

List of DAP Strategic Initiatives or Programs for 2023

1. National Government Career Executive Service Development Program (NGCESDP) – Public Management and Development Program (PMDP)
2. Government Quality Management Program (GQMP)
3. Modernizing Government Regulations (MGR) Program
4. Education, Training and Capability Building Seminars (Capability Building on Innovative Leadership for Legislative Staff- CBILLS)
5. Center of Excellence on Public Sector Productivity 2020
6. Support to the Productivity and Development Center
7. Center of Excellence for Data Science and Analytics (CEDSA)
8. Smart and Creative Communities Program
9. Foresight and Anticipatory Governance
10. Research Programs of the Graduate School of Public and Development Management and Research on Sustainable Development Goals and Futures Thinking
11. Customer Satisfaction Survey/Customer Satisfaction Measurement

Strategic Initiative 1

NAME OF PROGRAM:	National Government Career Executive Service Development Program (NGCESDP) – Public Management and Development Program (PMDP)
I. PROGRAM TEAM HEAD:	Lead: Ms. Nanette C. Caparros Managing Director, PMDP
II. PROGRAM DESCRIPTION:	<p>The NGCESDP-PMDP is an intensive, purposive and continuing training program for incumbent executives and middle managers and their potential successors in the government bureaucracy. It aims to foster careerism in government and promote stability in the bureaucracy by producing a corps of development-oriented, competent, dedicated and honest officials within the medium term. This supports the government’s commitment to lift the nation from poverty through honest and effective governance and to transform the government from one that is self-serving to one that works for the welfare of the nation. The PMDP hopes to achieve the following:</p> <ul style="list-style-type: none"> • Develop a keen appreciation of the vital role government executives play in the overall development process; • Produce competent government leaders committed to the welfare of their constituents and the country’s progress; • Foster a spirit of kinship, mutual support and harmony among government leaders working for the common goal of a good life for all; • Deepen the bench of successors to the incumbent government office executives to ensure smooth transition in case of promotions or vacancies; and • Enhance the image of the Philippines government as an institution imbued with professionalism, integrity and honesty. <p>PMDP has two classes: the Middle Managers Class (MMC) and the Senior Executives Class (SEC), and is built around the three learning areas of Governance and Development, Strategic Public Management, and Public Efficacy and Leadership. The MMC is designed to have an 83-day residential training at the DAP Conference Center in Tagaytay and an 11-day learning-and-teaching sensing journey in a rural community. A Re-Entry Project from each participant is required for implementation upon their return to their agencies/cluster. On the other hand, the SEC has a 34-day residential training and a 5-day Sensing Journey, and a 5-day foreign study mission. A Capstone Paper, which can be a policy proposal or a management case, is required from each participant.</p> <p>For FY 2023, the Local Government Managers Class (LGMC) will be initiated to expand the program coverage. The LGMC is an intensive program that provides comprehensive and multi-modal learning opportunities for managers in local governments. It is offered to high performing, high potential functional department heads of the provincial, city or municipal governments holding a permanent position with SG 24 and above and who are no more than fifty (50) years of age.</p> <p>Under this track, scholars take the modules at the DAP Conference Center for two weeks a month for three months. Upon completion of all the modules, scholars are also provided the opportunity to further enhance technical and managerial competencies through their shadowing experience with key national agencies involved in development planning and administration, public finance and budgeting, public policy making, among others. These learning activities including the conceptualization and panel defense of a Capstone Paper are to be completed for a period of six months.</p>

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
A. PROMOTIONS AND RECRUITMENT <ul style="list-style-type: none"> Promotions and recruitment will be done year round and will target both the agencies and the desired participants. This will be done with a combination of widespread direct mail, press releases through the traditional press as well as websites, personal calls to decision makers and events marketing. 	2021	2024	Based on approved NEP from DBM	GAA
B. PROGRAM IMPLEMENTATION AND MONITORING <ul style="list-style-type: none"> Close monitoring of particular performance will be undertaken to address difficulties, ensure compliance with training requirements and attain 100% graduation from the program. Regular evaluation of course content and delivery will be done towards continuous enhancement of the curriculum and training design Faculty performance and program management will be closely scrutinized to ensure effective and efficient program delivery. 	2021	2024	Based on approved NEP from DBM	GAA
TOTAL			176,054	

IV. MEASURES AFFECTED:

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

Noted by:



ALAN S. CAJES
Compliance Officer

Strategic Initiative 2

NAME OF PROGRAM: Government Quality Management Program (GQMP)

I. PROGRAM TEAM HEAD: Lead: VP Arnel D. Abanto, Managing Director, PDC

II. PROGRAM DESCRIPTION: Government agencies could attest to the significant benefits gained from adopting and earning certification for the ISO 9001 Quality Management System. ISO 9001-certified agencies have demonstrated conformance to the ISO 9001 international standards that generally require clearly defined quality policy, objectives and plans, and established operative controls for effective and efficient operations and for ensuring enhancement of client satisfaction. Thus, there is a continuing increase in the number of international certifications received by the public sector since 2006.

Moreover, with the recent issuance of the Republic Act No. 10322, Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which seeks to solve the perennial problem of bureaucratic red tape in the country, the GQMP has leveled up its quality improvement initiatives by focusing on enhancing citizen satisfaction. With the Program's vision, "improved citizen satisfaction driven by government-wide quality improvement," it shall continually concentrate on improving the frontline services of the government to ensure that Filipino citizens will greatly benefit in the process and system improvement initiatives. Thus, reduction on the citizens' transaction steps, waiting time, and transaction cost shall be the core of its objectives.

The program aims to:

1. Increase the number of agencies with Quality Management System certified to ISO 9001:2015 Standards
2. Streamline processes of frontline services
3. Establish and promote implementation of service quality standards
4. Improve the workplace quality and organization of the national government agencies
5. Develop and promote innovations in public service delivery
6. Strengthen capacities of government agencies in adopting quality improvement approaches

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

E.O. No. 605 specifically encourages local government units (LGUS) to establish ISO-QMS and pursue certification. Data as of December 2017 shows that there are only about 34 LGUs, composed of provincial, city and municipal governments, as well as, their locally operated SUCS, hospitals, and other entities, with established QMS and earned the ISO 9001 certification. With the proposed expansion of the GQMP, a greater number of LGUs shall enhance the delivery of public services and transform their current management systems to an ISO 9001 :2015-aligned QMS to better satisfy the transacting public and create an enabling environment for the business sector to grow and develop.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. Strengthening and Expanding the Government Quality Management Systems for various government agencies	2021	2024	Based on approved NEP from DBM	GAA
2. Institutionalizing 5S Good Housekeeping Program	2021	2024		
3. Promoting Public Sector Productivity and Quality Improvement	2021	2024		
4. Public Sector Innovation Laboratory	2021	2024		
5. Promoting the Public Sector Productivity and Quality Improvement	2021	2024		
6. GQMP Expansion: Establishing ISO 9001:2015 QMS in the Local Governments	2021	2024		
TOTAL			80,600	

IV. MEASURES AFFECTED:

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

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 3

NAME OF PROGRAM: Modernizing Government Regulations (MGR) Program

I. PROGRAM TEAM HEAD: Mr. Arnel A. Abanto VP/Managing Director, Managing Director, PDC

II. PROGRAM DESCRIPTION: Studies conducted by the Organization of Economic Cooperation and Development (OECD) show that, “poor quality regulation increases compliance costs for business and other groups, leads to unnecessary complexity and associated uncertainty as to regulatory obligations and reduces the ability of government to achieve its objectives.”

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

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

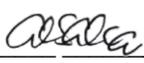
1. Reviewing regulations governing the priority industries and coming up with actionable recommendations on how to improve the industry regulatory environment;
2. Facilitating exchange of ideas and recommendations from key stakeholders of the priority industries;
3. Enhancing the capability of regulatory agencies to develop smart regulations through regular capacity building; and
4. Improving the effectiveness of regulations by introducing Regulatory Management System (RMS)

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. Program and Regulatory Management Information System	2021	2024	Based on approved NEP from DBM	
2. Industry Regulatory Review	2021	2024		
3. Capability Building	2021	2024		
4. Advocacy and Public Consultation	2021	2024		
TOTAL			34,095	

IV. MEASURE AFFECTED:

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

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 4

NAME OF PROGRAM	Education, Training and Capability Building Seminars
I. PROGRAM TEAM HEAD	Lead: Imelda C. Caluen, MD, Center for Governance
II. PROGRAM DESCRIPTION	<p>The Education, Training and Capability Building Seminars (ETCBS) is an aggregate of uniquely designed program that aims to provide appropriate capacity building interventions designed to enhance leadership, management and technical skills of each of the following target groups:</p> <ol style="list-style-type: none"> 1. Legislative Members of Local Sangunian 2. Elected Officials of Local Government Units (LGU) 3. Legislative Officers and Staff of the Philippine Congress 4. Selected Government Officials <p>ETCBS has the following components:</p> <ol style="list-style-type: none"> 1. Capability Building for Innovative Leadership and Legislation <p>CBILLS program seeks to enhance leadership, management and technical skills of the following:</p> <ol style="list-style-type: none"> a. Legislative Members of Local Sangunian b. Elected Officials of Local Government Units (LGU) c. Legislative Officers and Staff of the Philippine Congress <p>Specifically, participants shall:</p> <ol style="list-style-type: none"> a. Gain and/or deepen their understanding of management and leadership positions; b. Realize what it takes to be an effective leader; c. Gain wider perspective on socio-political and economic trends and innovations; d. Hone their technical skills; and, e. Realize new strategies and best practices relevant to their work from a model country. <p><u>Local Training</u> - The training program will cover topics on management, leadership and technical skills and highlight special key topics that will revisit fundamental concepts, facilitate self-awareness in current political trends and new and emerging perspectives in the public sector.</p> <ol style="list-style-type: none"> a. Residential short courses on management, leadership and technical skills b. Lecture series on socio-political and economic perspectives <p><u>Local/Foreign Study Visit</u> - The L/FSV component of the program aims to expose participants to trends and best practices of model counterparts. It may cover topics on legislative process, public sector innovations and governance trends. It will also serve as a forum of information exchange where participants can discuss and share best practices, while building and strengthening network collaboration with counterparts.</p> 2. Sector-Based Trainings for Public Officials <p>These are series of customized training for public official of sector-based agencies and organizations that aim to enhance their competence on the emerging concepts and trends on productivity and innovation, contributing to an improved organization performance.</p>

Priming series - a series of learning/priming sessions, bringing in expert resource persons, local and international, to talk and discuss trends, best practices and how a sector can benefit from it.

Local and/or Foreign Study Missions - Generally, this component aims to expose participants with the opportunity to get to know and compare firsthand, the strategies and practices, and innovations of counterpart organizations in the performance of their functions.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Establish a core training program implementation process for each activity with allowed flexibility in implementing and without compromising core elements of the program thus accomplishing adaptation and fidelity to the program.	2021	2024	Based on approved NEP from DBM	
2) Establish baseline data on participants competencies				
3) Designate component managers and project team				
4) Establish guidelines and protocols implementing foreign study visits				
5) Forging institutional partnerships – DAP will forge partnerships with foreign institutional counterpart to help facilitate a smooth and holistic information and learning exchange as well as fostering international collaborations.				
TOTAL			68,287,000	

IV. MEASURE AFFECTED:

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

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 5

NAME OF PROGRAM	Center of Excellence on Public Sector Productivity 2020
I. PROGRAM TEAM HEAD	Lead: Ms. Maria Rosario A. Ablan, Program Director, CFG
II. PROGRAM DESCRIPTION	<p>The APO adopted the COE concept as a key strategy "to establish centers of excellence in areas where NPOs possess unique strengths and expertise," thereby catalyzing the sharing of that NPO's expertise with other member countries. The goal of the APO'S COE initiative is to enhance an NPO's unique strength and expertise in a specific area, enabling it to reach a world-class standard from which it can serve as a vehicle to lead the development of similar capabilities of NPOs in other APO members.</p> <p>The COE on Public Sector Productivity aims to:</p> <ol style="list-style-type: none"> a. Assist APO in advancing the public sector productivity movement in the Asia and Pacific region; b. Help address common and critical issues on public sector productivity performance besetting the APO member countries; c. Foster cutting-edge research, facilitate training and knowledge-sharing, and support outreach to APO member countries in raising productivity of the public sector organizations in the region; and d. Serve as hub of a 'web of collaborators' (physical or virtual) on innovation and productivity in the public sector. <p>The COE on Public Sector Productivity provides the needed "push" to raise productivity and quality consciousness within the government and level up the productivity performance of public sector organizations in the country.</p> <p>During his inaugural address, President Rodrigo Duterte expressed as among his priorities, the restoration of the confidence of the Filipino people in the capacity of the public servants to make people's lives better, safer and healthier. Thus, among others, he directed all agencies of government to be more transparent and expedient in their transactions with the public by reducing requirements and the processing time of all applications, and by making services accessible and convenient for the people.</p> <p>The President issued EO No. 2 s. 2016 to enforce a more transparent bureaucracy that is accountable to Filipinos. In his message on the National Budget for FY 2017, he committed streamlined government operations, efficient delivery of services, intensified conduct of public financial management reforms with greater attention on formulating impactful programs, and strengthened partnership with communities toward achieving the collective aspirations of the Filipinos.</p> <p>Through a programmatic approach, applicable P & Q techniques, and easy access to international experts and resources on productivity, the COE on Public Sector Productivity will help address the priority sector issues identified under the Citizen-centered, Clean and Efficient Delivery of Public Goods and Services.</p> <p>Background information:</p> <p>The APO Governing Body formally designated the Philippines as the COE on Public Sector Productivity during its Meeting on April 27, 2015 in Bangkok, Thailand. The establishment of centers of excellence is a key strategy adopted by the Asian Productivity Organization (APO) to</p>

propagate best practices and further strengthen national productivity organizations in areas where they possess unique strengths and expertise. APO has also designated the following:

- a. SPRING of Singapore as COE on Business Excellence, and
- b. China Productivity Center as COE on Green Productivity.

Since 2015, the COE-PSP has implemented four trainings and workshops namely; 1) Workshop on Productivity Measurement for the Public Sector, 2) Workshop on Performance Management for the Public Sector, 3) Workshop on the Development of a Public Sector Leadership Framework and the 4) Foundation Course on the Development of Public Sector Productivity Specialist. This capacitated 80 local and international participants and trained 50 public sector productivity specialists and benefited 45 local and international agencies. It is committed to continuously foster cutting-edge research, facilitate training and knowledge-sharing to promote the advancement of the public sector productivity movement and serve as a hub of a 'web of collaborators' (physical or virtual) on innovation and productivity in the public sector.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) High-level benchmarking mission of Philippine officials to selected COEs and benchmark public sector organizations 2) Strengthening of the Philippines-NPO and partner agencies to advance the country's level of expertise 3) Knowledge accumulation and management through the establishment of the PSP Knowledge Bank 4) Development of a core of productivity specialists in the public sector (multiplier effect) 5) Demonstration project on public service value chain and innovations in service delivery with the assistance of productivity experts 6) Design of a "future center" for the public sector to serve as "laboratory" for innovation and strategic thinking 7) Action research on PSP issues and trends 8) Co-creation of projects and programs and collaboration with various institutions in execution 9) Monitoring and evaluation of results	2021	2024	Based on approved NEP from DBM	
TOTAL			42,579	

IV. MEASURE AFFECTED:

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

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 6

NAME OF PROGRAM	Support to the Productivity and Development Center
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I. PROGRAM TEAM HEAD Lead: Mr. Armand Tristan R. Suratos, APO Liaison Officer

II. PROGRAM DESCRIPTION The Philippines is a founding member of the Asian Productivity and Organization (APO) established on May 11, 1961 as a regional, inter-governmental organization whose mission is: "to contribute to the sustainable socioeconomic development of Asia and the Pacific trough enhancing productivity."

The Development Academy of the Philippines - Productivity and Development Center (DAP-PDC) became the focal organization mandated to carry out the government's commitments to the APO by virtue of Presidential Degree 205 issued on June 23, 1973 which created the DAP and also transferred the PDC which was under the National Economic Council (now National Economic and Development Authority) to the DAP.

To fulfill the country's commitments as founding member of the Asian Productivity Organization, the Philippine government provides annual budgetary support through the General Appropriations Act (GAA). Per he annual GAA the budget items consist of:

- a) The Regular Budget which is actually a provision for APO Membership Contribution
- b) Support to the Productivity & Development Center (PDC)

Support to PDC includes funding for International Conferences and capability building programs undertaken in the country for the benefit of APO member muntries and various other project under the focus areas on public sector productivity / good governance and national productivity & competitiveness, as well as for the Administrative/General Liaison work with the APO Secretariat and other NPOs of the nineteen other member countries.

The budgetary support for the DAP-PDC covers funding for hosting interactional/regional conferences/ fora, study meetings, hosting of the bilateral cooperation program (BCBN), Regional conferences and for a, e-learning projects, Technical Expert Services, Study Missions, Research and Surveys, alumni management in member countries among others all redound to the significant benefits for the Philippines in particular and APO member muntries in general.

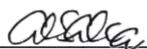
III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Strengthening of ties with APO network and other international organizations on productivity and development	2021	2024	Based on approved NEP from DBM	
2) Establishment/strengthening of institutional partnerships in key sectors (e.9. industry, agriculture, services, public)				
3) Development/strengthening of APO alumni networks and clusters (national, regional, sectoral)				
4) Improve internal efficiency and staff capability on productivity and quality improvement.				

5) Development/strengthening of NPO Productivity Promotion Program/Strategy				
TOTAL			22,000	

IV. MEASURE AFFECTED:

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

Noted by:



ALAN S. CAJES
Compliance Officer

Strategic Initiative 7

NAME OF PROGRAM	Center of Excellence for Data Science and Analytics (CEDSA)
I. PROGRAM TEAM HEAD	Lead: Ms. Nissa Mariel Caderao OP-SP
II. PROGRAM DESCRIPTION	<p>One of the target outcomes in Chapter 5 of the Philippine Development Plan (PDP) 2017-2022 is the delivery of seamless services. Specifically, the target aims to institutionalize e-governance – by linking services and automating systems¹. The shift towards e-governance will include creating interoperable government systems and establishing an information and communications technology (ICT) infrastructure that will unify government processes and allow the exchange of data among local government units (LGUs) and national government agencies (NGAs). Furthermore, a feedback system will be developed to continuously improve e-governance in the country.</p> <p>In response to the above stated goals of the PDP 2017-2022, DAP is currently establishing a new business unit called the Center of Excellence for Data Science and Artificial Intelligence (CEDSAI). The new unit intends to improve the delivery of public services to the Filipino people by developing a vibrant civic technology sector as foundation for scientific and data-driven governance. It will provide first-rate data science and artificial intelligence (AI) services to the government such as data intelligence, insights, and tools which support evidence-based policymaking and planning. Moreover, CEDSAI shall contribute to the efficient devolution of services from NGAs to LGUs, following the Supreme Court ruling on the Mandanas Case.</p> <p>Specifically, CEDSAI aims to:</p> <ul style="list-style-type: none"> ▪ Be a core center of expertise in data science and artificial intelligence (AI) for the government both local and national; ▪ Consolidate the initiatives of NGAs and LGUs in engineering the information infrastructure to enable the whole-of-government approach through data science and AI; ▪ Support NGAs and LGUs in data-driven policymaking and research and development (R&D); ▪ Provide reskilling and upskilling to develop a data-literate workforce that will eventually enable NGAs and LGUs to do self-service analytics; ▪ Implement a public data knowledge management system that identifies and structures use cases and analyses from data-driven projects and researches, and catalogs best practices; ▪ Develop and recommend open data practices and data-driven research agenda that drive innovations across all sectors of society; and ▪ Develop a suite of world-class open government data tools and applications. <p>The program components are as follows:</p> <ol style="list-style-type: none"> 1. Strengthening of CEDSAI's Data Laboratory IT Infrastructure and Data Engineering Pipeline 2. Data Projects and Research Agenda 3. Capacity Building on Data Science and Artificial Intelligence

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Component 1: <ul style="list-style-type: none"> ▪ Maintain, operate, and upgrade the capacity of the data laboratory to ensure the requirements of handling and processing big data can be met; ▪ Establish an internal pool of experts and partnerships pursuing civic analytics and data science research; ▪ Develop a data service layer for establishing the Data Governance Policy and Interoperability Framework of CEDSAI; ▪ Develop a harmonized data governance strategy framework for NGAs and LGUs by inspecting the alignment of the technological developments with existing laws, executive issuances, and government publications; and ▪ Develop a set of data engineering technology tools for analytics projects, with an eye towards scale. 	2022	2025	Approved NEP	Senate/ Congress Fund Initiatives
2) Component 2: <ul style="list-style-type: none"> ▪ Craft the research agenda of the center as an alignment basis for the Priority Framework for Data Science Research Projects; ▪ Conduct a Data Maturity Assessment across LGUs and NGAs; ▪ Conduct the data research and projects with LGUs, NGAs, and state universities and colleges (SUCs); and ▪ Design and develop the DAP Data Bank Prototype in support of the Open Data Policy. 	2022	2025	Approved NEP	Senate/ Congress Fund Initiatives
3) Component 3: <ul style="list-style-type: none"> ▪ Develop and conduct data science training programs that will utilize the online courses of project SPARTA and CEDSAI; ▪ Conduct a Data Science for Social Good Fellowship Program that will train aspiring data scientists on machine learning, data science, and AI in addressing real-world problems centered on social impact; ▪ Provide open and accessible online courses utilizing the Linang and transfer the project SPARTA online courses to CEDSAI when the project ends; ▪ Align data science and AI competencies with the requirements of the public and private sectors; and ▪ Develop and recommend graduate program curricula such as data science, data engineering, cybersecurity, and machine intelligence for civic technology sector development 	2022	2025	Approved NEP	Senate/ Congress Fund Initiatives
			3,500	

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

Noted by:


ALAN S. CAJES
Compliance Officer

Strategic Initiative 8

NAME OF PROGRAM	Smart and Creative Communities Program
I. PROGRAM TEAM HEAD	Lead: Ms. Joana Marie A. Erasga, Project Manager, OP-SP
II. PROGRAM DESCRIPTION	<p>Consistent with the country’s global and regional commitments such as the Sustainable Development Goals (SDGs) and the New Urban Agenda, and with <i>AmBisyon Natin 2040</i> and the Philippine Development Plan 2017-2022, the Development Academy of the Philippines (DAP) seeks to continually capacitate organizations and local government units (LGUs) by optimizing the efficiency and quality of its public service delivery through the utilization of new technologies and citizen-centric planning approaches. DAP, as a leading knowledge institution and solutions provider, has a significant role in creating a platform or avenue for creative thinking, innovative problem solving, and strategic foresight in line with its mandate of initiating and catalyzing exchange of ideas and expertise on development activities—providing innovative and responsive solutions to effectively address the disruptive challenges brought by the VUCA environment.</p> <p>In pursuit of the country’s vision for Filipinos to be <i>smart and innovative</i>, the Academy, through the Center for Strategic Futures (CSF), will implement the Smart and Creative Communities Program. The Program is in support of the national strategies stipulated in the PDP 2017-2022 to improve the quality of living conditions through the adoption of “smart city” principles, accelerate human capital development, promote cultural awareness and understanding, and stimulate creativity and innovation for the common good. It embraces the culture and practice of agile and futures thinking, innovation, evidence-based policy-making and data-driven governance. This Program is one of the initiatives under the CSF in relation to the Foresight and Anticipatory Governance Program and the establishment of the Center of Excellence For Data Science and Analytics (CEDSA).</p> <p>The current COVID-19 pandemic along with the adoption of the “new normal” has amplified the need for smart and innovative ways in responding to development challenges, especially in the areas of health, urban mobility, service delivery efficiency, and liveability of cities and municipalities. The Program will tackle on how developing new urban models, leveraging technology, infrastructure, public policy and citizen engagement will create an urban environment that fosters economic growth and productivity, innovation, social mobility, inclusiveness, and sustainability in the “new normal” setting. The Academy recognizes that, more than ever, the country faces a great demand for smart and innovative ways of doing production, socialization, consumption, governance, etc. It is also imperative to retool and further capacitate LGUs given their greater role in service delivery and crisis response as stipulated in the Supreme Court ruling on the Mandanas-Garcia case. This Program will be part of their capacity building in preparation for the full implementation of the Mandanas-Garcia ruling-- capacitating LGUs in terms of prioritization and decision-making in the allocation of funds for the implementation of policies, programs and projects in line with the assumption that resources will be increased due to the devolution of services.</p> <p>The multi-year Program has two (2) major components: (a) assisting localities towards smart growth and development, which includes the conduct of smart city performance assessments, roadmap developments, and implementation of accelerator trainings for LGUs; and (b) strengthening the innovation ecosystem of LGUs through interventions aligned with the</p>

Philippine Innovation Act and the Innovative Startup Act, as well as encouraging investments in the growth and development of innovative and technology startup enterprises and MSMEs.

The Programs objectives are as follows:

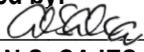
- a) Increase the awareness of the public sector on the importance of agile and futures thinking, data management and analytics, digital transformation, smart growth, and creativity and innovation;
- b) Analyze and assess the needs and challenges faced by communities to identify opportunities and entry points for data analytics and smart solutions and/or interventions;
- c) Capacitate local governments to be able to adopt smart and innovative solutions in response to existing development challenges including the COVID-19 pandemic; and
- d) Accelerate innovation in localities by strengthening the innovation ecosystem of LGUs to contribute in boosting the country's growth potential.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. Strengthen the internal capacity of project implementors and/or project staff; 2. Adopt new tools, innovative approaches, design thinking, and participative and collaborative approaches in project planning and implementation; 3. Forge partnerships with academic institutions, private sector, local organizations (NGOs and POs) and international development agencies; 4. Utilize blended learning methodology (i.e. through <i>Linang</i> , DAP's online learning platform) considering government restrictions on travels and mass gatherings; and 5. Develop intensive marketing strategy to boost attendance in trainings and promote engagement in projects and/or services offered.	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
TOTAL			10,500	

IV. MEASURE AFFECTED:

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

Noted by:


ALAN S. CAJES
 Compliance Officer

Strategic Initiative 9

NAME OF PROGRAM:	Foresight and Anticipatory Governance
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I. PROGRAM TEAM HEAD: Lead: Ms. Alice Leika Bejer, Project Manager, OP-SP

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

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

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

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

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1. Development of Instructional Design The CSF will utilize its knowledge products and experts in the development of a comprehensive instructional design for the Project. The Project Team will work closely with its experts and resource persons in all phases of the Project	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives

2. Synchronous Training The series of trainings will be conducted by various experts and resource persons. It will involve 16 hours of synchronous sessions over a period of three (3) weeks, including a combination of teaching, discussion, and practical exercises	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
3. Applied Learning Project Participants will be tasked to investigate a strategic challenge that is relevant to their organization and create scenarios to be able to generate ideas and set strategies to address uncertainties, and be able to plan for a range of futures. The case studies of the participants shall be presented during the final training session.	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
1) Conduct of Surveillance Audit	2022	2024		
TOTAL			10,000	

IV. MEASURE AFFECTED:

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

Noted by:



ALAN S. CAJES
 Compliance Officer

Strategic Initiative 10

NAME OF PROGRAM	Research Programs of the Graduate School of Public and Development Management and Research on Sustainable Development Goals and Futures Thinking
I. PROGRAM TEAM HEAD	Lead: Mr. Jose Antonio Carlos B. Motril, Learning Manager Ms. Charissa Anna Maquiraya, Program Manager
V. PROGRAM DESCRIPTION	<p>Taking the lead as a national and global higher education institution, the Development Academy of the Philippines-Graduate School of Public and Development Management (DAP-GSPDM) is strategically shaping itself as a Research Hub for Public Management Knowledge Co-Creation, engaging multi-stakeholders in knowledge-based policy, innovation, collaboration and development. Knowledge and evidence from research propel the DAP's role as the leading national institution for capacity-building of public sector human resources and facilitator for synergy to spur change and sustainable development.</p> <p>In particular, as a Research Hub, DAP-GSPDM aims to:</p> <ul style="list-style-type: none"> ▪ Generate evidence for innovation and change to achieve the global Sustainable Development Goals (SDGs) 2015-2030 in Philippine national and local contexts, and in regional and global contexts; and ▪ co-create knowledge in higher education for public management to support public sector performance in achieving sustainable development in the Philippines. <p>Sustainable Development</p> <p>The global commitment to the Sustainable Development Goals 2015-2030 challenges the Philippines to achieve sustainable development within the country and its people and contribute to the global community. The Philippine Development Plan (PDP) 2017-2022 and <i>Ambisyon Natin 2040</i> embody the Philippine direction to achieve the SDGs in the country. The United Nations recognized the importance of government in achieving sustainable development through public administration that is innovative, competent, transformative and adaptive to the needs of the times. Thus, the DAP stands at the forefront of the Philippine bureaucracy's capacity enhancement to infuse knowledge and practice for sustainable development. Taking these into consideration, DAP-GSPDM developed its Research Agenda anchored on SDGs, PDP, <i>AmBisyon Natin 2040</i> and the DAP/GSPDM mandates.</p> <p><i>Research Framework</i></p> <p>The DAP-GSPDM research framework delves into the realization of the 17 SDGs in 2030. These SDGs will guide the situational analysis of the Philippines to determine the constraints and advances relative to the global, regional, national and local goals and governance. Development as inclusive, participative, humane, ecological and sustainable informs the research initiatives. Institutional connectivity and evidence-based engagement are vital for research as co-creation of knowledge to be useful for policy and public management advocacy, for public management education and training, and other forms of capacity enhancement for government bureaucracy and the public sector and be relevant to civil society and the private sectors.</p> <p><i>Thematic Research Areas</i></p> <p>The 2022 Research Program shall accept proposals focusing on the 17 SDGs and Futures Thinking.</p>

Research Approach and Timeframes

- Phase 1: Year 2020 □ research for mapping, scoping, situational analysis
- **Phase 2: Year 2021-2022** □ research for functionality, practice, innovation (policy and program development)
- Phase 3: Year 2023-2024 □ research for capacity-building and institution building

Project Components

Knowledge Products

DAP-GSPDM intends to produce the following:

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

Cascading Strategies

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

Roundtable Discussions

- Pool of experts on public management research will discuss and address certain issues and challenges facing the Philippine bureaucracy.

Discourse

- GSPDM will use the Dekalogo, a governance lecture series, as a platform to deepen the discourse on public management research.

Policy Forum

- Research Fellows will present the policy notes/ policy briefs which are the outputs of their research.

Conferences

- There will be an International Conference on Public Management Research wherein scholars and practitioners will convene to vet their research studies on SDGs.
- There will also be local conferences to cascade the results of the research conducted by the Research Fellows.

Workshops/Write shops

- A series of workshops/write shops will be conducted to guide the researchers on the writing style and format, methodology and content of the research outputs.
- The workshop also intends to develop composite indicators on SDGs based on the results of the research conducted.

Capacity-building Activities

Certificate and Executive Courses

- These will provide a platform to cascade the results of the various research conducted.

- These intend to localize SDGs by involving participants from the local government units (LGUs).

Graduate Programs

- A new curriculum on SDGs will be developed to strengthen the teaching of SDGs in higher education institutions based on universal pedagogy. Faculty members from various HEIs will be trained on the teaching of SDGs.
- The modules will facilitate the fusion of universal pedagogy collaboration, research and campus practices.

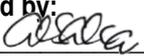
Research Focus and Selection

Pursuant to the GSPDM Research Agenda, the 2023 research outputs shall focus on functionality, practice and innovation development. The 2023 Research Program shall open to the public a Call for Proposals. All proposals will be thoroughly reviewed prior to acceptance.

VI. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
1) Revisiting the GSPDM Research Agenda anchored on SDGs, Philippine Development Plan, AmBisyon Natin 2040, and DAP/GSPDM mandates	2022	2024	Approved NEP	Senate/ Congress Fund Initiatives
2) Call for proposals, review process, selection of research projects, implementation and publication of research projects				
3) Production of other knowledge products: working paper, policy brief, journal				
4) Conduct of cascading activities in the form of conferences and fora				
TOTAL			32,336	

VII. MEASURE AFFECTED:

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

Noted by:

ALAN S. CAJES
 Compliance Officer

Strategic Initiative 11

NAME OF PROGRAM	Customer Satisfaction Survey/Customer satisfaction Measurement
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- I. **PROGRAM TEAM HEAD** Lead: Ms. Catherine S. Luzuriaga, Director, COSM

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

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

Since 2015, the Governance Commission for GOCCs (GCG) directed that the Client Satisfaction Survey be conducted by a third-party provider. GCG also issued in 2019 a prescribed methodology and questionnaire for GOCCs like DAP. It was emphasized that the survey will be in the form of a structured pen-and-paper questionnaire and proposed a data gathering method consisting of intercept (face-to-face) interviews and telephone interviews for DAP's type of service, to be administered by a third-party consultant and trained field interviewers who are mostly women. In compliance with the GCG's directive, the DAP will contract a Consultant to carry out and provide assistance to COSM and the Academy in accomplishing the **Client/Customer Satisfaction Survey 2023**.

III. PROGRAM MILESTONES:				
ACTIVITIES	TIMELINE		BUDGET	FUNDING SOURCE
	START	END		
4) Production and preparation of survey/fieldwork materials 5) Information collection in consideration of the sex disaggregated data 6) Data cleaning and validation, and computation of descriptive statistics 7) Writing and submission of interim reports 8) Data cleaning and validation for final analysis of data which came from the male and female respondents. 9) Writing of final report 10) Submission of final reports and turn-over of project documents	2023	1 st Quarter 2024	Approved COB	Corporate Funds
TOTAL			700,000	

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

Noted by: 
ALAN S. CAJÉS
 Compliance Officer