

THE DEVELOPMENT ACADEMY OF THE PHILIPPINES

INSTITUTING INCLUSIVE INNOVATION

ANNUAL REPORT 2019

TABLE OF CONTENTS

Message from the President and CEO Charter and Mandate
Vision and Mission

1 EMPOWERING LEADERS

The Public Management Development Program

2 STRENGTHENING INSTITUTIONS

Modernizing Government Regulations (MGR)
Regulatory Management System (RMS)
Regulatory Impact Assessment (RIA)
Government Quality Management Program (GQMP)
Government Best Practice Recognition (GBPR)
Asian Productivity Organization (APO)

3 BUILDING THE NATION

DAP sa Mindanao

4 THINKING AND FORGING AHEAD

Capacity Building on Innovative Leadership and Legislation (CBILL)
Center of Excellence Public Sector Productivity Innovation Laboratory (COE PSP Innolab)

5 CREATING A RIPPLE EFFECT

Developing our People
Promoting Sustainability in the Way We Work

FINANCIAL HIGHLIGHTS
BOARD OF TRUSTEES



MESSAGE FROM THE PRESIDENT AND CEO

ATTY. ENGELBERT C. CARONAN, JR., MNSA

Being at the forefront of change is an inevitable role that those who serve in the public sector should embrace. We have to recognize that the needs of those we serve are ever-evolving and we have to become more agile in the manner by which we respond to these needs. As the premier development and productivity organization of the government, the Development Academy of the Philippines (DAP) works to ensure that development is felt by all by continuously enhancing the quality of our public service to become more responsive to the needs and challenges of the times.

In fulfillment of our mandate, the Academy adapts and promotes principles of excellence, efficiency, and innovation among public servants and institutions in the public sector. As we continue to roll out new programs and forge new partnerships to further inculcate the development and innovative mindset among our fellow public servants, we were able to also set notable milestones and achievements along the way.

We wish to share with you how the Academy contributes in empowering leaders, strengthening institutions, and building the nation by embracing futures thinking and by empowering the public sector to embrace innovation through the DAP Annual Report for the year 2019. We hope that through this report, you may share our vision of making public service much more adept in facing new challenges now and in the future to make development felt more by our fellow Filipinos.



MANDATE

PRESIDENTIAL DECREE 205

To foster and support the development forces at work in the nation's economy through selective human resources development programs, research, data collection and information services

To promote, carry on and conduct scientific, inter-disciplinary and policy-oriented research education, training, consultancy, and publication in the broad fields of economics, public administration, and the political and social sciences

To discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asian and the Far East.

CHARTER & MANDATE

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MISSION

To generate policy and action through research and strategic studies to address development issues and emerging challenges.

To promote excellence in leadership and organizations through training, education and consultancy.

To catalyze the exchange of ideas and expertise and development in Asia and the Pacific.



VISION

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

CHAPTER 1

EMPOWERING LEADERS.





FORMING MINDS AND HEARTS THAT SHAPE THE FUTURE.

The Academy influences change in the manner we look at public service. We believe that serving in the public sector means more than working with fossilized systems and routines. Being a public servant means having the heart and mind to embrace and influence change so that public service can be more agile and dynamic to promote a better life for our fellow Filipinos.

Here are some of the efforts we have implemented and have achieved significant results in 2019:

THE PUBLIC MANAGEMENT DEVELOPMENT PROGRAM

Middle Managers Class

This is designed for section to division chiefs who are intelligent, driven, dynamic, open to learning, and show promise of assuming bigger responsibilities in the bureaucracy. They belong to the breed of forward-looking junior managers and leaders who exhibit strength in interpersonal skills and a natural love for serving people.

Senior Executives Class

This is designed for directors who possess outstanding intellectual and creative abilities, deep commitment to public service, and demonstrated potential for shaping policy and management at higher levels of government.

Phronetic Leadership Class

This is designed for undersecretaries and assistant secretaries who are directly involved in the planning and/or implementation of the priority program of their respective agencies. The training aims to help build the capacity of both leaders and organizations through operationalization of the concept of phronetic leadership by opportunities for quality direct experiences to nurture their phronetic abilities.

SEC Shuttle Course

This is an alternative design of the Senior Executives Class where the various modules are offered one at a time per month in a series over a 1-year period.



ACCOMPLISHMENTS

584 projects produced on Citizen-centered service, E-government, Smart regulation, Anti-corruption, and Organizational productivity

- 116 capstone papers on Citizen-centered service, E-government, Smart regulation, Anti- corruption, and Organizational productivity

- PMDP scholars have reached out to about 939 4Ps families in 173 Barangays in 29 3rd to 5th Class Municipalities and 20 Provinces.

- Total of 916 graduates and 90 current scholars from 171 government agencies

In 2019, DAP trained 3,893 key officers and staff on productivity and quality improvement approaches.

CHAPTER 2

STRENGTHENING INSTITUTIONS.



INGRAINING INNOVATION IN PUBLIC SERVICE'S CORE.

The Academy believes that the public sector should not only be empowered to respond to the current needs and challenges of its citizens but also be mindful and responsive to arising concerns in the future. We make efficiency and effectiveness in service-delivery the basic foundation of public sector operations. From this foundation, the public sector can venture into more innovative endeavors that promote growth and development that is felt by more Filipinos.

Here are some of the efforts we have implemented and have achieved significant results in 2019:

IMPROVING GOVERNMENT REGULATION TO ENSURE THE QUALITY PUBLIC SERVICES

Modernizing Government Regulations (MGR)

To safeguard its citizens' interests and to ensure the delivery of much-needed goods and services to the public, the government exercises its regulatory functions. As the social and economic landscape in which it operates is rapidly changing, the government must be steps ahead rather than just keep up in the exercise of its regulatory functions in order to drive, rather than impede growth.

DAP's Modernizing Government Regulations (MGR) Program examines the needs and challenges of government regulation in order to determine how it affects the creation and growth of businesses. As a response to its findings, the program initiates reforms to build a culture of 'better regulation' by addressing unnecessary regulatory burdens and by improving the quality, coherence, and cost-effectiveness of existing regulations. Overall, MGR seeks to improve the country's competitiveness ranking and produce the following benefits:

Enhance government regulatory quality and capability

2. Reduce unnecessary regulatory burden
3. Reduce incidence of regulatory failure
4. Improvement of regulatory quality index of the World Bank's Ease of Doing Business (EODB) index
5. Reduce Number of Steps and Time Required from Citizens and from Existing and Potential Businesses in complying with government regulations.
6. Reduce costs borne by Citizens and by Existing and Potential Businesses in complying withgovernment regulations
7. Reduce costs borne by the government in the exercise of its regulatory functions.

ACCOMPLISHMENTS

- 149 regulatory agencies and National Government Agency regional offices covered by the MGR review
- 21 industries covered by the MGR review
- 1266 public servants trained under the MGR program



Regulatory Management System (RMS)

The Academy developed the Regulatory Management System (RMS) to identify areas of control in the government's regulatory services. The latest version of the RMS was aligned with the ASEAN Good Regulatory Practice Core Principles. The framework was presented to the ARTA RMS Steering Committee, composed of the ARTA, DBM, and NEDA for possible integration into the overall policy framework on regulatory management.

Together with the Asian Productivity Organization (APO), the Academy facilitated the Workshop on Developing the RMS Framework on Improving Public-sector Productivity which provided training for eighteen (18) delegates from APO member countries to familiarize themselves with the elements of an effective RMS. The RMS should help government regulatory agencies to institute reforms through effective assessment and through formulation of policies that promote evidence-based regulations.

Regulatory Impact Assessment (RIA)

RIA is a systematic approach that measures the expected positive and negative effects of proposed and existing regulations through a rigorous, well-defined, and evidence-based analysis. The Academy provides the following courses and training to various government departments and agencies in order to implement RIA as part of their regulation systems and procedures.

Basic Course on RIA

Offered to regulatory agencies. Those who underwent this training learned about:

- the rationale for regulation
- situations when there is a need for regulation
- the value of regulatory reform and the GRPs necessary to achieve it
- the roles and responsibilities of regulators in conducting RIA
- processes in conducting RIA.

* The Department of Trade and Industry – Competitiveness Bureau contracted the Academy to train selected regulatory agencies.

Advanced Course on RIA

Four (4) iterations of the Advanced Course on RIA were conducted in 2019 for participants who have completed the basic course in 2018.

Other RIA-related seminars and courses

- Training Course on Regulatory CCA

This supplementary training provides participants knowledge and skills to implement CCA, which is a systematic approach in identifying and assessing compliance costs.

- Seminar on Consultations in RIA

This seminar provides participants with the guiding principles and steps in conducting consultations in the context of RIA

- Training of Trainers on RIA

Equips RIA select representatives from government agencies with approaches on how to train participants on RIA and how to foster an impactful learning environment. This training equipped 14 prospective trainers in 2019.

- APO Training course on Traffic Light Score Methodology (TLSM) for ex-post RIA

With the support of the APO, the MGR Program conducted a training course on TLSM for ex-post RIA for selected officers of regulatory agencies. The TLSM aids in performing more detailed ex-post evaluation on existing regulations to check the attainment of objectives as a result of the implementation and to recommend appropriate courses of action.

Achievements

- The MGR Program trained a total of eight hundred thirty-nine (839) participants from eighty (80) beneficiary agencies on RIA-related courses. See Annex (List of MGRPO Capability Building Activities in 2019)

- The MGR Program also published a Guide on Stakeholder Consultation to provide government agencies with a reference on how to engage stakeholders.

DAP supports the proper implementation of the following laws:

- Republic Act 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act
- Anti-Red Tape Act

STANDARDIZING THE QUALITY OF PUBLIC SERVICE-DELIVERY.

The Academy works with other departments and agencies of the government to enhance access and quality of our public services. By establishing standards and systems that allow measurement and improvement of government performance, our citizens are assured that their basic needs from the government are addressed in more effective and efficient ways.

Ultimately, what DAP wants is to make our fellow Filipinos feel that the government works for their betterment and benefit. Through programs such as the Government Quality Management Program (GQMP), 5S Good Housekeeping Program, Service Quality Standards, among others, the Academy empowers government departments and agencies to enhance their public service- delivery through constant check and recalibration of their processes and protocols.

Government Quality Management Program (GQMP)

The GQMP, created through Executive Order No. 605, aims to enhance citizen satisfaction and public sector productivity through government-wide quality improvement. Government agencies are directed to improve the delivery of services through process streamlining and rationalizing documentary requirements for ease of transaction of the citizens.

The GQMP has five (5) major components: (1) Strengthening the Adoption of ISO 9001:2015 QMS; (2) Institutionalizing 5S Good Housekeeping in the Public Sector; (3) Institutionalizing Service Quality Standards; (4) Public Sector Innovation Laboratory; and (5) Promoting Productivity and Quality Improvement Approaches.

As the implementer of the GQMP, the Academy provides assistance to priority government agencies in developing and implementing the ISO 9001:2015 Quality Management System.

It also ensures significant improvement in public service delivery by integrating other ISO management system approaches in the systems and procedures implemented in government agencies under the GQMP.

A total of 171 select public servants participated in the following courses: Introductory Course on ISO 37001:2016 Anti-Bribery Management Management System (AbMS); Introductory Course on Regulatory Management System; and, Introductory Course on the 4th Industrial Revolution: Smart City, Internet of Things, Artificial Intelligence, and Robotics; and, Risk Management System (RMS).

Through the GQMP, the Academy contributes to the realization of the Philippine Development Plan 2017-2022, which includes the goal to “build a responsive and transparent public sector through citizen-centered, clean and efficient delivery of public goods and services”.

ACCOMPLISHMENTS

- 390 out of some 2,616 agencies have been certified to ISO 9001:2015
- Twelve (12) beneficiary agencies received technical assistance on the Development of ISO 9001:2015 QMS
  - Philippine Racing Commission
  - Mariano Marcos State University
  - Nueva Vizcaya State University
  - Philippine Commission on Women
  - National Telecommunications Commission
  - Civil Aviation Authority of the Philippines
  - National Commission for Indigenous Peoples
  - Foreign Service Institute
  - Central Board of Assessment Appeals
  - Department of Agriculture - Bureau of Plant Industry
  - Department of Agriculture - Fertilizer and Pesticide Authority
  - Department of Agriculture - Bureau of Agriculture and Fisheries Engineering
- Six (6) out of twelve (12) beneficiary agencies received their ISO 9001:2015 QMS certification.
- Six (6) out of twelve (12) beneficiary agencies transitioned in the process of getting their ISO 9001:2015 QMS certification.
- A total of twenty-one (21) processes were streamlined across all QMS beneficiary agencies through the Process Streamlining Training Course provided by the Academy.
- For the first time, the Academy provided technical assistance to the establishment of a province-wide adoption of the ISO 9001:2015 QMS.
  - Sixten (16) National Government Agencies
  - Fourteen (14) Municipal Local Government Units
  - Two (2) Provincial and City Local Government Units
  - Twenty three (23) Barangays
  - Nine (9) Small-Medium Enterprises
- 4 new quality improvement courses developed and implemented
- 61 government agencies with ISO 9001 certifications recognized
- 3,893 key officers and staff trained on productivity and quality improvement approaches



5S Good Housekeeping Program

The 5S Good Housekeeping provides a system for organizations to maintain rules and standards through workplace management and work simplification techniques. It is an effective complement to the implementation of ISO 9001 QMS in agencies. The Academy provided a series of training courses to a total of seventy-five (75) agencies, which include Foundation Course, Sectoral Forums, Seminar for Executives, and Training of Trainers to institutionalize the 5s Good Housekeeping Program.

ACCOMPLISHMENTS

- 15 selected agencies were assisted on the implementation of 5S Good Housekeeping
- 16 agencies attended the two batches of Trainers' Training on 5S

Service Quality Standards

The Service Quality Standards (SQS) helps frontline government services become more citizen- centered by being more conscious of the quality of their public service delivery. The SQS study team conducts surveys among the clients of frontline government services to identify the elements of service delivery that they consider as highly important. Through the SQS, government agencies get constant feedback from their clients, such as individual citizens and business entities so that they can gear towards improving the quality of their service.

The SQS delivered four (4) major output for 2019, namely: (a) Conduct of Whole of Government Satisfaction Survey: Business Sector; (b) Developed SQS on Frontline Government Service; (c) Proposed Policy Issuance; and, (d) Adoption/Installation of Common/Standardized Measurement Tool at the pilot site.

Based on the survey conducted for SQS, the overall Government to Business (G2B) Satisfaction Score for 2019 is 80.53 out of 100.

This score serves as a benchmark for the biennial conduct of BizSat and will be monitored regularly.

Disaggregated satisfaction score according to geography:

- National Capital Region (NCR): 82.69
- Luzon: 80.58
- Visayas: 75.04
- Mindanao: 83.71

Disaggregated satisfaction score according to government cluster:

- Business Registration: 82.48
- Economic, Employment and Licensing: 78.27
- Local Government: 79.97
- Social Services: 80.6

RECOGNIZING BEST PRACTICES AND ENCOURAGING KNOWLEDGE SHARING IN THE PUBLIC SECTOR.

Government Best Practice Recognition (GBPR)

The Academy initiated the Government Best Practice Recognition to recognize successful best practices demonstrated by public sector organizations across the country. The program fosters knowledge-sharing and encourages the sustaining of performance results among government agencies. Public sector organizations at various levels of governance and fields of practices were invited to send entries to the GBPR. Ninety-six (96) agencies submitted one hundred forty- six (146) entries, from which six (6) agencies with seven (7) best practices were given recognition.

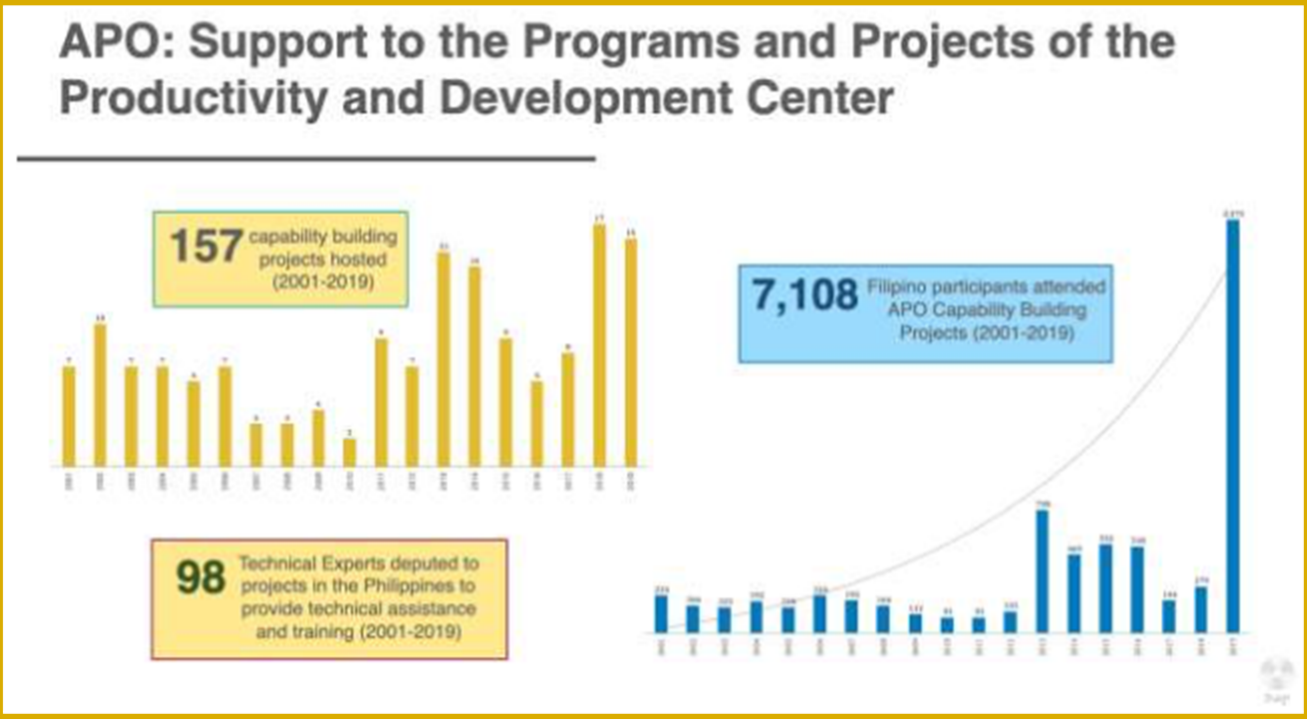
- Land Transportation Office - Bicol (LTO) for "Students Today, Road Users Tomorrow (STRUT) Program"
- Metro Manila Development Authority (MMDA) for "Children's Road Safety Park: Keeping Children Safe on the Roads"
- Mandaluyong City Government for "Project TEACH: Therapy, Education, and Assimilation of Children with Handicap"
- Cebu Technology University for "The University as a Social Entrepreneur - Synergism of SUCs Trifocal Functions towards the 2030 Agenda for SDG - The case of Hablon sa Cebu Handwoven in Argao"
- Palompon, Leyte Municipal Government for "Integrated Community-Based Ecotourism Industry and Coastal Resource Management"
- Philippine Heart Center for "TeleCARE Nursing" and "Sustaining Business Excellence through Unit Scoreboards as Execution Mechanism for Increased Individual Performance Breakthrough Results"

CREATING AND NURTURING PARTNERSHIPS

The APO is a non-political, non-profit, and non-discriminatory regional intergovernmental organization that was established in 1961. Its mission is to contribute to the socio-economic development of Asia and the Pacific through enhancing productivity. APO has recognized several countries as Center of Excellence in their respective field of expertise: India is the APO Center of Excellence on IT for Industry 4.0, Singapore is the APO Center of Excellence on Business, China is the APO Center of Excellence on Green Productivity, and the Philippines is the APO Center of Excellence on Public Sector Productivity.As APO's counterpart in the Philippines, the Academy implements programs and initiatives that aim to further enhance the efficiency and effectiveness of public service-delivery by government departments and agencies.

Achievements

- 2,277 local participants in Public Sector Productivity Trainings
- 258 international participants in Public Sector Productivity Trainings
- 6 study missions hosted
- 8 Public Sector Productivity Research Projects



CHAPTER 3

BUILDING THE NATION.





MAKING BUREAUCRACIES RESPONSIVE TO THE NEEDS OF THE PEOPLE.

For the past five hundred years, Sulu and Basilan have been areas of conflict in Mindanao, and because of this, the Bangsamoro people have been fighting for their religion, culture, descendants, and land. This is the main reason why the idea of creating Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) government came about. The BARMM is just a little over two years old right now since their oath-taking in Malaca□ang — since the announcement of its formation, the confirmation, and the ratification of the Bangsamoro Organic Law (BOL) in late January of 2019. It is an entity borne out of the comprehensive agreement on the Bangsamoro.

BARMM is a product of the peace process between the government, the Moro Islamic Liberation Front (MILF), and the Office of the Presidential Adviser on the Peace Process (OPPAP). It is a product of almost two years of negotiations in the government and the MILF and it took a decade-long peace negotiation between the government and the Moro National Liberation Front (MNLF).

The DAP sa Mindanao (DsM) is currently assisting the BARMM in creating their government offices and supports them in drafting their Education Code through consultation programs. DsM is one of the major operating centers of the Academy. It is considered the implementing arm of the Academy for Mindanao-based programs and projects. Through these projects, the DAP contributes to ensuring development and lasting peace in Mindanao.

The Academy is always ready to extend help and assist government agencies and institutions in every possible way. Being in the business of assisting the public sector to be effective for the last 47 years, the DAP's expertise is the scientific and objective analysis of the government.

The partnership between DAP and BARMM is considered timely because it marks the historic anniversary of the plebiscite that gave way to the birth of this new government. This is why DAP commits to helping BARMM in making bureaucracies responsive to the needs of their people that will also maximize the potential of individuals working for the Bangsamoro.

The DAP plays a very important role in setting up the BARMM offices and for years, we have been training in the government service to help them perform efficiently. We are one with them in committing to the promise to their people in building a government founded on shared morals and values and we intend to deliver on the promises we have made to them.



Here are some of the efforts we have implemented and have achieved significant results in 2019:

Chevening Chats on BARMM

The DAP and the Chevening Alumni Foundation of the Philippines, Inc. (CAFPI) jointly implemented activities that aim to foster a better understanding of the Bangsamoro Transition Authority's (BTA) role and aspirations for a smooth transition to BARMM, and harnessing the intellectual resources of young leaders to contribute to the BTA's success.

The Chevening Scholarship is an international program that funds students with leadership qualities to complete a one-year Masteral degree in the UK. The main objective of this scholarship program is to support foreign policy priorities and achieve the Foreign and Commonwealth Office objectives by creating lasting positive relationships with future leaders, influencers, and decision-makers in all the partner countries. There are about 300 Chevening alumni in the Philippines today.

Technical Assistance on the Creation of Offices to the Bangsamoro Transition Authority and Other Offices Deemed Necessary

The Project on the Technical Assistance on the Creation of Offices to the Bangsamoro Transition Authority and Other Offices Deemed Necessary is a technical assistance project commissioned by the Office of the Presidential Adviser for the Peace Process (OPAPP) for the Bangsamoro Transition Authority (BTA) AdHoc Committee on the Creation of Offices.

This project aimed to orient and provide advisory services to the AdHoc Committee on the basics of organizational development, preparation of organizational structures and staffing pattern, assist line agencies and the Committee during committee meetings, hearings, consultations, and develop a general framework that will guide the AdHoc Committee in crafting law/s for the creation of offices.

Project Management and Technical Assistance for the Consultation and Drafting of the Bangsamoro Education Code

The Project Management and Technical Assistance for the Consultation and Drafting of the Bangsamoro Education Code aimed to provide technical assistance to the Ministry of Basic, Higher and Technical Education (MBHTE) on the drafting of the Bangsamoro Education Code. The assistance was delivered through the conduct of series of consultations, desk review of the constituency development plan, and submission of consultation reports to the Education sector for validation and reference.

The project had completed 14 consultations with the four sectors and various stakeholders. A roundtable discussion was also conducted at the DAP Executive Lounge last November 22, 2019.



Groupwide Leadership Development Program for Managers of ANFLOCOR Group of Companies

The Project on the Groupwide Leadership Development Program for Managers of ANFLOCOR group of companies is a technical assistance provided to the Anflocor Group of Companies to ensure that its leaders and managers perform well and as a requisite for excellent performance that can make them capacitated and suitable to do what is expected of them and beyond what their job descriptions require.

Specifically, the project aimed to strengthen and capacitate the middle-managers from the conglomerate with appropriate leadership and management competencies in order to face and respond to emerging challenges and changes in their respective businesses. Furthermore, the project is geared towards helping the participants articulate the acquired knowledge with a "change project" that was presented in groups at the end of the program.

The series of workshops on leadership and management module began in July and capped its last workshop in October 2019. The total number of attendees is 82. There were 9 groups formed to work on the change leadership project.

Training and Mentoring of MBHTE Community Volunteers on Monitoring and Evaluation of Select School-based Indicators in the BARMM

Pathways commissioned the DAP to design and conduct an M&E training workshop for the community volunteers and to provide coaching and mentoring support to the Bangsamoro Leadership and Management Institute (BLMI), which served as the Regional Coordination Team, as they are deployed by the BARMM Ministry of Basic, Higher, and Technical Education (MBHTE).

The principal objective of the intervention is data collection, validation, and reporting on the school readiness of BARMM through the mobilization of community volunteers who are mostly heads of CSOs and People's Organizations.

Set to end in March 2020, the project was moved to end on June 2020 because of the pandemic. The last deliverable of the project, which is the documented evaluation reports of the five (5) provinces (Maguindanao, Lanao del Sur, Basilan, Sulu, and Tawi-Tawi) and Consolidated Report were already submitted, accepted, and endorsed by the client, Pathways.

Certificate Course on Community Based Drug Recovery Program (CBDRP) Leadership and Governance

The Academy is currently developing the Ladderized Master in Public Management degree with a stream on the governance of illicit drug use reduction through our Graduate School of Public and Development Management (GSPDM). This is in response to the growing need among the public sector frontline service providers and policy-makers,



and other development actors, for capacity building that employs a whole-of-nation approach to the illicit drug use problem. In the development of this new program, the Academy shall co-design and develop short courses that could be integrated into the program. This project is a step towards that direction.

The Asian Center for Drug Policy: Consortium spearheaded the design of a "harmonized" CBDRP leadership and governance training course for local, regional, and national government officials and frontline service providers, hence, the project Certificate Course on CBDRP Leadership and Governance.

The five-day course aimed to capacitate and strengthen the leadership and governance skills of the members of the Municipal/City Anti-Drug Abused Councils (ADACs), interest groups, and other stakeholders to conduct CBDRP.

DAP sa Mindanao Summary of 2019 Accomplishments

- 421 participants capacitated in Technical Writing, SPMS, and MEAL Trainings
- 9 agencies assisted in Projects and In-house Trainings for Agencies
- 7 LGUs assisted in Projects and In-house Trainings for LGUs
- 7 active partnerships with MOUs and MOAs signed

CHAPTER 4

THINKING AND FORGING AHEAD.

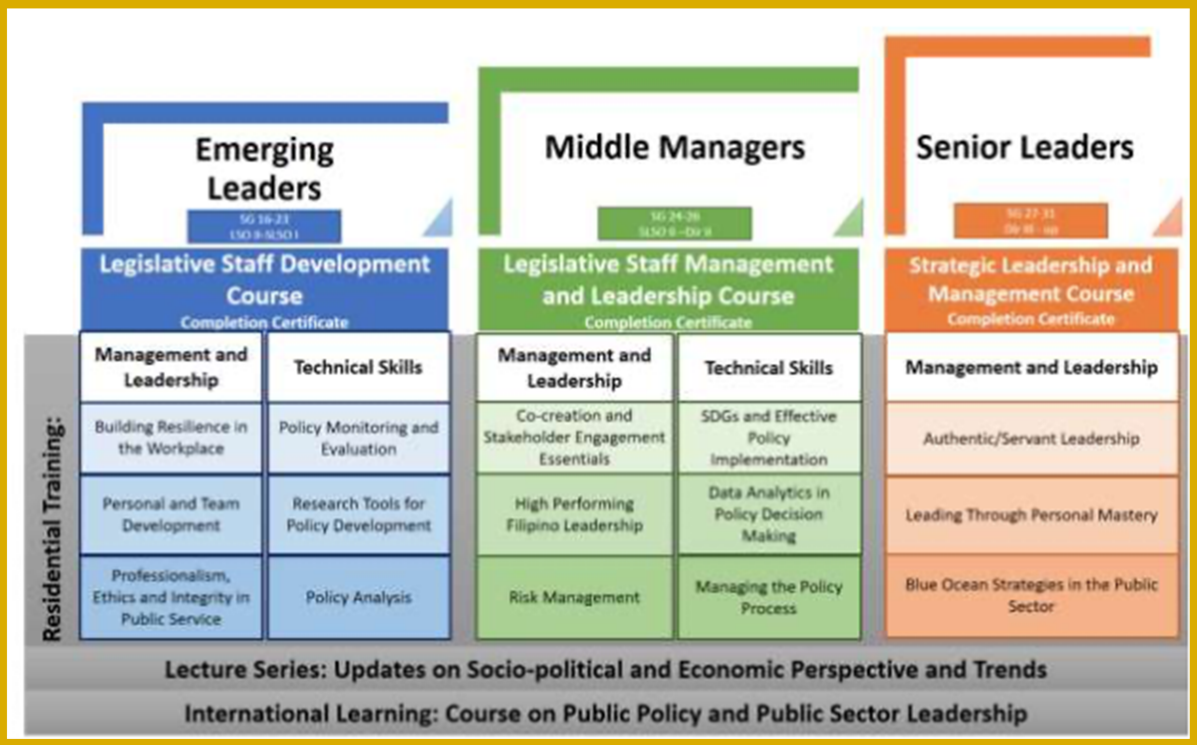


The government should be more agile in order to stay relevant and responsive to the needs of its citizens, especially that it is expected to deliver in an environment that is characterized by volatility, uncertainty, complexity, ambiguity, diversity, and dynamics. The Academy works closely with various government departments and agencies to ensure that the government is equipped with the right tools, knowledge, skills, and perspective to serve the needs of its citizens regardless of the concerns and challenges it may encounter in the future.

The DAP creates and implements programs that instill innovative thinking among our public servants so that they can effectively address both existing and emerging issues and the needs of the people they serve.

Capacity Building on Innovative Leadership and Legislation (CBILL)

The Academy implements capacity-building initiatives to inculcate the innovative mindset among policymakers in government through the CBILL program. CBILL is offered to Legislative Officers and Staff of the Philippine Congress, Local Chief Executives and Sanggunian Members, and Sectoral Public Officials.



Achievements

- 170 Legislative Staff trained
- 128 Local Chief Executives, Sanggunian Members, and Key Technical Staff trained
- 382 Senior Executives and Technical Staff of select NGAs trained

Center of Excellence Public Sector Productivity Innovation Laboratory (COE PSP Innolab)

The Center of Excellence Public Sector Productivity Innovation Laboratory (COE PSP Innolab) program aims to foster inter-agency collaboration and eventually spread the innovation culture in the country. The program promotes its very own innovation approach called the “co-creation innovation process”. This is inspired by IDEO’s human-centered design approach that focuses on “empathy” as its main thrust. Noteworthy in this paradigm is that the process actually includes the stakeholder as co-creators or partners in the design/innovation activity.

The COE PSP Innolab has paved the way to the creation of seventeen (17) innovation concepts and incubation and implementation of four (4) innovation projects. Thirteen (13) agencies have undergone the COE PSP Innolab Bootcamp and we were able to introduce the innovation culture and co-creation innovation process to One hundred thirty-one (131) individuals. Furthermore, the program was able to capacitate sixteen (16) individuals to become facilitators of innovation through the Facilitators’ Course.

The program’s priority is to provide the best public service for our citizens and stakeholders by making it responsive to the changes brought about by public demand, policy challenges, global trends, fiscal pressures, and technological development.

CHAPTER 5

CREATING A RIPPLE EFFECT.



INSPIRING BOTH SMALL AND BIG CHANGES.

In fulfillment of its mandate, the Academy is one of the agencies in the Philippine bureaucracy that is expected to institute innovative changes to make public service more relevant and responsive to the needs of the citizens. By starting the change amongst ourselves within the Academy, we become the small drop that creates ripples throughout the whole of government.

We start with our own -- the DAPpers. Each DAPper carries the mindset that whatever we do is relevant and influential in making the country and the lives of our fellow Filipinos much better. This mindset is reflected in how we work and how we relate both in our communities and at work and is reinforced by the programs that promote the development of our own workforce.

DEVELOPING OUR PEOPLE.

The Academy, through its Human Resource Management and Development Department, promotes not only the professional but also the personal development of its employees by constantly updating its policies and service charters to be more attuned to the needs and challenges of the times.

The Academy also provides training, workshops, and seminars on topics that are crucial to the fulfillment of its mandate. In 2019, the Academy has implemented the following:

Orientation
- Completed Staff Work
- ISO 9001:2015
- Citizen's Charter Guidelines
- Omnibus Rules on Appointments and Other Human Resource Actions (ORA OHRA)

Training
- Project Management for DsM Personnel in Davao City
- Food Safety for Food Handlers for DAP Pasig and Tagaytay
- Business and Technical Writing
- Risk Management
- Energy Management
- Project Management
- Gender Sensitivity

Workshop
- Data Science and Data Analytics
- Root Cause Analysis
- Solid Waste Management

In 2019, the Academy, through the HRMDD, established the following systems and policies:

- New NPP Pay Plan based on the COA-CSC-DBM Joint Circular No. 1 s. 2017 and 2018
- Partnership with PhilHealth to promote health security for NPPs
- Partnership with the Social Security System for social security, retirement plan, and PBPs added retirement benefits for NPPs
- Policy on Annual Team Development Clinic of the Academy
- Established the Grievance Machinery of the Academy
- Established the Academy Merit Selection Plan



ACCOMPLISHMENTS

- Average customer satisfaction rating of 4.5/5 or 90% on all implemented In-house Training Programs

- <91% or 590/645 personnel were provided at least 1 relevant learning intervention

- <65% or 32/49 designated officers were provided at least 40 hours of relevant learning interventions

- 95% of Personnel Requisition Forms (PRFs) were addressed

PROMOTING SUSTAINABILITY IN THE WAY WE WORK.

As the Academy expands its efforts in fulfilling its mandate, so too is its consumption of resources and energy. The Academy acknowledges that the continuous rise of its annual energy consumption creates a negative impact on its role in promoting the country's sustainable development goals and environmental advocacy.

In 2019, it became more active in its efforts to institutionalize its energy efficiency and conservation efforts.

One of the major breakthroughs of the Academy was to cut the DAP building's energy consumption by almost half from its energy consumption in 2016.

Energy Consumption

- 2016: 242.60 kilowatt-hour per square meter
- 2017: 220.05 kilowatt-hour per square meter
- 2018: 134.68 kilowatt-hour per square meter
- 2019: 124.60 kilowatt-hour per square meter

To further improve on its sustainability gains, the Academy instituted the following:

- Development of Capacity-Building Training Modules
- Designation of Energy Conservation Officers for DAP operations in Pasig, Tagaytay, and Davao
- Issuance of Office Order 2019-005 by the DAP President to institutionalize Energy Efficiency and Conservation
- Creation of the DAP Energy Conservation Team through a Special Order 2019-153 to promote the creation and implementation of energy conservation policies and to ensure the incorporation of such policies in the Academy's plans and programs.

The Academy has invested in an interoperability device for the management of its building cooling system. It has installed the Building Management System (BMS) for the DAP Pasig building's ninety–six (96) inverter-type air conditioning units. The BMS allows better management of the cooling system's energy consumption by providing monitoring tools that signal to the Engineering Unit's system operator for any possible defect for better maintenance and repair response. The system can produce reports of real-time energy consumption, which centers and departments can consider when they plan and assess their operations.

ACCOMPLISHMENTS

- Energy use for 2019 is 37.7% more efficient compared to the established standard for Building Offices of 200kw-hr/square meter/ year

- Energy savings of 25.18% (equivalent to peso-savings of Php2,855,986.85) compared to the average energy cost incurred over the last 3 years (from 2016 to 2018)

FINANCIAL HIGHLIGHTS

The Academy has continuously done its best to sustain financial growth through education, training, consultations, and other public sector services. As a Government-owned and Controlled Corporation (GOCC), the Academy and the people behind it were pushing forward to be more creative and innovative in terms of services offered, policy-making, and other efforts that will link more partnerships and services among its stakeholders.

For the past years, it has been a practice in the Academy to bring more than what it has to offer. It builds more partnerships and linkages with other agencies, companies, and organizations in bringing new opportunities and growth to the employees and the public. The ever-changing needs of the public lead the Academy to be aggressive in finding solutions.

It is the Academy's responsibility to report the financial statement fairly and with transparency, therefore, it was based on the International Public Sector Accounting Standards (IIPSASs) including all the accounting policies applied throughout the year presented.

In 2019, the assets of the Academy amounted to Php1,312,398,290 while the liabilities amounted to Php754,599,994 and the net assets/equity amounted to Php557,798,296. As the Academy strives to manage financial growth, the revenue for 2019 amounted to 328,613,493 with 634,124,367 as current operating expenses.

The Academy had a Php305,510,874 deficit from current operations and a total of Php752,803 as other non-operating losses. The surplus (deficit) before subsidy amounted to 306,263,677 while the assistance and subsidy amounted to Php345,040,214.

2019 FINANCIAL POSITION

Assets	Liabilities	Net Assets/ Equity
1,312,398,290	754,599,994	557,798,296

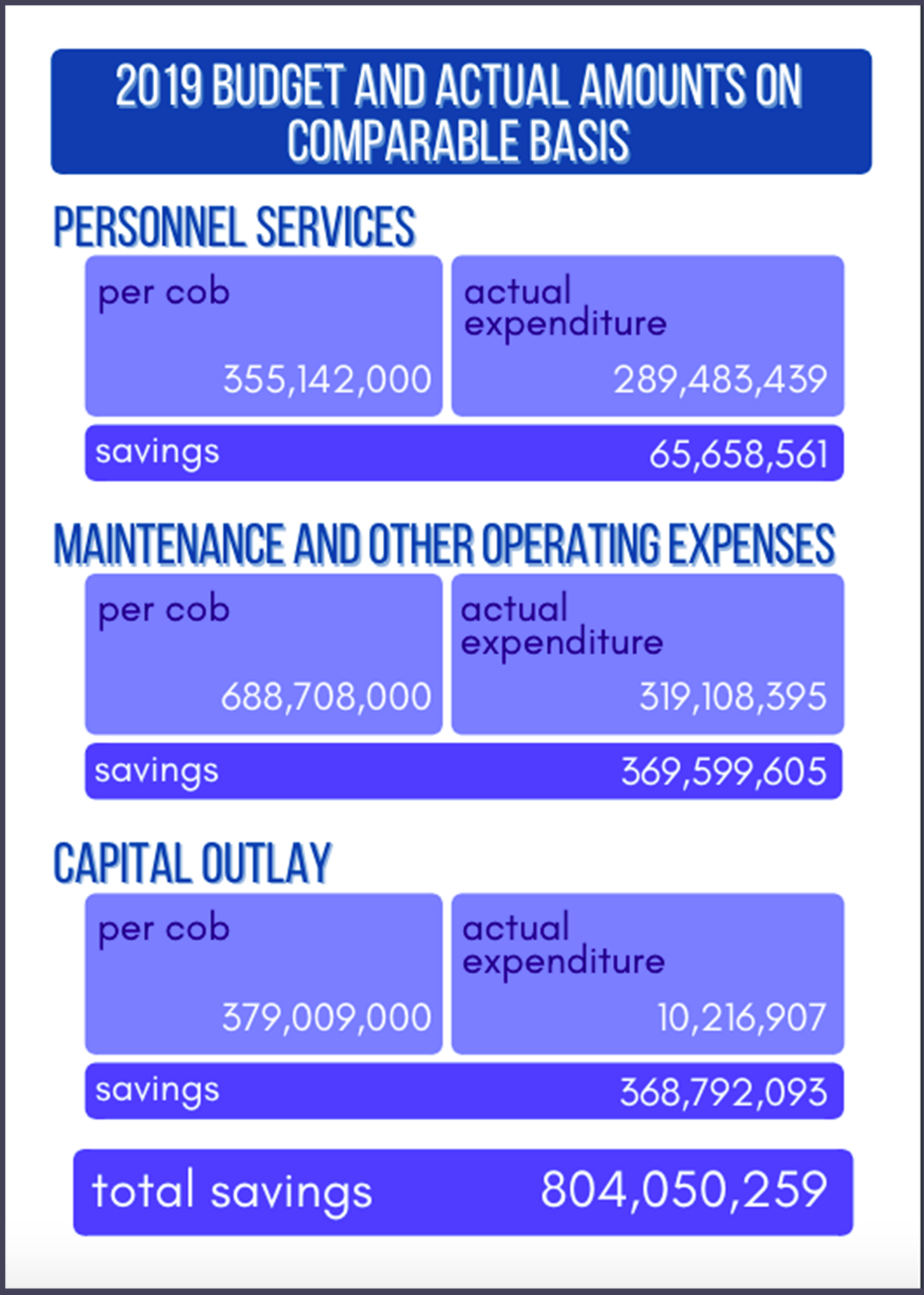
2019 FINANCIAL PERFORMANCE

Revenue 328,613,493	Current Operating Expenses 634,124,367
Deficit from Current Operations 305,510,874	Other Non-operating Loss 752,803
Surplus (deficit) before subsidy 306,263,677	Assistance and Subsidy 345,040,214
Net Surplus for the period 38,776,537	

FINANCIAL HIGHLIGHTS

The Academy allotted 355,142,000 for personnel services and spent only Php289,483,439 for plantilla personnel, 102 permanent and 315 coterminous employees to be exact, and with 222 non-plantilla personnel which leave the academy Php65,658,561 as savings. To ensure the maintenance and continuous operations of the Academy, Php688,708,000 was allotted for maintenance and other operating expenses and spent only Php319,108,395 which add Php369,599,605 to the Academy's savings. Php10,216,907 was spent for capital outlay from Php379,009,000 budget for this year which resulted to additional Php368,792,093 savings.

In total, the Academy saved Php804,050,259 for the year 2019.



Through the help of the Finance and Administrative Division, it assists the Academy's financial flow and status to guide the management in spending the finances in accordance with existing rules and regulations.

Roles of the Management

The main role of the management is to prepare and present the financial statements in accordance with the financial reporting framework which includes designing and implementing internal controls. Through this framework, the management can efficiently navigate and promulgate the financial state of the Academy. These internal controls allow the

The management's goal is to prepare and present the financial statements without any material misstatement due to fraud or error. One of the key factors to achieve this goal is to select and apply appropriate accounting policies and make accounting estimates.

The Board of Trustees performs a significant role as they are the responsible body that reviews and approves the financial statements before other users can access a copy.

The BoT consists of the following:

Office of the President (OP), Philippines
Civil Service Commission (CSC)
Department of Agriculture (DA)
Department of Environment and Natural Resources (DENR) National Economic and Development Authority (NEDA) Department of Agrarian Reform (DAR)
Department of Budget and Management (DBM) Department of Education (DepEd)
Department of Finance (DOF)
Department of Health (DOH)
Chairman Vice-Chairman Member Member Member Member Member Member Member Member

The BoT conducts a thorough review of the financial statement before the submission for audit.

Scope of Audit

To guide the government in settling accounts and expenditures, the Commission on Audit performs annual auditing to all government agencies and government-owned and controlled corporations to maintain transparency, effectiveness, efficiency, and improvement that will ensure quality public services to every Filipino.

Defined by the 1987 Constitution, the Commission on Audit is the authorized institution that can define the scope of audits and examination, establish techniques and methods required, and promote accounting and auditing rules and regulations.With this, COA has expressed their opinion on the financial statements presented by the Academy in accordance with International Standards of Supreme Audit Institutions (ISSAIs) which covered the accounts, transactions, and operations of the Academy for the CY 2019 to determine the compliance with laws, rules, and regulations.

Auditor's Opinion

The Academy presented the financial statement comprise of the statement of financial position, statement of financial performance, statement of changes in net assets/equity, statement of cash flows, and statement of comparison of budget and actual amounts.

Based on the Independent Auditor's Report, the Academy received a qualified opinion on the 2019 financial statements despite the conscientious preparation and review. The auditors have provided their key findings that will help and assist the Academy in settling its finances effectively and efficiently. The observations and recommendations were deemed significant and required immediate actions to comply with the existing laws, rules, and regulations.

Status of Implementation of Prior Year's Audit Recommendations

In 2018 Audit Report, COA recommended that the Management shall exert efforts to reconcile, analyse, and make necessary corrections and actions in various documents to comply with financial regulations. To fully commit to transparent, effective, and efficient management of finances, the Academy has already fully implemented 17 recommendations and partially implemented 7 recommendations and only one remaining recommendation to be implemented.

The Academy has continuously adhered to manage the finances with integrity and legal and moral principles that will allow more opportunities in bringing quality service and innovative solutions to the people.

ACCOMPLISHMENTS

17 audit recommendations were fully implemented

- Adjusted and corrected the recorded FPA and PBB and ensured that valid obligations shall be taken up in the books of accounts

- Reconciled the balance reflected in General Ledger (GL) with the balance in the SLs of the Due to Officers and Employees account

- Enhanced the FMIS captured every transaction to ensure the correctness of the financial data and reports

- Documented seven long uncompleted projects

- Recorded the unidentified collections in the books of accounts in accordance with the RCA for Government-Owned and Controlled Corporations prescribed under COA Circular No. 2015-010 dated December 1, 2015

- Determined the unidentified deposits/collections as reflected in the bank statement through the assistance of the Centers

- Advised clients to reconcile past and future payments made through banks with the help of the Centers

- Made timely representations with the concerned depository bank for the identification of depositors to hasten the recording in the books of the unidentified collections

- Reconciled records with concerned agencies and made necessary adjustments

- Analyzed the negative (abnormal) balance of the Due to NGA-Aurora e-Village Project account and effect necessary adjustments in the books

- Reconciled the Accounting records with the records of the DA-ATI, the Source Agency, and the Productivity and Development Center in charge of the project

ACCOMPLISHMENTS

- Submitted the liquidation reports to the DA-ATI as the project was already fully completed in CY 2012

- Analyzed and reviewed all transactions recorded under the Advances to Contractors account and prepare the necessary adjustments to reflect the correct balance of the account in the books

- Demanded submission/issuance of BIR Forms 2306 and 2307 together with the payments from the clients that allows the Academy to use Tax Certificates as tax credit or deduction against its tax liability to the BIR

- Complied with Section 3.1.1 of COA Circular No. 2009-001 by furnishing copies of all contracts and their supporting documents to the Audit Team within five (5) working days from execution thereof

- Complied with the provisions of Section 101 of PD No. 1445 and Sections 4.1 and 5.1 of Treasury Circular No. 02-2009 dated August 6, 2009, on the bonding of accountable officers

- Recovered the advance payment amounting to 3.969 million from the contractor

ACCOMPLISHMENTS

Seven (7) audit recommendations were partially implemented

- Directed the Accounting Division to exert all efforts to review, analyze, and reconcile the Accounts Receivable with the clients' records and make the necessary adjustment in the books

- Prepared necessary adjustments to the entries to correct the balances of the Unearned Revenue /Income and Accumulated Surplus/Deficit Accounts

- Complied with the provisions of the EO No. 273, PCW-NEDA-DBM Joint Circular No. 2012-01, COA Circular No. 2014-01, and PCW Memorandum Circulars

- Ensured that the GAD focal persons are adequately trained to prepare GPB and GAD AR

- Prepared the GPB and submitted the same together with the GAD AR in the prescribed format to PCW for endorsement within the deadline set

- Submitted to the Audit Team copy of the approved/ duly endorsed GPB within five days from receipt thereof, and GAD AR within five working days from the end of January of the following year

- Complied with the provisions of Section 14.1 of the IRR of RA No. 8291, Section 11 of the IRR of RA No. 10606, and Section 3, Rule VII of the IRR of RA No. 9679 on the withholding and remittance of premiums and contributions

DAP BOARD OF TRUSTEES

MENARDO I. GUEVARRA

Trustee, Board of Trustees
Senior Deputy Executive Secretary, Office of the President Chairman

Menardo "Maynard" I. Guevarra, as Senior Deputy Executive Secretary at the Office of the President, directly assists Executive Secretary Salvador Medialdea and, indirectly, President Rodrigo Duterte in managing the affairs of the government, and the job also includes representing the OP in the DAP Board of Trustees. A second-placer in the 1985 bar examinations, he served early in government. He worked with the National Economic and Development Authority right after graduating with magna cum laude honors from the Ateneo de Manila in 1974 with a political science degree, serving as a staff economist until 1983 even as he pursued graduate studies in economics. He then moved to the Central Bank's Department of Economic Research as a bank economist while taking up law after office.

After finishing his law course with second honors and leading his class in the bar exams, he then joined the technical staff of the 1986 Constitutional Commission that drafted the 1987 Philippine Constitution. In 2010, he was appointed by then-President Benigno Aquino III as a member of the Philippine Truth Commission that was tasked to investigate corrupt practices committed during the previous administration. Then in 2015, he was appointed as Deputy Executive Secretary for Legal Affairs at the OP. He would then be named to the top-level panel that would argue the Philippines' case against China's excessive claims in the West Philippine Sea. The panel would prove successful as the Permanent Court of Arbitration based in The Hague on July 12, 2016 invalidated Beijing's claims in the disputed waters. In February 2016, Chairman Guevarra was also appointed as a commissioner of the newly-created Philippine Competition Commission, and he served there until he was appointed by Duterte as SDES on June 30, 2016.

Guevarra was a senior associate at the law firm he formed with other lawyers in 1990, the Medialdea Ata Bello Guevarra and Suarez, where he had taken on and supervised more than a thousand cases. He was also an accredited arbitrator of the Philippine Chamber of Commerce and Industry, and is an active faculty member at the Ateneo School of Law, but the 63-year-old lawyer has spent more than 23 years in government, proof of his deep commitment to his country's service.

ALICIA DE LA ROSA-BALA

Trustee, Board of Trustees
Chairperson, Civil Service Commission

Vice-Chairman Alicia de la Rosa-Bala is currently the Chairperson of the Civil Service Commission, the central human resource authority of the government. Her ad interimappointment was signed by then-President Benigno Aquino III on October 9, 2015, and confirmed by the Commission on Appointments on December 16, 2015.

Prior to her appointment, she was the Undersecretary for Policy and Plans of the Department of Social Welfare and Development (DSWD) which she had served for the previous 39 years. She also served from September 8, 2012 to September 7, 2015 as 31 Deputy Secretary General for the ASEAN Socio-Cultural Community Department in Jakarta, Indonesia that covers the sectors of civil service, environment, science and technology, health, women, youth, social welfare and development, and disaster management, among others.

In 2004, she was the DSWD's First Best Manager Awardee, and in 2012, she was awarded as an Outstanding Career Executive Service Officer by the Career Executive Service Board. Vice Chairman Bala was appointed as the country's first child rights representative to the ASEAN Commission for the Promotion and the Protection of the Rights of Women and Children in 2010.

She was also the first elected head of the first session of the Commission on Social Development, United Nations Economic and Social Commission for Asia and the Pacific, in 2008. She received her master's degree in social work from the University of the Philippines Institute of Social Work and Community Development, and her bachelor's degree in social work from Centro Escolar University, graduating with cum laude honors. She was born on May 11, 1952 in Vigan, Ilocos Sur and is married to Victorino S. Bala, with whom she has three children.

ATTY. MCJILL BRYANT T. FERNANDEZ

Trustee, Board of Trustees
Deputy Executive Secretary for General Administration Office of the President

Atty. McJill Bryant Fernandez, as Deputy Executive Secretary for General Administration (DESGA), assists the Executive Secretary in drafting and evaluating Presidential issuances as well as those concerns submitted to the President for approval. He likewise assists the Executive Secretary in handling policy and administrative concerns of various agencies in the Executive Department, and government-owned or controlled corporations.

Fernandez graduated cum laude from the University of the Philippines-Manila, with a Bachelor of the Arts degree, majoring in Political Science. Thereafter, he got his Juris Doctor degree with second honors from the Ateneo de Manila University. After successfully hurdling the 2008 Bar Examinations, he joined the Tolentino Corvera Macasaet and Reig Law Office where he was extensively immersed in the practice areas of litigation, corporate, and labor law.

In late 2012, Fernandez joined the Office of the President, particularly the Office of the Deputy Executive Secretary for Legal Affairs (ODESLA), and rose through the ranks from Attorney V, Director, to Assistant Secretary. At the ODESLA, he handled appealed cases from executive departments and agencies exercising quasi-judicial functions, and those administrative disciplinary cases of Presidential appointees and local chief executives. He also prepared legal memoranda and opinions for the President and the Executive Secretary.Concurrent with his position as DESGA, Fernandez is the designated representative of the Office of the President and of the Executive Secretary in various interagency committees and oversight bodies such as the Development Budget Coordination Committee and the NEDA- Investment Coordination Committee, and in the governing boards of several other GOCCs such as the Laguna Lake Development Authority and the Philippine Center for Economic Development.

BENJAMIN E. DIOKNO

Trustee, Board of Trustees
Secretary, Department of Budget and Management

Secretary Benjamin E. Diokno was born on March 31, 1948 in Taal, Batangas, and is in his second go-around as DBM Secretary as he held the same position under then President Joseph Estrada. He also served as Undersecretary for Budget Operations at the DBM from 1986 to 1991 during the administration of President Corazon Aquino. During the Aquino administration, Diokno provided technical assistance to several major reforms such as the design of the 1986 Tax Reform Program, which simplified income tax and introduced the value-added tax (VAT), and the 1991 Local Government Code of the Philippines.

During the Estrada administration, Diokno initiated and instituted several reforms that would enhance transparency and improve the efficiency of the delivery of government services, like the "what you see is what you get" or WYSWIG policy that is a simplified system of fund release for the General Appropriations Act and the reform of the government procurement system through the adoption of rapidly improving information and communications technology.

In early 2000, Diokno and the United States Agency for International Development successfully concluded a substantial technical assistance program for the DBM's budget reform programs that included procurement reform. Other budget reforms instituted by Diokno concerned procedures for payment of accounts payable and terminal leave/ retirement gratuity benefits.

Diokno is currently a professor at the University of the Philippines School of Economics. He is also a columnist for Business World.

CARLOS G. DOMINGUEZ III

Trustee, Board of Trustees
Secretary, Department of Finance

Secretary Carlos "Sonny" G. Dominguez III, who was born on September 16, 1945 in Zamboanga, Zamboanga, is married to Cynthia Andrews. He is a Filipino businessman and former chief executive of Philippine Airlines. Mr. Dominguez is the 31st Secretary of Finance under President Rodrigo Duterte. He had previously held the positions of Secretary ofAgriculture from 1987 to 1989 and Minister of Natural Resources from 1986 to 1987 under the Corazon Aquino administration. Prior to his appointment to President Duterte's Cabinet, he had served as executive director of PTFC Redevelopment Corporation, as an independent director of Alsons Consolidated Resources, and as director of United Paragon Mining Corporation. His family owns Marco Polo Hotel in Davao City, one of the top hotels in Southern Mindanao.

Secretary Dominguez graduated from the Ateneo de Manila University with a Bachelor of Science degree in economics in 1965 and received a Master of Business Administration from the same university in 1969. He also pursued post-graduate studies in California, USA, where he completed the Executive Program at Stanford University's Graduate School of Business in 1982.

EMMANUEL F. PIÑOL

Trustee, Board of Trustees
Secretary, Department of Agriculture

Secretary Emmanuel "Manny" F. Piñol, who was born on December 16, 1953 in Bialong, M'lang in the then undivided province of Cotabato, is a journalist, writer, and agriculturist whose career in politics started when he was elected as mayor in their hometown of M'lang in 1995, running as a substitute to his father, former Cotabato Provincial Board member Bernardo Piñol Sr. In 1998, he was elected as Cotabato's provincial governor, a position he held for three consecutive terms. As governor, he supported agriculture programs for the province's rubber, oil palm, banana, and coconut industries. Barred from seeking another term in 2007, Piñol ran as vice governor of Cotabato and won. He is credited with having reduced the province's poverty incidence from 41.6 percent in 2000 to 25.6 percent in 2009. During the 2010 gubernatorial elections, he was again a candidate for governor of Cotabato but eventually lost to Emmylou Taliño-Mendoza.

Secretary Piñol is the second-eldest of 11 children born into an immigrant Hiligaynon family from Dingle and Pototan in Iloilo. His siblings include Cotabato 2nd District Representative Bernardo Piñol Jr., M'lang Mayor Joselito Piñol and Magpet Mayor Efren Piñol. He grew up on the family's rice farm and worked in the media starting in 1976. In 1978, he first entered government service as public relations officer of the National Grains Authority, becoming an editor for the Philippine News Agency where he worked for four years. His media career also includes serving as a senior copy editor and sports columnist for Tempo. He was also a writer for Interior Secretary Rafael Alunan III and President Fidel Ramos prior to becoming mayor of M'lang. Piñol is a graduate of the University of Southern Mindanao with a bachelor's degree in development communication (2006) and a master's degree in rural and economic development (2008).

LEONOR M. BRIONES

Trustee, Board of Trustees
Secretary, Department of Education

Secretary Leonor M. Briones is a professor emeritus of public administration at the National College of Public Administration and Governance of the University of the Philippines-Diliman. She was a former Presidential Adviser for Social Development with Cabinet rank and is best known for her stint as National Treasurer of the Philippines from August 1998 to February 2001 under then-President Joseph Estrada's administration. She received her Doctor of Humanities (honoris causa) in Public Administration from Central Philippine University in 2016.

Briones, who was born on October 16, 1940, obtained her Bachelor of Business Administration with a major in accounting from Silliman University and her Master of Public Administration with a major in local government and fiscal administration from the University of the Philippines- Diliman. She proceeded to complete further studies in the United States where she was granted a postgraduate diploma in development administration from the Harvard Institute for International Development at Harvard University.

Briones has served in various capacities, including stints as lead convenor of Social Watch Philippines, Inc., as Director for Policy and Executive Development at the NCPAG of the UP, as Vice President for Finance in the same university, as secretary to the Commissioner of the Commission on Audit, and as Chairman of the Board of Trustees of Silliman University.

FRANCISCO T. DUQUE

Trustee, Board of Trustees
Secretary, Department of Health

Secretary Francisco T. Duque III, a doctor by profession, is the first returning health chief of the Department of Health since the reappointment of Health Secretary Paulino Garcia in the 1960s. He was also appointed by President Rodrigo Roa Duterte as Chairman of the Government Service Insurance System in February 2017. He also served as Chairman of the Civil Service Commission from 2010 to 2015.

Duque, who first served the agency from June 2005 to January 2010, spearheaded the agency's efforts on the national government's good governance that eventually led to consistent recognition as the number one government agency with regard to compliance to the requirements of the Integrity Development Action Plan by the Presidential AntiGraft Commission. The DOH also earned high approval and satisfaction ratings from various social surveys in terms of overall performance during his five-year stewardship.

Duque was born on February 13, 1957 in Dagupan City, Pangasinan. He earned his Bachelor of Science degree at the University of Santo Tomas in 1978 and completed his medical degree at the same university in 1982. He finished his Master of Science at Georgetown University in1987 where he also studied Immunology from 1985 to 1988. He also took a post-graduate course on Executive Education on Health Program Management at the Harvard School of Public Health and the Graduate School of Management in 1992.

JOHN R. CASTRICIONES

Trustee, Board of Trustees
Secretary, Department of Agrarian Reform

Secretary John R. Castriciones, who was born on January 8, 1962 in Bayombong, Nueva Vizcaya, graduated as magna cum laude with a bachelor's degree in political science at the Trinity University of Asia, formerly Trinity College and is a member of the Philippine Military Academy class of 1994 prior to studying law at the San Beda College of Law and Arellano Law School where he was a consistent Dean's Lister.

He also obtained a master's degree in comparative government and international law from the prestigious Notre Dame University in London Law Centre, United Kingdom after passing the bar exams in 1990. His master's thesis, "The Viability and Wisdom of Adopting the Jury System in the Philippines Legal System," earned him a Grade A, which was consequently published in the Arellano Policy Review.

Castriciones is also a professor of law and the social sciences. He taught subjects at Xavier School Greenhills for five years, several law subjects at the Arellano Law School for more than nine years, and lectured to police officers in Philippine Public Safety College. He is also a former MCLE lecturer for three years for subjects in International Law, Arbitration Law, and Adoption Law, among others.

At present, Castriciones is the national president of the Mayor Rodrigo Roa Duterte National Executive Coordinating Committee, and founding senior partner of the Castriciones Legal Consultancy.

ERNESTO M. PERNIA

Trustee, Board of Trustees
Socioeconomic Planning Secretary and Director-General, National Economic and Development Authority

Secretary Ernesto M. Pernia was born on December 30, 1943 in the municipality of Tubigon, Bohol. He is the sixth of nine children born to Dr. Juan C. Pernia, a dentist, and Petra del Mar Pernia, He attended the San Carlos Major Seminary in Cebu City where he graduated magna cum laude with a bachelor's degree in philosophy in 1963. He eventually completed his AB Economics at the University of San Carlos in 1967.

Pernia is an economist, writer, and professor emeritus at the University of the Philippines School of Economics who also serves as the Secretary for Socioeconomic Planning besides being Director General at the NEDA. He was a former lead economist of the Asian Development Bank and earned his MA in Economics in 1969 at the University of Bridgeport in Connecticut, USA under a graduate assistantship grant. He then obtained his Ph.D. in Economic Demography in 1974 at the University of California in Berkeley under a Ford Fellowship, after which he worked in the U.S. as a lecturer at the University of California in Santa Cruz while also taking up a research grant at the Smithsonian Institution. He was also a fellow of the East-West Population Institute in Honolulu.

On his return to the Philippines, Pernia joined the UP as director of the Institute of Economic Development and Research of the UP School of Economics in 1977 and as chairman of the UP Department of Economics in 1978. From 1984 to 1986, he served as the regional adviser on population and employment policy and research of the International Labor Organization Regional Office in Bangkok, Thailand. He then joined the ADB in 1986, starting as the bank's senior economist in 1990 and working his way up to being the head of the ADB Knowledge Dissemination Unit in 1999, the managing editor of the Asian Development Review, and the lead economist in 2003. Throughout his long 37-year career as an economist, Pernia also consulted for the World Bank, the Population Council East and South Asia Regional Office, the United Nations University, the United Nations Center for Regional Development, the Food andAgriculture Organization, the Philippine Institute for Development Studies, and the United States Agency for International Development.

ENGELBERT C. CARONAN, JR.

Trustee, Board of Trustees
President and Chief Executive Officer, Development Academy of the Philippines

Atty. Engelbert C. Caronan, Jr., who was born on December 2, 1972 in Tuguegarao City, has had extensive experience as an executive in government, having served as mayor of their hometown from 2014-2015, vice mayor of the same city from 2015-2016, and a three-term councilor of the city from 2004-2013 while having also served as provincial legal officer and an officer at the Public Attorney's Office before assuming those elective positions. He has also served as a professor of law at the Philippine Christian University, Arellano Law Foundation, University of Cagayan Valley, and Cagayan State University.

Caronan is a law graduate of Arellano Law Foundation in 1998, and completed his political science degree at the Far Eastern University in 1993 before starting his law studies at San Beda College that same year. He finished his Masters in National Security Administration in 2017 at the National Defense College of the Philippines, completing his thesis entitled "A Grounded Theory Study of the Perceptions of Peace Practitioners on Interfaith Dialogue in Mindanao."

Caronan has served in various capacities as chairman of the City Advisory and Regional Public Safety Battalion Advisory Council of the Philippine National Police.


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