

Draft



development academy of the philippines

Sustaining Growth in a Rapidly Changing Environment

**2021
Annual Report**

as of July 21, 2022

ABOUT DAP

CORPORATE PROFILE

The Development Academy of the Philippines (DAP) is a government-owned and controlled corporation established in 1973. Its charter was created through Presidential Decree 205, amended by Presidential Decree 1061, and further amended by Executive Order 288.

Mandate

The Academy's decisions and actions aim to:

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

Mission

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

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

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

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

By virtue of Presidential Decree 205, the Academy serves as the National Productivity Organization (NPO) of the Philippines. The Academy attends to the duties and responsibilities of the country as a member of the Asian Productivity Organization (APO) and serves as the focal agency for productivity promotion in the country. As NPO, the Academy ensures the fulfilment of international commitments and the implementation of APO's programs in the country. The Academy also serves as the official liaison body with the APO Secretariat in Tokyo, Japan.

Vision

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

Core Values

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

Dangal – Honor and Integrity

Galing – Smart and Innovative

Tatag – Stable and Future-ready

Structure of the Academy

The Academy operates as a project organization. Its Board of Trustees composed of *ex-officio* members serves as its policymaking body. The Board is headed by a chairman elected from the trustees. The President implements the policies of the Board and manages the Academy's operations.

The Academy is composed of four major groups:

The Corporate Affairs, headed by a Vice-President;

The Program Operations, headed by a Senior Vice President (SVP);

The Graduate School, headed by a Dean with the rank of Senior Vice President; and,

The Support Operations, headed by a Senior Vice President.

Each major group is composed of centers, departments, and offices.

SUMMARY OF ACCOMPLISHMENTS

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

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

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

I.

ACCOMPLISHMENTS BASED ON APPROVED DAP SCORECARD

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

SO1: Enhanced competence of government officials

SO2: Improved effectiveness and efficiency of government organizations assisted

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

SO4: Ensured delivery of relevant high quality training, education, research/studies, and consultancy services

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

SO6: Sustained financial viability

SO7: Enhanced operational efficiency and effectiveness

SO8: Expanded and maintained pool of high performing talents

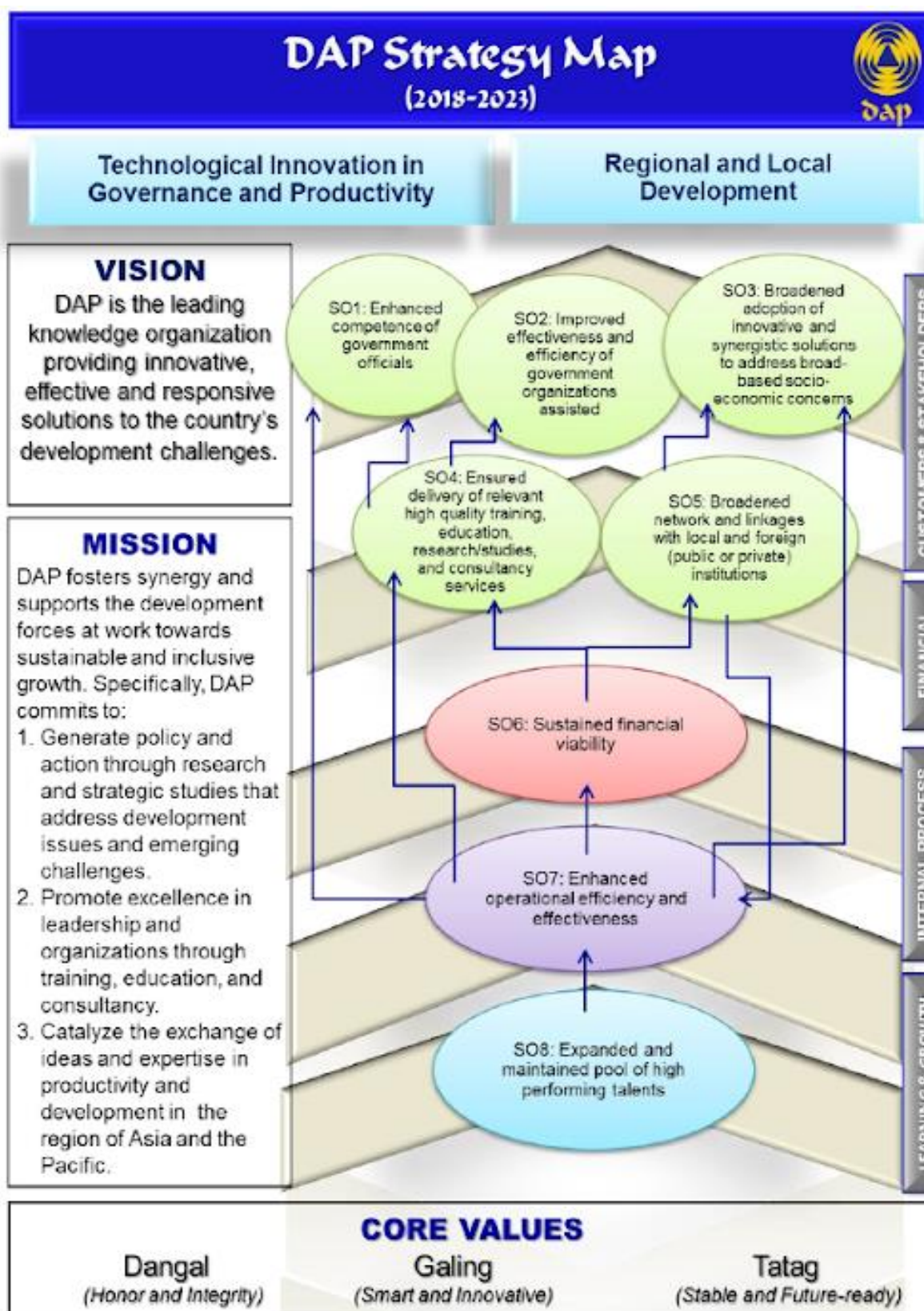


Figure 1. The DAP Strategy Map (2018-2023)

The accomplishments for each SO are as follows:

SO1: Enhanced competence of government officials

- Some 274 government officials were trained or capacitated [**149** from the Graduate School of Public and Development Management (GSPDM) and **125** from the Public Management Development Program (PMDP)] with an average completion rate of 98.2 percent. The completion rate represents the proportion of officials/students who graduated to the total number of officials/students enrolled per class/degree program.
- Officials/students under the PMDP and the GSPDM were also required to implement and document their Capstone Project Plans (CPPs) for the PMDP and Action Plan and Projects (APPs) for the GSPDM six months after return to their agencies. The CPPs and APPs aimed to propose reforms in policy, process or organizational-level initiatives to be implemented once approved by the agency beneficiary. For 2021, there were **102** capstone papers with various themes related to governance, leadership and productivity while the total number of APPs presented to the panel for implementation was **149**. The average acceptance rate for both CPPs and APPs for the period was 98.8 percent.
- Some 160 local and international public sector productivity (PSP) specialists were trained under the multi-country programs on public sector productivity and citizen-centered public service improvement which were conducted throughout the year.
- About 11,671 individuals were capacitated under other training programs. This includes 5,169 participants from the Productivity and Development Center (PDC), 5,447 under the Center for Governance (CFG), 817 from the Sustainable Human Development Program (SHDP), 71 from the Center for Organizational Development (COD), 94 from the Center for Strategic Futures, and 73 from the DAP sa Mindanao (DSM). Capacity building programs covered topics on governance and sustainable human development, quality management systems, productivity and quality, monitoring and evaluation, freedom of information, and strategic foresight, among others.

SO2: Improved effectiveness and efficiency of government organizations assisted

3. Some 32 agencies/offices were capacitated to comply with the government quality management systems standards to improve efficiency and effectiveness. All assisted agencies (100%) achieved ISO 9001 Certifiable Quality Management System (QMS) in 2021 after DAP's technical assistance. These include:
 1. PNP-Special Action Force
 2. PNP-Anti-Cybercrime Group
 3. PNP-Directorate for Investigation and Detective Management
 4. PNP-Quezon City Policy District
 5. PNP-Directorate for Research and Development
 6. PNP-Directorate for Logistics
 7. PNP-Engineering Services
 8. PNP- Directorate for Personnel and Records Management

9. PNP-Police Community Affairs and Development Group
10. Food Terminal Inc.
11. PNP-Directorate for Operations
12. PNP-Maritime Group
13. PNP-Supervisory Office for Security and Investigation Agencies
14. PNP-Women and Children Protection Center
15. PNP-Directorate for Information and Communication Technology Management
16. PNP-Criminal Investigation and Detection Group
17. PNP-Communications and Electronics Services
18. PNP-Directorate for Human Resources and Doctrine Development
19. PNP-Directorate for Police Community Relations
20. DOTR-Philippine Railways Institute
21. Philippine National Volunteer Service Coordinating Agency (PNVSCA)
22. Department of Environment and Natural Resources (DENR)
23. Department of Information and Communications Technology (DICT) – Mindanao Cluster
24. National Police Commission
25. Technical Education and Skills Development Authority
26. Mindanao State University
27. Apayao State College
28. City Government of Davao
29. City Government of Butuan
30. City Government of Baguio
31. Municipality of Bauang, La Union
32. Movie and Television Ratings Classification Board (MTRCB)

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

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

- For 2021, DAP targeted to complete at least seven researches, have at least one program institutionalized, and at least one research utilized by a client. By end of 2021, the DAP completed 13 research studies, and accomplished its target of having at least one research utilized by a client, and one program institutionalized. The studies conducted included studies on: Public Sector Productivity and Innovation Factsheets and Datasets, Sustainable Development Goals and Futures Thinking, MGR Program 2020 - Regulatory Review Component, Measuring Citizen Satisfaction (National and Priority Sector Levels) and Institutionalizing Service Quality Standards for Frontline Government

Services, Full-blown Impact Assessment of the Agriculture and Fisheries Modernization Act Phase 2: Assessment of the Impact of AFMA in Visayas and Mindanao, among others.

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

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

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

- The DAP forged partnerships with four new local and international institutions/organizations, namely: Udacity, Harrisburg University of Science and Technology, Haribon Foundation, Philippine Institute for Development Studies (PIDS) and Aboitiz Equity Ventures. This brings the total number of existing and current partnerships of DAP to 24, with 22 (92%) of those partnerships considered active.
- Of the 22 active partnerships, activities included international learning courses on public policy, implementation of DAP's Project SPARTA, problem scoping workshops, curriculum development, and webinars, among others.
- In line with commitments to the Asian Productivity Organization (APO), the DAP hosted and implemented 15 international projects. These are:
 - Multi-Country Projects (MCPs)
 - Development of Public-sector Productivity Specialists (APO Certified Public-sector Productivity Specialists)
 - Training of Trainers on Developing Future-ready Agribusiness Social Enterprise
 - Technical Expert Service
 - Strategic Foresight (Scenario Planning) for Undersecretaries and Assistant Secretaries
 - CBILLS 2021 E-learning Module on Developing Value adding and Innovative Systems for the Philippines Congress using Blue Ocean Strategy (BOS)
 - PMDP SEC 9 Foreign Study Mission to India
 - Workshop on Modern Food Transportation and Regulation
 - Workshop on Regulatory Ecosystems for Start-ups
 - Conference on Public Sector Productivity
 - Conference on Urban Agroecology and Food Security
 - TES on Education and Training Capability Building Seminar for Local Government Leaders: Online Course on Strategic Foresight for Local Government Leaders

- TES on 2021 Public Sector HR Symposium – Civil Service Commission and PMDP Breakfast Chat
 - Benchmarking Mission on Future Ready Centers and Innovation Laboratories
 - Workshop on Evaluating Regulatory Quality and Performance to Improve Public Sector Productivity
 - Development of Public Sector Productivity Specialists
 - Special Account for Business Recovery and Resilience: Assistance to SMEs and Critical Sectors
- Overall, the DAP facilitated the attendance/participation of a total of 466 participants to MCPs, conferences, workshops and trainings in 2021. It also facilitated the provision of TES from the APO, benefiting 3,135 participants in activities where these services were provided.

SO6: Sustained financial viability

- The DAP generated a total revenue of PHP633.553 million in 2021. Its main sources of revenues are the regular projects/ programs and public offerings, the revenues from mandated programs of the National Government, the use of DAP Tagaytay and Pasig Facilities, and other income.
- The Earnings Before Interest, Taxes, Depreciation and Amortization or EBITDA amounted to PHP141.787 million.

SO7: Achieved operational efficiency and effectiveness

- The DAP ensures the efficiency and effectiveness of its operations and processes through the adoption of global quality standards. Following the surveillance audit of 2021 of its Quality Management System, the certifying body found that the DAP “has established and maintains an effective system to ensure compliance with its policy and objectives. The audit team confirms in line with the audit targets that the organization’s management system complies with, adequately maintains and implements the requirements” and therefore recommended maintenance of the existing certification.
- The DAP accomplished a Budget Utilization Rate of 100 percent, with DAP having disbursed 133 percent of its budget per release of the DBM.
- In compliance and in consideration for “cash-based budgeting”, the DAP commits to achieve the on-time delivery rate in all its projects contracted and implemented in 2021. This means that projects contracted for the year are completed on or before the agreed project duration. By the end of 2021, the Academy’s on time delivery rate was at 88 percent.
- As part of its efforts to improve the efficiency of its processes and delivery of its services amidst the COVID-19 pandemic, DAP continued to enhance its Document Tracking System to ensure better tracking and monitoring of documents.

SO8: Expanded and maintained pool of high performing talents

- In pursuit of business excellence and a balanced organization, the DAP continues to administer the Organizational Climate Morale Survey and monitored the results to continuously improve its internal policy, programs, process, benefits, and relationships between and among offices. In 2021, the average score on employee morale of surveyed employees was 4.01 which reflected a positive perception of the organization.
- The DAP as a knowledge institution decided to pursue its initiative of ensuring that its human resources are equipped with relevant competencies required for each position. In doing so, the Competency-Based Human Resource Management Framework (CBHRMF) was adopted since 2016. In 2021, the DAP committed to provide for the continual relevant human resource interventions and reassessment of competencies of its 393 plantilla personnel. As measured, 98 percent of plantilla personnel meet the required competencies of their respective positions. Continuous interventions such as training, coaching, and mentoring are ongoing to further improve and enhance competencies.

PROGRAMS AND PROJECTS ACCOMPLISHMENTS

Contracted Projects

In 2021, the Academy implemented 191 projects, 64 percent (122) of which were contracted in the same year while 34 percent (69) were spill-over projects contracted in previous years (Figure 1).

By yearend 2021, 64 percent (122) were completed, 27 percent (52) were still ongoing, eight percent (15) were extended, and one percent (2) were terminated.

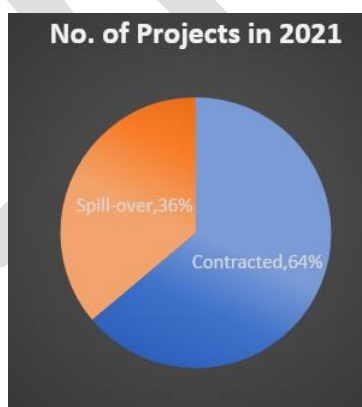


Figure 2. Projects implemented, 2021

Projects by Product Type

In terms of product type, 60 out of the 191 projects implemented in 2021 were technical assistance, 54 were training, 41 pertained to education, 26 were research, and 10 were a combination of the four product types (Figure 3).

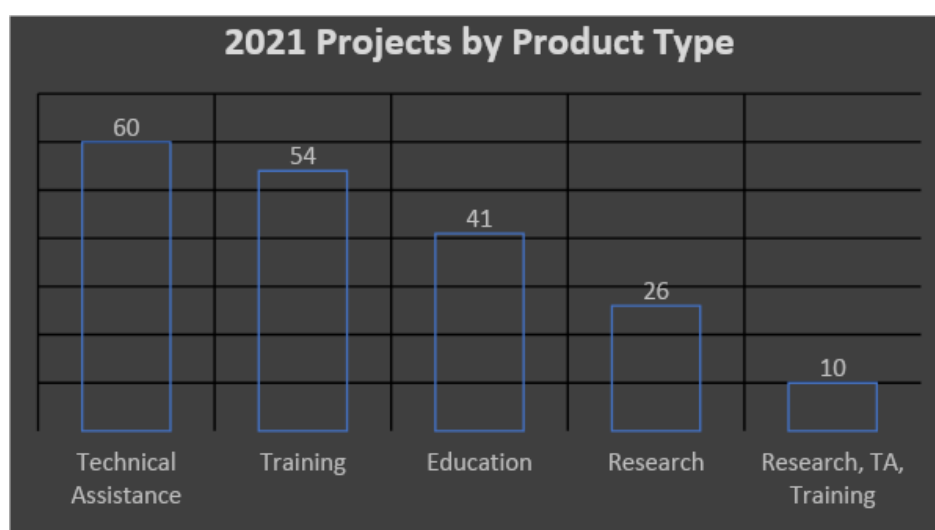


Figure 3. Contracted projects by product type, 2021

For 2021, the Productivity Development Center (PDC) implemented the most number of projects (60), followed by the Center for Governance (CFG) with 54 projects, the Graduate School of Public and Development Management (GSPDM) with 32 projects, Sustainable Human Development Program (SHDP) with 10 projects, then by both Public Management Development Program (PMDP) and Center for Organizational Development (COD) with nine projects, DAP sa Mindanao (DsM) with 8 projects, Council of Fellows (COF) with five projects, and the Office of the President-Special Projects (OP-SP) with four projects.

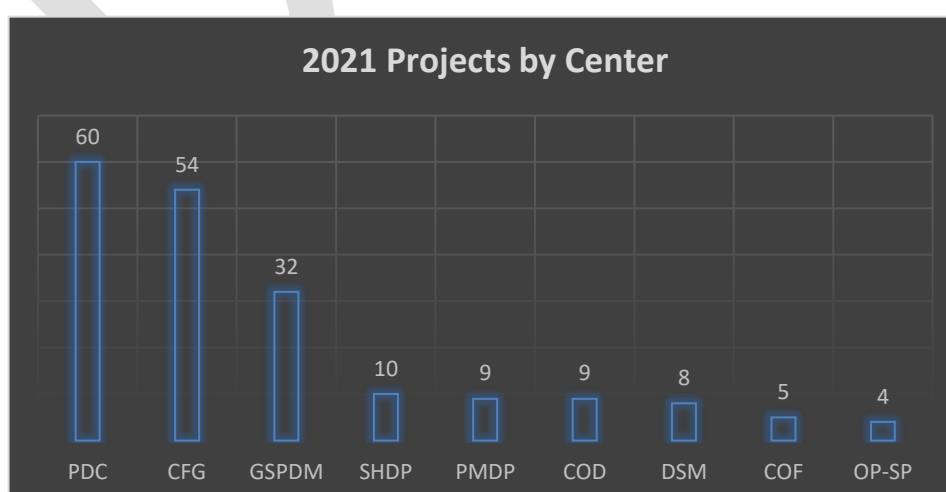


Figure 4. Distribution of projects by implementing unit, 2021

Clients Served

Majority of the DAP's clients in 2021 were national government agencies (NGAs) (72 projects), followed by attached agencies and bureaus (36 projects), GOCCs (26 projects) and various private and public organizations (27 projects). The remainder were composed of local government units or LGUs (11 projects), international organizations (eight projects), regional and provincial offices (four projects), hospitals and SUCs (three projects) and one project for a constitutional body.



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

Fund Sources

In terms of funding source, 111 out of the 191 projects implemented in 2021 were client-funded, whereas 41 were financed through the General Appropriations Act (GAA), and 1 through Trust Fund.

Government-Mandated Programs

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

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

ACCOMPLISHMENT HIGHLIGHTS

GOVERNMENT-MANDATED PROGRAMS

Public Management Development Program

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

Program Objectives

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

Beginnings of the PMDP

The PMDP's history can be traced to the 1970s when the government decided to build a force of public managers composed of knowledgeable and skillful administrators committed to development called the Career Executive Service (CES), which would be the civilian counterpart of the AFP. The CESDP, which was delegated to the DAP, served as the training ground for would be Career Executive Service Officers (CESOs). The Program wanted top caliber public officials to assume the roles of experts, change agents, and leaders. It successfully ran for two decades until government funding dwindled after the EDSA revolution. The prestigious CESDP produced government luminaries, cabinet secretaries, undersecretaries, assistant secretaries, and bureau heads. Among the products of this Program are Civil Service Commission (CSC) Chairperson and Department of Social Welfare and Development (DSWD) Secretary Corazon Alma de Leon, Department of Labor and Employment Secretary Patricia Sto. Tomas, Presidential Management Staff (PMS) Head Secretary Aniceto Sobrepena, and Department of Budget and Management

Secretary Wendel Avisado, to name a few. In between, an examination-based process was instituted in granting CESO ranks.

After an absence of two decades, the CESDP was revived with a revitalized curriculum in 2012 under a new name- the Public Management Development Program.

Classes Offered

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

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

Senior Executives Class (SEC). The SEC is designed for senior officials who possess outstanding intellectual and creative abilities, show deep commitment to public service, and demonstrate potential for shaping policy and management at higher levels of government. Like the MMC, it includes a Residential Training and Sensing Journey, with the addition of a Foreign Study Mission and a Capstone Paper. Scholars who have successfully finished the class will receive a Diploma in Development Management.

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

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

2021 Program Accomplishments by the Numbers



Addressing the Challenges of the COVID-19 Pandemic

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

Capability Building on Innovative Leadership for Legislative Staff

The Capability Building on Innovative Leadership for Legislative Staff (CBILLS) is a customized program that aims to strengthen the support and technical service in the legislative branch through appropriate and continuous capability building interventions that enhance leadership, management and technical skills of each of the following target groups in Congress: the Emerging Leaders, Middle Managers, and the Senior Leaders

The CBILLS is designed as a continuous developmental set of trainings which targets emerging leaders to become senior leaders. The program makes use of three methods: (i) residential training on Leadership and Policy Development; (ii) lecture series on Updates on Sociopolitical and Economic Perspectives; and foreign study mission on Legislative Process and/or Public Sector Innovation/Trends. The program includes lectures and practical applications of the concepts in the form of discussions, small group workshops and structured learning exercises.

The Beginnings of the CBILLS

In 2018, the Philippine Congress recognized the need to continuously capacitate its senior executives, managers, and technical legislative staff. Accordingly, it identified education and training capability building as a necessary intervention to ensure that legislative staffs are able to effectively assist in the lawmaking functions of legislators. A budget allocation for this purpose was provided.

In line with the budget allocation, the Development Academy of the Philippines in consultation with the Senate and the House of Representatives of the Philippines, through the Legislative Budget Research and Monitoring Office and the Committee on Appropriations, designed and implemented a continuous capability development program that would meet the evolving capacity needs of congressional staff.

In 2018, the first batch of participants was from the Office of Senator JV Ejercito Estrada, Legislative Budget Research and Monitoring Office of the Philippine Senate and, the Committee on Appropriations of the House of Representatives.

Beginning 2019, the program expanded its coverage to include the other units and offices of the Philippine Senate and House of Representatives, and to provide more inclusive developmental interventions for the legislative branch's workforce.

In 2020, due to the pandemic, the program adapted and shifted to online mode of delivery, and activities emphasized the role of the Congress in balancing the powers of the government and its continuing role in adopting legislative measures during this time and, at the same time, being responsive to the present health emergency and looming economic crisis.

To address the limitations in conducting physical classes due to the current health situation, all activities were conducted online.

2021 Program Accomplishments in Numbers

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

Government Quality Management Program

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

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

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

In 2016, the DAP created the Government Quality Management Program Office (GQMPO) to further strengthen the implementation of the GQMP and its components and explore ways to level up the QMS of certified government agencies and effect actual service quality improvements.

The different components of the GQMP are aligned with the DAP's mandate, specifically on "fostering and supporting developmental forces at work in the nation's economy through selective human resources development programs, research, data collection, and information services." The Program also "promotes, carries on, and conducts education, training, consultancy, and publication in the broad fields of *quality management in public administration*."

Legal Basis of the Program/Alignment to Admin Thrust

An increasing number of government agencies are adopting and earning certification for the ISO 9001:2015 QMS. These agencies have clearly defined quality policy, objectives and plans, established operative controls for effective and efficient operations and ensured client satisfaction enhancement. This clear and compelling premise further strengthens the purpose of EO 605, which directs departments/agencies under the Executive Branch and GOCCs to adopt ISO QMS, pursue certification, enjoins SUCs, and encourages LGUs, Judiciary, Legislature, and Constitutional Offices to establish ISO-QMS and pursue certification. Also, the Program has been provided with funding support for the last five years through the GAA in 2018 (RA10964), 2019 (RA11260), 2020 (RA11465), and 2021 (RA11518).

Furthermore, in support of Republic Act No. 11032 Ease of Doing Business and Efficient Government Service Delivery Act of 2018, the GQMP has leveled up its service quality improvement initiatives by focusing on enhancing citizen satisfaction. To enhance the performance of public sector organizations (PSOs) in delivering quality services, the Program shall continually concentrate on strengthening their capability in improving their frontline services to effect actual and meaningful changes and ensure that Filipino citizens will greatly benefit in the process and system improvement initiatives.

Program/Project Objective

- Promote and enhance public sector performance through the adoption of ISO 9001:2000 Quality Management Systems in all agencies of government;
- Develop an institutional infrastructure that shall provide certification with international accreditation;
- Establish the citizens' charter of key government offices that shall be provided to the transacting public as the government's manifestation of service guarantee; and,
- Recognize citizen-driven government organizations that have attained ISO 9001:2000 certification for other government agencies to emulate.

As the Program matures and caters to the specific needs of its beneficiary government agencies, it expanded and adjusted its objectives as follows:

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

2021 Program Accomplishments in Numbers

13 Agencies certifiable/certified to ISO 9001	19 agencies assisted on QMS development/implementation/performance improvement	11 service quality standards developed
11 Agencies recognized for GBPR	1,689 Participants trained on QMS, P&Q, Innovation Lab	

Modernizing Government Regulations Program

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

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

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

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

- Reviewing regulations governing the priority industries and coming up with actionable recommendations on how to improve the industry regulatory environment;
- Facilitating exchange of ideas and recommendations from key stakeholders of the priority industries;
- Enhancing the capability of regulatory agencies to develop smart regulations through regular capability building; and,
- Improving the effectiveness of regulations by introducing a regulatory management system (RMS) to regulatory agencies.

Beginnings of the MGR Program

As the National Productivity Organization (NPO) of the Philippines, the DAP saw the need to create interventions that will provide broad-based improvements in national productivity and competitiveness by examining regulations and identifying regulatory governance reforms.

In 2015, the DAP engaged in several meetings and discussions with relevant agencies such as the National Economic and Development Authority and the National Competitiveness Council. The project team that was constituted conducted a quick survey of existing researches done within and outside the Philippines that are similar in nature and these, along with the ideas generated from the discussions with NEDA and NCC were used as inputs to further develop and deepen the Program concept.

Through the DAP's mandate to promote and conduct inter-disciplinary and policy-oriented research and training, the MGR Program is a regulatory reform initiative that aims to make broad-based improvements in national productivity and competitiveness by examining regulations and identifying possible regulatory governance reforms.

Specifically, the MGR Program aims to contribute to the national government's efforts to improve the ease of doing business in the country by developing mechanisms that would make regulations more relevant and coherent, and identifying specific measures to reduce unnecessary regulatory burden on specific industries. Once achieved, regulatory quality and coherence will be a stimulating factor in improving the overall business and investment climate in the country.

There are four major envisioned benefits of the MGR Program: (i) reduce unnecessary regulatory burden; (ii) improve regulatory coherence and quality; (iii) minimize regulatory failure; and (iv) strengthen regulatory institutional capability.

2021 Program Accomplishments in Numbers

<div>51</div> <div>Regulatory agencies covered by the review</div>	<div>5</div> <div>Industries covered by the review</div>	<div>76</div> <div>Agencies benefitted from training</div>
<div>598</div> <div>Participants trained on GRPs</div>		

Center of Excellence of Public Sector Productivity

The APO Center of Excellence on Public Sector Productivity (COE-PSP) is a designation given to the Philippines by the Asian Productivity Organization in 2015. The DAP serves as the National Productivity Organization (by virtue of PD 205), to promote and implement public sector productivity-related activities in the Asia-Pacific region.

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

Key components of the COE-PSP Program

1. The **Knowledge Bank** aims to widen public access to knowledge products and enhance awareness on Public Sector Productivity. Thus, it serves as a repository and online library of pertinent data, information, materials and references on public sector productivity

Platforms: COE-PSP website, Social Media platforms (YouTube, Facebook), IEC materials, benchmarking activities, PSP webisodes

Knowledge Products: Compendium of Best Practices on Innovation and Productivity; online catalogue of PSP Publications; experts database; feature articles; factsheets; datasets: digest newsletters; webisodes: promotional videos; and art cards

2. **Capability Development** offers a range of face-to-face or online training and other learning solutions to develop new capabilities and hone competencies on productivity methods, tools and techniques as applied in the public sector to develop a critical mass of P&Q professionals

Offerings: Trainings, workshops, and conferences on performance management, productivity measurement, strategic foresight, innovation, digital government, Development of Productivity Specialists in the Public Sector, International Conference on Public Sector Productivity (2021 conference had 3,660 participants).

3. **Innovation Laboratory** provides a venue to stimulate strategic thinking and innovation, understand, experiment and obtain first-hand experience in applying new solutions to address critical public sector productivity issues, under the guidance of technical experts.
4. **Research.** Studies are conducted to provide evidence-based insights and value-adding knowledge on productivity trends and other issues in PSP that can help PSOs further improve their PSP-related programs and policies.

COE-PSP Priority Engagement Areas

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

2021 Program Accomplishments in Numbers

Knowledge Bank	58,522 Individual reached thru social media platforms	5 Knowledge products disseminated
Innovation Laboratory	23 Participating agencies in Innolab programs	12 Agencies assisted in Innovation Projects
Capacity Development	3,711 Trained	581 Local agencies capacitated
Research	1 Research on PSP completed	

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

Addressing the Challenges of the COVID-19 Pandemic

- **Compendium on Best Practices on the COVID19 Pandemic** - The Compendium features 27 innovation and productivity initiatives of the Philippine Public Sector responding to the challenges of the COVID-19 Pandemic. These initiatives reshaped and improved the method of the public service delivery through the

development of human capital, reengineering and reinvention of processes, and rethinking of institutional structures amidst the pandemic.

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

Results-Based Performance Management System

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

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

The AO25 IATF operationalizes its objectives through the implementation of the RBPMS, where agencies' performance is assessed based on the achievements of their targets. Beginning in CY2021, the agencies must satisfy the criteria and

conditions under the four dimensions of accountability: Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results which measure and evaluate agency performance highlighting the public's satisfaction with the quality of public service delivery, utilization of resources, and strengthened agency stewardship. Further, other requirements such as good governance conditions (GGCs), support to operations (STO), general administrative support services, and other cross-cutting requirements are now under the Agency Accountabilities.

The Program and its Objectives

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

As the government recognizes the need to rationalize, harmonize, streamline, simplify and unify the efforts of various agencies in exercising broad oversight of agencies' performance, our government developed a collaborative mechanism among government oversight agencies that establish an integrated RBPMS.

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

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

Accomplishments of the RBPMS implementation

For the past years, RBPMS, through the PBB and PBIS, has achieved the following:

1. **High participation of agencies** - The RBPMS provides a mechanism for government agencies to track their performance in achieving their commitments. From 96 percent in 2012, the PBB participation rate has increased and sustained at 100 percent to include almost all national agencies (excluding the Commission of Elections, and Senate and House of Representatives).

The AO25 also implements the Interim PBB among LWDs, GOCCs under GCG, and LGUs through the assistance of their respective agencies.

2. **Increased compliance to governance standards** - the RBPMS framework challenges government agencies and employees to adhere to existing laws and regulations, promoting fiscal transparency and process accountability. The implementation of PBB has encouraged agencies to comply with good governance conditions such as budget and procurement disclosures, liquidation of cash advances, and the Anti-Red Tape program.
3. **A better understanding of agency roles and mandates - agencies participating in PBIS** have developed a better understanding of their respective roles and mandates. Since the accomplishment of Major Final Outputs is one of the PBB criteria, employees have become more aware of their roles and how it impacts the achievement of their MFOs.
4. **The RBPMS has contributed to agency improvements through the following:**
 - **Quality of performance indicators** – encouraged the shift from measuring quantity in outputs to using quality and timeliness performance indicators and targets, which is a more strategic indicator of the impact of public sector services. It has also pushed the agencies to track their performance indicators and their achievements of good governance conditions and post them on their websites.
 - **Agency management practices** – RBPMS has been a guiding tool to ensure that individual and organizational performances are aligned to the national agenda. It also promotes collaboration and teamwork within the agencies.
 - **Delivery and quality of public service delivery** – the introduction of the Streamlining and Process Improvement, Citizen/Client Satisfaction requirements beginning FY 2018 assisted the agencies in improving their Citizen's Charter and service delivery eliminating bureaucratic red tapes and delays, and complying with Republic Act No. 11032. In FY 2020-2022, this initiative has evolved to the achievement of ease of transaction and digitization in government services. Further, improving the services through the achievement of high satisfaction rate from citizens/clients as well as getting feedback from them.

Between September 2013 and March 2014, the World Bank evaluated the effectiveness of the PBB. Particularly, PBB is perceived to improve management practices and promote teamwork within and among agencies. The World Bank has recommended restructuring the PBB to provide greater weight to the unit's bonus, increase the amount of PBB, enhance the efficiency and transparency of the PBB process and develop new ideas for the advancement of RBPMS. In 2019-2020, the Philippine Institute for Development Studies (PIDS) as well conducted a Process and Impact Evaluation on the PBB process, which led to the introduction of the new PBB scheme in 2021.

The implementation of the PBIS, and the RBPMS, in general, has enabled the government to build the foundations of a performance culture in the public sector.




Environmental Governance and Management Program

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

EGovM Program Objectives

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



Through its Capacity Building component, the EGovM offers a five-course full training program for local chief executives and division chiefs of all LGUs, prioritizing to those from lower income class and/or most vulnerable to climate change. This training program runs for five months that includes synchronous and asynchronous learning sessions, development of individual and group outputs, and four post-module community applications.

Key Accomplishments

- Development of the Integrated Competency for Climate risk-based approaches to policy, planning, and investment programming with NEDA
- Development of a Framework for Determining Safer Settlements for the DENR incorporating the pillars of natural resources, climate change, demographics, macroeconomics and physical infrastructure
- Climate Change Natural Resources and Vulnerability Assessments for the Ecotown Model
- Development of a Roadmap on the Use of Alternative Fuels for Transportation Vehicles
- Master Planning for the Busuanga Island Chain for the FMB-DENR
- Development of Standard Operating Procedures for Forecast-based Emergency Preparedness: Human Security, Food and Nutrition Security for 10 provinces in the Philippines
- Conducted Post-Disaster Waste Management Research and Training for the Development of Guidelines for LGU Implementation
- Implementation of a webinar series on the “Philippine Ecosystem and Natural Capital Accounting System for Local Government Units”.
- Conducted six batches of GIS Hazard Modeling Trainings for Improved Decision-Making and Early Warning Action of Local Government Units:



In total:



Graduate School of Public Development and Management

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

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

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

Master in Public Management major in Development and Security (MPM DevSec) is a joint program of the DAP and the Armed Forces of the Philippines Command and General Staff College (AFPCGSC) through the approval of the Department Circular No 5. It is crafted as a twinning program for the mandatory mid-career course of AFP officers before they are promoted to "06" position. The intensive degree programs seeks to build the competencies of future leaders within the overarching framework of development and security.

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

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

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

Table 1. Number of graduates in degree and certificate programs (short courses)

Program	Master	Certificate
MPM DevSec (Batch 15)	114	
MPM DevSec (Batch 16)	100	
MPM DevSec-MSS (Batch 1)	15	
MPM-HSD Regular	31	
Certificate Course on Futures Thinking (CC-FT) Batch 2		58
Executive Course on Public Management Research (ECPMR) Track 2		15
Certificate Course on the Foundations of Knowledge Management (CC-KM) Batch 2		43
Certificate Course on Evidence-based Policy Making (CC-EBPM) Batch 2		23
Executive Course on Leadership, Innovation, Communication and Knowledge Management (CLICK) Batch 2		37
Certificate Course on Futures Thinking (CC-FT) Batch 3		50
Executive Course on Public Management Research (ECPMR) Track 3		8
Certificate Course on Productivity and Quality Management (CC-PQM) Batch 2		26
Executive Course in Public Management (Twinning with Philippine Air Force Officer School		53
Certificate Course in Geopolitics and International Relations Batch 3		30
Certificate Course in Psycho-Socio-Cultural Dimensions		18

of Development and Security		
Certificate Course on Hospital Quality Improvement Batch 1		30
Certificate Course on Hospital Quality Improvement Batch 2		58
Total	245	449

GSPDM Research Program

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

As a Research Hub, the GSPDM aims to: (i) generate evidence for innovation and change to achieve the global Sustainable Development Goals (SDGs) 2015-2030 in the Philippine national and local contexts as well in the regional and global contexts; and (ii) co-create knowledge in higher education for public management to support public sector performance in achieving sustainable development in the Philippines.

The GSPDM received funding from the GAA 2021 to be utilized for its various research programs in two areas: (i) 1. Research on Sustainable Development Goals and Futures Thinking; and (ii) Research Programs of the Graduate School of Public and Development Management

Following the 2020 budget for its Research Programs, the request for budget from the GAA FY 2021 of the GSPDM was granted to be utilized to attain its Research Agenda for 2021. The program produced 23 working research papers on the Sustainable Development Goals and Futures Thinking.

The GSPDM Knowledge Innovation HubLab

Since the establishment of the Knowledge Innovation (KI) HubLab¹, the GSPDM continued to build on and sustain the gains of the past two years. The GSPDM intends to maintain its relevance by strengthening its capability in instruction, research and extension. It also aims to widen its reach while moving towards its goal of becoming the country's Center of Excellence in Public Management.

Future Studies Platform

One of the six platforms of the KI HubLab is Futures Studies. In 2021, the GSPDM implemented two batches of the Certificate Course on Futures Thinking with over 100 enrollees – an indication that futures thinking and foresight is now being democratized and indigenized in the Philippines.

Moreover, GSPDM included the futures thinking lens across all its programs and basically embedded the field of study in its curricula.

Collaborative Efforts

- The DAP Graduate School had an exploratory meeting with United Kingdom Better Health Program regarding the Certificate Course on Health Technology Assessment (CCHTA).
- The DAP Graduate School partnered with the PSPA and the United Nations Development Programme (UNDP) during the conduct of UNDP's High-Level Policy Dialogue on Inclusive Innovation held on September 17, 2021 via Zoom.
- The DAP Graduate School partnered with the Philippine Society for Public Administration (PSPA) during the 2021 PSPA International Research Conference. A Special Panel on Research on Sustainable Development Goals (SDGs) and Futures Thinking was organized. The 2020 GSPDM Research Fellows presented their research papers on October 21, 2021 via Zoom.
- The DAP Graduate School partnered with the Philippine Futures Thinking Society (PhilFutures) during the first PhilFutures Summit – Futures of Education, Work and Technology: Paglalayag Tungo sa Hiraya 2050 held on November 12-14, 2021 via Zoom.

2021 Milestones

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

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

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

This is in response to the huge skill gap that needs to be addressed as a nation in order to protect the human capital from impending job loss and mismatch brought about by automation, artificial intelligence (AI), and new technical fields such as DSA. *With the foreseeable demand for DSA talents as one of the recognized challenges* which the Department of Science and Technology-Good Governance through Data Science and Decision Support System or GODDESS Program intend to address, there is a need to continue current efforts in human capital development in this fast-growing field. Online education remains a key solution in addressing the huge talent gap due to its features of being scalable, accessible, and inclusive.

The more workforce is reached through DSA online learning, the faster the country can move up the value chain in terms of its service offering globally. An upskilled or reskilled data workforce will not only help the country dampen the effects of automation and AI, it will immensely help both private (outsourcing in particular) and public transition its workforce to jobs that are more resilient to technological advances.

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

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

Project SPARTA Objectives

Knowledge Democratization

1. Develop and launch localized massive open online courses on data science, analytics and related fields with co-implementing agencies (DAP/AAP) and relevant universities.
2. Train and graduate learners on various learning pathways in data science, analytics and its related fields through the developed online courses

Activation and Engagement

1. Develop and launch a Smart Governance Online Portal to be the central information source for the SPARTA initiative as well as the needed infrastructure to house data for capstone projects, targeted data R&D and project publishing.
 - a. Craft national government data analytics for learners and researchers capstone projects and challenges not limited to productivity, regulatory impact analysis and citizen satisfaction analytics.

2. To have a mechanism to inform LGUs and NGAs of the GODDESS initiative, new smart city market developments, solutions and trends, and exchange lessons learned and best practices with like-minded municipalities or public sector institutions.
3. Conduct maturity assessment and roadmap workshops with the cooperating state universities and colleges, NGAs and LGUs in order to assess and prioritize local data-driven projects to benefit the local population and contribute to Smart Governance playbooks for the Philippines.

2021 Program Accomplishments in Numbers

20,958 applicants	18,711 approved learners/scholars
30 Pathway graduates	2 hackathons conducted
1 policy accreditation completed (CPD for professional teachers)	2 publications completed

Center for Strategic Futures

In the recent years, the DAP has put an emphasis on the importance of **innovation, foresight, and data science programs** in order to help the public sector to thrive in a volatile, uncertain, complex, and ambiguous environment.

On 26 August 2020, the DAP Board of Trustees approved the establishment and incubation of a strategic unit named as the Center for Strategic Futures (CSF) under the Office of the President. The CSF reinforces the Academy's commitment to think strategically about the future by supporting its current initiatives on identifying, analyzing, and monitoring evolving issues and trends as well as its implications for sustainable development. In the same year, the Academy received funding from the national government for the establishment of its Data Analytics Laboratory at the DAP Building in Pasig City.

In 2021, additional funding was received from the national government for the acquisition of IT Infrastructure for the Data Analytics Laboratory, which is being utilized and maintained by the CSF.

The CSF, through government appropriations, proposed and implemented the following CY 2021 programs:

- **Center of Excellence for Data Science and Analytics (CEDSA) Program**, which focuses on strengthening the use of data and technology in the government.
- **Foresight and Anticipatory Governance Program**, which promotes future-ready governance in LGUs by mainstreaming futures thinking and innovation in local planning and policymaking processes;

CEDSA Program

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

- ***Research and Development of a Data Science and Analytics Framework and Data Governance Policy Framework.*** DSA is at the core of CEDSA program. It is also the main contribution of CSF to the DAP's mandate in research, training, education, and consultancy. The key to its operational success is the synergy among four components: Data, Human Capital, Open Data Portal, and Aggregated and Ready to Use Data system and infrastructure.
- ***Research and Development of the Optical Character Recognition (OCR) Tool*** aims to develop a scalable OCR tool that can be deployed to the cloud and accessible to potential beneficiaries as subscription fees of existing commercial solutions can be costly and not sustainable for LGUs and government agencies. The OCR is part of the AI toolkit being developed to aid the LGUs and NGAs in pursuing data and technology solutions. This specialized technology allows the conversion of images, such as books and scanned documents, into an editable format and searchable data.
- ***Development of the Training-Fellowship-Capstone (TFC) Curriculum.*** The development of the framework and initial curriculum design were based from the review of relevant frameworks, existing upskilling program designs, and researches regarding capacity building on data science and AI. Enlistment of the priority government agencies and LGUs were also conducted based on their functions, which requires data collection, data analysis and digitalization initiatives.
- ***Development of the Linang Online Platform.*** The Linang platform aims to continuously provide flexible and quality learning opportunities for the public sector in different areas of development by maximizing the use of technology. It is designed to be accessible through a computer browser or mobile application to accommodate the various learning needs of target participants across the country.

Foresight and Anticipatory Governance Program

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

The Foresight and Anticipatory Governance Program aims to help shape a future-aware, future-ready, and future-shaping public sector by institutionalizing competencies on foresight and innovation. These forward-looking approaches are crucial to successfully navigate the disruptive challenges of the “new normal” environment. Specifically, the Programs intends to:

- promote collaboration and knowledge co-creation approaches designed to anticipate emerging complex issues, and
- identify relevant smart and innovative solutions in order to respond to the needs of a VUCA environment and effectively adapt to other global phenomena that increasingly define and shape the nature of the world (i.e., globalization, climate change, demographic change, and digitalization).

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

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

2021 Program Accomplishments

- **Compendium of Foresight Tools for Smart Community Development (Futures Toolkit) which** Serves as a guide for the appreciation and application of strategic foresight and scenario planning. It also aims to capacitate institutions, leaders, and decision makers with information on futures thinking, which will be beneficial to the greater role of LGUs in the delivery of public service
- **Practical Guide on Strategic Foresight for Local Planning and Policy Development in the Philippines which** aims to contribute to (i) the efforts to mainstream futures thinking and foresight into the policymaking process, by aligning futures thinking and foresight into the local development planning process, and (ii) the policymaking and planning efforts of local governments by providing them with practical foresight methods and tools that have been contextualized in the local planning processes and aligned with the CLUP-CDP and CDRA planning guidebooks, post-pandemic recovery, Philippine Development Plan, and other pertinent laws.
- **Certificate Course on Freedom of Information (FOI) for Information Officers** that was commissioned by the Presidential Communications Operations Office which produced 94 graduates.
- **Smart City Assessment and Roadmap Development** for Santa Rosa in Laguna as technical assistance project for DOST Region IV-A.

APO PROGRAMS AND PROJECTS

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

Project Hostings

In 2021, the APO/DAP Secretariat coordinated the implementation of 15 APO project hostings, in cooperation with the Academy implementing units/centers. These projects benefitted a total of 3,585 participants. The projects, categorized as multi-country (MCP), technical expert service (TES), and individual country study mission (I-OSM), were grouped according to three main program areas: Agriculture Transformation and Food Security; Public-sector Productivity; and Industry/Service Sector Productivity. Due to the pandemic restrictions, these projects were implemented through virtual modality (online).

Agriculture Transformation and Food Security

Training of Trainers on Developing Future-ready Agribusiness Social Enterprises

3-5 March 2021, Virtual Session

The three-day training program was attended by some 28 participants from APO member countries Cambodia, Fiji, India, Indonesia, Islamic Republic of Iran, Malaysia, Nepal, Pakistan, Philippines, Republic of China, Republic of Korea, Sri Lanka, Thailand, and Vietnam. The participants are composed of agribusiness social enterprise (SE) trainers, entrepreneurs, researchers, academicians, and private, government, and non-profit executives who learned about accessing finance, improving productivity, increasing post-harvest value, and expanding market linkages, which play a vital role in achieving future readiness of small-holder farmers and micro and small entrepreneurs.

Workshop on Modern Food Transportation and Regulation

13-15 July 2021, Virtual Session

The workshop specifically tackled smart transformation of food transportation through infrastructure and policy support to meet consumer needs for the timely, steady delivery of high-quality food, and to improve productivity by reducing losses and waste.

A total of 32 participants from 11 APO-member economies namely, Bangladesh, India, Islamic Republic of Iran, Malaysia, Pakistan, Republic of China, Sri Lanka, Thailand, Turkey, Vietnam, and Philippines completed the three-day workshop.

The workshop was implemented via online sessions with lecture presentations from top notch experts and practitioners from Indonesia, Japan, Singapore, Italy, and Philippines. Participants also shared their best practices on food transportation in response to a crisis situation like COVID-19.

Conference on Urban Agroecology and Food Security

9 September 2021, Virtual Session

The highly-relevant and timely virtual conference was attended by 55 participants from Bangladesh, China, India, Iran, Japan, Pakistan, Sri Lanka, Thailand, and Philippines, and viewed by 75 YouTube observers. The conference introduced the concept of urban agroecology and its multifunctional roles; explored best practices and models of urban agroecology, which can be replicated as a response to challenges in food security; and promoted the concept/system of fresh fruit and vegetable production from urban agriculture.

The conference involved lecture presentations from experienced and topnotch resource persons from Malaysia, Japan, Indonesia and Philippines. A panel discussion also highlighted the virtual event where the participants and resource persons discussed food security concepts, policies, resources, best practices and strategies for implementation in a global context.

The conference emphasized the fundamental considerations that amid the health crisis and natural calamities, it is even timelier to collaborate and strengthen support to farmers and consumers while promoting self-reliance among people to strengthen urban agriculture. The online event also showcased the significance of exemplifying urban agriculture through a variety of technologies that may be readily adopted in the community, such as hydroponics, vertical gardening, Green Alley, and UPU agriculture.

Public Sector Productivity

Development of Public-sector Productivity Specialists

1-5 March 2021, Virtual Session

The APO has long supported the region's public sector organizations by building their capacity to strengthen management practices, organizational cultures, and service delivery. It continued to do so in 2021 by implementing the APO Course on Development of Public-sector Productivity Specialists, an initiative designed to equip a pool of professionals capable of improving organizational productivity and helping their respective countries boost efficiency and improve citizen satisfaction, competitiveness, and quality of life.

Some 29 participants from 13 APO member countries learned about the concepts, tools, and strategies to improve organizational, sectoral, and national productivity. The course also featured presentations from Philippine public-sector organizations. All sessions were conducted online via the Zoom platform.

Conference on Public-sector Productivity

25 August 2021, Virtual Session

The conference provided the stakeholders a platform to address the challenges for being agile, resilient, and adaptive in an environment with disruptions; explored emerging technologies, innovations, and tools to enhance smart public service delivery; and examined new areas that will shape the future of public-sector productivity.

The activity was conducted via the Zoom platform and live-streamed on the Facebook and YouTube pages of the Center of Excellence on Public-Sector Productivity. Some 200 participants attended the Zoom session and 3,700 viewers during the livestream of the event.

Resource speakers Dr. Jin-Wook Choi, Dr. Mohamad Norjayadi Bin Tamam, Hon. Mar-len Abigail "Abby" Binay-Campos, Dr. Piret Tõnurist, and Undersecretary Philip Francisco Dy, presented topics on making the new normal work for the public sector. They also tackled public sector productivity under the new normal, and the anticipatory innovation governance model.

Workshop on Evaluating Regulatory Quality and performance to Improve Public-sector Productivity

10–12 November 2021, Virtual Session

The workshop tackled the key elements of regulatory performance and the different tools and frameworks for evaluating regulatory quality; various approaches to develop effective and context-sensitive regulatory management systems; and the latest advances in tools for evaluating regulatory quality for novel areas such as new digital technologies.

There were a total of 39 participants consisting of government officials from regulatory agencies, policymakers, and academic research and development specialist from various APO member countries, namely, Bangladesh, Cambodia, India, Islamic Republic of Iran, Mongolia, Nepal, Pakistan, Philippines, Republic of China, Sri Lanka, Thailand, Turkey, and Vietnam.

Experts from Monash University (Australia), Public Digital Innovation Space (Republic of China), DAP, Victoria University of Washington (New Zealand), and University of New South Wales (Australia) served as resource persons.

The presentation on the regulatory experiences of different countries provided the participants a broader understanding on the various regulatory reforms that had to be done. The workshop also provided a deeper context on the evolution of regulatory systems and practices over time, and in relation to the changes the society undergoes.

Development of Public-sector Productivity Specialists, 6-10 December 2021, Virtual Session

This course covered public-sector productivity (PSP) improvement concepts, issues, tools, and strategies. 43 participants from 11 APO member countries participated in the activity.

Speakers from Canada, the Republic of Korea, and the Philippines conducted presentations on the principles and measurement of PSP and the strategies and tools to improve organizational, sectoral, and national productivity.

TES on Strategic Foresight (Scenario Planning) for Undersecretaries and Assistant Secretaries 20–24 June 2021, Virtual Session

The project had 22 participants from 15 government organizations. The attendees were a mix of undersecretaries, assistant secretaries, and equivalent positions from different agencies of the government. The same officials also attended the Public Management Development Program Phronetic Leadership Classes. The workshop had world-renowned scenario planning expert, Mr. Jonathan Star as the lead facilitator.

The project provided the participants an actual demonstration of strategic foresight and scenario planning.

TES on CBILLS 2021 E-learning Module on Developing Value-adding and Innovative Systems for the Philippines Congress using Blue Ocean Strategy
14–18 June 2021, Virtual Session

This project was attended by 18 managers and technical staff from the House Committee on Appropriations of the House of Representatives of the Philippines and from the Legislative Budget Research and Monitoring Office of the Senate of the Philippines.

This project aimed to increase the creative thinking faculties for solving problems, shifting perspectives, and seizing new opportunities in the public sector, specifically in performing the functions related to the expenditures of the national government and in improving legislative action in scrutinizing budgets proposed by the Executive, tracking expenditure, and strengthening the country's fiscal policies, using the concepts, tools, and framework of the blue ocean strategy (BOS).

Dr. Noore Alam Siddiquee of Flinders University in Australia and Professor M. Thilakasiri of HighFlyer Global (Pvt) Ltd. in Sri Lanka served as resource persons. Sessions included the appreciation of the fundamental concepts and principles of BOS, the application of BOS tools to both the private and public sectors, the introduction of Blue Ocean Leadership in the public sector, and the implementation and execution of BOS in the organization.

TES on Education and Training Capability Building Seminar for Local Government Leaders: Online Course on Strategic Foresight for Local Government Leaders

7–10 September 2021, Virtual Session

The project was attended by 61 participants composed of local chief executives, department heads and technical staff from various local government units. The APO expert deputized was Jonathan Star.

The main output of the online course is a presentation with emphasis on the overall context relative to the issue that the participants selected; presentations also included a scenario matrix, suggested actions, overall insights and recommendations and one subject or issue that they think needs further research.

The participants impressed that the activity was very rewarding as it provided creative means in planning using scenarios. Accordingly, applying the lessons learned from the course can strengthen the delivery of service both in policy and practice.

TES on 2021 Public Sector HR Symposium-Civil Service Institute and PMDP Breakfast Chat

15, 17, 23 September 2021, Virtual Session

2021 Public Sector HR Symposium-Civil Service Institute

A total of 3,093 participants composed of HR Practitioners, leaders, and managers from the Philippine Bureaucracy attended the symposium. On the other hand, 14 participants came from the ASEAN Member States.

The topics shared by APO expert, Dr. Archana Yemeshvary Ashok Upadhyay, served as an inspiration to motivate and help develop the participants' competencies to become resilient and future-ready so that they can continuously provide excellent and efficient public service, while in the midst of a crisis and with a fast-paced changing landscape. Based on their Post Evaluation responses, majority of the participants had an increased knowledge on building resilient public servants; they also learned new concepts that they can apply when they return to their respective workplaces.

PMDP Breakfast Chat

Some 83 participants from Middle Managers and Senior Executives in the Philippine Government (as scholars of the Academy) attended the Breakfast Chat on 23 September 2021.

The topics presented are relevant to organizational transformation in the workforce, especially in leadership and culture areas. APO expert Dr. Archana Yemeshvary Ashok Upadhyay shared her rich experience as a coach and HR practitioner.

The topic "HR Innovation and Future of Work" touched a significant area in management and brought to light specific development strategies for future-proofing.

I-OSM Benchmarking Mission on Future Ready Centers and Innovation Laboratories (FCIL) in Taiwan

18–19 October 2021, hosted by China Productivity Center

This IOSM provided an opportunity to learn firsthand about the program, strategies, critical aspects of the organizational structure, physical and digital infrastructure, and best practices of innovation laboratories and future centers in Taiwan, ROC. The NTPC-AWS Joint Innovation Center and Public Digital Innovation Space (PDIS) were invited to present the success stories in their organizations. It also served as a venue to initiate linkages between the Philippines and ROC institutions in the near future.

Some 15 officers and staff from DAP and six observers from the Civil Service Commission (CSC), Department of Science and Technology (DOST), and Department of Budget Management (DBM) joined the online benchmarking study with DAP President and CEO Atty. Engelbert Caronan, Jr. who served as the head of the delegation. The resource persons included Cardinal Rain Inc. Vice Chairman Nicole, T.I Chan, Senior Executive Officer Zach Huang, and Researcher Yi-Wen Chan of Public Digital Innovation Space.

PMDP SEC 9 Foreign Study Mission to India

24–28 May 2021, hosted by National Productivity Council India

The Development Academy of the Philippines (DAP), through its Public Management Development Program partnered with the National Productivity Council (NPC) of India for a three-day International Governance and Public Policy Innovations study mission on 25 to 27 May 2021. The study mission was conducted via online mode in coordination with the National e-Governance Division of the Ministry of Electronics & Information Technology.

Participated by the Senior Executives Class Batch 9 – Punyagi, composed mainly of senior officials of various agencies and regions of the Philippine government, the mission deepened understanding and appreciation of the impressive digital transformation made by India in e-governance.

Participants also shared their appreciation on the country's comprehensive and dynamic digital ecosystem connecting numerous sectors and industries as a key driver towards improving the delivery of government services

The mission further broadened their perspectives on the potentials of technology in creating agile and future-ready communities. The active sharing and exchange of ideas among the high level Philippine officials and India's gurus and experts indicated the huge collaborative success of the mission.

Industry/Service Sector Productivity

Workshop on Regulatory Ecosystems for Startups

28–30 July 2021, Virtual Session

The workshop examined the concept of startup ecosystems and regulatory frameworks; identified existing public regulations and tools that promote startup businesses; and suggested proposals for scaling-up startups through better regulatory ecosystems frameworks.

There were a total of 36 participants composed of government officials from regulatory agencies, policymakers, academe research and development specialists from various APO member countries.

Experts from the University of Petroleum and Energy Studies, Chiang Mai University, and ASEAN served as resource persons. There were also local presentations from the Department of Trade and Industry and the Department of Information and Communications Technology.

The participants learned about the importance of regulatory reforms and improved regulatory systems to encourage the establishment of startup firms, especially during this COVID-19 health crisis. Further, the workshop highlighted the key components of a successful start-up ecosystem and discussed the startups' current state of affairs in different jurisdictions. The session also introduced a ranking framework and methodology to strengthen start-up ecosystems, while promoting a healthy competition to further learn, share, and adopt good practices.

Special Account for Business Recovery and Resilience: Assistance to SMEs and Critical Sectors:

The DAP proposed the implementation of assistance package for small enterprises, in cooperation with the Asian Productivity Organization (APO) through the APO Special Account for Business Recovery and Resilience: Assistance to SMEs and Critical Sectors. This is to cover small enterprises that have not received any form of assistance from the Philippine government. The general objective is to enhance the capability of selected small enterprises in critically affected sectors, specifically from the food processing industry and retail trade, both existing and start-ups, in dealing with challenges in restoring operations and adjusting the delivery of products and services in the new normal.

Two clusters of beneficiaries were assisted, as follows: Cluster 1: Small enterprises engaged in the processing and distribution of basic food commodities; Cluster 2: Associations of disadvantaged groups (e.g., people with disabilities, senior citizens) engaged in small business activities or looking for business opportunities.

Customized assistance packages amounting from PHP 30,000.00 (USD 625.00) to PHP 100,000.00 (USD 2,000.00) were to be provided to beneficiaries ranging from 40 to 140 enterprises and associations, depending on the results of the needs assessment.

Capability Building Projects (Scholarships)

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

Researches

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

APO Productivity Databook and Database

February to December 2021, Virtual Session

The productivity databook served as the main source of productivity statistics for policymakers in the Asia-Pacific. The 2021 edition expanded the analysis and featured economic growth, labor productivity, and total factor productivity estimates in APO member countries under the evolving COVID-19 pandemic that has drastically affected world economies.

The national expert for the Philippines is Vivian R. Ilarina, Assistant National Statistician, Philippine Statistics Authority.

Research on the Complementarities of the Circular Economy and Green Productivity

July to December 2021, Virtual Session

The research examined the complementarities between GP and circular economy principles with the aim of updating and strengthening the GP strategy, making it more aligned with the SDGs and the latest global environmental preservation trends, and enhancing its contributions to member countries' efforts to meet their sustainability goals. The results of the research are expected to contribute to initiatives to enrich and elevate GP, ensuring its continued relevance to address emerging, pressing global issues through the current development of GP 2.0. The research also aimed achieve one of the strategic objectives of the APO Vision 2025 - promoting robust, proactive GP.

The national expert for the Philippines is Dr. Lynlei L. Pintor, Supervising Science Research Specialist, Department of Environment and Natural Resources-Ecosystems Research Development Bureau.

Research on Labor Market Policies for Changing Market Demands, October to December 2021, Virtual Session

This research investigated changing labor market demands and suggested how policymakers, governments, and relevant stakeholders should prepare the workforce in a timely manner.

The national expert for the Philippines is Maria Corazon P. Caritativo, Supervising Labor and Employment Officer, Department of Labor and Employment-National Wages and Productivity Commission.

Research on Needs Assessment on Innovation Management, October to December 2021, Virtual Session

The research examined innovation management capabilities in selected APO member countries and analyzed their status and challenges. It also recommended models and best practices for implementing, scaling up, improving, and evaluating innovation

management systems. The research is a macro study using available aggregate data on innovation at firm and organizational level.

The national expert for the Philippines is Dr. Ma. Josefina P. Abilay, Regional Director, Department of Science and Technology-MIMAROPA.

Ministerial and Governance Meetings

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

64th Session of the Governing Body

8–9 June 2021, Virtual Session

The GBM hosted by the Government of Japan, and was implemented via virtual modality, was attended by 20 NPO delegates and 58 advisers.

The member countries reaffirmed their commitment to productivity enhancement, while the GB supported the strengthening of the APO's key engagement such as Green Productivity 2.0 and the Centers of Excellence with the introduction of new, innovative approaches. In commemoration of the 60th anniversary of the APO, the Directors conferred APO Awards for the Regional, National, and newly introduced Meritorious and Distinguished categories, and issued the Tokyo Statement on the Centrality of Productivity, which is a tribute to the APO's Diamond Jubilee and served as a reference for forward-looking goals against a turbulent, uncertain future.

63rd Workshop Meeting of Heads of NPOs

26 October 2021, Virtual Session

The WSM was hosted by the Korea Productivity Center and was implemented via virtual modality with 32 NPO delegates and 33 advisers as attendees.

The meeting endorsed a total of 112 projects, including three new proposed projects. There were 86 multi-country projects, nine in-country projects, and 17 e-learning courses planned to be implemented in 2022. The WSM also endorsed the following programs: APO Vision 2025 Outreach Program; revised guidelines of APO Centers of Excellence; and renewed APO e-learning program.

PARTNERSHIPS

In 2021, the Development Academy of the Philippines forged new partnerships with institutions namely the Udacity, Inc. and the Harrisburg University of Science and

Technology. These partnerships allowed DAP to broaden its area of focus and explore programs and projects on technology and digitization.

Udacity, Inc.

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

Harrisburg University of Science and Technology

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

Philippine Institute for Development Studies

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

Haribon Foundation for the Conservation of Natural Resources, Inc.

Haribon Foundation is an organization dedicated to developing sustainable solutions in order to conserve natural resources, conservation of sites and habitats, saving of species, and empowerment of people. Both institutions look to develop a capacity building training program on biodiversity conservation for the local government in the Sierra Madre Mountain ranges. The program will be under the Developing Local Biodiversity Champions among Local Leaders (DELOBI) Project where DAP serves as a member of the steering committee.

Aboitiz Equity Ventures, Inc.

Aboitiz Equity Ventures, Inc. is a holding company which operates on the sectors of consumer goods, utilities, financials, and industrials. The company was engaged as

one of DAP's partners in the development and conduct of Executive Course on Leadership, Innovation, Communication and Knowledge Management (CLICK) Batch 2 which aims to equip career executive service officers (CESOs) and senior government officials with 21st century competencies to become future-ready.

Draft

AWARDS AND RECOGNITIONS

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

Project SPARTA has received multiple recognitions in 2021. The Spring Rain Global Consultancy, Inc. has conferred two certificates to the Project SPARTA for being one of the institution's valued partners. In May 2021, Project SPARTA also received a Certificate of Appreciation for being a valued partner during the SRG PDO Bootcamp Database Management Pillar. It also received a Certificate of Recognition in the succeeding month as one of the organizations that redefined Philanthropy at the 5th Asian Philanthropic Development Conference.

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

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

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

The DAP was also recognized for its effort in promoting Freedom of Information (FOI) in the country. During the 2021 FOI Awards conducted by the PCOO in November 2021, the Academy received two Plaques of Appreciation: (1) for the AO25 Inter-agency Task Force for its exceptional and significant contribution to the Freedom of Information (FOI) Program's progress and development; and (2) for DAP's contributions to the progress and development of FOI in the country through its partnership with PCOO in the creation and development of a certificate course for Information Officers.

HUMAN CAPITAL DEVELOPMENT

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

Staff Development

Table 2. Percentage of employees meeting the required competencies (AO 31 December 2021)

Group	Employees Meeting Required Competencies (AO Q4, 2020)	Plantilla Personnel Not Meeting Required Competencies (AO Q4, 2020)	Competent Employees & + Relevant Intervention (AO Q4, 2021)	Plantilla Personnel Not Meeting Required Competencies (AO Q4, 2021)
Programs	85%	15%	97%	3%
Graduate School	85%	15%	100%	0%
Support	81%	19%	98%	2%
Total	83%	17%	98%	2%

The Academy, being at the forefront of developing meaningful and critical development pathways in the public sector, is also implementing and monitoring the competency progress of its internal talents. Plantilla personnel regularly accomplish self-assessment forms to gauge their demonstration of the required competency according to their position profile. This is further complemented and validated by the supervisors' competency assessment of their staff. Their ratings are averaged and reported to management as part of the compliance indicators for GOCCs.

After 2020 and the multiple waves of COVID-19 lockdowns and restrictions had radically altered DAP operations and the future of work in general, it was clear that people in the Academy have adapted to new ways of doing things. The experience also taught people to stretch functions, to refocus energies, and to reflect on the uncertainties.

With the worldwide rollout of the COVID-19 vaccination programs in 2021, people were conditioned to plans to return to the office, to slowly reduce social restrictions, and to reopen economic activity. The relatively reluctant atmosphere during this period warranted the opportunity for DAP personnel to continue to hone their skills, to develop their competencies, and even to discover the reinvented versions of themselves both personally and professionally. Hence, this resulted in the sustained increase in the competencies acquired, harnessed, enhanced by DAP personnel from a baseline of 83 percent at the start of 2021 to 98 percent by the end of the fourth quarter of 2021, with the help of the Learning and Development interventions.

Table 3. Summary of 2021 Training Interventions per Category

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

Virtual or remote learning became the means for delivering training during the intermittent lockdowns to comply with social distancing measures. Almost all of the 185 training programs/interventions that were facilitated or monitored by the Human Resource Management and Development Department (HRMDD) were delivered online.

Of the three training categories, majority of the programs were culled outside, either from local or foreign training providers. Only 17 percent of the training programs were done in-house. The majority of DAP personnel (72% or 1116) actively joined the in-house training programs that were mostly in shorter duration.

All the in-house programs were implemented by HRMDD and some in coordination with other offices such as the Corporate Operations and Strategy Management office and the Institutional Marketing Center. In some cases, the HRMDD also supported the communication and advocacy objectives of committees like the Gender and Development Technical Working Group (GAD-TWG), and the Planning and Performance Management Committee (PPMC). It was also common for the HRMDD to tap the internal experts as Resource Persons of technical content. Generally, these in-house training programs were considered mainly to align to the competency requirements in the Academy:

- HR Orientation for Plantilla-Based and Non-Plantilla-Based Personnel**
 This is the onboarding program of new DAP personnel to facilitate their entry into the DAP workforce and their acclimatization as members of the DAP community. This will promote the development of the Core competencies of Organizational Awareness, Process and Results Orientation, and Valuing Diversity.
- DAP Basic Project Management Course**
 Primarily designed for Project Managers, this course guides DAP personnel on the core business process of the Academy, the Project Management cycle. To foster productivity and further build on teamwork in the conduct of projects, the BPMC is being offered as one of the core programs of the HRD.

- DAPat on Brand!**
 This course was designed as a communications program customized to serve specific communication-related competency needs and functions in the Academy.
- ISO 9001:2015 DAP QMS Orientation**
 This orientation session aims to enhance the awareness of personnel on the requirements of implementing the ISO 9001:2015 Quality Management System and deepen their appreciation of their individual and group roles in the continual improvement of the DAP-QMS.
- Data Science and Analytics**
 A program which aims to provide participants with learning opportunities to gain understanding and appreciation on the application and technologies leveraging Data Science and Analytics
- Strategic Performance Management System**
 This program provides an overview of CSC's Strategic Performance Management System (SPMS) features, in the context of the public sector performance management framework. This includes an orientation on Performance Planning and Commitment Setting, Performance Evaluation, and other performance management content as may be prescribed by the DAP's Planning and Performance Management Committee (DAP-PPMC)
- Gender Sensitivity Webinars**
 A joint initiative of the Gender and Development (GAD) Technical Working Group and the HRMDD, this program is conducted as part of the continuous gender mainstreaming efforts in the Academy. It covers the essential concepts of sex and gender, institutions that influence gender biases, present realities depicting the plight of women in the Philippines, and the call to raise greater consciousness on how gender equality may be achieved

Foreign training is also a rich source of externally-sourced training programs. The programs under the foreign category were usually longer in duration than the in-house programs. As can be gleaned from the summary table, the average training engagement in hours was pegged at 14.88 hours. As the NPO of the Philippines, the DAP ascribes to the program areas of the APO. The programs were also implemented in partnership with NPOs of other Asian countries. A total number of 87 APO programs was noted from the list of 2021 training programs participated in by DAP personnel. The range of APO programs includes conference, workshops, study missions, or courses. The table below shows the summary of 17 foreign training providers and the number of programs participated in.

Table 4. Summary of Foreign Training Providers

Organization	Number of Training Interventions
APO Secretariat	87
Corporate Finance Institute	2
COURSERA	8
Daniel K. Inouye Asia-Pacific Center for Security Studies	1
DATA CAMP	3
Global Health Learning Center	1
Harvard University	1
Imperial College	1
Institute for Citizen-Centred Service (ICCS)	1
Inter Asian International Education Company	1
MSBM	3
National University of Singapore	1
SDG Academy	2
The US Institute of Diplomacy and Human Rights (USIDHR)	1
TURNITIN	1
United Nations Office for the Coordination of Humanitarian Affairs	1
University of Michigan	1
Total	116

The other training program category is local training. Locally-based external training providers are another major source of various training programs. The training content covered core competency sets, specific subject matter areas or expertise, skills-based, and leadership and management development programs. The list of these providers is shown in the table below. There were 44 training providers that delivered 103 training content or programs to some 308 DAP personnel.

Table 5. Summary of Local Training Providers

Organization	Number of Training Interventions
Association of Government Internal Auditors	6
Ateneo de Manila University	1
Ateneo de Manila University-CORD	2
Bureau of Fire Protection	11
BusinessCoach, Inc	1
Center for Global Best Practices	9
Center for Strategy, Enterprise and Intelligence	8
Civil Service Commission	25

Organization	Number of Training Interventions
Congressional Policy and Budget Research Department	1
Department of Budget and Management	2
Department of Interior and Local Government	3
Department of Science and Technology	3
Development Academy of the Philippines-Local Offering	76
Fora Communications	4
Government Records Officers' Association of the Philippines, Inc.	14
Ifugao State University	1
Institute of Integrated Electrical Engineers of the Philippines	1
Inventive Media	1
JPLCV Center For Academic Values Foundation, Inc.	14
Mobious NEXT	1
National Archives of the Philippines	5
National Disaster Risk Reduction and Management Council	5
Natl Union of Career Exec Svc Officers (NUCESO) Inc	1
Office of Alternative Dispute Resolution	1
Office of the Civil Defense	9
Philippine Political Science Association	1
Philippine Quality Award Foundation, Inc.	1
Philippine Records Management Association, Inc.	6
Philippine Social Science Center	13
Philippine Society of Mechanical Engineers	3
Philippine Society of Public Administration	3
PLDT	1
Presidential Communications Operations Office	3
Razza Consulting Group Inc.	1
Strategic One Business Management Consultancy Firm	13
Technical Education and Skills Development Authority	42
Trainocate Philippines, Inc.	2
University of Santo Tomas	3
University of the Philippines	1
University of the Philippines Diliman	2
University of the Philippines Manila	2
World Stage International Network, Inc.	2
YISRAEL Solutions and Consulting, Inc	1
Zuellig Family Foundation	1
Others	2
Total	308

Participation in training programs is considered to be an indicator of employee engagement. Engaged personnel are said to be actively looking for ways on how they can work better, or produce better outputs. Gary Backstrand, co-author of *Appreciate: Celebrating People, Inspiring Greatness*, mentioned in fastcompany.com the results of studies showing that during the pandemic “employee engagement plummeted by 18 percent.”

Table 6. Percentage of employee training hours and training participation

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

The increase in competency progress as shown in Table 1 may be a factor of employee engagement. The inventory of training interventions participated in by DAP personnel in 2021 adequately agrees with research results. The table below summarizes the percentage of personnel engagement as evidenced by their training participation.

Table 7. Percentage of personnel engagement

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

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

HR Actions

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

Compensation and Benefits

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

FACILITIES IMPROVEMENT

Construction of the New Training Building

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

As of CY2021, a total of PHP652.5 million funding from GAA2017 and GAA2018 had been allotted for the construction of the NTB. The said amount is not enough given the total contract price of PHP821,073,170 intended for the building shell, and this still excludes the allowance for variation orders of 10 percent (PHP82,107,317), as provided for in RA9184 (otherwise known as the Government Procurement Reform Act). A total amount of PHP158.603 million is already included in the NEP for FY2022 intended for the completion of about 90 percent of contracted infra-works for the NTB-shell, and for the procurement and acquisition of partial component of DFOFFs (*i.e., four units of passenger and service elevators, and four units of indoor escalators*).

Based on the evaluation conducted by the DAP’s outsourced Construction Management Consultant (CMC), the actual accomplishment of the construction for the period 27 August to 31 December 2021 is only 18.79 percent against the Academy’s target of 40 percent for CY2021. This means that the project has already incurred a negative slippage of 21.21 percent. This slippage incurred or delay in implementation was attributed to accumulated stoppage of work due to delays in securing permits for cutting of trees, Taal Volcano eruption, several days of heavy rains, seismic tremors/earthquake, and unforeseen site conditions (*i.e., the deepening of footing and other structural foundation as well as added structure such as retaining wall; provision of pipe chase beams; and revision on the elevator design, which were not parts of the original construction plans*). These unexpected conditions that were beyond the control of the Academy and the contractor were the major reasons why the slippage have gone up beyond planned accomplishments.

Thus, the DAP Technical Committee on Building Construction, together with the outsourced CMC on-site (A.C. Ong Consulting Inc.), was directed to require the Contractor, Dumduma Construction and Trading Corporation or DCTC), to submit an Updated Construction Schedule and to implement a Catch-up Plan.

Below are the accomplishments and targets based on the latest construction schedule that was agreed among the DAP, ACOCI, and DCTC:

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

Based on the data and information set in the table above, construction works are expected to be 90 percent completed by the end of CY2022, and 100 percent complete by CY2023 barring any force-majeure or intervening event, that may cause time slippage or delay the completion of the project, which is beyond the control of the Academy.

FINANCIAL HIGHLIGHTS

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

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

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

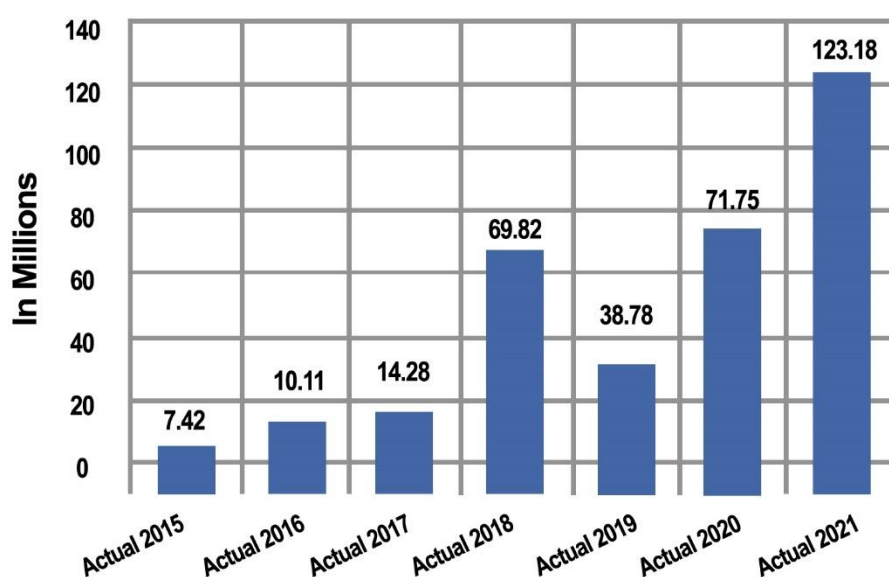


Figure 5. Comparative Net Surplus

Revenue Profile

The Academy's Revenue of PHP881.794 million for the CY2021 accounts for 72 percent of the year's target. This amount excludes the PHP476.370 million allocated for the construction of the New Training Building at the DAP Conference Center in Tagaytay City. The Revenue for CY2021 is six percent higher compared to that of FY2020 amounting to PHP594.916 million. The CY2021 revenue is derived from the Academy's projects, programs, public offerings, use of conference facilities, others (i.e., interest income), and the mandated programs funded by the General Appropriations Act.

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

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

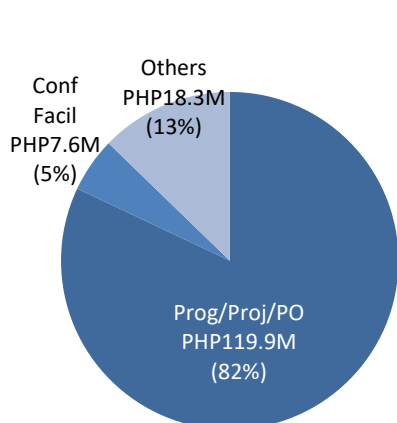


Figure 6A. Revenue Actual 2021

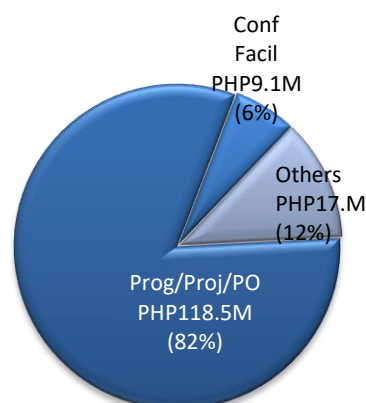


Figure 6B. Revenue Actual 2020

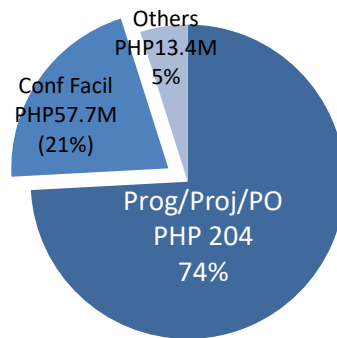


Figure 6C. Revenue Five-Year Average

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

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

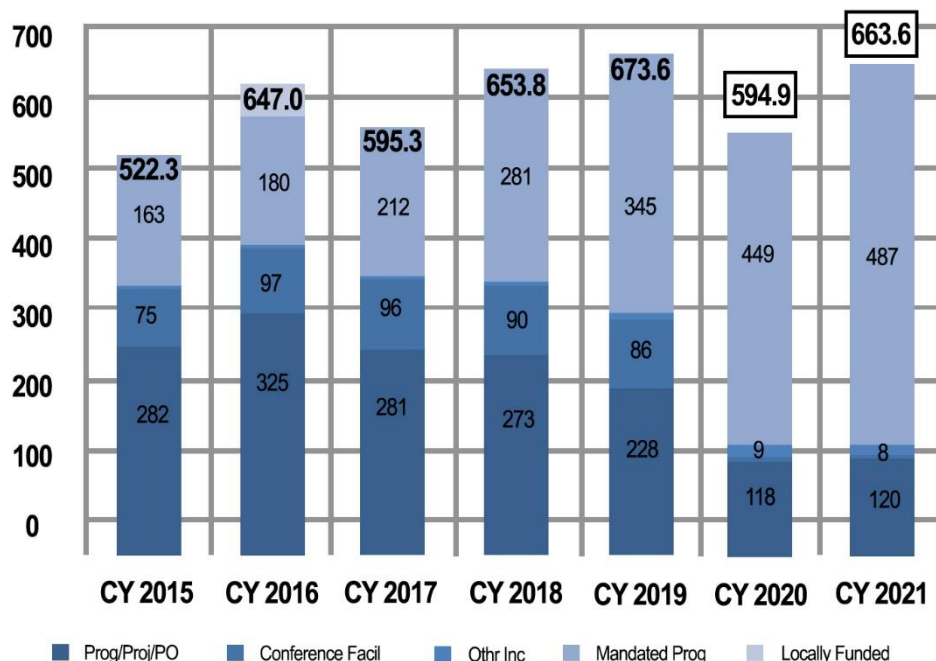


Figure 7. Comparative Sources of Revenue, 2015-2021

Expense Profile

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

The total operating expenses in CY2021 decreased by two percent compared to the previous year's level of PHP523.17 million. This can be attributed to the disruption in operations as a result of the Taal Volcano eruption, the COVID-19 pandemic, and the non-implementation of the SSL 5. It is worth noting that the Academy still applied the SSL4 Tranche 4 rates for Personnel Services although the budgeted amount for such was based on the SSL5 Tranche 1 rates.

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

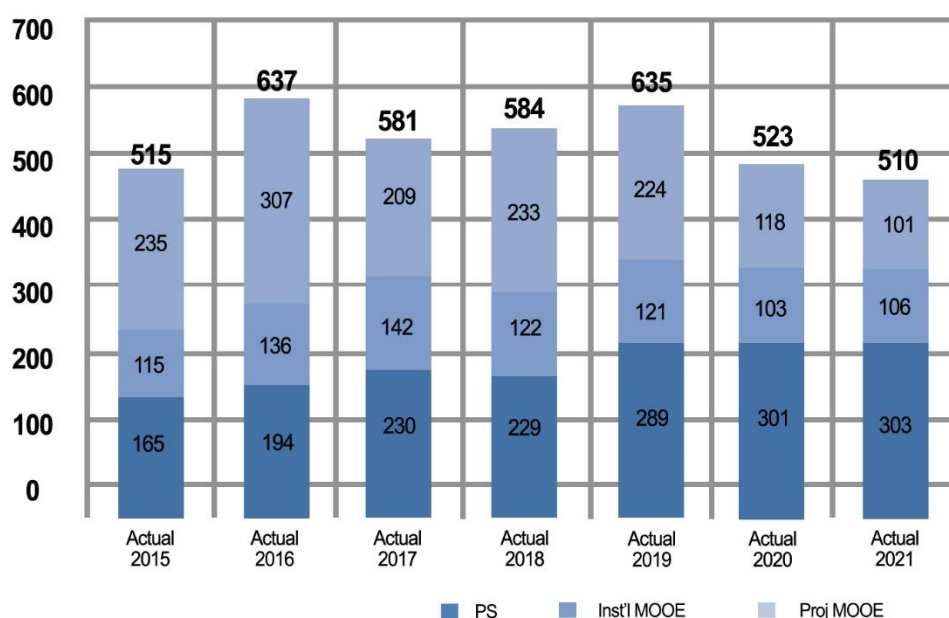


Figure 8. Comparative Actual Cost Structure, 2015-2021

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

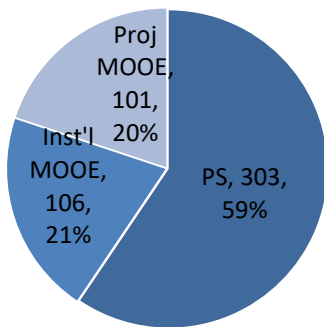


Figure 9A. Actual, CY 2021 (in millions)

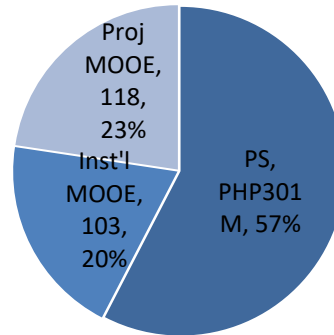


Figure 9B. Actual, CY 2020 (in millions)

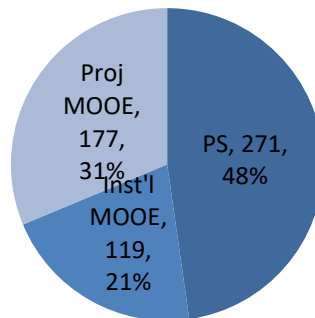


Figure 9C. Five-Year Average, 2016-2021

Financial Efficiency

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

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

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

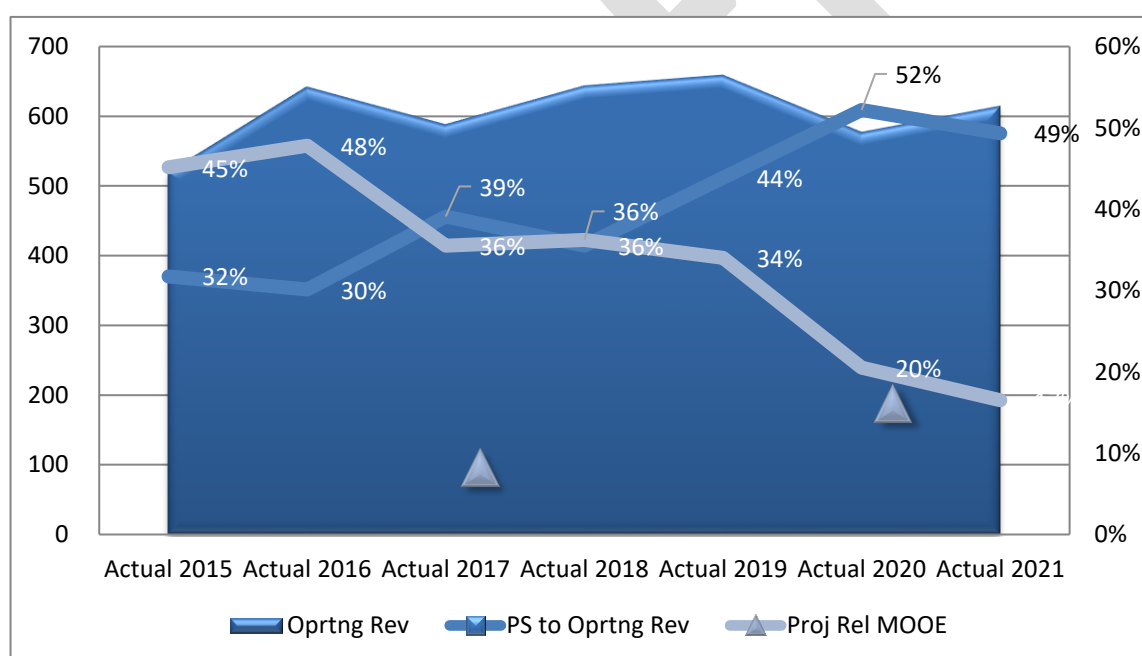


Figure 10. Cost Ratios vs Operating Revenue, 2015-2021.

Financial Condition

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

Table 2. Financial Ratio

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

The **Return on Assets (ROA)**¹ (see Table 2) shows increasing percentage. The ratios are 5.4 percent, 2.9 percent, 4.4 percent, and 7.2 percent, for the calendar years 2018, 2019, 2020, and 2021, respectively. This shows that the Academy is using its assets to generate earnings.

The **Return on Equity (ROE)**² as shown on Table 2 increased from CY2019 to CY2021 implies that the funds entrusted to the Academy were utilized properly.

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

¹ Return on Assets is the ratio of annual net income to average total assets of a business during a financial year. It measures efficiency of the business in using its assets to generate net income. The formula to calculate return on assets is: $\text{Return on Assets (ROA)} = \frac{\text{Annual Net Income}}{\text{Total Assets}}$
15March2014<<http://accountingexplained.com/financial/ratios/return-on-assets>>

² Return on equity or return on capital is the ratio of net income of a business during a year to its stockholders' equity during that year. It is a measure of profitability of stockholders' investments. It shows net income as percentage of shareholder equity. The formula to calculate return on equity is: $\text{Return on Equity (ROE)} = \frac{\text{Annual Income}}{\text{Equity}}$
15March 2014<<http://accountingexplained.com/financial/ratios/return-on-equity>>

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

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

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

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

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

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

GOVERNANCE

The governance and policy directions of the DAP is vested in, and its powers exercised by, a Board of Trustees composed of 11 members representing the Office of the President, Civil Service Commission, Department of Finance, Department of Budget and Management, Department of Environment and Natural Resources, Department of Health, Department of Agriculture, Department of Agrarian Reform, National Economic and Development Authority, and the DAP.

ALICIA DELA ROSA-BALA

Chairperson, DAP Board of Trustees
Chairperson, Civil Service Commission

ATTY. MCJILL BRYANT T. FERNANDEZ

Vice Chairperson, DAP Board of Trustees
Representative, Office of the President

CARLOS G. DOMINGUEZ III

Trustee, DAP Board of Trustees
Secretary, Department of Finance

LEONOR M. BRIONES

Trustee, DAP Board of Trustees
Secretary, Department of Education

WILLIAM D. DAR

Trustee, DAP Board of Trustees
Secretary, Department of Agriculture

ROY A. CIMATU

Trustee, DAP Board of Trustees
Secretary, Department of Environment and Natural Resources

FRANCISCO T. DUQUE III

Trustee, DAP Board of Trustees
Secretary, Department of Health

BERNIE FERRER CRUZ

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

KARL KENDRICK CHUA

Trustee, DAP Board of Trustees

Director-General, National Economic and Development Authority

TINA ROSE MARIE L. CANDA

Trustee, DAP Board of Trustees

Secretary, Department of Budget and Management

ATTY. ENGELBERT C. CARONAN, JR.

Trustee, DAP Board of Trustees

President and CEO, Development Academy of the Philippines

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LIST OF COMPLETED PROJECTS

Project Title	Client
Master in Public Management major in Health Systems and Development Regular Batch 3	Department of Health
Master in Public Management Major in Development and Security with Specialization in Maritime Safety and Security Batch 1	Philippine Coast Guard
Research on Sustainable Development Goals and Futures Thinking	Various NGAs
Research Programs of the Graduate School of Public and Development Management	Public and Private
Phronetic Leadership Class- Batch 3	Various NGAs
Master in Public Management major in Development and Security Batch 15	Armed Forces of the Philippines
Master in Public Management major in Development and Security Batch 16	Armed Forces of the Philippines
Senior Executives Class Batch 9	Various NGAs
Middle Managers Class Batch 24 - Residential Training	Various NGAs
Certificate Course on Futures Thinking	Public and Private
Executive Course on Leadership, Innovation, Communication and Knowledge Management (CLICK)	Public and Private
Certificate Course on Evidence-based Policy Making	Department of the Interior and Local Government
Certificate Course on Productivity and Quality Management	Public and Private
Certificate in Youth Development	National Youth Commission
PMDP Middle Managers Class Batch 25 Residential Training	Various NGAs

Master in Public Management major in Health Systems and Development Regular Batch 4	Department of Health
Certificate Course in Geopolitics and International Relations Batch 3	Public and Private
Certificate Course on Evidence-based Policy-Making Batch 2	Department of the Interior and Local Government
Certificate Course in Hospital Quality Improvement	Public Sector
2020 Compendium on Innovation and Productivity Initiatives in the Public Sector	Department of Budget and Management
Public Sector Productivity and Innovation Factsheets and Datasets	Department of Budget and Management
2019-2020 Customer Satisfaction Survey for the Philippine Deposit Insurance Corporation	Philippine Deposit Insurance Corporation
Case Studies on Emerging Issues in Public Sector Productivity	Department of Budget and Management
Full-blown Impact Assessment of the Agriculture and Fisheries Modernization Act Phase 2: Assessment of the Impact of AFMA in Visayas and Mindanao	Philippine Council for Agriculture and Fisheries
2020 Customer Satisfaction Survey for Philippine Reclamation Authority	Philippine Reclamation Authority
2020 Customer Satisfaction Survey for the National Transmission Corporation (TransCo)	National Transmission Corporation
2020 Customer Satisfaction Survey for the Philippine Crop Insurance Corporation	Philippine Crop Insurance Corporation
2020 Customer Satisfaction Survey (CSS) and Enhancement of Service Quality Standards (SQS) For The Philippine Fisheries Development Authority	Philippine Fisheries Development Authority
2020 Customer Satisfaction for the Government Service Insurance System (GSIS)	Government Service Insurance System
2020 Customer Satisfaction Survey for the LLDA	Laguna Lake Development Authority
2020 Port Users Satisfaction Survey for the Philippine Ports Authority	Philippine Ports Authority

COE - Knowledge Bank Component (2020)	Department of Budget and Management
COE Public Sector Productivity Innovation Laboratory 2020	Various NGAs
GQMP 2020: Measuring Citizen Satisfaction (National and Priority Sector Levels) and Institutionalizing Service Quality Standards for Frontline Government Services	Department of Budget and Management
GQMP 2020: Promotion of Relevant Quality and Productivity Improvement Approaches	Department of Budget and Management
Smarter Philippines through Data Analytics, R&D, Training, and Adoption (SPARTA) - Year 2	Philippine Council for Industry, Energy and Emerging Technology Research and Development
Alternative Learning System, Basic Education and Skills Training in Sustainable Ecological Agriculture (SEA) and Basic Industrial Crafts (BIC) - Trust Fund	DepEd, Pasali Philippine Foundation, Inc.
MARINA Organizational Structure and Staffing Review	Maritime Industry Authority
Technical Assistance on the Creation of Offices to the Bangsamoro Transition Authority and Other Offices Deemed Necessary	Office of the Presidential Adviser on the Peace Process
Development of a QMS Certifiable to ISO 9001:2015 Phase 2 for Philippine National Police	Philippine National Police
Curriculum Development and Training of Trainers to Mainstream Childrens Rights into LGU Planning and Budgeting	Ministry of Interior and Local Government
Future Center and Innovation Laboratory (2020)	Department of Budget and Management
GQMP 2020: Development of QMS Generic Manuals	Various LGUs
Harmonization of the National Government Performance Monitoring, Information and Reporting System 2020	Department of Budget and Management
Strengthening NGA Transition Planning for Further Devolution	Department of Budget and Management
GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Presidential Communications Operations Office	Presidential Communications Operations Office

GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 for the National Printing Office	National Printing Office
GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 for the Office of Civil Defense	Office of Civil Defense
GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Mandaluyong	City Government of Mandaluyong
GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the National Commission on Muslim Filipinos (NCMF)	National Commission on Muslim Filipinos
GQMP 2020: Development of a Quality Management System Certifiable to ISO 9001:2015 Standards for Mindanao Development Authority	Mindanao Development Authority
GQMP 2020: Expansion of the ISO 9001:2015-Certified Quality Management System of the Parole and Probation Administration	Parole and Probation Administration
GQMP: Transforming Public Service Delivery through 5S Good Housekeeping (2020)	Department of Budget and Management
Development of a Quality Management System certifiable to ISO 9001:2015 Standard for the Philippine Aerospace Development Corporation	Philippine Aerospace Development Corporation
GQMP 2020: Development of a QMS Certifiable to ISO 9001:2015 Standard for the Municipality of San Vicente, Palawan	Municipality of San Vicente, Palawan
Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Office for Alternative Dispute Resolution	Office for Alternative Dispute Resolution
Technical Assistance on the Formulation of Sorsogon State College Strategic Plan 2021-2025	Sorsogon State College
Strategic Foresight and Planning for the National Center for Mental Health (NCMH)	National Center for Mental Health
Competency Framework Development for the Board of Investments	Board of Investments
Support to the DOLE Job Summit and Related Activities	World Bank

Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Department of Information and Communications Technology	Department of Information and Communications Technology
Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Philippine National Volunteer Service Coordinating Agency	Philippine National Volunteer Service Coordinating Agency
GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Movie and Television Review and Classification Board (MTRCB)	Movie and Television Review and Classification Board
GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Philippine Railway Institute	Philippine Railway Institute
GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for Various Local Government Units	Various LGUs
GQMP 2021: Expansion of the ISO 9001:2015-Certified Quality Management System for the NAPOLCOM and TESDA	Various NGAs
GQMP 2021: Promoting the Public Sector Productivity and Quality Improvement	Various NGAs
GQMP 2021: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Mindanao State University (MSU) and Apayao State College (ASC)	Various SUCs
3-in-1 2021 Planning Conference of the Commission on Election (COMELEC)	Commission on Elections
PDC Advocacy of Productivity and Quality Improvement Approaches (2021)	Development Academy of the Philippines
GQMP 2021: Expansion of the ISO 9001:2015-Certified Quality Management System for the Department of Environment and Natural Resources	Department of Environment and Natural Resources
Crafting the Comprehensive and Unified Coconut Farmers and Industry Development Plan (CFIDP)	Philippine Coconut Authority
Expansion of the ISO 9001:2015-Certified Quality Management System of the University of Northern Philippines	University of Northern Philippines
Conference on Urban Agroecology and Food Security	Asian Productivity Organization
Management Development Program for GSIS	Government Service Insurance System

Development of Manual of Operation for Shared Service Facilities for the DTI-CAR's Partner Peoples' Organizations	Department of Trade and Industry - Cordillera Administrative Region
Technical Assistance on Environmental Scanning and Situation Analysis for the National Council for Children's Television (NCCT)	National Council for Children's Television
Education Training Capability-Building Seminar for Public Sector Organizations	Department of Budget and Management
COE: Public Sector Productivity Webinar Series 2020	Department of Budget and Management
GQMP 2020: Advocacy and Capability-Building on Innovating the Public Sector	Various NGAs
APO Conference on Smart Public Service Delivery	Department of Budget and Management
Development of Public Sector Productivity Specialists Foundation Course	Department of Budget and Management
APO Workshop on Developing Public Sector Productivity Specialists (International) 2020	Department of Budget and Management
2020 Capability Building on Innovative Leadership for Legislative Staff	Department of Budget and Management
Education and Training Capability-Building Seminar for Local Government Leaders	Department of Budget and Management
TOT on Government Digital Services for Public Sector Productivity	Department of Budget and Management
Local Government Executives and Managers Class - Batch 1	Department of Budget and Management
Training of Trainers on Developing Future-ready Agribusiness Social Enterprises	APO/DAP/Government and Private Institution
APO-Certified Productivity Practitioners Course (CPPC)	APO/DAP/Government and Private Institution
Basic Course on Project Management, Monitoring, and Evaluation	Forest Management Bureau
Online Course on Basic Risk Management	Various NLAs and GOCCs

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Capability Building on the Philippine Quality Award (PQA) 2021	Various NGAs
Online Training Course on Auditing Quality Management System for the National Defense College of the Philippines	National Defense College of the Philippines
Local Government Executives and Managers Class (LGEMC) Batch 2	Department of Budget and Management
Phase II: Capability Development Assistance on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority	Anti-Red Tape Authority
Online Training Course on ISO 9001:2015 Quality Management System (QMS) Requirements and Documentation for the Ecosystems Research and Development Bureau	Ecosystems Research and Development Bureau
GQMP 2021: Capability-Building on Innovating the Public Sector	Various NGAs
Basic Course on Regulatory Impact Assessment for the Tourism Infrastructure and Enterprise Zone Authority	Tourism Infrastructure and Enterprise Zone Authority
Online Training on Social and Behavior Change Communication in Public Health Emergencies	Various LGUs
Basic Research and Policy Development and Evaluation Programs for DTI	Department of Trade and Industry
Workshop on Regulatory Ecosystems for Startups	Asian Productivity Organization
2021 Course on Basic Policy Process	Various NGAs
Online Course on Basic Project Management	Various NLAs and GOCCs
Online Training Course on ISO 19011:2018 Guidelines for Auditing Management Systems for the Biodiversity Management Bureau	Biodiversity Management Bureau
Workshop on Modern Food Transportation and Regulation	Asian Productivity Organization
Strengthening Quality Management System Capabilities for the DPWH	Department of Public Works and Highways
Values Enrichment Training for the Davao Regional Medical Center (DRMC)	Davao Regional Medical Center

Webinar on the Philippine Ecosystem and Natural Capital Accounting System (PENCAS) for Local Government Units (LGUs)	Department of Budget and Management
Conference on Public-Sector Productivity	Asian Productivity Organization
Disaster Waste Management Training	Various LGUs
2021 Course on Basic Monitoring and Evaluation	Public Sector
Basic Course on Monitoring and Evaluation of Development Projects	Department of Trade and Industry - Cordillera Administrative Region
2021 Course on Advanced Monitoring and Evaluation	Various NGAs
Online Training Course on Basic Monitoring and Evaluation	Various NGAs
Online Course on Strategic Planning: Using Balanced Scorecard	Public Sector
Workshop on Evaluating Regulatory Quality & Performance to Improve Public-sector Productivity	Asian Productivity Organization
Capability Development Assistance on Regulatory Impact Assessment for the Intramuros Administration	Intramuros Administration
Online Training Course on ISO 19011:2018 Guidelines for Auditing Management Systems for the Ecosystems Research and Development Bureau	Ecosystems Research and Development Bureau
Online Course on Strategic Planning: Using Balanced Scorecard (Batch 2)	Public Sector
Capability Development on Regulatory Impact Assessment for Additional Priority Agencies of the Anti-Red Tape Authority	Anti-Red Tape Authority