COE-PSP, and four from MGR. Under the GSPDM, a call for research proposals focused on Sustainable Development Goals (SDGs) was initiated, leading to the publication of an initial draft of the Compendium for the year 2020. Plans are in progress to release and evaluate the Compendiums for 2021 and 2022 in the second quarter of 2024. Additionally, selected papers are slated for publication in upcoming journal volumes.

Performance Measure 8: Number of Research/Studies Undertaken/ Completed

By year end, the DAP completed 21 out of the targeted 25 research/studies on various topics related to governance, leadership, and Sustainable Development Goals (SDG). Of these, the GSPDM completed 16 research projects, while the MGR program completed five. Additionally, regulatory reviews on clinical laboratories, medical waste, socialized housing, consumer goods, and livestock importation industries were conducted on December 5, 2023, through a Public Forum. Comments gathered from the forum were incorporated into the final draft reports, which were then packaged for dissemination.

Performance Measure 9: Proportion of Knowledge Product and Information Considered Relevant and Useful by Target Readers

In 2023, the proportion of knowledge products and information considered relevant and useful by target readers reached 100 percent, meeting the set target. For the COE-PSP, this encompasses all produced materials such as art cards, videos, articles, catalogs, social media posts, etc. Similarly, under the RBPMS, materials facilitating effective action by intended stakeholders (e.g., IEC materials, enhanced RBPMS Government Executive Information System [GEIS], etc.) were all assessed as relevant.

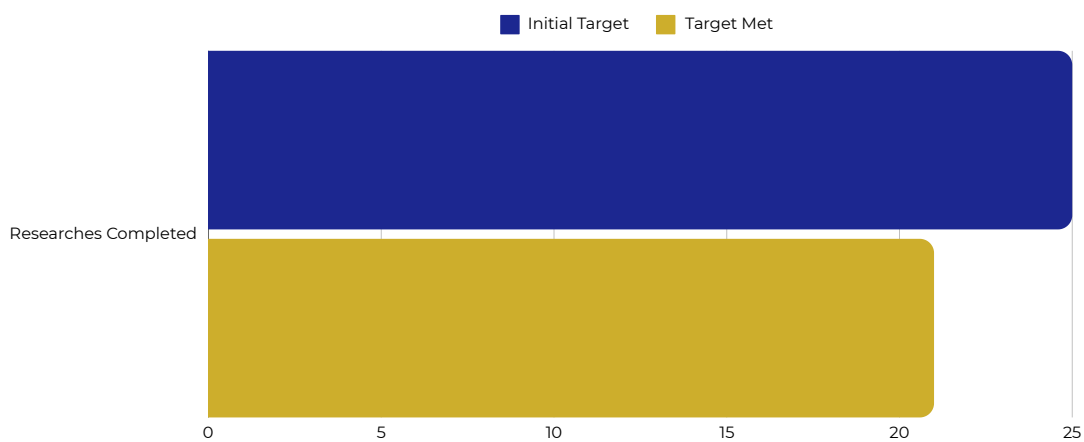


Figure 3: Number of Research/Studies Undertaken/Completed

SO4: Ensured Delivery of Relevant High-Quality Training, Education, Consultancy and Research Services

Performance Measure 10: Level of Satisfied Customers

The DAP has implemented the Anti-Red Tape Authority's prescribed harmonized client satisfaction measurement (CSM) to assess the satisfaction level of its clients. This ensures ongoing improvement and compliance with RA 11032 "Ease of Doing Business and Efficient Government Service Delivery Act of 2018" and Anti-Red Tape Authority (ARTA) Memorandum Circular (MC) 2022-05, "Guidelines on the implementation of the harmonized CSM."

The DAPs internal and external services included in its Citizen's Charter were rated using ARTA's CSM guidelines and tool. It utilized the Kobo Toolbox, a free online survey administration application, and Microsoft PowerBI to develop dynamic visualization of CSM data. Surpassing the target of 85 percent, the overall client satisfaction measure reached 96 percent, with a total of 3,418 responses.

SO5: Broadened Network and Linkages with Local and Foreign (Public or Private) Institutions

Performance Measure 11: Percentage of Active Partnership with Institutions

In 2023, the DAP had 72 partners, achieving its target of 100 percent. Among them, 50 are newly established partnerships with a national productivity organization, a cooperative, and a microfinance group as well as with various local and foreign public and private institutions, including NGAs, Government-Owned and Controlled Corporation (GOCCs), LGUs, SUCs, academic institutions, think tanks, private corporations, and industry associations.

The DAP also maintained its partnership with 22 organizations/institutions through the renewal of partnership agreements.

Notably, it renewed its partnership with the Lee Kuan Yew School of Public Policy, a partner since 2017.

Additionally, the agreement with the National Graduate Institute for Policy Studies (GRIPS) was renewed from 2022 to 2025.

The collaboration between DAP and GRIPS has yielded several invaluable projects for legislators and public sector leaders, including workshops and programs on phonetic leadership, innovative governance, public policy development, and co-creation.

Performance Measure 12: International Projects/ Hostings Implemented

The DAP, as the National Productivity Organization of the Philippines, hosted 15 international projects for the Asian Productivity Organization.

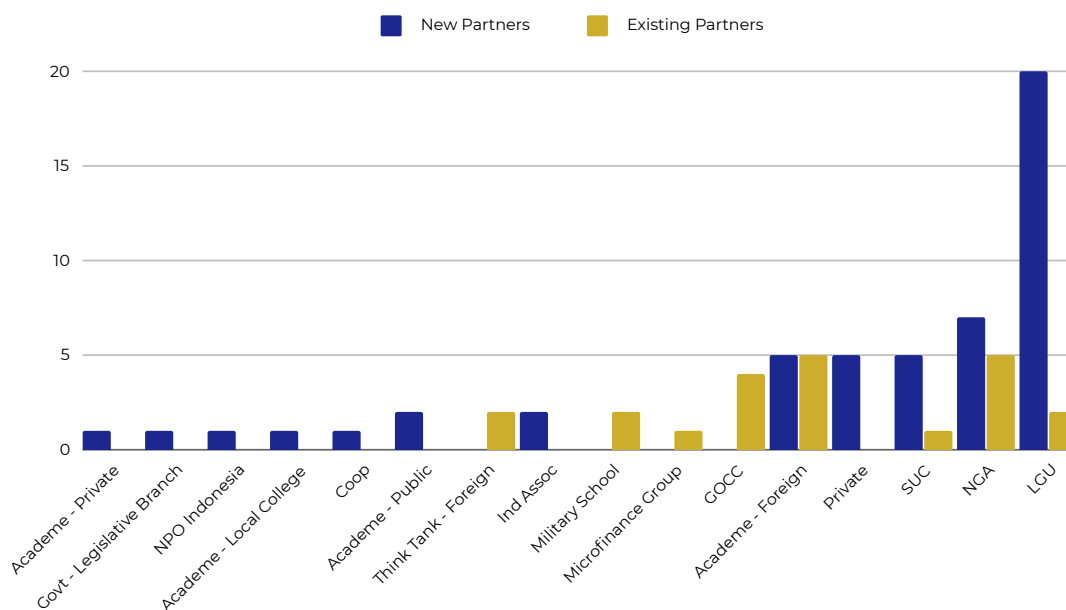


Figure 4: Percentage of Active Partnership with Institutions

SO6: Sustained Financial Viability

Performance Measure 13: Gross Revenue (in million pesos)

The DAP achieved a total revenue of PhP 933.7 million, marking a growth rate of 22.4 percent from the previous year. Its primary revenue sources include regular projects/programs and public offerings, mandated programs of the National Government, utilization of DAP Tagaytay and Pasig Facilities, and other income streams.

Performance Measure 14: Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)

The Earnings Before Interest, Taxes, Depreciation and Amortization amounted to PhP 158.4 million, with a growth rate of 23.1 percent.

Performance Measure 15: Budget Utilization Rate for major government programs from NGA

The DAP achieved a Budget Utilization Rate of 90 percent by disbursing PhP 508 million of its appropriated PhP 681.9 million for the year.



SO7: Achieved Operational Efficiency and Effectiveness

Performance Measure 16: On-time Delivery Rate

In compliance with "cash-based budgeting," the DAP committed to achieving on-time delivery rate for all projects contracted and implemented in 2023 which entailed completing projects within the agreed-upon project duration. By the end of 2023, the Academy implemented a total of 206 projects and completed 193 of them resulting in an on-time delivery rate of 97.3 percent.

Performance Measure 17: Quality Management System (QMS) Conformance Rate

The DAP maintained the efficiency and effectiveness of its operations and processes by adopting global quality standards. After the surveillance audit of its Quality Management System in 2023, the certifying body recommended the continuation of the DAP's ISO certification. Overall, the DAP is compliant with the oversight requirements.

SO8: Expanded and Maintained Pool of High Performing Talents

Performance Measure 19: Organizational Climate/Employee Morale Index

In pursuit of business excellence and organizational balance, the DAP consistently conducts the Organizational Climate Morale Survey and actively monitors the results. This ensures ongoing improvement in internal policies, programs, processes, benefits, and relationships between and among offices.

Performance Measure 18: Number of e-Government Initiatives Developed/Implemented

To enhance the efficiency of its processes and service delivery during the pandemic, the DAP has developed the electronic bidding system.

It is a transparent and efficient online facility for electronic bidding, which can be utilized by the Bids and Awards Committee (BAC), Technical Working Group (TWG), BAC Secretariat, bidders/suppliers, and the public during the conduct of competitive bidding. It was developed pursuant to Section 8 of RA 9184 in relation to Section 8.2.4.3. Rule III of the IRR. The Bidding Document Management System (BiDMS) is utilized in all types of procurement, including goods, infrastructure projects, and consulting services. The BiDMS serves as the repository of BAC documents, specifically the bidding documents (eligibility, technical, and financial documents) submitted by the bidders/suppliers.



DAP's ISO 9001:2015 Certificate for the period 2023-2027 issued by TUV Nord.

Performance Measure 20: Percentage of Employees Meeting Required Competencies

The DAP, as a knowledge institution, prioritizes equipping its human resources with the necessary competencies for each position.

To achieve this, it adopted the Competency-Based Human Resource Management Framework in 2016.

In 2023, the DAP committed to providing continual relevant human resource interventions and reassessing the competencies of its 401 plantilla personnel.

The results showed that 97 percent (390) of plantilla personnel met the required competencies for their respective positions, surpassing the target of 90 percent. Ongoing interventions such as training, coaching, and mentoring are being implemented to further enhance competencies.

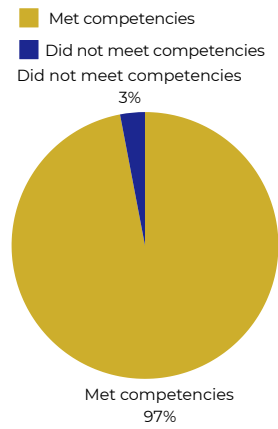


Figure 5: Percentage of Employees Meeting Required Competencies



DAP employees participate in Oral Presentation Skills Training at the DAP Conference Center-Tagaytay



DAP drivers attend the Drivers' Training at the Leonides S. Virata Hall

Projects by Product Type

In 2023, DAP completed a total of 132 projects consisting of 15 researches (11%), 23 education programs (17%), 46 trainings (35%), and 48 technical assistance (36%).

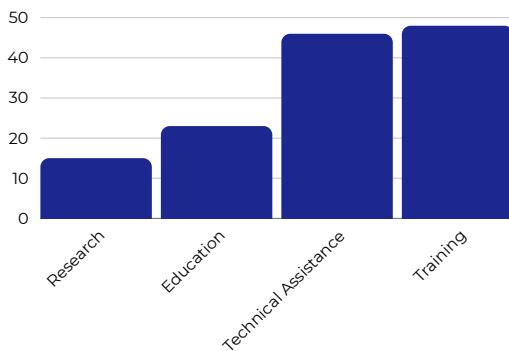


Figure 6. Projects by Product Type

Projects by Fund Source

Of the 132 completed projects, 45 percent or 59 were funded through the Government Appropriations Act while 55 percent or 73 were client-funded projects.

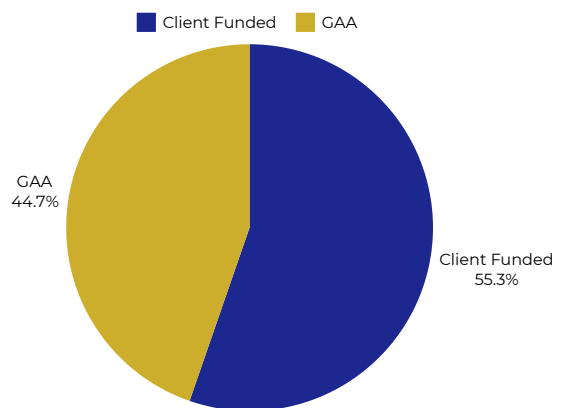


Figure 7. Projects by Fund Source

Projects by Client Classification

Client data shows that 24 of the completed projects were undertaken for national government agencies (NGAs), 17 were for attached agencies/bureaus, 12 each for offices under the Office of the President of the Philippines and LGUs, 10 were for GOCCs, and the remaining 17 were for SUCs and other schools, international organizations, and hospitals among others.

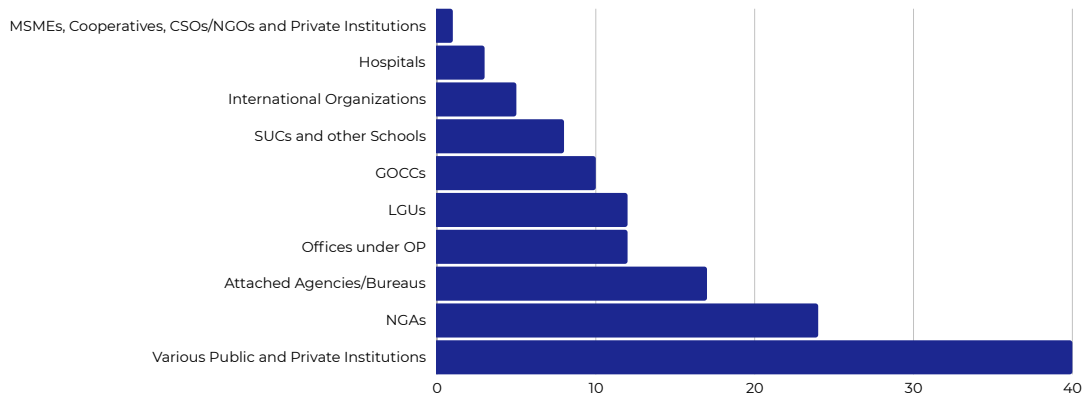


Figure 8: Projects by Client Classification

Client Engagement

132 completed projects in 2023 were availed only by 55 clients. Of this, 89 or 67 percent are repeat clients that availed more than one DAP product while 43 or 33 percent have availed only one DAP product so far within the same period.

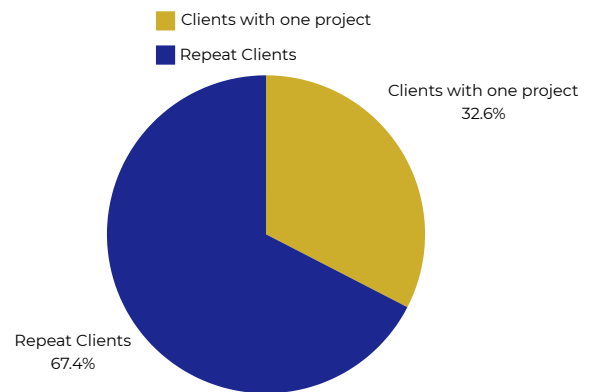


Figure 9: Client Engagement

On-time Delivery Rate

The On-time Delivery Rate for the 206 contracted projects in 2023 is detailed below.

Tables 1 and 2: Summary of Project On-time Delivery Rate

Project Status	Contracted	GAA Projects	Spill-Over	TOTAL
Completed	38	59	35	132
Spill-over	3	0	2	5
Extended	0	0	0	
Ongoing	32	16	13	61
Discontinued	5	1		8
Grand Total	78	76	52	206

SUMMARY	
Completed + Ongoing	193
Spill-over+ Discontinued+ Extended	13
TOTAL PROJECTS	206
ON-TIME DELIVERY RATE	93.7%

ACCOMPLISHMENT HIGHLIGHTS



PMDP honors the achievements of Middle Managers Class Batch 29 - Talaghay and Batch 30 - Sillag during the 27th Graduation Ceremony

In 2023, the DAP actively pursued its development mandate by implementing various programs and projects focused on good governance and productivity. The accomplishments of the GAA-funded projects are highlighted below.

Education and Training

Public Management and Development Program

In 2023, PMDP offered intensive learning opportunities for public managers through four main classes:

- Middle Managers Class (MMC)
- Senior Executives Class (SEC)
- Phronetic Leadership Class (PLC)

Local Government Executives and Managers Class

The program expanded its offerings with five SEC modules as shuttle courses for directors unable to commit to the full SEC program. Additionally, a two-day Seminar on Digital Governance for Government Executives was organized in collaboration with the Asian and Pacific Training Centre for Information and Communication Technology for Development - Economic and Social Commission for Asia and the Pacific (APCICT-ESCAP).



Senior Executives Class Batch 11 - GaBayAni performs their class song during the 26th PMDP Graduation Ceremony last 17 March 2023











SEC alumni and scholars participate in the a two-day Seminar on Digital Governance for Government Executives last November 2023







MMC Batch 28 alumnus Glenn D. Estrada's Capstone Project involves the use of Smart Agricultural Technologies for rice farmers which significantly improved their agricultural productivity

2023 marks the 12th year of the PMDP. As testament to its success, below are the Program's accomplishments for the year 2023:




-  **5** *Classes graduated (3 batches of MMC, 1 batch of SEC, and 1 batch of PLC)*
-  **151** *Scholars produced (total of 5 batches)*
-  **19** *Directors availed the SEC shuttle courses*
-  **67** *SEC alumni and scholars participated in the Seminar on Digital Governance for Government Executives*
-  **63** *Scholars completed the residential training (47 MMC batch 31 scholars and 16 SEC batch 12 scholars)*
-  **45** *MMC batch 32 scholars completed 10 out of 12 modules*
-  **17** *Regions and 88 agencies reached*
-  **7** *LGUs and 2 foreign agencies engaged*

Due to the rigor of the MMC and SEC, the DAP confers academic equivalency for milestone achievements in a ladder scheme.

Below are the number of graduates granted with equivalencies:

-  **90** *Graduates conferred with the Master in Development Management*
-  **33** *Graduates (18 MMC graduates and 15 SEC graduates) awarded with the Graduate Diploma in Development Management*
-  **14** *MMC scholars given the Certificate of Completion of the Residential Training*
-  **3** *SEC scholars received the Certificate of Completion of the PMDP Modules*

The final requirement of the MMC is a Capstone Project, the SEC a Capstone Paper, and the PLC a Co-creation Project responding to critical concerns in the scholar's agency or sector. Below are the Program's accomplishments for the year 2023 in relation to these requirements:

-  **90** *Capstone Projects implemented by MMC scholars*
-  **34** *Capstone Papers by SEC scholars endorsed to their agencies*
-  **1** *Co-creation Project pilot tested by the PLC scholars.*



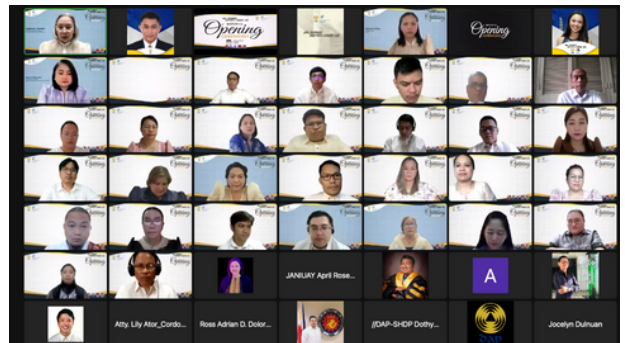
PMDP mounts its 26th Graduation Ceremony for Middle Managers Class Batch 28 - Hiraya and Senior Executives Class Batch 11 - GaBayAni



LGEMC scholars attend one of their onsite training sessions



Middle Managers Class Batch 31 pose for a photo during their Opening Ceremony at the DAP Conference Center in Tagaytay



Senior Vice President for Programs Magdalena Mendoza delivers her Welcome Remarks in the online Opening Ceremony of LGEMC Batch 11

Capability Building on Innovative Leadership for Legislative Staff

The Capability Building on Innovative Leadership for Legislative Staff program empowers legislative staff with essential skills aligned with the Philippine Development Plan's objectives. It is implemented in three tracks – Emerging Leaders, Middle Managers, and Senior Leaders.

CBILLS offers comprehensive training through local and international components. In 2023, 141 legislative staff and officers were trained.



DAP officers and CBILLS participants meet with the German Bundestag Administration on June 5-9 in Berlin, Germany

Adaptive Governance and Innovation for Local Executives Program

The Adaptive Governance and Innovation for Local Executives program equips local executives with essential skills to address challenges, focusing on financial administration, disaster preparedness, and social protection.

In 2023, a total of 897 officials and staff from 329 LGUs participated in webinars and shuttle courses.



Participants of the AGILE program visit the Quezon City LGU and pose for a photo with Mayor Joy G. Belmonte during the Course on Strengthening Local Support for Sustainable MSME Development at the Quezon City Hall

Capability Development Program on Environmental Governance and Management

The Environmental Governance and Management (EGovM) program aims to develop environmental champions and stewards in LGUs.

In 2023, 48 scholars were trained, proposing 38 Change Initiatives addressing local environmental issues like Solid Waste Management and Flood Risk Management. Seven projects have been implemented, with LGUs allocating PHP 16.1 million for funding.



The first batch (Pagsibol) of the EnvigM scholars during their graduation ceremony at the DAP Conference Center in Tagaytay City on December 7, 2023

Academic Programs

The GSPDM graduated 75 student-officers from the Master in Public Management major in Development and Security program and 11 candidates graduated from the inaugural online batch of the Master in Public Management major in Health Systems and Development program.

Successful Futures Thinking Courses were also conducted, with 40 middle managers completing the Certificate Course and 59 completing Executive Courses, highlighting the GSPDM's commitment to advanced management education.



75

Student-officers graduated from the Master in Public Management major in Development and Security program



40

Middle managers completed the Certificate Course on Futures Thinking



59

Middle managers completed the Executive Courses on Futures Thinking



GSPDM conducts Opening Ceremony of the Executive Course on Foresight and Futures Thinking for Bulacan Agricultural State College.



GSPDM holds Graduation Ceremony of the 21st batch of Master in Public Management, major in Development and Security at the AFPCOC, Camp Aguinaldo.

Foresight and Anticipatory Governance Program

In 2023, the Foresight and Anticipatory Governance program focused on navigating global complexities through collaborative knowledge creation.

Achievements included training participants in future-oriented thinking, capacitating organizations in foresight methodologies, and conducting technical assistance activities.

These efforts aimed to promote proactive governance and strategic planning amidst uncertain environments, highlighting the program's commitment to equipping individuals and organizations with the tools to navigate modern challenges effectively.



70

Participants completed the Introduction to Foresight and Anticipatory Governance course



156

Individuals received training on Futures Thinking and Foresight



5

Organizations were empowered with Futures Thinking tools

SPARTA- Massive Open Online Courses on Data Science and Analytics

Established in 2020, SPARTA or Smarter Philippines through Data Analytics, R&D, Training and Adoption has played a pivotal role in meeting the demand for data science and analytics (DSA) professionals, advancing smart governance, and strengthening the DSA industry in the Philippines.

In 2023, SPARTA achieved noteworthy milestones:



Produced 822 graduates, a 60.5 percent increase from the previous year

Launched a new micro specialization in Public Policy and Governance



Hosted the 2nd Philippine Conference on Data Analytics

Expanded collaborations with four new organizations, totaling 42 partnerships



Provided face-to-face training for 200 teachers and senior high school students in basic data visualization and MS Excel



SPARTA Project Manager Donna Pamella Gonzales (second from left) monitors the output of teachers during the project's first-ever on-site training in Antique National School



Capstone presenters receive their certificates and tokens during the 2nd Philippine Conference on Data Analytics held by Project SPARTA at the FEU Tech Innovation Center

Research and Technical Assistance

Harmonization of the National Government Performance Monitoring, Information, and Reporting System

The Administrative Order No. 25 (AO25) Secretariat coordinates the Results-Based Performance Management System, fostering accountability and transparency across government agencies.

The AO25 Inter-Agency Task Force, with DAP as its Secretariat, is committed to enhancing public service through accountability and effective governance.

The RBPMS supersedes previous performance management systems, impacting various sectors and society as a whole.

Under Executive Order No. 80, the Performance-Based Incentive System promotes a culture of performance in the government.

In 2023, the program benefited 18 agencies, providing relevant knowledge products and research results. One research result titled "Cultivating a Citizen-Centric Public Service Delivery through Client Engagement: Philippine Experience" and the Report on the State of Digital Transformation of Philippine National Government Agencies were adopted.



AO25 Secretariat team meets with DBM Secretary Amenah F. Pangandaman at the DBM Central Office



AO25 Technical Working Group convenes with DBM and ARTA representatives at the DBM Central Office

Center of Excellence on Public Sector Productivity

The Philippines serves as the designated APO Center of Excellence on Public Sector Productivity, with the DAP at the helm, driving transformative change across the region.

The COE-PSP comprises five components: PSP Knowledge Center, Capability Development Program, PSP Innovation Laboratory, PSP Research Program, and Advocacy and Promotions.

In 2023, it trained 163 specialists, assisted numerous agencies, conceptualized projects, completed research, and disseminated knowledge products, contributing to productivity improvement.



Participants of COE-PSP's Community of Practice on Public Sector Productivity engage in an insightful discussion



Participants test their prototypes with their colleagues at Developing Citizen-Centered Public Services Batch 2

Modernizing Government Regulations Program

The Modernizing Government Regulations (MGR) Program aims to enhance the ease of doing business in the Philippines. It comprises Program Management, Regulatory Review, Capability Building, and Advocacy and Public Consultation components.

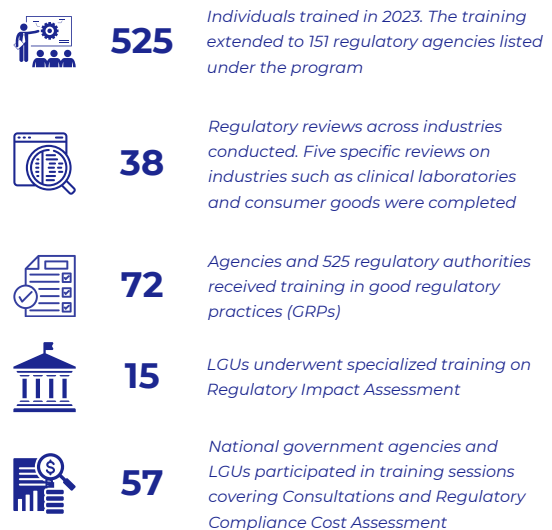
As a member of the Inter-Agency Committee on Good Governance, the DAP actively participated in formulating the PDP 2023-2028, particularly Chapter 14:

Promote Competition and Improve Regulatory Efficiency. Additionally, the MGR Program contributed indicators for the accompanying results matrix.

In 2023, the program trained 525 individuals, conducted regulatory reviews, provided capacity development, and facilitated training sessions for government agencies and LGUs.



DAP conducts an Orientation on the Finalized Guidelines on Risk Impact Assessment for the Food and Drug Administration (FDA) as the culminating activity of the project aimed to produce an RIA manual for the FDA



Government Quality Management Program

The Government Quality Management Program fosters excellence and consistency in public sector performance. It is comprised of four key components: Quality Management Systems Enhancement, Quality Measurement and Standardization, Service Quality Improvement, and Recognition and Promotion. Aligned with the Philippine Development Plan 2023-2028, it supports agencies in developing QMS and enhancing citizen satisfaction.

Notable achievements in 2023 include improved satisfaction scores, increased ISO 9001 certification, and participation in Government Best Practice Recognition.

In 2023, notable accomplishments include:

- Citizen and Business Satisfaction Surveys: Biennial surveys such as the Business Satisfaction Surveys (BizSat) and Citizen Satisfaction Surveys (CitSat) gauge satisfaction levels and inform service improvements.

Despite challenges during the pandemic, both CitSat and BizSat scores demonstrated improvements, indicating a commitment to service quality.

- Impact of ISO 9001 Certification: 72 percent of directed agencies have attained ISO 9001:2015 certification, reflecting a widespread commitment to quality standards.

Assessments conducted in 2020 and 2021 confirmed the tangible benefits of QMS in enhancing public service delivery.

- Government Best Practice Recognition: The increasing participation of agencies in GBPR highlights a dedication to excellence. While there have been fluctuations in the number of agencies and best practices recognized over the years, the overall trend demonstrates a commitment to continual improvement.

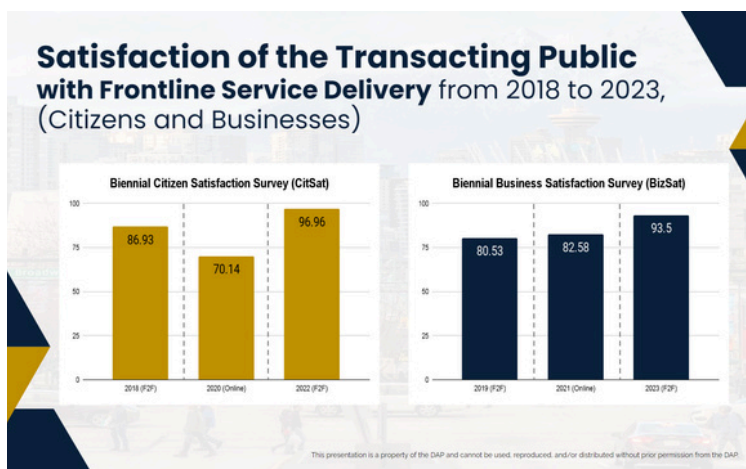


Figure 10: CitSat and BizSat Survey Results from 2018 to 2023



Figure 11: GBPR Recipients from 2015 to 2023

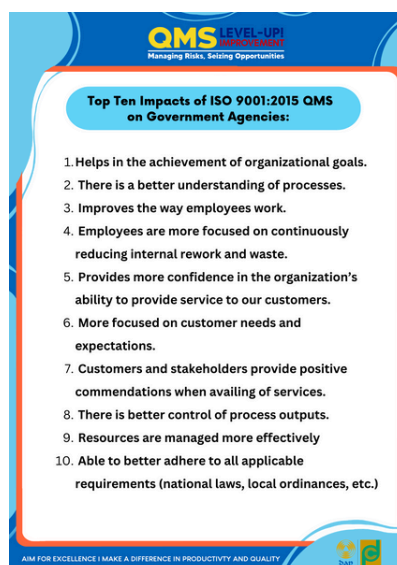


Figure 12: Top Ten Impacts of ISO 9001:2015 QMS on Government Agencies

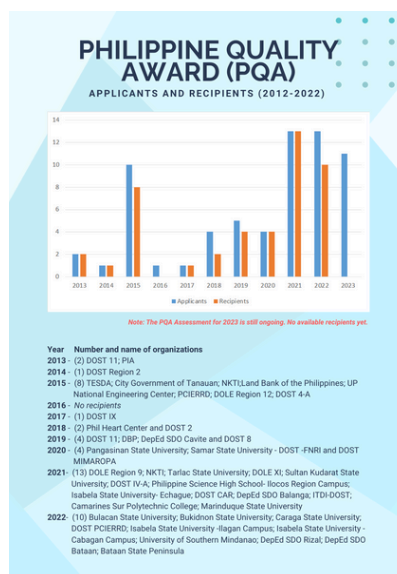


Figure 13: PQA Applicants and Recipients from 2012 to 2022

Graduate School Research Program

In 2023, the GSPDM conducted research on Sustainable Development Goals and Futures Thinking, producing valuable knowledge products. These include Policy Briefs, Policy Foresight Papers, and a Compendium of Research Studies, contributing to evidence-based policymaking and strategic planning.



GSPDM Dean, Dr. Lizan Perante-Calina (second from right), with the presenters, moderators and reactors of the 2023 Research Colloquium on Sustainable Development Goals and Futures Thinking held on December 11, 2023

In 2023, the Graduate School of Public Development and Management (GSPDM) embarked on two key research initiatives:

RESEARCH ON SDGS AND FUTURES THINKING



15 Full paper research projects grounded in Futures Thinking, underscoring the DAP's commitment to advancing cutting-edge insights in the global discourse on sustainable development

KNOWLEDGE PRODUCTS PUBLICATION



11 Policy Briefs, and 12 Policy Foresight Papers; outputs of the Certificate Course on Foresight and Futures Thinking and the Executive Course on Leadership, Innovation, Communication, and Knowledge Management, respectively.



The Compendium of Research Studies 2020 comprises detailed research papers on achieving the SDGs contributed by research fellows, providing valuable insights for policymakers and stakeholders.

Smart and Creative Communities Program

The Smart and Creative Communities Program fosters smart, creative, and sustainable communities across the Philippines.

In 2023, the program achieved the following:

- **Smart City Assessments:** conducted technical assessments and roadmap development in five cities and municipalities in Bulacan.
- **Minimum Viable Solutions:** Organized solutions Ideation Activities leading to innovations like weConnect mobile application for accessing city services, CommuniTask for connecting individuals with job opportunities, and the 'Di Ka Na MaloLost App' for commuter issues.
- **Design Thinking Solutions:** Developed apps such as IRepubliKA for citizen engagement, Malolosog for healthcare, and Produktibong Malolos for local product sales. Other solutions addressed traffic management, community engagement, and river rehabilitation.
- **Partnerships:** Established 10 new partnerships to promote smarter and more sustainable communities nationwide.



CSF conducts START Hackathon 2023 to help solve the priority challenges of the City of Malolos in Bulacan.



CSF conducts Smart City Roadmapping Activity for Malolos City LGU

Center of Excellence for Data Science and Analytics

The CEDSA supports evidence-based policymaking by providing top-tier data science and analytics services to the government. Notable accomplishments in 2023 include:

- Data platform development: Created one data platform with complete features: Search, Discover, Explore, and Compute, and completed one Minimum Viable Product (MVP) for a data platform.
- Data Observatory Philippines (DOPh): Completed phase one of the DOPh MVP; and conducted User Acceptance Testing (UAT) with technical specialists and officials and held exploratory meetings with prospective government partners for data sharing.



Target end-users from different government agencies attend the Data Observatory Philippines MVP Phase 1 User Acceptance Testing at the DAP Idea Generation Hub



Data scientist Jude Michael Teves facilitates the workshop, "Introduction to Data Visualization and Storytelling with MS Power BI" during the DAP Clients Day and Recognition Ceremony

National Productivity Organization Programs and Projects



The APO/DAP Secretariat acts as the central hub for all APO-related projects and activities, supporting the DAP's role as the National Productivity Organization.

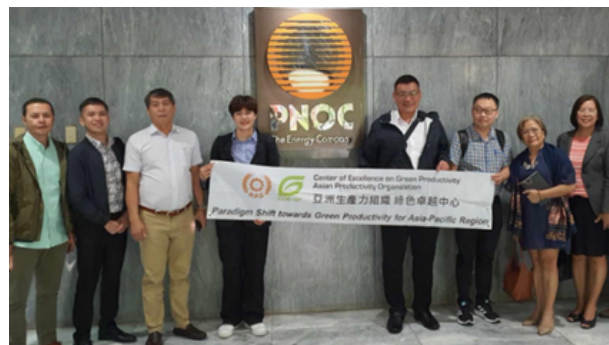
It coordinates with the APO Secretariat (Tokyo), NPOs of other APO member countries, and international organizations collaborating with the APO, including APO grantees.

International Project Hostings

The Secretariat successfully oversaw 15 APO project hostings, benefiting 5,751 local participants. Projects covered various areas such as Agriculture Transformation, Public-sector Productivity, and Industry/Service Sector Productivity, with a significant portion conducted virtually.



Select DAP personnel participate in the Training Course on the Design, Development, and Implementation of Competency Framework for Regulators



The China Productivity Center conducts a study mission in the Philippines on July 10 to 14, 2023

Table 3: List of APO projects in 2023

PROJECT TITLE	DURATION/MODE	NUMBER OF PARTICIPANTS
Development of Public-sector Productivity Specialists	10–14 July 2023 Virtual Session	38
Development of Public-sector Productivity Specialists,	6–17 November 2023 Face-to-Face	21
Technical Expert Services (TES) on Training Course on Design, Development, and Implementation of Competency Framework for Regulators	27–31 March 2023 Hybrid Session	20 (Training) 57 (Orientation)
TES on E-learning Module on Blue Ocean Strategy and Blue Ocean Leadership for the Philippine Congress	3-7 July 2023 Virtual Session	17
TES on 2023 Public Sector HR Symposium-Civil Service Institute	26-27 September 2023 Hybrid Session	4,676
TES on Public Service Value Chain	23 October- 1 December 2023 Hybrid Session	35
Workshop on Smart Transformation for Agribusiness Enterprises	8-12 May 2023 Face-to-Face Modality	22
Workshop on Green Innovation	4-6 October 2023 Virtual Session	23
Training Course on Design and Evaluation of Innovation Policies	23-27 October 2023 Face-to-Face	25
Individual-Country Observational Study Mission (I-OSM) of China Productivity Center to the Philippines on Driving Energy Efficiency and Transition towards a Net Zero Future	4-6 October 2023 Face-to-Face	3
APO-Asian Development Bank Institute (ADBI) Small and Medium Enterprises (SMEs) Survey Wave	January-December 2023 Virtual Session	22
I-OSM of Department of Science and Technology (DOST) to Vietnam on Innovation Management	7-11 August 2023 Face-to-Face	8
I-OSM of China Productivity Center to the Philippines on Driving Circular Economy Collaboration for a Better Environment	13-17 November 2023 Face-to-Face	
SNP on Capability Building on Innovation Management Principles and Survey Administration	28-30 November 2023 Hybrid Session	50
APO Vision 2025 Outreach Program	October–December 2023	

Scholarships

Facilitated participation of 279 Filipino professionals in 63 digital multi-country projects. Participants included 221 from the public sector and 58 from the private sector, with 107 males and 172 females. Geographically, 214 were from Luzon, 28 from Visayas, and 37 from Mindanao.

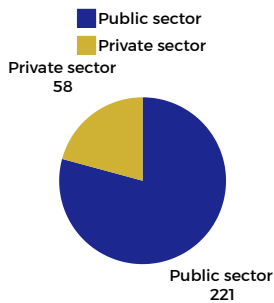


Figure 14: APO training participants from public and private sectors

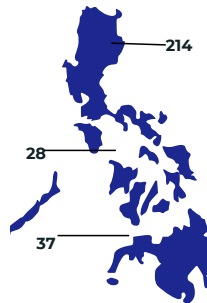


Figure 15: APO training participants from different parts of the Philippines

Digital Learning Courses

Disseminated and promoted 13 new APO digital courses, with 1,555 out of 2,464 enrolled Filipino participants completing the courses. Sex-disaggregated data showed 918 males and 1,546 females enrolled, with 570 males and 985 females completing the courses.

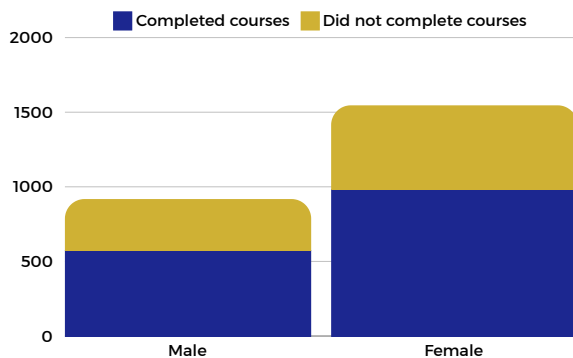


Figure 16: APO Digital Learning Course Participants

Ministerial Meetings:

Facilitated attendance of the NPO directorate in three ministerial meetings:



DAP President and CEO, Atty. Engelbert C. Caronan, Jr., participates at the 64th Meeting of Heads of NPOs in Ankara, Turkey in October 2023

Deputation of Local Experts

Coordinated the deputation of seven local experts to various APO projects, covering diverse topics such as productivity databook, global supply chains, and public sector performance management.

APO Productivity Databook and Database:

Vivian R. Ilarina, Assistant National Statistician at the Philippine Statistics Authority, served as the national expert.

Research on New Dynamics of Global Supply Chains:

Niels Ian C. Badillo, a supply chain consultant at the Business for Sustainable Development, represented the Philippines as a national expert.

Research on Premature Deindustrialization:

Dr. Peter L. U, Dean of the School of Economics at the University of Asia and the Pacific, as the national expert for the Philippines.

Needs and Readiness Assessment Survey for Implementing Climate Change Mitigation and Adaptation Technologies in Agriculture:

Dr. Eduardo Jimmy P. Quilang, Chief Science Research Specialist at the Philippine Rice Research Institute, served as the national expert for the Philippines.

Research on Agile Working Styles for Productivity:

Engr. Rodel M. Ancot, technical hub specialist at the Philippine Society for Quality, Inc., represented the Philippines as the national expert.

Research on Emerging Trends in APO Members:

Dr. Ian Jester M. De Vera, University extension specialist at the UP Institute for Small-scale Industries, served as the Philippines' national expert.

Research on Public Sector Performance Management:

Magdalena L. Mendoza, Senior Vice President at the DAP, represented the Philippines as a national expert.



DAP Senior Vice President Magdalena Mendoza, acting as NPO Director for the Philippines (standing, second from left) and APO Liaison Officer Armand Tristan Suratos attend the 65th Session of the APO Governing Body Meeting in Ulaanbaatar, Mongolia on May 24-26, 2023

Partnerships

In 2023, the DAP maintained 72 active partnerships, showcasing significant progress in collaborative efforts. Notably, the DAP expanded its reach internationally, forging meaningful connections with esteemed academic institutions such as the Chiang Mai University School of Public Policy in Thailand, the prestigious Hertie School in Berlin, Germany, and Universiti Malaya's International Institute of Public Policy and Management in Kuala Lumpur, Malaysia. These partnerships reflect a commitment to global knowledge exchange and the establishment of networks primed for international cooperation.

The collaboration with The Hertie School in Berlin provides a dynamic platform for expertise sharing and network cultivation essential for international collaborations. Similarly, the partnership with Chiang Mai University School of Public Policy fosters closer ties and facilitates mutual cooperation in shared interest areas, strengthening institutional bonds. Moreover, the alliance with Universiti Malaya's International Institute of Public Policy underscores the DAP's dedication to exploring international perspectives on evidence-based policymaking and leadership. This partnership serves as a channel for enhancing knowledge on emerging trends and necessary competencies for public sector leaders.

Renewing its partnership with the Korea Development Institute School of Public Policy and Management, the DAP continues to promote collaboration to enrich both institutions' intellectual environments and facilitate exchange opportunities.

Domestically, the DAP established pivotal partnerships with key government agencies like the Department of Science and Technology, the Department of the Interior and Local Government, and the Department of Information and Communications Technology (DICT). These alliances aim to create a robust collaboration framework, particularly in advancing smart and sustainable community development nationwide. Furthermore, the DAP's commitment to education and skills development was evident through the DAP sa Mindanao program. In 2023, 3,000 learners graduated from the Alternative Learning System-Education and Skills Training (ALS-EST) across various regions of Mindanao.



DAP President and CEO, Atty. Engelbert C. Caronan, Jr., (third from left), Vice President Imelda Caluen (second from right), and DAP officers meet with Dr. Warathida Chaiyapa (third from right) of the Chiang Mai University.



Catarman LGU officials and ALS-EST learners attend the program's graduation ceremony

Partnering with Lenovo Philippines, DFNN, Inc., Ideacorp, Inc., Mindanao State University Tawi Tawi College of Technology and Oceanography, Mindanao State University Maguindanao, Intelimina Systems, Inc., and KalsIPan, the DAP contributed to the Digital Transformation of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) Education Project. Lenovo Philippines donated laptops, while DFNN, Inc., and Ideacorp, Inc., provided Starlink devices.

These partnerships reflect the DAP's steadfast commitment to fostering innovation, collaboration, and knowledge exchange, both domestically and internationally.

As governance landscapes evolve, these alliances serve as pillars of strength, empowering leaders to navigate complexities and drive positive change.



DAP President and CEO, Atty. Engelbert Caronan, Jr. (fourth from left) during the MOU signing between DAP and partners for the Digital Transformation of the BARMM Education Project

Awards and Recognitions

In 2023, the DAP received significant recognition for its dedication to addressing development challenges.

Key accolades include:

- *Department of Science and Technology Region IV:* named DAP as a Partner Agency for contributions to advancing Science and Technology initiatives in the Cavite, Laguna, Batangas, Rizal, and Quezon (CALABARZON) region
- *Cavite Water and Wastewater Laboratory:* commended DAP for an 18-year partnership with the DOST-PSTO Cavite
- *Presidential Communications Office-Freedom of Information Program Management Office:* received a Certificate of Recognition for championing access to information
- *Department of Interior and Local Government (DILG)-Local Government Academy:* awarded DAP the Capability Development (CapDev) Accelerator Award in Local Governance for the third consecutive year, honoring contributions to accelerating local governance excellence

These recognitions highlight the DAP's commitment to empowering individuals and stakeholders and inspire its ongoing mission to foster innovation and transformative change.



GSPDM Dean, Dr. Lizan Perante-Calina (middle), receives the CapDev Accelerator Award in Local Governance from the DILG-Local Government Academy.

Human Capital Development

In December 2023, the DAP had 701 employees: 403 plantilla and 298 non-plantilla. During this year, 59 new hires and 27 promotions were made.

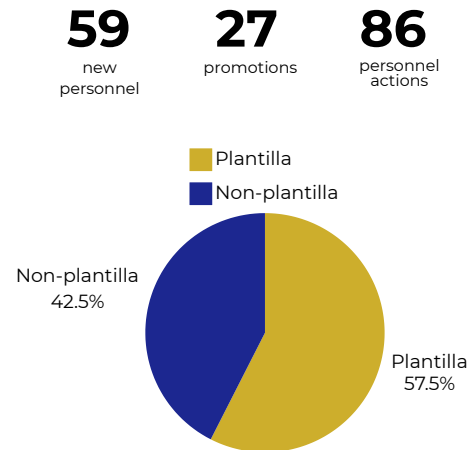


Figure 17: Plantilla and Non-Plantilla employees in 2023

Employees received compensation per Salary Standardization Law 5-Tranche 4 rates and mandatory benefits, including RT-PCR test reimbursement, vitamin C tablets, flu and pneumonia vaccinations, and wellness activities. The DAP regularly remitted mandatory contributions to Government Service Insurance System (GSIS), PhilHealth, PagIBIG, Bureau of Internal Revenue (BIR), and SSS. Performance-based bonuses for CY 2020 and 2021, and service charges for 2020 to 2022 were also disbursed.

The DAP monitored skill disruptions and overall performance, noting a slight increase in training programs from 116 to 135 in 2023, with participant numbers rising from 1676 to 2130.

Both face-to-face and hybrid training options resumed. Various orientation programs and workshops were conducted on HR, ISO 9001:2015, project management, and more. The Annual Team Development Clinic was notably the most participated Learning and Development intervention.

The DAP also conducted various orientation programs and workshops tailored to the needs of plantilla and non-plantilla personnel, focusing on areas such as HR, ISO 9001:2015 Quality Management System, project management, oral presentation skills, facilitation skills, diplomatic protocols, and more.



Participants to the Diplomatic Protocols and Etiquette training from different Academy centers and officers pose for a photo opportunity with HRD Chief Marietta Umbay (first row, left) and resource speaker, Karen Ostrea (first row, fifth from right)

Additionally, specialized programs were introduced to meet compliance requirements, address training gaps, and align with organizational demands, covering topics such as gender and development, procurement laws, administrative justice, data analytics, research, technical writing, and traffic laws.

The comprehensive approach to human capital management reflects the DAP's commitment to employee well-being, professional development, and meeting the evolving needs of the organization and its workforce. Notably, the Annual Team Development Clinic stands out as the most participated Learning and Development intervention, providing personnel with an opportunity to unwind, recharge, and interact in a safe and purposeful environment.



Participants to the Professional Image Development Workshop strike a pose with resource speaker, Karen Ostrea (center).



DAP employees participate in an Internal Quality Auditors Training to develop a deep understanding of the requirements of ISO 9001:2015



DAP Vice President Alan S. Cajes (center) and DAP Department Manager Richa S. Tibo present the certificate and token of appreciation to Atty. Ruth Eunice Mina-Diamante, division chief of the Civil Service Commission (CSC) Office of Legal Affairs who served as resource person at the Seminar Workshop on Administrative Justice.

Facilities Improvement and Sustainability Efforts

Construction of the New Training Building in Tagaytay

The construction of a 14-storey New Training Building at the DAP Conference Center in Tagaytay aims to enhance DAP's training capacity for government officials. The initial contract was terminated in 2022 due to the contractor's default, achieving only 17.63 percent completion. Afterward, a comprehensive technical review was conducted to prepare for re-bidding, following the revised IRR of Republic Act 9184.

Revisions to physical targets are in progress, and re-bidding was planned for 2023 but deferred pending legal consultation and approvals from the Office of the Government Corporate Counsel, NEDA, and the Governance Commission for GOCCs (GCG). The DAP is also exploring funding options with the PPP Center and the GSIS due to concerns about the validity of GAA budgets for the project.

The NTB Project Team met with the PPP Center to develop a project management framework and sought clarification from DBM on previous funding validity.

A consultation with GSIS is scheduled for January 2024 to explore funding options to complete the NTB construction.



Architectural perspective of the New Training Building.

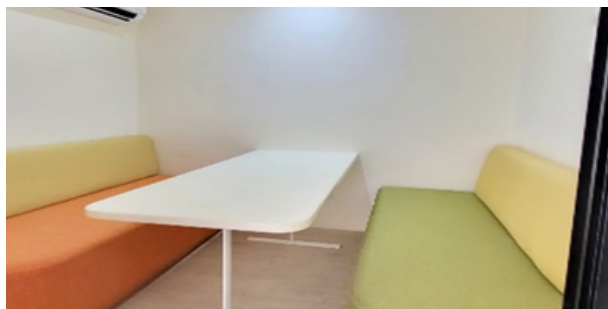
DAP Idea Generation Hub

The DAP completed Phase 1 of the Idea Generation Hub (IGH) project, including detailed design, automated access installation, and construction of two interiors.

Phase 2 was awarded in December 2023, with contract review and issuance expected by January 2024. Preparations for Phase 3 (IT/AV equipment installation) and Phase 4 (landscape enhancements) are underway, with bidding documents to be finalized this year. The IGH Project aims to be completed by the end of 2025.



Multimedia room of the Idea Generation Hub.



Private Nook of the Idea Generation Hub.



Reception lobby of the Idea Generation Hub

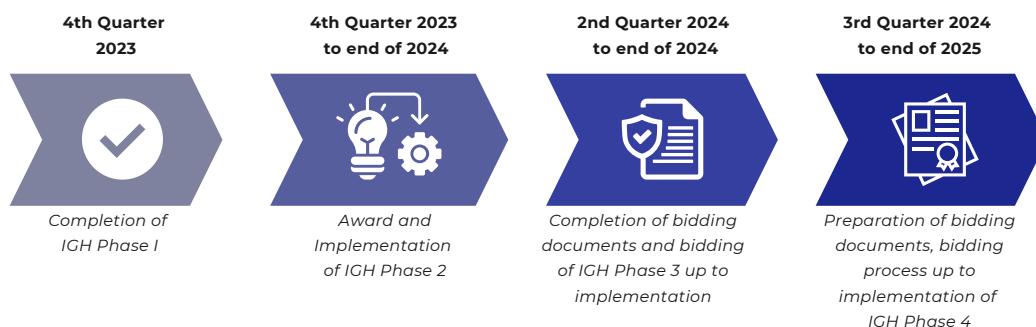


Figure 18. Projected timeline of IGH completion

Improvement of DAP Conference Center Training Facilities

The Improvement of the DAP Conference Center Training Facilities project, funded by the FY2020 General Appropriations Act, aims to enhance the DAP's training and conference facilities. It plans to convert one-storey Cottages 7 and 8 into two-storey executive villas, promoting learning and innovation.

Despite COVID-19 delays, progress includes approving the contractor's mobilization fee, site transfer, and project management orders. Challenges remain in preserving the heritage of the cottages within budget, leading to possible contract termination for convenience.

Future milestones include completing bidding by May 2024, starting pre-implementation in mid-2024, beginning construction in early 2025, and finishing by mid-2025.



One of the villas of the DAP Conference Center



Facade of the DAP Conference Center



One of the cottages of the DAP Conference Center

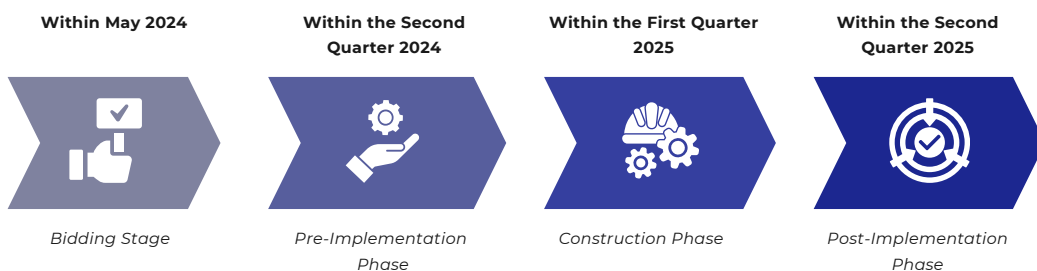


Figure 19. Milestones for the improvement of the DAPCC facilities

Gender and Development

In 2023, the DAP Gender and Development Technical Working Group (GAD TWG) revitalized its committee and enhanced program implementation. Through capacity-building programs and advocacy initiatives, the GAD TWG equipped DAP officials and employees with crucial GAD knowledge and skills.

Key activities included training on technology for gender equality, Women’s Month events, gender mainstreaming, sexual harassment prevention, gender analysis, and strategic communications, with 107 female and 94 male participants.

Informative materials were developed and shared during Women’s Month and the campaign to end violence against women. A GAD corner on the DAP intranet was established to support ongoing awareness.

The GAD TWG benchmarked best practices with institutions like the Bangko Sentral ng Pilipinas (BSP) and the COA, including visits and knowledge-sharing sessions. Committed to fostering a gender-responsive environment, the GAD TWG drives meaningful change within DAP and contributes to broader societal progress.

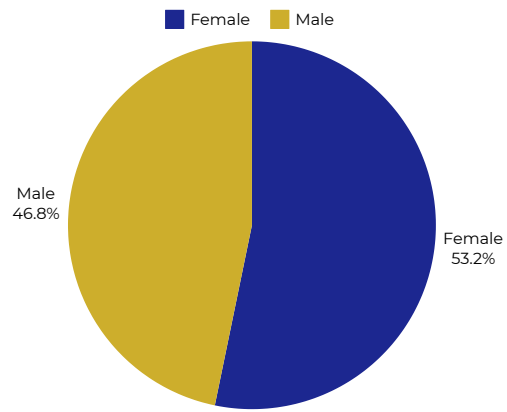


Figure 20. Breakdown of GAD participants based on sex.



Former DAPper and now COA Central Office’ Assistant Commissioner and Chairperson of GAD Technical Working Group, Atty. Fortunata M. Rubico (sixth from right) conducts the sharing of Good Practices of the COA at the DAP Pasig.



Ms. Alma Dela Cruz, Manager of the Health and Wellness Department of the BSP facilitates the presentation of BSP’s GAD initiatives and leads the physical tour of their lactation rooms for the DAP GAD team.



DAP employees participate in a three-hour melody and harmony for gender equality session titled “Musikahan Para sa Kababaihan.”



Ms. Edcelle Bimbo performs a song during the Musikahan Para sa Kababaihan program.

Digital Roadmap Execution Plan

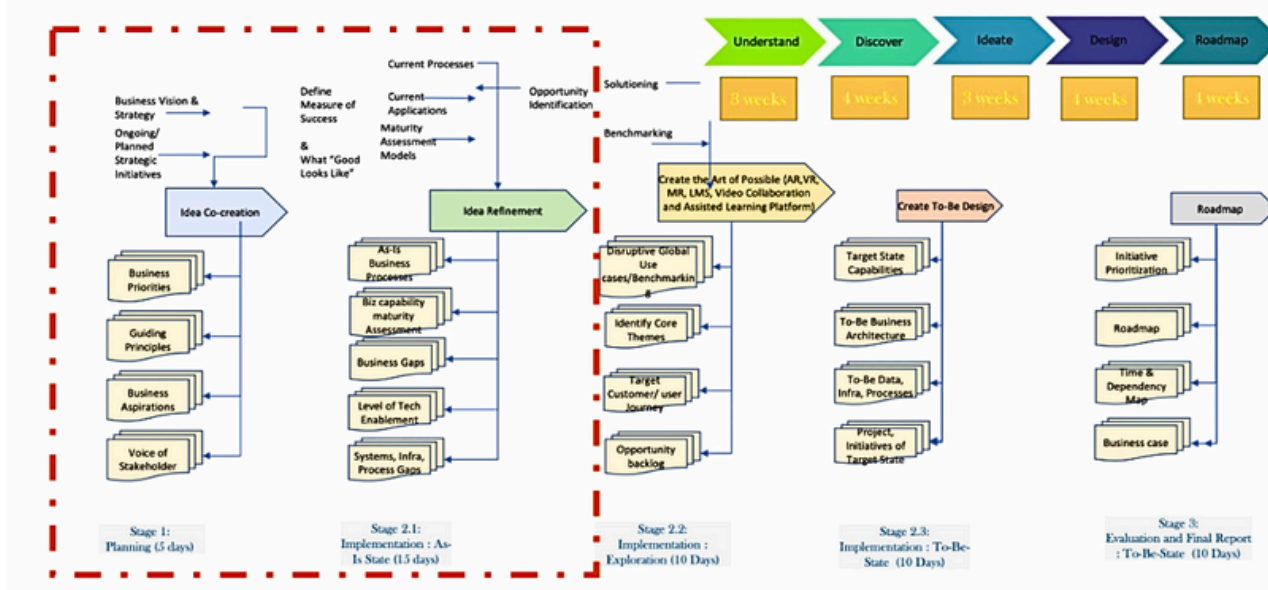


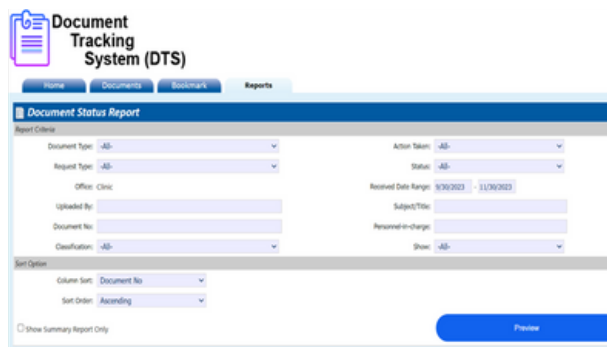
Figure 21. DAP Digital Roadmap

Digital Transformation Initiatives

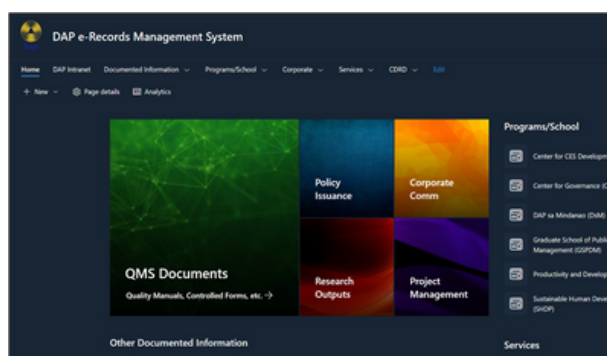
In 2019, the DAP began its digital transformation, forming a Digital Transformation Task Force (DTTF) and collaborating with the APO to create a comprehensive roadmap. Key initiatives include:

- **Development of Online Systems:** Implemented systems such as Document Tracking, Electronic Records Management, Electronic Certificate Information, Bidding Document Management, Electronic Daily Time Record (e-DTR), and enhanced Project Management Information System (PMIS).
- **Utilization of Disruptive Technologies:** Adopted a multi-cloud strategy using Microsoft Azure, MS365, Google Workplace, and Google Cloud from the DICT.
- **Interoperability of Systems:** Subscribed to MS365 and Google Workspace for seamless collaboration and explored Auth0 for enhanced authentication.
- **Modernization of Existing Systems:** Launched an online ICT request ticketing system and the Linang System, an online learning platform developed in 2021. Linang offers 68 active courses and has 8,742 registered users, enhancing education accessibility.

Overall, DAP's digital transformation aims to improve service delivery, operational efficiency, and education, positioning the organization for future excellence and societal progress.



The DAP Document Tracking System, an online application used for tracking and managing documents



The DAP e-Records Management System, an automated system used to manage the creation, use, maintenance, and disposition of electronically created records



First row, from left to right: Former DAP BoT Chairperson Alicia dela Rosa-Bala; NEDA Secretary and BoT Chairperson Arsenio Balisacan; DAP President and CEO, Atty. Engelbert Caronan, Jr.; and DAP SVP for Programs Magdalena Mendoza with other DAP officers and staff during the 50th Anniversary Celebration.

50th Founding Anniversary Celebration

In 2023, the DAP celebrated its 50th anniversary with a year-long celebration themed "Kapwa, Kakayahan, at Kaunlaran: Limampung Taon ng Kahusayan sa Paglinang ng Bayan." The events included:

- *DAP 50th Anniversary Program:* Honored founders with notable attendees like DAP BOT Chairperson Arsenio Balisacan.
- *Onofre D. Corpuz (ODC) Lecture Series:* Lectures focusing on public service trends and issues, led by DAP Fellows and Academic Council members.
- *Alumni Homecoming:* Reunited over 70 former DAP staff, including former DAP Presidents Jose de Jesus, and Eduardo Gonzales, PhD.

- *Corporate Social Responsibility:* Conducted tree planting activity at the UP Sierra Madres Nature and Conservation Reserve in Siniloan, Laguna.
- *Clients Day and Recognition Ceremony:* Recognized 106 agencies for their support to DAP.
- *Innovations Sprint Challenge:* Teams proposed solutions for finance processes, AI for learner support, and digital payment solutions.
- *DAP Christmas Gala:* Formal dinner event for employees to celebrate the anniversary milestone.

These activities celebrated DAP's legacy and commitment to excellence and innovation in national development.



DAP President and CEO Atty. Engelbert C. Caronan, Jr., current and former BoT chairpersons, former DAP Presidents, and representatives of DAP founding fathers and institutions take part in a symbolic gesture to reaffirm their support for the Academy's next 50 years of service to the Filipino people.



The DAP concludes its year-long celebration with a Christmas Gala and Recognition Night for its officers and staff with the theme "Timeless Elegance: A Journey Through the Decades" showcasing the past, present, and future of the DAP.



DAP officers and staff pose for an aerial photo during the DAP 50th Anniversary Celebration at the DAP Conference Center in Tagaytay.



A DAP client stands for a photo during the Academy's Open House and Clients/Stakeholders Recognition Day



Former and current DAP employees attend the Alumni Homecoming Ceremony



DAP Officers and members of the Council of Fellows take part in the first installment of the 2023 ODC Lecture Series



DAP employees plant 500 tree saplings at the UP Sierra Madre Nature and Conservation Reserve, Barangay Magsaysay, Siniloan, Laguna



Facade of the DAP Pasig building



DAP BOT members and representatives engage in an insightful discussion during a meeting held in February 2023

GOVERNANCE AND POLICY DIRECTION

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, Department of Education (DepEd),

National Economic and Development Authority, Civil Service Commission, Department of Health (DOH), Department of Agrarian Reform (DAR), Department of Agriculture, Department of Environment and Natural Resources (DENR), Department of Finance (DOF), and the DAP.

2023 Board of Trustees



ARSENIO M. BALISACAN, PhD
Chairperson, DAP Board of Trustees
Secretary, National Economic and
Development Authority

Dr. Arsenio Balisacan is a distinguished economist with over 35 years of expertise in development policy, governance, and administration. He has held various roles, including government official, NGO executive, economic adviser, researcher, professor, and consultant for multiple development agencies and intergovernmental organizations.

A former economics professor at the University of the Philippines, Dr. Balisacan currently serves as Secretary of the NEDA and previously held this position from 2012 to 2016. He was also the first Chairperson of the Philippine Competition Commission (2016-2022). As NEDA Secretary, he chairs several state agency boards, including the Philippine Statistics Authority and the Development Academy of the Philippines.

Before his Cabinet role, he was Dean of the UP School of Economics, Director of SEARCA, and Undersecretary of Agriculture. He has also worked at the East-West Center, the World Bank, and held leadership positions in various economic and agricultural organizations.

Dr. Balisacan has advised numerous international development agencies and published extensively on economic development, poverty, and policy reforms. He was elected to the National Academy of Science and Technology in 2008. He holds a PhD in Economics from the University of Hawaii, an MS in Agricultural Economics from UPLB, and a BS in Agriculture from Mariano Marcos State University.



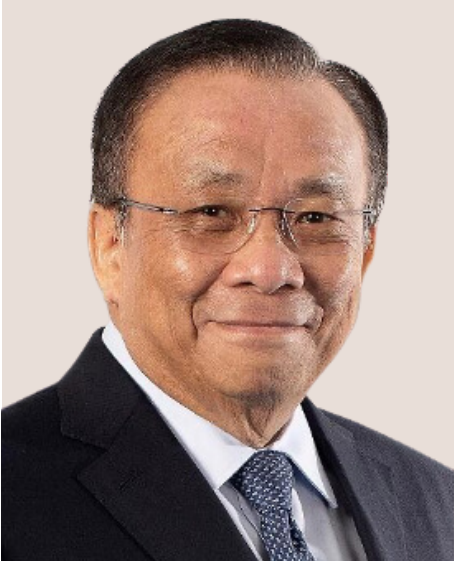
ATTY. KARLO A. B. NOGRALES
Vice Chairperson, DAP Board of Trustees
Chairperson, Civil Service Commission

Atty. Karlo Nograles serves as Chairperson of the Civil Service Commission, appointed by President Ferdinand Marcos Jr. on June 30, 2022. He also chairs the Scientific Career Council, the Public Sector Labor-Management Council, and the Career Executive Service Board, and is Vice-Chairperson of the Development Academy of the Philippines' Board of Trustees.

In 2022, he became the inaugural Chairperson of the Asia Public Service Network, promoting public service reform in Asia. Nograles earned his bachelor's in Management Engineering and law degree from Ateneo de Manila University. He served as a congressman for Davao City's 1st District, passing significant laws like the Green Jobs Act, JobStart Philippines Act, and the Universal Access to Quality Tertiary Education Act.

In 2018, he was appointed Cabinet Secretary by President Rodrigo Duterte, also serving as Acting Presidential Spokesperson and leading the Task Force on Zero Hunger. He received numerous awards, including the Order of Lakandula with the Rank of Grand Cross (Bayani).

As CSC Chairperson, Nograles aims to modernize and digitalize public services, making the Civil Service future-ready and people-centric.



CHIEF JUSTICE LUCAS P. BERSAMIN (Ret.)
Member, DAP Board of Trustees
Executive Secretary, Office of the President

Executive Secretary Lucas P. Bersamin was born in Bangued, Abra on October 18, 1948. He finished his law degree from the University of East College of Law in 1973 and placed 9th in that year's Bar Examinations.

He was appointed to his current position on October 7, 2022, and confirmed on November 23, 2022.

Prior to his appointment as Executive Secretary, Sec. Bersamin had an extensive career in the judiciary starting as Presiding Judge in the Regional Trial Court of Quezon City from 1986 to 2003. He then served as an Associate Justice of the Court of Appeals in 2003.

In 2009 he was appointed as Associate Justice of the Supreme Court and on November 28, 2018, he became Chief Justice, a post he held until October 17, 2019.

Sec. Bersamin also served as the Chairperson of the Government Service Insurance System from February 2020 to October 6, 2022.



SARA Z. DUTERTE
Member, DAP Board of Trustees
Vice President, Republic of the Philippines
Secretary, Department of Education

Sara Zimmerman Duterte, known as Inday Sara, is the Vice President and Secretary of Education in the Philippines. She is the second child of former President Rodrigo Duterte and Elizabeth Zimmerman Duterte. Duterte is the first woman and youngest to be elected as vice mayor and mayor of Davao City.

Her political career began as Vice Mayor in 2007 and Mayor in 2010. Her notable projects include the "Inday Para sa Barangay" initiative and the "Davao Life is Here" branding. Under her leadership, Davao City received numerous awards and recognitions for governance, business, and tourism.

In 2013, she took a break from politics to practice law but returned as mayor in 2016 with her "Byaheng Do30" program. Her tenure from 2017 to 2021 saw Davao City rise to national prominence, earning 117 awards and becoming one of the Philippines' top 10 richest cities.

Duterte holds a Bachelor of Science in Respiratory Therapy from San Pedro College, a Juris Doctor from San Sebastian College, and a Master of Public Management from the Development Academy of the Philippines. She is a Colonel in the Army Reserve and has received multiple military and public service awards.



BENJAMIN E. DIOKNO
Member, DAP Board of Trustees
Secretary, Department of Finance

Dr. Diokno is the current Secretary of the Department of Finance. Before this role, he served as Governor of the BSP from 2019 to 2022, leading the central bank's swift response to the pandemic. He also served as Budget Secretary under three presidents, promoting an expansionary fiscal policy for human capital and infrastructure development.

As Finance Secretary, Diokno aims to reduce the deficit-to-Gross Domestic Product (GDP) ratio, lower poverty to single digits, and achieve upper-middle-income status by 2028. He advocates for inclusive and sustainable growth.

With extensive expertise in public economics, he has held significant positions, including Budget Undersecretary (1986-1991) and Budget Secretary (1998-2001). He is Professor Emeritus at the University of the Philippines-Diliman, where he taught public sector economics and related subjects for over 40 years.

Dr. Diokno contributed to key policy reforms such as the 1986 Tax Reform Program, the 1991 Local Government Code, and the Government Procurement Reform Act. He has also served as an adviser to various multilateral agencies and participated in international conferences.

He holds degrees from the University of the Philippines, Johns Hopkins University, and Syracuse University, and received an honorary Doctor of Laws degree from the University of the Philippines in 2017.



AMENAH F. PANGANDAMAN
Member, DAP Board of Trustees
Secretary, Department of Budget and Management

Amenah F. Pangandaman is the Secretary of the Department of Budget and Management, the first Muslim and only female member of the country's economic team. With 20 years in government service, she has a comprehensive understanding of Philippine bureaucracy.

Before her current role, Pangandaman was Assistant Governor for Strategic Communication and Advocacy at the Bangko Sentral ng Pilipinas and served as DBM Undersecretary during the Duterte Administration. She has also worked with Senate leaders on budget laws.

As Budget Secretary, she supports President Ferdinand R. Marcos Jr.'s goal of inclusive economic recovery, focusing on prudent fiscal management, budget system modernization, sustainability in spending, and strategic investments. She champions financial inclusion and key reforms like digitalization and green procurement. Pangandaman has enacted the fastest national budget in recent history and chairs the Development Budget Coordination Committee, which developed the Medium-Term Fiscal Framework and 8-Point Socioeconomic Agenda. She also leads the Intergovernmental Relations Body for the Bangsamoro Autonomous Region.

A proud Maranao, she advocates for Mindanao's representation in government. She holds degrees in Economics from Far Eastern University and Development Economics from the University of the Philippines, and is on leave from the London School of Economics. Her leadership has earned her several awards, including the Rising Tigers "Woman of Substance" award, "Public Servant of the Year," and the "Philippines' Women Leaders Award." She was also honored by the Polytechnic University of the Philippines with the "Tanglaw ng Bayan" award and joined the Philippine Coast Guard Auxiliary as Rear Admiral. Pangandaman writes a weekly column, "Beyond Budget," in the Manila Bulletin, informing the public about the national budget and economy.



FRANCISCO P. TIU LAUREL, JR.
Member, DAP Board of Trustees
Secretary, Department of Agriculture

Agriculture Secretary Francisco "Kiko" P. Tiu Laurel supports President Ferdinand R. Marcos Jr.'s vision to modernize agriculture, uplift farmers and fishers, and ensure food security.

With decades of experience in fisheries, food processing, logistics, and more, including leading Frabelle Fishing Corporation, Tiu Laurel brings invaluable expertise to his role. He has also championed sustainable fishing and environmental preservation through organizations like the World Tuna Purse Seine Organization.

As Agriculture Secretary, he aims to revolutionize the sector with science-based approaches, mechanized farming, and technological advancements, envisioning a future where Filipino farmers thrive and the country achieves food security.



CONRADO M. ESTRELLA III
Member, DAP Board of Trustees
Secretary, Department of Agrarian Reform

Appointed by President Ferdinand 'Bongbong' Marcos Jr., former House Deputy Speaker Conrado M. Estrella III is now Secretary of the Department of Agrarian Reform, a position once held by his grandfather, Conrado F. Estrella Sr., under the elder Marcos.

With an AB in history and political science, Estrella III has a long history of government service, following in the footsteps of his grandfather and father, former congressman Robert M. Estrella Jr. He started as a provincial board member and Chairman of the Committee on Agrarian Reform (1980-1985) and then served in the House of Representatives (1987-2010) representing Pangasinan's 6th District.

In Congress, he prioritized farmers' issues, authoring over 90 measures, including bills to bolster farmers' resilience to climate change, improve financing for farmers and fisherfolk, and establish gardening programs in schools. In 2013, he became the party-list representative of Abono, ensuring agricultural sector needs were met.

As DAR Secretary, Estrella III aims to drive significant agrarian reform under President Marcos Jr.'s leadership.



MARIA ANTONIA YULO LOYZAGA
Member, DAP Board of Trustees
Secretary, Department of Environment and
Natural Resources

Maria Antonia Yulo Loyzaga is the Secretary of the Department of Environment and Natural Resources of the Philippines. Appointed by President Ferdinand R. Marcos Jr., she leads the Philippine Delegation to key international conferences on disaster risk reduction, climate change, biodiversity, and water. She chairs the Cabinet Cluster on Climate Change Adaptation, Mitigation, and Disaster Risk Reduction (CCAM-DRR) and represents President Marcos on the Climate Change Commission.

Previously, Loyzaga was President of the National Resilience Council and held significant roles in the UN's disaster risk reduction initiatives. She has served on various science and resilience boards, including the Integrated Research on Disaster Risk International Center of Excellence-Taipei and the Future Earth Global Secretariat Hub.

Loyzaga was Executive Director of the Manila Observatory (2007-2016) and a Trustee of Ateneo de Manila University (2007-2017). She contributed to the Armed Forces of the Philippines' (AFP) disaster response during Super Typhoon Haiyan in 2013. Loyzaga holds an MA in Government from Georgetown University and a BA in Political Science from Ateneo de Manila University.



DR. TEODORO J. HERBOSA
Member, DAP Board of Trustees
Secretary, Department of Health

Secretary of Health Dr. Teodoro "Ted" J. Herbosa served as Undersecretary from 2010 to 2015, advancing Universal Health Care, upgrading public hospitals, and developing the National eHealth Strategic Framework Plan. He coordinated foreign medical teams after Typhoon Haiyan in 2013, highlighting his crisis management skills.

An expert in Trauma Surgery and Disaster Medicine, Dr. Herbosa pioneered Fellowship programs at the University of the Philippines and the Residency Program in Emergency Medicine. He has held international posts, including Professor at Universiti Kebangsaan Malaysia and roles at Johns Hopkins University and WADEM. He also contributed to the WHO's Safe Surgery initiative.

Dr. Herbosa chairs Physicians for Peace, Philippines, and has received multiple awards for public service. As Executive Vice President of the University of the Philippines System (2017-2021), he hosted international conferences, strengthened academic ties, advanced road safety research, and led the UP COVID-19 Pandemic Response Team.

Currently, he advises the National Task Force Against COVID-19 and is a professor of Emergency Medicine and Trauma Surgery at UP-PGH, as well as faculty at the National Telehealth Center at UP Manila.



ATTY. ENGELBERT C. CARONAN JR., MNSA
Member, DAP Board of Trustees
President and Chief Executive Officer,
Development Academy of the Philippines

Atty. Engelbert C. Caronan, Jr., who was born on December 2, 1972, in Tuguegarao City, has had extensive experience as an executive in government, having served as mayor of their hometown from 2014-2015, vice mayor of the same city from 2015-2016, and a three-term councilor of the city from 2004-2013 while having also served as provincial legal officer and an officer at the Public Attorney's Office before assuming those elective positions.

He has also served as a professor of law at the Philippine Christian University, Arellano Law Foundation, University of Cagayan Valley, and Cagayan State University.

Caronan is a law graduate of Arellano Law Foundation in 1998. 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.

2024 Board of Trustees

PRINCIPAL MEMBERS		MEMBER-ALTERNATES / PERMANENT ALTERNATE	ADDITIONAL MEMBER- ALTERNATES
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	<p>ATTY. KARLO A. B. NOGRALES</p> <p>Vice Chairperson, DAP Board of Trustees</p> <p>Chairperson, Civil Service Commission</p>		
	<p>CHIEF JUSTICE LUCAS P. BERSAMIN (Ret.)</p> <p>Executive Secretary, Office of the President</p>		
	<p>ATTY. JUAN EDGARDO M. ANGARA</p> <p>Secretary, Department of Education</p>		
	<p>RALPH G. RECTO</p> <p>Secretary, Department of Finance</p>		

	<p>AMENAH F. PANGANDAMAN Secretary, Department of Budget and Management</p>		<p>ASEC. CLARITO ALEJANDRO D. MAGSINO</p>
	<p>FRANCISCO P. TIU LAUREL, JR. Secretary, Department of Agriculture</p>		
	<p>CONRADO M. ESTRELLA III Secretary, Department of Agrarian Reform</p>		
	<p>MARIA ANTONIA YULO LOZAGA Secretary, Department of Environment and Natural Resources</p>		
	<p>DR. TEODORO J. HERBOSA Secretary, Department of Health</p>		<p>USEC. KENNETH G. RONQUILLO</p>
	<p>MAJAH-LEAH V. RAVAGO, PhD President and CEO, Development Academy of the Philippines</p>		

FINANCIAL STATEMENTS



Republic of the Philippines
COMMISSION ON AUDIT
Commonwealth Avenue, Quezon City

INDEPENDENT AUDITOR'S REPORT

THE BOARD OF TRUSTEES

Development Academy of the Philippines
DAP Building, San Miguel Avenue
Pasig City

Report on the Audit of the Financial Statements

Qualified Opinion

We have audited the financial statements of the Development Academy of the Philippines (DAP), which comprise the statements of financial position as at December 31, 2023 and 2022, and the statements of financial performance, statements of changes in net assets/equity, and statements of cash flows for the years then ended, statement of comparison of budget and actual amounts for the year ended December 31, 2023, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects and possible effects of the matters described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of DAP as at December 31, 2023 and 2022, and its financial performance and its cash flows for the years then ended in accordance with International Public Sector Accounting Standards (IPSASs).

Basis for Qualified Opinion

The Unearned Revenue/Income and Accounts Receivable – Government accounts were overstated by P238.263 million and P22.064 million, respectively, while the Accumulated Surplus/(Deficit) account was understated by P216.199 million due to: a) inclusion of subsidies received for locally funded projects totaling P216.199 million; and b) recording of advance billings to clients of the contracted projects with uncompleted deliverables totaling P22.064 million, contrary to COA Circular No. 2020-002 on Revised Chart of Accounts for Government-Owned and Controlled Corporations, Paragraphs 19 and 44 of IPSAS 23, Paragraphs 14 and 19 of IPSAS 9, and Paragraph 27 of IPSAS 1.

Also, the faithful representation in the financial statements of the Receivables account as of December 31, 2023 amounting to P213.391 million with a net amount of P119.886 million could not be ascertained due to variances between the books and the confirmed balances totaling P57.070 million, contrary to Paragraph 27 of IPSAS 1, Paragraphs 3.10 and 3.11 of the Conceptual Framework for General Purpose Financial Reporting (CFGPFRR) by Public Sector Entities and Paragraph 6.1 of COA Circular 2016-005.

Moreover, the faithful representation in the financial statements of the balance of the Property, Plant and Equipment (PPE) accounts amounting to P530.436 million with a carrying amount of P282.809 million was not established because of the following: a) various deficiencies noted in the Building and Other Structures account with carrying amount of P72.442 million, such as i) Other PPE items were still included in the Building and Other Structures account totaling P22.699 million; ii) PPE Ledger Cards and Property Cards were not maintained to substantiate the balance of the Building and Other Structure accounts; iii) inappropriate useful lives were used for depreciation of capitalized repairs, improvements, betterments and additions; and b) Eight unaccounted items were included in the Report on the Physical Count of PPE amounting to P0.614 million. Moreover, the PPE accounts have misstatements with an aggregate amount of P1.232 million which resulted from the following: a) overstatement of Machinery and Equipment and Accumulated Surplus/(Deficit) accounts by the same amount of P0.505 million due to non-recognition of impairment loss for unserviceable properties; b) overstatement of Accumulated Depreciation – Furniture and Fixtures and understatement of Accumulated Surplus/(Deficit) account by the same amount of P407,891 due to the overcharging of depreciation expense for the current year; and c) Overstatement of Other Supplies and Materials Inventory – In Transit account due to the reclassification of four PPE items totaling P319,321 previously recorded as Information and Communication Technology Equipment account which were acquired/delivered in January 2024, contrary to Paragraphs 3.10 and 3.11 of the CFGPFR by Public Sector Entities and Paragraph 27 of the IPSAS 1.

We were not able to perform alternative audit procedures to determine if any adjustments to the Receivables, Other Unearned Revenue/Income, likewise on the Property, Plant and Equipment account are necessary due to the status of records of the DAP's Accounting Division.

We conducted our audits in accordance with the International Standards of Supreme Audit Institutions (ISSAIs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of DAP in accordance with the Revised Code of Conduct and Ethical Standards for the Commission on Audit Officials and Employees (Code of Ethics) together with the ethical requirements that are relevant to our audit of the financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

In our report dated May 3, 2023, we expressed a qualified opinion on the Calendar Years (CYs) 2022 and 2021 financial statements because the Cash and Cash Equivalents account with a balance of P1.118 billion as of December 31, 2022 was overstated by P173.840 million, while the Other Investment account was understated by the same amount due to the inclusion of short-term investments in the Cash in Bank account with terms ranging from 123 to 364 days, contrary to Paragraph 9 of IPSAS 2 - Cash Flow Statements. Likewise, disclosure on the short-term investment was not provided in the Notes to the Financial Statements, contrary to Paragraph 127 (b) of IPSAS 1 – Presentation of Financial Statements.

The short-term investments included in the Cash in Bank account with terms ranging from 123 to 364 days were reclassified in the Investment in Time Deposits-Local Currency account, which is the more appropriate account classification, in April 2023. Likewise, a disclosure on the matter was now provided in the Notes to the Financial Statements in compliance with Paragraph 127 (b) of IPSAS 1. Accordingly, our present opinion on the restated CY 2022 financial statements is no longer modified concerning this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with IPSASs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the DAP's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate DAP or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the DAP's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the DAP's internal control.


- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the DAP's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause DAP to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information for the year ended December 31, 2023, required by the Bureau of Internal Revenue as disclosed in Note 34 to the financial statements is presented for purposes of additional analysis and is not a required part of the basic financial statements prepared in accordance with IPSASs. Such supplementary information is the responsibility of management.

COMMISSION ON AUDIT


SUZETTE G. PORNALES
 Supervising Auditor
 Audit Group G – Development, Media and Other Agencies 1
 Cluster 6-Social, Cultural, Trading, Promotional and Other Services
 Corporate Government Audit Sector

May 6, 2024

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL POSITION
As at December 31, 2023 and 2022
(In Philippine Peso)

	Note	2023	2022 (As Restated)
ASSETS			
Current Assets			
Cash and cash equivalents	6	472,697,036	943,777,678
Investments	7	738,816,542	173,840,006
Receivables - net	8	109,810,649	77,509,225
Inventories	9	3,985,312	2,778,649
Other current assets	13.1	24,376,839	140,995,482
		1,349,686,378	1,338,901,040
Non-Current Assets			
Investments	7	129,864,767	149,798,137
Receivables -net	8	10,075,374	6,999,391
Property, plant and equipment - net	10	282,808,708	158,791,494
Intangible assets	11	343,231	551,260
Deferred tax assets	12	13,920,190	9,440,980
Other non-current assets	13.3	-	386,757
		437,012,270	325,968,019
TOTAL ASSETS		1,786,698,648	1,664,869,059
LIABILITIES			
Current Liabilities			
Financial liabilities	14	114,200,194	134,437,052
Inter-agency payables	15	19,819,402	26,692,227
Trust liabilities	16	1,312,350	4,140,591
Deferred credits	17.1	5,540,902	7,730,625
Unearned revenue/income	18.1	124,392,874	109,782,023
Other payables	20	26,984,788	37,217,625
		292,250,510	320,000,143
Non-Current Liabilities			
Financial liabilities	14	27,163,240	15,590,082
Inter-agency payables	15	125,615,159	158,756,312
Trust liabilities	16	16,168,581	16,272,609
Deferred credits	17.1	28,327,379	20,596,754
Unearned revenue/income	18.1	116,174,001	117,291,928
Provision for leave credits	19	117,803,429	115,254,149
Other payables	20	27,051,610	5,371,727
		458,303,399	449,133,561
TOTAL LIABILITIES		750,553,909	769,133,704
NET ASSETS (TOTAL ASSETS LESS TOTAL LIABILITIES)		1,036,144,739	895,735,355
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	828,156,161	687,746,777
TOTAL NET ASSETS/EQUITY		1,036,144,739	895,735,355

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL PERFORMANCE
For the Years Ended December 31, 2023 and 2022
(In Philippine Peso)

	Note	2023	2022 (As Restated)
REVENUE			
Service and business income	24	237,382,149	226,281,747
		237,382,149	226,281,747
LESS: CURRENT OPERATING EXPENSES			
Personnel services	25	343,662,414	334,487,373
Maintenance and other operating expenses	26	427,221,325	298,822,554
Financial expenses	27	52,167	53,813
Non-cash expenses	28	19,908,903	21,634,816
Total Current Operating Expenses		790,844,809	654,998,556
Deficit from Current Operations		(553,462,660)	(428,716,809)
Non-operating income/gain	29.1	2,493,835	2,451,697
Non-operating losses	29.2	(2,450,502)	(32,436)
Deficit before Subsidy		(553,419,327)	(426,297,548)
Subsidy from the national government	30	693,828,711	664,211,549
Net Surplus for the Period		140,409,384	237,914,001

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF CHANGES IN NET ASSETS/EQUITY
For the Years Ended December 31, 2023 and 2022
(In Philippine Peso)

	Accumulated surplus/(deficit) Note 23	Government equity Note 21	Donated capital Note 22	Total
BALANCE AT JANUARY 1, 2022	460,088,226	47,500,000	160,488,578	668,076,804
Adjustments:				
Add/(Deduct):				
Closing of non-moving accounts	(132,481)			(132,481)
Reclassification/adjusting entries	(10,122,969)			(10,122,969)
RESTATED BALANCE AT JANUARY 1, 2022	449,832,776	47,500,000	160,488,578	657,821,354
Changes in net assets/equity for CY 2022				
Add/(Deduct):				
Surplus/(Deficit) for the period	108,553,187			108,553,187
Surplus/(Deficit) adjustment in CY 2022	129,360,814			129,360,814
RESTATED BALANCE AT DECEMBER 31, 2022	687,746,777	47,500,000	160,488,578	895,735,355
Changes in net assets/equity for CY 2023				
Add/(Deduct):				
Surplus/(Deficit) for the period	140,409,384			140,409,384
BALANCE AT DECEMBER 31, 2023	828,156,161	47,500,000	160,488,578	1,036,144,739

ANNEX I : LIST OF 2023 PROJECTS

CLIENT	PROJECT TITLE
Aboitiz Foundation, Inc.	Capability Development on Regulatory Impact Assessment for Priority Local Government Units of the Anti-Red Tape Authority and Aboitiz Foundation, Inc.
Anti-Red Tape Authority	GQMP 2022: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Anti-Red Tape Authority
APO/DAP/Government and Private Institution	APO - ADBI Joint Study on the Impact of Covid 19 on SMEs
	China Productivity Center Study Mission to the Philippines - Driving Circular Economy Collaboration for a Better Environment
	Training Course on Smart Transformation for Agribusinesses
Armed Forces of the Philippines	Master in Public Management Major in Development and Security Batch 18
Asian Productivity Organization	APO COE-PSP Capability Development Projects
	APO Vision 2025 Outreach Program: DAP Promotional Campaign on Innovation for Higher Productivity 2022-2023
	TES on Design, Development and Implementation of Competency Framework for Regulators
	Training Course on Design and Evaluation of Innovation Policies
Bangsamoro Autonomous Region in Muslim Mindanao - Office of the Chief Minister	Master in Public Management Major in Regional and Local Governance and Development
	Professionalizing the BARMM Bureaucracy: A Ladderized Masteral Program for the Senior and Middle Managers and Complete Staff Work Training for OCM Officers and Staff
Bohol Island State University	GQMP 2023: Expansion of the ISO 9001:2015-Certified QMS of the Bohol Island State University (BISU)
Bureau of Plant Industry	GQMP 2023: Expansion of the ISO 9001:2015-Certified Quality Management System for the Bureau of Plant Industry
Cagayan State University (CSU) and Camarines Sur Polytechnic College (CSPC)	GQMP 2023: Technical Assistance on Strengthening Risk Management Capability for the Cagayan State University and Camarines Sur Polytechnic College
Commission on Higher Education	GQMP 2023: Harmonization of Quality Management Systems into a National QMS Certifiable to ISO 9001:2015 Standards for the Commission on Higher Education

CLIENT	PROJECT TITLE
Department of Agriculture	GQMP 2022: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Department of Agriculture
	Training Course on ISO 19011:2018 Guidelines for Auditing Management Systems for the Department of Agriculture
Department of Budget and Management	AGILE Program - Phase 2
	Capability Building on Innovative Leadership for Legislative Staff 2022 and 2023
	Center of Excellence on Public Sector Productivity PMO-2023
	GQMP 2023: Development of Quality Management System Certifiable to ISO 9001:2015 Standard for the Municipalities of Loon, Bohol and Sablayan, Occidental Mindoro
	GMQP 2022: Harmonization of Quality Management System into a National QMS Certifiable to ISO 9001:2015 Standard for the Department of Education
	GQMP 2023: Whole-of-Government Business Satisfaction Survey Towards the Institutionalization of Service Quality Standards of Frontline Government Agencies
	Harmonization of National Government Performance Monitoring, Information and Reporting System 2022 and 2023
	Local Government Executives and Managers Class Batches 9 and 10
Department of Education	Intensified Abot-Alam Program (IAAP)
Department of Finance and Department of Environment and Natural Resources	GQMP 2023: Technical Assistance on Strengthening Risk Management Capability of the Philippine Guarantee Corporation
Department of Science and Technology	A Study on Employee Engagement for the Department of Science and Technology – Central Office (DOST-CO)
	Training Course on Futures Thinking for DOST Regional and Provincial Offices

CLIENT	PROJECT TITLE
Department of Transportation	Program Expenditure Classification and Budget Planning Orientation and Workshop for the Department of Transportation
Dr. Jose N. Rodriguez Memorial Hospital and Sanitarium	GQMP 2023: Technical Assistance on Service Quality Improvement for Dr. Jose N. Rodriguez Memorial Hospital and Sanitarium
Food and Drug Administration	Capability Development on the Institutionalization of Regulatory Impact Assessment in the Food and Drug Administration
	Formulation of a Medium-Term Plan for the Food and Drug Administration
GOCCs	GQMP 2023: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the various GOCCs
Government Service Insurance System	2022 Customer Satisfaction Survey for the Government Service Insurance System (GSIS)
	Technical Assistance on the Integrity Management Plan for the Government Service Insurance System Phase 1
Human Settlements Adjudication Commission	GQMP2023: Expansion of the ISO 9001:2015-Certified Quality Management System of the Human Settlements Adjudication Commission
Japan International Cooperation Agency	Training and Technical Assistance on the Formulation/ Updating of the Citizen's Charter for BARMM
John Hay Management Corporation	GQMP 2023: Technical Assistance on Strengthening Risk Management Capability for the John Hay Management Corporation (JHMC)
Las Piñas General Hospital and Satellite Trauma Center	GQMP 2023: Technical Assistance on Service Quality Improvement for Las Pinas General Hospital and Satellite Trauma Center
Legal Education Board	Sectoral Strategic Planning with Legal Education School Heads and Deans
LGU of Bacnotan	GQMP 2023: Technical Assistance on Strengthening Risk Management Capability for the Local Government Unit of Bacnotan, La Union
LGU of Bobon	Capability Development on the Preparation of a Comprehensive Agricultural Development Plan for the Municipality of Bobon, Northern Samar
LGU of Oroquieta	Organizational Development: Rightsizing of City LGU of Oroquieta

CLIENT	PROJECT TITLE
LGU of Malaybalay	Technical Assistance on the Formulation of the Executive and Legislative Agenda (ELA) and the Comprehensive Development Plan (CDP) for the City Government of Malaybalay, Bukidnon
LGU of Solano	GQMP 2023: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Municipal Government of Solano, Nueva Vizcaya
LGUs	Capability Development Program on Environmental Governance and Management for Resiliency and Future Readiness of Local Government Units
	Capability Development Program on Environmental Governance and Management for Resiliency and Future Readiness of Local Government Units (under CBILLS)
	Disaster Waste Management Training - Batch 5
	GIS Hazard Modeling Training for Improved Decision-Making and Early Warning Action of LGUs - Batch 8
	Online Training on Social and Behavior Change Communication
	Smart and Creative Communities
Manila International Airport Authority	2022 Customer Satisfaction Survey for the Manila International Airport Authority
Maritime Industry Authority	Basic Course on Project Development and Management
	GQMP 2023: Expansion of the ISO 9001-Certified Quality Management System for the Maritime Industry Authority
Mindanao State University	Diving Deep towards MSU-TCTO's Transformation 2040: An Action Learning Foresight Workshop
	Training Workshop on Strategic Foresight and Futures Thinking

CLIENT	PROJECT TITLE
National Commission for Culture and the Arts	GQMP 2023: Expansion of the ISO 9001-Certified Quality Management System for the National Commission for Culture and Arts
National Government Agencies	Capability Building on the Philippine Quality Award 2023
	Center of Excellence for Data Science and Analytics
	COE Public Sector Productivity Innovation Laboratory 2023
	GQMP 2022: Measurement of Whole-of-Government Citizen Satisfaction and Enhancement of Service Quality Standards for Public Sector Organizations
	GQMP 2023: Capability Building Intervention on Quality Management System
	GQMP 2023: Capability-Building Intervention on Quality Management System for Komisyon sa Wikang Filipino (KWF), Philippine Statistics Authority (PSA), Local Government of Romblon (LG of Romblon) and Parole and Probation Administration (PPA)
	Middle Managers Class Batches 30, 31, and 32
	Phronetic Leadership Class Batch 5
	Seminar on Digital Governance for Government Executives
	Senior Executives Class Batches 11 and 12
National Nutrition Council	Development of Nutrition in Emergencies Strategic Plan
National Reintegration Center for OFWs and Overseas Workers Welfare Administration	Training on Monitoring and Evaluation for the Overseas Workers Welfare Administration - National Reintegration Center for OFWs (OWWA-NRCA)
National Transmission Corporation	2022 Customer Satisfaction Survey for the National Transmission Corporation
	Organizational Structure and Staffing Plan and Compensation Framework for the National Transmission Corporation (TransCo 2.0 OSSP)

CLIENT	PROJECT TITLE
NLAs and GOCCs	Online Course on Basic Project Management
Office of the Presidential Adviser on the Peace Process	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Office of the Presidential Adviser on the Peace Process
Office of the Solicitor General	GQMP 2023: Expansion of the ISO 9001:2015-Certified QMS for the Office of the Solicitor General (OSG)
Palawan State University	GQMP 2022: Capability Building Intervention on Knowledge Management for Palawan State University (PSU), National Housing Authority (NHA), Cotabato Regional and Medical Center (CRM), and Rizal Medical Center (RMC)
Philippine Crop Insurance Corporation	2022 Customer Satisfaction Survey for Philippine Crop Insurance Corporation
Philippine Air Force	Executive Course in Public Management Batch 3
Philippine Army - Office of the Assistant Chief of Staff for Financial Management, G10	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Office of the Assistant Chief of Staff for Financial Management, G10, Philippine Army
Philippine Atmospheric, Geophysical, and Astronomical Services Administration (PAGASA)	Development of the PAGASA Strategic Plan for 2023-2028
Philippine Childrens Medical Center	Course on Policy Design and Development for Philippine Childrens Medical Center
Philippine Coast Guard	Master in Public Management major in Development and Security with specialization in Maritime Safety and Security Batch 2
Philippine Council for Industry, Energy and Emerging Technology Research and Development	Smarter Philippines through Data Analytics, R&D, Training, and Adoption Year 3

CLIENT	PROJECT TITLE
Philippine Crop Insurance Corporation	2022 Customer Satisfaction Survey for Philippine Crop Insurance Corporation
Philippine Information Agency	GQMP 2023: Technical Assistance on Quality Management System Transition to ISO 9001:2015 Standard for the Philippine Information Agency
Philippine Ports Authority	Port Users' Satisfaction Survey 2022
Philippine Reclamation Authority	2022 Customer Satisfaction Survey for the Philippine Reclamation Authority
Philippine Space Agency	GQMP 2023: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Philippine Space Agency (PhilSA)
Procurement Service	GQMP 2023: Expansion of the ISO 9001-Certified Quality Management System for the Procurement Service-Department of Budget and Management
General Public	2023 Course on Policy Design and Development
	2023 Public Course Offerings on Productivity & Quality (Basic & Advanced), ISO 9001:2015 QMS, and Other ISO Standards
	Building High-Performing Teams Through Completed Staff Work and Effective Technical Writing
	Certificate Course on Foresight and Futures Thinking Batches 4, 5, and 6
	Certificate Course on Productivity and Quality Management Batches 2 and 3
	Certificate Course on Public Finance and Budgeting
	Certificate Course on the Foundations of Knowledge Management Batch 3
	Master in Public Management Online Batch 2
	Research on Sustainable Development Goals and Futures Thinking 2022
	Research Programs of the Graduate School of Public and Development Management 2022

CLIENT	PROJECT TITLE
Public Offerings	Certificate Course on Hospital Quality Improvement Batch 5
	Certificate Course on Strategic Health Communication Governance
	Course on Basic Monitoring and Evaluation
	Executive Course on Leadership, Innovation, Communication and Knowledge Management Batches 3 and 4
	Executive Etiquette: Mastering Protocol and Diplomacy
	Modernizing Government Regulations Program 2023 - 27th, 28th, & 29th Basic Course on RIA, P3
	Public Offering on Digital Leaders Training
	Training Course on Basic Monitoring and Evaluation
Public Sector	Government Quality Management Program 2023: Whole of Government Business Satisfaction Survey Towards the Institutionalization of Service Quality Standards of Frontline Government Agencies
Quezon City Government	Expansion and Sustainance of the ISO 9001:2015-Certified Quality Management System of the Quezon City Government
Science and Technology Information Institute	GQMP 2023: Technical Assistance on Strengthening Risk Management Capability for the Science and Technology Information Institute
Social Security System	GQMP 2023: Expansion of ISO 9001:2015-Certified Quality Management System for the Social Security System
Southern Philippines Development Authority	Strategic Institutional Review and Mindanao-Wide Planning Workshop of the SPDA 5-Year Strategic Plan for CY 2020-2024
Sugar Regulatory Administration	2022 Customer Satisfaction Survey for the Sugar Regulatory Administration
SUCs	GQMP 2022: Capability-Building Interventions on Quality Management System
Western Mindanao State University	GQMP 2023: Technical Assistance on Strengthening Risk Management Capability for the Western Mindanao State University (WMSU)

PUBLICATIONS TEAM

*The 2023 DAP Annual Report is a project of the
Institutional Marketing Center.*

Joanne Liezl Q. Nuque, Director, Institutional Marketing Center

Ellinor T. Santos, Head Writer

Sophia Marie M. Castro, Writer

Ma. Laarni S. Mallari, Writer

Arvie Joyce G. Cayabyab, Writer and Layout Artist

Mary Anne D. Lorenzo, Writer and Layout Artist

Joaquin Luis M. Caedo, Writer and Layout Artist

Milo Ezel M. Buñao, Layout Artist




John Lord Immacop R. Tobias, Layout Artist

Lalaine P. Bonagua, Administrative Support Staff

Laiza R. Ordonio, Administrative Support Staff



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