



## PMDP PMO

### DMGKX 2017 PROJECT ACCOMPLISHMENT REPORT (May 28, 2017)

#### I. Project Information

Project Code: DMGKX  
Project Title: PMDP Curriculum Enhancement Component  
Project Start: March 16, 2017  
Project End: March 15, 2018  
Project Price: 3,800,000.00  
Client Organization: National Government

#### II. Project Team

Project Manager: Sheryl D. Reyes  
Team Members:  

1. Allister Thaddeus R. Ayque
2. Kin Andrea D. Demaisip
3. Angeli Fluor G. Nuque
4. Kyle Angela Anibigno
5. Sheena Barrameda
6. Desiree Grace Distajo

  
Supervising Fellow: Nanette C. Caparros  
Consultants and Resource Persons Philippine Normal University:  

1. Dr. Ester Ogena, President, PNU
2. Dr. Rita B. Ruscoe, Dean, College of Teacher Development
3. Dr. Felicia I. Yeban, Dean College of Graduate Studies and Teacher Education Research
4. Dr. Ruth Alido, Faculty Member
5. Dr. Maria Ruth Regalado, Director, Institute of Teaching and Learning

#### III. Project Details

Project Description: The Curriculum Enhancement Component is responsible for ensuring the quality of the PMDP Curriculum towards achieving the PMDP Program Outcomes.  
Project Objective:  

1. Enhance the design and delivery of the PMDP Curriculum in line with other PMDP support systems and DAP policies
2. Standardize the PMDP Prospectus and alignment to the CHED requirements
3. Maintain an updated faculty database

  
Focus Area: Public Management  
Project Type: Professional Education  
Project Beneficiary: National Government Agencies  
Regional Coverage: National Coverage

#### IV. Project Accomplishments

- Key Activities Implemented:
1. Documented 10 (out of 11) modules from MMC14 residential phase
  2. Developed 10 (of 11) detailed module banigs on MMC modules
  3. Developed proposals on redistribution of MMC unit equivalencies and options for ladderized SEC curriculum to allow the granting of master's degree in public management possible for SEC DDM graduates. Proposals were submitted to the DAP Academic Council for deliberation
  4. Did initial communication with CHED on possible alignment of PMDP curriculum to CHED standards for inclusion of graduates to the CHED database
  5. Developed proposal on possible mechanisms to link the PMDP to the CES process
  6. Engaged curriculum experts (Philippine Normal University) to conduct the curriculum review.
  7. Conducted the 2-day Curriculum Review workshop for MMC curriculum.
  8. Conducted a one-day Curriculum Review workshop for SEC curriculum.
  9. Reviewed and proposed for the revised ReP rating sheets (plan and report)
  10. Facilitated the validation of 10 MMC and 9 SEC outcome-based module syllabi with FICs for finalization by PNU
  11. Maintained and updated the faculty database
  12. Maintained a complete and updated compilation of faculty CVs shared to the whole PMDP team
- Major Outputs:
- Detailed module banigs and enhanced syllabi for 10 PMDP MMC modules
  - Proposal on redistribution of MMC unit equivalencies and options for ladderized SEC curriculum to allow the granting of master's degree in public management possible for SEC DDM graduates
  - Contract with PNU for the curriculum review
  - 2-day MMC Curriculum Review Workshop held at DAPCC on June 29 to 30, 2017 and attended by 13 faculty members representing 11 (of 12) modules for the curriculum of the middle managers class. It was attended by 13 (of 14) faculty members representing 11 (of 12) modules of the MMC
  - One-day SEC Curriculum Review Writeshop held at DAPCC on November 18, 2017. Twelve SEC faculty members and 3 class directors participated
  - Draft enhanced module syllabus for the following modules: PPPS, DP, PGAS, DSD, EAPS, PFB, PPA, MHPPSO, PDM, ReP
  - Signed faculty Selection Guidelines
  - Approved PMDP Implementing Rules and Regulations and duly enrolled for document control
  - Approved revised ReP rating sheets (plan and report) effective MMC13
  - Proposal on Mechanisms to link PMDP to the CES Process
  - Presentation of the proposal on linking the PMDP to the CES process to the CES Board. The following mechanisms to link the two were proposed: (1) accreditation of PMDP as an equivalent of the CES-WE; (2) PMDP to train CES eligible; and (3) PMDP to complement capability enhancement for CESOs. The CES Board approved the proposed mechanisms with modification on the second mechanism. DAP is now waiting for the release of the formal signed CES Board Resolution to start implementing the agreements.
  - Scholars Manual: MMC14, MMC15, MMC16, SEC6
  - Prospectus released to MMC15
  - Support to other PMDP activities and events.
  - Updated faculty database
  - Updated compilation of the CVs of all faculty members shared across the Program for ready reference.
  - Approved revised unit allocation for MMC.
- Project Impact:
- Development of the detailed module banigs made the Program more familiar on how each module was delivered and easier for the curriculum review team to assess for overlaps in content and to identify improvements in the module design.

The curriculum review workshops attended by the FICs turned out to be a success. Not only that the workshop finally produced validated module objectives from the faculty-in-charge themselves, they also provided a very good venue for the faculty in charge to sit together and paint the holistic picture of the kind of PMDP scholar the PMDP is targeting to produce with each of their module contributing. As a group, they were able to sort out which of the modules is hitting directly or indirectly the program outcomes set out by the program.

When it comes to the project's impact, the most laudable would be its facilitation of the most awaited link of the PMDP to the CES process. The project was able to develop and present mechanisms to establish such link which the CES board approved. This is a much welcome development which the PMDP scholars have been clamoring for since batch 1. At present, PMDP is awaiting response to the letter it sent to CESB last November 2017 requesting for a meeting to discuss requirements and mechanics needed to implement this.

**Lessons Learned:** Academic equivalencies make the design and delivery of the PMDP (which was originally conceptualized to be a training program) more complicated since it certain standards from CHED have to be followed.

A tighter collaboration between the M&E component and the curriculum component of the program should be made in that indicators to measure scholars learning against the competencies and outcomes targeted by the curriculum should be clearly identified and incorporated in the M&E instruments. At present, M&E is stronger in measuring effectiveness and efficiency of the program implementation than measuring achievement of learning outcomes.

## **V. Attachments**

1. Summary of Outputs (Banig and Syllabus) from Documented modules in MMC14
2. Receiving Copy of the proposals endorsed to the Academic Council
3. Copy of Proposal to Link PMDP with CES Process
4. Copy of the Signed Contract (Letter of Conforme) with PNU
5. Copy of the Program and Attendance Sheet for the MMC Curriculum Workshop
6. List of Participants for the MMC Curriculum Workshop
7. Copy of the Program for the SEC Curriculum Review Workshop
8. List of Participants for the SEC Curriculum Workshop
9. Copy of the Letter to CES Board Re: Requirement to Implement PMDP Link to CES Process
10. Photo Documentation

**Prepared by:**

**SHERYL D. REYES**  
Project Manager

**Approved by:**

**NANETTE C. CAPARROS**  
Managing Director, PMDP

**Noted by:**

**MAGDALENA L. MENDOZA**  
Senior Vice President for Programs

### **Notes:**

1. Project details on Section I-III can be generated thru PMIS based on PMs Inputs.
2. Project Managers are required to accomplish Section IV & provide Section V to reflect results of project implementation
3. Project Managers can update/adjust the pre-filled sections(I-III) based on actual data

**Attachment 1:**

**Summary of Outputs (Banig and Syllabus) from Documented Modules in MMC14**

	Syllabus	Banig
<b>Learning Area 1: Governance and Development</b>		
1. Development Perspectives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2. Philippine Government & Administrative System	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3. Dynamics of Social Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Learning Area 2: Strategic Public Management</b>		
1. Economic Applications in the Public Sector	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2. Public Finance and Budgeting (Pre-Requirement: Accounting for Non-Accountants)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3. Public Policy Analysis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4. Managing High-Performing Public Sector Organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Project Development and Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Learning Area 3: Personal Efficacy and Leadership</b>		
1. Peak Performers in the Public Sector	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Transformational Leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Communication, Negotiation and Media Relations		
• Written and Oral Communication	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Executive Negotiation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• Media Relations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Diplomacy and International Relations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Re-Entry Project</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Attachment 2:**  
**Receiving Copy of the proposals endorsed to the Academic Council**



**development academy of the philippines**

ISO 9001:2015 Certified  
CIP/4045/08/06/579

**MEMORANDUM**

**FOR : THE ACADEMIC COUNCIL**

*Anna Cecilia Pante 11 April 2017 2:15 pm*

*[Signature]*  
**THRU : MAGDALENA L. MENDOZA**  
Senior Vice-President - Programs

**FROM : Managing Director, PMDP**

**SUBJECT : SEC-MDM PROGRAM CONCEPT PROPOSAL**

**DATE : 31 March 2017**

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From 2014 to 2016, some Senior Executives Class (SEC) Scholars have been keenly requesting the PMDP to open opportunities to earn the Master in Development Management (MDM) degree. To address this need while fulfilling the Commission of Higher Education's guidelines for graduate programs, we came up with several options (attached).

For your consideration.

Thank you.

*[Signature]*  
**NANETTE C. CAPARROS** \*

**Attachment 3:**  
**Copy of the Proposal to Link PMDP with CES Process**

**Position Paper on the Establishment of a Link Between the Public Management Development Program, the National Government's Career Executive Service Development Program, and the Career Executive Service Process**

**A. Background and Rationale**

1. On June 7, 1973, Presidential Decree No. 205 was signed by then President Ferdinand Marcos, establishing the Development Academy of the Philippines (DAP) with a mandate of "promoting and supporting the developmental efforts of the country, by **carrying out human resource development programs designed to instill development perspectives and advance management capability in the leadership of key sectors of the government and the economy**, as well as research, analysis, and publications programs of depth and quality to service the requirements of development planning, management, and implementation at both the macro and project levels."
2. On November 14, 1973, Presidential Decree No. 336 created the Career Executive Service (CES) and the Career Executive Service Board was set up as its governing body. The same decree provided that *"There shall be a continuing program of training and career development for members of the Career Executive Service. To that end, the Development Academy of the Philippines shall (i) prepare a career executive service program appropriate and necessary for the organization and operation of the Career Executive Service, and (ii) in the consultation with the Career Executive Board, initiate and continue to implement the aforesaid program."*
3. To fulfil its mandate, DAP developed and initially conducted the Career Executive Service Development Program (CESDP) to raise the level of competence and to instill commitment in those employed by the public service, and to transform the bureaucracy into a dynamic, purposeful and effective instrument for the realization of development targets and other national aspirations.
4. The DAP implemented the CESDP from 1974 and 1985 graduating 1,061 CESOs and 82 Division Chiefs and again in 1986 under a different program name - Managing the Bureaucracy for Results - with 146 CESO graduates. Many graduates of the Program rose to top posts in the Philippine government. More than a dozen became heads of their agencies and members of the Cabinet.
5. Two and a half decades later, the National Government Career Executive Service Development Program (NGCESDP) was revived. This was in support of the Philippine Development Plan 2011-2016 strategy to professionalize the bureaucracy with a purposive, program-based and integrated professional development plan for career executives and personnel. The NGCESDP, with a revitalized curriculum and a new name, the Public Management Development Program or PMDP, was approved and funded by Congress through Republic Act 10155 or the General Appropriations Act of 2012. Since then, the PMDP has obtained sustained support through an annual budget allocation in the General Appropriations Act.
6. The DAP was designated as implementing agency of the NGCESDP. The GAA also provided for the creation of a Steering Committee composed of the Secretaries of the National Economic and Development Authority (NEDA), the Department of Budget and Management (DBM) and the Department of Finance (DOF), the Chair of the Civil Service Commission (CSC), and the Executive Director of the CESB to oversee the Program.

7. The Duterte Administration has expressed commitment to continue the Program as can be gleaned from a specific provision in "Malasakit" pillar of the Philippine Development Plan 2017-2022 (Chapter 5 on Ensuring People-Centered, Clean and Efficient Governance) which aims to "enhance the social fabric by making government worthy of people's trust." Under Subsector Outcome 5 (Civil service strengthened), PMDP is as one of the identified measures to improve efficiency and competence of public service, and develop future reform leaders or leaders of change to strengthen public sector capacity to transform institutions and regain people's confidence in government. (Refer to Annex 1 for the Strategic Framework of "Malasakit" Pillar)

## **B. The Public Management Development Program**

8. PMDP is an intensive, holistic, inter-disciplinary and multi-modal residential training program that seeks to produce a new breed of government leaders who are ethical, competent, dedicated and development-oriented. It aims to widen development perspectives, impart new management skills and competencies, deepen the bench of successors, foster inter-agency collaboration and on the whole upgrade the government's image in terms of professionalism, integrity and honesty.
9. To respond to DAP's mandate to advance management capability in the government leadership and their successors, the PMDP offers two tracks: the Senior Executives Class (SEC) and the Middle Managers Class (MMC).
10. The Senior Executives Class is for third level executives - Assistant Regional Directors (SG 25) and up - and other high-level civil servants in equivalent executive positions who are of permanent employment status for at least 2 years, and not more than 55 years of age. Based on an earlier decision of the NGCESDP Steering Committee, PMDP accepts only the non-CESOs/CES incumbents. Among others, the SEC prepares participants to be CESOs, hence, the current selection criteria and design/learning areas of the PMDP are aligned to the CESO competencies.
11. The Middle Managers Class is for high performing-high potential middle managers - Division Chiefs, Section Chiefs, and other personnel in equivalent positions (SG 22 to SG 24) - who are of permanent employment status, and not more than 50 years old.
12. The SEC is a 6-month program consisting of an 8-week residential training spread over 5 months and the preparation and defense of a Capstone Paper on the sixth month. The MMC is an 11-month program conducted in two phases: the 5-month intensive residential training and the 6-month Re-Entry Project conceptualization and implementation. (Please refer to Annex 2 for a brief description of the PMDP curriculum.)
13. At present, the PMDP has graduated a total of 610 scholars – 473 scholars from the MMC and 137 scholars from the SEC coming from 135 agencies and all regions. Most of them are from national government agencies and the rest from constitutional offices, GOCCs and the Congress. One hundred four (104) scholars are currently undergoing the Program.

## **C. Third Party Evaluation of PMDP**

14. In 2015, after four years of implementation and having graduated 5 batches of the SEC and 9 batches of the MMC, DAP with the approval of the NGCESDP Steering Committee commissioned the Philippine Institute of Development Studies (PIDS) to conduct an evaluation of the Program. The PIDS study aimed "to inform program design and implementation, as well as see whether some emerging or indicative patterns of results are moving toward the realization of expected program outcomes." (PIDS, 2015)
15. The PIDS evaluation was completed in July 2016. PIDS concluded that, *"Overall, the study finds strong indications that program inputs and activities have yielded desirable outputs and indicative intermediate outcomes at both the individual and institutional levels. The program objective-module/training operation-competency continuum is relatively sound with*

*triangulated responses from scholars and stakeholders confirming such."* Among others, PIDS recommended the following:

- a. "A bridge between the PMDP and the CESB accreditation process has to be instituted. This may be in the mold of the PPSC and NDCP arrangements, or it may entail the adoption of CESB written examination material as part of PMDP testing."*
  - b. "A circular link between the PMDP and the CESB process may be considered where the CES track for PMDP scholars is made definite and where even CESOs or CES eligibles may go back to PMDP for capacity augmentation. The latter proposition is not really new as 4.5% of the PMDP scholars were already CSEE/CESE/CESO prior to admission in the PMDP."*
16. It would be recalled that as early as 2012, the need for this "link" has been articulated by the first batch of the Senior Executives Class. They stated that PMDP's precursor, the Career Executive Service Development Program (CESDP), granted rank to its graduates after completing the program. They petitioned that this arrangement be applied with the PMDP since it is recognized as the current National Government's Career Executive Service Development Program. The CESB responded that the grant of ranks has shifted from a program-based to an examination-based process but accreditation of the Program is feasible.
17. However, in the light of PIDS' recommendations and the Administration's call for synergy and seamless coordination of government programs (PDP Chapter 5, sub-sector outcome Seamless Service Delivery Achieved, the DAP has been instructed by the NGCESDP Steering Committee to explore possibilities and work out with the CESB on how the link can be established.

#### **D. Proposed Mechanisms to Link CES and PMDP**

18. Given the shared goals of the CES and the PMDP to professionalize the leadership of the bureaucracy and prepare competent successors to career executive positions, the following mechanisms are proposed.

- a. Accreditation of PMDP as an equivalent of the CES-WE of the CESO process.** The proposed accreditation is similar to the arrangement between CESB and the National Defense College of the Philippines' Master in National Security Administration and the Philippine Public Safety College's Master in Public Safety Administration.

As earlier mentioned, the PMDP's content is comprehensive and multi-disciplinary and methods of delivery are multi-modal. The residential training is composed of three learning areas: Governance and Development, Strategic Public Management, Personal Efficacy and Leadership. These are the same for both the MMC and the SEC. Each learning area is composed of modules which tackle different topics. Both classes include a community immersion activity – 10 days for MMC and 5 days for SEC. The SEC includes a 5-day foreign study mission in an ASEAN country. (Refer to Annex 2 for MMC and SEC curriculum design.)

Considering the duration and rigor of both tracks, the DAP, by virtue of its charter and Executive No. 910, is able to confer academic equivalencies for achievement of milestones under a ladderized scheme towards a Diploma in Development Management (DDM) for the Senior Executives and Master in Development Management (MDM) for Middle Managers, provided that they satisfied the academic requirements.

Given the rigor of this long-cycle training and in recognition of the strategic goal of the NGCESDP, the link could be formalized through the accreditation of the PMDP as equivalent to the CES-WE so that PMDP graduates can immediately proceed to the Assessment Center stage.



**b. PMDP to train CES eligibles**

The PMDP may also accept nominees who are CES eligibles to equip them with the necessary technical, management, and leadership competencies prior to the granting of CESO rank or appointment to CESO positions. PMDP is an excellent program for this given the above-cited curriculum.

**c. PMDP to train CESOs.**

To complement the capability development program for the third-level executives, the CESB could endorse those who were conferred CES eligibility specifically those meeting the PMDP eligibility criteria in terms of salary grade and age to take PMDP courses to hone their competencies and prepare them for the higher responsibilities. In their assessment, PIDS affirmed that there is *"a highly significant improvement in the overall leadership and management competencies of the selected PMDP scholars... Collective perceptions of self-efficacy showed the following performance areas with the highest perceived improvements: change management, operational planning, and visionary and strategic leadership."* The PMDP can thus, provide a venue for the CESO's continuing education.

Cognizant of the CESB capability program's emphasis on developing the leadership competencies of CESOs, the PMDP can focus on enhancing the management and technical competencies of the CESOs.

19. In conclusion, the above are avenues for the DAP and the CESB to work together in professionalizing the bureaucracy in order to strengthen the government's capacity to deliver and regain the people's trust. The DAP presents the above possibilities for consideration of the CESB.

***Annexes to the Proposal:***

- Philippine Development Plan 2017-2022 Strategic Framework for the "Malasakit" Pillar
- THE PMDP Curriculum
- CES Board's Executive Leadership Program (ELP)

**Attachment 4:**  
**Copy of the Signed Contract (Letter of Conforme) with PNU**



*Ester B. Oyena, Ph.D.*  
President

REPUBLIKA NG PILIPINAS  
Republic of the Philippines  
PAMANTASANG NORMAL NG PILIPINAS  
Philippine Normal University  
ANG PAMBANSANG SENTRO SA EDUKASYONG PANGGURO  
The National Center for Teacher Education  
Maynila  
Manila

26 June 2017

**ATTY. ELBA S. CRUZ, PhD, MNSA**  
President and Chief Executive Officer  
Development Academy of the Philippines  
DAP Building San Miguel Avenue  
Ortigas Center, Pasig City

Dear President Cruz:

Greetings!

In response to DAP's request expressed during the exploratory meeting held at the Philippine Normal University (PNU) on June 6, 2017 for PNU to facilitate the conduct of a curriculum review and enhancement for the Public Management Development Program (PMDP), we are pleased to submit to your office the attached proposal for the ***"DAP-PNU Curriculum Review and Enhancement Project"***.

The project aims to review and enhance 11 modules for the Middle Managers Class (MMC) and 10 modules for the Senior Executives Class (SEC) distributed to three learning areas and the Re-Entry Project and Capstone Paper.

The project will have three phases, as follows:

- Phase 1 involves a review of DAP documents relevant to the program meeting applicable standards and benchmarks;
- Phase 2 refers to two three-day workshops. The first will focus on enhancing the modules for MMC while the second will center on the modules for the SEC; and
- Phase 3 covers the post workshop activities to finalize the enhanced curriculum in standard syllabus format and rationalize program units, number of hours and days for the academic equivalency for both the MMC and SEC.

The workshops will be participated by members of the PMDP faculty and senior members of the PMDP program management. The total project price is **Two Hundred Ten Thousand Pesos (PhP 210,000.00)** inclusive of professional service fees, minimal out-of-pocket cost covering supplies and materials, printing, and coordination expenses during the implementation of the project, and 12% VAT. Other out-of pocket expenses such as venue for the workshops, reproduction of workshop materials, food and snacks for the participants will be on DAP's account.

The project will commence upon signing of this Letter of Conforme between PNU and DAP and will terminate upon DAP's acceptance of the project deliverable stated above.

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*Esther B. Ogena, Ph.D.*  
President

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Republic of the Philippines  
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Philippine Normal University  
ANG PAMBANSANG SENTRO SA EDUKASYONG PANGGURO  
The National Center for Teacher Education  
Maynila  
Manila

Should you need more information about the proposal, you may contact the undersigned through Felicia I. Yeban, Ph.D., Dean, College of Graduate Studies and Teacher Education Research at 3171768 loc. 743 or email her at [yeban.fi@pnu.edu.ph](mailto:yeban.fi@pnu.edu.ph).

If you are amenable to the terms herein indicated, please sign in the space provided.

Thank you and we look forward to a productive relationship with you.

Very truly yours,

**ESTER B. OGENA, Ph.D.**  
President

CONFORME:

**ATTY. ELBA S. CRUZ, PhD,**  
MNSA

Date Signed: 8/2/2017

**Attachment 5:**

**Copy of the Program and Attendance Sheet for the MMC Curriculum Workshop**

**PROGRAM OF ACTIVITIES**

**DAY 1**

**II. 8:30 A.M. – OPENING PROGRAM**

National Anthem & Doxology	AVP
Welcome Remarks	SVP Magdalena L. Mendoza
	<i>Senior Vice President for Programs</i>
	<i>Development Academy of the Philippines</i>

Message	Dr. Ester B. Ogena
	<i>President</i>
	<i>Philippine Normal University (PNU)</i>

Introduction of Participants	SVP Magdalena L. Mendoza
Workshop Orientation and	
Introduction of PNU Training Team	Dr. Felicia I. Yeban
	<i>Dean, College of Graduate Studies and</i>
	<i>Teacher Education Research, PNU</i>

**III. 9:00 – PLENARY SESSION 1**

Revisit of PMDP Program	Dr. Rita B. Ruscoe
Outcomes	<i>Dean, College of Teacher Development, PNU</i>

10:00 – SNACKS

**IV. 10:30 – PLENARY SESSION 2**

Review of the PMDP Learning	Prof. Ruth A. Alido
Outcomes	<i>Faculty of Arts and Languages, PNU</i>

**V. 11:30 – PLENARY SESSION 3**

Curriculum Mapping	Prof. Maria Ruth M. Regalado
	<i>Principal, Institute of Teaching &amp; Learning, PNU</i>

12:30 – LUNCH

**VI. 1:30 P.M. – BREAK-OUT SESSIONS 1: Module Design Workshop**

Learning Area 1. Governance and Development	Dr. R.B. Ruscoe
Learning Area 2. Strategic Public Management	Dr. F.I. Yeban
Learning Area 3. Personal Efficacy & Leadership	Prof. R.A. Alido
	Prof. M.R.M. Regalado

3:00 – SNACKS

**VII. 3:30-5:00 – Continuation of Module Design Workshop**

**DAY 2**

**I. 8:00 A.M. – PRELIMINARIES**

Opening Prayer  
Recap and Insights on Previous Day Workshop

**II. 8:30 – PLENARY SESSION 4**

Reports on Sample Outputs Per Learning Area

**9:30 – BREAK-OUT SESSIONS 2: Module Design Workshop**

10:00 – SNACKS

**IV. 10:30 – Continuation of Module Design Workshop**

12:00 – LUNCH

**V. 1:30 P.M. – BREAK-OUT SESSIONS 3: Module Design Workshop**

3:30 – SNACKS

**VI. 4:00 – CLOSING PROGRAM**

Insights	Program Participants from the 3 Learning Areas
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Way Forward	Dr. Felicia I. Yeban
Challenge	Dr. Ester B. Ogena
Closing Remarks	SVP Magdalena L. Mendoza

*The Public Management Development Program (PMD) is the Philippine government's response to the need for a corps of ethic competent, committed and development-oriented officials in the bureaucracy w. will drive performance in the agencies and push the agen for change and sustained progres*

Development Academy of the Philippines





Public Management Development Program  
THE NATIONAL GOVERNMENT'S CAREER EXECUTIVE SERVICE DEVELOPMENT PROGRAM

Curriculum Workshop

June 29-30, 2017

Attendance Sheet

No.	NAME		DAY 1	DAY 2
	Last	First	JUNE 29, 2017	JUNE 30, 2017
1	Agustin	Nicasio Angelo		
2	Alido	Ruth		
3	Barrameda	Sheena		
4	Caparros	Nanette		
5	De Leon	Corazon Alma		
6	Ednalan	Jennee		
7	Ericta	Carmelita		
8	Esguerra	Emmanuel		
9	Kanapi	Juan		
10	Lazo	Lucita		
11	Llorin	Sofronio		
12	Manugue	Elizabeth		
13	Mendoza	Magdalena		
14	Metin	Rolando		
15	Ogena	Ester		
16	Pascua	Laura		
17	Rebullida	Maria Lourdes		
18	Regalado	Maria Ruth		
19	Reyes	Sheryl		
20	Rivera	Temario		
21	Ruscoe	Rita		
22	Sanchez	Ana Margarita		
23	Yeban	Felicia		
24				
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**Attachment 6:**  
**List of Participants for the MMC Curriculum Workshop**

**MMC Faculty**

**Learning Area 1: Governance and Development**

- A. Development Perspectives
  - 1. Temario C. Rivera, PhD**  
Professorial Lecturer  
Department of Political Science, UP Diliman  
Chair, Board of Directors  
Center for People Empowerment in Governance
- B. Philippine Government & Administrative System
  - 2. Maria Lourdes Rebullida, DPA**  
Professorial Lecturer (retired Full Professor)  
College of Social Science and Philosophy  
Department of Political Science, UP Diliman
- C. Dynamics of Social Development (with Barrio Immersion)
  - 3. Corazon Alma G. de Leon**  
Member of the Board, Philippine Red Cross  
(Former Secretary, DSWD)  
(Former Chairman, CSC)
  - 4. Lucita S. Lazo**  
Freelance International Consultant  
(Former Director General, TESDA)  
(Former Undersecretary, DOLE)

**Learning Area 2: Strategic Public Management**

- A. Economic Applications in the Public Sector
  - 5. Emmanuel F. Esguerra, PhD**  
Professorial Lecturer  
UP School of Economics, UP Diliman  
(Former Socio-Economic Planning Secretary and Deputy Director General, NEDA)
- B. Public Finance and Budgeting
  - 6. Laura B. Pascua**  
Undersecretary, Budget Policy & Strategy  
Department of Budget and Management
- C. Managing High-Performing Public Sector Organizations
  - 7. Elizabeth Y. Manugue, PhD**  
Former Executive Fellow, DAP  
Project Development and Management
  - 8. Nicasio Angelo J. Agustin, PhD**  
Consultant, Philippine Poverty-Environment Initiative Program, UNDP  
Deputy Chief of Party, INVEST

### **Learning Area 3: Personal Efficacy and Leadership**

A. Peak Performers in the Public Sector

**9. Sofronio F. Llorin**

Former Vice President, DAP

B. Transformational Leadership

**10. Juan A. Kanapi, Jr., PhD**

Co-Founder and Chief Learning Designer

Future by Design Pilipinas

Former Faculty, AIM

**11. Ana Margarita C. Sanchez**

Co-Founder and Chief Engagement Officer

Future by Design Pilipinas

### **Re-Entry Project**

**12. Carmelita N. Ericta**

Former National Statistician, Philippine Statistics Authority

### **PNU Facilitators Team**

**1. Dr. Ester Ogena**

President, Philippine Normal University (PNU)

**2. Dr. Felicia I. Yeban**

Dean, College of Graduate Studies and Teacher Education Research, PNU

**3. Dr. Rita B. Ruscoe**

Dean, College of Teacher Development, PNU

**4. Dr. Maria Ruth Regalado**

Director, Institute of Teaching and Learning, PNU

### **DAP Program Team**

**1. Magdalena L. Mendoza**

Senior Vice President for Program Operations

**2. Nanette C. Caparros**

Managing Director

**3. Sheryl D. Reyes**

Head, Curriculum Devt and M&E

**4. Sheena Barrameda**

Associate Project Officer, Training Operations

**5. Jennee Domiguez-Ednalan**

Associate Project Officer, Promotions and Advocacy

**Attachment 7:**

**Copy of the Program and Attendance Sheet for the SEC Curriculum Review Workshop**

*Note: Program of Activities Reflects a 2-day workshop generation but this was compressed to only one-day*

**PROGRAM OF ACTIVITIES**

**DAY 1**

**II. 8:30 A.M. – OPENING PROGRAM**

National Anthem & Doxology	AVP
Welcome Remarks	SVP Magdalena L. Mendoza Managing Director PMDP
Message	Dr. Ester B. Ogena President Philippine Normal University (PNU)
Introduction of Participants	Ms. Nanette C. Caparos
Workshop Orientation and Introduction of PNU Training Team	Dr. Felicia I. Yeban Dean, College of Graduate Studies and Teacher Education Research, PNU

**III. 9:00 – SESSION 1**

DTP: Sense & Sensibility	Prof. Ruth A. Alido Faculty of Arts and Languages
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10:00 – SNACKS

**IV. 10:30 – SESSION 2**

DTP: Empathy

12:30 – LUNCH

**V. 1:30 P.M. – BREAKOUT GROUPS**

DTP: Ideation

LA 1 – Dr. R.B. Ruscoe  
Dean, College of Teacher Development  
LA 2 – Dr. Felicia I. Yeban  
LA 3 – Prof. M.R.M. Regalado  
Director, Institute of Teaching and Learning

3:00 – SNACKS

**VI. 3:30 – INDIVIDUAL TASKS**

Preparation of Prototype Modules

**DAY 2**

**I. 8:30 A.M. – PRELIMINARIES**

Opening Prayer  
Recap and Insights on Previous Day Workshop

**II. 9:00 – SESSION 3**

Presentation and Critiquing

10:00 – SNACKS

**III. 10:30 – Continuation of Module Design Workshop**

12:00 – LUNCH

**IV. 2:00 P.M. – CLOSING PROGRAM**

Insights	Program Participants from the 3 Learning Areas
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Way Forward	Dr. Felicia I. Yeban
Challenge	Dr. Ester B. Ogena
Closing Remarks	SVP Magdalena L. Mendoza

3:00 – SNACKS

*The Public Management Development Program (PMDP)  
is the Philippine government's response to the need for a corps of ethical,  
competent, committed and development-oriented officials in the bureaucracy  
who will drive performance in the agencies and push the agenda  
for change and sustained progress.*

Development Academy of the Philippines





Public Management Development Program  
THE NATIONAL GOVERNMENT'S CAREER EXECUTIVE SERVICE DEVELOPMENT PROGRAM

PMDP Curriculum Review  
SEC Faculty Workshop  
November 18, 2017  
DAPCC, Tagaytay City

ATTENDANCE SHEET

Learning Area 1: Governance and Development







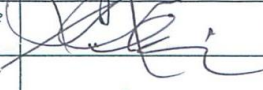


No.	NAME			OFFICE	Module	Signature
	Last	First	M.I.			
1	DE LEON	Corazon Alma	G.	Member of the Board, Philippine Red Cross/ (Former Secretary, DSWD)/ (Former Chairman, CSC)	Dynamics of Social Development (DSD)	
2	LAZO	Lucita	S.	Freelance International Consultant/ (Former Director General, TESDA)/ (Former Undersecretary, DOLE)	Dynamics of Social Development (DSD)	
3	MENDOZA	Magdalena	L.	Senior Vice President for Program Operations, DAP	International Governance and Policy Innovations (IGPI)	
4	RIVERA	Temario	C.	Professorial Lecturer Department of Political Science, UP Diliman/ Chair, Board of Directors, Center for People Empowerment in	Perspectives in Development (PD)	

Learning Area 2: Strategic Public Management

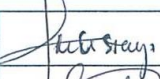
1	AFRICA	Tomas	P.	Chief Civil Registration Counselor, Vital Event Records Certified Inc. (VERified)/ (Former Administrator, NSO)	Innovation and Strategic Management (ISM)	
2	ESGUERRA	Emmanuel	F.	Professorial Lecturer UP School of Economics, UP Diliman (Former Socio-Economic Planning Secretary and Deputy Director)	Applied Public Sector Economics (APSE)	
3	GONZALEZ	Eduardo	T.	Professorial Lecturer Asian Center, UP Diliman (Former President, DAP) (Former Dean, The Asian Center, UP Diliman)	Evidence-Based Policy Making (EPM)	
4	PASCUA	Laura	B.	Undersecretary, Budget Policy & Strategy, Department of Budget and Management	Understanding Public Finance (UPF)	

# ATTENDANCE SHEET

## Learning Area 3: Personal Efficacy and Leadership






No.	NAME			OFFICE	Module	Signature
	Last	First	M.I.			
1	ANTONIO	Lisa Inez		Session Director, SEC Batch 6	Capstone (CP)	
2	CAPARROS	Nanette	C.	Managing Director, PMDP Session Director, SEC classes	Capstone (CP)	
3	CONFESOR	Ma. Nieves	R.	Professor/ Core Faculty, Asian Institute of Mgt (Former Secretary, DOLE)	Strategic Communications (SC): c) Strategic Negotiation and Conflict Resolution (SNCR)	
4	ESPIRITU	Carolyn	E.	Media Consultant	Strategic Communications (SC): b) Dealing with the Media (SCDM)	
5	FERNANDEZ	Apricinia		Former Director, Ateneo Language Learning Center	Strategic Communications (SC): a) Messaging (SCM)	
6	GAVERO	Arsenia	S.	Session Director, MMC/ SEC	Capstone (CP)	
7	LLORIN	Sofronio	F.	Former Vice President, DAP	Peak Performers in the Public Sector	
8	MENDOZA	Magdalena	L.	Senior Vice President for Program Operations, DAP	Capstone (CP)	
9	PADLA	Themistocles	D.	DAP Consultant	Capstone (CP)	

## DAP Program Team

2	DISTAJO	Desiree Grace	D.	Program Staff, M&E Component, PMDP	
1	REYES	Sheryl	D.	Head, Curriculum Devt, M&E and KM Component, PMDP	
3	SEBASTIAN	Mark Adrian	B.	Program Staff, Recruitment and Admissions, PMDP	

# ATTENDANCE SHEET

## Philippine Normal University

No.	NAME		OFFICE	POSITION	E-mail	MOBILE NO./ LANDLINE	Signature
	Last	First					
1	OGENA	Ester	PNU	President			
2	ALIDO	Ruth	PNU	Faculty Member	alido.ra@pnu.edu.ph	09178671711	
3	REGALADO	Maria Ruth	PNU	Director, Institute of Teaching & Learning	regalado.mrm@pnu.edu.ph	0908-8762140	
4	RUSCOE	Rita	PNU	Dean, College of Teacher Development	ruscoe.rb@pnu.edu.ph	69189020298	
5	YEBAN	Felicia	PNU	Dean, College of Graduate Studies and Teacher Education Research	yeban.fe@pnu.edu.ph	0911536630	

**Attachment 8:**

**List of Participants for the SEC Curriculum Review Workshop**

**SEC FACULTY**

**Learning Area 1: Governance and Development**

A. Perspectives in Development (PD)

**1. Temario C. Rivera, PhD**

Professorial Lecturer

Department of Political Science, UP Diliman/ Chair, Board of Directors, Center for People Empowerment in Governance

B. Dynamics of Social Development (DSD)

**2. Corazon Alma G. de Leon**

Member of the Board, Philippine Red Cross

(Former Secretary, DSWD)/ (Former Chairman, CSC)

**3. Lucita S. Lazo**

Freelance International Consultant/

(Former Director General, TESDA)/ (Former Undersecretary, DOLE)

C. International Governance and Policy Innovations (IGPI)

**4. Magdalena L. Mendoza**

Senior Vice President for Program Operations

**Learning Area 2: Strategic Public Management**

D. Applied Public Sector Economics (APSE)

**5. Emmanuel F. Esguerra, PhD**

Professorial Lecturer

UP School of Economics, UP Diliman

(Former Socio-Economic Planning Secretary and Deputy Director General, NEDA)

E. Understanding Public Finance (UPF)

**6. Laura B. Pascua**

Undersecretary, Budget Policy & Strategy

Department of Budget and Management

F. Evidence-Based Policy Making (EPM)

**7. Eduardo T. Gonzalez, PhD**

Professorial Lecturer

Asian Center, UP Diliman

(Former President, DAP)

(Former Dean, The Asian Center, UP Diliman)

G. Innovation and Strategic Management (ISM)

**8. Tomas P. Africa**

Chief Civil Registration Counselor

Vital Event Records Certified Inc. (VERified)/ (Former Administrator, NSO)

### Learning Area 3: Personal Efficacy and Leadership

H. Peak Performers in the Public Sector

**9. Sofronio F. Llorin**

Former Vice President, DAP

I. Strategic Communications (SC)

**10. Ms. Apricinia Fernandez**

Former Director, Ateneo Language Learning Center

**11. Ms. Carolyn E. Espiritu**

Media Consultant

#### Capstone

**Magdalena L. Mendoza**

**12. Mr. Themistocles D. Padla**

DAP Consultant

#### Class Directors

**13. Nanette C. Caparros**

Session Director, SEC Classes

**14. Arsenia S. Gavero**

Session Director, MMC/ SEC

**15. Lisa Inez Antonio**

Session Director, SEC Batch 6

PNU Facilitators Team	DAP-PMDP Program Team
6. <b>Dr. Ester Ogena</b> President, Philippine Normal University (PNU)	1. <b>Sheryl D. Reyes</b> Head, Curriculum Devt, M&E and KM Component, PMDP
7. <b>Dr. Felicia I. Yeban</b> Dean, College of Graduate Studies and Teacher Education Research, PNU	2. <b>Desiree Grace Distajo</b> Program Staff, M&E Component, PMDP
8. <b>Dr. Rita B. Ruscoe</b> Dean, College of Teacher Development, PNU	3. <b>Mark Adrian B. Sebastian</b> Program Staff, Recruitment and Admissions, PMDP
9. <b>Dr. Maria Ruth Regalado</b> Director, Institute of Teaching and Learning, PNU	
10. <b>Dr. Ruth Alido</b> Faculty Member, PNU	

**Attachment 9:**  
**Copy of the Letter the CES Board Re: Requirement to**  
**Implement PMDP Link to CES Process**



22 November 2017

**ATTY. MA. ANTHONETTE VELASCO-ALLONES, CESO I**

Executive Director  
Career Executive Service Board  
No. 3 Marcelino Street, Hoy Spirit Drive  
Barangay Isidro Hills, Diliman, Quezon City

Dear **Executive Director Allones**:

Greetings from the Development Academy of the Philippines!

We would like request for a short meeting with you to discuss the requirements and mechanics needed to implement the academic equivalency of the PMDP in the CES process.

This is in connection to the CES Board's approval of DAP's proposal of the same in its meeting last August 31, 2017.

For confirmation and further information, please feel free to contact **Ms. Nanette C. Caparros**, PMDP Managing Director at 633-5573/ 0998-538-6341 or email her at [caparrosnanette@gmail.com](mailto:caparrosnanette@gmail.com).

Thank you.

Very truly yours,

A handwritten signature in blue ink, appearing to read "M. Mendoza", is placed above the printed name of the sender.

**MAGDALENA L. MENDOZA**  
Senior Vice President for Programs

DAP Bldg., San Miguel Avenue, Pasig City 1600  
PO Box 12788, Ortigas Center, Pasig City 1600 Philippines  
Tel.: (632) 631-0921 to 30 | Fax: (632) 631-2123  
Email: [academy@dap.edu.ph](mailto:academy@dap.edu.ph) | <http://www.dap.edu.ph>



The Development Academy of the Philippines  
is the National Productivity Organization in the Philippines of the  
Asian Productivity Organization



**Attachment 10:**  
**Photo Documentation**

**Accomplishment:** Conduct of the MMC Curriculum Review workshop on June 29-30, 2017 at the DAPCC. The workshop was facilitated by a team from the Philippine Normal University headed by no other than the university president, Dr. Ester Ogena. It was attended by 13 faculty members representing 11 (of 12) modules for the curriculum of the middle managers class. This has been the most attended faculty workshop so far with only one faculty-in-charge who was unable to attend.



*The faculty in-charge of the modules under the Governance and Development Learning Area of the MMC curriculum discuss the learning outcomes of their respective modules during the workshop*



*The PMDP MMC faculty members pose for a group photo with the PMDP Team and the PNU Team*

**Accomplishment:** Conduct of the SEC Curriculum Review Writeshop on November 18, 2017 at DAPCC. Twelve SEC faculty members and 3 class directors participated in the one-day workshop. It was facilitated by the same PNU Team who also handled the MMC Curriculum Review.

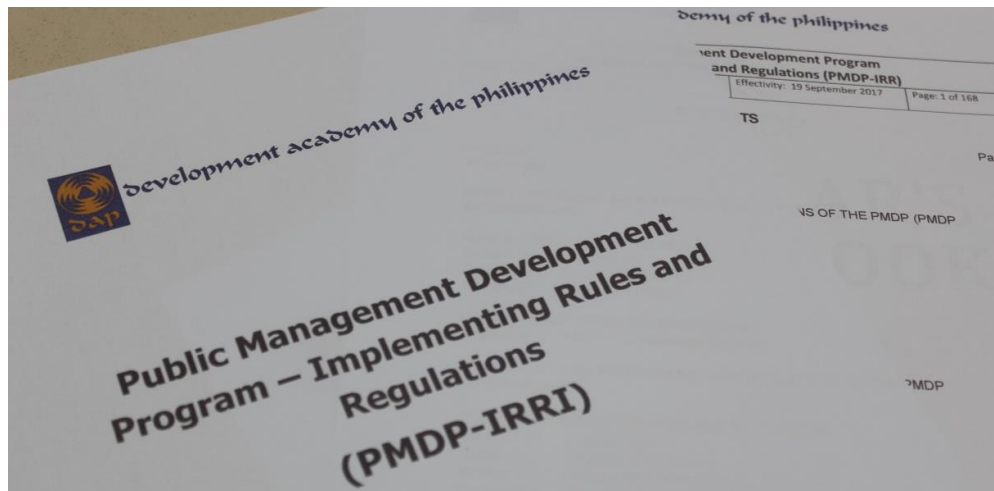


*The SEC Faculty, PMDP Class Directors and the PNU Facilitators mimic the ASEAN handshake*



*The participants, grouped per learning area, brainstorm and collaborate to have the highest free-standing structure using 20 spaghetti sticks topped with a marshmallow during the Marshmallow Challenge*

**Accomplishment:** Curriculum component's milestone outputs

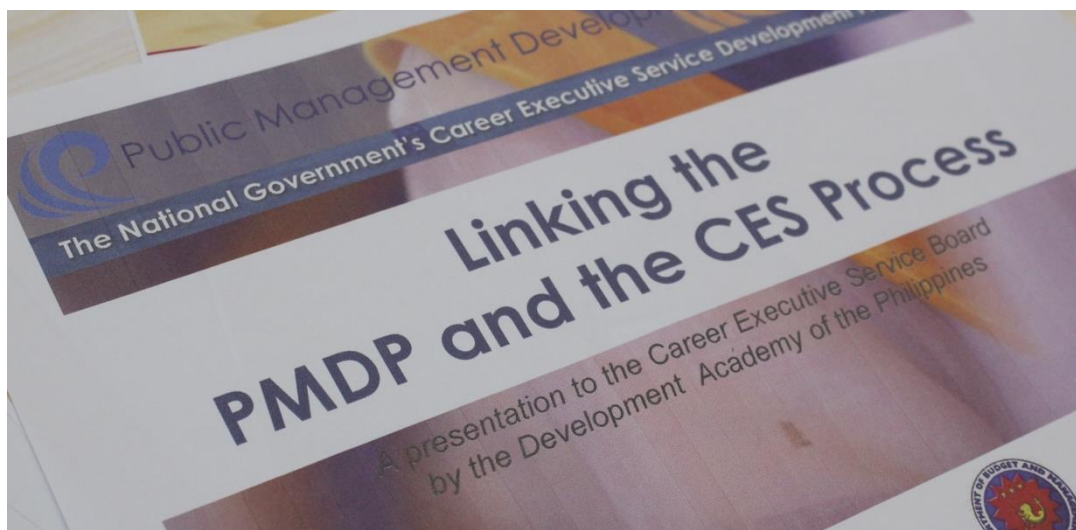


*The Faculty Selection Guidelines and the PMDP Implementing Rules and Regulations were approved and signed by the SVP for Programs for adoption. The latter was endorsed to the Office of the Chief Information Officer last August 2017 for enrolment in the Academy's controlled documents.*

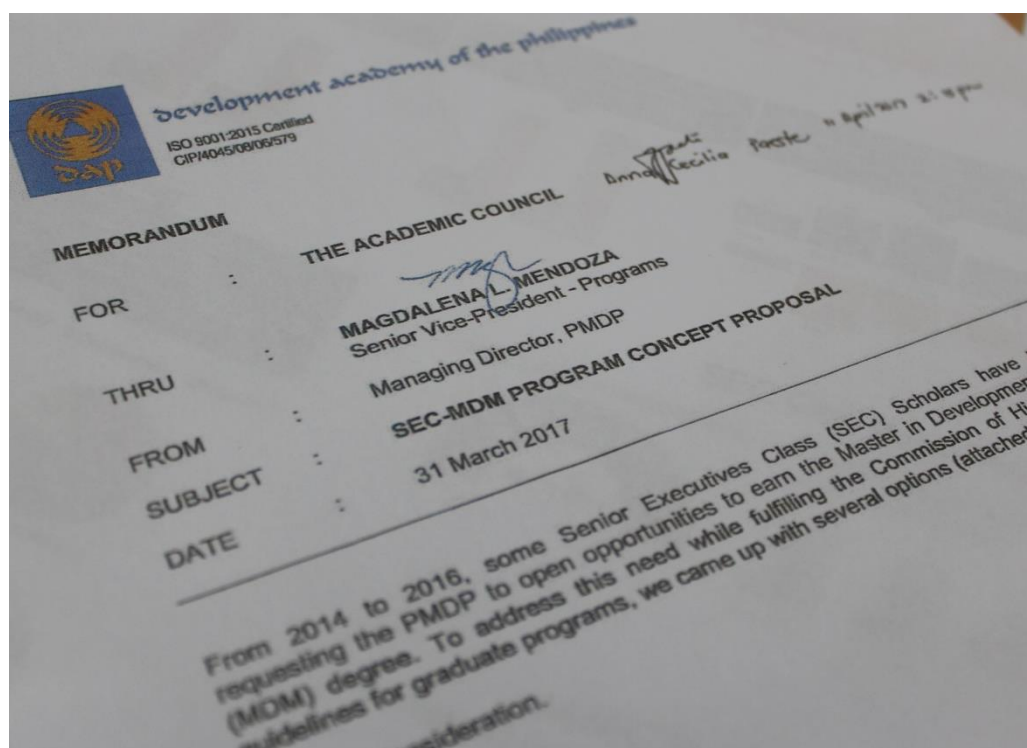


*The Curriculum Component continues to provide support PMDP activities. This year, it has reviewed the Scholar's Manual, and Prospectus released to MMC15 and SEC Batch 6.*





*On August 30, 2017, the CES Board approved the proposed mechanisms linking the PMDP to the CES process: (1) accreditation of PMDP as an equivalent of the CES-WE; (2) PMDP to train CES eligible; and (3) PMDP to complement capability enhancement for CESOs.. DAP is now waiting for the release of the formal signed CES Board Resolution to start implementing the agreements.*



*A Concept Proposal to allow PMDP DDM graduates to earn the MDM was developed and endorsed to the DAP Academic Council for discussion*