



**08 October 2021**

**MS. ALICIA DELA ROSA-BALA**

*CSC and DAP Chairperson*

**ATTY. ENGELBERT C. CARONAN, JR.**

*President*

**DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)**

DAP Building, San Miguel Avenue, Ortigas Center  
Pasig City

**RE : VALIDATION RESULT OF DAP'S  
2020 PERFORMANCE SCORECARD**

Dear Chairperson Dela Rosa-Bala and Pres. Caronan,

This is to formally transmit the validation result of DAP's 2020 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, DAP obtained an overall score of **94.55%** (See **Annex A**). The same is to be posted in DAP's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

In relation to the grant of 2020 Performance Based Bonus (PBB) to eligible officers and employees, DAP can grant such incentive only upon receipt of confirmation letter from the Governance Commission. In this regard, the Board is reminded that any unilateral action to release the PBB before the confirmation will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.<sup>2</sup>

**FOR DAP'S INFORMATION AND GUIDANCE.**

Very truly yours,

**cc: COA Resident Auditor – DAP**

<sup>1</sup> Code of Corporate Governance for GOCCS, dated 28 November 2012.

<sup>2</sup> GOCC Governance Act of 2011.

**DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)  
Validated 2020 Performance Scorecard**

		Performance Measures					DAP Submission		GCG Validation		Supporting Documents	Remarks																
		Description	Formula	Weight	Target	Rating System <sup>a/</sup>	Actual	Rating	Score	Rating																		
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 1</b>	<b>Enhanced Competence of Government Officials</b>																										
	SM 1	Completion Rate (GSPDM & PMDP)	Number of graduates over enrolled students per class	10%	GSPDM: 90% PMDP: 90%	Actual / Target	GSPDM: 100% (346/346)  PMDP: 99% (75/76)	10%	GSPDM: 98.02%  PMDP: 94.94%	10%	- GSPDM & PMDP Completion Reports - List of GSPDM and PMDP Graduates - Certification issued by DAP Academy Registrar - Sample Certificates of Completion and Diplomas of Graduates	<table border="1"> <tr><th colspan="2">GSPDM</th></tr> <tr><td>Accepted Students</td><td>No. of Graduates</td></tr> <tr><td>353</td><td>346</td></tr> <tr><td colspan="2">Completion Rate = 98.02%</td></tr> </table> <table border="1"> <tr><th colspan="2">PMDP</th></tr> <tr><td>Accepted Students</td><td>No. of Graduates</td></tr> <tr><td>79</td><td>75</td></tr> <tr><td colspan="2">Completion Rate = 94.94%</td></tr> </table>	GSPDM		Accepted Students	No. of Graduates	353	346	Completion Rate = 98.02%		PMDP		Accepted Students	No. of Graduates	79	75	Completion Rate = 94.94%	
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SM 2	Percentage of Capstone Project (CPPs) or Action Plans & Projects (APPs) Success Rate	Proportion of participants or students with accepted or implemented CCPs/APPs or Capstones	10%	GSPDM: 90% PMDP: 85%	Actual / Target	GSPDM: 100% (346/346)  PMDP: 90.79% (69/75)	10%	GSPDM: 100.00%  PMDP: 92.00%	10%	- Certification issued by DAP Academy Registrar - APP and CPP Reports for 2020 (with details on students and APP/ CPP titles) - Sample copies of APP Approval Forms and CPP papers	<p><b>GSPDM (100%):</b> APPs accepted – 346 Total Graduates – 346</p> <p><b>PMDP (92%):</b> CPPs accepted – 69 Total Graduates – 75</p>																	
SM 3	Number of Local and International Public-Sector Productivity Specialist Trained	Total number of graduates from productivity specialist courses	5%	75	Actual / Target	124	5%	124	5%	- Certification from the Director, AO 25 Secretariat - List of Participants Trained	A total of 124 public sector productivity specialists were trained in 2020, recording an improvement from the number of specialists trained in 2019 at 99.																	

											<ul style="list-style-type: none"> <li>- Sample copies of Training Certificates</li> <li>- Screenshots of conducted trainings/ workshops online</li> </ul>	
<b>SO 2</b>	<b>Improved Effectiveness and Efficiency of Government Organizations Assisted</b>											
SM 4	Percentage of Client Government Agencies Assisted on QMS with ISO 9001-Certifiable QMS	No. of agencies with ISO 9001 Certifiable QMS over Total number of agencies assisted in QMS	5%	50%	Actual / Target	100% (13/13)	5%	100%	5%	<ul style="list-style-type: none"> <li>- Certification issued by DAP VP/ Managing Director</li> <li>- List of Govt. Client Agencies with ISO 9001-Certifiable QMS in 2020</li> <li>- Sample Readiness Assessment Reports</li> </ul>	DAP assisted a total of 13 agencies in 2020. Of which, one (1) has been certified in 2020, while the remaining were deemed "certifiable".	
SM 5	Agencies Assisted in Innovation and Productivity Improvement Project (IPIP) Plan Development and Innovation Laboratory Projects	Total count of agencies assisted in innovation projects	5%	8	Actual / Target	23	5%	23	5%	<ul style="list-style-type: none"> <li>- Certification and List of Agencies Assisted on Innovation Projects by the Program Manager, GQMP Office</li> <li>- Sample copies of Project Summaries of Innovation Projects</li> </ul>	From the actual number of assisted agencies at only thirteen (13) in 2019, DAP records an improved performance for 2020 as it was able to assist a total of 23 agencies in their innovation projects.	
<b>SO 3</b>	<b>Broadened Adoption of Innovative and Synergistic Solutions to Address Broad-based Policy and Socio-Economic Concerns</b>											
SM 6	New Government Programs Institutionalized	Total number of programs that have been institutionalized	5%	Institutionalization of One (1) Program	Actual / Target	1	5%	Engagement /activities on initiatives such as SQS, RMS, and NEHEMIA	0%	<ul style="list-style-type: none"> <li>- Certification issued by DAP Compliance Officer</li> <li>- Report/brief narrative on accomplishments for 2020</li> </ul>	DAP engaged in different activities in 2020 such as the SQS, RMS and the National Effort for the Harmonization of Efficiency Measures of Inter-related Agencies (NEHEMIA). However, DAP still failed to institutionalize one (1) program during the year.	

SM 7	Researches and Studies Completed	Total number of research and studies completed	5%	7	Actual / Target	7 (CFG-3; PDC-4)	5%	9	5%	- Certification issued by DAP Director - List of Research/ Studies Completed	This year's accomplishment of nine (9) studies/research completed also exceeded the 2019 performance of only six (6).														
SM 8	Research Utilized by Clients	Total count of research utilized by client/s	5%	1	Actual / Target	1 (GSPDM-1)	5%	1	5%	-Sample copies of completed research/ study	The completed study is entitled "Muslim Governance and Salafi Orthodoxy in the Bangsamoro".														
<b>SO 4</b>	<b>Ensured Delivery of Relevant High-Quality Training, Education, Consultancy and Research Services</b>																								
SM 9	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating/ Total number of respondents	5%	85% <sup>i</sup>	Actual / Target	99%	5%	99.10%	5%	- Certification issued by DAP Compliance Officer - 2020 Client Satisfaction Survey Final Report - Sample actual accomplished Questionnaires - [Quality Control] Monitoring File	<table border="1"> <thead> <tr> <th>Rating</th> <th>% of Satisfied Customers</th> </tr> </thead> <tbody> <tr> <td>Very Satisfactory</td> <td><b>67.27%</b></td> </tr> <tr> <td>Satisfactory</td> <td><b>31.83%</b></td> </tr> <tr> <td>Neutral</td> <td>0.90%</td> </tr> <tr> <td>Dissatisfied</td> <td>0.00%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0.00%</td> </tr> <tr> <td><b>Total</b></td> <td><b>100.00%</b></td> </tr> </tbody> </table>	Rating	% of Satisfied Customers	Very Satisfactory	<b>67.27%</b>	Satisfactory	<b>31.83%</b>	Neutral	0.90%	Dissatisfied	0.00%	Very Dissatisfied	0.00%	<b>Total</b>	<b>100.00%</b>
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<b>SO 5</b>	<b>Broadened Network and Linkages with Local and Foreign (Public and Private) Institutions</b>																								
SM 10	Active Partnership with Institutions	Total number of partnerships with existing activities/ total number of partnerships	5%	80%	Actual / Target	100% (active & new)	5%	100%	5%	- List of Active Partnerships - Online links to documentation and social media post - MOUs/MOAs with partner orgs	DAP has forged active partnerships through various activities with 20 out of its 20 partner organizations in 2020														

<sup>i</sup> Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

	SM 11	Implemented International Projects/Hosting	Total count of APO projects hosted or implemented by DAP	5%	15	Actual / Target	15	5%	14	4.67%	- Certification issued by APO DAP Secretariat - List of APO Project Hosting Implemented - Sample Copies/ Documentation of Workshops Conducted	Out of the targeted fifteen (15) projects/hosting in 2020, one (1) project was re-scheduled to be conducted in January 2021.											
		<b>Sub-total</b>		<b>65%</b>				<b>65%</b>		<b>59.67%</b>													
FINANCIAL	SO 6	<b>Sustained Financial Viability</b>																					
	SM 12	Gross Revenues (in million pesos)	Actual Figure	5%	570	Actual / Target	593.6	5%	594.92	5%	- Certification from Managing Director, Finance - COA-audited 2020 DAP Financial Statements (FS)	<table border="1"> <thead> <tr> <th>Revenues</th> <th>Amount (₱)</th> </tr> </thead> <tbody> <tr> <td>Service and Business Inc.</td> <td>145,071,184</td> </tr> <tr> <td>Other Non-Operating Inc.</td> <td>0</td> </tr> <tr> <td>Subsidy</td> <td>449,844,462</td> </tr> <tr> <td><b>Total</b></td> <td><b>594,915,646</b></td> </tr> </tbody> </table>	Revenues	Amount (₱)	Service and Business Inc.	145,071,184	Other Non-Operating Inc.	0	Subsidy	449,844,462	<b>Total</b>	<b>594,915,646</b>	
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SM 13	Earnings Before Income Tax, Depreciation and Amortization (EBITDA) (in million pesos)	Actual Figure	5%	49	Actual / Target	100.8	5%	93.48	5%	- Certification from Managing Director, Finance - COA-audited 2020 DAP FS - Notes to FS	<table border="1"> <thead> <tr> <th>Item</th> <th>In Millions</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>71,747,844</td> </tr> <tr> <td colspan="2">Add back:</td> </tr> <tr> <td>Depreciation</td> <td>21,621,976</td> </tr> <tr> <td>Amortization</td> <td>111,064</td> </tr> <tr> <td><b>2020 EBITDA</b></td> <td><b>93,480,884</b></td> </tr> </tbody> </table>	Item	In Millions	Net Income	71,747,844	Add back:		Depreciation	21,621,976	Amortization	111,064	<b>2020 EBITDA</b>	<b>93,480,884</b>
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INT	SO 7	<b>Enhanced Operational Efficiency and Effectiveness</b>																					

SM 14	Budget Utilization Rate for Major Government Programs from NG	Total amount disbursed by DAP over total amount released by DBM	5%	100%	Actual / Target	100%	5%	100%	5%	<ul style="list-style-type: none"> <li>- Certification issued by Managing Director, Finance</li> <li>- Notice of Cash Allocation (NCA) Releases for 2020</li> <li>- Revised BUR Table on DBM's NCA Releases for CY 2019 Spill-over/Carry-over Projects and CY 2020 Mandated Programs (Clarifications)</li> </ul>	<p>Allocation for government-funded projects &amp; programs: 2019 spillover – ₱269.418 M 2020 current – ₱370.507 M <b>Total – ₱639.925 M</b></p> <p>NCA Releases to DAP during the year amounted to: 2019 GAA – ₱318.638 M 2020 GAA – ₱191.314 M <b>Total – ₱ 509.952 M</b></p> <p>Total funds released to DAP for the CY2020 Mandated Projects were fully utilized, while for the CY2019 Spill-Over funds, ₱49.22 M (excess) thereof was treated as Accounts Payable.</p>
SM 15	On-Time Delivery Rate	No. of projects completed on or before agreed project duration / total no. of projects completed	5%	80%	Actual / Target	95.35%	5%	95.35%	5%	<ul style="list-style-type: none"> <li>- Certification issued by DAP Compliance Officer</li> <li>- Summary of Projects Based on Delivery</li> <li>- Detailed Project Status Report as of 31 December 2020</li> </ul>	In 2020, a total of 86 projects were contracted out to DAP. Of which, 82 were completed and on-schedule; while 4 were not delivered on time and/or terminated during the year.
SM 16	Quality Management System (QMS) Conformance Rate	Actual Accomplishment	5%	Continued Certification ISO 9001:2015	Actual / Target	DAP Passed the Re-certification for ISO 9001:2015	5%	Re-certification on ISO 9001:2015	5%	<ul style="list-style-type: none"> <li>- Certification issued by DAP Compliance Officer</li> <li>- Copies of the Certifications to ISO 9001:2015 issued by TUV Rheinland</li> </ul>	A new Certification (covering the same scopes) on ISO 9001:2015 was issued to DAP by TUV Rheinland on 28 January 2021 after DAP passed the audit conducted on 21-22 December 2020.
		<b>Sub-total</b>	<b>15%</b>				<b>15%</b>		<b>15%</b>		
SO 6	<b>Expanded and Maintained Pool of High-Performing Talents</b>										

SM 17	Organizational Climate/Employee Morale Index	Score on Employee Morale of Employees Surveyed	5%	3.5	Actual / Target	3.86 (positive perception)	5%	3.86	5%	<ul style="list-style-type: none"> <li>- Certification issued by Managing Director, HRMDD</li> <li>- Assessment Report and Copy of the tool/instrument for 2020</li> </ul>	<p>The organizational climate as perceived by the employees was <i>positive</i> - bearing a mean score of 3.86.</p> <p>Top three (3) dimensions with the highest number of positive perceptions are Organizational Goals, Opportunities for Personal Development, and Interpersonal Relationship. On the other hand, the three (3) dimensions with the highest number of negative perceptions are Pay, Benefits and Incentives, Career Growth, and Structure and Work Distribution.</p>																		
SM 18	Percentage of Employees Meeting Required Competencies	Incumbents meeting required competency / filled plantilla	5%	95% of Employees Meeting Required Competencies	Actual / Target	93% (361 of 389 employees meeting the required competencies)	4.65%	92.80% (361 of 389 employees meeting the required competencies)	4.88%	<ul style="list-style-type: none"> <li>- Certification issued by HRMDD</li> <li>- List of Plantilla Personnel Who Have Met the Required Competency</li> <li>- Updated Competency Profiles of Employees as of Year-end 2020</li> <li>- List of Learning Interventions Implemented in 2020</li> </ul>	<table border="1"> <thead> <tr> <th>Group</th> <th>Plantilla</th> <th>Competent</th> </tr> </thead> <tbody> <tr> <td>POG</td> <td>142</td> <td>139</td> </tr> <tr> <td>GSPDM</td> <td>13</td> <td>13</td> </tr> <tr> <td>Support</td> <td>234</td> <td>209</td> </tr> <tr> <td><b>Total</b></td> <td><b>389</b></td> <td><b>361</b></td> </tr> <tr> <td colspan="2"><b>Competency Rating for 2020</b></td> <td><b>92.80%</b></td> </tr> </tbody> </table>	Group	Plantilla	Competent	POG	142	139	GSPDM	13	13	Support	234	209	<b>Total</b>	<b>389</b>	<b>361</b>	<b>Competency Rating for 2020</b>		<b>92.80%</b>
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		<b>Sub-total</b>	<b>10%</b>				<b>9.65%</b>		<b>9.88%</b>																				
		<b>TOTAL</b>	<b>100%</b>				<b>99.65%</b>		<b>94.55%</b>																				

a/ But not to exceed the weight assigned per indicator