

CORPORATE GOVERNANCE SCORECARD REPORT A

Name of GOCC: **Development Academy of the Philippines**  
 Sector: **Educational and Cultural**  
 Date submitted: **2 April 2025**  
 Year being assessed: **2024**

COMPONENT				GOCC SUBMISSION			GCG VALIDATION		
GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	ANS	REFERENCE	ANS	Comments
<b>I. Stakeholder Relationship</b>									
I	1.a	Does the GOCC disclose a policy that: Stipulates the existence and scope of its effort to address customer's welfare?	Y	<p>The GOCC must 1.) identify its stakeholders and 2.) state the policies that were created for the welfare of its customers.</p> <p>The stated policies must not be ambiguous and should include their underlying principles and guidelines.</p>	<p>The Development Academy of the Philippines (DAP) issued its <b>2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</b>, that referenced the key stakeholders of the DAP. The DAP described each of its stakeholders in Section 29 of the said Manual of Corporate Governance, which comprised of the <u>Customers</u>, the <u>Oversight Agencies</u>, the <u>Agencies Providing Statutory Benefits to Employees</u>, the <u>Suppliers</u>, the <u>Tenants and Guests</u>, the <u>Training Participants, Students and Scholars</u>, the <u>Faculty Members</u>, the <u>Consultants and Resource Persons</u>, the <u>Asian Productivity Organization (APO)</u>, the <u>Academic Oversight Bodies</u>, and the <u>Employees</u>. With the stipulated provisions in Article VII of the same Manual, the DAP established its guiding principles in meeting the needs of its stakeholders.</p> <p>In addition, the DAP published the <b>Citizen's Charter FY 2024 (2nd Edition)</b> last November 2024. This document contained the most recent revisions on the service standards of the DAP. With the Citizen's Charter, the DAP provided an all-inclusive look on the government services it offers—complete with the info on the service descriptions, the stakeholders who can avail each service, the requirements and the locations from where to secure them, the step-by-step procedures, the applicable fees, the processing times, and the people responsible for each process. The Citizen's Charter clearly communicated how the DAP</p>	Y	<p>1. Refer to Article VII of the <u>DAP 2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</u></p> <p>2. <u>DAP Citizen's Charter FY 2024 (2nd Edition)</u></p> <p>3. <u>DAP 2019 Quality Manual</u></p>		

I	1.b	Does the GOCC disclose a policy that: Elaborates its efforts to interact with the communities in which they operate?	Y	<p><i>The GOCC must clearly identify its policy on interacting with the communities around it.</i></p> <p><i>The identified policy must not be ambiguous and should include its principles and guidelines.</i></p>	<p>Through Article VII of its <b>2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</b>, the DAP affirmed its Corporate Social Responsibility (CSR) and Relations with Stakeholders. The DAP briefly communicated its duties to all concerned stakeholders—which will be used to ensure its commitment to always observe the inherent CSR Principles in the conduct of its activities and operations. Following this document, the Trustees, Officers, and personnel of the DAP shall perform their functions in a prudent manner, abiding by the ethical policies mandated by the duly constituted authorities.</p> <p>Likewise, the DAP is committed to (1) deliver the highest quality of service to its stakeholders, (2) adhere to legal requirements and established professional and ethical standards, and (3) provide responsive interventions to advance national development through good governance and productivity (refer to the <b>DAP Quality Policy per Paragraph 2.5 of the DAP 2019 Quality Manual</b>).</p>	Y	<p>1. Refer to Article VII of the <b><u>DAP 2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</u></b></p> <p>2. Refer to the DAP Quality Policy in Paragraph 2.5 of the <b><u>DAP 2019 Quality Manual</u></b></p>		
I	1.c	Does the GOCC disclose a policy that: Ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	Y	<p><i>The GOCC must clearly identify its policy on 1) keeping its value chain environmentally friendly or 2) promoting sustainable development.</i></p> <p><i>The identified policy must not only show how the GOCC complies with existing environmental regulations but should also show how it employs value processes that reduce waste and damage to the environment. The policy should also not be ambiguous and should include its principles and guidelines.</i></p>	<p>Through Section 31 of its <b>2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</b>, the DAP recognized the inevitable environmental effects linked to its daily operations. The DAP also emphasized its goal to minimize these detrimental effects and to develop suitable environmental standards in achieving this. And as such, the DAP adopted an environmental policy through the issuance of the <b>Office Order (OO) 2021-001</b> entitled "Adopting Environmental Policy in the Academy" last 20 October 2021.</p>	Y	<p>1. Refer to Section 31 of the <b><u>DAP 2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</u></b></p> <p>2. Refer to the <b><u>DAP OO-2021-001</u></b></p>		
I	2.a	Does the GOCC disclose the activities that it has undertaken to implement the abovementioned policies? (Customer health and safety)	Y	<p><i>The GOCC must state the activities it has undergone during the year being assessed to implement its policies on customer health and safety.</i></p> <p><i>The GOCC must state the dates when the aforementioned activities took place.</i></p>	<p>Consistent with Section 30 of its <b>2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</b>, the DAP aimed to ensure a safe and healthy working environment for all its personnel and guests. The DAP issued the applicable policy through the <b>Memorandum Circular (MC) 2024-004</b> or the "Health Protocols Following the Lifting of the Public Health Emergency" last 28 February 2024. This MC established the health protocols and rules of behaviors while working and conducting business within the DAP premises.</p> <p>The DAP also implemented <b>MC-2024-010</b> or the "Guidelines on Attendance" last 9 August 2024. Not only did this policy provide flexible (and appropriate) working arrangements to the DAP personnel, but it also fulfilled the commitment of the DAP to the safety and well-being of all its stakeholders.</p>	Y	<p>1. Refer to Section 30 of the <b><u>DAP 2024 Manual of Corporate Governance, approved through the DAP BOT Board Resolution No. 017 (s. 2024)</u></b></p> <p>2. Refer to the <b><u>DAP-MC-2024-004</u></b></p> <p>3. Refer to the <b><u>DAP-MC-2024-010</u></b></p>		

I	2.b	Does the GOCC disclose the activities that it has undertaken to implement the abovementioned policies? (Interaction with the communities)	Y	<p><i>The GOCC must state the activities it has undergone during the year being assessed to implement its policies on community interaction.</i></p> <p><i>The GOCC must state the dates when the aforementioned activities took place.</i></p>	<p>For the 2nd semester of FY 2024, the DAP conducted a <b>total of eight (8) Community Relations Activities</b> within the localities of the Tagaytay City, Cavite and the Municipality of Talisay, Batangas.</p>	Y	<p>1. Refer to the Google Sheet "<b><u>DAPCC Community Relations Activities 2024</u></b>"</p>		
I	2.c	Does the GOCC disclose the activities that it has undertaken to implement the abovementioned policies? (Environmentally-friendly value chain)	Y	<p><i>The GOCC must state the activities it has undergone during the year being assessed to implement its policies on promoting sustainable development and/or environmentally-friendly value chain.</i></p> <p><i>The GOCC must state the dates when the aforementioned activities took place.</i></p>	<p>The DAP guaranteed its commitment to properly comply with the following principles and matters: 1) Environmental Management Program [EMP], 2) Environmental Protection and Sustainable Development [EPSD] Principles, 3) Relevant and Applicable Laws, and 4) Corporate Social Responsibilities—following the issuance of <b>DAP-OO-2021-001</b> dated 20 October 2021.</p> <p>Aside from this, the DAP <b>continued implementing sustainable practices and other environment-friendly solutions</b> involving (1) the Airconditioning System, (2) the Lighting System, (3) the Building Management System (BMS), (4) the Energy Efficiency and Conservation efforts, (5) the Transportation System, (5) the Solid Waste Management system, (6) the Rainwater Harvesting system, and (7) the Infrastructure and Green Building Features of the DAP.</p>	Y	<p>1. Refer to the <b><u>DAP OO-2021-001</u></b></p> <p>2. Refer to the <b><u>DAP 2nd Semester of 2023 Procurement Monitoring Report</u></b></p> <p>3. Refer to the <b><u>Relevant Environmental Reports and Documents</u></b></p>		
I	3	Does the GOCC have a separate corporate social responsibility (CSR) report/section or sustainability report/section?	Y	<p><i>The GOCC must identify both (1) the social and environmental issues of its stakeholders and (2) the activities it undertook to address the said issues during the year being assessed.</i></p> <p><i>No points will be given if only the stakeholders and their CSR issues are identified.</i></p>	<p>the celebrations for the 124th Philippine Civil Service Anniversary that commenced with the return of the yearly fun run after a four-year hiatus due to the COVID-19 pandemic.</p> <p>Among the event's objectives are to fund the Pamanang Lingkod Bayani, a program created to recognize civilian public servants who sacrificed their lives in the line of service and to be an avenue to celebrate contributions toward the Philippine Civil Service.</p> <p>Pumped up from the pre-run zumba session, some 30 DAP officers and staff, led by DAP President and CEO, Dr. Majah-Leah Ravago, joined the almost 20,000 general public and civil servants from various national line agencies, local government units, government-owned and controlled corporations, state universities and colleges, and private agencies in a benefit run along Roxas Boulevard. As the event drew to a close, the Quirino Grandstand was filled with clouds of colors as participants simultaneously painted the whole venue using their colored powders.</p> <p>Among the various events prepared by the CSC for the month long anniversary celebration, some 62 officers and staff of the DAP participated in the International Coastal Clean-Up (ICC) 2024 at the SM By the Bay, with the theme "Clean Seas for Blue Economy."</p>	Y	<p><u>Exerpt from the Draft 2024 DAP Annual Report</u></p>		

I	4	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights. Does the GOCC provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	Y	<i>The GOCC must have contact details (phone number or email address) <b>specifically</b> for concerns and/or complaints.</i>	Telephone numbers and email addresses are available with the following:  1. The "Contact Us" button in the website provides details of DAP's Public Affairs Desk; 2. In the Transparency Seal, Item II, the List of DAP Officials and Contact Information were provided; 3. The Academy's Citizen's Charter FY 2024 (2nd Edition) provides contact details of concerned personnel.	Y	<a href="https://dap.edu.ph/contact-us/">https://dap.edu.ph/contact-us/</a> <a href="https://dap.edu.ph/dap-transparency-seal/">https://dap.edu.ph/dap-transparency-seal/</a> <a href="https://dap.edu.ph/service-charter/">https://dap.edu.ph/service-charter/</a>		
I	5.a	Performance-enhancing mechanisms for employee participation should be permitted to develop. Does the GOCC explicitly mention the health, safety and welfare policy for its employees?	Y	<i>The GOCC must clearly identify its policy on employee health, welfare and safety.</i>  <i>The identified policy must not be ambiguous and should include its principles and guidelines.</i>	The Manual of Corporate Governance, Section 30, outlines DAP's obligation to ensure a safe and healthy working environment for all its employees and guests. The DAP is required to comply with relevant local legislation, regulations, and best practices recommended by national health and safety authorities. Additionally, DAP regularly informs its personnel about its health and safety policies.  Furthermore, the DAP continuously adapts the following Memorandum Circulars (MCs) and activities in 2024 to prioritize the physical, mental, and emotional well-being of its employees.  1. MC 2022-003 - Revised Interim Health Protocols 2. MC 2022-005 - Amendment to the Revised Interim Health Protocols 3. MC-2023-004 Emergency Protocols for Fire and Earthquake in DAP Pasig 4.Reconstitution of the Occupational Safety and Health Committee  These initiatives demonstrate the Academy's ongoing commitment to providing a supportive and healthy work environment for its employees. By prioritizing employee well-being, DAP intends to create a positive and productive work culture that fosters employee engagement and participation.	Y	<a href="https://www.dap.edu.ph/wp-content/uploads/2015/07/Manual-of-Corporate-Governance.pdf">https://www.dap.edu.ph/wp-content/uploads/2015/07/Manual-of-Corporate-Governance.pdf</a>  <u>Policies</u>  <u>5A SO-2021-031 Reconstitution of the Occupational Safety and Health Committee</u>		

I	5.b	Does the GOCC publish data relating to health, safety and welfare of its employees?	Y	<i>The GOCC must publish data related to health, safety and welfare of its employees such as, but not limited to, absenteeism and occupational injuries/diseases.</i>	The Development Academy of the Philippines (DAP) recognizes that its success is driven by its people. In line with this, the Academy remains committed to strengthening its human capital through strategic initiatives that enhance workforce development, well-being, and engagement. As of December 2024, DAP's total workforce stood at 674 personnel, comprising 384 Plantilla-based Personnel (PbP) and 290 Non-Plantilla Personnel under Contract of Service (CoS). Over the year, DAP engaged 125 new CoS personnel and 14 Job Order (JO) personnel to support its various programs and operations. Additionally, the Academy processed 62 human resource actions, including 12 new hires, 33 promotions, 1 reemployment, and 17 reappointments. Compensation and Work Arrangements DAP ensures that all personnel receive fair compensation and benefits. In 2024, both PbP and CoS personnel continued to receive salaries aligned with SSL 5 Tranche 4 rates, including all mandated benefits. To support work-life balance and operational efficiency, DAP institutionalized alternative work arrangements, such as full flexitime and flexiplace, through a formal issuance that built upon flexible arrangements first implemented during the pandemic. Employee Well-Being and Support Recognizing the importance of personnel well-being, DAP launched several initiatives to promote health and foster a culture of malasakit (compassion). A Bayanihan Drive was organized to provide financial	Y	<i>Exerpt from the Draft 2024 DAP Annual Report</i>		
I	5.c	Does the GOCC have training and development programmes for its employees?	Y	<i>The training and development programs for employees must have occurred during the year being assessed and there should be a brief description describing each of the programs.</i>	<i>DAP is committed to providing continual relevant human resource interventions and reassessing the competencies of its plantilla personnel. Ongoing interventions such as training, coaching, and mentoring are being implemented to further enhance competencies. Refer to the link.</i>	Y	<a href="https://docs.google.com/spreadsheets/d/1BDSReJCSloiRByrWUZfYpBcxG0opEVdv/edit?usp=sharing&amp;ouid=110309412123597095346&amp;rtpof=true&amp;sd=true">https://docs.google.com/spreadsheets/d/1BDSReJCSloiRByrWUZfYpBcxG0opEVdv/edit?usp=sharing&amp;ouid=110309412123597095346&amp;rtpof=true&amp;sd=true</a>		
I	5.d	Does the GOCC publish data on training and development programmes for its employees?	Y	<i>The GOCC must give the name of the program and either the 1.) number of participants per program or 2.) average hours per training held</i>	DAP employees, both plantilla and non-plantilla, participated in training programs offered locally and internationally. Training advisories were communicated through official emails, the DAP Facebook group, and during flag ceremonies to ensure all employees were fully informed.	Y	<a href="https://docs.google.com/spreadsheets/d/1BDSReJCSloiRByrWUZfYpBcxG0opEVdv/edit?usp=sharing&amp;ouid=110309412123597095346&amp;rtpof=true&amp;sd=true">https://docs.google.com/spreadsheets/d/1BDSReJCSloiRByrWUZfYpBcxG0opEVdv/edit?usp=sharing&amp;ouid=110309412123597095346&amp;rtpof=true&amp;sd=true</a>		
I	6.a	Stakeholders including	Y	<i>The GOCC must disclose the actual</i>	<i>"The Development Academy of the Philippines</i>	Y	<i>MC-2019-007 DAP Grievance</i>		
I	6.b	Does the GOCC have	Y	<i>The GOCC should explicitly disclose</i>	<i>DAP has mechanisms to protect its employees who</i>	Y	<i>MC-2019-007 DAP Grievance</i>		

COMPONENT				GOCC SUBMISSION			GCG VALIDATION		
GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	ANS	REFERENCE	ANS	REMARKS
<b>II. Disclosure and Transparency</b>									
II	7.a	Does the GOCC's website	Y	<i>The GOCC's corporate objectives</i>	Corporate objectives are disclosed in the 2024	Y	<b>DAP 2024 PE</b>		

II	7.b	Does the GOCC's website disclose the following items: Financial performance indicators	Y	<i>Apart from declaring the financial performance indicators in the annual report and audited financial statements, declaring the financial strategic measures in the GOCC's performance scorecard will also merit points.</i>	The Transparency Seal in Item IV. Financial Statements 2024 discloses all pertinent financial documents (Trial Balance, Statement of Cash Flows, Statement of Financial Performance, Statement of Financial Position, and Statement of Changes in Net Assets and Equity)  The approved DAP 2024 PES declares the financial strategic measures as follows: PM12 Subsidy Utilization Rate – Obligation PM13 Subsidy Utilization Rate - Disbursement PM14 Corporate Fund Utilization Rate – Disbursement	Y	<b>*Transparency Seal</b>  <b>DAP 2024 PES</b>		
II	7.c	Does the GOCC's website disclose the following items: Non-financial performance indicators	Y	<i>Apart from declaring the non-financial performance indicators in the annual report and accomplishment reports, declaring the non-financial strategic measures in the GOCC's performance scorecard will also merit points.</i>	1. PM1 Completion rate 2. PM2 Percentage of REPs/ APPs and Capstone accepted by the panel for implementation 3. PM3 Number of government managers/executives and legislative officers/staff trained or capacitated 4. PM4 Program beneficiaries reached 5. PM5 Number of beneficiary agencies assisted 6. PM6 Number of TA interventions adopted 7. PM7 Number of research results adopted 8. PM8 Number of research/studies undertaken/completed 9. PM9 Proportion of knowledge product & information considered relevant & useful by target readers 10. PM10 Percentage of satisfied customers 11. PM11 International projects/hostings implemented 12. PM15 On-time delivery rate 13. PM16 Compliance to Quality Standards 14. PM17 Number of systems enhanced or implemented through the government initiative 15. PM18 Percentage of employees meeting required competencies	Y	<b>DAP 2024 PE</b>		
II	7.d	Does the GOCC's website disclose the following items: Details of whistle-blowing policy	Y	<i>The GOCC must disclose the actual procedures of their whistleblowing policy for their stakeholders. Merely stating that they have a whistleblowing policy will not suffice.</i>	The DAP's whistleblowing policy, which enumerates its procedures, can be accessed by through its website. For easy access, the DAP website provides a dedicated whistleblowing link: [https://whistleblowing.gcg.gov.ph/#/](https://whistleblowing.gcg.gov.ph/#/).	Y	<a href="https://www.dap.edu.ph/wp-content/uploads/2019/01/Whistleblowing-Policy.pdf">https://www.dap.edu.ph/wp-content/uploads/2019/01/Whistleblowing-Policy.pdf</a>		
II	7.e	Does the GOCC's website disclose the following items: Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of directors/commissioners	Y	<i>All of the biographical details of ex officio and appointive directors being asked by the item must be provided, otherwise no point will be given should there be a missing detail.</i>	Biographical details of DAP President and Chief Executive Officer (Refer to link)	Y	<a href="https://dap.edu.ph/wp-content/uploads/2024/03/Majah-Ravaqo-CV-17FEB2024_v2.pdf">https://dap.edu.ph/wp-content/uploads/2024/03/Majah-Ravaqo-CV-17FEB2024_v2.pdf</a>		

II	7.f	Does the GOCC's website disclose the following items: Training and/or continuing education programme attended by each director/commissioner	Y	All the trainings of Appointive Directors up until the year being assessed must be disclosed. If the Appointive Director did not attend a meeting on the year being assessed, a statement regarding his lack of training must be made in order to garner points for this item.	Executive Leadership Program for NPOs (National Productivity Organizations April 9 to May 4, 2024 INSEAD, Fontainebleau, France	Y	<a href="https://drive.google.com/drive/folders/1KvHeoegQ_EoR88fvxMkGsv_EqJ4UJKIR">https://drive.google.com/drive/folders/1KvHeoegQ_EoR88fvxMkGsv_EqJ4UJKIR</a>		
II	9	Does the GOCC's website contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	Y	The GOCC must state that it <b>fully complies</b> with the code of corporate governance and if there is non-compliance, it must explain the reason for the non-compliance.  Merely stating that the GOC "generally complies" with the code of corporate governance will not be taken as full compliance and will not garner any points	DAP is <b>fully compliant</b> with the Code of Corporate Governance applicable to its operations as a developmental institution.	Y	Certification by the Compliance Officer		

COMPONENT				GOCC SUBMISSION				GCG VALIDATION	
GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	ANS	REFERENCE	ANS	REMARKS
<b>III. Board Responsibility</b>									
III	11.a	Has the Board of Directors reviewed the vision and mission/ strategy in the last financial year?	Y	The GOCC must disclose that the Board has reviewed the mission, vision and strategy during the year being assessed. The date of review must also be indicated. Merely stating the GOCC's mission, vision and strategy, and posting documents (strategy map and scorecard) will not be given points.	The Board of Trustees approved the Charter Statements, Strategy Map, and Performance Commitments for 2023-2024 of DAP during its BOT meeting on November 13, 2023. This was formalized through the Board Resolution No. 005 (s. 2023). <a href="https://drive.google.com/drive/u/1/folders/1pKsb3-wnsvLscHY2nrUcXQ2E5jFrSmSo">https://drive.google.com/drive/u/1/folders/1pKsb3-wnsvLscHY2nrUcXQ2E5jFrSmSo</a>	Y	<a href="https://dap.edu.ph/wp-content/uploads/2024/01/DAP-Scorecard-for-2024.pdf">https://dap.edu.ph/wp-content/uploads/2024/01/DAP-Scorecard-for-2024.pdf</a>		
III	11.b	Does the Board of Directors monitor/oversee the implementation of the corporate strategy?	Y	There should be a disclosure on how the Board oversees the implementation of the corporate strategy.	The DAP Management reports to the BOT on the accomplishments of the board-approved targets and strategic objectives. The Manual of Corporate Governance highlights the BOT's mandate and responsibility for DAP's Performance (Section 5). It specifies that the BOT is responsible for providing policy directions, monitoring and overseeing Management actions, as provided in its Charter and other relevant laws, rules and regulations. One of BOT's specific functions (section 6.C.) is to monitor and evaluate on a regular basis the implementation of corporate strategies and policies, business plans and operating budgets, as well as Management's over-all performance to ensure optimum results. <a href="https://dap.edu.ph/wp-content/uploads/2024/08/Signed-Board-Resolution-No.-017-s.-2024-Approving-the-DAP-Manual-of-Corporate-Governance-and-DAP-Manual-of-Corp-Governance-as-Approved.pdf">https://dap.edu.ph/wp-content/uploads/2024/08/Signed-Board-Resolution-No.-017-s.-2024-Approving-the-DAP-Manual-of-Corporate-Governance-and-DAP-Manual-of-Corp-Governance-as-Approved.pdf</a>	Y	<b>Approved DAP Manual: Board Resolution No. 017 (s. 2024)</b>		

III	13.a	Are the details of the code of ethics or conduct disclosed?	Y	<i>The details of the Code of Ethics or Conduct must be disclosed. Merely stating that the GOCC has a Code of Ethics without divulging information on the coverage of the Code or how breaches are handled will not suffice.</i>	OO-2017-01 Adoption of the Code of Conduct and Ethical Standards for Public Officials and Employees enumerates the norms of conduct for all employees.	Y	<b><u>OO-2017-01 Adoption of the Code of Conduct and Ethical Standards for Public Officials and Employees</u></b>		
III	13.b	Does the GOCC disclose that all Directors/Commissioners, senior management and employees are required to comply with the code?	Y	<i>It must be explicitly stated that all the Directors, senior management and the employees are required to comply with the Code. If the Code is only for employees, the item will be marked as "N."</i>	Manual of Governance: Sec. 36.3 explicitly enumerated the Trustees, Officers and employees of the DAP.  The Manual of Corporate Governance Section 19 states that trustees and officers are public officials and are thereforre covered under the Code of Conduct and Ethical Standards for Public Official and Employees. Also Section 36 emphasizes the highest standards principle expected from trustees, officers, and employees of DAP.	Y	<b><u>Manual of Corporate Governance Section 19, 36</u></b>		
III	13.c	Does the company disclose how it implements and monitors compliance with the code of ethics or conduct?	Y	<i>Examples of activities done in order to implement or monitor compliance with the Code of Ethics/Conduct are:  c-ommunicating the code to all existing and new employees and directors - making the code available on the company intranet for ease of access - requiring all parties to declare annually that they have complied with the code of ethics or conduct</i>	DAP published its code of conduct through its official website, intranet, and official email to all employees. The code is also cascaded through the HR orientation to employees.	Y	<b><u>OO-2017-01 Adoption of the Code of Conduct and Ethical Standards for Public Officials and Employees: Outline presentation of HR orientation on Code of Conduct</u></b>		



III	14	Does the Board appoint a Nomination Compensation / Remuneration Committee?	Y	<p><i>The GOCC must disclose the names of all of the members of its Nomination, Compensation / Remuneration Committee during the year being assessed. Merely stating the name of the office/agency of the Ex Officio Member will not suffice and will not garner any points.</i></p>	<p>During the BOT meeting on November 13, 2024, the board approved the reconstitution of the Nomination and Remunerations Committee.</p> <p>The Nomination and Remunerations Committee members are the following:</p> <p>1. Chairperson: Atty. LUIS MEINRADO C. PAÑGULAYAN, MNSA, CESO I Undersecretary, Department of Agrarian Reform</p> <p>MEMBERS: 1. ARSENIO M. BALISACAN, PhD, Secretary, NEDA</p> <p>2. Atty. JUDITH A. DONGALLO-CHICANO Assistant Commissioner, Civil Service Commission</p> <p>3. HIRO V. MASUDA, DBA, CESO III Assistant Secretary, Department of Environment and Natural Resources</p> <p>4. Atty. JETHER K. CORPUZ Director, Office of the President</p> <p>The public can easily access the composition of the Nomination and Remunerations Committee, including the alternates for each trustee, on the BOT page. The GCIS 2024 (page 4), available under the Transparency Seal, specifically identifies the committee affiliations of each trustee.</p>	Y	<a href="#"><u>Board Resolution No. 031-A (s. 2024) Board Committees</u></a>		
III	15	Did the Nomination Compensation/Remuneration Committee meet at least twice during the year?	Y	<p><i>The GOCC must publish the meeting attendance records during the year being assessed.</i></p>	<p><i>After the full Board Meeting on 29 Nov 2024, the Nomination and Remuneration Committee meets to deliberate the Search and Selection Committee matters. On 19 Dec 2024 the Nom Com finally conducted a meeting for that purpose.</i></p>	N (only one meeting with attendance)	<a href="#"><u>Nom Com Attendance (19 Dec 2024)</u></a>		
III	16	If yes, is the report of the Nomination Compensation/Remuneration Committee publicly disclosed?	Y	<p><i>The GOCC must publish an accomplishment report of the committee and/or minnutes of the meetings held.</i></p>	None	N			

III	17	Does the Board appoint an Audit Committee?	Y	<i>The GOCC must disclose the names of all of the members of its Audit Committee during the year being assessed. Merely stating the name of the office/agency of the Ex Officio Member will not suffice and will not garner any points.</i>	During the BOT meeting on November 13, 2024, the board approved the reconstitution of the Audit Committee.  The Audit Committee members are the following: 1. Chairperson: Atty. LEONIDO J. PULIDO III Assistant Secretary, DBM  MEMBERS: 1. ARSENIO M. BALISACAN, PhD Secretary, NEDA  2. NIÑO RAYMOND B. ALVINA Undersecretary, Department of Finance  The public can easily access the composition of the Audit Committee, including the alternates for each trustee, on the BOT page. The GCIS 2024 (page 4), available under the Transparency Seal, specifically identifies the committee affiliations of each trustee.	Y	<u><a href="#">Board Resolution No. 031-A (s. 2024) Board Committees</a></u>		
III	18	If yes, is the report of the Audit Committee publicly disclosed?	Y	<i>The GOCC must publish an accomplishment report of the committee and/or minutes of the meetings held.</i>		N			
III	19	Does at least one member of the Audit Committee have an audit, accounting or finance background (qualification or experience)?	Y	<i>The educational qualifications and/or work experience of the Audit Committee Members should be disclosed. At least one of the Audit Committee Members must have an audit, accounting or finance educational or work background in order to garner points for this item.</i>	<i>The Department of Finance (DOF) Policy Development and Management Services Group (PDMMSG) headed by OIC Usec. Nino Raymond B. Alvina, provides administrative and financial management support to the groups under the Office of the Secretary (DOF OSEC).</i>	Y	<u><a href="#">Department of Finance website</a></u>		
III	20	Did the Audit Committee meet at least four times during the year?	Y	<i>The GOCC must disclose all the audit committee meetings held during the year being assessed.</i>		N			
III	21	Does the Board appoint a Risk Management Committee?	Y	<i>The GOCC must disclose the names of all of the members of its Risk Management Committee during the year being assessed. Merely stating the name of the office/agency of the Ex Officio Member will not suffice and will not garner any points.</i>	During the BOT meeting on November 13, 2024, the board approved the reconstitution of the Risk Management Committee. <b>CHAIRPERSON:</b> RONALD U. MENDOZA, PhD Undersecretary, DepEd  MEMBERS: 1. NIÑO RAYMOND B. ALVINA Undersecretary, DOF 2. Atty. JETHER K. CORPUZ Director, Office of the President  The public can easily access the composition of the Risk Management Committee, including the alternates for each trustee, on the BOT page. The GCIS 2024 (page 4), available under the Transparency Seal, specifically identifies the committee affiliations of each trustee.	Y	<u><a href="#">Board Resolution No. 031-A (s. 2024) Board Committees</a></u>		
III	22	If yes, is the report on Risk Management Committee publicly disclosed?	Y	<i>The GOCC must publish an accomplishment report of the committee and/or minutes of the meetings held.</i>		N			

III	23	Does at least one member of the Risk Management Committee have a background in finance and investments?	Y	<i>The educational qualifications and/or work experience of the Risk Management Committee Members should be disclosed. At least one of the Risk Management Committee Members must have an investment and finance educational or work background in order to garner points for this item.</i>	<i>The Department of Finance (DOF) Policy Development and Management Services Group (PDMSG) headed by OIC Usec. Nino Raymond B. Alvina, provides administrative and financial management support to the groups under the Office of the Secretary (DOF OSEC).</i>	Y	<a href="#">Department of Finance website</a>		
III	24.a	Are the Board of Directors meetings scheduled at the beginning of the year? (end of Q1)	Y	<i>The GOCC must explicitly disclose that the meetings held on the year being assessed were scheduled well in advance and when they were scheduled.</i>	Feb. 08, 2024 Special BOT Meeting and March 22, 2024 BOT regular Meeting, all the BOT Meeting per quarter was scheduled ahead of time for CY 2024 and 2025 <a href="https://drive.google.com/drive/u/1/folders/1-HnPLd6O5YnpGkJbvPRS6PBrwpCKOq4">https://drive.google.com/drive/u/1/folders/1-HnPLd6O5YnpGkJbvPRS6PBrwpCKOq4</a>	Y	<a href="#">2024 BOT Meetings Attendance</a>		
III	24.b	Does the Board of Directors meet at least monthly?	Y	<i>The GOCC must show its attendance records that there were monthly meeting held.</i>	2024 BOT Meetings: 1. 08 Feb 2024; 2. 22 March 2024; 3. 04 June 2024; 4. 21 Aug 2024; 5. 20 Sept 2024; 6. 29 Nov 2024; 7. 20 Dec 2024	Y	<a href="#">2024 BOT Meetings Attendance</a>		
III	24.c	Did the Board of Directors meet on at least 75% on their scheduled meetings?	Y	<i>In order to garner points for this item, the GOCC must be able to first prove that meetings were scheduled in advance (Q. 24.a.) After which, a schedule of actual meetings held must be shown to prove that the Board met on at least 75% of their scheduled meetings.</i>	<a href="#">2024 BOT Meetings Attendance</a>	Y	<a href="#">2024 BOT Meetings Attendance</a>		
III	24.d	Has each of the directors/commissioners attended at least 90% of all the board meetings held during the year?	Y	<i>All of the attendance of Appointive and Ex Officio/Alternate Directors must be considered and all of them should have attended at least 90% of the board meetings held during the year in order to garner points for this item.</i>	<a href="#">2024 BOT Meetings Attendance</a>	Y	<a href="#">2024 BOT Meetings Attendance</a>		
III	24.e	Did the Board of Directors meet separately at least once during the year without the President/CEO present?	Y	<i>The GOCC must explicitly state a meeting held on a specific date wherein the Board met without the President/CEO present.</i>	There was an executive closed door session where President Majah-Leah V. Ravago was requested to leave the Board Room and the Board discussed matters excluding her on 20 Sept. 2024.	N			

III	25.a	Does the GOCC have a policy that stipulates board papers for Board of Directors/Commissioners meetings be provided to the Board at least three (3) working days in advance of the board meeting?	Y	<i>The GOCC must clearly disclose that the Board was provided with the board papers for the upcoming meeting at least 3 working days in advance of the said meeting.</i>	<p>The 2024 BOT Meetings with date of distribution of Materials</p> <p>1. Q2 - June 04, 2024 BOT Meeting - Kit/Materials were distributed on 31 May 2024;</p> <p>2. Q3 - Sept 20, 2024 BOT Meeting - Kit/Materials were distributed on Sept. 10 and 13, 2024 link: <a href="https://mail.google.com/mail/u/1/?ik=c11fd1e13c&amp;view=pt&amp;search=all&amp;permthid=thread-a:r-8907831446340878048&amp;simpl=msg-a:r8163892959884592242&amp;simpl=msg-a:r2444385511951763946&amp;simpl=msg-f:1810404319940076992">https://mail.google.com/mail/u/1/?ik=c11fd1e13c&amp;view=pt&amp;search=all&amp;permthid=thread-a:r-8907831446340878048&amp;simpl=msg-a:r8163892959884592242&amp;simpl=msg-a:r2444385511951763946&amp;simpl=msg-f:1810404319940076992</a></p> <p>3. Q4 - Nov. 13 and 29, 2024 BOT Meeting - Kit/Materials were distributed on Nov. 07, 2024 link: <a href="https://mail.google.com/mail/u/1/?ik=c11fd1e13c&amp;view=pt&amp;search=all&amp;permthid=thread-a:r2507141521795505723&amp;simpl=msg-a:r6672582899609921464&amp;simpl=msg-f:1815063453686862563&amp;simpl=msg-f:1815133707803608325&amp;simpl=msg-f:1815134528707657085">https://mail.google.com/mail/u/1/?ik=c11fd1e13c&amp;view=pt&amp;search=all&amp;permthid=thread-a:r2507141521795505723&amp;simpl=msg-a:r6672582899609921464&amp;simpl=msg-f:1815063453686862563&amp;simpl=msg-f:1815133707803608325&amp;simpl=msg-f:1815134528707657085</a></p>	Y	<u>Q2 - BOT KIT/Materials for June 04, 2024 Meeting (emailed on 31 May 2024)</u>		
III	25.b	Is the Board Secretary trained in legal, accountancy or company secretarial practices?	Y	<i>The GOCC should disclose the educational and work background of the Corporate Secretary. In order to garner points for this item, there should be proof that the Corporate Secretary has legal, accountancy or secretarial educational/work background.</i>	The board issued a board resolution appointing Atty. Marie Anne Cyra H. Uy as the Corporate Secretary of the Academy. She has been a practicing lawyer since passing the bar in 2017.	Y	<u>Board Resolution No. 029 (s. 2024) Appointment of Corporate Secretary Atty. Marie Uy</u>		
III	26.a	Does the company have a separate internal audit function?	Y	<i>There should be a clear showing that there is a separate internal audit function in the GOCC, whether it be a singular internal auditor, an entire internal audit department or an external firm. If it is a secondary function of an existing staff or department, the GOCC will not garner points for this item.</i>	<p>There is an Internal Audit Service (IAS) in the Academy and is headed by a manager.</p> <p>The IAS, as stated in the DAP Quality Manual, as emphasized reports directly to the Academy's Board of Trustees, and therefore is not part of the Quality Managment System. Its functions are clearly stated as the one who: (1) provides advice to the Board of Trustees (BOT) through its Audit Committee, on all matters relating to management control and operations audit; (2) Conducts management and operations audit of the Academy functions, programs, projects, activities with outputs, and determination of the degree of compliance; (3) Reviews and appraises of systems and procedures, organizational structures, asset management practices, financial and management records, reports, and performance standards of the Academy offices; (4) Analyzes and evaluates management deficiencies and assist top management by recommending realistic courses of action, and; (5) performs other duties delegated by the BOT or as required by law.</p>	Y	<u><a href="https://dap.edu.ph/about-us/organization/">https://dap.edu.ph/about-us/organization/</a>; <b>Quality Manual, p. 11</b>; <b>Special Order designating all 2023 officers</b></u>		

III	26.b	Does the appointment and removal of the internal auditor require the recommendation of the Audit Committee?	Y	<i>The GOCC should explicitly state that the appointment and removal of the internal auditor require the approval of the Audit Committee. Should the charter of the GOCC provide for another mode of appointment/removal of the internal auditor, this should also be stated in order for the assessors to consider such issue.</i>	The Manager of the IAS is appointed by the P/CEO. There is no explicit policy that the appointment of the internal auditor requires the recommendation of the Audit Committee. However, as stated in the Manual of Corporate Governance, one of the Audit Committee's responsibility is to provide oversight of DAP's internal and external auditors. It is also highlighted in Section 17 that the BOT shall have the authority to discipline, or, remove from office the CEO, or other Officers, upon a majority vote of the BOT members who actually took part in the investigation and deliberation.	Y	<b>Manual of Corporate Governance</b>		
III	27.a	Does the company disclose the internal control procedures/risk management systems it has in place?	Y	<i>The GOCC must name all the key internal control procedures and its risk management system. There should also be an assignment of responsibilities in order to garner points for this item</i>	The risk management system practice by the Academy is based on its guidelines (MC-2020-023) in evaluating and treatment planning for risks and opportunities that is usually discussed every Management Review. Section 8 identifies the responsibilities in the determination, approval, monitoring, reviewing of effections of actions.  "8.1 For initial determination of Academy-level issues, risks and opportunities, responsibility lies with the Planning and Performance Management Committee (PPMC), in consultation with Corporate, Operations and Support Groups, Centers and Offices. Approval and agreement to implement action plan for the Academy-level Risk Inventory will be made by the ManCom.  8.2 Monitoring of actions on these risks and opportunities lies with the PPMC, while review of effectiveness shall be with the ManCom.  8.3 For risks and opportunities at the Group/Center/Department/Office and Project levels, determination and monitoring shall be with the respective Group/Center/Department/Office officers and staff, while approval and review of effectiveness of actions taken shall lie with the respective Heads."	Y	<b><u>MC-2020-023 Guidelines on Identification, Analysis, Pre Treatment and Post Treatment, Evaluation of Risk and Opportunities Management final</u></b>		
III	27.b	Does the Annual Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	Y	<i>The GOCC's annual report must explicitly state that the Board conducted a review of the company's risk management system and material controls during the year being assessed.</i>		N			

III	27.c	Does the company disclose how key risks are managed?	Y	<i>The GOCC must disclose all of its key risks (operational, compliance and financial) and how they are being managed. Merely disclosing a list of risks will not garner any points.</i>	<p>As an ISO-certified organization that needs to maintain the effectiveness of its QMS, and to conform to the standards, DAP needs to plan and implement actions to address risks, maximize the opportunities, and monitor and assess the effectiveness of such actions. Risk and opportunities management is also not just a conformance but also good business sense as it helps an organization effectively address any threats or issues and appropriately maximize the opportunities at hand in achieving the strategic objectives. ISO 31000 places greater emphasis on the involvement of senior management and the integration of risk management into the organization's structure, processes, strategy and objectives.</p> <p>By clearly identifying and analyzing the risks and opportunities associated with a project, we can effectively determine its risk magnitude. The level of leadership guidance and response will vary based on management levels, from the Program Manager to the Board of Trustees, indicating the appropriate level of escalation.</p> <p>To address identified risks, it is essential to develop a comprehensive action plan. This plan should outline the necessary resources, budget, timeframe, responsible person, and key success indicators to ensure effective mitigation or exploitation of opportunities.</p> <p>The approved 2023 Risk Registry was presented to</p>	Y	<u>DAP Quality Manual page 30; MC 2020-023; Risk Registry</u>		
III	27.d	Does the Annual Report contain a statement from the Board of Directors or Audit Committee commenting on the adequacy of the GOCC's internal controls/risk management systems?	Y	<i>The GOCC's Board or Audit Committee must explicitly state that the GOCC's risk management systems and internal controls are adequate</i>		N			
III	28	Do different persons assume the roles of Chairman and CEO?	Y	<i>The GOCC's PCEO and Chairman during the year being assessed must be clearly identified in the website. An N/A rating will be given should the GOCC's charter provide that the Chairman and PCEO positions must be held by a single person.</i>	YES, per DAP BOT Board Resolution No. 03 (s. 2024) Appointing the DAP President and CEO	Y	<u>Board Resolution No. 03 (s. 2024) Appointing MVRavago as PCEO of DAP</u>		
III	29.a	Does the GOCC have orientation programs for new Directors?	Y	<i>The GOCC must not only state that it has an orientation programs for Directors. Details and/or coverage of the orientation program must be disclosed in order to garner points for this item.</i>	The DAP conducts an orientation meeting for new Trustees. The President and the Corporate Secretary schedules a meeting to discuss the Academy's charter, legal mandate, history, mission, vision, core values, and DAP 2024 GAA-funded programs. The orientation also covers the DAP's offices, funding, mandated offerings, current core programs, and its role as the National Productivity Organization of the Asian Productivity Organization. The President also includes in the Agenda a Briefing on the BOT's Governance Structure and DAP's Manual of Corporate Governance in the BOT meeting if there is a new Trustee.	Y	<u>Briefer presented to the New BOT Member, Asec. Leonido J. Pulido III</u>		

III	29.b	Does the GOCC have a policy that encourages Directors/Commissioners to attend on-going or continuous professional education programs?	Y	<i>Apart from stating the GOCC's training policy and continuous education programs for its Directors, the GOCC may also state that it has a training budget allocated for the Directors on the year being assessed.</i>	The Manual of Corporate Governance stated that one of the Governance Committee's responsibility is to recommend to the BOT the continuing education of Trustees (Section 12.3.b). Since all of the Trustees are from other national agencies, the DAP only allocated training budget for PCEO.	Y	<b>Manual of Corporate Governance</b>		
III	29.c	Did all Appointive Directors attend at least 1 training for the calendar year?	Y	<i>The GOCC must disclose that each Appointive Director attended at least one (1) training during the year being assessed. If there is an Appointive Director who did not attend at least one (1) training the GOCC will not garner points for this item.</i>	Executive Leadership Program for NPOs (National Productivity Organizations April 9 to May 4, 2024 INSEAD, Fontainebleau, France	Y	<a href="https://drive.google.com/drive/folders/1KvHeoegQ_EoR88fvyMkGsv_EqJ4UIKIR">https://drive.google.com/drive/folders/1KvHeoegQ_EoR88fvyMkGsv_EqJ4UIKIR</a>		
III	30.a	Is an annual performance assessment conducted of the Board of Directors?	Y	<i>The GOCC should conduct its own Board Appraisal which is different from GCG's internet-Based Performance Evaluation for Directors (iPED). It must be readily apparent when the said Board Appraisal was conducted in order to garner points for this item.</i>		N			
III	30.b	Does the GOCC disclose the process followed in conducting the Board assessment?	Y	<i>The GOCC must disclose the entire process involved in undertaking the Board Appraisal.</i>		N			
III	30.c	Does the GOCC disclose the criteria used in the Board assessment?	Y	<i>The GOCC should clearly state all the criteria that the Board Members used in their Board Appraisal.</i>		N			
III	31	Is an annual performance assessment conducted of the Board of Directors Committees?	Y	<i>The GOCC should conduct an Appraisal of its Committees' performance during the year being assessed. It must be readily apparent when the said Committee Appraisal was conducted in order to garner points for this item.</i>		N			